



## ODS Performance Report at Q1 (2019/20)

### Introduction

- 1) This report provides a performance summary for the period April to June 2019 and financial data / analysis to May 2019. It also covers operational activity across all work streams.

### Executive Summary

- The good performance achieved across all services in 18/19 continues into the first quarter 19/20 – over 85% of KPIs met.
- The Finance Director's report as at May 2019 is at appendix 3. In summary:
- At the end of May 2019, ODS income is 1% behind the budget of £10.1 million.
- ODS made a £0.2m loss before interest and tax (reported as EBIT) due to the combined impacts of lower external MT business and transformation costs (that continue to be funded by the business, whilst awaiting the release of funding from the City Council).
- ODS will prepare a reforecast at the end of the quarter that will confirm the full year expectation against the budgeted EBIT of £2.2 million and dividend of £1.6 million.
- The ODS Board expects to fully achieve the MTFP expectation
- Our focus on customer service continues to grow and the report contains more insight into how ODS is running services.
- A People Strategy is underway which will set out plans for the next 3-5 years, including how ODS approach employee wellbeing, diversity and inclusion, management and leadership development, workforce/succession planning and reward
- Construction, Repairs and Maintenance continue to work hard on introducing the new Target Operating Model (October 2019 launch) and growing the construction business. We expect to double the value of projects compared with 2018/19
- Environment & Infrastructure continue to perform well in managing our recycling, waste, car parks, street cleansing and highways & engineering services. There are new initiatives, new business and new opportunities.
- Improving our management of health & safety is a priority and we are driving an action plan for yet further improvements across ODS.
- Pending approval of a new plan, we have rolled forward current Business Plan year one objectives to year two. See Appendix 1 for a summary of the year 2 objectives and an update
- We continue to progress the Outline Business Case for a new Business Plan of investment in ODS which will create significant additional returns to the Shareholder, delivered through efficiency and growth.

