

**Tenant
SCRUTINY
Panel**



Tenant Scrutiny Panel Report – 2012
Kitchen and Bathroom Refurbishment

Report 001.12
December 2012



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Acknowledgements

The Tenant Scrutiny Panel would like to record its thanks to Ipswich Borough Council Officers and Staff particularly in Tenancy Services, Participation, Surveying and Finance for their assistance and co-operation, to the Apollo Group managers and staff and Tenants who responded or allowed us in their homes.

TO: IPSWICH BOROUGH COUNCIL – TENANCY SERVICES

FROM: THE TENANT SCRUTINY PANEL

DATE: Date Completed – December 2012

TITLE: Kitchen and Bathroom Refurbishment

1. Tenancy Services Background

PURPOSE:

To review the process and procedures operated by both IBC and its contracted partners for the refurbishment or replacement of kitchens and/or bathrooms in IBC tenants' homes.

BACKGROUND:

In previous years IBC had embarked on a plan of maintenance to, and refurbishment of some 8,200 tenants' homes in order to comply with the Government's "Decent Homes Scheme". This was later combined with IBC's own "Ipswich Standard", which aims to provide a higher specification appertaining to both external and internal planned maintenance in relation to warmth (insulation, windows, doors & heating), electrical wiring and to the standards of kitchens and bathrooms. The Government's Decent Homes standard was achieved in 2010/11 and the Ipswich Standard is to be completed by the end of the financial year 2014/15.

During the beginning of 2012, it came to the attention of IPCOM (the former tenant-led tenant participation panel) from anecdotal evidence, that some tenants were unhappy with some of the refurbishment outcomes. This followed from the demise of Connaught (a previous contracted partner), the decision by their replacement partners, Lovell, not to continue with the contract and works completed by the current holders, the Apollo Group. When IPCOM was replaced by the Tenant Scrutiny Panel (TSP) in April 2012, as a result of the Government's Localism Act, after forming itself, the Panel formally took on the review of the refurbishment of kitchens and bathrooms, as its first project.

RESEARCH COMPLETED:

Prior to April 2012, the Chair and Vice-Chair of IPCOM had met with the Apollo Group and IBC surveyors to discuss a tenant complaint from 2011 relating to works completed by the Apollo Group at a property in the Whitton area of Ipswich. There followed visits to completed projects at Walton House and Cumberland Towers (sheltered accommodation), Victoria Street, in the town centre area and Poppy Close in the Chantry area. The property sizes ranged from small sheltered flats kitchenettes, to one bedroomed flats with large kitchens, flats with small kitchens and those with kitchen/ diners.

During June 2012, TSP formally met with Council officers including those managing the contract and from the finance and the surveying departments.

During August and September 2012, 100 tenants who had recently had refurbishment works completed were surveyed for their views and comments; 29 tenants responded, including four who agreed to be interviewed in their own homes, independently by TSP members.

During October 2012, two of the four tenants were successfully interviewed in their homes. These interviews related to bathroom refurbishment whereas most previous scrutiny related to kitchens.

2. Introduction to Scrutiny and Co-Regulation

2.1 What are the benefits of co-regulation?

Tenant Scrutiny is a key aspect of co-regulation and allows for the following benefits:

- Continuous monitoring of performance, allows the tenant and landlord to improve the services tenants receive
- Tenants have the opportunity to take part in monitoring the Council and influencing service provision
- Tenants can offer a valuable perspective on the actual experience received which can help shape and improve Tenancy Services

2.2 What are the benefits of scrutiny?

Tenant scrutiny can bring benefits for all stakeholders:

- Tenants – improves services
- Tenancy Services – identifies underperforming area
- Regulators – demonstrates compliance with regulatory standards
- Partners and stakeholders – it illustrates the benefits of partnership and continuous improvement

2.3 Selecting services for scrutiny

A prime role of the scrutiny team is to review key service areas by scrutinising:

- The performance data from Tenancy Services
- Information from groups of common concern such as the Housing Working Group
- Information from tenants both directly and indirectly
- From other areas of tenant participation such as Area Housing Panels and tenant get-togethers

The prime aim of scrutiny is to identify areas of concern and make suggestions for how to improve these areas of service and with regard to achieving value for money.

It does this by:

- Agreeing the scope of review
- Data gathering - including interviewing, survey, questionnaires and mystery shopping
- Panel review of evidence
- Compilation and formulation of reports. We undertake to review and report on three areas of concern in each on-going year.

The Scrutiny Panel team members consist of elected tenant representatives who previously served on IPCOM and or the Housing Management Board, on Service Improvement Panels or were involved in tenant participation, principally through the Area Housing Panels. The panel has a formal constitution and code of conduct.

The Panel members are:

Brian Laffling, Chair, Michael Lloyd, Vice-Chair, Leah Jordan, Pat Tatum (Sheltered Representative), Sandra Wilding, Graham Bennett, Derek Rusher, Alan Sparrow and John Wragg

3. Scrutiny Panel Findings

3.1 Property Visits by IPCOM

Accompanied by Apollo Staff we visited several types of properties across the borough to view refurbishment both in progress and after completion. We were able to chat to Residents and Tenants about their choices, the progress of works being completed by Pilon (the company sub-contracted by Apollo to complete the works) and to view the outcomes of kitchen refurbishment.

We observed kitchenettes “stuffed” with units, large kitchens (the size of small lounges) with units lost in the space, smaller kitchens (more typical size in IBC properties) that were adequately fitted out as were properties containing kitchen diners. The actual number of units fitted, to a maximum of 8 (a mix of base and wall units) was adjusted to accommodate the current tenants’ appliances and, at the request of tenants, some had lowered wall units. There was no evidence of uniformity or consideration of work surface space and tenants pointed out problems concerning corner cupboards and accessibility in them. Tenants indicated communication problems between themselves and the Pilon contractors, who had little command of English. Tenants were happy with the choices given to them concerning colour of unit doors, wall and floor tiling and redecoration but felt less involved in the choice of layout which was often presented as “being this” largely due to health and safety considerations (cooker position being away from windows, sinks underneath windows, no cupboards over the cooker area) and their personal choice of appliances. Often their new kitchens had a very different layout to the old one such as appliances being on opposite walls. The works completed most often consisted of demolishing old brick pantries, with re-plumbing, rewiring and re-plastering; major disruption which most tenants accommodated gamely and happily. In all these visits tenants expressed complete satisfaction with the planning, execution and, particularly, the outcome of the refurbishment. Tenants were grateful for their new kitchens, and it was a pleasure to see Tenants happy and warm in their homes. We also observed Apollo Resident Liaison Officers (RLOs) collecting notes of thanks and, at Walton House, there was to be a fish and chip supper to celebrate the completion of works. Separately, at Queensway shopping area in the Nacton/Priory Heath area, Apollo had completed works refurbishing a shop and turning it into a small community facility.

We observed other minor details; at Poppy Close; a kitchen diner, there was a line of surface mounted electrical trunking about 12” down from the ceiling below an expanse of exposed water and heating pipework which also followed along the line of the ceiling. Pilon had broken into the trunking for electrical access then channelled the new wiring into the walls to new plug sockets. In the dining room part the original wiring, sockets and switches remained and there was a definite line between the kitchen re-flooring and re-decoration and the dining area.

In general, kitchens were fitted with either a single, central lamp or long fluorescent fitting.

3.2. Surveying Services Meeting Report – 14th May 2012

At our first formal TSP meeting on the 14th June 2012, we discussed with officers from Tenancy Services, Finance, Surveying, Tenant Participation and with Alan Huffey and John Richardson, who manage this project, the basis of the works, the specification as set by IBC, the cost and financing of the refurbishment programme, the progress to date and in the past, lessons learned to date and the implementation of changes for the future and the

current performance of Apollo. We were also introduced to the “Resident’s Guide to Major Works”, which gives guidance, information and progress support to residents and tenants; it serves as a “compact” between the tenant, IBC and Apollo.

From the document “Surveying Services” Rev 2 dated 14th May 2012, TSP observed Key Performance Indicator 3 – Feedback from Tenants. The IBC KPI for percentage Return Rate is 80% with Apollo achieving 95.49% and for current percentage Satisfaction, the IBC KPI is 93% with Apollo achieving 97.40%. TSP also observed Key Performance Indicator 4 - Defects. The IBC KPI is set at 100% and the performance then achieved by Apollo was 95.7%. Yet, the rest of the same report contains only glowing and positive responses, which is contrary to our previous tenant evidence and, given that 814 properties were refurbished during 2011/2012 (April to April), this should lead to some 24 complaints annually. IBC admits to only one from 2011 and state that in addition to the Apollo procedure it now has a specific and dedicated officer to handle received tenant complaints. The point being that it and Apollo are not receiving any complaints from tenants! Our experience with the tenants is that they do not know who to complain to; at the request of TSP an option was added to the dedicated repairs service number to allow tenants to register problems.

The TSP acknowledges the openness and frankness of all participating parties at this meeting and the support shown by IBC staff in progressing the work of the TSP.

The IBC Surveying Services Report Rev 2, dated 14th May 2012 (Appendix 5.1), the Resident’s Guide to Major Works (Appendix 5.2) and the Kitchen & Bathroom Refurbishment Procedure (Appendix 5.3) documents are contained in the Appendix, (Section 5)

3.3. Surveying Services Meeting Report – 27th June 2012

At its meeting on 28th June 2012, TSP discussed the previous meeting and findings and had already requested additional financial information relating to the total and individual costs of both the Kitchen and Bathroom refurbishments. The detailed costings supplied show that a Kitchen in financial year 11/12 had a previous total core refurbishment cost of only £2,741 while a bathroom had a total of only £1,934 in the same period. Following changes to the specification these costs would increase for the year 12/13, to £2,985 for each kitchen and to £2,101 for each bathroom. In all periods this did not seem a disproportionate or extreme amount of money, per property; in fact, to the TSP, this seemed more than reasonable. Of course across thousands of properties, this amounted to millions of pounds being spent.

