

Nottingham City Homes Payroll Audit Report

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Issued to:	David Angus	Interim Director of Technical Services
	John Mckenzie Smith	Asst. Director – Technical Services
	Steve Everson	Head of Finance
Copied to:	Roger Paine	Interim Chief Finance Officer
	Tim Render	Acting Director of Corporate Resources.

Contact Details:		
Head of Risk and Audit Services	Shail Shah	Ext 54050
Audit Manager	Mick Ahern	Ext 54853
Auditor	Neville Kerby	Ext 54730
Auditor	Peter Thompson	Ext 54177
Auditor	Jacinta Fru	Ext 54176

1 Executive Summary

- 1.1 City Audit Services reviewed the Payroll systems as part of the approved annual Audit Plan. In addition, as part of the ongoing review and assessment of costs to be incorporated into their final tender, Finance Management requested a detailed look at the levels and associated costs of downtime.
- 1.2 The work on down time is being done in parallel to a much larger study in progress by external consultants, who have been tasked with reviewing the costs within the whole area of housing repairs and maintenance over the last year.
- 1.3 The audit found that controls in place over the payroll function were operating to a satisfactory standard. Some minor issues relating to the bonus scheme approval and management of personal data were identified, where controls could be improved, as detailed below.
- 1.4 The audit of downtime highlighted that claims for downtime are not ordinarily subject to close review and that there is no regular monitoring of the amounts or types of payments made. Legally, timesheets cannot be amended, but they can be annotated to indicate a query by the supervisor. At the time of the audit there was evidence that a list of all such annotation is compiled but not reviewed or investigated by management.
- 1.5 There is little transparency in how individuals' earnings are made up because of the various elements of pay and the lack of close monitoring has allowed practices that appear to ensure that operatives' earnings are maximised at every opportunity, possibly to the detriment of the Organisation.
- 1.6 Although the variety of bonus schemes appear to create an unequal playing field, the need to balance the different aspects of service delivery and their cost/benefit implications must be taken into account in considering downtime costs.
- 1.7 It is acknowledged that 10% (8900) of all works completed are checked and verified as to quality, and Part A of the pay agreement requires that all downtime is agreed with the works supervisors. However, there is no evidence of a reasonableness check to verify or validate a sample of hours claimed by operatives. Waiting time in total was found to be the major cause of non productivity.

- 1.8 The levels and potential impact of downtime hours however needs to be viewed in the context of the overall operation. Downtime hours claimed amounted to 3.3 % of available productive hours and a sizeable number of crafts people did not claim any downtime in the year 2006/07(section 4.3). In terms of output, the study by the consultants and a review of current time sheets indicate high levels of productivity by the work force. This is supported by the performance indicators which show the service to be operating within the top quartile of Authorities nationally.
- 1.9 Detailed findings relating to downtime are noted in Section 4.3

Bonus System Authorisation

- 1.9 Historically the bonus schemes have been negotiated with the Director of Nottingham City Building Works (Now Nottingham City Homes (NCH) Technical Services). It would however appear that the NCH Board has not formally delegated responsibility for these negotiations to a specific director.

Intercompany Account

- 1.10 Personal Data held on the organisation's payroll is not adequately secured as the system can be accessed by Council staff (and vice versa). This is the subject of a review by the Authority's Finance Section.

BACS transfers

- 1.11 BACS transfers for net pay payments are not authorised by NCH staff prior to processing. This was raised in the previous audit review. The recommendation has yet to be implemented.

2 Introduction

- 2.1 Nottingham City Homes employ approximately 1,213 people within its four divisions. The payroll system is a critical system which is subject to an annual review as part of the agreed audit plan.
- 2.2 Approximately 440 skilled trades' people deliver the repairs and maintenance of the Authority's housing stock and corporate buildings. Time spent on productive work is paid at a fixed rate dictated by the agreed schedule of rates that specify a price for each task. The current schedule was agreed in 1995.
- 2.3 Operatives are paid weekly wages that incorporate a bonus element, depending on their trade and in which bonus scheme they have been allocated. At the time of the review there were 4 main schemes in operation, with 3 noted variations on the main Repairs 1st unit price scheme. These schemes dictated the bonus element for productive work as well as guidelines for payment for non productive time.