### Q1 update:

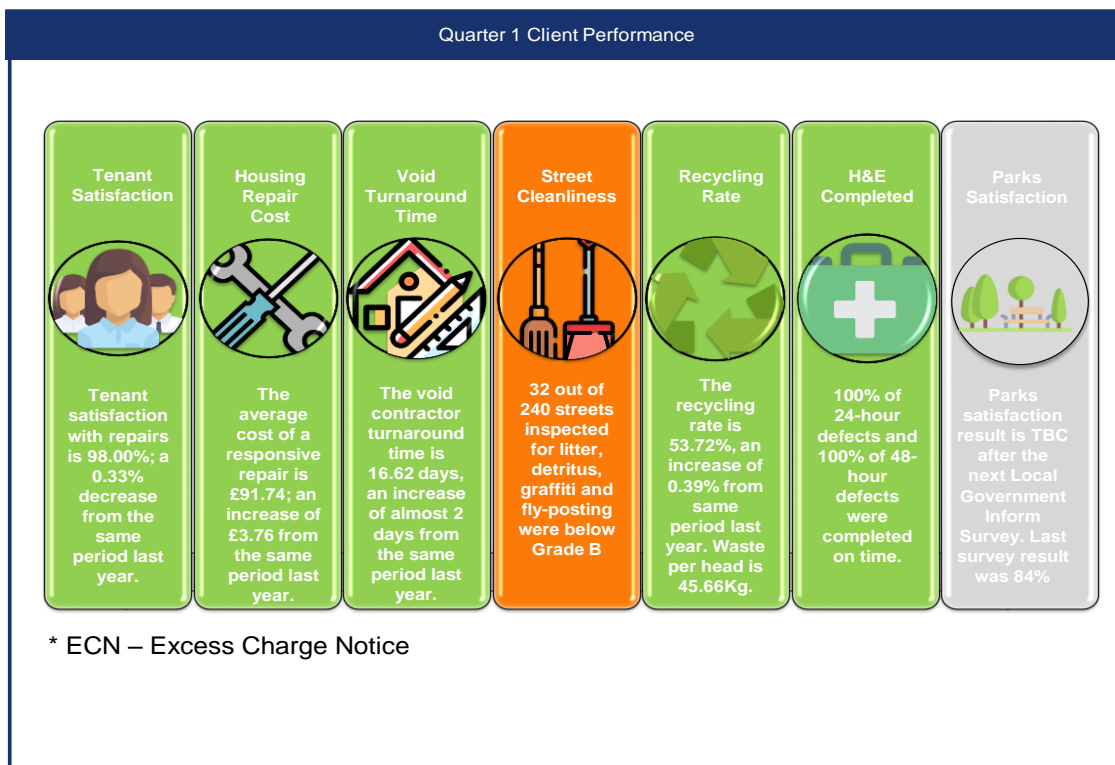
### Service Performance

- 2) ODS meet with OCC partners to review the service on a monthly basis. During this meeting we review KPIs, finance and identify any areas requiring particular focus (these include city centre cleaning, establishing a construction pipeline, budget process, etc.).
- 3) ODS monitors many performance indicators, thirty four of which are target driven. In the first quarter 19/20 against these target driven KPIs, ODS has achieved over 85% compliance for Q1. 4 KPIs fell short of the target. The number of kitchens and

bathrooms installed and the street cleansing KPI. Regarding the former this is a profiling issue and the number of installations typically catches up. On the latter, we are developing a more representative measure for customer satisfaction of street cleanliness, rather than the national measure (NI195).

- 4) The Council as Client focuses on eight key areas: Tenant satisfaction, housing repairs, voids, streets, parks, waste & recycling, highways and car parking. Appendix 2 shows the current performance across measured KPIs year to date at Q1. The Client KPI headlines are in table 1 below.

