



ISLINGTON



CYCLICAL IMPROVEMENT PROGRAMME

QUARTERLY CORE GROUP REPORT

SEPTEMBER 2015

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KPI 1 – Time, completion within time agreed

TARGET SCORE:- 100%.

Please see attached spreadsheet.

KPI 11 – Cost Predictability

TARGET SCORE:- +/- 2%.

Please see attached spreadsheet.

KPI 1 Time, Completion Within Time Agreed and KPI 11 Cost Predictability

LBI Document

Scheme Title	Project Manager	Service Provider	Task Price	Forecast Final Cost	Start on Site (Actual)	Practical Completion (Estimated)	Practical Completion (Actual)	Contract Period	Confirmed Contract Period (Task Order)	Contract Period including any Extension of Time	Actual Duration	Extension of Time (if applicable)	KPI One - Predictability of Time	KPI Eleven - Predictability of Cost
B P15 Margery St Estate		Breyer	£1,129,384	£1,251,582	13-Aug-12	21-May-15	21-May-15		58	62	144	4	233	111
B P30 Paget St/Hermit St		Breyer	£139,436	£212,883	24-Mar-14	18-Sep-15			39	39	78	0	197	153
B P30A Woodbridge St 18-28		Breyer	£26,115	£30,313	24-May-14	25-Sep-15			30	30	70	0	232	116
B P32 Fieldway Crescent/Branston		Breyer	£575,750	£575,750	08-Jun-15	14-Dec-15		34	32	32	27	0	84	100
B P34 Mayville Estate		Breyer	£1,926,227	£2,300,772	11-Aug-14	27-Nov-15			48	43	68	0	157	119
B P35 New River Green Estate		Breyer	£3,295,720	£2,950,336	02-Mar-15	29-Feb-16		52	65	65	52	0	80	90
B P43 Pleydell Estate		Breyer	£1,658,122	£1,658,126	23-Feb-15	11-Jan-16			52	52	46	0	88	100
B P45 Bennett Court		Breyer	£931,026	£931,026	18-May-15	30-Mar-16			48	48	45	0	95	100
B P46 Dovercourt Estate		Breyer	£1,480,248	£1,480,246	19-Jan-15	15-Jan-16			56	56	52	0	91	100
B P56 K&B's 14-15 South/East		Breyer	£570,530	£696,112	03-Nov-14	17-Jul-15			30	30	37	0	122	122
B P34A Bronte House - Structural Works		Breyer	£134,744	£134,744	01-Sep-15	13-Oct-15			6	6	6	0	100	100

Breyer Group Plc Insertion

Scheme Title	Project Manager	Service Provider	Task Price	Forecast Final Cost	Start on Site (Actual)	Practical Completion (Estimated)	Practical Completion (Actual)	Contract Period	Confirmed Contract Period (Task Order)	Contract Period including any Extension of Time	Actual Duration	Extension of Time (if applicable)	KPI One - Predictability of Time	KPI Eleven - Predictability of Cost
B P36a Jersey and Guemsey		Breyer	£589,441	£489,876	01-Oct-14	30-Apr-15	30-Apr-15	30	30	30	30	0	100	83
B P37 Andover Estate Pilot		Breyer	£351,499	£184,579	20-Sep-15	17-Dec-15	17-Dec-15	13	13	13	13	0	100	53
B P44 Whitecross Estate		Breyer	£400,251	£267,165	01-Jan-15	30-Jun-15	30-Jun-15	26	26	26	26	0	100	67

130

100

KPI 2 – Customer Satisfaction

TARGET SCORE:- Tenants 93%.

No Report from LBI

Please see attached RSS spreadsheet and compliment register.

