

CONTRACT MEETING

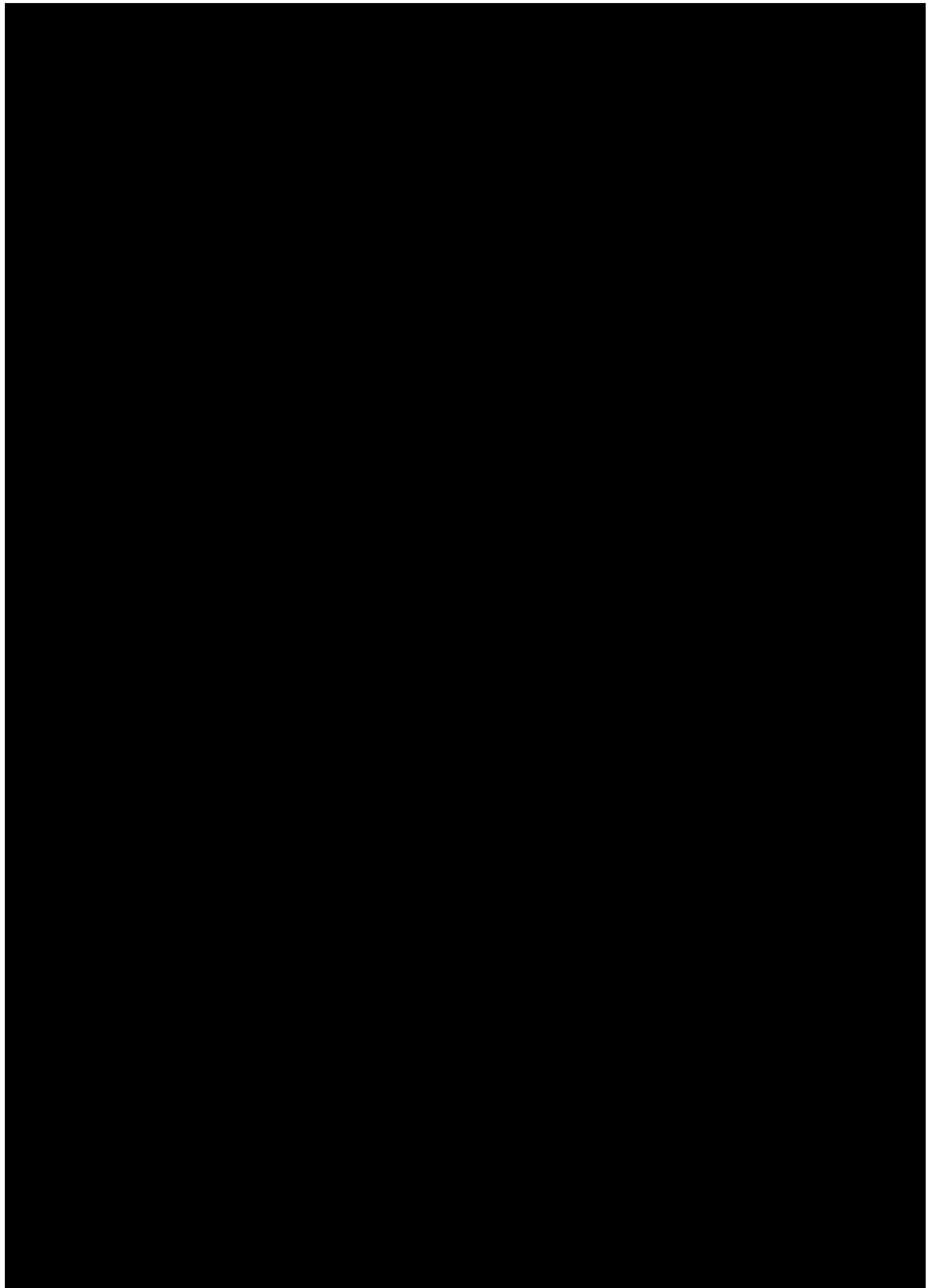


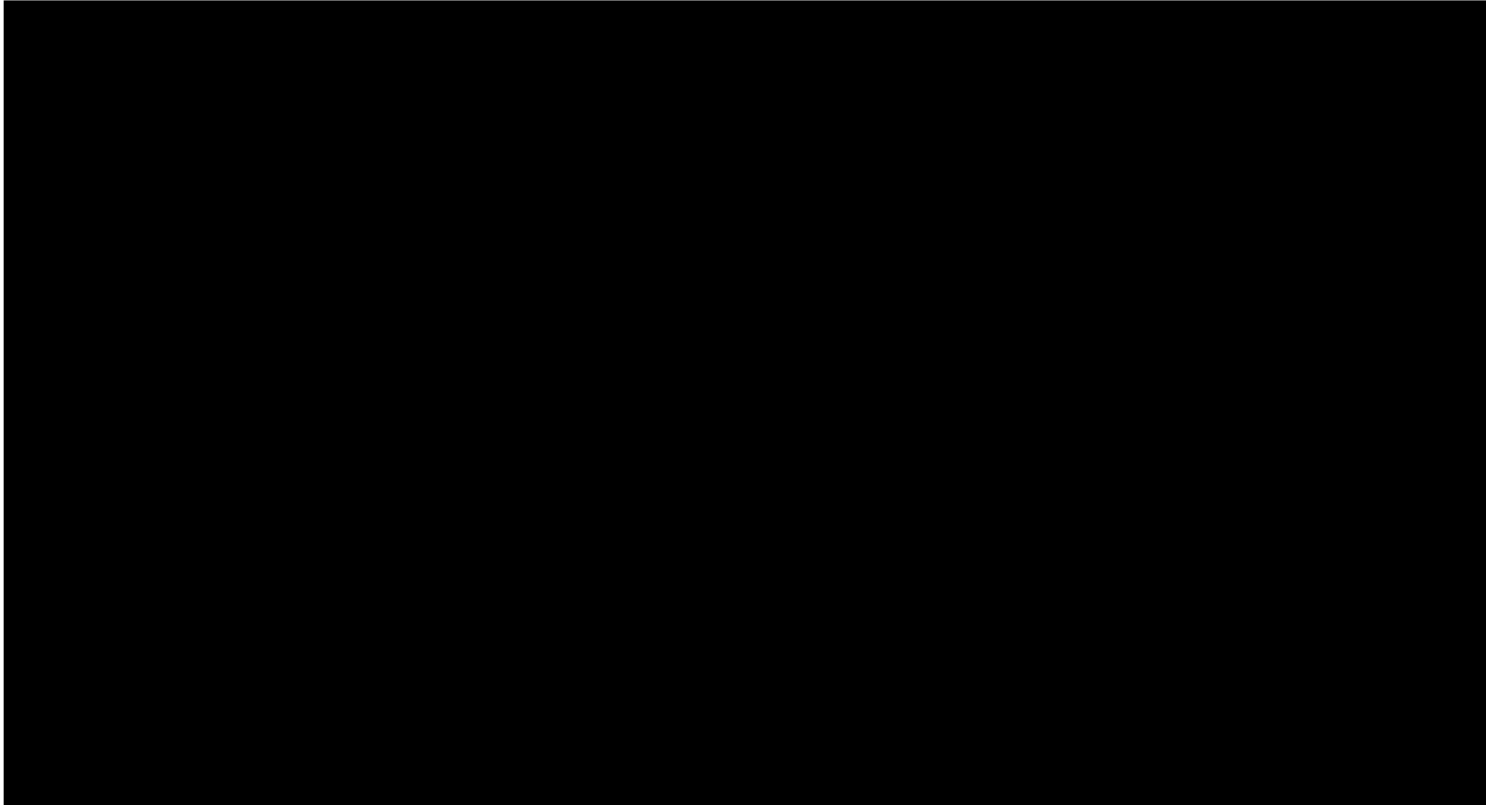
DATE: 11th March 2026

Present:	Role:	Organisation:
[REDACTED]	DDTCG Member	DDTCG
[REDACTED]	Property Asset Manager (Housing)	DDC
[REDACTED]	Principal Responsive Repairs Officer	DDC
[REDACTED]	Managing Director	Mears
[REDACTED]	General Manager	Mears
[REDACTED]	Contract Manager	Mears
Apologies:		
[REDACTED]	Customer Success Manager	Mears