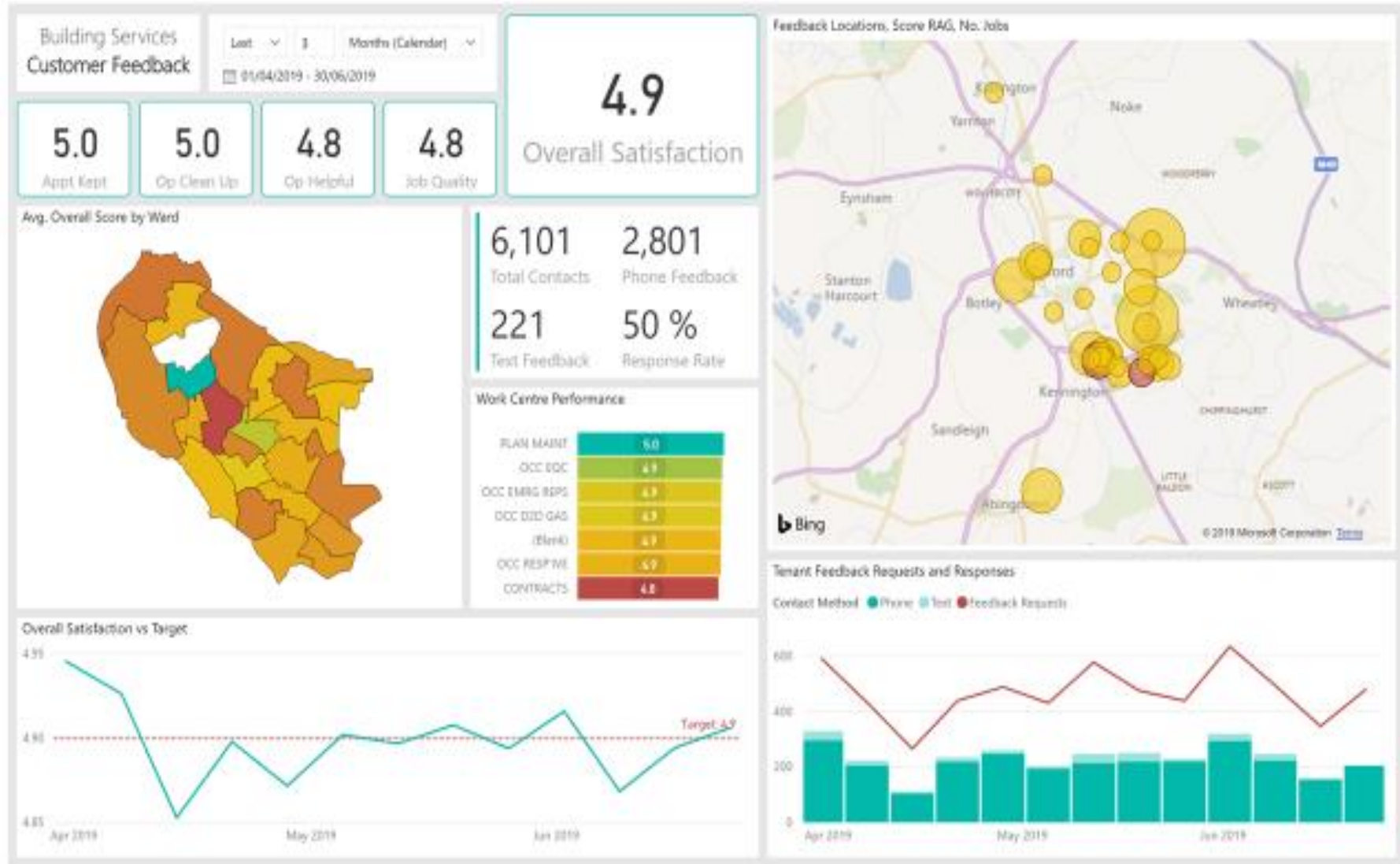
**Table 1 – Client KPIs**



**Customer Services – across the business**

- 5) ODS continues to focus on customer satisfaction and has been using both feedback and more in-depth interrogation within the business areas to assist in driving further improvements. Whilst other areas have started to be focused upon the key priority has remained on Building Services and Streetscene in order to address some of the major themes identified.
- 6) **Buildings** – customer feedback has continued to be undertaken post completion of work and this continues to be reported with a high satisfaction rating – see table 2 overleaf for a dashboard of customer feedback, and the line data for ODS KPIs for the last quarter at Appendix 2. During this process we have also identified areas of activity that require more focus to improve the service delivery e.g. door replacements, delays in fencing work and reviewing how we manage service delivery and communication for communal areas. Meetings/discussions have also started to take place with stakeholders (Tenancy Management, Property Services to improve communication channels both internally and externally).

**Table 2 – Building Repairs Customer Service Dashboard**



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- 7) **Communal Areas** - A report is in the process of being produced which will be made available on the internet to enable both leaseholders and tenants to see what communal work is in progress. Feedback systems will also be implemented in the next quarter to gain customer insight regarding repairs, cleaning and ground maintenance of these areas.
- 8) **Streetscene** – We are in the process of conducting a further survey sample to add to our previous survey undertaken in February. This will then provide a more statistically valid baseline for the satisfaction with our services.
- 9) **City Centre Toilets – static cleaners** have been in post since June in Market Street and Gloucester Green have benefitted from static toilet attendants between 10am and 6pm. Anti-Social Behaviour within these facilities has dropped during this period, however, this may in part be as a result of the improved weather and rough sleeper issues moving out onto the street. To increase customer insight installation of QR codes/links to our survey will be installed in all city centre toilets to assist us in carrying out further benchmarking and this data will be used to work with our client to agree most appropriate action.
- 10) Customer satisfaction and feedback has consistently pointed to the availability and standard of the city centre facilities together with abuse from rough sleepers. The cleaning standards and issues arising from ASB are being addressed through the use of static attendants and additional deep cleaning.
- 11) **Rough Sleeping** - The impact of rough sleepers has a significant impact on the perception of the cleanliness of the city and we are working closely with stakeholders to consider ways in which we can address this problem e.g. Floyds Row, working with Aspire to develop a potential recruitment pathways, etc.
- 12) **Issues relating to other aspects of services provided by ODS** – This has ranged from park/ground maintenance through to pot holes and anti-social behaviour and these are being picked up by the respective teams to investigate/action. Reporting on customer feedback on these areas will also be included in next quarter’s report.
- 13) **Contact Centre** - last quarter figures show the number of calls answered within the contact centre. Whilst the abandonment was within the 95% target for Cowley Marsh services this was not achieved within Pest or Building Services even though the level of calls were at least 10% less than those of the previous year. Turnover of staff was raised as the key factor.