No:	Contract Number	Phase	Customers Address	RLO	Date	Format	Comments
1	110406	BP56 K&B	██████████	██████████	01/05/2015	RSS	██████████ was very helpful
2	110402	BP36a Jersey and Guernsey	██████████	██████████	01/05/2015	RSS	The window man was good and polite
3	110402	BP36a Jersey and Guernsey	██████████	██████████	01/05/2015	RSS	Not much to say but happy with the work
4	110402	BP36a Jersey and Guernsey	██████████	██████████	01/05/2015	RSS	All good overall service
5	110402	BP34 Mayville Estate	██████████	██████████	08/05/2015	RSS	Very Good job and workers are skillful and polite
6	110402	BP35 New River Green Estate	██████████	██████████	13/05/2015	"RSS Thank you"	Very good Work
7	110402	BP34 Mayville Estate	██████████	██████████	18/05/2015	RSS	Job well done both inside and out. Rooms feel warmer
8	110402	BP34 Mayville Estate	██████████	██████████	20/05/2015	RSS	Exceptional Team! Very pleased by there competence and attitude. It was a pleasure to work with all of them.
9	110402	BP34 Mayville Estate	██████████	██████████	20/05/2015	RSS	I'm well satisfied
10	110402	BP34 Mayville Estate	██████████	██████████	22/05/2015	Verbal-Resident engagement	Happy with the works
11	110402	BP34 Mayville Estate	██████████	██████████	22/05/2015	Verbal-Resident engagement	Happy with all the works
12	110402	BP34 Mayville Estate	██████████	██████████	26/05/2015	Verbal-Resident engagement	Totally happy with the works
13	110402	BP34 Mayville Estate	██████████	██████████	27/05/2015	Verbal-Resident engagement	Generally happy with the work and work area
14	110403	BP45 Bennett Court Estate	██████████	██████████	27/05/2015		SM AND RLO are really friendly and helpful
15	110402	BP35 New River Green Estate	██████████	██████████	03/06/2015	"RSS Thank you"	Good Service, very friendly
16	110402	BP34 Mayville Estate	██████████	██████████	04/06/2015	RSS	workers very polite and helpful
17	110402	BP34 Mayville Estate	██████████	██████████	04/06/2015	RSS	very happy with the door painting operative was very professional
18	110402	BP34 Mayville Estate	██████████	██████████	04/06/2015	RSS	Resident very happy with all members of staff and work carried out
19	110402	BP34 Mayville Estate	██████████	██████████	04/06/2015	RSS	Resident happy with painting works carried out to the building
20	110402	BP34 Mayville Estate	██████████	██████████	04/06/2015	RSS	Resident very satisfied with the contracted works and the workmen. Resident not happy with the length of time scaffold was up and the blocking of light
21	110402	BP34 Mayville Estate	██████████	██████████	04/06/2015	RSS	Resident very happy painting of the front door and the politeness of staff
22	110403	BP44 Whitecross Estate	██████████	██████████	09/06/2015	Formal	Good Job Well Done.
23	110403	BP44 Whitecross Estate	██████████	██████████	15/06/2015	Formal	Good Attitude and cooperative,well done breyer staff. Thank you.
24	110403	BP44 Whitecross Estate	██████████	██████████	15/06/2015	Formal	Very happy,noise and inconvenience keep to a minimum. Happy with work done on the balcony although the front of the building looks the same. Completely happy with all the Breyer Group staff excellent x .
25	110402	BP34 Mayville Estate	██████████	██████████	19/06/2015	RSS	Really Happy J
26	110402	BP34 Mayville Estate	██████████	██████████	20/06/2015	Telephone message	Just want to say if you can thank your boss and all the staff at Breyer's I had a lovely afternoon at the little do they gave. I got a West Ham shirt for my son and I've a little goody bag. Me, ██████████ and family had a lovely, lovely time, they worked very hard and it was very, very nice. If you would like to pass the message on Thanks ██████████ speak to you later Bye".
27	110402	BP34 Mayville Estate	██████████	██████████	20/06/2015	verbal compliment	Very good event the residents are enjoying it
28	110403	BP45 Bennett Court Estate	██████████	██████████	24/06/2015	verbal compliments	RLO/SM very friendly and polite.
29	110403	BP45 Bennett Court Estate	██████████	██████████	26/06/2015	verbal compliments	SM/RLO really friendly and kind
30	110403	BP45 Bennett Court Estate	██████████	██████████	26/06/2015	verbal compliments	SM/RLO really friendly and kind
31	110402	BP35 New River Green Estate	██████████	██████████	30/06/2015	"RSS Thank you"	Very Happy with service.
32	110403	BP45 Bennett Court Estate	██████████	██████████	30/06/2015	Residents give verbal compliments	SM/ RLO/Subbies hard working and respectful
33	110403	BP45 Bennett Court Estate	██████████	██████████	30/06/2015	Residents give verbal compliments	SM/ RLO/Subbies hard working and respectful
34	110402	BP35 New River Green Estate	██████████	██████████	30/06/2015	1	Very happy with service thus for

