

Agenda for consultative meeting of the Housing Review Board

Thursday, 16th September, 2021, 10.00 am



Members of Housing Review Board

Councillors P Sullivan (Vice-Chair), C Drew, C Summers, I Hall, H Parr, C Collier, C Morrison, G Pook, B Taylor and S Chamberlain (Chair)

East Devon District Council
Blackdown House
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EX14 1EJ

Venue: Online via the zoom app

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(or group number 01395 517546)

Tuesday, 7 September 2021

Important - this meeting will be conducted online and recorded by Zoom only.

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<https://www.youtube.com/channel/UCmNHQruge3LVl4hcgRnbwBw>

Public speakers are now required to register to speak – for more information please use the following link: <https://eastdevon.gov.uk/council-and-democracy/have-your-say-at-meetings/all-other-public-meetings/#article-content>

Between 27th July 2021 to 17th January 2022, the Council has delegated much of the decision making to officers. Any officer decisions arising from recommendations from a consultative meeting can be found here –

[Senior Officer Decision notices - East Devon.](#)

1 Public speaking

Information on [public speaking](#) is available online

2 Appointment of Vice Chair

3 Minutes of the previous meeting (Pages 3 - 12)

4 Apologies

5 Declarations of interest

Guidance is available online to Councillors and co-opted members on making [declarations of interest](#)

6 Matters of urgency

Information on [matters of urgency](#) is available online

7 Confidential/exempt item(s)

To agree any items to be dealt with after the public (including the press) have been excluded. There are no items which officers recommend should be dealt with in this way.

8 Housing Review Board forward plan (Pages 13 - 14)

9 Housing Strategy 2020-2024 (Pages 15 - 36)

10 Updated Housing Policies (Pages 37 - 39)

11 Housing Management System upgrade (Pages 40 - 44)

12 Property & Asset; expanding the Compliance & Cyclical Servicing arm of the Property & Asset Team (Pages 45 - 53)

13 Procurement of the Gas Servicing/Services Contract (Pages 54 - 59)

14 Housing Revenue Account and Housing Capital finance report (Pages 60 - 62)

15 Integrated Asset Management Contract (Pages 63 - 91)

16 The Building Safety Act presentation (Pages 92 - 107)

[Decision making and equalities](#)

For a copy of this agenda in large print, please contact the Democratic Services Team on 01395 517546

EAST DEVON DISTRICT COUNCIL

Minutes of the meeting of Housing Review Board held at online via the zoom app on 29 April 2021

Attendance list at end of document

The meeting started at 10.00 am and ended at 12.45 pm

102 Public speaking

There were no matters raised by the public.

103 Minutes of the previous meeting

The minutes of the Housing Review Board meeting held on 21 January 2021 were confirmed as a true record.

104 Declarations of interest

Declarations of interest.
Cat Summers, Personal, Housing tenant.

Declarations of interest.
Cindy Collier, Personal, Housing tenant.

Declarations of interest.
Councillor Ian Hall, Personal, Mother is a housing tenant and a Homesafeguard customer, and he is a Devon County Councillor, during purdah.

Declarations of interest.
Councillor Sarah Chamberlain, Personal, Employed by Exeter City Council and used the services of Advantage South West in her current employment.

105 Matters of urgency

There were no matters of urgency.

106 Confidential/exempt item(s)

There was one confidential/exempt item.

107 Housing Review Board forward plan

The Acting Housing Service Lead presented the forward plan and advised members that the forward plan acted as reminder of agenda items to come forward to future meetings. Members were reminded that they could add further issues to the next forward plan by informing either herself or the Democratic Services Officer. The Acting Housing Service Lead advised the Board that the next meeting would be focusing on the implementation of the new Buildings Safety Act, tenant safety and the Housing White Paper.

RESOLVED: that the forward plan be noted.

108 **Housing Strategy refresh and scoping**

The Strategic Lead – Housing, Health and Environment’s report presented the draft Housing Strategy for Board member consultation. The report sought member feedback on the structure, focus and content of the strategy and sought approval for the proposed timeline to publication. It was in draft form so that the Board could genuinely assist in shaping the final version of this important policy statement.

It was important that the Housing Strategy was underpinned with robust housing needs evidence, it confronted challenges in the housing sector, and it picked up on and articulated the priorities and ambitions of the Council. It needed to be a forward looking document that had regard to past performance and the local housing market operating within national policy and legislation. It was necessarily a high level document and in recent years the statement had been kept short, to the point and linked with other corporate and service specific policy documents.

The overriding vision was ‘a decent home for all residents of East Devon’ and the service’s priorities were to provide homes, improve homes, improve communities and improve services. Officers were seeking to link the strategic approach outlined in the housing strategy to the themes of the forthcoming Council Plan, with the annual housing service plan providing the more detailed actions required to meet the priorities of the strategy. The strategy needed to be ambitious, but realistic and achievable. Outcomes needed to be specific, measureable and time bound.

The report asked a series of questions for Board members to consider before the strategy was redrafted and presented to Cabinet and Council for adoption. It was felt that improvement was needed on feedback to tenants and better use of customer surveys. It was noted that the provision of additional housing stock was built into the housing service plan and included part of the debate on the Council Plan.

The Strategic Lead – Housing, Health and Environment expressed his thanks to the Housing Projects Officer for the work he had done in producing the housing strategy.

RESOLVED: that the draft Housing Strategy is approved for the purposes of final drafting.

109 **Updated housing policies**

The Acting Housing Service Lead’s report informed members of a number of housing policies that had been reviewed by the relevant housing manager to ensure that they continued to reflect current practice and legislation. The policies that had been reviewed were:

- Pets policy.
- Car park management policy.
- Anti-social behaviour policy.
- Succession policy.
- Responsive repairs policy.
- Recharge policy.
- Property and assets compensation policy.

- Decant policy.
- Gas safety policy.
- Improvements to council properties policy.
- Leasehold management policy.
- Asbestos policy and management plan.
- Adaptations policy.

RESOLVED: that the Housing Review Board note the updated housing policies.

110 **Integrated asset management contract void report**

The Property and Asset Manager explained to the Board that alongside the annual review of the integrated asset management contract with Ian Williams, the Council's specialist consultant, Echelon also carried out a detailed review of voids. The outcome identified operational areas that could be changed to improve the service delivery of the voids and achieve improved value for money.

The report explained that the voids had been re-categorised from three void types to just have two types of voids:

1. V1 which covered the price per void (PPV) void works and up to two component changes with a target completion of a maximum of 14 days.
2. V2 which covered major voids requiring three or more component upgrades and/or exceeding £10k in value – the period for completing such voids would be agreed on an individual basis by both parties.

The revised PPV cost was £2,876.56.

RESOLVED: that the Housing Review Board accept the operational changes in the delivery of the integrated asset management contract.

111 **Ian Williams complaints and compliments**

East Devon District Council was committed to being an organisation that listened to customers and worked closely with its main contractor, Ian Williams, to provide a quick responsive solution. Therefore, both customer feedback and the way that the Property & Asset responded to this feedback, whether negative or positive, were vital indicators of the overall performance of the Ian Williams contract, impacting KPI's.

Property & Asset aimed to maintain a high level of performance and improve the quality of service offered to customers, who felt that they had not received a high standard. This included providing timely responses to complaints whilst continuing to learn and improve.

The Property & Asset team strived to ensure it responded to customer concerns in an open and transparent way within defined timescales that has been agreed with both the service and Ian Williams. The purpose of the Housing and Customer Business Improvement Manager's report was to outline the complaints and compliments that had been received between 1st July 2019 – 31st December 2020, highlighting key themes and trends. The report also explained how Property & Asset, working hand in hand with Ian Williams had performed and included case studies demonstrating how the service had learnt from complaints received. This was the most important aspect of the complaints process.

It was noted that the format and overall presentation of the report was based over a year and a half of the contract. In future these reports would be produced on a quarterly basis

to be presented at the core contract monitoring group meetings, alongside the monthly PDF reviews.

Whilst customer feedback provided a valuable insight into how Ian Williams were and had been performing, complaints and compliments figures did not reflect the full picture. Members were reminded that the report should be understood within the context of the number of customers interacting with our repairs service, averaging all repairs to 4200+ properties.

The priority areas of focus for 2021 would be:

- Increasing the number of compliments recorded. The Housing and Business Customer Improvement Manager would promote the procedure for reporting compliments via social media platforms and website to ensure that tenants were having an opportunity to relay positive feedback.
- Addressing current and upcoming issues, using complaints as direct customer feedback to make immediate service improvements, working alongside Ian Williams CLO, Business Manager and EDDC's Contract Manager.
- Reviewing the way that the Property & Asset team highlight and consider learning from complaints to ensure that each complaint enquiry is fully considered and used to positively grow the service and improve customer relationships.

It was noted that the top three trends of complaints were:

- Lack of communication.
- Cancelled appointments/no shows.
- Repair timescales.

The top three trends of compliments were:

- Operatives work.
- Operatives manners.
- Timescales.

Timescales appearing in both complaints and compliments highlighted the need for consistency with reactive repair timeframes and the need to ensure that larger jobs were dealt with as a project, and the tenant kept informed throughout the whole process.

Complaints were being proactively managed to provide a better service and ensure that tenants were being given the opportunity to be heard.

The Housing Business and Customer Improvement Manager was thanked for her report.

RESOLVED: that the Housing Review Board note the Ian Williams complaint and compliment report and the actions being taken.

112 **Grounds maintenance additional costs**

The Strategic Lead – Housing, Health and Environment presented the StreetScene Operations Manager's report which requested two grounds maintenance season staff for the 2021 season.

The Strategic Lead – Housing, Health and Environment explained that the budget for grounds maintenance seasonal staff was removed last year as part of the Council's efficiency savings (£71k). This impacted on the delivery of grounds maintenance throughout the district, including the maintenance of housing site (individual grounds maintenance and communal areas). The housing contract equated to 25% of the overall work that StreetScene carried out across the district.

StreetScene had started to undertake a review of the Housing Service contract and rough calculations indicated that it was about £250k below market value. It was acknowledged that additional resource was required to service the housing contract, to provide a service on the current terms, minimising complaints from housing residents, until a full review was completed. If StreetScene were to keep the same service to housing residents and the reduction in service came solely from the general classification areas (public gardens and open spaces) this would create an imbalance of service across the district.

RECOMMENDED: that the Housing Review Board acknowledge that StreetScene are undertaking a larger review of the housing contract and recommend to Cabinet and then on to Council for resolution, the interim funding of two grounds maintenance season staff at a cost of c£30,000 from the Housing Revenue Account to help maintain continuity of service through the coming season.

113 **Housing Revenue Account and Housing Capital finance report**

The accountant's report provided the Housing Review Board with current draft financial outturn figures for the housing revenue account and housing capital program for the 2020/21 financial year. The report also considered the implications of any forthcoming regulatory changes.

Producing a Housing Revenue Account had been a statutory requirement for Councils who managed and owned their housing stock for some time, and therefore a key document for the Board to influence.

The report explained regulatory changes to Right to Buy. The benefits of the changes which took effect in the next financial year were:

- Required spending timeframe to increase from 3 years to 5 years on all current and future receipts.
- Funding cap on receipts to increase from 30% to 40%.
- Reporting time frame changed from quarterly to annually.

A potential issue for East Devon within the reforms was that there would be a phased reduction placed upon the proportion of acquisitions made within the year from the 2022/23 financial year, to ensure that councils were developing rather than acquiring properties. Currently EDDC's supply was 100% acquisition. The limits imposed would be:

- From 2022/23 – maximum 50% of supply to be acquisitions.
- From 2023/24 – maximum 40% of supply to be acquisitions.
- From 2024/25 onwards – maximum of 30% of supply to be acquisitions.

This meant that the Council would be required to focus on development opportunities in the future but that it would not have to return its Right to Buy receipts as had previously been predicted.

The Portfolio Holder for Sustainable Homes and Communities reported that she had ongoing communications with MPs and was still lobbying and looking to improve as much as possible. It was agreed that the price of replacing stock bought cheaply under Right to Buy was very expensive.

It was noted that the Housing Revenue Account was in a healthy position. Rent collection figures remained high which allowed a commitment on expenditure. The Strategic Lead – Housing, Health and Environment thanked the rental collection team for

their excellent work and also thanked the HRB Chair and Portfolio Holder for Sustainable Homes and Communities for all their support.

RECOMMENDED: that Cabinet approve the Housing Revenue Account and Housing Capital Finance report.

114 **Complaints handling**

The Property & Asset service was committed to providing a high-quality repair, maintenance and void service. Both positive and negative feedback was welcomed and each was viewed as an opportunity to learn and improve the quality of service, provided by both East Devon District Council and by its contractors. The Property & Asset team recognised that being a reactive service working on and within people's homes there would always be occasions when things went wrong or residents were unhappy about aspects of the service. The Property & Asset complaint policy and report applied to all staff members, contractors and sub-contractors employed by or acting on behalf of East Devon District Council, carrying out work or instructing work to Council properties.

Each and every complaint and compliment was discussed in detail with the relevant teams in Property and Asset on a monthly basis. In addition to this complaints and compliments were reported and action lessons learnt in the following contractual meetings:

- Weekly discussions between both management teams in the Council and contractors.
- Operational group with Ian Williams (monthly).
- Core group, senior members meeting (monthly).

Information about complaints was provided to senior managers across the Council. An annual report was created at the end of each calendar year summarising complaints and compliments received throughout the year. The aim was to proactively manage complaints in order to provide a better service.

It was noted that the most commonly reported complaints were:

- Mould and damp within the property.
- Lack of communication from the contractors when follow up works were required.
- Heating issues within the property.

The Housing Business and Customer Improvement Manager was thanked for her report and the Board thanked the teams for their continued effort.

RESOLVED: that the Housing Review Board recognise the process, policy and plan in the management of all feedback whether negative or positive in regards to the service provided within the Property and Asset service

115 **HouseMark annual performance report**

The Strategic Lead – Housing, Health and Environment presented a summary HouseMark report which provided key cost and performance comparisons for the organisation. The data related to the financial year 2019-20, but had been supplemented by bespoke HouseMark forecasts built using in-year data and public data sources. The Council's bespoke peer group, chosen by itself, was detailed in the appendix.

As well as annual cost and performance benchmarking, HouseMark also provided a range of other data services, including monthly COVID-19 impact monitoring and a bespoke budget forecasting tool for the organisation.

RESOLVED: that the performance report be noted by the Housing Review Board and the areas for further investigation identified in the report be examined by the Housing Leadership Group.

116 Covid 19 performance

A housing covid-19 performance monitoring dashboard was presented to the Board for information as an example of the information what was monitored on a fortnightly basis. This performance monitoring began at the start of the covid-19 pandemic.

RESOLVED: that the housing covid-19 performance monitoring be noted by the Housing Review Board.

117 Annual report of the achievements of the Housing Review Board

Members were asked to note the annual report of the Housing Review Board which highlighted the achievements and detailed the breadth of work undertaken by the Board over the last year. The Democratic Services Officer was thanked for producing the report.

RECOMMENDED: that Cabinet note the annual report and achievements of the Housing Review Board.

118 Renewal of Advantage South West subscription

Housing Review Board members were asked to note the benefits of membership of Advantage South West (ASW) and to support the continuing membership of the organisation. Membership of ASW allowed the council to maintain properties to a good standard whilst achieving value for money. It assisted in achieving continuity of components and services across the housing service. It also assisted in the ongoing training and upskilling of staff through regular product review workshops and continuing professional development events. Another advantage of belonging to ASW was that it provided a platform for networking with other authorities and housing providers across the south west. It was noted that the renewal of ASW subscription had been budgeted for.

RECOMMENDED: that Cabinet approve the continued payment of the annual subscription fee to maintain the membership of Advantage South West.

119 Stock condition survey

The Acting Housing Service Lead's report outlined reasons, benefits and risks associated with undertaking the proposed full Stock Condition Survey (SCS) on the EDDC housing portfolio. The completion of a full SCS was a strategic imperative for the council. The data received as a result of this complex and in-depth piece of work will enable the housing service to:

- Produce an evidenced based 30 year active Asset Management Strategy & delivery programme;

- Produce a comprehensive 50 year Estate Regeneration Strategy & delivery programme;
- Produce accurate planned and cyclical works programmes;
- Produce an accurate Housing Revenue Account Business Plan update and models;
- Achieve a significant reduction in the responsive repairs load;
- Secure improvements to the quality and futureproofing of the Council's housing stock;
- Make efficiencies by maximising the ability to flex economies of scale;
- Fully understand the wider financial and delivery implications of the Council's drive toward a carbon neutral housing stock;
- Better fulfil the obligations incumbent upon EDDC as social landlords;
- Ensure compliance with all statutory and legislative implications, including those of the new Building Safety Act and the resultant inspection regime;
- Have full and meaningful 'conversations' with tenants and communities enabling the Council to move forward together with EDDC's Sustainable Communities aspirations.

Without a SCS EDDC was at considerable risk of struggling to fulfil the full remit of its duty as social landlord and also to achieve its ambitions to provide a carbon neutral housing stock across the district by 2040. Also, without the data from a SCS the Council would fail to comply with the requirements of the new Building Safety Act. The Council did not currently have the information to enable it to effectively forecast and budget for the financial implications of managing its repair and maintenance obligations. The output from the SCS would be detailed information on each property in the housing service portfolio including components, age, condition, life expectancy, energy efficiency etc. The housing portfolio also included community centres, a bore hole, sewage treatment works, shops and blocks of flats. A full database would be completed. EDDC's membership of the South West Procurement Portal had enabled it to greatly reduce the time and cost implications of securing an appropriately qualified and experienced provider. Use of the Portal also offered the comfort that due diligence and value for money benchmarking had been undertaken on its behalf.

The Acting Housing Service Lead explained the release of Central Government's Social Housing Decarbonisation Fund (SHDF) in 2022. In order to be able to submit a strong bid for funding to support the 'Green Homes' works programme, there needed to be a complete understanding of the housing portfolio including current EPC data on all individual homes. These data requirements were included within the specification of the SCS.

The resource required by EDDC to deliver the SCS, which would be included as part of the project team was:

- A project lead.
- A Senior Officer to oversee the day to day management of the project.
- A dedicated Officer to review/audit the Stock Condition data.
- Administration assistants to perform a tenant liaison role/address access issues and to upload data information onto the Council's systems.
- Dedicated IT support within Housing Systems.

These would need to be new posts as there was not sufficient capacity within the Property and Asset or Housing Systems teams.

EDDC had approximately 4200 properties and had never before undertaken an internal and external 100% stock condition survey. The last SCS was carried out in 2011 on

approximately 15% of the stock (around 700 homes) and had used an element of cloning/assumptions. This information had been added to by staff visiting tenants' homes. The Strategic Lead - Housing, Health and Environment reassured members that all necessary up to date compliance data was held by the Council.

Following the initial SCS, which would be undertaken within 12 months with specialists, it was recommended that a 5-year rolling SCS programme be delivered to ensure that data was regularly updated. This five year rolling programme would require a dedicated resource in the form of a Stock Condition Surveyor as there was not sufficient resource in the existing Property and Asset team. It was noted that the costs of the SCS would fall to the Housing Revenue Account, and therefore borne by Housing, rather than from the Council's General Fund.