Area	Calls Ans April	% Abandonment Rate	Calls Answered May	% Abandonment Rate	Calls Answered June	% Abandonment Rate
Pest	317	6.21	322	8.26	297	6.01
Repairs	3034	8.67	2999	6.05	2601	7.44
Cowley Marsh	1967	6.15	2120	4.29	2121	3.85

#### 14) 3C’s Feedback

Last quarters figures show low levels of justified complaints (considering the high volume services we offer) and we are working closely with the contact centre to improve recording/call handling of these. Work is in progress to implement a new recording system using Aareon QL This will have the benefit of providing more accurate data and more streamlined management:

	Comments Apr-June	Compliments Apr - June	Complaints Apr - June
<b>Buildings</b>	<b>8</b>	<b>23</b>	<b>55</b>
<b>Car Parks</b>	<b>12</b>	<b>1</b>	<b>15</b>
<b>H&amp;E</b>	<b>5</b>	<b>24</b>	<b>3</b>
<b>MT</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Parks</b>	<b>0</b>	<b>0</b>	<b>5</b>
<b>Recycling &amp; Waste</b>	<b>27</b>	<b>10</b>	<b>94</b>
<b>Streetscene</b>	<b>4</b>	<b>10</b>	<b>11</b>

## Human Resources & Organisational Development

- 15) ODS aspires to be regarded by existing and potential staff as an employer of choice; a place where diversity is valued as essential in providing better services and a better experience in work for all, career development is encouraged and people feel their performance is rewarded and recognised.
- 16) Achieving this ambition will ensure that we are able to recruit and retain a workforce able to deliver the business plan in a way which is consistent with our values, focussed on our customers and optimises social value.
- 17) The development of a new People Strategy is underway, outlining detailed plans to deliver this aspiration over the next 3-5 years. Key elements of this strategy will include our approach to wellbeing, diversity and inclusion, management and leadership development, workforce/succession planning and reward. Fundamentally the strategy will encompass our values and our desire to optimise social value through our employment practice. Including partnering with local charities, schools and other organisations to provide and promote opportunities for disadvantaged groups and expanding our apprenticeship programme.
- 18) Underpinned by a robust set of policies and practice reflecting best practice HRM, using Management Information to support planning and embedding values and behaviours into every element of our people management practice, this approach will drive the change in culture to a more commercial approach where efficiency is pursued in order to optimise social value return and create community opportunities.

Priorities for HR/OD in the first quarter of this year have included:

- Supporting the Building Services Transformation: delivering a new structure, roles and support to staff to facilitate the implementation of the new software and ways of working
- Recruiting to our Leadership Team: completing appointments to our Executive and Leadership team to ensure ODS has the leadership capacity and capability to deliver the business plan
- Developing and deploying plans to improve wellbeing and reduce absence across the business
- Working to develop local charity partnerships to increase numbers and diversify our approach to recruiting apprentices, supporting our objective to have 10% of the workforce in apprenticeships

Priorities for HR/OD in the second quarter include:

- Supporting recruitment and redeployment in Building Services, planning and supporting transitional resource to ensure service delivery standards are protecting during implementation
- Completing the development of our new People Strategy
- Designing, commissioning and commencing a programme of development for our leadership team
- Deploying our strategy to improve wellbeing and reduce absence, aiming to reduce absence levels by 25% in the short to medium term
- Developing our approach to equality, diversity and inclusion, including planning events for national inclusion week in September 2019
- Working with OCC to agree our approach to pay and reward, including the next round of pay negotiations