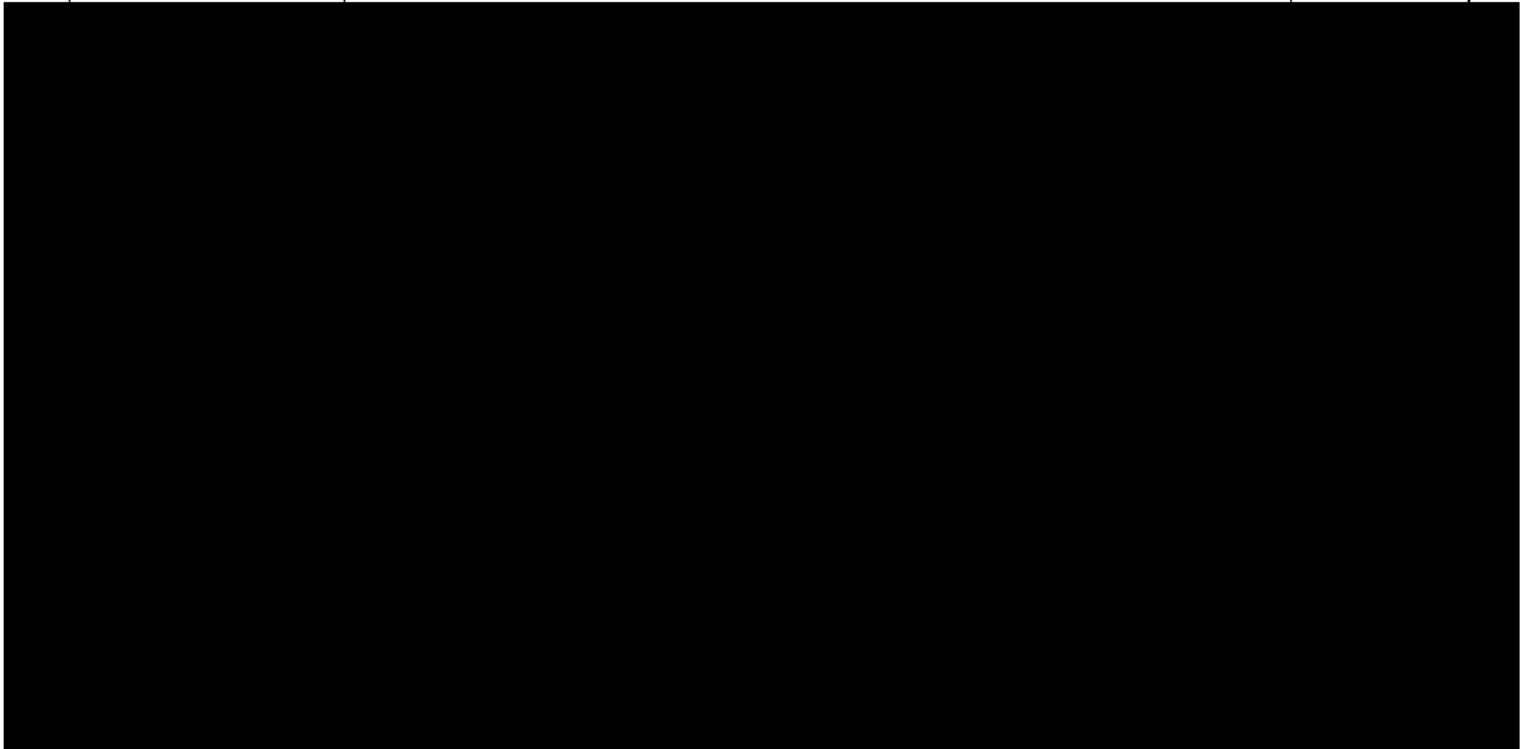
Item		Action
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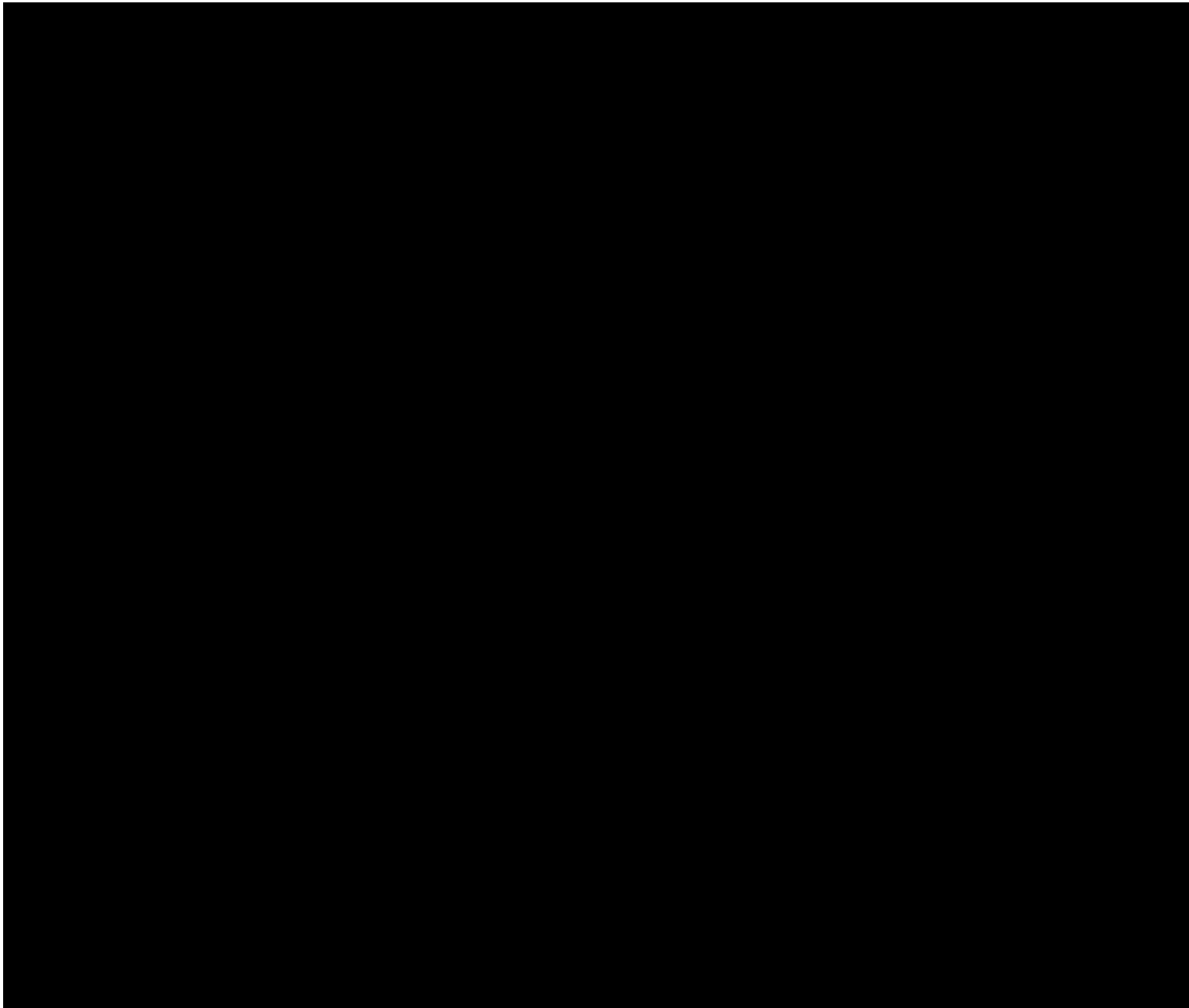
[REDACTED]		
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10.00	FINANCE	
10.01	Current position suggests the contract is roughly in line with the budget. This will fluctuate given peaks and troughs of work and is constantly monitored throughout each financial year. The Contract Uplift for 26/27 is 1%. This has been checked and agreed with all parties. The loader documentation and time/date for system changes to be agreed. IP to confirm with [REDACTED] and inform all parties. With end of financial year approaching, the last date for HFI is 18th March. Every effort is to made for all WIP to be processed to completed status for inclusion in the last payment and to keep the accrual list to an absolute minimum.	■ ■