At this stage TSP could only conclude that, at these costs, given the specification laid down by IBC, having observed the scope of works undertaken, having seen and discussed the outcome of these works with tenants; this project demonstrates value for money and fulfils the objective for Ipswich Borough Council.

At the same meeting TSP considered further points and had one, particular, area of further concern:

- The apparent discrepancy in complaints/ adverse comments acknowledged/ received by both Apollo and IBC, compared to comment otherwise received through other Tenant information.
- Could the specification be refined or indeed improved? – There were issues surrounding corner cupboard access, the obtrusiveness of lighting installed and the number and combination of units installed. Some Tenants felt they needed more units and we observed some tenants who would have been better with less but more suitable units. Was this too much a “one size fits all” solution and viewed only from the Council’s perspective?
- Was access, particularly for the elderly and less abled, either by reaching up to wall units or down to base units accommodated? Was the tenant really consulted and their individual needs truly taken into account?
- Did the outcome really work for the tenant? Was their kitchen layout the most appropriate for them? Did they have enough work surfaces for modern needs?

The IBC Surveying Services report dated 27th June 2012 (Appendix 5.4) is contained in the Appendix, (Section 5).

3.4. Tenant Questionnaires

At its meeting of 16th August 2012, TSP resolved to independently verify tenant satisfaction by sending out a questionnaire to the last 100 tenants who had had either their kitchen and/ or bathroom refurbished and that the returns would be studied by TSP only. The panel devised a questionnaire, which consisted of a mix of yes/no answers (which were felt not to be leading), together with open comment sections. This was completed in conjunction with Tenant Participation staff.

The questionnaire and covering letter (Appendix 5.5) are contained in the Appendix, (Section 5)

The questionnaire was sent out during August 2012 and the resulting returns reviewed during October 2012.

Of the 100 questionnaires sent out 29 were returned, comprising 5 kitchens only, 1 bathroom only and 23 properties having both their kitchens and bathrooms refurbished. From the perspective of this report concerning tenant; involvement, choice and desired outcome, the key questions are the replies to questions 3 and 4 and relating to work process; the replies to question 7.

Question 3, yielded 6 commented/ negative replies:

- 4 responded not enough choice of layout/ finished look
- 1 responded that they were told this is how it will be
- 1 responded lack of paint colours (this was also commented in other areas)

Question 4, yielded 4 commented/ negative replies:

- 3 responded not enough cupboards
- 1 responded not enough work surface

Question 7, yielded 13 commented/ negative replies and covers 4 separate areas together with open comment:

- 10 responded concerning Lack of Contact with Council/ Apollo
- 4 responded either Limited/No Choice or Not Happy With Outcome
- 3 responded on “down days” and days of non-attendance or no work and progress
- 1 responded nobody ever came back and she still has all the paperwork and boards

Tenant Scrutiny Panel - Analysis of Kitchens & Bathrooms Questionnaire 2012								
Question Number	Kitchen	Bathroom	Kitchen & Bathroom		Yes	No	No Reply	Replies Count
1	5	1	23					29
2					27	2		29
3					25	4		29
4					25	4		29
5					19	9	1	29
6					23	6		29
7					16	13		29
8	1	7	9	8	4			
Gradings	1	2	3	4	5			
	More	Disruptiveness			Less			
9					25		4	29
Question								
Number	Replies	Commented/ Negative Replies						
3	6	Told how it would be		1	Lack of Paint Colours			1
		Not enough Choice of Layout/ Finished Look						4
4	4	Not enough Cupboards		3	Not enough Surfaces			1
5	9	Shoddy Finishing/Trunking		7	Removed Customer Fittings			1
		Shower in wrong place		1				
6	6	Time Scale too Long		5	Not Completed			1
7	13	Not enough Contact		10	Periods of non-attendance			3
		Limited/ No Choice		4	Not Signed off			1
		Not Happy with Outcome		4				
9	25	Not enough Storage		1	No change to Bathroom Layout			1

	Language Barriers	4	Not Listening to Tenant	2
	All OK	13	Other - Radiators	4

Question 9 was open comment and 25 comments were received these analysed as follows:

- 13 responded that they were completely happy (one person especially so and was **SO** pleased with her new kitchen and bathroom)
- 4 responded (and it was commented elsewhere) that there were language and communication problems between the tenant and contractors. Some felt it became necessary to “have a word” with the contractors about what they were doing
- 4 responded that rusty radiators were returned into place; why where these not replaced or at least painted (elsewhere there was a comment about old doors similarly being returned into place)
- 2 responded that they were not listened to concerning the works to be completed
- 1 responded that there was not enough resultant storage in her kitchen
- 1 responded that her bathroom was no better than before (another elsewhere wondered why her bathroom was not made bigger)

Question 5 concerned quality and standard of work and yielded nine comments:

- 7 responded “Shoddy Finishing” including holes in walls and plastering problems, particularly in relation to bathrooms and shower fitting including 1 who was unhappy with electrical trunking which wasn’t there before
- 1 responded the shower was now in the wrong place compared to before
- 1 responded a better shower was removed (their own property) and replaced by a worse one

Where previously there was no shower, an electric one is installed involving caballing in a new electricity supply and installing surface mounted plumbing around the bath; this was viewed as being unsightly.

Question 6 concerned the timescale and yielded six comments:

- 5 responded that the project took too long or overran the 15 days set. Generally people felt it took longer than necessary particularly where “nobody turned up that day” or “no work completed on some days”. This may relate to blocks of homes being worked on together in the same area.
- 1 responded that there are still things to be completed (snagging) but they have not been back. This was not an uncommon comment from elsewhere.

What was further interesting was why 13 people thought it was all ok, one made no comment and that left 15 people who felt otherwise. It was thought that perhaps Apollo worked in teams and that some teams performed better than others.

Overall the questionnaire gave concern in three areas:

1. Tenants felt there was a lack of information between them and the trades people
2. Tenants feel they should have more say in how the work is done
3. Tenants felt there were communication problems between them and the trades people and this revolved around the language barrier

3.5. Tenant Home Visits

Included in the questionnaire was a further question asking if people would be prepared to take part in a mystery shopping project; four people responded positively and were further contacted concerning being visited in their homes by pairs of Scrutiny Panel members. As a result two homes were actually visited one in Felix Road and the other in Hayman Road. Both had had kitchen replacements previously and had now had their bathrooms refurbished by Apollo. Having previously, right at the beginning, visited properties that had had kitchens refurbished it was now a chance to actually see bathrooms that had been refurbished.

The property in Felix Road was much as revealed by the answers and statements contained in the questionnaire, but, still, there is a hole in the wall between the bathroom and hallway where services were installed and the property has not been revisited to resolve the defect. The panel members then observed works going on in properties opposite and took the opportunity to chat to the Tenants who reported that they were more than happy with the works going on and had no problems. Again, the panel wondered why it all went well in some properties but not in others and was this due to different working gangs?

An involved and concerning complaint was made by a tenant to the Tenant Scrutiny Panel about one particular bathroom installation. After investigation the complaint was found to be substantially unfounded.

3.6. Changes to sub-contractors

Scrutiny panel pursued the question of Pilon having regular gangs of sub-contractors who worked together and an email enquiry was made on 16/10/2012 to Alan Huffey this was subsequently responded to by both Mr Huffey and Senior Quality Surveyor, Mr John Richardson. Alan Huffey responded that, "Pilon did have regular crews and that could explain the difference but that Pilon have recently moved off our project" Further, "Pilon had been replaced with Mulvey and Bellcorp who were found to be better than Pilon". John Richardson confirmed that "some Pilon staff have transferred over to the other contractors"

When asked if there was more to this, the panel was finally assured:

Mike

Thanks for your note.

It is quite common for main contractors to change sub-contractors during the course of a long term framework contract.

You may be aware that we have reduced the number of openings over the past few months from 25 to 20 and are now at 15 per week. This is to ensure that we have continuity of work for the 12 months and achieve budgeted numbers. We also endeavour to maximise the numbers during the summer months which is better for tenants.

Obviously with a reduced number of openings Apollo have an optimum number to ensure efficient, economic working. This has led them to reduce from 3 to 2 sub-contractors.

I trust this explains the changes better – please be assured there is no hidden agenda.

Regards

John Richardson MRICS

The detailed emails are contained in Appendix 5.6 (Section 5)

4. Conclusions and Recommendations

4.1. Conclusions

After completing our lengthy scrutiny of a major programme of works which goes to the very heart of Tenancy Services, the standard of people's homes and the landlord's property, we were very pleased to witness and to report that, on the whole, this project proceeds in an orderly and regulated fashion and achieves the outcome for both parties in a cost effective manner. The tenant has a home which has modern and ergonomic facilities that they can be pleased to live in and the landlord is providing and maintaining a property that conforms to the desired Ipswich Standard.

'TSP concludes that, at these costs, given the specification laid down by IBC, having observed the scope of works undertaken, having seen and discussed

the outcome of these works with tenants; this project demonstrates value for money and fulfils the objective for Ipswich Borough Council and provides the tenant a home with modern and ergonomic facilities.'

TSP would, however, at the same time query some of the project standards laid down by IBC and, in some cases, following the results of the tenant questionnaire, the control of the general standard achieved by sub-contractor companies. TSP acknowledges that now, at the end of the report, there has been a change in sub-contractor companies, however, the responsibility for the control and overall management of the outcome for the tenant, remains the responsibility of IBC and a change of company does not negate the need to have in place necessary controls to monitor standards of work as they progress. Tenant questionnaire questions 5 & 7 yielded seven comments of "shoddy work" and four of "not happy with outcome" and it became seemingly evident that some teams of sub-contractors were less careful, (less monitored?), than others and there were less than desired outcomes, in some cases, for some unlucky tenants.