3 Scope and Approach

- 3.1 The audit evaluated the effectiveness of controls in operation over the following areas of the payroll process.
 - Down Time (non productive time)
 - Starters and Leavers
 - Amendments to pay
 - Payments to employees
 - BACS
 - Main accounting system update and budgetary control procedures
- 3.2 Tests were carried out to verify the application of the various bonus schemes and timesheets and other documents reviewed to ascertain the adequacy of the controls in place. The ROCC system was queried (using crystal tool) for statistics and discussions held with Depot managers and staff in the Wages and Finance Sections.

4 Summary of Findings

Technical Division

4.1 Bonus Schemes Authorisation

4.1.1 The Union agreements have, historically been negotiated between the Director of Technical Services and the Local Trade Unions. However, there appears to be no official scheme of delegation from the Board allowing Directors to make local agreements with the Trade Unions. Therefore we recommend that a scheme of delegation be developed which would allow Directors to undertake such negotiations.

4.2 Union Agreements Authorisation

4.2.1 At the time of the audit, Original copies of the Union Agreements were not available from with either the Personnel Section or the Wages Section at the Technical Division. Assurances were received from management that this is no longer the case.

4.3 Downtime –Non Productive Time

Downtime Volume Indicators

Total Downtime Hours as @ week 51	26,090 hours
Total available productive hours	787767hours
Total Down Time costs as @ week 51	£ 275,272
Number of Agreed Applicable Bonus Pay Schemes (excluding variations on UPS)	4
Number of employees claiming Downtime in year 2006/07(appendix B4)	285
Population of Operatives	453

4.3.1 The Technical Division of the company have traditionally operated a series of Bonus schemes to encourage above average levels of performance. All the bonus schemes have been negotiated and agreed with the Trade Unions. There are 4 main schemes in operation relating to the different trades.

4.3.2 The ROCC payroll facility was queried for a record of employees claiming downtime hours up to week 51 2006/07. A detailed analysis was carried out on the hours claimed by the different trades and at the different locations. Appendix B

4.3.3 This analysis showed that :

Type of Downtime	Downtime Hours	% of total downtime
Waiting -Weather	6957	26.67%
Travel	5312	20.36%
Union duties	3737	14.32%
Waiting - work	3100	11.88%
Waiting -Transport	2579	9.89%
Waiting - Materials	2269	8.70%
Waiting Other	1076	4.12%
Other duties	1060	4.06%
	26090	

LOCATION	TOTALDOWNTIME HOURS	% of Total Downtime Hours
Basford	10320.00	39.56%
PTPR	4320.00	16.56%
Eastcroft	3664.00	14.04%
Voids	2884.00	11.05%
Painting	2692.00	10.32%
Fitters	1050.00	4.02%
Gas	324.00	1.24%
Human Res.	378.00	1.45%
Corporate prop.	261.00	1.00%
Electricia	100.00	0.38%
Adapts	98.00	0.37%

Trades	No. of Operatives	% of claimants	Total downtime Hours	% of total downtime hours
Joiners	98	34.39%	9514	36.47%
Bricklayers	33	11.58%	3740	14.33%
Electricians	41	14.39%	3359	12.87%
Painters	31	10.88%	2886	11.06%
Plumbers	36	12.63%	2563	9.82%
Glaziers	4	1.40%	1224	4.69%
Fitters	8	2.80%	1081	4.14%
Plasterers	14	4.91%	1055	4.05%
Heating	17	5.96%	400	1.53%
Labourer	2	0.70%	213	0.82%
Transport	1	0.35%	55	0.22%

- 4.3.4 Of the seven schemes in operation, the largest in terms of downtime pay is the Repairs 1st scheme. This allows all time claimed to be paid at the operatives' productive rate - (13week gross average at 2004 or current productive average). This however is to reflect the fact that their earning potential was reduced by the withdrawal of pre-inspection process, coupled with the vagueness of description of tasks, noted by the call centre. Operatives.
- 4.3.5 Application of the schemes mean that similar trades people on different schemes will be paid a different rate for the same downtime activities. Employees on one scheme will have their waiting time (materials, weather, transport, other) paid at their 13 week frozen productive rate (2004) while those on various others are paid at the much lower basic rate for their waiting time. This may act as incentive for others to attempt to recoup the difference by inflating time claimed against non productive codes paying at the higher rates, though the opportunity is minimised by sample checks on time sheets.
- 4.3.6 The minimum earnings guarantee (MEG) agreed within the schemes allow for operatives to be paid 37hours a week, irrespective of whether productive work has been done or not. The number of operatives on MEG is generally reviewed by management, but the audit identified at least one instant where 90% of time paid related to union duties and only 5% to delivery of the repairs service. The current pay structure for union stewards are covered by a previous agreement, but this is now under review.
- 4.3.7 Tasks allocation decisions have also impacted on the cost of downtime during the year. In the recent past, operatives on the Voids scheme have been allocated void cleansing duties and paid at their productive rates instead of being paid basic rate for waiting for work. Void cleansing would normally be undertaken by the voids cleansing team who are paid a fixed wage, much lower than the productive rates of the skilled operatives. Discussions with management revealed that this only happens when there are a significant amount of properties ready to let on one particular day and in order to ensure the property is let without delay on occasion craft workers are asked to do a final clean of the property).
- 4.3.8 Audit Services however acknowledges that work is in progress to review and where necessary address the issues relating to the cost effectiveness and efficiency of the work force. Weekly downtime analysis reports are being devised and will be distributed to depot managers to identify any patterns in claims made.