35	110402	BP34 Mayville Estate	██████████	██████████	01/07/2015	RSS	Resident very happy with operatives and the works carried out to the building
36	110402	BP34 Mayville Estate	██████████	██████████	01/07/2015	RSS	Resident very happy with attitude of contractors. Very friendly and helpful.
37	110402	BP34 Mayville Estate	██████████	██████████	01/07/2015	RSS	Resident very happy with works carried out and operatives were very helpful
38	110403	BP45 Bennett Court Estate	██████████	██████████	02/07/2015	RSS	RLO true asset to the company
39	110402	BP34 Mayville Estate	██████████	██████████	06/07/2015	RSS	J
40	110402	BP34 Mayville Estate	██████████	██████████	06/07/2015	RSS	Resident very happy with works carried out
41	110403	BP45 Bennett Court Estate	██████████	██████████	06/07/2015	RSS	Resident buys us chocolate's every week
42	110402	BP34 Mayville Estate	██████████	██████████	06/07/2015	RSS	thank you
43	110403	BP45 Bennett Court Estate	██████████	██████████	07/07/2015	RSS	Very happy with workmen and site team
44	110403	BP44 Whitecross Estate	██████████	██████████	09/07/2015	RSS	Happy with work except noise a nuisance sometimes but I guess necessary to complete the works
45	110402	BP34 Mayville Estate	██████████	██████████	09/07/2015	RSS	Good work , well done
46	110403	BP45 Bennett Court Estate	██████████	██████████	13/07/2015	RSS	SM/RLO so friendly and helpful
47	110402	BP34 Mayville Estate	██████████	██████████	21/07/2015		Overall very good job and friendly staff. But not all of them.
48	110402	BP34 Mayville Estate	██████████	██████████	22/07/2015	RSS	Well doned
49	110402	BP35 New River Green Estate	██████████	██████████	22/07/2015	1	Satisfied
50	110402	BP35 New River Green Estate	██████████	██████████	23/07/2015	1	Very Helpful
51	110402	BP35 New River Green Estate	██████████	██████████	23/07/2015	1	Great
52	110403	BP45 Bennett Court Estate	██████████	██████████	24/07/2015	RSS	They are great workers and nice and polite
53	110403	BP45 Bennett Court Estate	██████████	██████████	27/07/2015	RSS	RLO has very good attitude towards me
54	110402	BP35 New River Green Estate	██████████	██████████	27/07/2015	1	Helpful Gentlemen
55	110403	BP45 Bennett Court Estate	██████████	██████████	30/07/2015	Resident gave verbal Compliment	RLO/ is so helpful and friendly. SM is polite says morning everyday we glad that we have you guys on our estate
56	110403	BP45 Bennett Court Estate	██████████	██████████	03/08/2015	verbal compliments	RLO is so helpful and polite
57	110403	BP45 Bennett Court Estate	██████████	██████████	05/08/2015	RSS	RLO amazing service very polite.
58	110403	BP44 Whitecross Estate	██████████	██████████	06/08/2015	RSS	██████████ & ██████████ have been very helpful
59	110402	BP35 New River Green Estate	██████████	██████████	06/08/2015	RSS	I just wanted to send you a message regarding one of your RLO ██████████. All I can say is WOW she has helped to get my Mum & Dad get a new front door ██████████ she has been as a support there for them since the start of the works. She is so polite helpful & bubbly she is an absolute credit to your team I wish everyone was like her. Nothing seems to be a trouble for her & she goes out of her way to help, she is very approachable She is amazing!
60	110402	BP35 New River Green Estate	██████████	██████████	12/08/2015	RSS	Polite service, quick work
61	110402	BP35 New River Green Estate	██████████	██████████	17/08/2015	RSS	Very Lovely and hard worker
62	110402	BP35 New River Green Estate	██████████	██████████	07/09/2015	RSS	Wonderful

KPI 2 Customer Satisfaction

Breyer Group Plc Document - RSS Summary

DATE: 01/05/2015 - 18/09/2015

Contract Number	Contract Name	Number Received into HO	Q1 %	Q2 %	Q3 %	Q4 %	Q5 %	Q6 %
110402	New River Green Estate	41	91.71%	93.90%	93.90%	94.15%	93.17%	94.15%
110402	Mayville Estate	225	78.62%	83.69%	79.64%	76.52%	77.67%	75.54%
110403	Whitecross Estate	40	92.8%	98.5%	96.3%	93.3%	93.5%	93.0%
110403	Bennett Court Estate	38	97.6%	98.9%	98.7%	99.5%	99.5%	99.7%
Average Total on the individual questions			90.18%	93.76%	92.12%	90.85%	90.95%	90.61%
Average total of all six questions			91.4%					LBI TARGET 93%

QUESTIONS ASKED:

Q1: HOW SATISFIED ARE YOU WITH THE INFORMATION PROVIDED BY BREYER ABOUT THE WORKS

Q2: HOW SATISFIED ARE YOU WITH THE ATTITUDE AND POLITENESS OF OUR STAFF

Q3: WERE YOU GIVEN ADEQUATE NOTICE OF APPOINTMENTS FOR THE WORKS

Q4: WAS YOUR PROPERTY LEFT IN A CLEAN AND TIDY CONDITION

Q5: HOW SATISFIED ARE YOU WITH THE SERVICE PROVIDED BY BREYER

Q6: HOW SATISFIED ARE YOU WITH THE FINISHED PRODUCT

KPI 3 - VFM – Cost Savings

TARGET SCORE:- 2% savings in the first year, review for subsequent years.

- 16/17 schemes currently being surveyed; lessons learnt from previous VFM to be applied.
- Proposal to use MEWP to the front elevation of Lagonier House on BP43 resulting in a saving of **£7,045** (compared to scaffolding) along with reduced tenant disruption

KPI 4 – Training and Development

TARGET SCORE:- 1 Apprenticeship per £1.5m of project spend

- KPI Target 2014/15 – Status: 100% achieved.
- KPI Target 2015/16 – Status: 7 B/fwd. 4 new starters from August = 100% attainment

CSR Programme:

Key targets for 15/16 include:

Employment and Training	Apprenticeships
	Get Set for Work
	Long Term Unemployed
	Ex-offenders: On hold
	Diversity
Additionality	Engaging with schools
	DIY Workshops
	Community Events

Apprenticeships



Breyer Group has been shortlisted as one of London’s best Apprenticeship Employers in the regional final of the National Apprenticeship Awards 2015.