TSP is aware that now, compared to early 2012, a number of improvements were made by both Apollo and IBC in resolving communication issues between the tenant and the sub-contracting company. Communication includes both the schedule of works on a day to day basis and an actual language barrier. Apollo introduced a display board, personal to the tenant's home, detailing and confirming the tenant's choices of fitments and decoration, personnel and schedule of works; what would be done on each day. Apollo also arranged for individual sub-contractors to attend English lessons and for there to be available a dictionary of English/Eastern European phrases. From the questionnaire, questions 7 & 9 still yielded too many comments of "not enough contact", "periods of non-attendance" and "language barriers" despite these improvements.

TSP acknowledges that tenants do not bring to the attention of IBC/Apollo, soon enough or, not at all, problems or complaints during the process. It was common for tenants, when chatting with them in their homes, to state they were "grateful" for their new Kitchen and the mess and problems were "just to be endured". We pointed out that tenants might be "pleased" with their new kitchen but should expect their landlord to keep their property; the tenant's home, in good order because that is what the landlord should do and what the tenant pays their rent for. Tenants need to understand that comment, even in the form of complaint, and two-way communication are essential and required components in a project of this magnitude if we are to ensure quality and standards.

4.2. Recommendations

The Tenant Scrutiny Panel would request the following items be given due consideration:

- 4.2.1 Communication between the tenant and the project should be revisited in order to prevent the reoccurrence of issues identified in this report.

4.2.2 Better and improved monitoring of the project as it progresses in order to maintain, ensure and monitor individual project quality, standards and progress and the outcome quality and standards.

4.2.3 Improved liaison with the tenant at the initial stages such that the outcome truly reflects the views, needs, requirements and decisions, of and made by, the tenant.

4.2.4 That IBC revisit the standard specified to the partnering company:-

One size does not fit all. Some kitchens require more or less units than others, some require more work surfaces than others, some tenants might like more than the standard plan. Savings on smaller kitchens may balance out on larger kitchens; some tenants may wish to contribute to more being fitted during the works. There is an issue with corner base units and access to storage, this was observed with more elderly residents particularly but occurred with many residents. Two base units butted together means lost space and inconvenience. There are alternatives but they do cost more, however, value for money is not always about spending less money. Already, from initial IPCOM comment the tenant is offered alternative lighting options, a smaller strip fluorescent light or a single pendant which the Tenant can replace later with a much more aesthetic and personal solution and why not? This is the tenant's home and they should have choice and a proper say in the outcome!

Where rewiring is being completed, as much as possible should be channelled into the walls rather than using surface trunking which is unsightly and would not be tolerated elsewhere; this may be a council house but it is always the tenant's home!

This has been an issue with both kitchens and bathrooms and tenants find at the end of the day, trunking thrown up a wall where it did not exist before and without the tenant's prior knowledge. We think it should not be there in the first place and therefore would not become an issue. A similar issue surrounds exposed plumbing where, from the tenant's point of view, little prior thought is given to tidiness, disguise or better still, it being subsequently boarded over.

This was demonstrated so clearly in a property in Poppy Close, a property featuring a kitchen/diner. So much was left so visibly wrong and demonstrates just how much spoiling was going on where here we were spending thousands of pounds and causing all this disruption, but missing the point of improving the property for both the landlord and the tenant. There is an apparent lack of joined-up thinking here where we have a "boxed up project" being dropped into the bigger situation.

- In the kitchen area was a short line of unsightly trunking about 45cm down from the ceiling. It was broken into and then new cabling channelled from it into the walls to supply new and more sockets. Why not tidy the situation and remove the existing trunking as well by channelling it away too?

- Above the trunking and going around several parts of the whole room was a very unsightly bundle of copper plumbing, some of which had been replaced for the new services. In the kitchen area this was being repainted but not in the diner area because the diner area was not part of the kitchen. Instead of wasting time painting any of it to disguise it, why not board it all in and tidy the property?
- In the kitchen area all sockets and light switches had been replaced but not so in the diner area which is effectively the same room, why not just make them all match and tidy that situation too?
- The kitchen area was being redecorated but not the diner in the same room to match!

Why the definite demarcation between two areas in the same room? We note it is not, as such, part of the project to replace the kitchen but it is clearly all the same room and effectively wastes the money, the inconvenience and the time and, perhaps, the point. Please look at this from the tenant's view and put yourself in the tenant's shoes.



IBC

Surveying Services

Tenants Scrutiny Panel

Kitchen and Bathrooms

Rev 2

14th May 2012

Prepared by J Richardson

Kitchen and Bathrooms

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Section 1 - Introduction

Section 2 - Information

Appendix A - Thank you letters

Appendix B - Residents Pack

Kitchen and Bathrooms

Section 1 - Introduction

This report has been prepared following a request from Brian Laffling on information that will be required for the first meeting of the Tenants Scrutiny Panel on 24th May 2012

The information included should prove useful in the initial scrutiny of the kitchen and bathroom refurbishment project.

An overall summary of the project is also included together with the specific information as requested from Eleanor Gregory

The kitchen and bathroom refurbishment is an on-going dynamic project and improvements and changes that are possible within budget constraints are welcomed

Kitchen and Bathrooms

Section 2 - Information

1

Overall review

The kitchen and bathroom project is a four year contract to refurbish IBC properties to raise them to the 'Ipswich Standard'. The project is in its second year with 861 properties refurbished last year and 800 planned for this year. Tenants are issued with a Residents Pack by the Contractor - attached in Appendix B

2

Timescales for works

The following are the current timescales for works:

Kitchens	- 15.1 working days
<i>IBC KPI</i>	- 20 working days
Bathrooms	- 10.9 working days
<i>IBC KPI</i>	- 15 working days

3

Feedback from Tenants

We carry out satisfaction surveys to all kitchen and bathrooms refurbishments and the results are detailed below:

Percentage return rate	- 95.49%
<i>IBC KPI</i>	- 80%
Current percentage satisfaction	- 97.40%
<i>IBC KPI</i>	- 93%

We also receive thank you letters from Tenants and a selection are attached in Appendix A

4

Defects

We aspire to be defect free on kitchen and bathrooms refurbishments - the current results are detailed below:

Current percentage	- 95.70%
<i>IBC KPI</i>	- 100%

5

Health and Safety

We aspire to have no reportable accidents on kitchen and bathrooms refurbishments - the current results are detailed below:

Current percentage	- 0%
<i>IBC KPI</i>	- 0%

6

Budget

The contract was Tendered via the OJEU process on the basis of a fixed cost for each element regardless of size. The contract costs are detailed below:

Kitchen	- £2,741.05
Bathroom	- £1,993.27

Just to say

Thank You



John + Doreen (Blessings) of 7, present you
would like to thank every one concerned
in the work of the refurbish of the
pitcher. The work was very well done,
there was not any mess left behind, every
stone was cleaned up. They were considerate
and polite, as my husband is disabled, every
one was considerate to him

This comes

especially for you

with a warm

thank you

Mary Thanks

Thanking every one once again,
Best wishes for the future and
God Bless.

Doreen Fisher

DEAR APOLLO,

WOULD JUST LIKE TO SAY THANKYOU
FOR A FANTASTIC JOB WELL DONE, ALSO
TO SAY THANKS TO THE WORKMEN, FOR
A GOOD QUALITY FRIENDLY SERVICE;
KIND REGARDS

JASON . 39, JASMINE CLOSE

3. Fletcher Rd
100

30. 4. 12.

Dear Sir or Madam,

I would
like to say a big "thank-you"
to all who worked on my
kitchen and bathroom during
the recent re-fit, I was
very doubtful of the start
and wanted my old kitchen
back, but now its finished it
really is super

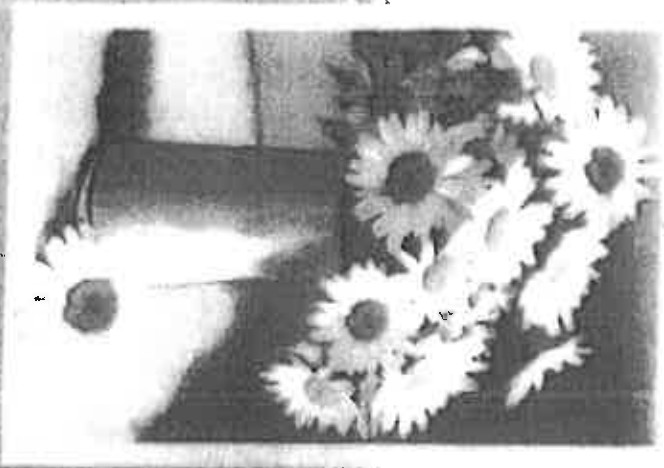
Polite and
friendly work force and very
hard working.

Thanks to Gary
and Mal for their help and
advice.

Yours Sincerely,
Mrs P. Spalding

Just to say

Thank You



Best wishes

TO ALL
AT APOLLO HOUSING MAINTENANCE

Thank You

Just to say many thanks for
all your hard work with the
kitchen/bathroom modernisation
at my flat in Wigan Close
Taswell

Kirsty Rogers
D. ~~TELE~~



To Keith Bassett and Hayley Hatch,
thank you so much for my lovely
new kitchen.

Your team of workers are br ck
they are very polite and very
trustworthy. I was very happy to go
out and leave them to get on with
their work.

I wish I knew all the names so
I can thank them personally.

I would always recommend "Orallo".
You are all a great team

Many thanks

Maureen Arnold, No 8
Hollywells

X

104 Fletcher Road
P4 P111111
Lafford.

P301D.

To whom it may concern.

Since work commenced on Friday
13th April 2012 I've been more than
happy & satisfied with the level
of workmanship and professionalism
from all contractors involved in
my refurbishment. Your company
inclusive TLC have been forthcoming
and respectful.

Yours

Misjaew.

I am very happy with the work
Area done to the flat
with the kitchen bathroom
toilet

Very polite man and tidy

~~51 uns~~
51 uns close.