4.4 Time sheets

- 4.4.1 The process for commissioning and recording work for the operatives is detailed in **APPENDIX C**. Time sheets are matched to the job sheets for productive time, but no checks are currently done of the level of downtime claimed or to ensure that the hours worked are within the EU directive opt out.
- 4.4.2 City Audit Services reviewed a sample of 25 time sheets submitted and found that they had all been signed and a check on the accuracy of costing proved that this was correct for all timesheets in the sample.
- 4.4.3 For a sample of job order numbers noted on the timesheets reviewed above, a check was carried out to verify the existence of a valid job ticket. The hours noted on the ticket were then matched to those noted on the timesheets for accuracy. A valid job ticket was found for the majority of orders noted in the sample of time sheets, and the hours recorded agreed.
- 4.4.4 Of the 33 job orders noted, two orders could not be located on either the retrieval system as being scanned or the job ticket being input back into the ROCC system with the costing information.
- 4.4.5 City Audit Services checked that the rates which had been claimed agreed to the schedule of rates and found that each item was correctly costed against the SOR's.

4.5 Management Information.

- 4.5.1 While there was evidence of some monitoring of the productive element of the repairs operation, the review found that the same was not true for the cost of non productive time. ROCC does not currently have the capability to produce various exception reports to inform management on the levels and impact of non productive time.
- 4.5.2 The Wages Team is relied upon to highlight apparent anomalies. Checks done by depot managers prior to approving time sheets are not documented or reported on a regular basis. Ad-hoc reports are forwarded to senior management where there are specific issues to tackle.
- 4.5.3 In relation to productive time, the Wages Section provides weekly bonus payment reports to Depot Managers for review. These reports allow management to highlight poor performance and monitor claimed work rates. The reports produced include:

- B2 Crystal Report – Produced and reviewed by the Wages Section, this is a list of orders where a claim has been made but there is no corresponding jobs order on the ROCC system to match the timesheet
- Make-up- this report shows those employees who are currently working on the Repairs First pilot scheme who have had their pay made up to their 2004 average wage due to the fact that their earnings have fallen below this average during that week. The Managers will review this report and have one to one sessions with the employee to find out why the performance had dropped, the ultimate sanction being that the employees are removed from the Repairs First Scheme.
- High Earners - these employees are monitored as they are consistently earning high amounts. A sample of orders completed was checked to ensure that hours claimed were not excessive for the work required. However, there is no specification as to what is “high earnings”.

4.5.4 Finance have in place a robust invoice checking process on ROCC, which flags up and rejects all invoices raised that are outside the set tolerance levels. A weekly sideline invoice report of rejects is produced and investigated to a satisfactory conclusion before the invoice is reinstated. This ensures that instances of excessive claims (materials or time) by operatives are identified and resolved. No summary reports are produced for management on a regular basis.

4.5.5 Management receive and review monthly budget reports from Finance on the overall cost for delivery of the repairs service.

Organisational Development, Housing Operations & Resources Divisions

4.6 Intercompany Account

4.6.1 Discussions with the Head of Finance NCH revealed that the NCH payroll (along with other payrolls run by the Council) is not archived as all payroll data is posted in detail to the Ledger. This, coupled with the authority’s staff access rights to OneWorld means that NCH payroll data is capable of being accessed by Council staff (and vice versa).

4.6.2 This matter has been raised with the Accountant – NCC Financial Accounting who is currently working on a review of all entries passing through the intercompany account. We understand that the practicalities of limiting access to NCH payroll data will form part of a future discussion.

4.6.3 The issue of potential confusion over inter-company transactions was highlighted in 2005, when the payment for NCH payroll was made from the Authority's bank account (approx £11,500,000). This was not detected until late 2006.