## **Building Services**

19) There are two aspects to this business; repairs & maintenance, and construction

### **Repairs & Maintenance**

20) This service is going through a substantial change programme which will transform the way we undertake the work. In consultation with the Council (as principle Client, but also staff, trade unions and what we have learned from e ranging best practice) we will launch a new service in October 2019 with a new IT system (the Council's Aareon QL project) and supporting processes which will make the service more efficient and effective. From a customer perspective, we expect them to benefit from a significant improvement in first time fix, a reduction in waiting times and a service more typical of the modern offering.

21) Meanwhile the work continues to repair & maintain the Council's stock, with excellent performance achieved in gas servicing (99.7% compliance in routine maintenance, and results in the high 90s for satisfaction with repairs & quality of maintenance).

### **Construction**

22) In 2018/19 over £4m in projects were delivered as part of planned or capital works programmes. In 19/20 we expect to more than double this, with a number of projects underway. These include Floyds Row and the Museum of Oxford. Also, in line with previous programmes, there are significant orders placed by the Client for pre-paint joinery, Disabled Adaptations work is increasing and we hope to secure our first new build project with 8 bungalows from the Council's Housing Company. We have a good supply chain in place with one or two more key hires required to make sure we can deliver the expanded programme successfully.

### **Environment & Infrastructure**

23) **Car parks** - Year to date car park income is marginally better than budget expectation, with the surplus being generated across the suburban and Park and P&R locations. City centre car parks have seen a decline in usage, which can be attributed to Westgate Car Park.

24) We are progressing the Section 101 agreement with County Council regarding operations at Water Eaton and Thornhill Park and rides including TUPE implications.

- 25) **Highways & engineering** - have commenced the annual road surfacing programme including surface dressing at various locations across the City.
- 26) **Recycling & Waste** - We are also progressing negotiations regarding disposal costs with a view to extending the current arrangement for two years from 1 October 2019. In addition we have successfully negotiated a two year extension regarding the disposal of dry mixed recyclate (DMR). The negotiations do however continue to highlight the budgetary challenges associated with disposal costs.
- 27) Due to the global challenges associated with recycling outlets there is more intense scrutiny regarding the quality and level of contamination associated with DMR. As a result we have had a number of loads rejected that creates a cost burden and impacts on recycling figures. We are taking a zero tolerance approach regarding contamination with customers and residents with action plans in place and the approach being communicated via public and social media.
- 28) **Streetscene** - With the new hot jet wash now operational the street paving washing is more effective with reduced levels of staining (with customers concerned about this / chewing gum). The team are also coping well with multiple events including the daily "Trashings" in Merton Street, Cowley Road Carvinal, etc. In fact close working between Streets & Waste teams enabled ODS to deliver a comprehensive waste management service for the event – with 5 Aspire colleagues gaining valuable experience which should help them with future job opportunities.
- 29) The graffiti programme is working well with monthly updates provided to local Councillors.
- 30) We have introduced full time attendants and both Market Street and Gloucester Green public toilet facilities between 10am and 6pm in order to reduce the level of anti-social behaviour and improve cleanliness standards. The impact is yet to be determined but we will review the change in service to ensure it is effective.
- 31) **Motor Transport** - We've looked at how motor transport is run, with logistics experts Unipart. There are several opportunities for revised practice and quick wins so we can further improve and enhance the service offered. Central to this is our growing expertise in electric vehicle maintenance and the contribution we can make in installing a network of EV chargers.