STANDA WASH
64 HERRING RD
BIOLOGICAL
IP3 048

H-H-2.

DEAR MR BASSETT

I'M WRITING TO SAY THANK YOU TO
THE D POLLO TEAM WHO CARRIED OUT
THE WORK ON MY KITCHEN

TO BEGIN WITH I WAS VERY WORRIED
AS TO IF I COULD GET ON WITH ABANDON
MY KITCHEN WORK BUT YOUR TEAM OF
WORKERS AND DISORGANISED BOSS PUT ME
AT EASE WHILE IT WAS BEING DONE
I WAS INST. INFORMED ON A DAILY BASIS
AS TO THE WORK BEING DONE

I FOUND ALL THE TEAM VERY POLITE
AND UNDERSTANDING OF MY NEEDS
BEING DISAPPOINTED WITH WORKING
PROBLEMS

ONCE AGAIN I WOULD LIKE TO THANK
YOUR TEAM AND THE FIRST CLASS
WORK THEY CARRIED OUT I'M VERY
PLEASED WITH MY NEW KITCHEN

REGARDS
BIRDA WASH

Carly Vines
79 Fletcher Rd
Ipswich
Suffolk
Ip3 0LD

Apollo

I Just want to Thank you
So very much for my new kitchen
and bathroom, Im really Chuffed
at the end result.

Also a big thank you to all
of the workman that worked at
my house around my baby +
myself, they were all very
friendly + always Polite.

to spite a few difficulties
^{along with the}
along ~~the~~ work, they were resolved
as soon as possible + I always
felt comfortable to phone and
speak to malcolm, he was
very approachable + always
understanding. Thanks again

Kind regards
Carly Vines

2205 Apollo

Usee done iposition council a Apollo. Looking the right
ways to do the work for them. They were polite &
Understanding.

The supervisor uses gentle working ways to much
trouble. He got things done if the boys were busy he
did it himself. Usee done to them all. They have done
a good job. ONE happy persons.

100. HORRAN Road

whilst the production of my kitchen and bathroom was being done all the staff and builders that come in were all clean and very polite. I am very pleased with all the work they have done and it was to a very high standard

Miss Moloney

6 Kelly Rd

39 POPY

Guys did a top Job would
hard and together well to finish
my flow directly and quality very
polite and friendly at all time.

Overall I was really impressed how
well the workers did.

A. Mason

All

35 Poppy close

I would like say Thankyou to all the
workmen that done my watching as
they were very polite and hard working

E. M. King

Copy

38 Nightingale Rd
Ipswich
Suffolk
IP3 0LN

23/04/2012

07702080175/07817377125

To Whom it may Concern.

We have recently had our Kitchen & Bathroom refurbished by Pilon and would like to say a big thank you.

The guys from Pilon that we had working for us were absolutely brilliant. They arrived when they said they would, worked very efficiently and kept the mess to a minimum. They also cleaned up after every single visit. They also took great care of our property.

We did have a couple of incidents, which needless to say is going to occur when you are having work done to the extent that we did, we had one occasion where we needed to get the contractor back out as we had a leak on our toilet and he came out within 15 minutes, and that was at 9.15 in the evening after he had been out working with us for a full day! Not bad considering in all they were working for us for 3 weeks.

We definitely can't complain about the service that we received and would like to say a big thank you to Marius, who overlooked the whole works contract and was always advising us on what was happening. If we had any queries he was always there to let us know what was going on.

Many Thanks



Lynn & Ken Theedom

38 Nightingale Ct.
Ipswich
IP3 0LP

TO WHOM IT MAY CONCERN.

WE HAVE RECENTLY HAD OUR KITCHEN & BATHROOM
REFURBISHED AND WOULD LIKE TO SAY A BIG THANKYOU
TO MALCOLM.

WE WERE NERVOUS THAT WE WERE GOING TO BE HAVING
SO MUCH UPHEAVAL BUT THEY MADE IT EASY FOR US.

THEY KEPT THE MESS TO A MINIMUM & CLEANED UP
AFTER EVERY VISIT.

WE COULDN'T FAULT ANY OF THE WORKERS & WOULDNT
HESITATE HAVING THEM BACK AGAIN.

THANKYOU



LYNN KAY THOMPSON

Dear Sir/ madam.

I MYSELF and
Partner would like to say
what a good job done by all
of the Apollo workers. who
not only were they good at
what they did but also
polite, and cleaned up after
them. we would like to
express our thanks for a
excellent transformation. ON
OUR Kitchen and bathroom.
THANKS to all!

From

MR & MRS Beeton
95 FLITCHER.

The Finish Of Our Kitchen

Wednesday 21st March 2012

Today all the finishing touches were done to our kitchen.



This is how it looks now.

It looks wonderful and we are really pleased with it.
All the work has been done to a high standard.
Thank you.

The Start Of Our Kitchen

Wednesday 29th February 2012

Day 1

All the old units and worktop were stripped out and taken away.



This is how it looked.

Mr and Mrs G Elliss
38 Kingfisher Avenue
IPSWICH
Suffolk
IP2 0QW
(01473) 690404

28th March 2012

Mr Keith James Bassett
Senior Site Manager
The Apollo Group
Nepicar House
London Road
Wrothan Heath
Sevenoaks
Kent
TN15 7RS

Dear Mr Keith Bassett

We would like to thank all the team that took part in the fitting of our kitchen. They worked really hard and everything was finished off to a high standard.

The people who worked on our kitchen told us what was going to be done each day and who to expect the following day. They were always polite and friendly. When they had finished their work, they cleaned up and lifted our equipment back into the kitchen.

Our new kitchen looks wonderful. It has been designed more efficiently than our old kitchen. The new layout makes it look more efficient and spacious. All the cupboards, worktops, wall tiles, floor tiles, etc. are of good quality and all the colours work well together.

We are really pleased with our new kitchen. Thank you.

Yours sincerely

G. A. Elliss

Graham and Lorraine Elliss

G. A. Elliss

Resident's Guide to Major Works

Kitchen & Bathroom Modernisation Scheme



Ipswich Borough Council



professional and diligent, service-driven and solution-focused, caring and approachable, truthful and honest, energetic and passionate



Dear Resident,

Apollo Housing is very pleased to have been appointed by Ipswich Borough Council to carry out improvement works to your home.

We appreciate that this work will be disruptive at times and have put together this step-by-step guide to explain how it will affect you. It also introduces key staff and explains how to contact us.

We will carry out the work professionally and courteously with as little inconvenience and disruption to you. Our Code of Conduct (at the back of this guide) sets out the standards by which we work.

Our Resident Liaison Officers (RLOs) are dedicated to supporting you and your fellow residents and are your best point of contact for information, help and advice on how to prepare for the coming work.

We would like to take this opportunity to thank you in advance for your patience and co-operation.

We look forward to working with you to improve your home.

Lee Anderson—Contracts Manager

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INTRODUCTION TO APOLLO

WHO WE ARE

The Apollo Group are specialist property refurbishment and regeneration contractors, with thirty years experience of delivering high resident satisfaction in the affordable housing sector.

Our extensive experience of working in and around the South East and Suffolk means that we are ideally placed to understand the issues, buildings and communities of this diverse area.

We have considerable experience in undertaking projects such as kitchen and bathroom packages, heating and electrical installations for many councils in these areas to ensure all homes meet the Ipswich Standard.

WHAT IS 'PARTNERING'?

Partnering is joint open working between Ipswich Borough Council, the Residents and The Apollo Group throughout the whole duration of the scheme or "package" of building works. All parties will work together in a collaborative manner to achieve common objectives.

Partnering is a client driven approach to the works and we have already had many discussions around the various options and finding the best solutions.

As this scheme progresses, we hope that as many residents as possible will participate in the process.

If you wish to get involved, please talk to your Resident Liaison Officers.

THE PROJECT TEAM



Gary Wenlock
Site Manager
Site Office 01473 269830
Mobile 07867 506870



Bradley Anderson
Assistant Site Manager
Site Office 01473 269830
Mobile 07826 908315



Malcolm Atkinson
Resident Liaison Officer
Site Office 01473 269830
Mobile 07766 133629



Hayley Wroe
Resident Liaison Officer
Site Office 01473 269830
Mobile 07795 426701



Keith Bassett
Senior Site Manager
Mobile 07747 461718
Site Office 01473 269830



RESIDENT LIAISON SERVICES

Our Resident Liaison Officers (RLOs) are here to help you every step of the way. Please do not hesitate to contact them.

Once work starts, their main concern is your satisfaction with our service and with the resulting improvements to your home. They will visit you regularly and keep you informed, you will receive a call during the morning informing you of what work's will be undertaken that day. We will give you AM or PM appointments, sometimes trades get finished quicker and other trades may turn up to carry out their works, should this be the case we will try and pass this information onto you.

Resident Liaison Officers will be contactable by telephone from 8:00 am - 5:00 pm, Monday to Friday.