From: [REDACTED]@mearsgroup.co.uk>
Sent: 03 March 2026 12:39
To: [REDACTED]
Cc: [REDACTED]; [REDACTED]
Subject: Re: Fluctuation for 26/27

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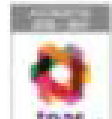
OFFICIAL

Hi [REDACTED]

I can confirm that this meets with our workings for the 2026 fluctuation.

Kind Regards

[REDACTED]
General Manager



Mears Group PLC
4G Sparrow Way
Lakesview International Business Park
Hersden
Canterbury
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CT3 4JH

E: [REDACTED]@mearsgroup.co.uk
T: [REDACTED] M: [REDACTED]
www.mearsgroup.co.uk



Mark Lindop
General Manager



Mears Limited
Garrity House, Miners Way, Aylesham
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CT3 3BF

E: [REDACTED]@mearsgroup.co.uk
T: [REDACTED]
www.mearsgroup.co.uk

From: [REDACTED]@DOVER.GOV.UK>
Sent: 03 March 2026 11:43
To: [REDACTED]@mearsgroup.co.uk>
Cc: [REDACTED]@DOVER.GOV.UK>; [REDACTED]@mearsgroup.co.uk>
Subject: Fluctuation for 26/27

Hello [REDACTED]

As per below we have calculated the following fluctuation for 26/27 financial year.

April 2025 Base Rate was 138.2
September 2025 Rate was 139.3

Applying the above to the calculation below

$$139.3 - 138.2 = 1.1 / 138.2 = 0.007959 * 100 = 0.7959\%$$

Rounded to the nearest 0.5% would give an uplift of 1% for the upcoming year added to the tendered %.

As an example

Foundations tendered rate is +33% with the fluctuation applied this will become +34% for 26/27.
Roofing tendered rate is -10.5% with the fluctuation supplied this will become -9.5% for 26/27.

If you can confirm that you are in agreement with the above then I will update the SOR loader sheets to suit and arrange for this to be applied from the 1st April 2026.

Fluctuating Price:

The Contractor's tendered percentages shall be fixed for one year from the Date of Commencement of the Contract.

Any adjustment to the rates in the Price Framework, unless otherwise stated, for subsequent years shall be calculated by application of the movement in the Consumer Price Index (CPI) as published by the Office for National Statistics (see <http://www.ons.gov.uk>), or if such publication is discontinued then whatever relevant document succeeds it. The maximum movement to be applied to the rates shall be calculated on the basis of the increase/decrease between the CPI Index value published in the September immediately preceding each fluctuation date and the base index with such difference being expressed as a percentage of the base index. The base index for calculation purposes shall be the Contract commencement date in accordance with the methodology as stated below.

- Tendered Rate: £100.00
- Fluctuation at the first anniversary £100.00 + 2% (by way of example) based on the movement between the index published in the September immediately preceding each fluctuation date and the base index.
- Rate for year two of the Contract: £102.00
- Fluctuation at the second anniversary £100.00 + 4% (by way of example) based on the movement between the index published in the September immediately preceding each fluctuation date and the base index.