4.7 BACS transfers

4.7.1 BACS transfers for net salary/wages payments are not authorised by NCH staff prior to processing. NCH finance staff are notified of the OneWorld batch reference by e-mail from NCC payroll but this simply indicates that the payroll has been run & transferred to OneWorld, not the amount. This issue was raised in the 2005/2006 audit report.

4.7.2 Discussions with NCH Human Resources revealed that a process is in train for the Authority Payroll Manager to supply NCH Finance with a detailed breakdown of payments listed for each CHAPS transfer. However, the Council's Finance Section is still unable to verify the transfers, as Net Pay details are not displayed in the OneWorld system.

4.8 Recruitment

4.8.1 An authorised Recruitment Request form was on file for a sample of vacancies filled in the year. There was evidence via signature, of a review of the forms by the relevant service area manager, Finance and Human Resources. It is not clear whether the process is the same for senior posts.

4.8.2 Human Resources Administration input data for starters & leavers into the DELPHI system. Although this is checked by a second HR officer, there is no direct feedback from Payroll to Human Resource Admin to indicate that the data has been actioned correctly. It is noted that changes to payroll budgets are identified at the monthly budget review carried out by NCH Finance (this provides a detailed analysis at employee level).

4.9 Human Resources Admin

4.9.1 Discussions with the HR Admin. Manager revealed that the CARS sickness system does not automatically flag up cases where employees are due to be transferred to half-pay due to sickness. This has led to a number of overpayments that would have been avoided if there was an advance warning mechanism.

4.9.2 We understand that weekly meetings between the Human Resource Admin Manager and Payroll have recently ceased. The Human Resource Admin Manager considers that monthly meetings would be useful to resolve any operational difficulties arising with the payroll.

4.9.3 Mobile Support Officers are expected to undertake 4 weeks training (at 37 hours) at the start of their employment. Human Resource Admin set up the employee in DELPHI at 37 hours and makes a further input in DELPHI at end of 4 weeks for the contracted hours. However, there was no evidence on HR files to confirm that the 4week training period had been served.

4.10 Financial Authorisation Framework

4.10.1 The Financial Authorisation Framework refers to financial limits for the signing of timesheets, rather than a limit on the hours that can be authorised. Timesheets contain no financial values thus to adhere to the framework, officers would have to know the financial value of times claimed before signing the timesheets.

4.10.2 A review of a small sample of time sheets showed that there are occasions when operatives have submitted timesheets where the financial value has exceed that set by the Framework for team leaders. The time sheets were not passed to a more senior signatory.

4.10.3 An authorised signatories list covering payroll was not available during the audit visit.

4.10.4 Testing identified a small number of issues of a non-financial nature and 3 cases involving a small under or overpayment. These have been reported separately to the Human Resources Manager. Details are available, if required.

4.11 Follow-up of 2005-2006 Recommendations

4.11.1 We have reviewed the previous Audit Reports Recommendations and have found that 8 of those which were agreed have been successfully implemented. One high priority recommendation remains outstanding and this relates to the authorisation of the BACS Transfers, as identified in paragraph 4.7.1 above.

5 Action Plan

Ref	Finding	Recommendation	Priority	Management Response	Responsibility and Target Date
5.1 Changes to the Bonus Scheme					
5.1.1	<p>Changes to the bonus schemes appear to be only reported to DMT and are not officially approved by any Committee or Board of NCH</p> <p><u>RISK</u></p> <p>A Bonus Scheme being operated has not been formally approved.</p>	<p>All changes to pay and conditions should be reported either to the Board or Human Resources Committee.</p>	Medium	<p>All fundamental changes to be reported to the Human Resources Committee</p>	<p>Director of Property Services and Director of Organisational Development</p>
5.1.2	<p>The Director of the Technical Division traditionally has negotiated the bonus agreements however; there appear to be no scheme of delegation which permits the Director to negotiate the schemes.</p> <p><u>RISK</u></p> <p>A Bonus Scheme is being operated which has not been formally approved.</p>	<p>All changes to pay and conditions should be reported to the Board.</p> <p>The Board of NCH should approve a scheme of delegation which would then provide specific Directors to undertake the pay and conditions negotiations</p>		<p>Fundamental changes to the bonus agreements to be delegated to the Director of Technical Division (Property Services), supported by the Director of Organisational Development or their nominated representative. Minor changes for implementation purposes are delegated to the director of Property Services and need not be reported to the HR Committee.</p> <p>The Scheme of delegation is under review and includes delegation to undertake pay and condition negotiations.</p>	<p>Interim Company Secretary with relevant Directors.</p>