Breyer Group Apprentice, [REDACTED] has also been shortlisted as one of London’s best Apprentice of the Year in the regional final of the National Apprenticeship Awards 2015.



Breyer Group has been named as one of London’s best Apprenticeship Employers in the regional final of the National Apprenticeship Awards 2013.



2015/16 Cohort

Image	Apprentice Name	Supporting detail
[REDACTED]	[REDACTED]	<ul style="list-style-type: none"> • Resident Liaison Officer • Employment start date: Dec 2014 • Course start date: Jan/Feb 2015
[REDACTED]	[REDACTED]	<ul style="list-style-type: none"> • Quantity Surveyor • Employment start date: Dec 2014 • Course start date: Mar 2015

		<ul style="list-style-type: none"> • Customer Care • Employment start date: Oct 2014 • Contract extended until September 2016
		<ul style="list-style-type: none"> • Site Supervisor (Team Leading, L2) • Employment start date: Oct 2014 • Progressed to a Trainee • Course start date: Jan/Feb 2015
		<ul style="list-style-type: none"> • Business Administrator • Employment start date: Sept 2014 • Course start date: Oct 2014
		<ul style="list-style-type: none"> • Business Administrator • Completion (Level 2) • Progression onto Level 3 Management course in 2015
		<ul style="list-style-type: none"> • Site Manager • Employment start date: June 2015 • Course completion date (Level 3): July 2015

Supporting Notes

- All the above-named apprentices are based on Breyer Sites within the borough of Islington.
- All apprentices are Islington residents
- All candidates have come via Business Development Officer. Business Employment Support Team. Islington Council

Additional Support for Apprentices

- Employment and Training Officer: [REDACTED]
- Monthly 1-2-1 meetings
- Employee Assistance Programme
- Career Goals Workshop
- Additional support is being provided to support learners with learning barriers

Get Set for Work

- W/exp placements

Long Term Unemployed

- Raising Awareness, Interest, Desire to gain employment within Construction

Ex-Offenders

- On-hold

Registered with a Learning Disability

- Breyer to consider opportunity and create a bespoke role with the opportunity for the candidate to obtain their CSCS card.
- 3 CV's issued. Breyer to respond

KPI 5 – Health & Safety

TARGET SCORE:- 90%.

We received an average score of 92.7% over the last quarter on inspections received from LBI.

Breyer Group H&S advisors inspect all live sites on a fortnightly basis along with weekly inspections carried out by project managers and the contract manager.

Our current focus is on asbestos and lead related issues and this is our main discussion point within our monthly internal H&S site management meetings.

The spreadsheet received from LBI is attached.

KPI 5 Health and Safety

LBI Document

Breyer	Start On Site Act	Practical Completion Act	Apr-15	May-15	Jun-15	Jul-15	Aug-15	Sep-15	Score
Paget St/Hermit St	24/03/2014								
Woodbridge St 18-28	24/05/2014								
Mayville Estate	11/08/2014		90%						OK
K&B 14-15 South / East	03/11/2014								
Dovercourt Estate	19/01/2015			81%	96%	95%			Excellent
Whitecross Estate	09/02/2015	26/06/2015	95%						Excellent
Pleydell Estate	23/02/2015		97%	90%	95%	95%			Excellent
New River Green Estate	02/03/2015		96%		96%	97%			Excellent
Fieldway Crescent / Branston	08/06/2015								
Bronte House - Structural Works	17/08/2015								
Bennett Court	18/05/2015			94%	91%	90%			Excellent

<p>Target Score 90% = Excellent 75 - 89% = Ok 0 - 74% = Poor</p>

KPI 6 – Percentage of Local Labour

TARGET SCORE:- Minimum 35% of employees are to be defined as local.

Employees On Site		139
	Postcode	
Direct Employees (53)		
1 – ██████████	N4	
2 – ██████████	N1	
3 – ██████████	EC1	
4 – ██████████	N14	
5 – ██████████	N7	
6 – ██████████	N1	
7 – ██████████	N5	
8 – ██████████	WC1	
9 – ██████████	N1	
10 – ██████████	N5	
11 – ██████████	N19	
		11
Sub Contractors (93)		
Various	Islington	57
Local Labour Percentage		37.8%

KPI 7 – Additionality

TARGET SCORE: - £20,000

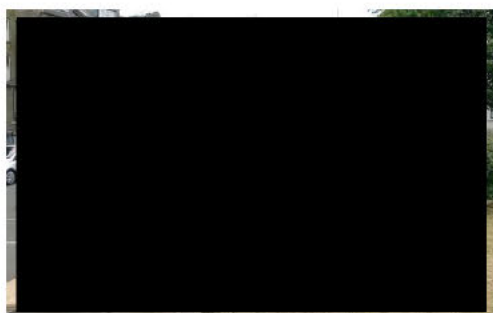
Community Events

29th May 2015: Soul in the City (Underneath Noll House, Andover Estate)