· Rate for year three of the Contract: £104.00

· Fluctuation at the third anniversary £100.00 + 6% (by way of example) based on the movement between the index published in the September immediately preceding each fluctuation date and the base index.

· Rate for year four of the Contract: £106.00

For full transparency, a working example is provided below based on a Contract commencing on 1st April 2022, with the second fluctuation due on 1st April 2024.

The Value for the September immediately preceding the anniversary date (Sept 2023) is 132.0

The Value for the Base date (April 2022) is 120.0

Based on the above, the following mechanism will apply:

$$132.0 - 120.0 / 120.0 \times 100 = 10\%$$

The 10% fluctuation is applied to tendered rates and not the rates at the end of the contractual year 2023/2024.

The Client will update their system for the new percentages to be applied to all Orders raised on, or after, the anniversary date.



[REDACTED]
Principal Repairs Officer
Mobile: [REDACTED]

Dover District Council
Council Offices, White Cliffs Business Park, Whitfield, Dover CT16 3PJ
Email: ian.prescott@dover.gov.uk
Web: <https://dover.gov.uk>

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Mears Group PLC. Registered office: 2nd Floor Unit 5220 Valiant Court, Gloucester Business Park, Brockworth, Gloucester GL3 4FE.

Registered number: 3232863. Country of registration: England and Wales

Term Maintenance					
Pay Cert Number	Date	Net Value	VAT Value	Gross Value	Processed By
R0012	03/02/26	£ 186,513.69	£ 37,302.74	£ 223,816.43	
R0013	03/02/26	£ 101,314.81	£ 20,262.96	£ 121,577.77	
R0014	19/03/26	£ 585,767.02	£ 117,153.40	£ 702,920.42	
R0015	16/04/26	£ 108,460.31	£ 21,692.06	£ 130,152.37	

DOVER KPIs:

Sequence	2014			2015			2016			2017		
	Revenue	Operating Expenses	Target Ratio	Revenue	Operating Expenses	Target Ratio	Revenue	Operating Expenses	Target Ratio	Revenue	Operating Expenses	Target Ratio
April 2016	86	100	115%	86	100	115%	87	97.8%	112%	87	97.8%	112%
May 2016	88	100	114%	88	100	114%	88	97.8%	112%	88	97.8%	112%
June 2016	122	100	122%	123	100	123%	124	100	124%	124	100	124%
July 2016	122	100	122%	123	100	123%	124	100	124%	124	100	124%
August 2016	122	100	122%	123	100	123%	124	100	124%	124	100	124%
September 2016	119	100	119%	120	100	120%	121	97.8%	121%	121	97.8%	121%
October 2016	120	100	120%	120	100	120%	121	97.8%	121%	121	97.8%	121%
November 2016	122	100	122%	123	100	123%	124	97.8%	124%	124	97.8%	124%
December 2016	122	100	122%	123	100	123%	124	97.8%	124%	124	97.8%	124%
January 2017	127	100	127%	127	100	127%	128	100	128%	128	100	128%
February 2017	127	100	127%	127	100	127%	128	100	128%	128	100	128%
March 2017	127	100	127%	127	100	127%	128	100	128%	128	100	128%
February 2018	79	100	79%	80	100	80%	80	97.8%	117	100	117%	117%
March 2018	80	100	80%	80	100	80%	80	97.8%	117	100	117%	117%
April 2018	80	100	80%	80	100	80%	80	97.8%	117	100	117%	117%
May 2018	123	100	123%	127	100	127%	128	97.8%	128%	128%	97.8%	128%

Program	Total Aged	No. Entries	% Aged	No. Entries	% Aged	No. Entries	% Aged	Comments
April 2020	885	85	11%	80	10%	875	11%	
May 2020	950	178	12%	90	17%	860	7%	
June 2020	1080	192	12%	163	16%	716	7%	
July 2020	1081	102	12%	102	12%	842	7%	
August 2020	940	142	15%	130	17%	808	7%	
September 2020	1080	150	12%	160	12%	730	7%	
October 2020	1081	103	12%	110	10%	880	7%	
November 2020	1080	102	12%	98	9%	880	7%	
December 2020	1081	107	10%	87	8%	894	6%	
January 2021	1221	168	12%	166	10%	852	7%	
February 2021	1117	79	7%	81	8%	1036	8%	
March 2021	1080	102	12%	80	8%	1000	8%	
Year to Date	10800	1680	12%	1270	10%	8930	7%	

[illegible]