Out of Hours Emergency

For Out of Hours Emergencies relating to our work, such as a major water leak, a dangerous electrical fault, or heating failure for sick or elderly residents, please call:

01202 653439

PLEASE ONLY USE THIS NUMBER OUT OF OFFICE HOURS AND FOR EMERGENCIES ONLY

*If you smell gas, please call Transco on:
0800 111 999*



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KITCHEN DESIGN

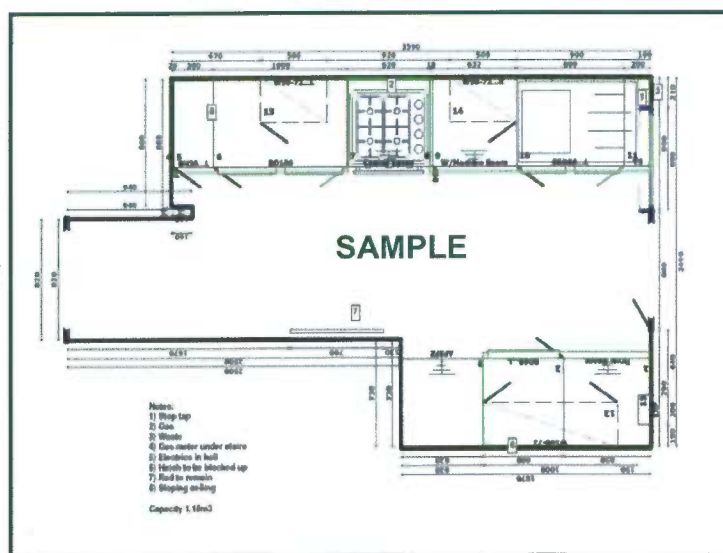
If you qualify for a new kitchen a representative from Rixonway, the kitchen supplier, and your RLO will visit you and design a layout, taking into account your existing appliances.

Please note, however, that Ipswich Borough Council has instructed us to install a maximum of eight units in each kitchen. We will discuss your layout with you during our visits and a plan will be produced that our Resident Liaison Officer will ask you to approve and sign (*see right for an example*).

During these surveys our Kitchen Designer will carry out the resident consultation, which includes selecting the colour scheme for your new kitchen. There are three colour schemes available for the kitchen units/worktop and four for the wall paint, floor tiles and wall tiles.

You can choose the worktop and cupboard/drawer fronts from the samples provided - the cupboard carcasses and plinth will all be white and the handles of the doors and drawers will be the 'Chrome Bow' type. The kitchen sink will be stainless steel and the sink pillar taps will be of the lever type in a chrome finish. You can also choose the colour for the paint to the walls, the wall tiling over the worktop and the vinyl floor tiles. The paintwork to the ceiling will be white vinyl emulsion and the paintwork to all woodwork will be white gloss.

You may want to ask a family member or friend to be with you on this day as it is always helpful to have a second opinion. Please be advised that once you have made your selection it will not be possible to change your mind as to the colour choices since the kitchens are manufactured to order.



BATHROOM DESIGN

If you qualify for a new bathroom then we will inspect your bathroom to check the existing layout. Generally speaking, your sanitary-ware (i.e. your WC, hand basin and bath) will be renewed and put into the same position as your existing sanitary-ware. Therefore, you will not be issued with a plan for your new bathroom.

You can choose the colour for the paint to the walls and the non-slip vinyl sheet flooring from the samples provided. The paintwork to the ceiling will be white vinyl emulsion and the paintwork to all woodwork will be white gloss. The sanitary-ware, i.e. your bath, basin and WC, will be white - your taps will be of the lever type in a chrome finish.



ACCESS AND APPOINTMENTS

Your Resident Liaison Officer (RLO) will make appointments with you for the surveys and work start date.

Please let your RLO know about any dates when you will not be available, for example, holidays, medical appointments, visits away and discuss any special requirements or family issues that may affect your availability. By working together, we can avoid unnecessary cancellations and delays.

All personal information is always treated in the strictest confidence.

Appointments for work to start in your home will be confirmed in writing 14 days in advance where possible and then you will receive a further reminder from your Resident Liaison Officer before the works start.

KEYS

If you wish to leave your house keys with us, please contact your RLO who will collect them. We will give your keys a security code tag that only our site staff can identify and will keep your keys in a secure box.

Please don't give us your only key. If you do not have a spare key, please get one cut to give to us.

Before the work starts on the first day, we will put down protective coverings through your hallway and up to work areas.

At the end of every day we make safe any incomplete work, tidy up and re-instate your services.

INSPECTIONS AND QUALITY...

It is Apollo's aim to complete all works 'right first time' and in order to achieve this we will be carrying out inspections of your property before, during and after completion of the works. The different types of inspections are as follows:

Pre-start inspection

We will need to inspect your home on the last working weekday before the works start, in order to identify anything that may have changed and may affect the planned works. We will also be able to advise on any further preparation that you need to make before the works start on the following day.

Opening inspection

We will visit your property on the morning that the works start to ensure that all areas have been adequately protected and that you are happy with the level of protection that we have provided.

Inspections during the works

Our site team will be keeping a close eye on the works to your home throughout the course of the installation to ensure that everything is completed safely and to the Ipswich Standard. We actively encourage resident feedback during the works — if you have any concerns at any stage during the process then please raise this with our site team immediately.

Representatives from Ipswich Borough Council will also be visiting your home during the course of the works to ensure that quality is maintained.

Final handover inspection

Once the works have been completed, we will carry out a joint final inspection with a representative of Ipswich Borough Council to ensure that the works have been completed to the Ipswich Standard. At this stage we will also be giving you the opportunity to comment on the service provided by completing a Resident Satisfaction Questionnaire.

GETTING READY...

Your RLO will talk you through the work, advise you how to prepare and can even supply packing boxes upon request.

Please get ready well in advance— here are some general tips and reminders:

Do ...

- Tell your household insurer that works will be ongoing in your home
- Pack up rooms affected and store items away from the work and access areas
- Safely pack away all valuable and breakable items
- Provide a clear safe access route to the work areas - rugs and hall tables need to be moved
- Protect electrical equipment against dust
- Close doors to rooms where no work is being done and keep them shut during the works
- Once work starts - keep children and pets away from the work areas – they could be a danger to themselves and to the workers

Do Not ...

- Leave your home unattended without notifying your RLO.
- Let anyone in without identification.
- Leave your door on the latch, anyone could walk in!
- Give your keys directly to workmen.
- Ask workers for extra work or deviate from their original instructions, talk to your RLO instead.
- Tamper with the work in progress, or undertake any of it yourself.
- Start your own decorating before the work is finished.
- Leave children home alone.
- Unpack boxes too early. Your RLO will let you know when you can put your belongings back into the kitchen / bathroom.

Don't Worry ...

- Before any work starts we will put down protective coverings through your hallway and up to the work areas.
- At the end of each working day, we will make safe any incomplete work, tidy up and carry out a health & safety and security check.
- Remember to ask your RLOs for help if you need it.

NOTES ON APPLIANCES

If we are working on your kitchen we recommend that appliances are relocated for the duration of the work and moved as little as possible, to avoid the risk of damage.

- Work does not include new appliances
- It is up to you to read the manufacturers instructions regarding moving your appliances
- Fridges and freezers should be relocated away from the work areas, for the duration of the kitchen works, to reduce the risk of damage
- Your cooker may be disconnected, but it will be reconnected at the end of each working day, otherwise a temporary cooker will be provided
- **PLEASE ENSURE YOUR FRIDGE AND FREEZER ARE PLUGGED IN AGAIN AFTER BEING MOVED**
- In circumstances where you request it, Apollo Housing operatives will move your appliances, under your supervision
- Washing machines will be disconnected throughout kitchen works.
- However, they can be connected for use if requested. (We recommend that appliances are moved as little as possible to avoid the risk of damage)
- Dishwashers are left disconnected until the works are complete
- **WE CANNOT RECONNECT FAULTY APPLIANCES**

Before work starts, a member of our site team will take photos and carry out a precondition survey of your property, including your appliances, to ensure we leave things as we found them.

YOU WILL NOT BE LEFT WITHOUT WATER OR POWER OVERNIGHT



APOLLO
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KITCHEN INSTALLATION

Sequence of Work

Kitchen refurbishment takes about 20 days and includes some or all of the following:

- Protect your hall flooring
- Relocate appliances
- Strip out existing kitchen
- Strip floor tiles
- Re-wire electrics
- Install new fitted kitchen
- Decorate, including painting and tiling
- Lay screed to floor (Note - you must not walk on this for 4 hours)
- Lay flooring
- Fit kickboards and silicone sealant
- Inspect (first) and fit finishing items
- Inspect (final hand-over)



A completed kitchen

Note: the sequencing of the above works may vary and there may be occasions where no works are ongoing in your property for one or two days to allow drying times etc.



Survival Tips ...

- Make a batch of frozen meals before work starts
- Safely set up tea and coffee making facilities in the sitting room
- If you have room for a microwave - then you can have hot snacks during the day.



IPSWICH
BOROUGH COUNCIL

BATHROOM INSTALLATION

If you are having a new bathroom, all sanitary ware will be replaced with a new white suite, including bath with lever taps, over bath shower, if required, a wash hand basin and a toilet.

Sequence of Work

Bathroom improvement includes some or all of the following:

- Protect your hall flooring
- Strip out existing floor and wall tiles and finishes
- Remove old bath and install new one (same day)
- Remove of old WC and install new one (same day)
- Remove of old basin and install new one
- Earth bond of pipe work
- Make good as required
- Decorate, including painting and tiling
- Level screed or sheet ply to floor
- Lay vinyl flooring
- Apply silicone sealant to edges
- First inspection and finishing items
- Secure bath panel
- Final hand-over inspection



A completed bathroom

Note: the sequencing of the above works may vary and there may be occasions where no works are ongoing in your property for one or two days to allow drying times etc.



Survival Tips ...

- Remove any fittings, such as shower screen or curtain and rail, bathroom cabinet, towel rail, etc that you wish to retain
- Keep medication that may be needed in a safe place during work
- Pack a sponge bag with essential items for the duration of the work

REWIRING

Kitchens and bathrooms will be re-wired during refurbishment.

If we are re-wiring your whole property, wiring will be pulled through existing conduit or hidden wherever possible. On some occasions, mini-trunking will be used. Where feasible we may chase out walls but we will only make good plasterwork in the affected areas.

REDECORATING IS DOWN TO THE RESIDENT TO CARRY OUT.

All light fittings, sockets and switches will be replaced with new products, as specified by Ipswich Borough Council.

All DIY electrics not meeting current regulations on Health & Safety grounds will be removed.

During re-wiring, you may have cables left overnight. These will be safely secured in a sealed, insulated bag and should not be tampered with. **Don't worry – they won't be live!**

We cannot re-connect any appliance that is faulty.