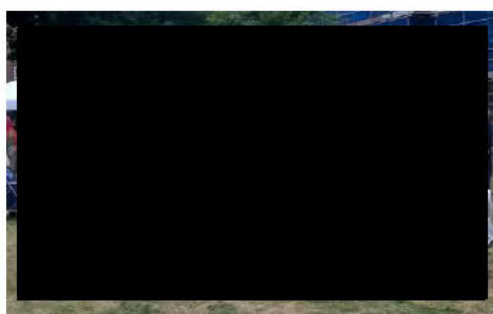


To engage with residents and ensure that all attendees enjoyed the session, a life size mock was used with the session focused on: P&D, tiling and patch work repairs, and also on low level plumbing such as unblocking sinks and bleeding a radiator to improve efficiency. Also covered was how to put shelving up, how to change a light bulb, and understanding a Fuse Board.

20th June: Mayville Estate Fun Day

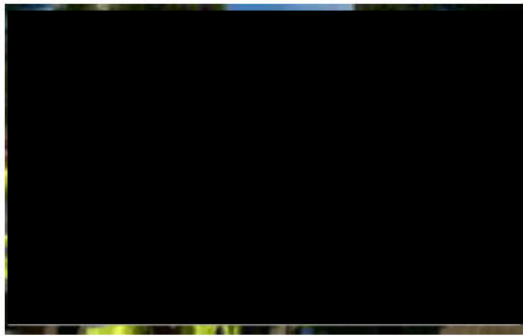


This event was a complete success judging from the many favourable comments we had from residents, some advising us to conclude activities at 6:00pm rather than 4:00pm. We had 180 - 200 people in attendance, including [REDACTED] who was very chuffed with the event and freebies given to residents. We had some 40 children involved with the sports activities that took place from 10:30am right up to 4:10pm, only having respite from their exertions to grab a bite to eat from our food court and popcorn stand.



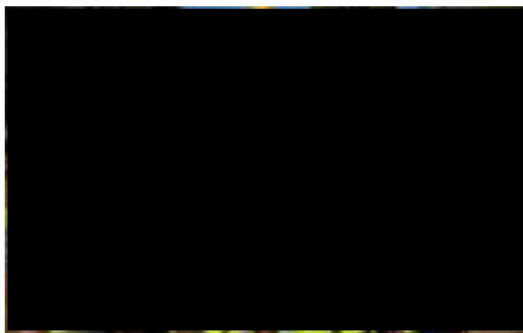
Many enjoyed the healthy option of making their own smoothie and as a result there were long queues to pedal the smoothie bike. Face painting and a bouncy castle held the attention of those youngsters not interested in sports. There was many a smile and laughter being heard throughout the day, particularly when the Bob the Builder song was being played and three of our labourers were ambushed into singing – we have never seen them move so quickly as when they exited the arena to avoid having to sing!

20th – 26th July: Dover Soul – The Big Build



Our Team at LBI recently got involved in the hugely successful Dover Soul Community Event (held at the Dover Court Estate, Islington) which culminated with a BBQ on Sunday 26th July.

As part of Breyer Group's contribution to the success and promotion of the event we printed off invites and promotional merchandise. We also arranged the provision of a bouncy castle for the Sunday of the event.



It was a joy to see all the happy, smiling faces of the children and adults who got involved. Our Team supported around 70 children per day, with all children well behaved, focused and fully engaged with the various activities available.

As part of the event's 'Big Build' theme, on Tuesday 21st July we carried out a workshop which was aimed at highlighting the dangers of construction sites to children. During the workshop there was a Q & A session and some of the questions asked by the youngsters showed a great depth of knowledge well beyond their years. Each of the children experienced being an Operative for 45 minutes wearing PPE. All knew the reason for such protective equipment – amazing really as the age range was 5 years up to 12 years old! Our message must be sinking in!!

Many of the children were very keen to meet the Considerate Constructor Scheme Mascot 'Ivor Goodsite' (██████████ - RLO) who was pinched several times by some of the youngsters who were not convinced he was real! Who would think that?!!

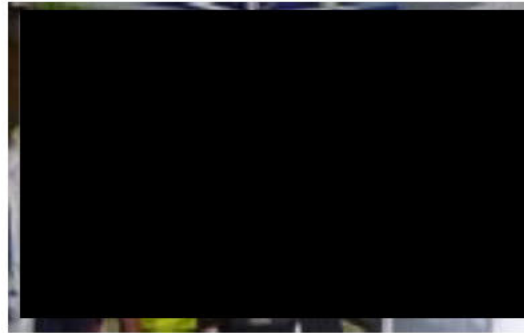
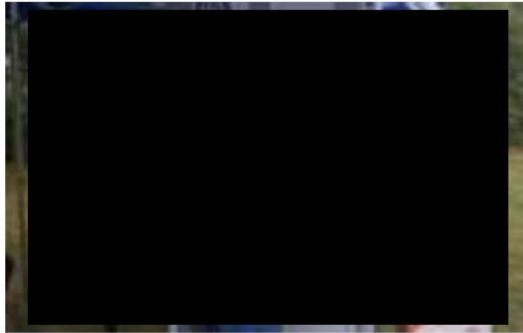
31st July: King Square Park Fun Day



The Kings Square Fun Day, organised by Islington Council, was a great success; some 350 – 400 attendees enjoyed the beautiful weather and the various activities on offer. There was a preponderance of children, mothers and grandmothers at the event as the event was mainly geared towards the children.