Quarter	Year End Date	APR				No. of Sales	Total Sales	Cost of Sales	Average Cost	Comments
		No. of Sales	Per Sq. Ft.	Per Sq. Ft. %	Per Sq. Ft. %					
January	6/30	6615	4.35	100%	100%	11	300	1755.00	175.50	24 sq. yds. x 600 sq. yds.
February	6/30	6615	4.35	100%	100%	11	300	1755.00	175.50	24 sq. yds. x 600 sq. yds.
March	6/30	7238	5.98	139%	139%	20	117	3000.00	150.00	24 sq. yds. x 600 sq. yds.
April	6/30	7238	5.98	139%	139%	20	117	3000.00	150.00	24 sq. yds. x 600 sq. yds.
May	6/30	6615	4.35	100%	100%	11	136	442.00	40.18	24 sq. yds. x 600 sq. yds.
June	6/30	6615	4.35	100%	100%	11	136	442.00	40.18	24 sq. yds. x 600 sq. yds.
July	6/30	6615	4.35	100%	100%	11	136	442.00	40.18	24 sq. yds. x 600 sq. yds.
August	6/30	6615	4.35	100%	100%	11	136	442.00	40.18	24 sq. yds. x 600 sq. yds.
September	6/30	6615	4.35	100%	100%	11	136	442.00	40.18	24 sq. yds. x 600 sq. yds.
October	6/30	6615	4.35	100%	100%	11	136	442.00	40.18	24 sq. yds. x 600 sq. yds.
November	6/30	6615	4.35	100%	100%	11	136	442.00	40.18	24 sq. yds. x 600 sq. yds.
December	6/30	6615	4.35	100%	100%	11	136	442.00	40.18	24 sq. yds. x 600 sq. yds.
January	6/30	6615	4.35	100%	100%	11	136	442.00	40.18	24 sq. yds. x 600 sq. yds.
February	6/30	6615	4.35	100%	100%	11	136	442.00	40.18	24 sq. yds. x 600 sq. yds.
March	6/30	6615	4.35	100%	100%	11	136	442.00	40.18	24 sq. yds. x 600 sq. yds.
April	6/30	6615	4.35	100%	100%	11	136	442.00	40.18	24 sq. yds. x 600 sq. yds.
May	6/30	6615	4.35	100%	100%	11	136	442.00	40.18	24 sq. yds. x 600 sq. yds.
June	6/30	6615	4.35	100%	100%	11	136	442.00	40.18	24 sq. yds. x 600 sq. yds.
July	6/30	6615	4.35	100%	100%	11	136	442.00	40.18	24 sq. yds. x 600 sq. yds.
August	6/30	6615	4.35	100%	100%	11	136	442.00	40.18	24 sq. yds. x 600 sq. yds.
September	6/30	6615	4.35	100%	100%	11	136	442.00	40.18	24 sq. yds. x 600 sq. yds.
October	6/30	6615	4.35	100%	100%	11	136	442.00	40.18	24 sq. yds. x 600 sq. yds.
November	6/30	6615	4.35	100%	100%	11	136	442.00	40.18	24 sq. yds. x 600 sq. yds.
December	6/30	6615	4.35	100%	100%	11	136	442.00	40.18	24 sq. yds. x 600 sq. yds.
Year to Date	6/30	7238	5.98	139%	139%	20	117	3000.00	150.00	24 sq. yds. x 600 sq. yds.

Post-Inspection	NO. of Inspections	% Inspected	% Passed	% Failed	% OK	Approved	Total Costs	By No. of Insps.	By Cost	Comments
April 2008	40	100	0	0	0	April 2008	\$55	0	0%	
May 2008	800	112	100	0	0%	May 2008	\$680	100	100%	
June 2008	128	100	100	0	0%	June 2008	\$127	100	100%	
July 2008	84	96	100	1	1%	July 2008	\$83	100	100%	
August 2008	842	108	100	3	3%	August 2008	\$842	100	100%	
September 2008	168	100	100	0	0%	September 2008	\$167	100	100%	
October 2008	100	100	100	0	0%	October 2008	\$100	100	100%	
November 2008	1688	137	100	0	0%	November 2008	\$1688	100	100%	
December 2008	168	100	100	0	0%	December 2008	\$168	100	100%	
January 2009	1211	100	100	1	1%	January 2009	\$1211	100	100%	
February 2009	1117	204	100	18	18%	February 2009	\$1117	100	100%	
March 2009	240	100	100	0	0%	March 2009	\$240	100	100%	
Total by Month	10364	100%	100%	21	2%	Total by Month	\$10362	100%	100%	

[illegible]

[illegible]