Getting Ready For Electrical Work ...

- Move furniture and possessions to give clear access to all electrical points, sockets and switches around the room and to the ceiling light fitting, please remove lamp shades
- It may be necessary to run electric cables beneath floors, please be advised that it is your responsibility to remove and refit any laminate flooring or fitted carpets prior to and after the works commencing. **You will be advised prior to works starting if this should be necessary.**

CODE OF CONDUCT

In order to maintain Apollo's reputation for high quality workmanship and excellence in customer care, and to enable us to continue to be the preferred partner for social regeneration, we require all operatives to follow the **Apollo Code of Conduct**.

BE SAFE

- Wear Personal Protective Equipment (PPE) as required
- Ensure that all materials & equipment are stored neatly & safely to avoid danger to occupants & visitors
- To avoid a build up of carbon monoxide within the dwelling **NEVER** obstruct gas flues
- Do NOT work on gas or electrical supplies or appliances unless you have been appropriately trained and are authorised by the Site Manager.
- Comply with Health & Safety legislation and relevant codes of practices at all times
- Follow the Site Rules as described in the Site Induction at all times

BE PROFESSIONAL

- Be tidily dressed and wear corporate uniform where provided
- Carry your ID badge at all times and let us know immediately if it is lost or stolen
- Report all resident's complaints to the Resident Liaison Officer (RLO) or Site Manager to enable us to quickly address any issues
- Always ensure that residents homes are kept secure through shutting doors and windows if you have to leave even for a short time
- Always strictly follow the key holding procedure – your Site Manager or RLO will be able to give you details

CODE OF CONDUCT

BE COURTEOUS

- Introduce yourself to the resident, showing your ID Badge as proof of identity and inform the resident of the nature of your visit
- Be polite and courteous to residents and other members of staff at all times
- Remove all tools and equipment from properties overnight
- You must **NOT** smoke, work under the influence of alcohol or illegal substances, use bad language or play music while working. Do not use the residents facilities at any time without prior agreement

BE RESPECTFUL

- At all times, remember that you are working in peoples homes
- Show respect for all different cultural and religious beliefs, seeking guidance from the Site Manager if there are any issues that may affect the work
- Take care to minimise disruption and mess in peoples homes and carefully protect their possessions before you start work
- Ensure that you reconnect and test services such as water, gas and electricity at the end of each working day
- Clear all contractor rubbish daily from the property both internally & externally to the designated area.



OTHER USEFUL INFORMATION

OTHER USEFUL INFORMATION

YOUR CONTACT PERSON

Should you have any problems, the person for you to contact first is your Resident Liaison Officer at the site office on 01473 620947 or on one of the mobile numbers below:

Malcolm Atkinson	07766 133629
Hayley Wroe	07795 426701

WORKING HOURS

Our working hours for this project will be 08:00 to 17:00 Monday to Friday. If any 'out of hours' work is required we will consult with you first to ensure that you are happy with these arrangements.

SAFETY WARNING TO CHILDREN

Safety notices will be posted where possible. At all times, every possible care should be taken to ensure children are kept away from working areas.

INSURANCE REMINDER

Should you have a Household Contents Insurance Policy, we would recommend that you inform your insurance company or insurance broker of the prospective works to be carried out to your home. As your chosen insurer / broker they are obliged to provide you with advice.

CONSIDERATE CONSTRUCTORS SCHEME

Apollo is one of a select group of contractors that have joined the Considerate Constructors Scheme as an Associate member. We have joined the scheme because we feel that it helps us demonstrate our commitment to working with residents, members of the public and our workforce to meet the requirements of the scheme's Code of Conduct.

The scheme requires us to:-

- Be considerate to anyone who may be affected by the construction work.
- Minimise the impact on the environment.
- Maintain the area around the site in a clean and tidy manner.
- Be a responsible and respectful neighbour.
- Be accountable for our actions.



The Site Management team can be contacted to discuss any aspect of our work that you feel is not meeting the requirements of the Scheme's Code of Conduct.

We welcome your comments

We aim to provide a high standard of service and workmanship but recognise there is always room for improvement.

Your comments will help us to understand the areas where we need to improve our service and also the areas where we are performing well.

Once we have completed the works in your home, your Resident Liaison Officer will arrange an appointment with you to complete a resident satisfaction survey. The survey will only take a few minutes to complete and return.

RESIDENT'S CHARTER

Apollo's promise to you:

To Treat you and your Property with Respect

1. We will respect different cultures and religious beliefs, valuing the diversity of the communities we serve.
2. Our staff will be polite & courteous at all times.
3. We will ensure your possessions are protected before we start work.
4. We will take all reasonable precautions to prevent excessive noise, dust and rubbish.
5. We will only work from 08:00 to 17:00 Monday to Friday (no bank holidays) unless we agree otherwise with you - usually, only quiet works would be carried out outside of these working hours, e.g. Painting, grouting etc.
6. We will maintain services in your home to ensure that we cause the least possible inconvenience to you. Where it is necessary to disconnect services, we will give you a minimum of 24 hours notice, but the following rules will apply where applicable to the works:
 - We will provide temporary heating during cold weather.
 - Your water supply will not be disconnected for longer than necessary during the day.
 - We will reconnect your electricity supply at the end of each day.
 - We aim to maintain your telephone service at all times.
 - Your gas supply will not be disconnected for longer than necessary during the daytime.
 - If we are working on refuse chutes, we will make alternative arrangements for the collection and disposal of your rubbish.

To Involve you in the upgrading of your property:

7. We will give you adequate notice before we start any work to your home.
8. We will fully consult with you on the scope of works and choices where applicable
9. We will undertake a full condition survey before we start work. This may involve taking photos or video to act as a reference for your property.
10. On completion of the work, we will ask for your views on all aspects of our service & use your comments to help us continue to improve.

To be Responsive to your needs:

11. We will implement & communicate our company complaints procedure so that it is easy for you to use.
12. We will be available to attend to out of hours emergencies relating to our works.



RESIDENT'S CHARTER

To act in a Professional manner at all times:

13. We will take pride in our work, respecting that we are working in your home
14. We will issue all staff with identification cards so that you know they work for Apollo. If you are not sure about letting somebody in, our Resident Liaison Officers will help you.
15. We will issue staff with a 'Code of Conduct' to set the high standards of customer Care that we expect. These will be displayed and provided to residents in the Resident Information Packs.

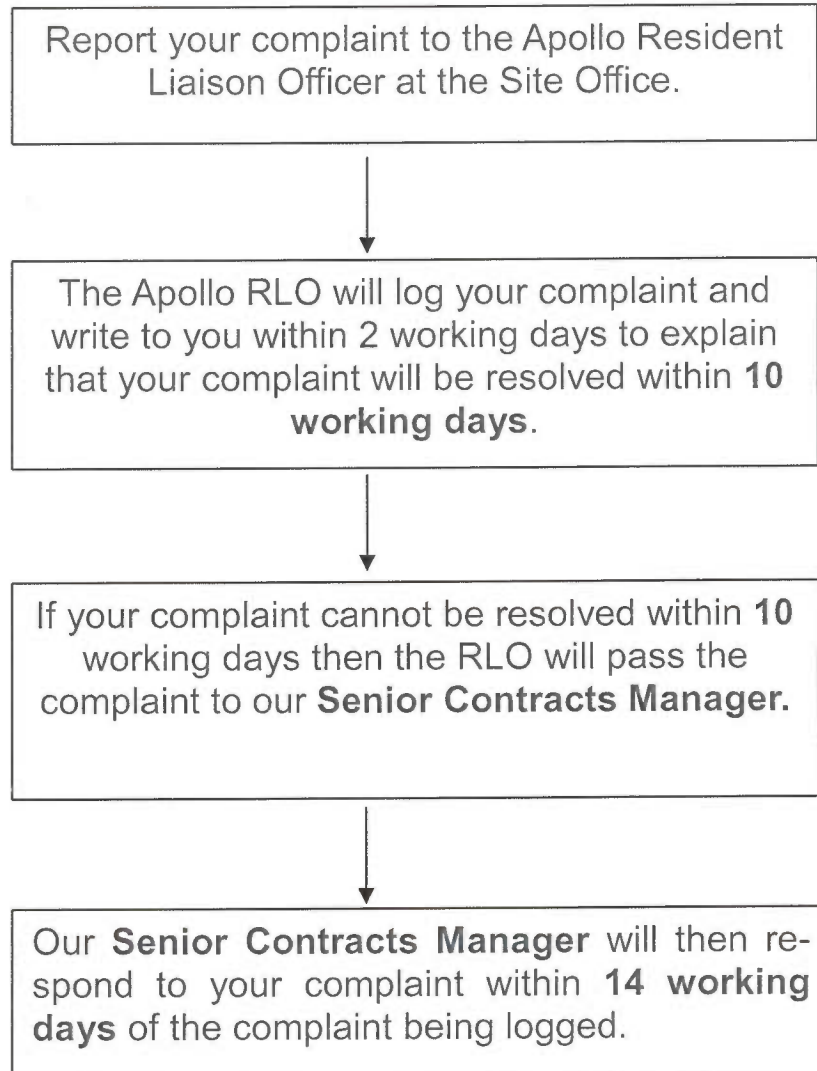
Resident responsibilities:

1. Please allow us access as requested to enable us to complete the work to your home on time.
2. Please give at least 24 hours notice if you have to cancel an appointment as failure to do this could result in a delay in the works for you & your neighbours.
3. Please treat all Apollo staff & sub-contractors with respect & consideration.
4. Please keep children & pets away from the work area for their own safety & to allow us to work efficiently.
5. Please do not leave children under 16 alone in your home while we are working, our staff will not carry out the works where children are unaccompanied.
6. Please let us know immediately if you have any special requirements that may be affected by the work.
7. Please keep all work areas free from obstruction.
8. In accordance with changes in UK law regarding keeping working areas 'smoke-free', our site teams are under strict instruction not to smoke within properties—we would also ask that you do not smoke within working areas or within access routes to the working areas.