RESOLVED: that the Housing Review Board note the report and discuss the Housing Stock Condition Survey recommendation further in Part B along with the costs associated with undertaking the proposed stock condition survey on the EDDC housing portfolio.

120 **Exclusion of press and public**

RESOLVED: that under Section 100(A) (4) of the Local Government Act 1972 the public (including the press) be excluded from the meeting as exempt information, of the description set out in the agenda is likely to be disclosed and on balance the public interest is in discussing this item in private session (Part B).

121 **Stock condition survey report**

The Acting Housing Service Lead's report outlined the costs associated with undertaking the proposed full stock condition survey outlined in the Part A report. The completion of a full stock condition survey was a strategic and economic imperative for both the Housing Service and the wider Council. Without a stock condition survey EDDC was at considerable risk of struggling to fulfil the full remit of its duty as a social landlord and also to achieve its ambitions to provide a carbon neutral housing stock across the district by 2040. Without the data from a stock condition survey the council would also fail to comply with requirements of the new Building Safety Act. A full stock condition survey would provide the information to enable the council to effectively forecast and budget for the financial implications of managing its repair and maintenance obligations.

It was noted that the current budget allocation was significantly short of the fund required for the work, because a sample survey methodology was proposed when the budget was proposed. However there were sufficient Housing Revenue Account reserves to cover the more expensive 100% survey of all council homes and associated assets.

RECOMMENDED:

1. that Cabinet recommends to Council that sufficient budget (as detailed in the Part B report) be set aside to complete the full stock condition survey as described in this report. Additionally that budget be set aside to support the recruitment of a

dedicated Project Management Team to oversee this complex and pivotal work as outlined in the Part A report.

2. that delegated authority be given to the Housing Service Lead in consultation with the Strategic Lead Governance and Licensing, Housing Review Board Chair and Portfolio Holder for Homes and Communities to finalise the contract documents and commence the work in accordance with the Council's constitution.

Attendance List

Board members present:

Councillor Tony McCollum (Chair)
Cat Summers, Tenant
Councillor Ian Hall
Cindy Collier, Tenant
Councillor Brenda Taylor
Councillor Sarah Chamberlain

Councillors also present (for some or all the meeting)

M Armstrong
P Arnott
S Gazzard
D Ledger
J Rowland

Officers in attendance:

Graham Baker, Senior Technical Officer Asset Management
Sue Bewes, Housing Services Manager
Michelle Davidson, Property and Asset Management
Sophie Davies, Housing Business and Customer Improvement Manager
Jo Garfoot, Acting Housing Service Lead
John Golding, Strategic Lead Housing, Health and Environment
Rebecca Heal, Solicitor
Andrew Mitchell, Housing Solutions Manager
Giles Salter, Solicitor
Alethea Thompson, Democratic Services Officer
Rob Ward, Accountant

Councillor apologies:

Peter Sullivan, Tenant
Christine Drew, Independent Community Representative
Christine Morrison, Tenant

Chairman

Date:

HOUSING REVIEW BOARD – FORWARD PLAN

This forward plan identifies reports and other agenda items for future meetings of the Housing Review Board. It is also intended to assist agenda management and act as a reminder of items to come forward to future meetings.

Report title	Meeting date	Author
Housing Strategy refresh	September 2021	Strategic Lead – Housing, Health & Environment and Housing Projects Officer
Updated Housing Policies	September 2021	Housing Service Lead
Housing Management System software upgrade	September 2021	Housing Service Lead
Property & Asset; expanding the Compliance & Cyclical Servicing arm of the Property & Asset Team	September 2021	Property & Asset Manager
Procurement of the Gas Servicing/Services Contract	September 2021	Property & Asset Manager
Integrated Asset Management Contract variation	September 2021	Property & Asset Manager
Ian Williams Complaint and Compliment report	September 2021	Property & Asset Manager
Quarterly performance reports and regular reports		
Responsive repairs	Quarterly report	Property & Asset Manager
Letting of Council homes/voids	Quarterly report	Housing Needs and Strategy Manager
Devon Home Choice	Quarterly report	Housing Needs and Strategy Manager
Rent management	Quarterly report	Housing Services Manager
Systems Thinking leading & lagging measures New Tenants Survey	Quarterly report	Strategic Lead – Housing, Health and Environment
Forward Plan	Every meeting	Strategic Lead – Housing, Health and Environment
Benchmarking survey	Annual report	Strategic Lead – Housing, Health and Environment
Evaluating the achievements of the Board	Annual report	Democratic Services Officer

Board Members can propose agenda items during meetings/debates that can be included on the Forward Plan for future meetings, or outside the meetings with the agreement of the Chairman and Vice chairman.

Report to: Housing Review Board



Date of Meeting 16th September 2021

Document classification: Part A Public Document

Exemption applied: None

Review date for release N/A

EDDC Housing Strategy 2020-2024

Report summary:

This report presents the completed Housing Strategy for member approval and asks members to recommend that Cabinet approve and adopt the strategy accordingly

Is the proposed decision in accordance with:

Budget Yes ☒ No ☐

Policy Framework Yes ☒ No ☐

Recommendation:

1. That members approve the final Housing Strategy
2. That members recommend that Cabinet approve and adopt the Housing Strategy

Reason for recommendation:

The Housing Strategy reflects and responds to broader council policy as set out in both the Housing Service Plan and developing Council Plan. It presents an overview of the Housing Service's planned strategic approach to effectively meet continuing and emerging challenges over the next 4 years

Officer: Jo Garfoot, Acting Housing Service Lead; jgarfoot@eastdevon.gov.uk

Portfolio(s) (check which apply):

- ☒ Climate Action and Emergencies
- ☐ Coast, Country and Environment
- ☐ Council and Corporate Co-ordination
- ☐ Culture, Tourism, Leisure and Sport
- ☐ Democracy and Transparency
- ☐ Economy and Assets
- ☐ Finance
- ☐ Strategic Planning
- ☒ Sustainable Homes and Communities

Equalities impact Low Impact

Climate change Medium Impact

Risk: Low Risk; Whilst the Housing Strategy document is important, it's purpose is to set out an overview of the strategic approach that the Housing Service intend to take over the next 4 years, the detail of which is covered in other documents, including individual housing policies and the Housing Service Plan

Links to background information [HRB 29th April 2021 Paper item 8](#)

Link to [Council Plan](#):

Priorities (check which apply)

- ☐ Outstanding Place and Environment
 - ☒ Outstanding Homes and Communities
 - ☐ Outstanding Economic Growth, Productivity, and Prosperity
 - ☒ Outstanding Council and Council Services
-

Report in Full

1. Background

- 1.1 The Housing Review Board was presented with a draft version of the Housing Strategy at the meeting of 29th April 2021 and invited to comment on its content and structure before approving the strategy for final drafting.
- 1.2 Members noted that the provision of additional housing stock was built into the Service plan and they felt that improvement was needed on feedback to tenants and better use of customer surveys.
- 1.3 Members approved the strategy for the purposes of final drafting

2. Progress made

- 2.1 The strategy has now been reviewed, with additions to reflect member's views.
- 2.2 Statistics have also been updated.
- 2.3 Final drafting is now complete and the final strategy is attached as Appendix 1 to this report for member information and final approval.

3. Recommendations

- 3.1 That members approve the final Housing Strategy
 - 3.2 That members recommend that Cabinet approve and adopt the Housing Strategy
-

Financial implications:

The financial implications are discussed within the body of the report and the Housing strategy will be considered by managers during the budget setting process each year.

Legal implications:

There are no legal implications on which to comment.

EDDC Housing Strategy 2020 – 2024

**A better home for all residents of East
Devon**

Context

The Housing Situation

East Devon District Council has a role within the local housing market as

- a landlord of over 4200 properties
- a regulator of standards within the private rented and owner occupier sectors
- the planning authority with a duty to bring forward more homes including more affordable homes
- the provider of a housing options service to help those who are homeless or threatened with homelessness

Key conditions within the housing market influence standards and provision.

- A high average house price in the district is £277,000 - the second highest in Devon. The Devon average is £250,000.
- A low average gross annual wage for those living in the district of £27,597, one of the lowest in England.
- A high affordability ratio of 10.04. This is one of the highest in Devon, above both the national average of 8.00 and the south west average of 8.76.
- A high proportion of owner occupied properties at 74.9% with only 9.3% of properties available for social rent. This compares to national proportions of 63.6% and 17.6% respectively
- High private rent levels compared to the rest of Devon (average monthly private sector rents almost £700)

Housing Need

Figures from Devon Home Choice¹ show:

- 2556 households classed as being in housing need²

¹ Data as at 21st Jan 2021

² 4568 households in total on Devon Home Choice

-
- Highest demand is for 1 bed properties (1482) with 516 seeking 2 bedroom accommodation
 - The number of households in housing need has increased by 27% in two years

In the last financial year 2020-21, 352 homes were let through Devon Home Choice, with 171 of these being EDDC Council homes.

We also have 387 empty homes across the district (2018 figures).

Since the implementation of the Homelessness Reduction Act in 2018 the number of approaches to our homelessness service has increased substantially:

2017-18 – 261 Approaches

2018-19 – 871 approaches

2019-20 – 1126 approaches

All of these figures, when seen in tandem with the overall housing stats for East Devon

Challenges:

The challenges faced by the Housing Service have historically been similar and ongoing; a lack of suitable housing, tackling rough sleeping and homelessness, how to help and support the poorest and most vulnerable in our society. We have risen to these challenges in previous years, although they remain stubbornly present. However, two massive global issues cast an additional shadow over us at this time. These are the coronavirus pandemic, which has placed enormous pressure on the service in 2020, and Climate Change, where too little action on a local, national and global scale now means that significant investment and work is required to address this emergency situation.

Coronavirus management and recovery

The upheaval caused by the 2020 coronavirus pandemic has required the whole Council to make significant changes to their operations. The main headquarters at Honiton and Exmouth Town Hall remain closed to the public, and can now only offer “covid-secure” office space to a small number of staff. However, the Housing Service have been able to continue essential services albeit with social distancing and additional PPE and through increased home working and relying on email and telephone for contact with customers and tenants in most cases.

Over the year, further spikes in the disease have led to more periods of stringent restrictions. The Housing Service has had an effective plan in place to pull back from and reintroduce services in line with the ebb and flow of the virus.

The recovery from Covid-19 also provides opportunities to learn lessons. The community efforts to maintain contact with and support our more vulnerable residents were inspirational. We will seek to keep that sense of community through the recovery.

Homes at the Heart campaign

The pandemic forced all of us to spend more time in our homes. In July 2020, The National Housing Federation (NHF), in partnership with the Chartered Institute of Housing (CIH), Crisis and others, called for the home to be at the centre of our national recovery from the Coronavirus. The campaign highlighted the poor quality and lack of space in many homes across the country. For those people living in substandard or crowded homes, the negative mental and physical health impact caused by multiple lockdowns and restrictions are even starker as a result of the poor conditions they have been forced to live under. The NHF led partnership has called for greater investment in social housing as part of the recovery from the pandemic providing both economic and social recovery.

In addition to this the NHF has identified 5 key areas in housing that should be prioritised as part of the recovery:

1. No return to rough sleeping
2. A new generation of affordable homes
3. Helping people to thrive at home
4. A new drive to decarbonise social housing
5. Change for communities across the country

These are national priorities, but it is clear that they align closely with ambitions that EDDC hold. We will work with our social housing partners across the district towards these common aims, strengthening existing relationships and forging new ones to improve the future for all East Devon residents.

The Council have already committed to a green recovery plan, and the Housing Service will focus on opportunities to adopt a greener approach to our work as we move forwards.

Climate Change

In 2019, EDDC became a full signatory of the Devon Climate Declaration. We are seeking to reduce our carbon footprint across the council in order to meet the ambitious target of being a carbon neutral authority by 2040. Housing is a big part of the Council's energy consumption, and the Housing Service will need to assess the impact of our stock on the environment and seek to reduce that impact. A corporate Climate Change Strategy has been produced, and a number of actions have been developed for the Housing Service from that.

We intend to carry out a Stock Condition Survey over the next year to 18 months. This will provide the information to enable us to develop and carry out a far reaching and comprehensive programme of improvement works focused on improving the energy efficiency of our stock. The Housing service will also need to adjust its ways of working, reflecting on the impact of its activities on the environment (including travel, meetings and stationary usage) and adjusting its practices accordingly. We will also seek to train staff and educate tenants

Lack of suitable housing

EDDC have been undertaking a longitudinal study of tenants and housing register applicants. This study, "Your Home: Your wellbeing", has been produced in partnership with LiveWest and Birmingham University and is already confirming the wider benefits that living in affordable, secure accommodation brings in relation to money matters, mental health and general wellbeing.

In East Devon, we have a combination of high house prices, high private rents and a low proportion of social and affordable rent properties across the district. There is currently a waiting list of over 4500 on Devon Home Choice. This environment is the backdrop for a number of challenges that EDDC face, but it also underlines the value of the service we can offer.

Increase in homelessness

The introduction of new legislation and duties on local authorities in 2018 has opened up homelessness prevention services to more people. Whilst this impacted on the level of work required by our Housing Options team to assist those who are homeless or at risk of becoming homeless it also means that we are helping more people in need.

Due to a reduction in the amount of supported accommodation in the district there has been an increase in approaches from people with more complex needs (including mental and physical health issues).

Further pressure on the system was added with the arrival of the Coronavirus pandemic early in 2020. The need for people to self-isolate, the “everybody in” strategy to house all rough sleepers and the additional influx of people who had been sofa-surfing led to a big increase in the number of people in temporary accommodation. Although this has now subsided, It is anticipated that there will be another rise in homelessness applications when restrictions ease and the moratorium on evictions ends.

Financial Stability

The reduction in central government funding for local services and the unexpected financial implications of Coronavirus is likely to cause significant budgetary pressures over the coming years.

Although a lot of the funding for our housing services are covered through the Housing Revenue Account, it is incumbent on all council departments to seek out opportunities and activities that can generate income. This will enable the Council to continue to deliver outstanding services to all residents of East Devon.

Welfare Reform and the Poverty Agenda

Tackling poverty in East Devon is a high priority for EDDC. A report to the council’s Overview committee in November 2019 provided a stark picture of the struggles that many families across our district face. Close to 11,000 households are living below the poverty line, with 22% of children in the district classed as being in poverty. Changes in the welfare system have exacerbated the situation. Looking at our tenants alone, the impact of Universal credit on rent arrears is marked. As at January 2021, we had 865 tenants in receipt of UC (21% of our tenant population). 41% of these were in arrears at this time. Taking the rent

arrears total across our stock, the 21% of tenants on UC were responsible for 34% of total rent arrears.

Social Housing White Paper

Published in November 2020, the Government's social housing white paper introduces a new charter for social housing residents which sets out what every social housing resident should be able to expect:

1. To be safe in your home
2. To know how your landlord is performing
3. To have your complaints dealt with promptly and fairly
4. To be treated with respect
5. To have your voice heard by your landlord
6. To have a good quality home and neighbourhood to live in
7. To be supported to take your first step to ownership

It is our desire to be the gold standard as a social landlord and many of the priorities identified within the white paper reflect our own ambitions.

Strategic Context

This housing strategy is informed and influenced by a number of key local strategies.

EDDC Council Plan

The Council Plan provides the overarching corporate objectives that inform the focus of all council departments. As a consequence our Housing Strategy will strongly reflect those ambitions. This is highlighted within the Priorities section of the strategy.

A new Council Plan is currently in development, but a Statement of Intent published in late 2020 provides us with the overall vision and themes of the final Plan.

The vision is: to achieve a positive difference to residents' lives and our environment in East Devon. The four key themes underpinning this ambition are:

- 1 A Greener East Devon
- 2 Better Homes and Communities for all
- 3 A Resilient economy
- 4 Services that matter to all of us

Housing Service Plan

Each council department produces their own Service Plan each year, setting out how their work will meet the aspirations of the broader EDDC Council Plan as well as highlighting future challenges for the services over the next 3 years.

The actions identified in the Housing Service Plan will reflect the objectives of our Housing Strategy. The service plan will also provide us with an opportunity to reaffirm our strategic approach to emerging issues on an annual basis, review our progress against our stated aims, and add further actions as we strive to achieve our longer term goals.

Links to other strategies

Greater Exeter Strategic Plan (GESP)

This sub-regional strategic plan is currently in development, and aims to co-ordinate planning and spatial strategies across Exeter and the surrounding districts of Mid Devon, Teignbridge and East Devon.

In 2020, East Devon District Council made the decision to pull out of this strategic plan. It is anticipated however, that we will continue to work with our local authority neighbours to maintain links as part of a refreshed EDDC Local Plan.

Devon Joint Health and Wellbeing Strategy 2020-2025

The vision of this strategy is that the Health outcomes and health equality in Devon will be amongst the best in the world and will be achieved by Devon's communities, businesses and organisation working in partnership.

It has 4 priorities:

- Create opportunities for all (inclusive economic growth, education and social mobility)
- Healthy, Safe, strong and sustainable communities (creating conditions for good health and wellbeing where we live, work and learn)
- Focus on mental health (building good emotional health and wellbeing, happiness and resilience)
- Maintain good health for all (supporting people to stay as healthy as possible for as long as possible)

EDDC Local Plan 2013 to 2031

Adopted in 2016, the local plan sets out planning policy for the whole of East Devon. It seeks to deliver a plan for the development of new jobs and homes whilst recognising and protecting our outstanding natural environment. Following the decision to step away from the GES in 2020, the document is now due to be refreshed.

Our Housing Strategy will focus on the provision of more affordable and social homes; we will therefore seek to influence planning strategy to ensure that sufficient housing of all tenures for people on lower incomes is built. We will also seek to ensure that sufficient supported housing is available.

East Devon Public Health Strategic Plan 2019 - 2023

Improving the health and wellbeing of our residents is a high priority for EDDC. The 2019-2023 plan seeks to help more people to be healthy and stay healthy, to enhance self-care and support community resilience, and to integrate and improve support for people in their homes.

Across the council we aim to achieve these aims by:

- tackling environmental and social conditions to promote good health
- encouraging healthier behaviour so fewer people become ill
- addressing loss of independence
- promote wellbeing and self- care

Our Housing strategy will support this work through improving the quality of homes across the district, including our own stock. We will also seek to expand our Home Safeguard service, providing equipment and support to vulnerable people across East Devon to enable them to live independently in their own homes for longer. Our Community Development team will continue to work with our tenants to promote good health and healthy lifestyles. They will also be working to improve and encourage community led support activities to improve community cohesion and reduce social isolation. We will seek to fulfil the actions identified within the Housing Mental Health Strategy to improve the mental wellbeing of residents (see more detail below).

EDDC Homelessness and Rough Sleeper Strategy 2019-2023

Our refreshed Homelessness Strategy focuses on 4 main areas:

1. Maximise prevention activities and outcomes
2. Increasing accommodation options
3. Minimising rough sleeping
4. Improving health and wellbeing

An action plan, refreshed annually is in place to ensure that teams continue to work to the priorities outlined above. Resolving homelessness is a statutory requirement for EDDC. Our Homelessness Strategy effectively acts as part of our Housing Strategy, but sits as a document in its own right to reflect the importance of this work.