Period	No. of Births					Gender Ratio	Components of Growth			Rate of Natural Increase	Rate of Increase	Rate of Decrease	Rate of Change
	Male	Female	Total	Male	Female								
1990-2000	1000	1000	2000	1000	1000	1000	1000	1000	1000	1000	1000	1000	
2000-2010	1000	1000	2000	1000	1000	1000	1000	1000	1000	1000	1000	1000	
2010-2020	1000	1000	2000	1000	1000	1000	1000	1000	1000	1000	1000	1000	
2020-2030	1000	1000	2000	1000	1000	1000	1000	1000	1000	1000	1000	1000	
2030-2040	1000	1000	2000	1000	1000	1000	1000	1000	1000	1000	1000	1000	
2040-2050	1000	1000	2000	1000	1000	1000	1000	1000	1000	1000	1000	1000	
2050-2060	1000	1000	2000	1000	1000	1000	1000	1000	1000	1000	1000	1000	
2060-2070	1000	1000	2000	1000	1000	1000	1000	1000	1000	1000	1000	1000	
2070-2080	1000	1000	2000	1000	1000	1000	1000	1000	1000	1000	1000	1000	
2080-2090	1000	1000	2000	1000	1000	1000	1000	1000	1000	1000	1000	1000	
2090-2100	1000	1000	2000	1000	1000	1000	1000	1000	1000	1000	1000	1000	
2100-2110	1000	1000	2000	1000	1000	1000	1000	1000	1000	1000	1000	1000	
2110-2120	1000	1000	2000	1000	1000	1000	1000	1000	1000	1000	1000	1000	
2120-2130	1000	1000	2000	1000	1000	1000	1000	1000	1000	1000	1000	1000	
2130-2140	1000	1000	2000	1000	1000	1000	1000	1000	1000	1000	1000	1000	
2140-2150	1000	1000	2000	1000	1000	1000	1000	1000	1000	1000	1000	1000	
2150-2160	1000	1000	2000	1000	1000	1000	1000	1000	1000	1000	1000	1000	
2160-2170	1000	1000	2000	1000	1000	1000	1000	1000	1000	1000	1000	1000	
2170-2180	1000	1000	2000	1000	1000	1000	1000	1000	1000	1000	1000	1000	
2180-2190	1000	1000	2000	1000	1000	1000	1000	1000	1000	1000	1000	1000	
2190-2200	1000	1000	2000	1000	1000	1000	1000	1000	1000	1000	1000	1000	
2200-2210	1000	1000	2000	1000	1000	1000	1000	1000	1000	1000	1000	1000	
2210-2220	1000	1000	2000	1000	1000	1000	1000	1000	1000	1000	1000	1000	
2220-2230	1000	1000	2000	1000	1000	1000	1000	1000	1000	1000	1000	1000	
2230-2240	1000	1000	2000	1000	1000	1000	1000	1000	1000	1000	1000	1000	
2240-2250	1000	1000	2000	1000	1000	1000	1000	1000	1000	1000	1000	1000	
2250-2260	1000	1000	2000	1000	1000	1000	1000	1000	1000	1000	1000	1000	
2260-2270	1000	1000	2000	1000	1000	1000	1000	1000	1000	1000	1000	1000	
2270-2280	1000	1000	2000	1000	1000	1000	1000	1000	1000	1000	1000	1000	
2280-2290	1000	1000	2000	1000	1000	1000	1000	1000	1000	1000	1000	1000	
2290-2300	1000	1000	2000	1000	1000	1000	1000	1000	1000	1000	1000	1000	
2300-2310	1000	1000	2000	1000	1000	1000	1000	1000	1000	1000	1000	1000	
2310-2320	1000	1000	2000	1000	1000	1000	1000	1000	1000	1000	1000	1000	
2320-2330	1000	1000	2000	1000	1000	1000	1000	1000	1000	1000	1000	1000	
2330-2340	1000	1000	2000	1000	1000	1000	1000	1000	1000	1000	1000	1000	
2340-2350	1000	1000	2000	1000	1000	1000	1000	1000	1000	1000	1000	1000	
2350-2360	1000	1000	2000	1000	1000	1000	1000	1000	1000	1000	1000	1000	
2360-2370	1000	1000	2000	1000	1000	1000	1000	1000	1000	1000	1000	1000	
2370-2380	1000	1000	2000	1000	1000	1000	1000	1000	1000	1000	1000	1000	
2380-2390	1000	1000	2000	1000	1000	1000	1000	1000	1000	1000	1000	1000	
2390-2400	1000	1000	2000	1000	1000	1000	1000	1000	1000	1000	1000	1000	
2400-2410	1000	1000	2000	1000	1000	1000	1000	1000	1000	1000	1000	1000	
2410-2420	1000	1000	2000	1000	1000	1000	1000	1000	1000	1000	1000	1000	
2420-2430	1000	1000	2000	1000	1000	1000	1000	1000	1000	1000	1000	1000	
2430-2440	1000	1000	2000	1000	1000	1000	1000	1000	1000	1000	1000	1000	
2440-2450	1000	1000	2000	1000	1000	1000	1000	1000	1000	1000	1000	1000	
2450-2460	1000	1000	2000	1000	1000	1000	1000	1000	1000	1000	1000	1000	
2460-2470	1000	1000	2000	1000	1000	1000	1000	1000	1000	1000	1000	1000	