## Health & Safety

- 32) ODS continues to improve on its safety performance against previous years and builds on the impetus gained in 18/19. The Board receives a quarterly report on Health & Safety looking at leading and lagging indicators, compliance issues and any initiatives programmed in.
- 33) The new working year saw a refresh of the Organisation's Health and Safety Policy which incorporated revisions on the emphasis on the health and wellbeing aspects of safety, more focus on near miss reporting and the value this activity can have and more detailed responsibilities and accountabilities related to each level of management within the business.
- 34) We successfully retained our health and safety accreditations with both Safe Contractor and Constructionline and a recent initiative by the HSE on construction safety resulted in one of our departments being paid a visit on site. This delivered a positive result in our operational

management with the Inspector finding no issues with our approach to risk management and congratulating our Operatives on their level of risk awareness and control.

- 35) In terms of incidents resulting in injury and lost time this first quarter has seen a dip in our otherwise positive performance with 48 injury related incidents being reported. 11 of these incidents resulted in 98.5 days lost with 5 reports being submitted under RIDDOR for over 7 day absences.
- 36) Our trend analysis and focus remains on reducing injuries relating to manual handling, slip trip incidents and being struck by or coming into contact with substances or objects. These have lost 11, 48 and 10 days respectively in this quarter.
- 37) A recent external audit conducted by BDO into the Health and Safety management within the business resulted in us being rated as substantial in both the design and operational effectiveness of the system. This is a great result and recognises the hard work and level of awareness throughout the business.
- 38) Positive activity continues on the findings from the safety climate survey conducted in the last quarter of the previous period with substantial and sustained efforts going into changing perceptions about our level of commitment to Health and Safety excellence. Beliefs and behaviours are being challenged in this regard across the business and the green shoots of change are beginning to show in both attitudes and awareness.

## **2018 /19 – 2021/22 Business Plan Update**

Four objectives were agreed as set out at Appendix 1:

- **Deliver the Council's MTFP requirement for ODS** – ODS delivered the 18/19 MTFP requirement. 19/20 sees an additional £150k increase and the ODS Executive Team have identified the sources of this increase, predominantly through increasing targets in construction and highways & engineering
- **Drive efficiency in Building Services** – the programme is advancing rapidly and in accordance with the plan. Whilst it is a whole system change in the back office, the front line and customer service will benefit from more efficient programming, increase in first time fix, more effective diagnostics, quicker response times, etc. The customer will benefit, the operatives more empowered to deliver the service and the changes will release capacity to deliver other work
- **Maximise the work for ODS from Oxford City Council** – ODS have recruited the necessary experience to direct delivery of a pipeline of capital schemes and new build housing. Council colleagues are working with ODS to put together a suitable programme for the next 4 years.
- **Build an organization fit to deliver the Council's ambition** – ODS now has a leadership team in place which can run services but now also has the skills and experience to work more strategically on cross-cutting initiatives. This team will drive the delivery of the new Business Plan which identifies how ODS will significantly increase returns to the Council as well as create a more modern & mobile workforce – benefiting from the associated improvements in efficiency and customer service which will be achieved through that.



