

Report to: Housing Review Board



Date of Meeting 18th January 2023

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 the Integrated Asset Management Contract as part of our regular update on this area of the service, but also as a direct response to ongoing concerns raised regarding the delivery of some key functions of the contract.

The repair and maintenance of tenant's homes is considered to be one of the most important services we provide to tenants, and we work towards achieving our purpose, which is right repair, right time, fix and stay fixed. We have been concerned for some months about the relatively high complaint levels, tenant dissatisfaction, resource levels, material supplies, communications with tenants and the complex and extensive nature of some repairs and voids.

We have an Action Plan developed with Ian Williams our main contractor to improve the service to a level that client, contractor and customers are expecting from the contract.

Is the proposed decision in accordance with:

Budget Yes ☒ No ☐

Policy Framework Yes ☒ No ☐

Recommendation:

That the Housing Review Board:

1. Notes the update report on the delivery of the Integrated Asset Management Contract; and endorses the Action Plan designed to bring about a sustained improvement in service delivery.

Reason for recommendation:

To update and confirm that the Contract is managed in the most efficient compliant manner possible to ensure the daily operational delivery of the Integrated Asset Management Contract is maintained.

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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; in addition we also need to consider fabric upgrades to our Housing Stock to improve their Energy performance in order to achieve the maximum possible gain from the new technologies that will be installed.

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) [HRB 16 September 2021](#) (Item 14) [HRB 24 March 2022](#) (Item 8) [HRB 16 June 2022](#) (Item 10).

Link to [Council Plan](#):

Priorities (check which apply)

Priorities (check which apply) _____

- ☒ Better homes and communities for all
- ☐ A greener East Devon
- ☐ A resilient economy

1. Introduction/Overview

- 1.1 The Integrated Asset Management Contract (IAMC), delivered by Ian Williams and their sub-contractors is now well into the fourth year of a ten year contract, and is about to enter quarter 4. The contract is built around a price per property and price per void tendered price (subject to inflationary increases) with references to variations and agreed schedule of rates.
- 1.2 The first three years of the Contract threw up many operational and logistical challenges, the main one of course being the Covid pandemic and the impact that had on everyone's lives and the delivery of IAMC (Reactive Repairs & Void service) was also impacted. The majority of the restrictions imposed as a result of the pandemic have now been lifted and the past year plus of the IAMC Contract has seen the impact largely subside meaning that we have been in a 'business as usual' situation.
- 1.3 Brexit has also had and continues to impact on the delivery of the IAMC specifically around the sourcing and delivery times for certain materials and components. It had been hoped that we would have seen improvements with this as the year unfolded, but issues are still being experienced. Compounding this we are now seeing the impact of the current economic climate, which has led to significant increased material, and labour costs in the construction industry.
- 1.4 Following issues raised at previous Board meetings surrounding the performance/delivery of the IAMC a high level Action Plan (**annex 1**) was prepared and tabled at the June HRB meeting that captured the specific areas of concern coupled with the actions that would be taken to address the same in very general terms it centres on:

- Communication.
- Management of Work in Progress (WIP)/overdue/multi trade jobs.
- Diagnosis of repairs.
- Appointing of repairs (appointment at the first point of contact).
- Collection and collation of customer satisfaction (paper surveys not left with Tenants on completion of jobs).
- Sub-Contractors/Sub-Contract management.
- Resourcing of the Contract (on both sides).
- In addition to the HRB the Action Plan has been discussed in detail with the Service Repair Group, with the Surveyors and with the Repair Advisors all of whom have inputted to the same. This is a working document with some tasks still 'ongoing'.

2 Key Performance Indicators (KPI's)

2.1 A copy of the KPI's for quarters 1 & 2 of this financial year (April to September) are appended to this report for information.

The KPI's are showing numerous fluctuations in performance across all areas of the Contract.

In most areas the KPI's are indicating a level of improvement in the performance delivery of the Contract, see the KPI headline analysis.

The KPI's for quarter 3 are not included as part of this report as they have still to be validated by the Core Group (the high level Management Group that monitors the IAMC Contract).

2.2 KPI Headline analysis:

During Quarters 1 and 2; with reference to the General items:

- All those scored have shown a level of improvement and are meeting either the MLAP (minimal level of performance) or the Target levels.
- The number of complaints remains very low in direct comparison to the number of jobs, over the six month period only once did the number arise above the Target level and then by just 0.1%.
- For the latter two months of the period no complaints were escalated to Stage 2.
- The figure for Contractor Training days for the management and operatives sits slightly below the MLAP figure.

During Quarters 1 and 2; with reference to repairs:

- 8 of the 9 KPI's are meeting the MLAP or the Target levels.
- Of the one highlighted in red:
 - Repairs completed in target achieved the MLAP figure for three months during the period, but performance dropped for the latter two months. The drop was largely due to resourcing issues, operatives taking Annual leave and vacancies. Measures are in place to reduce the Average Repair Completion time firstly down to the MLAP figure and then to the Target level.
 - Orders issued and overdue is within the MLAP and has been that way for the latter two months of the period. This is impacted somewhat on the number of large scale repair jobs that are required.
 - Weekly Meetings are being held to monitor and manage the delivery of Reactive Repairs.