Face painting and a 'make your own smoothie' bike generated considerable support from the young visitors whilst the Breyer Group DIY stall was visited by a large number of women who enjoyed the practical advice and

training they received by our operatives. Many of these women gave positive feedback along the lines of they had learnt something new which in turn they would be able to apply in their everyday lives.



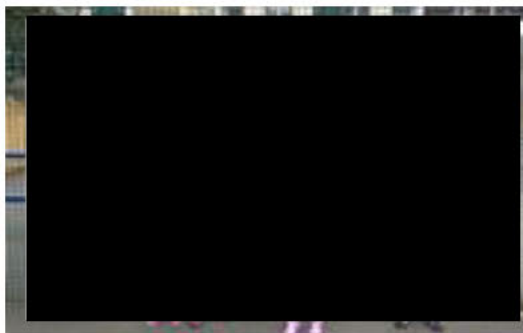
5th September: Pleydell Estate Community Fun Day



Breyer Group was privileged to support the Pleydell Estate Community Fun Day by providing football coaching and a football competition between the hours of 1:00pm - 6:00pm. The team also assisted in setting up on the day.

Despite the negative weather forecast for the day the event was a complete success with much resident engagement

taking place and tremendous interaction between our team and the children who thoroughly enjoyed themselves.



The chairman of the TMO and a number of residents expressed their gratitude to RLO [REDACTED] [REDACTED] for Breyer Group's presence and support of the event "which made the kids day".

The mother of a young girl who lives in [REDACTED] called to say that her daughter has requested that [REDACTED] becomes her personal football coach

and she now wishes to join a football team, which made her mother laugh a lot.

Breyer Foundation



Breyer Foundation has funds available for a Community Project that requires financial support. The initiative must satisfy the objects of the charity (available upon request).

KPI 8 - Local/BME Firms

TARGET SCORE:- two BAME firms to be added to the supply chain a year.

We are purchasing sanitary ware and all rainwater goods from the local branch of PTS at their branch in North Road.

We are purchasing our general building supplies from Islington branches of Travis Perkins.

We are currently employing the following contractors / suppliers:

- The Islington Flooring Company
- The Crittal Window Company
- Franchi
- The Flooring Group
- Cleaners of Highbury
- John's Gardening Centre

KPI 9 – Defects

TARGET SCORE:- Less than 10%.

A dedicated team is in place to react to any defects reported within the period.

Once the phase end of defect letters have been sent out by LBI and defects identified, the team then close out prior to the issue of Certificate of Making Good Defects.

Currently we are piloting a system where LBI record all known defects on a 'capture all' defects log which is sent to Breyer Group on a weekly basis. This log is then updated by Breyer Group's team throughout the week and sent back to LBI with applicable updates.

KPI 10 – Waste

TARGET SCORE:- 75%.

We are in receipt of monthly waste reports from both Powerday and Isle of Dogs Skip Hire.

We have summarised the waste as follows across all sites:

Project	Waste removed Tonnes	Waste Recycled Tonnes	Recycled Waste %
BP28 Percival & Triangle	0.5	0.4	80.0%
BP34 Mayville Estate	9.1	8.9	99.0%
BP35 New River Green Estate	1.8	1.7	93.3%
BP43 Pleydell Estate	1.3	1.2	92.0%
BP44 Whitecross Estate	4.0	3.9	93.3%
BP45 Bennett Court Estate	40.7	40.7	100.0%
BP46 Dover Court Estate	3.2	3.1	93.0%

Overall Score For Recycled Waste – 93.0%

KPI 12 - Complaints

TARGET SCORE:- 0.

Please see attached spreadsheet which has recorded both formal and informal complaints.