Appendix 1 - Year 2 Business Plan Objectives – Progress

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Objectives	Core services	Revenue Growth	Efficiency in Building Services	Maximise work from OCC	Build ODS
<b>Culture Evolution – embed Mission, Aims &amp; Values</b>					
<b>Challenges</b>	Balancing commercial / public service work Maintaining and improving customer service Managing the public relations	Need to ensure year 2 MTFP is delivered How to deliver sustainable growth Robust financial & management information	Changing traditional R&M function into modern & mobile service operation	Stakeholders views of ODS capacity / capability Commissioning of works fragmented	Lack of commercial processes / resources / experience Sub-optimal IT systems & infrastructure Finance, HR & ICT leadership lacking Depot portfolio not future proofed & inefficient
<b>Solutions</b>	Implement service / support contracts / SLAs / Client functions Gain a better understanding of customer service	Develop a plan for the future Ensure clear financial targets with regular reviews / adjustments Revise ODS procurement strategy Revise/develop the MI suite to drive better decision making and cascade across business B2B – clear sales / resourcing plan in place	Introduce Building services major change programme	Identify and secure key resources / partnerships with construction industry experience Agree/implement a shared & smoothed building works programme Contribute to revising the works commissioning process Get visibility of all potential works to ODS from concept stage	Fully establish the commercial arm  Establish and resource change programme / business support  Depot rationalisation project commissioned
<b>Highlights this period</b>	April / May financial and service performance in line with expectations  Began shaping 3 year service review  Client function review & budget process planned  Head of Customer Engagement interviews	Business Plan refresh agreed in principle – basis is 70% efficiency 30% growth. OBC funding agreement decision June 19  Financial & MI work in progress	TOM complete, staff consultation kicked off and now live, AQL go live October 2019. Small number of posts at risk  Supply chain tender constructed following market / service appraisal  Gearing up comms. TUs on side. Transition plan?	Business Plan contingent on a £71m programme across 4 years –some of which is HRA pass through  Pipeline review at ODS LT planned for June. Risk of Council not being able to resource a smooth pipeline of works for ODS. Mitigation through other opportunities e.g. new homes	'Heads of' roles all appointed to bar one. PMO resourcing still an issue. EV Strategy resourcing in place  Focus is on business plan refresh and the business case supporting it. Current BP rolled on  Support Services review under development.  Line of sight re culture change emerging following OD / HR Director appointment

## Appendix 2 – ODS Q1 performance data

PI	Owner	Latest Data		Comments
		Target	Result	
<b>Parks and Open Spaces</b>				
Satisfaction with Parks and Open Spaces (LG inform)	Stuart Fitzsimmons	84.00%	84.00%	
Number of Parks with Green Flag Status	Stuart Fitzsimmons	5 Parks	6 Parks	
% of sites passing LAMS	Stuart Fitzsimmons			
<b>Streetscene</b>				
Percentage of streets with dog fouling that fall below Grade B (YTD)	Bruce Thompson	5.00%	0.56%	Year to date 1 out of 177 streets inspected were below grade B. In June none of the 38 streets were below grade B.
NI 195a Percentage of streets with litter levels that fall below Grade B (YTD)	Bruce Thompson	1.75%	3.95%	Year to date 7 out of 177 streets inspected were below grade B. In June 1 of the 38 streets were below grade B.
NI 195b Percentage of streets with detritus levels falling below Grade B (YTD)	Bruce Thompson	3.00%	12.99%	Year to date 23 out of 177 streets inspected were below grade B. In June 4 of the 38 streets were below grade B.
NI 195c Percentage of streets with Graffiti levels falling below Grade B (YTD)	Bruce Thompson	1.00%	0.56%	Year to date 1 out of 177 streets inspected were below grade B. In June 1 of the 38 streets were below grade B.
NI 195d Percentage of streets with fly posting levels falling below Grade B (YTD)	Bruce Thompson	1.00%	0.56%	Year to date 1 out of 177 streets inspected was below grade B. In June none of the 38 streets were below grade B.
<b>Waste and Recycling</b>				
Kg of household waste per head			69 kgs	
NI191 - Residual waste per household (YTD)		108.00 kgs	82.30 kgs	
NI192 % Household waste recycled and composted (YTD)		50.00%	53.99%	
<b>Highways and Engineering</b>				
% Customer Satisfaction with larger assessed maintenance schemes	Shaun Hatton	85.00%	100.00%	
% satisfaction with line painting	Shaun Hatton	85.00%		
% category 1 works completed in time / % of 24 hour defects completed on time	Shaun Hatton	98.00%	100.00%	
% category 2 works completed in time / % of 48 hour defects completed on time	Shaun Hatton	80.00%	100.00%	
% category 3 works completed in time	Shaun Hatton		100.00%	
<b>Finance</b>				
ECN notices cancelled as error should not exceed 2% of all issues YTD	Jason Munro	2.00%	0.22%	3608 issues with 8 cancelled as issue error = 0.22%
Car park monitoring and utilisation	Jason Munro	100 On Target	100 On Target	
Resource, supply and deploy the optimal number of enforcement officers to optimise compliance	Jason Munro	99.00%	100.00%	