COMPLAINTS

If any problems arise during the works to and around your home, please follow the procedure detailed below to ensure that we deal with matters speedily: -



By following this procedure, we will endeavour to ensure that any complaints will be resolved in a quick efficient manner to your satisfaction.



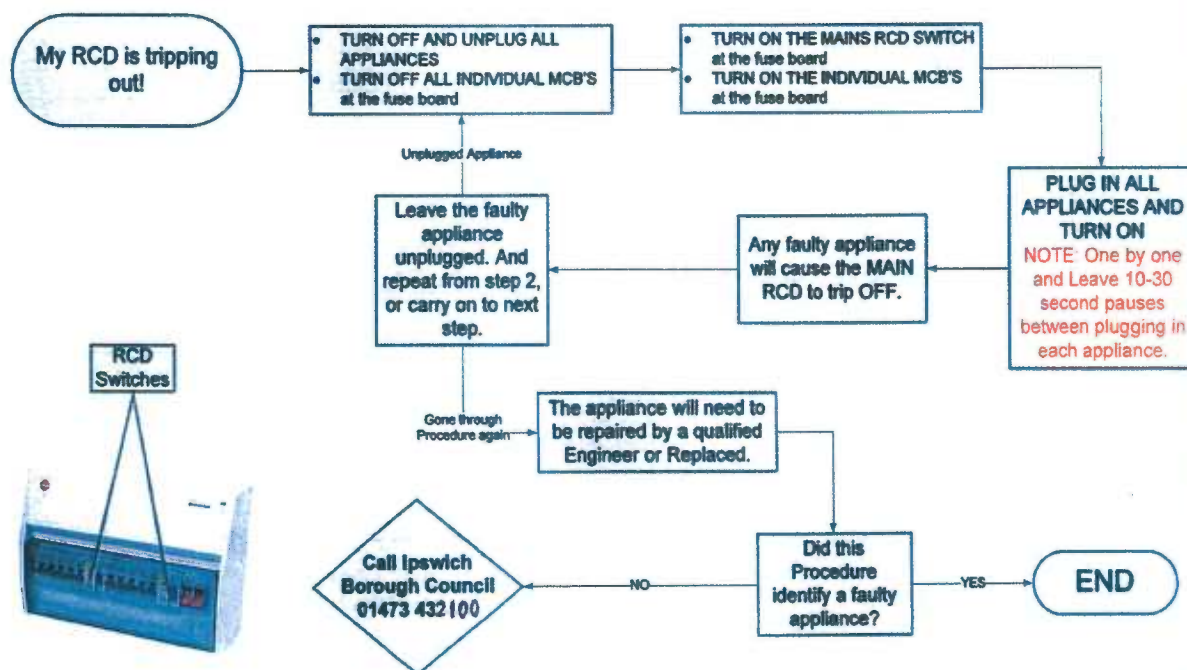
RCD PROTECTION FACT SHEET

When we carry out any works to your electrics, we will ensure that new wiring is protected by a Residual Current Device or **RCD** which is designed to automatically cut the power to an electrical circuit if a problem is detected. The RCD is fitted to your fuse-box or electrical consumer unit.

If a problem is detected, the RCD will turn off or 'trip' the circuit - this is generally due to problems with the internal wiring of appliances such as cookers, fridges, toasters, kettles, irons etc. Below is a guide produced by Ipswich Borough Council to help you identify when such a problem occurs - please go through the following check-list if your RCD switches off and you may be able to resolve the problem without having to arrange for an engineer to visit:

PROCEDURE TO RESET THE MAINS RCD SWITCH ON A CONSUMER UNIT (FUSE BOARD)

On most occasions nuisance RCD tripping is caused by a faulty appliance. Please use this step by step guide to identify and isolate a faulty appliance.





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Use the space below to keep a note of your appointments:

Date/Day	Time	Reason for appointment





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NOTES :- Use this page to write any notes relating to the works.



IPSWICH
BOROUGH COUNCIL



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Apollo Housing

Aiden House
7b Commerce Road
Lynch Wood
PE2 6LR

T 01733 405900

F 01733 405948

E peterborough@theapollogroup.co.uk
www.theapollogroup.co.uk

Kitchen & Bathroom Refurbishment Procedure

Partnership arrangements

The contract was tendered following European Procurement Rules which requires:

OJEU Notice of tender

Expressions of Interest from contractors

Pre-Qualification Questionnaire

Shortlist of contractors were invited to tender after financial checks and technical references

Tender evaluation which included price 70% and quality 30% of the evaluation total. Quality was based on nine method statements and interview with the top three contractors. Two tenant representatives were part of the process.

After Executive approval a contract was let based on 4 yearly contracts with option to extend up to maximum 6 years dependant on the contractor performance against KPI targets.

Apollo are the managing contractor and their management team which consist of a project manager, Senior Site Manager, site managers and Tenant Liaison Officers ensure that the work is scheduled and completed to the Councils standards and Tenants expectations. Apollo use their approved supply chain to complete the works. The supervisors check the works on completion and handover to Apollo managers. Apollo Managers check the works with IBC Officers to ensure the work is completed to a good standard and to specification. Tenants also sign off works themselves and are given the opportunity to complete a satisfaction survey form. The IBC officers also monitor the contractor's performance by inspections during the works and by regular contract progress meetings. Monthly Core Group meetings are also held between IBC officers, Apollo and tenant representative to monitor the overall project KPI's and explore any efficiencies or improvements that could be worth introducing.

Part of the Apollo tender submission was to complete community initiatives which has and continues to happen including funding and completing new signage and decoration works at Making tracks youth centre in Queensway which was put forward by a tenant representative and installation of a new communal kitchen at a sheltered scheme put forward by a scheme manager.

Specification

The specification of products for the project was initially set out in the tender documents which tendering rules require an open specification of products to meet certain industry standards.

The products were all agreed up front and two pilot properties completed for officers and tenant representatives to view and approve.

Apollo order the agreed products in as and when needed which are delivered to each property in packs for the operatives to complete the works.

Products are reviewed on an annual basis to ensure that they continue to meet expectations and look for additional cost effective changes which will improve the overall finished product.

Selection and Prioritising of Properties

The new Ipswich Standard is kitchens replace every 20 years and bathrooms replace every 30 years. Keystone Asset Management database which records when kitchen & bathroom were last installed is used to produce a programme of replacements to meet the Ipswich Standard. Programme prioritised on an oldest first approach.

All programmed properties are surveyed ahead of works to confirm that they do need replacement and confirm that the tenant wishes to be included in the programme. If the tenant refuses works they sign a form to confirm and this is recorded on the database. If tenant later changes their mind the property is included back in the current year programme.

All properties confirmed by survey as needing works are scheduled in conjunction with the Contractor by contacting tenants and agreeing a start date.

Scope of Works

Depending on the pre-survey findings the kitchen and/or the bathroom will be refurbished.

The kitchen refurbishment will include:

Replacement kitchen units

Stainless steel sink

Vinyl floor tile covering

Ceramic tile splash-back above work tops and behind cooker – tenants have choice of five colours

Re-plaster of walls and ceiling as necessary

Painting of walls and ceiling

Re-wiring of electrics including additional sockets and extract fan

Re-plumbing of white goods as necessary

Removal of built in pantry if needed to improve the layout

The Bathroom/WC refurbishment will include:

Replacement bath, wash hand basin and wc pan

Over bath electric shower with shower curtain (sometimes the bath will need turning round to allow shower to be fitted e.g. where a window is at the tap end)

Non slip vinyl sheet floor covering

Ceramic tile splash-back to bath and wash hand basin and for full height of shower area

Re-plaster of walls and ceiling as necessary

Painting of walls and ceiling

Re-wiring of electrics including extract fan

Customer Interaction

Tenants are contacted initially to arrange a pre-survey for potential inclusion in the programme if found to be needed and wanted.

Tenants are visited by Apollo to agree their choices of units, wall tiles, floor covering, painting colours and the layout of the kitchen. A process hand book is given to and explained to the tenant so that they understand and the unavoidable disruption that will occur during the works and know who and how to contact should they have any concerns.

Tenant are contacted to agree a start date and contact a few days before to confirm that is still ok.

Apollo trade operatives attend on start date to begin strip out works.

During works an Apollo site manager or tenant liaison officer will contact the tenant each day to ensure tenants are happy with works so far and answer any concerns. An information board is also hung over the room door which gives details of all contact names and numbers, programme of works and other relevant information.

IBC officers visit during and with the Apollo on completion of works.

Tenants also sign off the works themselves.

Tenant satisfaction forms are given to all tenants to complete on completion of works. Current satisfaction is 95%

After 6 months of completion the tenants are contacted again to confirm if there are any defects that have subsequently occurred since completion of works, which if so arrangements are made to visit to remedy.

Cost of Works

The contract was tendered on the basis of a cost for a new kitchen and bathroom inclusive of all overhead and profit costs of the contractor. Expected occasional variation work items were also included to ensure a rate was agreed up front.