Other Housing policies

There is a suite of housing policies that provide greater detail on specific aspects of service delivery. These policies are regularly reviewed and can be found on our website. Hard copies are also available on request.

Your home: Your Wellbeing

EDDC have been working with LiveWest and Birmingham University to carry out a longitudinal study to establish and better understand the relationship between tenant wellbeing and their home. We have engaged with the same social housing and private sector tenants over the last three years, an approach which enabled us to measure the impact of policy changes and to map our tenants' journey. This in turn provided us with that deeper understanding of the positive impact that safe and secure housing can have on a person's mental and physical wellbeing.

The data coming out of this research strongly suggests that social housing has a positive impact on individual wellbeing relative to other tenure options, in particular around anxiety and life-satisfaction.

The research also showed the important role that a landlord can play in tenant wellbeing. The evidence suggests that respondents who were satisfied with their landlords are 25% less likely to say there is a problem with their home that negatively affects their wellbeing. Satisfaction with maintenance and repairs are both also associated with more happiness and less anxiety.

The findings of this important research have been used to support and inform the direction and priorities set out in this Strategy.

High level Priorities

1. Providing homes

- Tackling homelessness and rough sleeping
- Providing council housing for those who need it, reflecting their needs
- Work with the private sector and Housing Associations to increase availability of homes for low income households, prioritising social rented accommodation
- Take an overview of the total housing market in East Devon and maximise effort to match housing demand and provision

2. Improving homes

- Bring sub-standard housing (of all tenure) up to the required standards
- Improve the use and safety of housing
- Improve the sustainability and energy efficiency of housing and eliminate fuel poverty including our own housing stock
- Enable vulnerable people to live as independently as possible and where possible and practicable remain in their own homes if they so wish
- Maintain and manage the council owned housing stock to a high standard, actively involving tenants in all aspects of the service

3. Improving communities

- Support the improvement and regeneration of local communities by encouraging social inclusion, involving children and young people with housing issues, and enabling residents to actively participate in their communities
- Invest in improvement of communal areas and grounds, encouraging more nature and green sites across the district
- Improve the health and wellbeing of our tenants by ensuring regular communication and encouraging mutual support within our communities.

4. Improving Services

- Develop and expand internal systems to optimise service delivery
- Seek and respond to feedback from tenants to guide service improvements

Meeting our Priorities

Although the bulk of this strategy and the priorities that are set out within it are focused on the Housing Service, successful implementation of this strategy will require the support and commitment of wider council teams and external partners.

In relation to housing standards and energy efficiency, as a social landlord we can drive up the standard of our own housing stock. However it will require Housing Associations and Private sector landlords to also take their own steps to improve their properties. Some already are, and it will be through working in partnership with these groups, sharing good practice from other social landlords, and providing support and guidance to private sector landlords that we will have the greatest success. Proactive action, engaging with existing forums, inviting discussions and creating new groups will all contribute to this goal.

Our Private Sector Housing team is located within Environmental Health rather than the Housing Service which can present challenges. However, if there is a positive to be taken from the pandemic restrictions, it has been to prove that physical separation between teams does not have to be a barrier to joint working.

Over and above local conditions, there are national restrictions that can negatively affect us at district level. The policy of Right to Buy has for a long time impacted on our ability to maintain our housing stock levels, and without change this will only get worse, particularly as we seek to “level up” our housing stock to become carbon neutral by 2040.

The table below summarises our proposed actions to meet the priorities of our housing strategy. It also indicates how our actions align with the Council plan objectives for the next 4 years.

1) PROVIDING HOMES

Key Service Objectives	Department	Council Plan Objective
Refresh the Housing Revenue Account Business Plan, incorporating a review of our approach to delivering affordable housing with the aspiration of building more Council housing, as well as delivering climate change actions and new building safety requirements.	Cross-department	2) Better Homes for all
Meet the increased demand from homeless households and secure suitable temporary and permanent accommodation, supporting households who present with physical and mental health needs, poverty and other issues, to ensure they are able to sustain their tenancies.	Housing Solutions	2) Better Homes for all
Continue to review and monitor outcomes from the Homelessness Strategy in order to reduce homelessness. Review service delivery and demand at Honiton and Exmouth offices to ensure our triage arrangements and resourcing is 'fit for purpose'.	Housing Solutions	2) Better Homes for all
Engage with owners of Empty homes to bring back houses into use	Private Sector Housing	3) A balanced economy
2) IMPROVING HOMES		
Key Service Objectives	Department	Council Plan Objective

Carry out an updated Stock Condition Survey on our Council owned housing stock in order to collate up to date information, including energy performance, and use it to inform a new stock investment programme to decarbonise the Housing assets.	Property and Assets	1) A greener East Devon
Once the Stock Condition Survey has been completed we will use the data to update and inform the 30 year HRA Business Plan that includes detailed Asset Management considerations.	Property and Assets	1) A greener East Devon
Implement the actions contained in the Climate Change Action Plan relating to housing, specifically a phased replacement of heating systems reliant of burning fossil fuels and improved energy efficient homes for tenants.	Property and Assets	1) A greener East Devon
Addressing Fuel poverty and energy efficiency in owner occupied and rented homes.	Private Sector Housing	1) A greener East Devon
Refresh and clearly define our offer of sheltered accommodation ensuring clarity and a commitment to the levels of support that can be offered.	Housing Services	2) Better Homes for all
Improve void turnaround times and review the Void Standard for properties being relet as part of our Price Per Void contract, and ensure that a suitable lettable standard is achieved for new tenants achieving 'right first time'.	Property and Assets	2) Better Homes for all
Develop and consult tenants on an EDDC Home Standard that exceeds the Decent Homes Standard and that can be applied to all homes.	Cross-department	2) Better Homes for all
Publish a five year planned maintenance and cyclical decoration programme to provide tenants with visibility of planned works.	Property and Assets	2) Better Homes for all
Develop and expand on Year 2 of the Integrated Asset Management Contract to further increase customer satisfaction. Look to implement the first series of social value objectives, review the Handyperson offer and consider the inclusion of the planned works programme under the contract.	Property and Assets	2) Better Homes for all

Introduce a Programme of Property MOTs.	Property and Assets	2) Better Homes for all
Implement a robust process for dealing with Disrepair Claims, ensuring that this is embedded into all team processes. Prepare to meet the requirements of the Homes Fitness for Human Habitation Act.	Property and Assets	2) Better Homes for all
Identify areas of Housing land that are being used by residents without permission and ensure the appropriate signage is posted at all entrances and exits to prevent future claims of easements over our land.	Housing Services	2) Better Homes for all
PWS To review; risk assess; sample and enforce on private water supplies so that homes are fit for occupation and have a wholesome and safe water supply.	Private Sector Housing	2) Better Homes for all
To engage and work with residents in filthy and verminous properties.	Private Sector Housing	2) Better Homes for all
Increase the use of enforcement powers in the private rented sector to improve housing conditions and tenant safety.	Private Sector Housing	2) Better Homes for all
To deliver an increased in home improvements and adaptations using the Better Care Fund	Private Sector Housing	2) Better Homes for all
To license and inspect all houses in multiple occupation and residential caravan sites	Private Sector Housing	2) Better Homes for all
Work with landlords and managing agents to encourage standards to be raised and advise on regulatory issues	Private Sector Housing	2) Better Homes for all
Work towards a ratio of 70/30 spend on Planned to Responsive repair works.	Property and Assets	3) A balanced economy
Develop and introduce mobile/floating support service to assist vulnerable tenants, particularly those with mental health issues, sustain their tenancies.	Housing Services	4) Outstanding council and council services
Improve our approach to safeguarding by implementing the protocol developed for Registered Providers.	Cross-department	4) Outstanding council and council services

Embrace the changes anticipated in the Building Safety Act, including the appointment of building safety managers.	Property and Assets	4) Outstanding council and council services
Continue to develop and enhance the Open Housing System in order to continually improve efficiency and the customer's experience of contact with our service. Work alongside colleagues Corporately with the roll out of Firmstep in order to develop and release the tenant portal.	Housing Systems	4) Outstanding council and council services
3) Improving Communities		
Key Service Objectives	Department	Council Plan Objective
Implement Phase 2 of the Honiton project by working with tenants in Honiton to identify areas we can manage differently and re-wild.	Housing Services	1) A greener East Devon
Identify Housing land for Nature Recovery Networks, re-wilding and wildlife improvement corridors and liaise with tenants to deliver blue heart areas.	Housing Services	1) A greener East Devon
SWITCH groups to make bug hotels with Countryside to encourage learning and appreciation of the natural world. The educational element links to our carbon reduction commitments.	Housing Services	1) A greener East Devon
Invest in the improvement of the communal areas on housing estates, including tree planting and encouraging a greater diversity of wildlife.	Housing Services	1) A greener East Devon
Encourage the Creative Cabin from the Thelma Hulbert Gallery visiting Housing estates.	Housing Services	1) A greener East Devon
Invest in the improvement of the communal areas on housing estates, including tree planting and encouraging a greater diversity of wildlife through re-wilding and nature recovery corridors.	Housing Services	1) A greener East Devon

Develop the re-use and recycling furniture programme to assist residents with setting up their home, recognising the increasing amount of people arriving in our homes with few possessions.	Housing Solutions	2) Better Homes for all
Develop our existing tenancy support and sustainability service who are tasked with pro-actively supporting tenants to maintain tenancies, to include Budgeting workshops, New tenant induction workshops, new tenancy "sign-up" briefings, Floating support for vulnerable tenants in sheltered and general needs housing, annual visits to all tenants who reside in council housing	Housing Services	2) Better Homes for all
Complete and publicise the final phase of the Your Home - Your Wellbeing Project.	Housing solutions	2) Better Homes for all
Develop the Axminster Fairshare project working with Tesco in Axminster and Nourish to collect food from the supermarket, cook and freeze it, and distribute to people with an identified need. Aim to do more for rural areas and link with other work e.g. new applicants for Universal Credit who have limited income for the first six weeks.	Housing Services	2) Better Homes for all
Deliver the priorities from the emerging poverty strategy and action plan.	Cross-department	3) A balanced economy
Provide and enable budgeting advice for tenants through our own staff and partner organisations (HomeMaker and CAB) to reduce the incidence of poverty.	Housing Services	3) A balanced economy
3) Improving Services		
Key Service Objectives	Department	Council Plan Objective
Ensure that the Key Performance Indicators (KPIs) for the Integrated Asset Management Contract are closely monitored and standards set are met or exceeded.	Property and Assets	2) Better Homes for all

Ensure that all of our major building components are loaded onto our asset database, and the database maintained as items get replaced and upgraded.	Property and Assets	2) Better Homes for all
Maintain up to date Fire Risk Assessments and publish documents and renewal dates.	Property and Assets	2) Better Homes for all
Create a comprehensive KPI dashboard of performance information to provide greater visibility of Service health and compliance assurance.	Housing Systems	3) A balanced economy
Review multi-agency and key stakeholder relationships to ensure understanding of processes and information sharing is effective and GDPR compliant.	Cross-department	4) Outstanding council and council services
Review the Service against the Social Housing Regulators Standards and ensure that we are fully compliant.	Cross-department	4) Outstanding council and council services
Review compliance procedures by an external body to drive continuous improvement.	Property and Assets	4) Outstanding council and council services
As part of pro-active succession planning, explore the creation of a housing apprentice post that can work across housing teams to support the housing sector as a career path.	Cross-department	4) Outstanding council and council services
Deliver Covid-19 Response & Recovery Plans to maintain housing services for tenants.	Cross-department	4) Outstanding council and council services

Report to: Housing Review Board

Date of Meeting 16th September 2021

Document classification: Part A Public Document

Exemption applied: None

Review date for release N/A



Updated Housing Policies

Report summary:

This report is to inform members that the following housing policies have been reviewed by the relevant housing manager to ensure that they continue to reflect current practice and legislation.

Policy name	Responsible Reviewing Officer
Pets Policy	Housing Services Manager
Car Park Management Policy	Housing Services Manager
Anti-Social Behaviour Policy	Housing Services Manager
Succession Policy	Housing Solutions Manager
Allocations Policy	Housing Solutions Manager
Mutual Exchange Policy	Housing Solutions Manager
Responsive Repairs Policy	Property and Assets Manager
Recharge Policy	Property and Assets Manager
Property and Assets Compensation Policy	Property and Assets Manager
Decant Policy	Property and Assets Manager
Gas Safety Policy	Property and Assets Manager
Improvements to Council Properties Policy	Property and Assets Manager
Leasehold Management Policy	Property and Assets Manager
Asbestos Policy and Management Plan	Property and Assets Manager
Adaptations Policy	Property and Assets Manager

Summary of changes to policies

Policy name	Summary of Changes
Pets Policy	More detailed examples added in consultation with tenants, but policy remains in line with tenancy agreement
Car Park Management Policy	Very little change, in consultation with tenants
Anti-Social Behaviour Policy	Very little change, in consultation with tenants
Succession Policy	No substantial changes
Allocations Policy	No substantial changes
Mutual Exchange Policy	No substantial changes
Responsive Repairs Policy	Policy completely changed to reflect the terms of the Integrated Asset Management Contract brief (previously been agreed by HRB)
Recharge Policy	Changes have been made to reflect the types of recharges we will pursue and how this process is managed
Property and Assets Compensation Policy	Monetary values have changed, areas of compensation, and reimbursement payments have been updated (specifically the temporary heater payments)

Decant Policy	No Substantial Changes
Gas Safety Policy	Minor changes to team structures and procedures in line with those changes
Improvements to Council Properties Policy	Changes have been made to reflect the types of recharges we will pursue and how this process is managed
Leasehold Management Policy	Minor administrative changes only
Asbestos Policy and Management Plan	Minor changes to reflect changes in team structure and changes in response to government guidance
Adaptations Policy	Minor administrative changes to reflect change in team roles

Is the proposed decision in accordance with:

Budget Yes ☒ No ☐

Policy Framework Yes ☒ No ☐

Recommendation:

1. That the HRB note the updated policies detailed in this report and recommend to Cabinet that the policies are formally adopted by the Council

Reason for recommendation:

The changes made to policies are either minor administrative adjustments, improve clarity for the reader or are required reflect wider national guidance and/or regulations

Officer: Jo Garfoot, Acting Housing Service Lead, jgarfoot@eastdevon.gov.uk

Portfolio(s) (check which apply):

- ☐ Climate Action and Emergencies
- ☐ Coast, Country and Environment
- ☐ Council and Corporate Co-ordination
- ☐ Culture, Tourism, Leisure and Sport
- ☒ Democracy and Transparency
- ☐ Economy and Assets
- ☐ Finance
- ☐ Strategic Planning
- ☒ Sustainable Homes and Communities

Equalities impact Low Impact

Climate change Low Impact

Risk: Low Risk; Policies are required to reflect current legislation, and can be used as evidence in disputes arising in cases of breaches of tenancy agreements

Links to background information

[Combined Housing Policies](#)

Link to [Council Plan](#):

Priorities (check which apply)

- ☐ Outstanding Place and Environment
- ☒ Outstanding Homes and Communities
- ☐ Outstanding Economic Growth, Productivity, and Prosperity
- ☒ Outstanding Council and Council Services

Financial implications:

No specific financial implications on which to comment.

Legal implications:

The policy review is in line with good practice to amend and update current legislative, guidance or best practice changes. There are no other legal implications.

Report to: Housing Review Board

Date of Meeting 16th September 2021

Document classification: Part A Public Document

Exemption applied: None

Review date for release N/A



Housing Management System Upgrade

Report summary:

The East Devon District Council Housing Service are currently investigating options to upgrade their Housing management system, Capita's Open Housing, to its latest version branded as "One Housing".

This paper sets out the context and considerations for the options being explored.

Is the proposed decision in accordance with:

Budget Yes ☐ No ☒

Policy Framework Yes ☒ No ☐

Recommendation:

- (1) That Housing Review Board note the current investigation of upgrade options for the Council's Housing Management IT System.
- (2) That Housing Review Board note the potential for a budget request once the outcome and costs of the final recommendation are known.

Reason for recommendation:

Upgrades to East Devon's Housing management system will support services required under the Social Housing White Paper 2021 and the Building Safety Bill 2021. Costs have previously been unknown however the vendor is developing a costed proposal based upon the outcome of discovery workshops held with the Housing and Systems teams.

Officer: Steve Gammon – Housing Systems Manager, sgammon@eastdevon.gov.uk, 07771 574391

Portfolio(s) (check which apply):

- ☐ Climate Action and Emergencies
- ☐ Coast, Country and Environment
- ☐ Council and Corporate Co-ordination
- ☐ Culture, Tourism, Leisure and Sport
- ☐ Democracy and Transparency
- ☐ Economy and Assets
- ☐ Finance
- ☐ Strategic Planning
- ☒ Sustainable Homes and Communities

Equalities impact Low Impact

Climate change Low Impact

Risk: Medium Risk; Costs and the full upgrade / implementation details are as yet unknown pending a detailed and costed proposal from the system supplier.

Links to background information n/a

Link to [Council Plan](#):

Priorities (check which apply)

- ☐ Outstanding Place and Environment
 - ☒ Outstanding Homes and Communities
 - ☐ Outstanding Economic Growth, Productivity, and Prosperity
 - ☒ Outstanding Council and Council Services
-

Financial implications:

Some indicative costs have been provided in the report and as the recommendation suggests further financial information and budget requests will be forthcoming once more detail is known. There is currently no budget allocated for a system upgrade, however, £36k was provided for for capita consultancy expectations.

Other than financial outlay the prime implication requiring consideration is that the system must be able to be utilised as a financial appraisal tool for each individual asset and the portfolio as a whole. Historically and currently the large majority of expenditure outside of the asset management contract is not allocated to individual assets, which it needs to be to inform the Asset Management Strategy.

Legal implications:

There are no legal implications requiring comment.

Report in full

Background and Context: Open Housing

1. The Housing Service of East Devon District Council uses the Capita “Open Housing” housing management IT system to provide comprehensive management and maintenance of its housing stock, estates, and tenancies, comprising over 4,200 rentable dwellings, over 700 garages, 160 leasehold (sold) apartments, and numerous other property assets.
2. The Open Housing system has been operational at East Devon from February 2016, replacing a patchwork of smaller 3rd party systems, Access databases, spreadsheets, and a legacy in-house Housing system.
3. The Open Housing system was procured through an OJEU competitive tender process, resulting in a contract award to Capita in December 2013 on a perpetual licence basis and for a minimum contract term of 5 years.

The Next Evolution: One Housing

4. To maintain a competitive advantage and keep pace with business and market developments, Capita operate a regular programme of minor patch, and larger upgrade, updates to the Open Housing system. The latest of these upgrades, whilst maintaining the back-end database structures and core functionality of the system, refreshes the user interface (the part of the system that staff see on their screens) so that instead of being presented as a traditional Windows application, the system is instead accessed and

presented through a web browser. This modern presentation fits well with today's working practices where staff routinely work flexibly or remotely out of the office, and Capita are using this opportunity of a fresh look and feel to re-badge their product in-line with Capita's corporate "One" branding. As such the new name for Capita's upgraded Housing system is "One Housing".