<b>Sickness</b>				
Cost of working time lost due to sickness	Human Resources		£110,671.98	
Proportion of sickness that is long term	Human Resources		50.70%	
Proportion of sickness that is short term	Human Resources		49.30%	
Staff turnover	Human Resources		5.00%	
<b>Voids</b>				
Average cost per void	Steve Carter	£3,200.00		
Void Contractor Turnaround time (HouseMark definition)	Steve Carter	17 Days	15.87 Days	14 Standard voids completed in June + 13 Standard voids requiring major works. 27 in total
Voids key to key re-let time	Ian Henwood			
<b>Planned Operations</b>				
Number of bathrooms installed for in house team YTD	Steve Carter	51 Bathrooms	57 Bathrooms	20 bathrooms completed this period against a target of 17 which means YTD we are slightly over (+6) the 1st Quarter target of 51 bathrooms completed.
Decent Homes Kitchens completed by contract operations team YTD	Steve Carter	60 Kitchens	51 Kitchens	13 Kitchens completed this month against a target of 21. At 51 kitchens completed YTD we are slightly below (-9) the original profile of 60 kitchens completed in the first Quarter.
<b>Responsive Repairs</b>				
Tenant Satisfaction with repairs services	Ian Henwood	95.00%	98.00%	Total Contacted 1957, Phone Feedback 878, Text Feedback 50, Response Rate 47%
Percentage appointments kept	Ian Henwood	99.00%	99.60%	1267 appointment kept of the 1279 appointments made. 12 missed.
Percentage post-inspection quality feedback	Ian Henwood	5.00%	5.70%	40 inspections from the 690 routine repairs completed.
Percentage repairs appointments made (D2D)	Ian Henwood	95.00%	95.66%	1279 appointments made from the 1337 eligible jobs.
% Emergency Responsive Repairs completed on time (Category E) YTD	Ian Henwood	99.60%	99.84%	1282 emergency repairs completed in date of the 1284 completed. 2 missed YTD.
% Urgent Responsive Repairs completed on time (Category A) YTD	Ian Henwood	99.00%	99.39%	1143 urgent repairs completed in date of the 1150 completed. 7 late YTD.
% Routine Responsive Repairs completed on time YTD	Ian Henwood	96.50%	96.93%	2278 Routine repairs completed in date, 2350 repairs completed. 72 late YTD.
Number of repairs jobs completed	Ian Henwood		1648 Jobs	
% post inspections passing inspection	Ian Henwood		100.00%	40 inspections completed all v good
Responsive Repairs - Average job cost	Ian Henwood		£94.91	
<b>Gas Team</b>				
Percentage gas servicing completed YTD	Ian Henwood	27.84%	25.80%	662 services completed in June
Percentage of gas services in date	Ian Henwood	99.00%	99.70%	
% Emergency gas repairs completed on time (Category E) YTD	Ian Henwood	99.50%	100.00%	22 emergency repairs completed on time
% Urgent gas repairs completed on time (Category A) YTD	Ian Henwood	99.00%	99.50%	199 Urgent repairs completed on time, 1 late
% Routine gas repairs completed on time YTD	Ian Henwood	98.30%	100.00%	224 Routine repairs completed on time
Gas installations - Number of full upgrades	Ian Henwood	28 Upgrades	24 Upgrades	

Gas installations - number of part upgrades	Ian Henwood	135 Upgrades	154 Upgrades	
<b>Electrical Quality Control</b>				
Number of electrical surveys carried out YTD	Ian Henwood	528 Surveys	504 Surveys	
Number of rewires YTD	Ian Henwood	28 Rewires	29 Rewires	
<b>Estate officers</b>				
Percentage communal areas passing internal checks (10% check)	Bruce Thompson	96.00%		

**Appendix 3 – Financial Performance Q1 – Commercial in Confidence – Part 2 Paper**

**Private and confidential**

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