PHASE	WORKS	May-15					Jun-15					Jul-15					Aug-15				
		Received	Closed	Response			Received	Closed	Response			Received	Closed	Response			Received	Closed	Response		
				24hr	7day	10day			24hr	7day	10day			24hr	7day	10day			24hr	7day	10day
BP28 - Percival Estate	Externals	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1	0	0	0	0
BP30 - Paget Street & Hermit Street	Externals	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
BP30a - Woodbridge Street	Externals	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
BP32 - Fieldway & Branston	Externals	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
BP34 - Mayville Estate	Externals	3	3	1	1	1	4	3	0	3	0	2	2	0	2	0	1	1	1	0	0
BP35 - New River Green Estate	Externals	1	1	1	0	0	0	0	0	0	0	4	3	1	1	1	1	1	0	0	1
BP36 - Channel Islands Estate	Externals	0	0	0	0	0	1	1	0	1	0	0	0	0	0	0	0	0	0	0	0
BP36a - Jersey & Guernsey	Externals	0	0	0	0	0	0	0	0	0	0	1	1	0	0	1	0	0	0	0	0
BP37a - Andover Estate Pilot	Externals	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
BP43 - Pleydell Estate	Externals	0	0	0	0	0	0	0	0	0	0	2	1	0	1	1	1	1	0	0	1
BP44 - Whitecross Estate	Externals	2	2	1	1	0	1	1	0	0	1	1	1	1	0	0	0	0	0	0	0
BP45 - Bennetts Court	Externals	0	0	0	0	0	1	1	0	1	0	1	1	0	1	0	0	0	0	0	0
BP46 - Dover Court Estate	Externals	1	1	0	0	1	4	4	2	1	1	2	2	1	1	0	0	0	0	0	0
BP56 - K & B Phase 2	Internals	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
TOTAL		7	7	3	2	2	11	10	2	6	2	13	11	3	6	3	4	3	1	0	2

Explanation of Complaints

BP34 Mayville Estate - 3 of the 4 complaints came from ██████████ concerning length of time works were going on and length of time scaffolding had been up. The other ██████████ was concerning damage to items in garden. Cheque is currently being processed within our accounts department. ██████████ was protracted investigation as resident was unable to substantiate his claims. Investigation concluded 11/08/2015
 BP46 Dover Court Estate - Various complaints regarding scaffolders, causing damage. Discussion took place with their supervisors - contracharged and residents

Explanation of Outstanding Complaints

BP35 New River Green Estate - the complaint at ██████████ is still unresolved - Joint visit by ██████████ after resident's unreasonableness in allowing us to close this complaint down - Letter to be sent to close down complaint.
 BP43 Pleydell Estate - the complaint at ██████████ is outstanding. we've agreed with the resident to resolve this issue once the decoration works to the rear elevation of ██████████ has been completed.

Explanation of Outstanding Complaints

BP28 Percival Estate - ██████████ - Letter to be sent out 22/09/2015 Meeting took place with resident took place ██████████ - Resident aware that the investigation & resolution would take longer than 10 days

Complaints Received: 35
 Complaints Closed: 31

Remedial Decoration Programme almost complete two properties to finalise. One of which was due to holiday

Risk Register

Please see attached spreadsheet.

RISK REGISTER
Agreed 26 May 2015

Ref :	Risk	Likelihood of Risk (High, Medium Low)	Impact of Risk	Risk Owner	Risk Management Action	Action Period/ Deadline
1.0 0	Political					
1.02	Change in Gov't Policy towards Funding	Low	Less work	Client		Ongoing
1.03	Leaseholder resistance to works being carried out, in particular re-charging of costs.	High	Delay to programme and consequent impact on capital and revenue costs. Delay in getting order out.	Client	1: Robust procedure in place to be reviewed regularly	Ongoing
2.0 0	Economic					
2.01	Increase in building indexation over budgeted provision	Low	Insufficient resources to complete programme.	Client & Service Provider	1: Good programme management by Islington Council to maximise efficient delivery of programme 2: Use of alternative products 3: Source additional funding from Central Gov't and/or Local Gov't 4: Review the specification and scope of works	Ongoing
2.04	Progress against Programme	High	Under spend in financial period	Client & Service Provider	Recruitment of additional staff (i.e. Group Leader for QA, M&E inspectors and Project Managers)	
2.06	Inaccurate stock condition information	Low	Impact on budget and delivery of programme within required timescale	Client & Service Provider	Check stock	
2.09	Client Brief - lack of clarity or changes to original scope of works	Medium	Additional cost and delay to the project	Client	Work on joint surveys with Partner.	
2.10	Importance of on time and accurate valuations assessments and feedback.	Medium	Contractor account undervalued causing an accrual of large values on account.	Client & Service Provider	Service provider to ensure accurate and on time. Client to ensure feedback received one week in advance of due date.	Monthly
3.0 0	Social					
3.02	Failure to maximise opportunities for employing local labour/training	Medium / High	Failure to realise community benefits	Client	1: Review targets for constructors for the employment of local labour/ training	Ongoing
3.03	Failure to engage the wider community and disadvantaged groups	Low	Customer dissatisfaction, poor publicity, inability to carry appropriate works, failure to maintain 3* status	Client & Service Provider	1: Continued Consultation through resident steering groups and public meetings 2: Ensuring consultation is carried out in the most appropriate way, i.e. language and type of media. 3: Improving the quality of information material issued to residents. Improving communication on	Ongoing