5. Capita's refresh of their Housing and Assets suites started with the refresh of Open Assets, now branded as One Assets, in December last year, and an initial launch of One Housing v1 in April this year (Version 1 catering primarily for homelessness and allocations). One Housing v2, completing the refresh of the Open Housing suite, is due for first release in September this year. It is therefore Version 2 that is a viable upgrade for the breadth of functionality that East Devon use within the current Open Housing system.
6. For reasons of resource capacity and economics, it is common for system vendors to encourage their customers to upgrade so that older versions and technologies can be retired, for example typical support terms being "current version minus 1", and Capita employ a similar strategy.
7. Capita initially advertised de-support dates for the "Open Housing" version of their system of 31st March 2022, with the option of extended (paid-for) support being available until 31st March 2023. However due to the logistics of upgrading the number of clients that Capita have, Capita have recently revised these dates to 31st March 2025 and 31st March 2026 respectively.
8. Benefits to East Devon of the improved One Housing and One Assets include:
 - i. Capability for improved flexible and mobile access to the system for staff.
 - ii. Improved Direct Debit processes, providing greater payment flexibility for tenants and streamlined admin processes for staff.
 - iii. Improved tenant engagement, participation, and surveying capability – a requirement under the Social Housing White Paper 2021.
 - iv. Enhancements to the Tenant Portal online 24/7 self-service facility including the improved survey and direct debit services.
 - v. Stock Condition and Compliance Manager modules enabling improved processes, governance, and performance information – requirements of the Building Safety Bill 2021.
 - vi. Remaining within contractual system support terms with Capita.
 - vii. There is possibility One Assets may prove useful to East Devon's corporate Property & Estates service too, and therefore colleagues from this service area have been invited to the planned system demos for their evaluation and consideration also.

The Route to One Housing

9. The move to One Housing and One Assets is a chargeable upgrade from Capita. East Devon hold a perpetual licence agreement for Open Housing, and so costs for One Housing are solely implementation consultancy costs. East Devon do not currently use Open Assets, and so costs for One Assets – required to meet our obligations under the Building Safety Bill 2021 – will include a one-time licence fee and implementation consultancy.
10. The upgrade process will require the building of new IT servers onto which the new version of the software can be installed and configured, followed by a data migration to these new servers from the old Open Housing system. This provides a safe means of configuring and testing the upgraded system whilst not interrupting service provision. Final switch over only being made once all aspects have been tested and signed off.

11. The breadth and sophistication of a Housing management system mean this changeover is not a quick task and needs to be planned. However East Devon are keen to explore options for utilising new Stock Condition and Compliance Manager functionality early – ie before the wider move to One Housing / One Assets – in order to kick-start these work streams under the Building Safety Bill.
12. East Devon will bring a further recommendation paper to HRB after a costed proposal has been received from Capita, expected around end of August 2021, and full demos and appraisal of the new version have been undertaken – demos are currently pencilled for 13th and 14th October 2021.
13. Projected upgrade costs from Capita have been previously unknown due to the bespoke nature and configuration of each customer's installation, however preliminary discovery work has now been undertaken by Capita. The anticipated elements of the Capita proposal and their indicative costs or benefits where known are shown below:

Item	Comments	Indicative Cost / Benefit
i. One Housing	Upgrade of current Open Housing modules into One Housing and review and refresh of all East Devon "Custom Code" to ensure bespoke East Devon processes continue to operate correctly in the upgraded system.	£20-40k
ii. One Assets	Installation and configuration of One Assets suite for East Devon. Stock Condition and Compliance Manager are initial requirements, though appraisal may identify others too.	Licence: Approx. £30k. Implementation: tba
iii. Contract	East Devon's contractual commitment to Capita ended December 2018. Opportunity to seek advantageous terms in return for a renewed commitment.	tba.
iv. System Hosting	Capita offer One Housing / One Assets as a hosted solution (utilising MS Azure) or as an on premise solution (ie remaining in the Strata datacentre). The full implications and cost benefits are yet to be assessed.	tba.

14. To meet East Devon's desire for early implementation of Stock Condition and Compliance Manager functionality, Capita have indicated there may be option for these to be installed prior to the wider upgrade to One Housing and One Assets at no initial cost to East Devon – these costs being an integral component of the One proposal and East Devon only becoming separately liable for these costs if deciding not to proceed with the wider upgrade.
15. Options for installing Stock Condition and Compliance Manager, and implementation timescales and phasing for the wider upgrade will be explored further once the costed proposal has been received from Capita.

Other Options

16. Other options to upgrading the Open Housing system are:

Option	Comments
i. Do not upgrade to One Housing	<p>Effectively the “do nothing” option. Risks and issues include:</p> <ul style="list-style-type: none">a. Challenges in meeting our obligations under the Social Housing White Paper 2021, needing to employ out-of-system solutions that are not joined up, are expensive and inefficient for staff.b. Challenges in meeting our obligations under the Building Safety Bill 2021, needing to employ out-of-system solutions that are not joined-up, are expensive, inefficient, risk errors or omissions, and unable to demonstrate that the Council operates robust integrated processes.c. Eventual de-support of Open Housing by Capita could leave our systems unsupported, exposing the Council to data and IT security risks, non-compliance with PSN Code of Connection, and inability to improve service. <p>Conclusion: Not Recommended.</p>
ii. Consider using a different Housing Management System.	<p>Procurement and implementation of an alternative Housing management system would be a large and expensive process involving significant change. Indicative timescales and costs of minimum of 2 years and £200k-plus.</p> <p>Conclusion: Not Recommended at this time.</p>

To be completed by Legal.

Report to: Housing Review Board

Date of Meeting 16th September 2021

Document classification: Part A Public Document

Exemption applied: None

Review date for release N/A



Property & Asset; expanding the Compliance & Cyclical Servicing arm of the Property & Asset Team

Report summary:

To request that the Housing Review Board accepts the recommendation for an increase in budget for additional posts in the Housing Property & Asset team for the delivery of compliance and cyclical services work streams, to ensure that our Housing Stock remains safe, compliant and that our Tenants can feel safe in their homes.

Is the proposed decision in accordance with:

Budget Yes ☐ No ☒

Policy Framework Yes ☒ No ☐

Recommendation:

That HRB recommends (via Cabinet) to Council the approval for additional budget to resource new posts for the delivery of compliance and cyclical service work streams to ensure that our Housing Stock remains safe and compliant so that our Tenants can feel safe in their homes.

Reason for recommendation:

To ensure that East Devon District Council discharge their legal requirements with regards the effective management of their Housing Stock in line with all Statutory Regulation and delivering 100% compliance in all required areas.

Officer: Graham Baker – Property & Asset Manager – email: gbaker@eastdevon.gov.uk

Portfolio(s) (check which apply):

- ☐ Climate Action and Emergencies
- ☐ Coast, Country and Environment
- ☐ Council and Corporate Co-ordination
- ☐ Culture, Tourism, Leisure and Sport
- ☐ Democracy and Transparency
- ☐ Economy and Assets
- ☐ Finance
- ☐ Strategic Planning
- ☒ Sustainable Homes and Communities

Equalities impact Medium Impact

As a Social Landlord we carry a Statutory Requirement to deliver compliance and cyclical serving across all of our Housing Stock in line with Statutory Regulation, Housing Policy and manufacturers recommendations.

Climate change Medium Impact

Risk: Medium Risk; There will always be a requirement to carry out compliance and cyclical servicing work across our Housing Stock, technologies may change, particularly as Climate Change work is carried out but the requirement for such servicing and compliance related work in line with Statutory Regulation, Housing Policy and manufacturers recommendations will remain.

Links to background information .

Link to [Council Plan](#):

Priorities (check which apply)

- ☐ Outstanding Place and Environment
 - ☒ Outstanding Homes and Communities
 - ☐ Outstanding Economic Growth, Productivity, and Prosperity
 - ☒ Outstanding Council and Council Services
-

Report in full

1. Introduction & Overview:

2. Health & Safety, Compliance and Cyclical Servicing are at the very top the Property & Asset Service delivery agenda as they are the driver to ensure that our Housing Stock remains safe, compliant and that our Tenants can feel safe in their homes; there is a focus on the big 5 areas of compliance/ cyclical servicing, namely:

- Asbestos Management:
 - Surveying/re-inspections
 - Air Testing
 - Removal
 - Maintaining the Asbestos Register
- Gas Servicing:
 - Gas and LPG systems
 - Domestic and Commercial Boiler Installations
 - No Access issues/Legal Forced entries
 - Repairs etc. arising from the service
- Electrical Testing
 - 5 yearly testing/inspection of all tenanted properties
 - Annual inspection of communal areas of all blocks of flats
 - Repairs etc. arising from the tests/inspections
- Fire Management
 - Delivery of Fire Risk Assessments
 - Fire Alarm testing
 - Emergency Light testing
 - Automatic Opening Vent (AOV) testing
 - Smoke/Heat/CO Detector testing
 - Dry Riser testing
 - Fire Extinguisher testing
 - Fire Door inspections
 - Repairs and Planned Programmes of Work arising from the assessments, inspections and tests
- Legionella
 - Programmes of Risk Assessments

- Legionella testing
- Repairs and Planned Programmes of Work arising from the assessments, inspections and tests

In addition to what are deemed as the big 5 we also deliver many other areas of compliance/cyclical serving related work including the following:

- Passenger Lift serving
- Stairlift Servicing
- Oil Servicing
- Unvented cylinder servicing
- PAT Testing
- Solid Fuel servicing
- Air Source Heat Pump servicing
- Solar PV & Thermal servicing
- Radon Testing
- Whole House Ventilation System servicing
- Positive Input Ventilation (PIV) System servicing
- Automatic Door/Door Operator Servicing
- Door Entry System management (components only)
- Overhead Track Hoist Servicing
- Clos-o-mat servicing
- Sewage Treatment Plan management
- Borehole management
- Rainwater Harvester servicing
- Fixed Ladder testing
- Energy Performance Certificate (EPC) management

3. Current Position:

4. The responsibility for the management to deliver all the work streams highlighted above sits within the Property & Asset Team but unlike other organisations we do not have a specific dedicated resource/team to deliver compliance and cyclical servicing.

The work whilst being delivered, is shared across the whole of the Property & Asset Team and, is very often treated as secondary behind the main work streams Officers are tasked to deliver, as a result their focus may not be 100% on the compliance and cyclical servicing work streams.

5. Earlier this year the decision was taken to provide an additional delivery arm within the Property & Asset Team to focus on Compliance & Cyclical Servicing; the team now has four direct delivery strands:

- Reactive Repairs & Voids
- Planned Works, Climate Change, Stock Condition Survey
- Compliance & Cyclical Servicing
- Call Centre, Customer Improvement and relationship management

As part of this change to the make-up of the team a Compliance & Cyclical Servicing Manager was appointed, unfortunately this was at the expense of the Compliance Surveyor.

6. At present as well as the Compliance & Cyclical Servicing Manager there are two Officers within the Compliance and Cyclical Servicing arm of Property & Asset, namely:

- Programmed Works Officer; at present this Officer is responsible for the management of:
 - Gas servicing
 - Repairs arising from gas servicing
 - Reactive/planned gas system installs
 - Solid Fuel servicing
 - Repairs arising from solid fuel servicing
- Asset & Compliance Technician; at present this Officer is responsible for a number of administrative tasks associated with some areas of compliance, namely:
 - Asbestos
 - Gas
 - Fire (the testing work streams)
 - Electrical

Currently the Compliance & Cyclical Servicing Manager is having a direct overview of all gas/solid fuel servicing to ensure they are delivered in a compliant manner as well as endeavouring to pick up all the other work streams listed in item 2. This current arrangement coupled with the future introduction of Statutory Compliance related legislation e.g. the Social Housing White Paper/Building Safety Act is untenable and needs to be addressed as a matter of priority, as such a workload cannot be managed by single person long term, further the situation could lead to failure, reputational damage to the Authority and ultimately a risk of prosecution should anything go wrong.

In addition to the aforementioned the Compliance & Cyclical Servicing Manager also has direct involvement in the following areas:

- Ensuring compliance with the Construction Design & Management (CDM) Regulations particularly in review both Pre-Construction and Construction Phase Health & Safety Plans.
- Major incident investigation e.g. fires including liaising with external Organisations and the co-ordination of joint responses.
- Preparation of legal documentation and attendance at Court as and when required to carry forced entry into properties to facilitate statutory cyclical servicing
- Sitting on external Committees to review best practice in relation to Compliance.
- Procurement of major projects in relation to compliance/cyclical servicing both internally and externally as part of a working group with our Framework Providers e.g. Advantage South West.
- Routine site inspections to ensure Contractors engaged by East Devon District Council are working in a compliant manor.

All these important duties impact on their ability to deliver the routine compliance/cyclical servicing duties.

7. Future Legislation:

8. The future introduction of the Social Housing White Paper and the Building Safety Act both produced in part as a response to the Grenfell Tower Fire Tragedy is intended, after due consultation to provide the Governments vision for Social Housing to provide safe, secure homes that help people to get on with their lives.

The Legislation will be a regulatory framework governed in part by the Health & Safety Executive and will cover such areas as:

- Building safety
- Fire safety

- Storage of records
 - Specification of materials
 - The execution of work on site by accredited Contractors, third party certification of work, inspection regimes etc.
 - Changes to how complaints are handled, both on a formal and informal basis
 - Greater transparency of performance data for residents and the public
 - Reporting of KPIs to the Social Housing Regulator, and linking that to funding for the Affordable Homes Programme
 - Increased choice for tenants in terms of governance, repairs contractor, or raised profile for forms of local governance, like community housing associations
 - Updating Decent Homes standards
 - Increasing housing supply
 - Exploring new models; and supporting existing models to increase homeownership
9. Not only will the Legislation impact on Housing as a whole but particularly Property & Asset and specifically Compliance and Cyclical Servicing; in particular the Building Safety Act will be the Governments legislative response to the Grenfell Fire and the Hackett review of the building industry, 'Building a Safer Future'; this will lead to wholesale reform of the regulatory system for building control and safety, primarily the reforms are designed to improve building and fire safety with primary aim of ensuring residents will be safer in their homes.

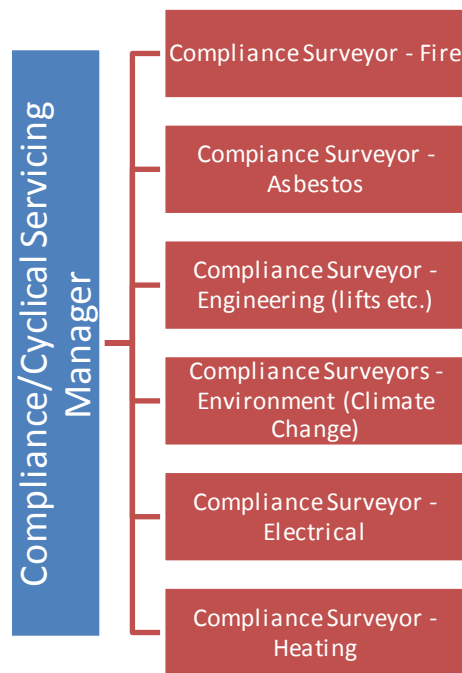
The Act will introduce a new era of accountability making it clear where the responsibility for managing safety risk lies throughout the design, construction and occupation of buildings within the scope. There will be tougher sanctions for those that fail to meet their obligations.

It will also introduce a much stricter level of Regulation that will be managed by an arm of the HSE, there will be greater enforcement powers, Residents will be empowered to have a much bigger say on the safety within their dwellings/places of residence.

As can be seen the impending Building Safety Act will be an additional layer of Statutory Regulation and will place even greater emphasis on the Compliance and Cyclical Servicing Team to ensure that the Housing Stock is compliant and that we have the supporting documentation in place to demonstrate such compliance.

10. Industry Standard:

11. The current make-up of the team is well below industry standard and that required to deliver such important work streams to ensure the Authority maintains compliance across all areas.
12. A typical Industry Standard structure for a Compliance and Cyclical Services Team comprises of:



These are the main lead Officer roles for each of the work disciplines, within each there will also be assistant surveyor and admin' support roles the extent of which is dependent on the size of the Housing Portfolio being managed.

13. We have carried out a peer review with comparable registered providers locally with a similar stock size and their Compliance Teams are in line with industry standard however our Compliance Team is around 70% understaffed compared with industry standard.

14. Housing Property & Asset requirement:

15. It is clear that the current resource within the Housing Property & Asset Team is not sufficient to manage and deliver the compliance and cyclical servicing requirements of the service.

To this end we have carried out a review and believe that we require 4 additional Officers to join the Team to deliver all the compliance and cyclical servicing work streams and to ensure tenant safety; with the additional posts the Compliance and Cyclical Servicing arm of the Property & Asset Team will be:



16. The following are the headline duties that each post will deliver:

- Compliance Surveyor – Heating (existing post currently titled PWO)
 - Gas servicing (Commercial, LPG and Oil) including the management of repairs arising from gas servicing and reactive/planned system installs
 - Solid Fuel Servicing including the management of repairs arising from solid fuel servicing.
 - Legionella risk assessments/testing including the management of repairs arising.
- Compliance Surveyor – Asbestos
 - Management of the asbestos register
 - Management of the asbestos surveying and removal programmes
 - Annual asbestos reviews
 - Incident investigation
 - Cross team asbestos advice
 - Management of radon testing programme regime including specialist repair works arising.
- Compliance Surveyor – Services
 - Management of the 5 year/annual electrical testing programme including repairs arising
 - Management of the passenger lift and stairlift, platform lift and overhead track hoist servicing including repairs arising
 - Management of the air source heat pump servicing programme including repairs arising
 - Management of the solar PV/thermal servicing programme including materials arising
 - Management of the PIV and whole house ventilation systems serving programme including repairs arising
 - Management of rainwater harvester and Clos-o-mat servicing including repairs arising
- Compliance Surveyor – Building Safety
 - Management of the Fire Risk Assessment including their review, works arising and maintaining/updating the actions log

- Management of the fire alarm, emergency lighting, dry riser and AOV testing programmes including repairs arising
- Management of the fire door inspection programme including repairs arising
- Management of the Housing Health & Safety Rating System inspections and actions arising
- Asset & Compliance Technician (existing post):
 - Maintaining and updating the Property & asset data bases
 - Preparing cyclical servicing work programmes
 - Generally supporting the Property & Asset Team
- Compliance & Cyclical Servicing Admin' Support:
 - Respond to and resolve in a timely and courteous way enquiries by telephone, e-mail, letter's and in person from all sources and liaising with colleagues and other Directorates to resolve issues
 - Take responsibility for owning property records and the processing of orders, invoices including coding and checking accuracy of accounts through to completion
 - Take minutes and assist in preparation documents that are required for meetings with both internal staff and external contractors and file / distribute accordingly
 - Assisting in the 'no access' process, by phoning and creating letters to tenants advising of the importance of the service that's required
 - Provide advice and assistance to tenants, contractors and outside agencies, and respond to enquiries where required
 - Liaise with contractors to ensure they complete work within timescales
 - Maintain the training matrix and organise specialist training

As well as all the specific duties outlined and as a requirement under the impending Building Safety Act every member of the Compliance and Cyclical Servicing Team will also have the following included as part of their role:

- Resident engagement in relation to their specific area of work
- Manage property data for Building Safety Files
- Update the data systems to ensure that all reporting Compliance/Cyclical servicing dashboards etc. are in real time

17. Budget:

18. At present there are no funds in the budget to facilitate the enlargement of the Compliance and Cyclical Servicing arm of the Property & Asset Team; the aforementioned highlights the critical importance of Compliance and Cyclical Servicing work streams, the quantity and complexity of the work within and demonstrates the need that the work should be delivered by dedicated suitably qualified Officers.