The current Core Rates are as follows:

Kitchen refurbishment £2,985.11

Bathroom refurbishment £2,101.16

Total Expenditure in 2011/12 was £4,095,000 which completed 814 properties

Total Expenditure in 2012/13 is budgeted at £4,000,000 with aim to complete 800 properties



IBC

Surveying Services

Tenants Scrutiny Panel

Kitchen and Bathrooms

27th June 2012

Prepared by J Richardson

Kitchen and Bathrooms

Index

Section 1 - Introduction

Section 2 - Information

Kitchen and Bathrooms

Section 1 - Introduction

This report has been prepared following the Tenants Scrutiny Panel meeting on 14th June 2012

Additional information was requested following discussions held at the meeting. This to be tabled at the next meeting on 28th June 2012

The kitchen and bathroom refurbishment is an on-going dynamic project and improvements and changes that are possible within budget constraints are welcomed

Kitchen and Bathrooms

Section 2 - Information

1 Budget Breakdown

Kitchen

Contract Core price 2,741.05

The kitchen refurbishment will include:

Replacement kitchen units
Stainless steel sink
Vinyl floor tile covering
Ceramic tile splash-back above work tops and behind cooker
Re-plaster of walls and ceiling as necessary
Painting of walls and ceiling
Re-wiring of electrics including extract fan
Re-plumbing of white goods
Removal of built in pantry if needed to improve the layout

Omit

Sure stop	-8.00	
Scale wizzard	-40.00	
Mastic plinths	-9.00	
		-57.00

Add

Coloured plinths to units	16.00	
End caps	15.00	
Coloured carcass	28.47	
New tube light	37.80	
Tile edging	15.00	
Plastic plinth runner	14.00	
Additional spurs/sockets	93.50	
Drop radiator for decoration	30.00	
Isolation valves	2.21	
Block air vents	20.00	
Skirtings	8.08	
18mm units	21.00	
		301.06

New Core price 12/13 2,985.11

Bathroom

Contract Core price 1,933.27

The Bathroom/WC refurbishment will include:

Replacement bath, wash hand basin and wc pan
Over bath electric shower with shower curtain
Non slip vinyl sheet floor covering
Ceramic tile splash-back to bath and wash hand basin and for full height of shower area
Re-plaster of walls and ceiling as necessary
Painting of walls and ceiling
Re-wiring of electrics including extract fan

Add

Drop radiator for decoration	30.00
Turn bath	35.75
Bath spreader sheet	3.15
Mira shower	86.48
Isolation valves	4.43
Skirtings	8.08

167.89

New Core price 12/13 2,101.16

2 Ongoing programme

The budget for the current financial year 2012/13 will allow for approximately 800 properties to be refurbished. The exact number is dependent on the mix and number of kitchen and bathrooms

The budget for the following year 2013/14 will allow for approximately 650 properties to be refurbished. The exact number is dependent on the mix and number of kitchen and bathrooms

The budget for the following year 2014/15 will allow for approximately 650 properties to be refurbished. The exact number is dependent on the mix and number of kitchen and bathrooms

Dear Fellow Tenant

We, the Tenant Scrutiny Panel have asked Ipswich Borough Council to forward these questionnaires to tenants who have recently had a new kitchen and/or bathroom installed.

Our aim is to get feedback from tenants on what is going well and what could be improved when kitchens and bathrooms are being installed and then to feedback this information back to both staff and Councillors at Ipswich Borough Council. This information can then be used to look at how improvements might be made in the future.

We would be really grateful if you could spend a few minutes of your time to fill in the questionnaire attached and return it in the prepaid envelope enclosed, which will come back to the Tenant Scrutiny Panel, by the 7th September 2012.

Any personal information that you do pass on to us will be kept confidential.

Yours Faithfully

Brian Laffling, Chair of the Tenant Scrutiny Panel

Kitchen and Bathroom Improvements

1) What did you recently have renewed?

Kitchen [] Bathroom [] Kitchen and Bathroom []

2) How much notice you were given before the work began?

.....

Was this enough notice? Yes [] No []

If no why not

.....

.....

3) Do you think you were given enough choice of :

What the kitchen and/ or bathroom looked like? Yes [] No []

The layout of the kitchen? Yes [] No []

If no why?

.....

.....

4) If you had a new kitchen fitted did the amount of work surface and storage space meet your needs? Yes [] No []

If no why?

.....

.....

5) Were you happy with the overall standard of work to your kitchen or/and bathroom?

Kitchen Yes [] No []

Bathroom Yes [] No []

If no why?

.....

.....

6) Was all the work to your kitchen or/and bathroom completed in agreed timescales?

Yes [] No []

If no why?

.....
.....

7) What support/ advice/ information did you received from Apollo and or Ipswich Borough Council during the whole process? Did you receive the following:

- Visit from the surveyor to discuss choices, works and security? Yes [] No []
- Information board left at your property? Yes [] No []
- Regular contact so you knew was going on? Yes [] No []
- At completion were you happy with how everything worked? Yes [] No []

Was there any other support/ advice or information that you felt you needed but were not given?

.....
.....

8) Was the disruption better or worse then you were lead to believe? Please explain why?

.....
.....

On a scale of 1 to 5 how much disruption was caused when the kitchen or/ and bathroom was installed? (1 being more disruptive and 5 being less disruptive)

Kitchen	1	2	3	4	5
Bathroom	1	2	3	4	5

9) If you were to have a new kitchen or bathroom installed in the future, what would you change to improve the whole process for next time?

.....
.....

Please fill out your details below. You may choose to remain anonymous.

Name:

Address:

Would you be happy for us to use your details to send you questionnaires in the future?

Yes [] No []

From: John Richardson
Sent: 23 October 2012 15:49
To: 'Brian Laffling'
Cc: Alan Huffey
Subject: Apollo Kitchens & Bathrooms XX Hayman Road

Brian

I visited the property today as part of the CESP 2 contract.

The external wall insulation is completed and the scaffolding is being struck today.

The bathroom was installed by Apollo and signed off by IBC staff !

Unfortunately nobody was in today but I will re-visit to sort the floor boards

Any further queries let me know

Regards

John

John Richardson MRICS
Senior Quantity Surveyor
Ipswich Borough Council
Ext: 01473 XXXXX
mob: 07736 XXXXX
Ipswich - proud to be a Fairtrade town

Response to The Tenant Scrutiny Panel report on Kitchen & Bathroom Refurbishment

22 Jan 2013

Thanks to the Tenant Scrutiny Panel members for the time taken to scrutinise this contract and produce the subsequent report. This process is an important part of our quality control arrangements and the information provided will be used to help improve the service further.

The kitchen and bathroom refurbishment work is, by its very nature, disruptive for tenants, as these are the two most important rooms in the home. It is to the tenants' credit that most recognise this and work with the project team to achieve the desired outcome. We know that our houses are tenants' homes and do our best to balance this with need to standardise the layout of kitchens to some extent to accommodate potential future tenants' needs e.g. providing space for white goods and safe positioning of the cooker and minimising future cost when the home becomes void.

It is also appreciated that currently 99% of the tenants who have had kitchen and/or bathroom refurbishment works completed, take the time to respond to satisfaction survey questionnaires on completion of the works, with an average satisfaction rate of 98.3%.

It is pleasing that the Tenant Scrutiny Panel's final conclusion is that:-

'TSP concludes that, at these costs, given the specification laid down by IBC, having observed the scope of works undertaken, having seen and discussed the outcome of these works with tenants; this project demonstrates value for money and fulfils the objective for IBC and provides the tenant a home with modern and ergonomic facilities.'

There is just one correction that the Panel need to be aware of in the background paragraph: in paragraph 2, Lovell's were contracted to complete the remainder of the Connaught contract only. It was not their decision whether to continue after that.

With regard to the recommendations;

'Communication between the tenant and the project should be revisited in order to prevent the reoccurrence of issues identified in the report.'

Significant improvements have already been made in communication with tenants across this project. All site teams are required to have a minimum of one person who has a good command of English and workers whose first language is not English have been required to attend English lessons. We have introduced information boards which are left in each property during works and these include information on site team contact details, work

schedule, resident's information pack, health and safety information and design information specific to that property. However, communications can nearly always be improved so we are going to ask the three Tenant Panels for suggestions to improve communication.

The point was made that tenants felt they could not raise issues. We are trying to actively encourage tenants to raise issues and give us feedback. If we are not told about issues we are unable to try to resolve them while the team is on site and this means further disturbance for the tenant which we want to minimise as much as possible. Also if we do not receive feedback we cannot improve the service we provide and our aim is to always look to improve where we can.

'Better and improved monitoring of the project as it progresses in order to maintain, ensure and monitor individual project quality, standards and progress and the outcome quality and standards.'

We are confident that the current contract monitoring is sufficient to identify any issues and address them in a timely manner. All works are inspected while in progress and on completion to ensure they comply with the specification. The Core Group meets monthly to review performance against contract performance indicators, one of which is tenant satisfaction with works and jointly identifies items for improvement. The Housing Management team, including the Head of Service, reviews performance at six-monthly intervals with Apollo and monthly as part of its performance meetings. Also officers can initiate site visits or call meetings at short notice to address issues and escalate items where they consider they are not being addressed in an appropriate manner. Further contract monitoring is unnecessary, resource-intensive and expensive but will be implemented immediately if service or quality of work drops.

'Improved liaison with the tenant at the initial stages such that the outcome truly reflects the views, needs, requirements and decisions, of and made by, the tenant.'

We acknowledge health and safety considerations as part of the design process while giving tenants as much more choice about the design of their kitchens as we can. We endeavour as much as we are able to include tenants in the design of the kitchens within their properties subject to the constraints mentioned above as well as the requirement by legislation to design kitchens in a way which does not increase the risk of injury to occupants. This is the same legislative standard that applies to the private rented sector and other social housing providers. We feel it appropriate that we set the same high standard for our own accommodation.

'That IBC revisit the standard specified to the partnering company.'

Towards the end of each financial year the project is reviewed, with tenant input, to look at the project as a whole and identify potential improvements. The recommendations in the report will be used to form the basis of this year's review and introduce improvements

where feasible. Some improvements can be made at no additional cost but it is important that any improvements whether suggested by tenants or officers and that require additional resources and/or costs must be able to be met by the available budgets as any changes can significantly affect the Housing Business Plan and in the long term affect our ability to repair and maintain our stock and the financial viability of our service.

This report has confirmed the valuable contribution that these TSP Scrutiny reports can provide for customer assurance and service improvement. We would like to thank the TSP for undertaking this review.