Ref	Finding	Recommendation	Priority	Management Response	Responsibility and Target Date
5.1.3	<p>Personnel do not have copies of the agreements with the Trade Unions over the Bonus scheme.</p> <p>Reliance is placed on the Copies held by the Wages Section.</p> <p>Most of the copies held by the wages section are unsigned and in a few cases state "Draft".</p> <p>Copies of the Agreements with trade unions are not securely held or communicated to the relevant Section of the organisation.</p> <p><u>RISK</u> Terms and conditions applied to staff remuneration is open to challenge.</p>	<p>Signed final versions of the agreements should be lodged with the Director of Organisational Development and copies passed to the Wages Section to enable appropriate amendments to be made within ROCC.</p>	Medium	Signed Final copies now held by all relevant parties.	Director of Organisational Development.

Ref	Finding	Recommendation	Priority	Management Response	Responsibility and Target Date
	5.2 Non Productive Time				
5.2.1	<p>The review of time sheets indicate that the interpretation and application of down time claims is subjective, depending on the trade and scheme. The range of claims, coupled with the potentially high rates of productive pay that can be achieved by operatives mean that the cost of down time could be significant.</p> <p><u>RISK</u></p> <p>Operatives may deliberately code time as downtime to achieve higher earnings.</p> <p>A review of gross hours paid showed operatives claiming 60 – 70 hours per week. While some of the operatives have signed to opt out of the working time directive, there is no monitoring to ensure that operatives are not exceeding the average of 48 hours within a 17-week period.</p> <p><u>RISK</u></p> <p>Failure to comply with EU legislation which could result in a claim.</p> <p>There are few exception reports relating to non productive hours claimed.</p> <p><u>RISK</u></p> <p>Management not aware and therefore fail to address unacceptable patterns or trends.</p>	<p>Management and the Trades Union should consider streamlining and unifying the bonus schemes with a view to creating a more level playing field and a clearer management audit trail.</p> <p>Down Time Classification needs to be reviewed by NCH management.</p> <p>A monitoring report should be developed to enable review of hours worked.</p> <p>The reporting facility on ROCC should be enhanced to enable more reports that would improve the monitoring of claims made.</p>	Medium	<p>This is being looked at as part of the review of costs for inclusion in the tender . Weekly reports of downtime claims to be submitted to depot managers to identify trends.</p> <p>Being reviewed as part of the tender process</p> <p>As above</p> <p>As part of the overall process review, consideration is being given to upgrading the ROCC system across board to tailor it more to the organisation's requirements.</p>	<p>Service Manager , Corporate Property.</p> <p>As above</p> <p>As above</p> <p>As above.</p>

Ref	Finding	Recommendation	Priority	Management Response	Responsibility and Target Date
5.3 OneWorld Access to Payroll Data					
5.3.1	<p>NCH payroll data is capable of being accessed in the OneWorld system by Council staff.</p> <p><u>RISK</u> Unauthorised access to personal data in contravention of the Data Protection Act.</p>	The operation of the intercompany account should be reviewed to establish confidentiality of NCH payroll data.	Medium	Review is in progress.	NCC Finance & IT.
5.4 Recruitment Request Forms					
5.4.1	<p>It is not clear if a Recruitment Request form is used to control the appointment of senior posts.</p> <p><u>RISK</u> Potential for unauthorised appointment to a senior post.</p>	A Recruitment Request form should be used to control all vacancies/ recruitment, including senior posts. All forms should be filed with Human Resource Admin for completeness.	Medium	Review is in progress – it is anticipated that during normal recruitment, individual forms will be required for all posts. However, during the period of restructuring (July – November 2007) a fortnightly summary of posts agreed by the Executive Management Team will be maintained rather than individual forms.	Head of Personnel Operations