At present, as already stated the work is to some extent shared across other areas of the Property & Asset Team but long term and with increased layers of Statutory Regulation this is untenable, not only do those Officers trying to deliver the work streams not have the required knowledge but it also impacts on the areas of work they have been engaged to deliver e.g. Planned Works, Special Needs Adaptations, bespoke major projects etc.

19. It is anticipated the financial implication and commitment for the additional posts equates to:

- 3no. Surveyor Posts at Grade 7 (£29,577.00 to £32,234.00)
- 1no. Admin' post at Grade 4 (£21,748.00 to £23,080.00)

Based on the upper ends of the spinal points for the pay scale the additional expenditure required to deliver these roles would be around £120,000.00 per annum notwithstanding

annual pay increments for what are deemed to be critical roles within the Property & Asset team to enable us to provide compliant homes that our Tenants feel safe to live in.

20. Recommendation:

21. That HRB recommends (via Cabinet) to Council the approval for additional budget to resource new posts for the delivery of compliance and cyclical service work streams to ensure that our Housing Stock remains safe and compliant so that our Tenants can feel safe in their homes.

Financial implications:

The budgetary implications of the posts mentioned in the body of the report considers salary only and does not incorporate National Insurance, Pension contributions and allowances. These posts would therefore require an approx. addition of £160k to the Property and Asset employee related budget of £882k, plus the additional associated overheads of IT resources etc

Legal implications:

There are no legal implications requiring comment.

Report to: Housing Review Board

Date of Meeting 16 September 2021

Document classification: Part A Public Document

Exemption applied: None

Review date for release N/A



Procurement of the Gas Servicing/Services Contract

Report summary:

To update the Housing Review Board on the current position with the Gas Servicing Contract the progress with its re-procurement and the proposed route to complete the re-procurement process to enable seamless delivery of the service following expiry of the existing/implementation of the new Contract.

Is the proposed decision in accordance with:

Budget Yes ☒ No ☐

Policy Framework Yes ☒ No ☐

Recommendation:

That the Housing Review Board note the progress for the procurement of the new gas servicing/services Contract and to change to MOT style gas servicing.

Reason for recommendation:

To ensure that East Devon District Council discharge their legal requirement to carry out annual gas servicing to all stock with a gas component delivering 100% compliance.

Officer: Graham Baker – Property & Asset Manager – email: gbaker@eastdevon.gov.uk

Portfolio(s) (check which apply):

- ☐ Climate Action and Emergencies
- ☐ Coast, Country and Environment
- ☐ Council and Corporate Co-ordination
- ☐ Culture, Tourism, Leisure and Sport
- ☐ Democracy and Transparency
- ☐ Economy and Assets
- ☐ Finance
- ☐ Strategic Planning
- ☒ Sustainable Homes and Communities

Equalities impact Medium Impact

As a Social Landlord we carry a Statutory Requirement to carry out annual gas servicing on all of our stock containing a gas component

Climate change Medium Impact

Risk: Medium Risk; In the coming years the use of gas components will be gradually phased out, other fuel options will need to be considered, in relation to gas there is likely to be switch to Hydrogen, the procurement will be carried out to reflect this and the impact of Climate Change

Links to background information .

Link to [Council Plan:](#)

Priorities (check which apply)

- ☐ Outstanding Place and Environment
 - ☒ Outstanding Homes and Communities
 - ☐ Outstanding Economic Growth, Productivity, and Prosperity
 - ☒ Outstanding Council and Council Services
-

Report in full

1. Current Position:

2. East Devon District Council's 3 Star gas servicing Contract was procured in 2017; the service Contract was tendered as a joint procurement project with Mid-Devon District Council.
3. The Contract was tendered for an initial period of 3 years with the option for two further one year extensions, both of which have been taken up resulting in a 5 year Contract.
4. Liberty Group were the successful Contractor and have been delivering the 3 star gas servicing contract for the past four years, we have just entered the fifth year. The Contract with Liberty is due to expire on 31st March 2022.
5. Liberty Group deliver the following services:
 - Domestic boiler servicing.
 - Domestic boiler and heating breakdown and repairs.
 - Commercial boiler servicing and breakdowns.
 - Domestic and commercial boiler installations.
 - Unvented Cylinder Servicing.
 - LPG & Oil Servicing.

6. The current value of the servicing contract is £450k per annum.
7. For the duration of the contract to date the Liberty Group have provided a good level of service and achieved 100% compliance at all times unless exceptional circumstances otherwise dictate e.g. the Covid pandemic.

East Devon District Council have full confidence in the current service provider at all levels e.g. National/Regional Director level, Local Management level and on the ground Supervisors and Engineers all of whom are Gas Safe registered.

8. With the current gas servicing Contract having entered its final year and due to expire on 31st March 2022 a new arrangement has to be procured.
9. The current gas servicing programme is carried out on an 11 month cycle. With this type of servicing the date changes year on year and as you move through the cycle properties will have two services carried out resulting in considerable additional expenditure.

As part of the procurement process we intend to change the regime to the industry recognised 'MOT Style' servicing in accordance with The Gas Safety (Installation & Use) (Amendment) Regulations 2018 Regulation 36. Under this arrangement the service date will remain the same year on year, our Tenants will be able to diarise this date and know when to expect their annual gas service. The only change to service date will be as a result of a major component change e.g. a boiler replacement.

10. Procurement Phase 1 – addition of gas servicing/services to the Integrated Asset Management Contract

11. Our Integrated Asset Management Contract (IAMC) delivered by Ian Williams and currently delivering reactive repairs, voids and some cyclical servicing has the provision to add other work streams.

12. With this provision available we engaged our Specialist Consultant Echelon (who procured the IAMC Contract for us) to support and lead us through the procurement of a new 3 star gas servicing arrangement.

With the knowledge that there is provision within our Integrated Asset Management Contract to add gas servicing the first course of action was to explore this option.

The IAMC Contract does not define a process which to follow to procure such an important work stream, however we wanted to ensure a robust process was followed and it was therefore decided to create a series of documents that could be used to:

- Procure the services to add to the current Integrated Asset Management Contract executed under a Term Partnering Contract (TPC).

13. A full document pack comprising of a Specification, KPI (key performance indicators) schedule, Pricing Schedule/Framework and Method Statement (Quality) questions was prepared and duly issued to Ian Williams complete with clear instructions on the type of response expected and timescales for the same.

The Method Statement questions asks how they will deliver the service for East Devon District focusing on specific themes.

The Contract will be procured in such a way to:

- Have the flexibility to allow for material changes in service requirements or the inclusion of additional services e.g. Climate change; the phasing out of gas and replacement with alternative fuels such as hydrogen or the introduction of new technologies.
- Include Social Value elements and targets.
- Allow for innovation with the ability to change/adapt services due to new technologies.

Have a longer duration say 10 years but will include break clauses; an initial 4 year Contract with the option to extend in 2 year increments

14. Ian Williams submitted their response within the required timescales and this was duly reviewed as follows:

- Echelon reviewed the whole response specifically focusing on the pricing
- Representatives of the Housing Property & Asset Team reviewed the Method Statement/Quality questions.

Following the aforementioned review of the submission numerous questions arose, an open clarification Meeting/discussion was arranged to seek clarity on areas of concern and on the service delivery generally.

The Meeting/discussion also included a demonstration of the IT system that will be used by Ian Williams to manage the gas servicing; members of our Housing Systems Team attended this part of the Meeting.

15. Following the abovementioned review of the tender submission, the Meeting and subsequent discussions between ourselves and our Consultant, Echelon prepared a detailed Procurement Options Report copy of which is appended.
16. On conclusion of the review of the Ian Williams tender submission (delivery proposals, pricing and clarification) it was decided that we would not be able to recommend that the gas related services are added to the existing Integrated Asset Management Contract due to the following:
 - Placing ourselves under unnecessary and significant risk of non-compliance.
 - Experiencing a reduction in service delivery.
 - Additional cost.

17. Procurement Phase 2 - Options

18. As we will not be adding the gas related services to the Integrated Asset Management Contract we now have two main methods of procurement for these services:
 - Procurement through a Framework.
 - Direct Procurement carried out by either Echelon or by ourselves with support from Devon County Council.

All of these options could be delivered within the remaining term of the existing Contract and would allow a 3 month mobilisation period which is considered critical as long as the process is moved forward without delay.

The Direct method of Procurement using an external Consultant is not considered an option due to the professional fees that would be incurred; the use of such a Consultant would require us to undertake a full procurement in order to appoint such a specialist, a process that cannot be achieved within the timescales available.

There are Framework providers that immediately come to mind that could be used to procure the 3 Star Gas Servicing Contract, they are:

- Advantage South West (we are fully paid up members of Advantage South West); using this provider:
 - ASW already have a Framework for Gas Servicing that could be utilised.
- Fusion 21; we have used this provider in the past, there are two options available both of which will be fully supported, the options are:
 - A 'Direct Award' to the higher scoring Contractor on the existing Framework.
 - Run a 'Further Competition' with those companies on the Framework, this is also known as a 'Mini Competition'.

There are other Framework providers that could also be considered e.g. South West Procurement Alliance but we must be aware that the time element is an important consideration when finalising a way forward.

19. Being members of Advantage South West, we duly made contact and discovered that their gas servicing Framework was about to be re-tendered, this being the case we were offered and accepted the opportunity for them to re-tender our 3 Star gas servicing Contract alongside the tendering of their Framework. This route gave us the comfort that the procurement was being driven by an organisation with the required expertise in procurement ensuring compliance with all Statutory Regulations.

In addition the procurement could be delivered within our required timescales, namely our existing Contract concluding on 31st March 2022 and our new Contract/Contractor being in place to commence work on 1st April 2022.

20. Procurement Programme

21. In order to enable the successful Contractor to be in place and ready to commence the 3 Star gas servicing Contract on 1st April 2022 we have agreed the following programme with ASW:

- Issue SSQ notice by the end July 2021; the notices have been published on Contracts Finder and Find a Tender (the new OJEU)
- SSQ returned by 31st August 2021
- Review SSQ submissions and agree Tender list for the ITT issue during September 2021
- Issue ITT by 30th September 2021
- Tenders back by 31st October 2021
- Review and analyse Tender submissions by 30th November 2021
- Governance process to be carried out/completed for award by mid December 2021
- Standstill letters issued by 24th December 2021
- Framework starts January 2022
- EDDC 3 Star gas servicing Contract awarded January 2022
- Mobilisation of the Contract January to March 31st 2022
- EDDC 3 Star gas servicing Contract goes live on 1st April 2022

The abovementioned programme will enable the successful Contractor to commence their scheduling work from 1st February 2022 for services due to achieve the start date of 1st April 2022.

22. It will be incumbent on all Officers, Boards, Committees and Cabinet to make decisions etc. to enable the aforementioned programme to be delivered, any delays could jeopardise the start date for the new Contract and potentially lead to gas servicing becoming non-compliant for a period of time, something which cannot be accepted.

23. Legal Services have a part to play in the procurement and final appointment process in reviewing documentation and ultimately the preparation of formal Contracts all to ensure programmes, deadlines and timescales are met.

24. It is unlikely that Housing Review Board Meetings will correlate with the above milestone dates in the aforementioned procurement programme and as such it will not be possible to obtain Board approval for the various stages, therefore it is requested the Strategic Lead for Housing, Health & Environment and/or the Housing Service Lead are granted delegated powers to sign off the stages of the procurement to allow it to progress without delay and to ultimately be in a position for a Contractor to be appointed to deliver the 3 Star Gas Servicing Contract

25. Information:

26. The Housing Review Board are asked to note that the 3 Star Gas Servicing Contract is being procured as a single service accepting that small elements will be sub-contracted (similar to the existing delivery model).
27. The Housing Review Board is asked to note that ASW are leading on the procurement of the 3 Star Gas Servicing Contract, the EDDC Contract will be procured alongside the ASW Framework Contract renewal.

ASW are a trusted Framework provider with extensive expertise and experience in procurement of such Contracts and an organisation with whom we are part of the membership.

28. Recommendation:

29. It is recommended that the Housing Review Board grant delegated powers to the Strategic Lead for Housing, Health & Environment and/or the Housing Service Lead to enable them to sign off as accepted/approved the relevant stages of the procurement process to facilitate the appointment of a Contractor to deliver the 3 Star Gas Servicing Contract.

This will allow the Contract to be fully mobilised and be in a position to 'go live' on 1st April 2022 ensuring that gas servicing is carried out without disruption ensuring that East Devon District Council remains 100% compliant.

Financial implications:

As mentioned in the body of the report, there is currently £450k within the current year's budget for Gas Servicing, with £421k spent on the contract in the previous financial year.

Legal implications:

The review of the procurement and contract documentation will be undertaken by Devonshires Solicitors who will advise before the tender process commences and documents are executed.

Report to: Housing Review Board

Date of Meeting 29/04/2021

Document classification: Part A Public Document

Exemption applied: None

Review date for release N/A



Housing Revenue Account & Housing Capital Finance Report

Report summary:

The report provides the Housing Review Board with current draft financial outturn figures for the housing revenue account and housing capital program for the 2020/21 financial year. The report will also consider the implications of any forthcoming regulatory changes.

Producing a Housing Revenue Account has been a statutory requirement for Councils who manage and own their housing stock for some time, and therefore a key document for the Board to influence

Is the proposed decision in accordance with:

Budget Yes ☒ No ☐

Policy Framework Yes ☒ No ☐

Recommendation:

That the Housing Revenue Account & Housing Capital Finance Report is approved and recommended to cabinet.

Reason for recommendation:

To give the Housing Review Board an opportunity to contribute towards the review and planning of all landlord service related finances.

Officer: Rob Ward, rward@eastdevon.gov.uk, 01404 515616 ext 2357

Portfolio(s) (check which apply):

- ☐ Climate Action and Emergencies
- ☐ Coast, Country and Environment
- ☐ Council and Corporate Co-ordination
- ☐ Culture, Tourism, Leisure and Sport
- ☐ Democracy and Transparency
- ☐ Economy and Assets
- ☒ Finance
- ☒ Strategic Planning
- ☒ Sustainable Homes and Communities

Equalities impact Low Impact

Climate change High Impact

Risk: Low Risk; Risks have been considered in preparing the budgets and the financial implications have been assessed at the point of preparation. Various budget assumptions have been made including the treatment of inflation and interest rates; estimates on the level and timing of capital receipts; the treatment of demand led pressures; the treatment of planned efficiency savings/productivity gains; levels of income; financial risks inherent in any new arrangements; capital developments; the availability of funds to deal with major contingencies and the need for any provisions.

Links to background information [East Devon Financial Information 2020/21](#)

Link to [Council Plan](#):

Priorities (check which apply)

- ☐ Outstanding Place and Environment
- ☒ Outstanding Homes and Communities
- ☐ Outstanding Economic Growth, Productivity, and Prosperity
- ☐ Outstanding Council and Council Services

Report in full

1 Regulatory Changes: Right to Buy acquisitions amendment

- 1.1 In the previous finance report to the HRB an update was provided on the rule changes governing how right to buy receipts can be used.
- 1.2 The previous report noted the phased reduction placed upon the proportion of acquisitions made within a year from the 22/23 financial year onward. The limits imposed being;
 - From 22/23 – Max 50% of supply to be acquisitions
 - From 23/24 – Max 40% of supply to be acquisitions
 - From 24/25 onwards – Max 30% of supply to be acquisitions.
- 1.3 While the above remains accurate, the limits within the right to buy agreement sent through by MHCLG only kick in after 20 properties. The council can therefore make 20 acquisitions before being required to spend any receipts on development.

2 Housing Revenue Account – draft outturn position as at end September

- 2.1 **Draft Surplus £1.5m (£0.6m increase v budget)**
The current draft surplus on the HRA is £1.5m against a budget of £0.98m after earmarked reserves for possible underspends are applied.
- 2.2 **Income £18.8m (£0.1m increase v budget)**
Income levels for dwellings remain consistent and materially on budget, whereas garage rents mostly impacted by high void levels continue to underperform.

Year to Date			INCOME	4Cast Outturn		
Actuals	Budget	Diff		Actuals	Budget	Diff
-7,568,840	-7,429,700	-139,140	Gross Property Rents	-18,012,466	-17,831,260	-181,206
-108,986	-140,100	31,114	Garage Rents	-212,130	-336,180	124,050
-278,980	-251,600	-27,380	Other Income	-641,256	-603,680	-37,576
-7,956,805	-7,821,400	-135,405		-18,865,851	-18,771,120	-94,731

2.3 Expenditure £15.7m (£0.5m less than budget)

The outturn predictions below are based upon current year to date figures and historical averages to forecast the future periods with adjustments made for likely reserve contributions for underspends.

Year to Date			EXPENDITURE	4Cast Outturn		
Actuals	Budget	Diff		Actuals	Budget	Diff
1,377,184	1,244,550	132,634	Repairs And Maintenance - General	3,313,103	2,986,650	326,453
539,651	562,800	-23,149	Repairs And Maintenance - Special	1,295,219	1,350,780	-55,561
1,836,896	2,672,030	-835,134	Supervision And Management	6,123,991	6,412,590	-288,599
39,496	119,310	-79,814	Other Expenditure	107,936	286,090	-178,154
960,879	4,622,000	-3,661,121	Capital Charges & Bad Debt	4,895,814	5,176,420	-280,606
4,754,106	9,220,690	-4,466,584		15,736,064	16,212,530	-476,466

2.4 Financing - materially on budget

The majority of financing charges are finalised as part of the year end process due to the nature of the charges and the allocations required between the HRA and General Fund.

	4Cast Outturn		
	Actuals	Budget	Diff
Financing & MIRS	1,586,592	1,573,310	13,282

3 Housing Capital

There are only two areas of material capital spend so far within the year as shown in the below table.

The affordable housing expenditure relates to 3 RTB replacement acquisitions and the £0.6m 2020 Specific amount is the continued expenditure on the Green Homes project for which a Government grant of £0.5m was received in 2020.

Rep Cat 1	Rep Cat 2	YTD Sum of Actuals
4 CAPITAL	1 Affordable Housing	622,651
	2 HRA Capital Programme	93,273
	3 MIRS for MJRREP	0
	3 HRA Capital - FRA Works	
	4 HRA Capital - 2020 Specific	577,894
4 CAPITAL Total		1,293,817
Grand Total		1,293,817

Financial implications:

Contained within the body of the report.

Legal implications:

No legal observations are required. "Ultimately the approval of any new budgets rests with full Council.

Report to: Housing Review Board



Date of Meeting 16 September 2021

Document classification: Part A Public Document

Exemption applied: None

Review date for release N/A

The Integrated Asset Management Contract

Report summary:

To provide the Housing Review Board an update on the delivery of Integrated Asset Management Contract for the period Q1, 2021/22 and to obtain approval of the high level governance of the Contract.