2470-2480	1000	1000	2000	1000	1000	1000	1000	1000	1000	1000	1000	1000	
2480-2490	1000	1000	2000	1000	1000	1000	1000	1000	1000	1000	1000	1000	
2490-2500	1000	1000	2000	1000	1000	1000	1000	1000	1000	1000	1000	1000	
2500-2510	1000	1000	2000	1000	1000	1000	1000	1000	1000	1000	1000	1000	
2510-2520	1000	1000	2000	1000	1000	1000	1000	1000	1000	1000	1000	1000	
2520-2530	1000	1000	2000	1000	1000	1000	1000	1000	1000	1000	1000	1000	
2530-2540	1000	1000	2000	1000	1000	1000	1000	1000	1000	1000	1000	1000	
2540-2550	1000	1000	2000	1000	1000	1000	1000	1000	1000	1000	1000	1000	
2550-2560	1000	1000	2000	1000	1000	1000	1000	1000	1000	1000	1000	1000	
2560-2570	1000	1000	2000	1000	1000	1000	1000	1000	1000	1000	1000	1000	
2570-2580	1000	1000	2000	1000	1000	1000	1000	1000	1000	1000	1000	1000	
2580-2590	1000	1000	2000	1000	1000	1000	1000	1000	1000	1000	1000	1000	
2590-2600	1000	1000	2000	1000	1000	1000	1000	1000	1000	1000	1000	1000	
2600-2610	1000	1000	2000	1000	1000	1000	1000	1000	1000	1000	1000	1000	
2610-2620	1000	1000	2000	1000	1000	1000	1000	1000	1000	1000	1000	1000	
2620-2630	1000	1000	2000	1000	1000	1000	1000	1000	1000	1000	1000	1000	
2630-2640	1000	1000	2000	1000	1000	1000	1000	1000	1000	1000	1000	1000	
2640-2650	1000	1000	2000	1000	1000	1000	1000	1000	1000	1000	1000	1000	
2650-2660	1000	1000	2000	1000	1000	1000	1000	1000	1000	1000	1000	1000	
2660-2670	1000	1000	2000	1000	1000	1000	1000	1000	1000	1000	1000	1000	
2670-2680	1000	1000	2000	1000	1000	1000	1000	1000	1000	1000	1000	1000	
2680-2690	1000	1000	2000	1000	1000	1000	1000	1000	1000	1000	1000	1000	
2690-2700	1000	1000	2000	1000	1000	1000	1000	1000	1000	1000	1000	1000	
2700-2710	1000	1000	2000	1000	1000	1000	1000	1000	1000	1000	1000	1000	
2710-2720	1000	1000	2000	1000	1000	1000	1000	1000	1000	1000	1000	1000	
2720-2730	1000	1000	2000	1000	1000	1000	1000	1000	1000	1000	1000	1000	
2730-2740	1000	1000	2000	1000	1000	1000	1000	1000	1000	1000	1000	1000	
2740-2750	1000	1000	2000	1000	1000	1000	1000	1000	1000	1000	1000	1000	
2750-2760	1000	1000	2000	1000	1000	1000	1000	1000	1000	1000	1000	1000	
2760-2770	1000	1000	2000	1000	1000	1000	1000	1000	1000	1000	1000	1000	
2770-2780	1000	1000	2000	1000	1000	1000	1000	1000	1000	1000	1000	1000	
2780-2790	1000	1000	2000	1000	1000	1000	1000	1000	1000	1000	1000	1000	
2790-2800	1000	1000	2000	1000	1000	1000	1000	1000	1000	1000	1000	1000	
2800-2810	1000	1000	2000	1000	1000	1000	1000	1000	1000	1000	1000	1000	
2810-2820	1000	1000	2000	1000	1000	1000	1000	1000	1000	1000	1000	1000	
2820-2830	1000	1000	2000	1000	1000	1000	1000	1000	1000	1000	1000	1000	
2830-2840	1000	1000	2000	1000	1000	1000	1000	1000	1000	1000	1000	1000	
2840-2850	1000	1000	2000	1000	1000	1000	1000	1000	1000	1000	1000	1000	
2850-2860	1000	1000	2000	1000	1000	1000	1000	1000	1000	1000	1000	1000	
2860-2870	1000	1000	2000	1000	1000	1000	1000	1000	1000	1000	1000	1000	
2870-2880	1000	1000	2000	1000	1000	1000	1000	1000	1000	1000	1000	1000	
2880-2890	1000	1000	2000	1000	1000	1000	1000	1000	1000	1000	1000	1000	
2890-2900	1000	1000	2000	1000	1000	1000	1000	1000	1000	1000	1000	1000	
2900-2910	1000	1000	2000	1000	1000	1000	1000	1000	1000	1000	1000	1000	
2910-2920	1000	1000	2000	1000	1000	1000	1000	1000	1000	1000	1000	1000	
2920-2930	1000	1000	2000	1000	1000	1000	1000	1000	1000	1000	1000	1000	
2930-2940	1000	1000	2000	1000	1000	1000	1000	1000	1000	1000	1000	1000	
2940-2950	1000	1000	2000	1000	1000	1000	1000	1000	1000	1000	1000	1000	
2950-2960	1000	1000	2000	1000	1000	1000	1000	1000	1000	1000	1000	1000	
2960-2970	1000	1000											

[illegible]