Ref	Finding	Recommendation	Priority	Management Response	Responsibility and Target Date
5.5 Mobile Support Officers					
5.5.1	<p>Mobile Support Officers are expected to undertake 4 weeks training (at 37 hours) at the start of their employment. Confirmation of this arrangement or that the employee had worked the additional hours could not be found on the employees' files held in Human Resource Admin.</p> <p><u>RISK</u> The employee incorrectly pays superannuation on additional hours.</p>	Actual contracted hours should be set up in DELPHI with the additional training hours recorded as additional work (overtime) and paid through a completed overtime sheet	Low	Review is in progress	Head of Personnel Operations
6.1 Financial Authorisation Framework					
6.1.1	The Financial Authorisation Framework refers to financial limits for the signing of timesheets, when the timesheet only contain time values. To abide by the framework, officers will need to know the financial value of the time claimed before they can authorise.	The Financial Authorisation Framework should be amended to reflect the practicalities of certifying timesheets.	Low	It is not unreasonable to expect managers to know the average costs of hours put on timesheets.	Finance Manager (Tender)
7.1 Authorised Signatories list					
7.1.1	An authorised signatories list covering payroll was not available during the audit visit.	An authorised signatories list covering payroll should be made available to appropriate staff in Nottingham City Homes and the Council	Medium	<ul style="list-style-type: none"> a) Current list of signatories to be provided. b) This will then be reviewed and updated following implementation of OD restructuring. 	<p>Director of Organisational Development.</p> <p>End of November 2007</p>

Signed..... Date.....

(3rd tier manager or above)

Glossary of Terms

1 Categorisation of Recommendations

The recommendations within this report have been categorised by City Audit Services as:

High Priority	A fundamental weakness which presents material risk to the audited body and requires urgent attention by management.
Medium Priority	A significant weakness whose impact or frequency presents an unacceptable risk to the audited body that should be addressed by management.
Low Priority	The audited body is not exposed to any significant risk, but the recommendation merits attention.

In all cases Internal Audit will follow up implementation of the recommendations by the agreed date.

NON PRODUCTIVE HOURS – BY LOCATION as at week 51

APPENDIX B1

LOCATION	TOTAL hours	Travel	Union duties	Other	Waiting Weather	Waiting Materials	Waiting Transport	Waiting work	Waiting other	Machine B/D
ADAPTS	97.50	0.00	0.00	7.00	4.00	1.00	84.00	0.00	1.50	0.00
BASFORD	10320.50	2866.25	834.75	560.75	945.25	1990.00	1231.00	1504.50	388.00	0.00
CORP PROP.	261.50	0.00	0.00	3.00	16.00	10.50	162.00	60.00	10.00	0.00
EASTCROFT	3663.60	2376.75	1.00	32.75	77.50	25.00	143.75	998.85	8.00	0.00
ELECTRICIA	99.50	0.00	3.00	14.00	0.00	33.00	18.25	21.50	9.75	0.00
FITTERS	1050.50	0.00	180.00	7.00	151.00	24.00	94.00	205.50	389.00	0.00
GAS	324.25	6.00	162.50	43.00	0.00	14.00	43.25	54.50	1.00	0.00
Human Resources	377.50	14.50	2.00	38.00	108.00	37.50	56.75	51.25	69.50	0.00
PTPR	3922.75	0.00	472.00	262.00	2818.75	56.00	112.50	54.00	147.50	0.00
PAINTING	2692.00	0.00	0.00	4.00	2668.50	0.00	13.00	0.00	2.00	4.50
PTPR 71	397.00	47.75	61.50	19.75	159.50	17.00	54.50	25.25	7.25	4.50
VOIDS	2884.00	1.00	2019.75	60.00	9.00	61.50	565.75	124.50	42.50	0.00
	26090.60	5312.25	3736.50	1051.25	6957.50	2269.50	2578.75	3099.85	1076.00	9.00

NON PRODUCTIVE HOURS – BY LOCATION /TRADE

APPENDIX B2

<u>TRADE</u>	<u>BL</u>	<u>JO</u>	<u>ELEC</u>	<u>GLA</u>	<u>PT</u>	<u>PLB</u>	<u>PLS</u>	<u>FT</u>	<u>HE</u>	<u>TPS</u>	<u>LAB</u>	<u>HYP</u>
<u>LOCATION</u>												
ADAPTS	38.00	59.50	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	
BASFORD	2428.00	3384.75	993.00	1224.00	37.50	1575.50	677.75	0.00	0.00	0.00	0.00	
CORP. PROP	86.00	51.75	69.00	0.00	4.50	35.50	0.00	0.00	14.50	0.00	0.00	
EASTCROFT	1114.00	929.33	549.75	0.00	0.00	858.75	0.00	0.00	0.00	0.00	211.75	
ELECTRICIA	0.00	0.00	99.50	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	
FITTERS	54.50	23.50	0.00	0.00	0.00	0.00	0.00	972.50	0.00	0.00	0.00	
GAS	5.75	4.00	0.00	0.00	0.00	0.00	0.00	0.00	314.50	0.00	0.00	
HR	0.00	245.25	0.00	0.00	0.00	19.25	0.00	109.00	1.50	0.00	0.00	1.50
PTPR	0.00	3815.75	0.00	0.00	0.00	0.00	107.00	0.00	0.00	0.00	0.00	
PAINTING	0.00	0.00	0.00	0.00	2692.00	0.00	0.00	0.00	0.00	0.00	0.00	
PTPR71	11.50	139.00	11.75	0.00	151.50	13.25	0.00	0.00	70.00	0.00	0.00	
VOIDS	2.00	861.50	1636.00	0.00	0.00	60.25	270.75	0.00	0.00	55.50	0.00	
	3739.75	9514.33	3359.00	1224.00	2885.5	2562.50	1055.50	1081.50	400.50	55.50	211.75	1.50