Is the proposed decision in accordance with:

Budget Yes ☒ No ☐

Policy Framework Yes ☒ No ☐

Recommendation:

That the Housing Review Board notes the officer recommendation for the high level Governance of the Integrated Asset Management Contract

Reason for recommendation:

To ensure that all amendments/variations/changes required to the Contract are managed in the most efficient compliant manner possible to ensure the daily operational delivery of the Integrated Asset Management Contract is maintained.

Officer: Graham Baker – Property & Asset Manager – email: gbaker@eastdevon.gov.uk

Portfolio(s) (check which apply):

- ☐ Climate Action and Emergencies
- ☐ Coast, Country and Environment
- ☐ Council and Corporate Co-ordination
- ☐ Culture, Tourism, Leisure and Sport
- ☐ Democracy and Transparency
- ☐ Economy and Assets
- ☐ Finance
- ☐ Strategic Planning
- ☒ Sustainable Homes and Communities

Equalities impact Medium Impact

As a Social Landlord we carry a Statutory Requirement to maintain our Housing Stock in accordance with our Tenancy Agreements.

Climate change Medium Impact

Risk: Medium Risk; In the coming years the use of gas components will be gradually phased out, other fuel options will need to be considered, in relation to gas there is likely to be switch to Hydrogen, the procurement will be carried out to reflect this and the impact of Climate Change

Links to background information [HRB Agenda 21 January 2021](#) (Item 13) [HRB Agenda 24 January 2019](#) (Item 10) [HRB 20 September 2018](#) (Item 11) [HRB 21 June 2018](#) (Item 13) [HRB 11 January 2018](#) (item 11) [HRB 12 January 2017](#) (item 14 and 15) [HRB 9 March 2017](#) (item 11) [HRB 15 June 2017](#) (item 9) [HRB 7 September 2017](#) (item 10) [HRB 28 March 2019](#) [HRB 20 June 2019](#) (item 11) [HRB 29 April 2021](#) (items 16 & 17)

Link to [Council Plan](#):

Priorities (check which apply)

- ☐ Outstanding Place and Environment
 - ☒ Outstanding Homes and Communities
 - ☐ Outstanding Economic Growth, Productivity, and Prosperity
 - ☒ Outstanding Council and Council Services
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Report in full

1. Introduction:

2. The Integrated Asset Management Contract (IAMC), delivered by Ian Williams entered its third year on April 1st 2021; during the first two years many challenges were encountered, the main ones being:
 - Developing a professional working relationship between East Devon District Council (EDDC) and Ian Williams (IW)
 - Implementing a new Contract delivery model, Price Per Property (PPP) and Price Per Void (PPV)
 - The impact on delivery of the service of the Covid Pandemic.
 - The impact on delivery of the service of Brexit

3. Covid:

4. Delivery of the Repairs, Voids and Compliance/Cyclical Servicing work streams continued throughout all the lockdown periods with efforts made to keep disruption to the absolute minimum.

During the first lockdown only urgent and emergency jobs were carried out. Non-urgent/essential jobs were placed in holding pots and once the initial restrictions were lifted a 6 phase recovery plan was implemented to clear all the outstanding jobs within a defined period, this plan was successfully delivered.

In line with Health & Safety and Government Guidance we were able to deliver a full reactive repair and void service during all subsequent lockdowns with only minor disruption e.g. Tenants self-isolating.

Although we have now come out of lockdown Ian Williams have reported that their operatives had been pinged by the NHS Track & Trace app meaning that had to self-isolate for a period, which in turn impacted on service delivery (a fact EDDC have communicated on Social Media); the impact of this issue should drop after 16th August 2021 as there will no longer be a requirement to self-isolate as long as the individual has been double vaccinated.

5. We continue to monitor Government guidance but have not had to implement any significant changes to service delivery since the restrictions of the first lockdown were lifted.
6. All the normal communication platforms e.g. corporate website, social media, Housing Matters magazine etc. continue to be used to keep our Tenants and other interested parties updated regarding the delivery of the IAMC Contract in relation to Covid.
7. Whilst Reactive Repairs, Voids and Cyclical Servicing works streams have been delivered with minimal disruption Covid has impacted in other areas:
 - Addition of Planned Works work streams although some bespoke items have been delivered.
 - Delivery of the majority of Social Value commitments
 - Specialised training for operatives e.g. asbestos task training although this is all now complete.

8. Brexit:

9. Brexit is having an impact on the service although efforts are being made to keep such disruption to a minimum; areas where impacted are:
 - Increase in the cost of materials.
 - Availability of materials/components e.g.:
 - Plaster and plaster products
 - Timber
 - Manmade boards.
 - Kitchen units
 - Plumbing/boiler components
 - Composite doors
 - Fire doorsets

to name a few.

10. As with Covid, all the normal communication platforms e.g. corporate website, social media, Housing Matters magazine etc. continue to be used to keep our Tenants and other interested parties updated regarding the delivery of the IAMC Contract in relation to supply chain issues.

11. Reactive Repairs:

12. During Q4 of the past year 2020/21 it was noted from the Key Performance Indicators (KPI's) that whilst some areas were performing within their Target and MLAP figures the general trend suggested that the level of performance in the delivery of reactive repairs was dropping and needed to be addressed, both parties acknowledged this fact, investigations into the cause were carried out and measures implemented to improve performance; among those areas giving cause for concern were:
 - Incorrect application of operational processes on both sides, particularly the Variation Process
 - Jobs still being incorrectly marked as "work completed" rather than stage completions being applied when follow on works are required.
 - The delivery of larger scale and complex repair jobs.
 - The sourcing of specialist resource to deliver some repair jobs.
 - The sourcing of components to carry out specific repairs.

There has been great improvement in the use of the processes set up, however the variation process is still not being used to its fullness although we are seeing improvement in this area.

Evidence is suggesting that there are jobs still being incorrectly coded as “work completed” rather than using stage completions; this is currently being investigated and our findings will be shared for review and any actions arising to address this will be implemented.

13. EDDC have re-introduced the Duty Surveyor, a rota being sent to all parties every 2 weeks complete with contact information for the Duty Officer. This daily single point of contact is working well for all parties.

14. The KPI's (see Appendix A) for Q1, 2021/22 are showing a general improvement in performance month on month, it is hoped that this level of performance will now be maintained and improved upon.

We have included narrative against each of the KPI's which confirm the areas of improved performance as well as indicating areas where further improvement is required.

Whilst the trends are generally good both parties acknowledge that there is always room for improvement and will continue to work towards this.

15. Voids:

16. Generally the delivery of Voids is working well with good communication and a collaborative working ethos between the teams.

17. The changes to the delivery of Voids, as approved at the last Housing Review Board has now been fully embedded and is working well.

The changes now implemented enable greater management and control of the delivery of voids.

18. At present pre-inspections are not being carried out while the property is still occupied, pre-inspections continue to be carried out once the keys have been returned/the property has been vacated.

19. Void costs continue to be higher than expected and above the PPV cost, this is generally due to the condition of the properties when they are vacated, typical areas that contribute to the high cost are:

- Environmental/deep clean required before work can commence.
- Remedial work required to repair damage caused by Tenants.
- Removal and disposal of rubbish (both internally and externally) left by Tenants.
- Garden clearance/tidy.

The re-charge process is implemented where possible to recover costs that are incurred for such additional (exclusion) work.

20. Compliance/Cyclical Servicing:

21. Compliance meetings are held monthly between both parties and are going well.

22. Ian Williams update and send the compliance tracker monthly, orders are work completed and updated once the job has been completed. Moving forward we'd like jobs to be completed and updated in real time to reflect our current position, this is something we are

reviewing with our Housing Systems Team, it is hoped the new Open Assets (Compliance Manager) module on Capita Open Housing will assist in this area.

23. No access continues to be an issue in the delivery of compliance/cyclical servicing work, we endeavour to use all communication/social media platforms to highlight the importance of this work and the need to allow access to carry out the same.

24. Work continues with our Housing Systems team to finalise a suite of Reports for Compliance, once complete they will enable us to report with accuracy on the various compliance/cyclical servicing work streams. We are also looking forward to the implementation of our Compliance Manager portal which will improve the general management of Compliance across the Contract.

25. Planned Works:

26. The IAMC Contract is set up in such a way to allow Planned Works to be added to the work streams already being delivered by Ian Williams. Among the work streams that we are intending to add to the Contract are:

- External Decoration including remedial render repairs and eaves replacement
- Kitchen & Bathroom Modernisation
- Window replacement
- Re-roofing

Generic prices and rates for the above works were included in the original Tender, we are currently finalising the detail requirements, costs and programmes with the expectation that such work will commence during Q2 and Q3 of this financial year.

27. Bespoke Projects:

28. Ian Williams have been heavily involved in the successful delivery of the Government Funded Green Energy project specifically with the:

- Installation of Air Source Heat Pump heating/hot water installations
- Enabling work for the installation of solar panels
- Insulation improvement work
- Window replacements

29. Other bespoke projects that Ian Williams have successfully carried out include:

- Fire safety improvement work to the Greenhaven Flats, Budleigh Salterton
- Fire safety improvement work at 18A & 18B St Andrews Road, Exmouth

Plans are also being progressed for other single property bespoke refurbishment projects

30. Handyperson Service:

31. The Covid pandemic significantly reduced demand for the Handyperson Service; although restrictions have been lifted demand remains very low; Handyperson jobs are currently being delivered by one of the reactive repair operatives rather than a dedicated Handyperson.

32. The Handyperson Service has been publicised in the latest edition of the Housing Matters Publication; it is hoped this will remind Tenants of the service and increase levels of demand.

33. **Social Value:**

34. Covid has severely limited the opportunities for Ian Williams to deliver on their Social Value commitments included in the IAMC Contract; those that they have/are delivering include:

- Sponsorship of several Tenant initiatives.
- Engagement of apprentices; 2 new apprentices are due to start in September 2021.
- Delivery of 500 property MOT's

35. A Meeting is scheduled with Ian Williams in September 2021 to review the Social Value commitments and develop an Action Plan for the delivery of the same.

36. **Complaints, Compliments, Customer Satisfaction:**

37. Ian Williams Complaints and Customer Satisfaction quarterly review **Appendix B** contains figures and backgrounds of the complaints and performance improvements that are required. This quarter has seen a drop in complaints made directly against Ian Williams. Although as a service, Property and Assets complaints are still at a higher than hoped level we are working to reduce this trend through learning across both parties.

38. Overall, this quarter we have become aware of the lack of clarity, from a tenants perspective, on:

- Tenant responsibility
- Tenant expectations – beyond specification of work and beyond void specification, both within sheltered and general housing

We are working alongside our Allocations team to look into the initial handover documents, to ensure this captures responsibilities of tenants and landlords.

39. Since the last report, Ian Williams have improved on their communication between their Birmingham Hub and our residents. Our Business and Customer Improvement Manager visited Ian Williams central hub to discuss our expectations on the contract with communication to residents and how we are going to achieve this. The visit was very positive and there are actions required on both sides; such as: EDDC to ensure they are appointing works on the correct contract, Ian Williams to ensure that they are contacting residents with notice to any booking, amendments or cancellations.

40. Currently, this quarter, we are experiencing a higher level of reoccurring residents complaining directly to council members and senior managers as opposed to following the process, a lot of these complaints have not been raised at advisor level for work to be carried out, so we were unaware until they get passed onto the department. From this quarter, Ian Williams primary focus is to ensure that they are rebooking any works required as a follow on order, on site, with the resident

41. **Governance:**

42. The IAMC Contract is designed and set up in such a way to allow additional work streams to be added and to amend the manner in which it is delivered, as the Contract evolves it is likely that numerous changes will be required, it is therefore necessary that there should be a mechanism in place to allow such changes to be made with minimal disruption to the daily operation. The Governance of the Contract is set out below:

- Any/all changes that effect or require a change to the Terms and Conditions of the Formal Contract to be tabled to/approved by the Core Group and then tabled to the Housing Review Board for final acceptance/sign off.
- Any/all changes that are solely operational and require no change to the Terms and Conditions of the Formal Contract to be tabled to/approved by the Core Group and then signed off by the EDDC Strategic Lead/Service Lead for Housing and a Director of Ian Williams.

It is recommended that the Housing Review Board accept the levels of Governance for the IAMC Contract.

Financial implications:

The responsive maintenance element of the contract can be split into two parts from a financial perspective; the predictable PPP inclusions which is always materially on budget (£50k over on £1.5m budget in 2020) and the unpredictable exclusions (£214k over on a £273k budget). The PPV side of the contract has seen higher than anticipated costs per void, however, they are still providing better value for money than the previous contract and additional budgetary savings through recharges can be made.

Legal implications:

There are no legal implications on which to comment.

Appendix A:



KPI VALIDATION

Client	East Devon District Council
Contractor	Ian Williams
Period	Quarter 1 - 2021/22
Validated by	Kerry Spittle – Contracts Manager; East Devon District - Council Arron Kelly – Business Manager; Ian Williams
Date of validation	05/08/2021

KPI 1 EDDC satisfaction with IW

TARGET 9

MLAP 8

Performance 8

KPI 2 IW satisfaction with EDDC

TARGET 9

MLAP 8

Performance 8

KPI 3 Complaints

TARGET 0.5%

MLAP 2%

Performance: for April the figure was 0.4% May's was 0.4% and June's figure is 0.2%

EDDC data used: -

- For April – 4 Complaints received against 906 jobs raised.
- For May - 5 Complaints received against 1080 jobs raised.
- For June - 3 Complaints received against 1252 jobs raised.

KPI 4 Complaints escalation to Stage 2

TARGET 5%

MLAP 10%

Performance: for April the figure was 50%, May's was 40% and June's figure is 66%

EDDC data used: -

- For April – 2 Complaints escalated to Stage 2
- For May – 2 Complaints escalated to Stage 2.
- For June - 2 Complaints escalated to Stage 2.

It should be noted that this KPI is always likely to be in the red as it is calculated on the ratio of complaints issued to Stage 2 against the total number of complaints received; the number of complaints received is low whereas the number escalated to stage 2 is high in comparison.

KPI 5 Health and Safety

TARGET 350

MLAP 650

Performance 350

No issues reported in Q1.

KPI 6 Social Value

TARGET 90

MLAP 80

Performance N/A

This is an annual KPI; the EDDC Housing Services Team lead will score this at the end of Q1, 2022/23.

KPI 7 Diversity

TARGET Info

MLAP Info

Performance 7.9% BME & 13.71 Female

Information provided by Ian Williams, figure is consistent for that reported for Q4, 2020/21.

KPI 8 Training

TARGET 5

MLAP 3

Performance **2.69**

Information provided by Ian Williams, figure is consistent for that reported for Q4 2020/21.

KPI 9 the EDDC Pound

TARGET TBA

MLAP TBA

Performance 72.39%

Information provided by Ian Williams, figure is a percentage of the monetary spend on the Contract in the East Devon area; this is an improvement of 7.99% on that reported for Q4 2020/21.

KPI R1 Customer satisfaction – Repairs

TARGET 95%

MLAP 90%

Performance: for April the figure was **97%**, May's the figure was **97%** and June's figure is **99%**

The KPI for the period April to June has been scored using EDDC's & Ian Williams (IW) data combined.

- The April combined figure is 97% and is broken down as follows:
 - EDDC completed 108 Surveys 90 of which were happy with work and 18 were not, this equated to 83%
 - IW Issued 549 issued with 549 satisfied 100%
- The May combined figure is 97% and is broken down as follows:
 - EDDC completed 51 Surveys 49 of which were happy with work and were not, this equated to 96%
 - IW Issued 500 issued with 500 satisfied 100%
- The June combined figure is 99% and is broken down as follows:
 - EDDC completed 94 Surveys 90 happy with work and 4 were not, this equated to 96%
 - IW- 621 issued with 615 satisfied 99%

Further work needs to be carried out to understand why EDDC and IW results differ so much as ultimately the KPI is scored on the same question. Moving forward and as a first step IW will provide us with their raw data with job number included so we can cross reference against our data.

From the data we also need to investigate and understand why the number of satisfaction surveys collected on completion of a job by IW is so much lower than the than the number of completed jobs

KPI R2	Recalls
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TARGET	0%
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MLAP	10%
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Performance: for April the figure was **1.8%**, May's was **1.2%** and June's figure is **1.4%**

The KPI for the period April to June is broken down as follows;

- For April IWS had 18 Recalls against 982 completed jobs.
- For May IWS had 11 Recalls against 890 completed jobs.
- For June IWS had 16 recalls against 1096 completed jobs, recalls have increased slightly since last month.

KPI R3 % Repairs completed on first visit	
TARGET	90%
MLAP	80%
Performance: for April the figure was 91%, May's was 91% and June's figure is 93%	

Ian William's figure used for this KPI, and is broken down as follows:

- For April; 880 first time from 979 Jobs completed
- For May; 896 first time from 811 Jobs completed
- For June; IWS 1205 completed first time from Jobs completed

Since the last KPI report that showed a drop in performance, the KPI's are pleasingly improving month on month.

KPI R4 Post Inspection Quality	
TARGET	100%
MLAP	90%
Performance: for April the figure was 92%, May's was 90% and June's figure is 92%	

The data used is for this KPI is produced by EDDC; for the period April to June is broken down as follows;

- For April EDDC completed 36 Post Inspections automatically generated and passed 33.
- For May EDDC completed 55 Post Inspections automatically generated and passed 50.
- For June EDDC completed 91 Post Inspections automatically generated and passed 84

Some of the jobs had been work completed on the system although after investigation it transpired this was not in fact the case. This highlights the completion process is not being implemented correctly, jobs are being work completed rather than stage completed. This is an areas we will be investigating in detail but it is likely further training on the correct use of technology will be required.

The increase of EDDC post inspections in June is both via telephone surveys and site visits; moving forward we are hoping to increase the number of site visit inspections.

KPI R5 Repairs Completed in Target	
TARGET	100%
MLAP	95%

Performance: for April the figure was **83%**, May's was **91%** and June's figure is **93%**

The data used is for this KPI is produced by EDDC

Previous Core meeting, reviewing the period Q4, 2020/21 reported a drop in performance, this has been addressed although still in the red it is moving in the right direction.

Ian Williams have acknowledged that there is further work required to improve performance and continue the upward trend.

KPI R6 Average Repair Completion Time

TARGET 8

MLAP 12

Performance: for April the figure was **12**, May the figure was **10** and June's figure is **12**

The data used is for this KPI is produced by EDDC; for the period April to June is broken down as follows;

- For April the average repair completion time has increased to 12 days.
- For May the average repair completion time has remained at 10 days.
- For June the average repair completion time has increased to 12 days.

It pleasing to note that the average repair time dropped to 10 days in May but disappointingly it moved back out to 12 days in June. Ideally, we still need to bring this number down to the national average of 10 days as per Housemark.