Ref :	Risk	Likelihood of Risk (High, Medium Low)	Impact of Risk	Risk Owner	Risk Management Action	Action Period/ Deadline
					site.	
4.0 4.01	Technical The lack of available skilled resources to undertake the programme (constructor, client and consultant)	Medium	Failure to deliver the programme	Client & Service Provider	1: Up skill existing staff into positions where resources are low 2: Promotion of local labour and training 3: Collaborative development of programme between client and constructor	Ongoing
4.02	Failure to retain adequate staff resources	Medium	Failure to deliver the programme. Lack of continuity in service delivery. Costly in terms of recruitment	Client & Service Provider	1: Improve industrial relations 2: Implementing individual partners policies for retaining staff	Ongoing
4.03	Failure to attract additional staff resources as and when required to cater for fluctuations in the programme	Medium	Failure to deliver the programme. Lack of continuity in service delivery. Costly in terms of recruitment	Client & Service Provider	1: Early notification of projects and programme to allow early recruitment 2: Use of interim and agency staff 3: Use other constructors and wider supply chain 4: Collaborative development of programme between client and constructor	Ongoing
4.05	Failure of key supply chain	Medium	Failure to deliver programme. Low levels of customer satisfaction	Service Provider	1: Establishment of integrated supply chain across framework 2: Constructors to undertake monitoring of supply chain	
5.0 5.01	Environmental Failure to maximise the benefits of environmental initiatives	Medium	Islington Council not contributing to a greener environment. Not complying with 'Green' best practice.	Client	1: Carrying out energy audit on all schemes 2: Appointment of Islington Council 'Climate Control Coordinator' to progress the 'Green' agenda 3: Inclusion of environmental factors in the selection of supply chain	Ongoing
6.0 6.01	Legal Major changes in legislation in relation to H&S, Environmental, Employment, Building Control, Planning Policy Guidance	Low	Potential increase in cost and programme	Client & Service Provider	1: Incorporate all changes prior to Islington Council placing orders 2: Islington Council to seek additional funding	Ongoing

Ref :	Risk	Likelihood of Risk (High, Medium Low)	Impact of Risk	Risk Owner	Risk Management Action	Action Period/ Deadline
6.03	The Term Partnering Contract does not allow the time required to deliver the entire programme of cyclical work	Low	Re-tendering and associated costs. Delay in programme. Potential re-negotiation subject to standing orders and EU Rules. New learning curves for potential new partners	Client	1: Re-visit programme of work	Ongoing
7.0 7.01	Service Delivery Lack of recovery of financial burden on service provider incurred as a result of programme slippage	High	Year 1 spend not achieved and residents promises not met due to last start on site. Partnering processes and procedures not fully understood and implemented Delays to programme.		11/12 programmes are complete. 12/13 need to be agreed and adhered to.	
7.02	Failure of the arrangements in forming effective relationships with the whole Partnering Team.	Low	Failure to deliver projects to required budgets, standards of quality and on time. Failure to deliver value for money, through over specification.	Client & Service Provider	1: Improvement of relationships through dialogue and set date for 'Lesson Learnt' workshop.	Ongoing
8.0 8.02	Reputation Service Provider not fully understanding the client base with which they will be working	Low	Reduced resident satisfaction and potential discrimination for minority groups	Service Provider		
8.03	Administration and IT - by appointing 2 service providers, different approaches may be adopted to administration, communication	Low	Increase in administration of the scheme, lack of a uniform approach in communication with residents creating confusion and reduction of satisfaction			
8.04	Surveys - delay between scoping survey and subsequent design surveys and the works	High	Works should follow reasonably promptly after the survey visit or resident dissatisfaction may result		1: Contractors proposal' meetings 2: 13/14 programme, accuracy improved from previous years.	
8.05	Complaints - high number unresolved	Low	Negative resident satisfaction. Poor KPI scores			
9.0 9.03	Staffing and Resources Staff lack necessary skills and do not have the ability to Partner.	Medium	Poor output and partnering benefits not achieved Lack of continuity for current staff / possibility of relocation.	Client & Service Provider	Recruitment of additional staff (i.e. Group Leader for QA, M&E inspectors and Project Managers)	On-going
9.04	Changes of staff to project teams	Medium	Poor output, poor quality of works, lessons learnt not retained. New staff are brought in	Client & Service		

Ref :	Risk	Likelihood of Risk (High, Medium Low)	Impact of Risk	Risk Owner	Risk Management Action	Action Period/ Deadline
			and do not yet understand the processes.	Provider		
10.0	Asbestos	Medium			<ul style="list-style-type: none"> Establish and implement procedures. 	On-going
11.0	Planning Failure to respond on time Failure to do it appropriately Breakdown in communication with Planning team. Planning application rejected	High	Failure to deliver the programme. Lack of continuity in service delivery. Increase in costs, delay to programme, incorrect scope of works, low levels of resident satisfaction, poor team morale	Client & Service Provider	<ul style="list-style-type: none"> Regular planning meetings held Escalate problems if unresolved Application delayed Fast tracking to take place 	On-going
12.0	Fire Risk Assessment work	Medium	Quality of work	Client & Service Provider	<ul style="list-style-type: none"> Mears and Breyer to meet separately with Client on site 	