APPENDIX B3

Non Productive Hours – Breakdown by Trades

	<u>Travel</u>	<u>Union Duties</u>	<u>Other</u>	<u>Waiting Weather</u>	<u>Waiting Materials</u>	<u>Waiting Transport</u>	<u>Waiting Work</u>	<u>Waiting Other</u>	<u>TOTAL</u>
Bricklayers	1318.25	232.50	70.00	836.00	354.00	396.75	443.00	89.25	3739.25
Joiners	1586.50	753.50	676.25	2980.5	759.25	1190.25	1150.33	417.75	9514.33
Electricians	502.00	1573.50	101.00		680.25	280.50	180.50	41.25	3359.00
Glaziers	571.75		24.00	48.50	280.75	98.75	187.25	13.00	1224.00
Plumbers	805.00	553.75	81.75	18.00	120.00	292.50	646.25	45.25	2562.50
Plasterers	365.00	163.75	29.75	102.00	30.25	176.25	164.00	24.50	1055.50
Painters			8.50	2800.50	6.50	46.00	10.00	14.00	2885.50
Fitter		180.00	7.00	162.75	24.00	44.50	230.25	433.00	1081.50
Ht. Engine.	6.00	224.00	49.00		17.00	50.50	54.00		400.50
Labourer	155.25		4.00	9.50	0.50	7.75	34.75	1.50	213.25
Transport		55.50							55.50
	5309.75	3736.50	1051.25	6957.5	2269.50	2578.75	3100.33	1079.50	

APPENDIX B4

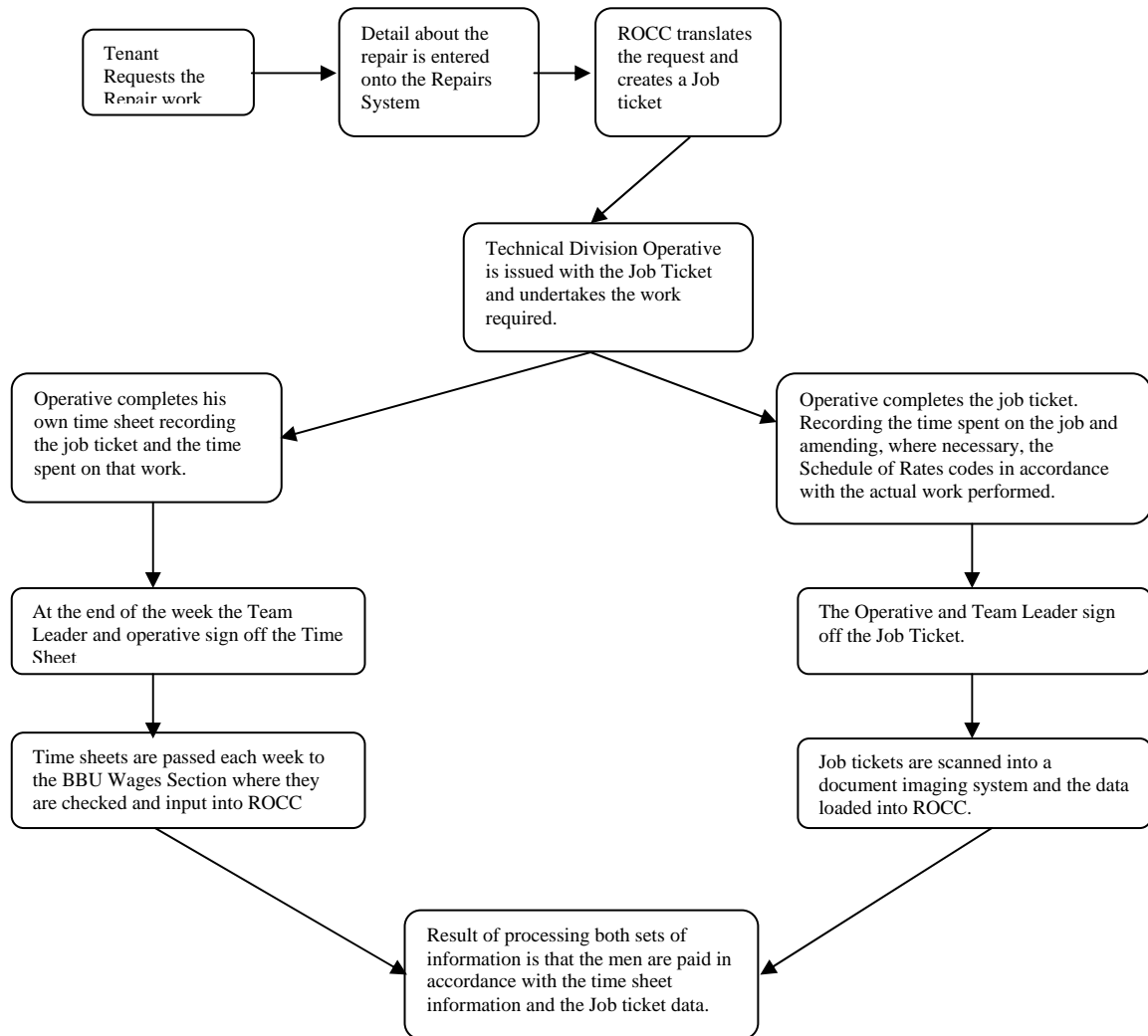
POPULATION OF OPERATIVES (who claimed) BY LOCATION/TRADE