KPI R7 Appointments Kept - Repairs

TARGET 100%

MLAP 90%

Performance: for April the figure was **94%**, May's was **94%** and June's figure is **96%**

Ian William's figure used for this KPI, and is broken down as follows;

- For April 947 appointments were kept, out of the 1009 made; emergency calls still have an impact on this KPI.
- For May 1160 appointments were kept, out of the 1224 made; emergency calls still have an impact on this KPI.
- For June 1008 appointments were kept, out of the 1047 appointments made - Impacted by high emergency calls.

Moving forward and as a further validation check IW will provide us with their raw data with job number included so we can cross reference against our data.

KPI R8		Task orders issued and overdue
TARGET	0%	
MLAP	10%	
Performance: for April the figure was 17%, May's figure was 9% and June's figure is 8%		

The data used is for this KPI is produced by EDDC.

To note: The on hold/completed/abandoned jobs have been removed.

It is pleasing to report a full validation of data was undertaken by both Ian Williams and EDDC, over the last couple of months. As you can see May and June's figures have greatly improved with the numbers of overdue orders/jobs dropping significantly.

KPI R9		Priority Repair Ratio
TARGET	10%	
MLAP	15%	
Performance: for April the figure was 20% May the figure was 26% and June's figure is 18%		

The data used is for this KPI is produced by EDDC; for the period April to June is broken down as follows;

- For April 205 Emergency jobs were completed.
- For May 239 Emergency jobs were completed.
- For June 202 Emergency jobs were completed.

It is noted that the number of emergency jobs is high, we are planning to review the data to ensure they have been raised correctly as emergencies; it maybe that jobs are being raised as emergencies when in fact they could be deemed as routine repairs.

KPI V1		Post Inspection Quality
TARGET	95%	
MLAP	90%	
Performance; for April the figure was 94%, May's was 100% and June's figure is 95%		

The data used is for this KPI is produced by EDDC; for the period April to June is broken down as follows;

- For April 16 Post Inspection were carried out of which 15 passed
- For May 18 Post Inspection were carried out and all 18 passed
- For June 21 Post Inspection were carried out of which 22 passed

KPI V2		Voids - Completed in target
TARGET	95%	
MLAP	90%	
Performance; for April the figure was 100%, May's was 100% and June's figure is 93%		

The data used is for this KPI is produced by EDDC; for the period April to June is broken down as follows;

- For April IWS completed 18 voids with 18 completed in target (EDDC 18 Voids completed 16 were out of target giving 89%)
- For May IWS completed 20 voids with 20 completed in target (EDDC 20 Voids completed 15 were out of target giving 84%)
- For June IWS completed 15 voids with 14 completed in target

It should be noted that we have only been able to formally record this since the 11th May 2021 following the implementation of the revised Void process tabled and accepted at the last HRM Meeting.

KPI V3		Average Void completion time Days
TARGET	10	
MLAP	12	
Performance; for April the figure is 15, May's is 15 and June's figure is 17		

The data used is for this KPI is produced by EDDC; for the period April and June is broken down as follows;

- For April the average time for completion time for voids was 15 days
- For May the average time for completion time for voids was 15 days
- For June the average time for completion time for voids is 17 days

Calculation is based a standard V1 void type only

Ian Williams accepted that they have to improve their performance (both the planning and delivery of the work) on voids in order to meet the agreed V1 void period of 14 days for completing the work.

KPI V4 Post Void Repairs

TARGET	5
MLAP	10

Performance; for April the figure was **3%**, May's was **0%** and June's figure is **0%**

The data used is for this KPI is produced by EDDC

KPI V5 Customer Satisfaction

TARGET	95%
MLAP	90%

Performance; for April the figure was **100%**, May's was **100%** and June's figure is **100%**

A customer satisfaction has now been produced and is being left on site by IWS for completion and return by the incoming tenant, to date we have not received any surveys and therefore can only report it at 100%.

KPI V6 Defects at Handover

TARGET	100%
MLAP	95%

Performance; for April the figure was **83%**, May's was **33%** and June's figure is **67%**

The data used is for this KPI is produced by EDDC; for the period April to June is broken down as follows;

- For April there were 15 snag free voids against 18 voids handed back
- For May there were 11 snag free voids against 19 voids handed back
- For June there were 10 snag free voids against 15 voids handed back

This KPI is concerning and both parties are working hard to address the issue, at present there is a difference on the interpretation of what constitutes a defect and what defects should/should not be recorded. The expectation is that considerable improvement will be seen in Q2.

KPI V7 Average Job Cost

TARGET £2,500

MLAP £3,000

Performance; for April the figure was **£5,000**, May's was **£5,618** and June's figure is **£5,752**

The data used is for this KPI is produced by both EDDC & IWS

The high costs for Voids is unfortunately a reflection on the way Tenants leave their properties/the condition of the properties once they are finally passed to Property & Asset; a large proportion of the cost being expended is to for:

- Garden clearance/general tidying overgrown gardens
- Removal of rubbish left by Tenants both internally and in sheds/gardens etc.
- Repairs some of which are major as a result of tenant damage.

We have now implemented the recharge process for voids in an attempt to recover some of the costs expended to address the above issues.

The condition of properties, particularly when they are vacated is a wider problem that needs to be addressed by the whole of Housing, at present the Property & Asset Team are being left to pick up the pieces all at a cost when perhaps other measures could be implemented to prevent properties getting into and/or being left in such a poor condition.

SKPI 1 Servicing - Compliance

TARGET 100%

MLAP 100%

Performance; for April the figure is **100%**, May the figure was **100%** and June's figure is **100%**

Compliance	April	May	June
Solid Fuel	78.60%	78.60%	77.21%
Legionella	100%	100%	100%
Automatic Doors	18.75%	16.25%	0%
Air Source Heat Pumps	97%	97.3%	97.3%
Clos o Mats	55.56%	55.56%	44.44%
Track Hoists	100%	100%	100%
Rainwater Harvesters	95%	95%	94.12%
Whole House Ventilation	0%	0%	0%
Fixed Ladder Testing	0%	0%	0%
Solar Thermal & PV	85.71%	85.71%	85.71%
PIV	87.95%	87.95%	87.95%
Gully Cleaning	100%	100%	100%

Overall Percentage Figure	68%	68%	66%
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The data used for this KPI is produced by IWS/EDDC

The KPI figure for Q1 is being reported as a 100% as there have been numerous issues with issuing/receiving of orders/data transfer etc. between both parties all of which has impacted on the delivery of works, the actual figures above are a record of the position at the end of each calendar month.

From an EDDC side is hoped that the following will enhance the delivery of the Compliance/Cyclical Servicing in the future:

- Increased resource (additional Officers) in the Compliance/Cyclical Servicing arm of the Property & Asset Team if approved by HRB
- Introduction of the Compliance Manager module as part of a future Capita Open Housing upgrade; it is believed that this module will automate some processes.

AKPI 1 Reoccupation Inspection Pass Rate	
TARGET	100%
MLAP	100%
Performance 100%	

AKPI 2 Air Test Pass Rate During Works	
TARGET	0%
MLAP	0%
Performance 0%	

General Notes:

At present this validation report does not include the KPI's for Planned Works as these work streams have not yet been implemented as yet; we currently working with Ian Williams on the planning of some work streams and it is anticipated that these works will commence during Q3 and Q4 of this financial year.

At the Core Group Meeting on 10th August 2021 the following minor changes to the KPI's were agreed:

- KPI V3; Average Void completion time Days – the MLAP and TARGET changed to 16 and 14 days respectively in line with the change to the Void process accepted at the last HRB.
- KPI V7; Average Job Cost – the revised PPV cost amended to £2,877.00 as accepted at the last HRB.

Summary of Performance

The following table show the monthly KPI's for Q1, 2021/22 as summarised above:

General:

	MSP	MLAP	Target	Apr-21	May-21	Jun-21
KPI 1	EDDC satisfaction with IW	8	9	N/A	N/A	N/A
KPI 2	IW satisfaction with EDDC	8	9	N/A	N/A	N/A
KPI 3	Complaints	2%	0.5	0.4%	0.4%	0.2%
KPI 4	Complaints escalation to Stage 2	10%	5%	50%	40%	66%
KPI 5	Health and Safety	650	350	350	350	350
KPI 6	Social Value	80%	90%	N/A	N/A	N/A
KPI 7	Diversity	Info	Info	N/A	N/A	See below
KPI 8	Training	3	5	N/A	N/A	2.69
KPI 9	EDDC Pound	TBA	TBA	N/A	N/A	72.39%

NOTE: The figure for KPI 7 is 7.9% BME; 13.71% female

Repairs:

		MLAP	Target	Apr-21	May-21	Jun-21
RKPI 1	Customer Satisfaction - Repairs	90%	95%	97%	97%	99%
RKPI 2	Recalls	10%	0%	1.8%	1.2%	1.4%
RKPI 3	First Time Fix - Repairs	80%	90%	91%	92.7%	93%
RKPI 4	Post Inspection Quality	90%	100%	92%	90%	92%
RKPI 5	Repairs Completed in Target	95%	100%	83%	91%	93%
RKPI 6	Average Repair Completion Time	12	8	12	10	12
RKPI 7	Appointments Kept - Repairs	90	100	94%	94%	96%
RKPI 8	Orders Issued and Overdue	10%	0%	17%	9%	8%
RKPI 9	Priority Repair Ratio	15%	10%	20%	26%	18%

Voids:

		MLAP	Target	Apr-21	May-21	Jun-21
VKPI 1	Post Inspection Quality	90%	95%	94%	100%	95%
VKPI 2	Voids - Completed in target	90%	95%	100%	100%	93%
VKPI 3	Average Void completion time Days	12	10	15	15	17

VKPI 4	Post Void Repairs	10	5	3	0	0
VKPI 5	Customer Satisfaction	90%	95%	100%	100%	100%
VKPI 6	Defects at Handover	95%	100%	83%	33%	67%
VKPI 7	Average Job Cost	£3,000	£2,500	£5,000	£5,618	£5,752

Planned Works:

		MLAP	Target	April-21	May-21	Jun-21
PKPI 1	Predictability of Time	10%	5%	N/A	N/A	N/A
PKPI 2	Predictability of Cost	10%	5%	N/A	N/A	N/A
PKPI 3	Customer Satisfaction	90%	95%	N/A	N/A	N/A
PKPI 4	Post Inspection Quality	90%	95%	N/A	N/A	N/A

Servicing:

		MLAP	Target	Apr-21	May-21	Jun-21
SKPI 1	Servicing- Compliance	100%	100%	100%	100%	100%

Asbestos:

		MLAP	Target	Apr-21	May-21	Jun-21
AKPI 1	Reoccupation Inspection Pass Rate	99.5%	100%	100%	100%	100%
AKPI 1	Air Test Pass Rate During Works	0.5%	0%	0%	0%	0%

Complaint and Compliment Report

Property & Asset – Ian Williams

1st Quarter 2021 (April '21 – June 21')

Contact details

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To request this information in an
alternative format or language
please phone 01395 516551 or
email csc@eastdevon.gov.uk

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Lessons Learnt	10/11

Introduction and Timetable

East Devon District Council is committed to being an organisation that listens to customers and work closely with our Main Contractor, Ian Williams, to provide a quick responsive solution. Therefore, both customer feedback and the way that the Property & Asset respond to this feedback, whether negative or positive, are vital indicators of the overall performance of the Ian Williams contract, impacting KPI's.

Property & Asset aim to maintain a high level of performance and improve the quality of service offered to customers, who feel that they have not received a high standard. This includes providing timely responses to complaints whilst continuing to learn and improved.

Property & Asset strive to ensure we respond to customer concerns in an open and transparent way within defined timescales that has been agreed with both ourselves and Ian Williams. The purpose of this report is to outline the complaints and compliments that our Housing and Customer Business Improvement Manager has received 1st April 2021 – 30th June 2021, highlighting key themes and trends. Our report also explains how Property & Asset working hand in hand with Ian Williams have performed and includes case studies demonstrating how we have learnt from complaints received. This is the most important aspect of the complaints process.

It should also be noted that the format and overall presentation of the report is based over a three month period of the contract, this being the first quarterly report produced, these reports will be produced on a quarterly basis to be presented at the Core group meetings, alongside our Monthly PDF reviews.

Whilst customer feedback provides a valuable insight into how Ian Williams are and have been performing, complaints and compliments figures do not reflect the full picture. This report should therefore, be understood within the context of the number of customers interacting with our repairs service, averaging all repairs to 4200+ properties.

Furthermore, building on the key developments and lessons learnt in the first quarter of 2021, priority areas of focus for 2021 remain and will include:

- Our Housing and Business Customer Improvement Manager has promoted the procedure for reporting compliments via our social media platforms and website to ensure that tenants are having an opportunity to relay positive feedback.
- Addressing current and upcoming issues, using complaints as direct customer feedback to make immediate service improvements, working alongside Ian Williams CLO, Business Manager and our Contract Manager.
- Reviewing the way that the Property & Asset highlight and considers learning from complaints to ensure that each complaint enquiry is fully considered and used to positively grow our service and improve customer relationships.

Key Headlines

<p>6 (AV 2 PM)</p> <p>Formal Complaints Received. Managed via Corporate complaints and Sophie. The amount has remained the same as the previous quarter</p>
--

<p>6 (AV 2 PM)</p> <p>Informal Complaints Received. Managed by Sophie, down from 13 from the previous quarter</p>
--

<p>6</p> <p>Compliments received 2 more from the previous quarter</p>
--

<p>6</p> <p>Direct Councillor Involvement</p>

<p>96%</p> <p>Informal Complaints responded to within 3 days.</p>
--

<p>Top trend of reactive complaint received was in relation to cancellations of job</p>

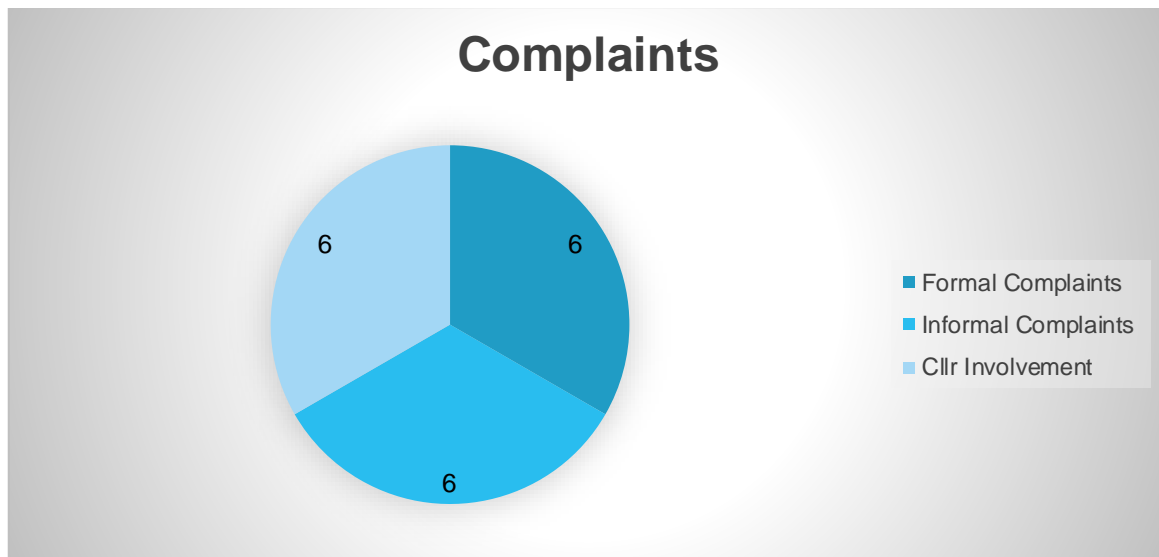
<p>0</p> <p>Complaints needing assistance from Estate Management</p>

<p>Ian Williams completed 3125 Reactive repairs and 57 voids within this time period</p>
--

<p>211</p> <p>'Issue / Queries' emails escalated to Business and Customer Improvement Manager attention, up from 116 last quarter</p>
--

<p>38</p> <p>Home visits made to help stop the escalation of issues and to resolve</p>

Complaint Statistics



Formal Complaint Process and Statistics

Our Housing Business and Customer Improvement Manager works closely alongside East Devon District Council's formal complaints team managing the complaint as quickly and effectively as possible. Sophie will collate all the information required, discuss the complaint with Ian Williams and agree on a resolution and action plan, this is then fed back to the complaints team alongside a timeline.

Between 1st April and 30th June 2021;

- 12 Complaints received
- 12 in relation to Reactive Repairs
- 0 in relation to the Void

The report is showing a decrease in direct Ian Williams's complaints, down from 19 to 12. This is amazing, given the ratio of reactive repairs that are carried out each month, Ian Williams have improved on their figures from the last quarter.

Our report highlights that Arron, the Business Manager, has worked closely with Sophie to resolve issues and complaints as quickly as possible, reducing our response date, which has a huge effect on the tenant's responses, demonstrating that we take all feedback seriously and work to resolve any issues as soon as possible.

The top trend of complaint;

- Cancelled appointments / no shows

Informal Complaint Process and Statistics

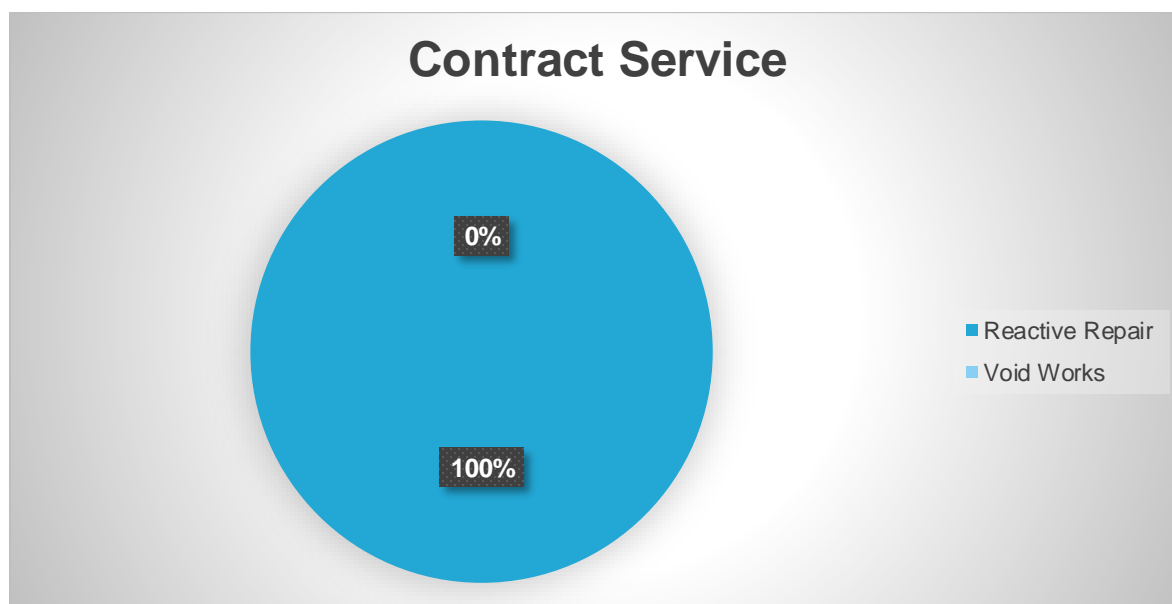
Our Housing Business and Customer Improvement Manager will receive complaints directly from tenants. We aim to acknowledge within 2 days and respond with an action plan within 8 days.