LOCATION	Adpts	BASF.	CP	ESTCF.	ELEC	FTT	GAS	HR	PTPR	PAINT	PTPR71	VOIDS	TOTAL
TRADES													
Joiners	3	28	6	4			1	5	18		3	30	98
Bricklayers	3	18	2	5		1	2				1	1	33
Electrician		10	5	5	11						2	8	41
Glaziers		4											4
Plumbers	3	17	4	4				2			1	5	36
Plasterers		7							1			6	14
Painters		1	1							25	4		31
Fitters						7		1					8
Ht. Engine			2				12	1			2		17
Labourer				1									1
Transport												1	1
Handy P.								1					1
	9	85	20	19	11	8	15	10	19	25	13	51	285

APPENDIX C

The Process

4.11.2 The start of the process by which the operatives, at the Technical Division, are paid their bonus is straightforward and is illustrated in the following diagram.



4.11.3 The process starts with the tenant requesting a repair to their property. The information obtained from the tenant is recorded into the Housing Repairs System which is then translated into a ROCC Order or Job ticket. The ticket will then be issued to the appropriate tradesman, who will then go and do the required work. It is important to remember at this stage that the work requested is an interpretation of the information provided by the tenant and this

may be significantly different to the actual work required when the operative attends the property.

4.12 The order/job ticket

- 4.12.1 The job ticket contains certain information that affect the payment that the employee receives. The information on the ticket provides the employee with an outline of work required together with the address and contact number at which the work is required.
- 4.12.2 More importantly the job ticket gives a breakdown of the work needed and provides a cash value for each element of the work. The total value of the job ticket is the amount which the employee can earn as a bonus. All operatives have a copy of the Schedule of Rates (SOR's) applicable to their trade.
- 4.12.3 Where two operatives undertake the work then the total value of the work is split between both men.
- 4.12.4 The work description noted on the Job ticket sometimes differ to the reality of the situation. Where this occurs the operative amends the order to reflect the work which is required and undertaken, by referring to their copy of the schedule of rates. Thus the cash value of the work is different to the original order.
- 4.12.5 After the work has been completed the employee will record the amount of time which he/she has spent on the ticket. Then, the employee and a team leader will sign the ticket.
- 4.12.6 The job tickets are then batched together and scanned, and verified, into the Retrieval systems the data is then transferred into the ROCC system, which is used for costing purposes and for invoicing the client.
- 4.12.7 At the point of scanning the job tickets the retrieval system will look at key information held on each job ticket and interpret the data. Where there is a doubt about the information on the job ticket the scanning officer will review the information and manually input the correct information. This does not affect the original data on the Scanned job ticket only the information which is loaded into ROCC.
- 4.12.8 During this scanning process the software will pick up the Schedule of rate code and the quantity and not the extended value. This means that if the operative has amended a value ROCC will use its own table of Schedule of Rates to recalculate the total cash value for the work.