Sophie will liaise directly with Ian Williams via weekly and monthly meetings, as well as daily interaction to resolve the issue and ensure that the matter is dealt with promptly, this quarter has shown a huge amount of support being given by the Business Manager to ensure all issues and complaints are resolved and understood as soon as possible, which shows a collaborative approach.

Understanding the complaint and the history may involve further discussions with our Contract Manager and our Surveying team.

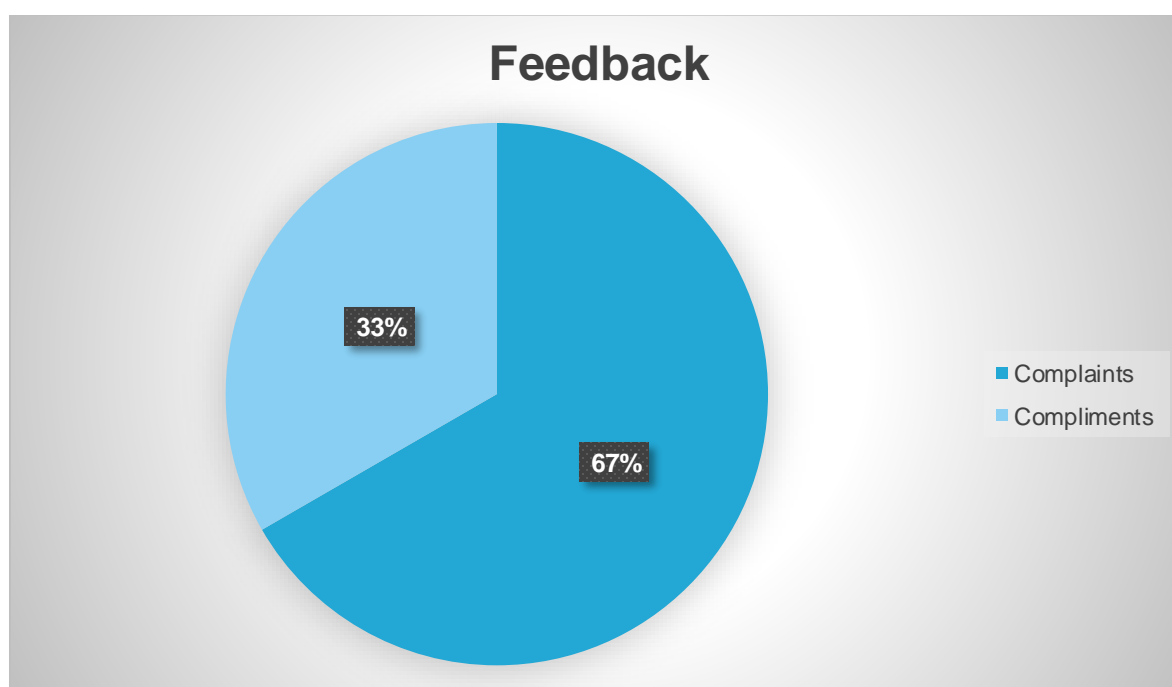
The top trend of complaint for this quarter;

- Cancellation of jobs and the resident not being informed when they are returning.



Compliments Statistics

Our Housing and Business Improvement Manager is currently working on ways to better and clear our communication channels for tenants to be able to relay positive feedback as well as negative. Although it is easy to focus on the negatives and the complaints; it is as equally important to focus on the compliments received and trend report these too, by doing this, we can ensure that both East Devon District Council and Ian Williams are continuing to keep a high level of service.



Compliments received from 1st April 2021 – June 30th 2021

- 6 Compliments

The top trend of compliment this quarter;

- Operatives work

We at East Devon need to engage more with the operative's toolbox talks to highlight the good work that is going on day to day, which sadly does get overseen by the negative feedback and

complaints. We need to work hard on highlighting the positives, whilst not losing sight of the communication that needs improving.

Lessons Learnt

Improving the way that complaints are dealt with requires a whole 'one team' approach, with Property & Asset alongside Ian Williams prioritising complaints and making improvements based on the feedback from customers. Therefore, it is the responsibility of our Housing Business and Customer Improvement Manager to make responding to complaints and learning from customer feedback a priority, whilst continuing to highlight complaints and issues daily, weekly and monthly.

A number of reactive repair service improvements have been made over the first quarter period following the results of the fourth quarter report and this is also based on feedback from our customers.

One of our key areas that we have previously targeted of service improvements have included the training of internal staff to fully understand the requirements of the contract and the revision of communication materials, from our first point of contact, repair advisors, through to the Ian Williams scheduling hub, we have completed a training day, with in depth discussion referencing coding elements of the jobs, contract requirements down to training on elements of the contract, this seems to have been extremely beneficial. A meeting has been scheduled for our Business and Customer Improvement Manager to meet the Business Manager at the hub to advice expectations and understand frustrations from both sides to fully address any communication issues both in house and with our tenants, this is happening in August, so feedback will be provided on the next report.

This quarter, the most common complaint received against Ian Williams are as follows:

- Cancellation of jobs and follow up jobs not being scheduled.

This quarter has shown that the prominent issue and complaint that arose was the cancellation, last minute, of jobs to resident's homes. This has meant that residents have become frustrated as they have allowed for time off work, which has resulted in them potentially losing earnings for wasted time. Although, this is predominantly down to the lack of materials present on the market, we do have some improvements to make both within East Devon and Ian Williams, ensuring that jobs are logged onto the correct SOR and trade, allowing enough time for the operative to carry out the work. Communication if any jobs need to be cancelled needs to improve within the hub, residents have advised that they have not had any calls from Ian Williams to advise that they cannot attend, they had to call East Devon to find out what is going on.

Next Steps

Further steps will be taken in quarter two to ensure that the approach that Property & Asset take to dealing with complaints and responding to customer feedback continues to improve.

Our key actions, working on as a priority, as highlighted previously in our annual and previous quarter review, will include:

- Continuing with monthly PDF reports highlighting 'Lessons learnt' and collating these into a quarterly report for Core Group to discuss.
- Comprehensive relook of all complaint guidance, including the policy, guide to officers, the internet pages and the intranet, more data to be stored on our OpenHousing platform.
- Review of all customer interaction across Ian Williams, including a visit to the Hub to ensure all targets, requirements and policies are fully understood.
- Ensure that the annual complaints report/updates on complaints data are shared with the Housing Service Lead and the Housing Strategic Lead and that consideration of complaints is included in the Housing Review Board.
- Developing the 'customer interaction' training for internal officers and Ian Williams operatives. This will include the development of a simple e-learning training course for front line staff to allow them to understand the role and purpose of customer expectations and satisfaction.

- Focus more on the lessons learned from upheld complaints and how these can be addressed effectively.
- Commence and continue the Repairs Tenant Group, ensuring this is held regularly, unfortunately, we are lacking members, but hope to have this issue sorted soon.

The Building Safety Act & The Impact on Housing

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Background



The Grenfell Tower Fire



[Grenfell tower fire: How the disaster unfolded
\(msn.com\)](https://www.msn.com/en-gb/news/uk/grenfell-tower-fire/how-the-disaster-unfolded/story?hpid=hp_hp-top-table-main-grenfell-fire%3Ahow-the-disaster-unfolded%3Ahomepage%2Ft-grenfell-fire%3Ahow-the-disaster-unfolded&hpt=hp_hp-top-table-main-grenfell-fire%3Ahow-the-disaster-unfolded%3Ahomepage%2Ft-grenfell-fire%3Ahow-the-disaster-unfolded)



Independent Review

The Grenfell Tower Fire – 14th June 2017



Independent Review



Fire Safety

Building control

The Building Regulations of
England and Wales

The Building Regulations

Recommendations

Stringent regime for the fire safety in higher risk buildings

Regime to monitor performance of the building from design stage to occupation

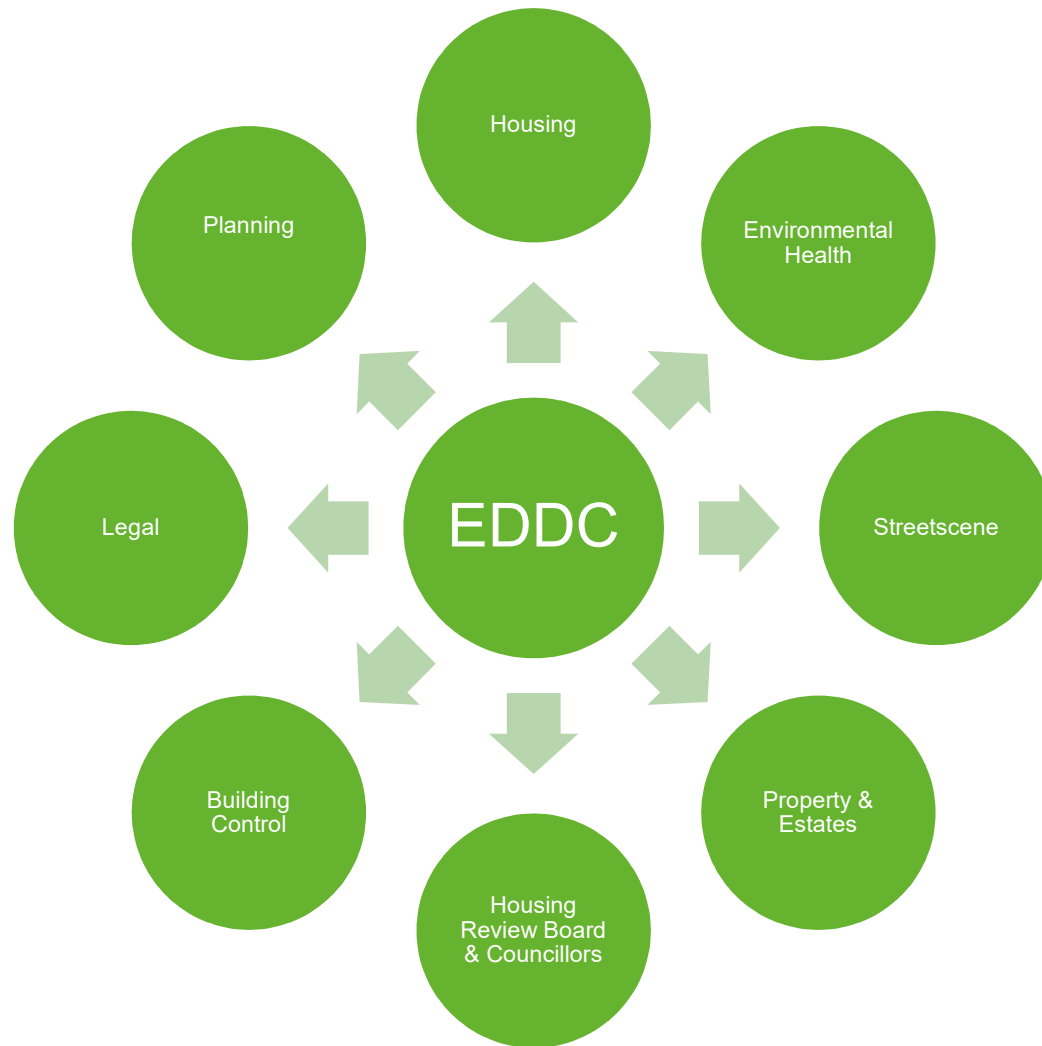
Cross cutting legislation and reform of building regulations & guidance

New Homes Ombudsman

Easier access to the Housing Ombudsman

A more transparent testing regime

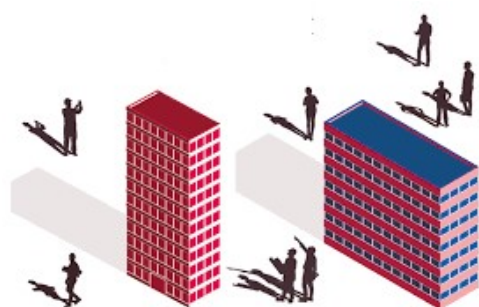
Increasing tenants voice

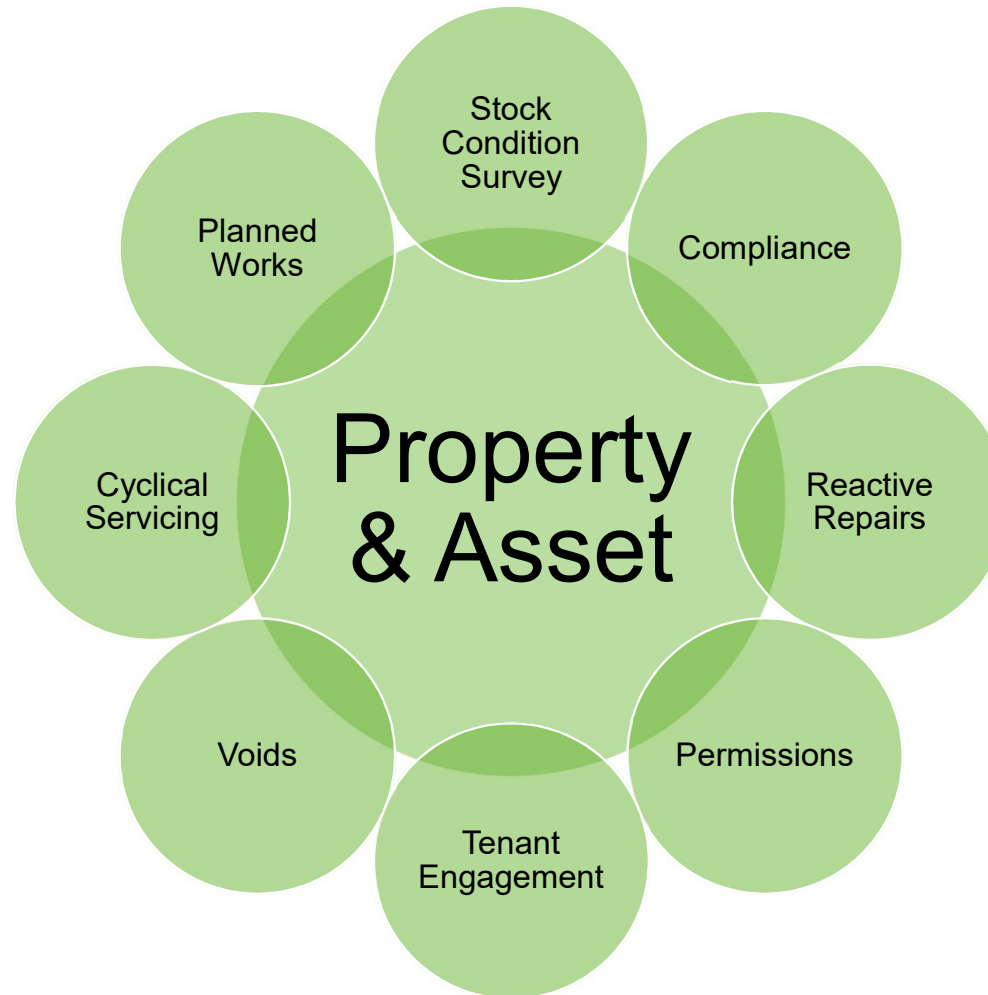


Roles & Responsibilities – Housing

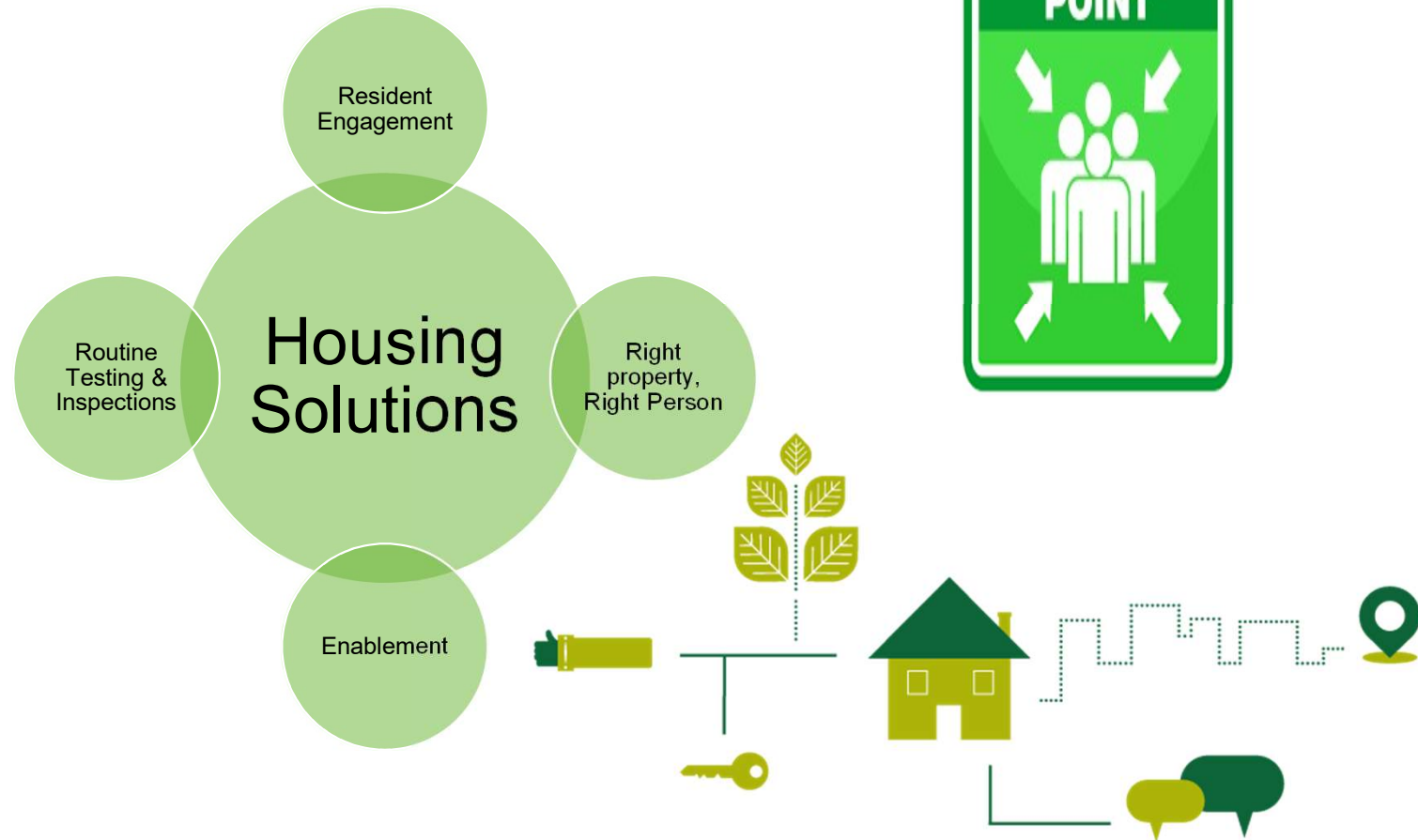


Building Safety Manager









Building Safety Regulator



New Building Safety Regulation System



Key Points for the Future

page 105

Strict Regime
on Building &
Refurbishment
of buildings

Golden Thread

Fire door
inspections

Safety
inspections

Ensuring
resident
engagement



Any questions?

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