During Quarters 1 and 2; with reference to Voids:

- Generally, the delivery of Voids is not at the expected or required levels, only one of the KPI's is achieving its Target, two are achieving MLAP and two are in the red, not achieving MLAP/Target.
- Of the two highlighted in red:
 - Generally Voids are completed in Target remains low, this was largely attributed to:
 - delays in clearing debt on meters, this has been addressed by the engagement of an organisation called TSM (Tenant Saves Money) who, in very simple terms clear any debt for the Authority and ensure that there is sufficient credit on meters to both deliver the Void work and for the incoming Tenant.
 - The number of Voids that require a large amount of work to address their poor condition when properties are returned to us; please make reference to items 29 to 31 of this Report, this highlights to condition that properties are returned to us and the impact on the Void delivery.
 - The job cost is always appearing in the red primarily for the reasons set out in the Void section of this Report.

3 General points on the management of the contract

3.1 During the first two quarters of the Contract we had a change of Contract Manager, this enforced change has seen considerable improvement in both the management of the Contract and communication between ourselves and Ian Williams.

3.2 We continue to struggle with the recruitment of Surveyors to support the effective management of the Contract. This is not a problem unique to EDDC, but is an issue which providers nationwide and particularly in the South West are struggling with. Recruitment remains an ongoing process and challenge, but pleasingly we are starting to see some rewards for all our efforts.

3.3 Ian Williams have also had changes in their structure, particularly at Contract Manager, Supervisor and Working Foreman levels, they are also facing similar challenges with recruitment. Those new personal, managers and operatives, are bedding in well and gaining a full understanding of the delivery model of the IAMC Contract.

4 Reactive Repairs

4.1 Repair requests and orders generally remained consistent throughout quarters 1 and 2; they are generally aligned with the figures for the same period from previous years. However, we have seen an increase in service demand for reactive repairs in November onwards.

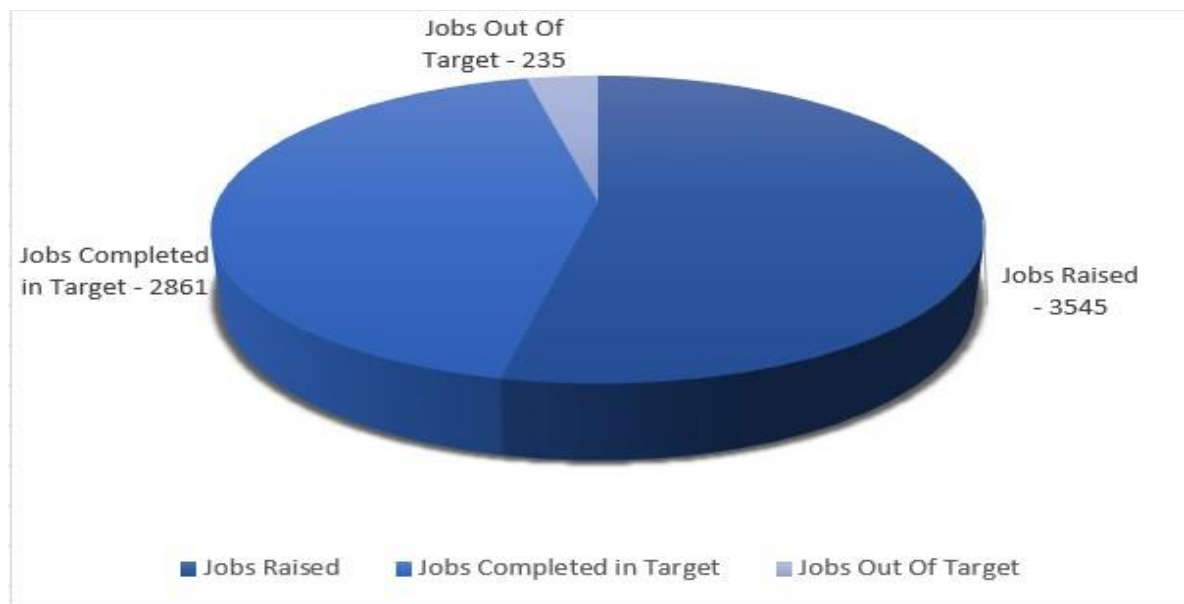
4.2 Work in Progress (WIP) for Q1 was over 1000, and at its peak in April and May hit levels of 1200/1400 which all parties agreed was not acceptable. In line with the Action Plan previously referenced considerable work was carried out to reduce the level of WIP to manageable levels.

4.3 In July the WIP figure had been reduced to around 700, in August the figure had dropped to around 600, September saw a small rise in the figure to around 650. These are the levels of WIP that are expected and manageable.

4.4 As we enter the winter period we are seeing the expected increase in level of service demand and in line with this increase the WIP figure is starting to rise.

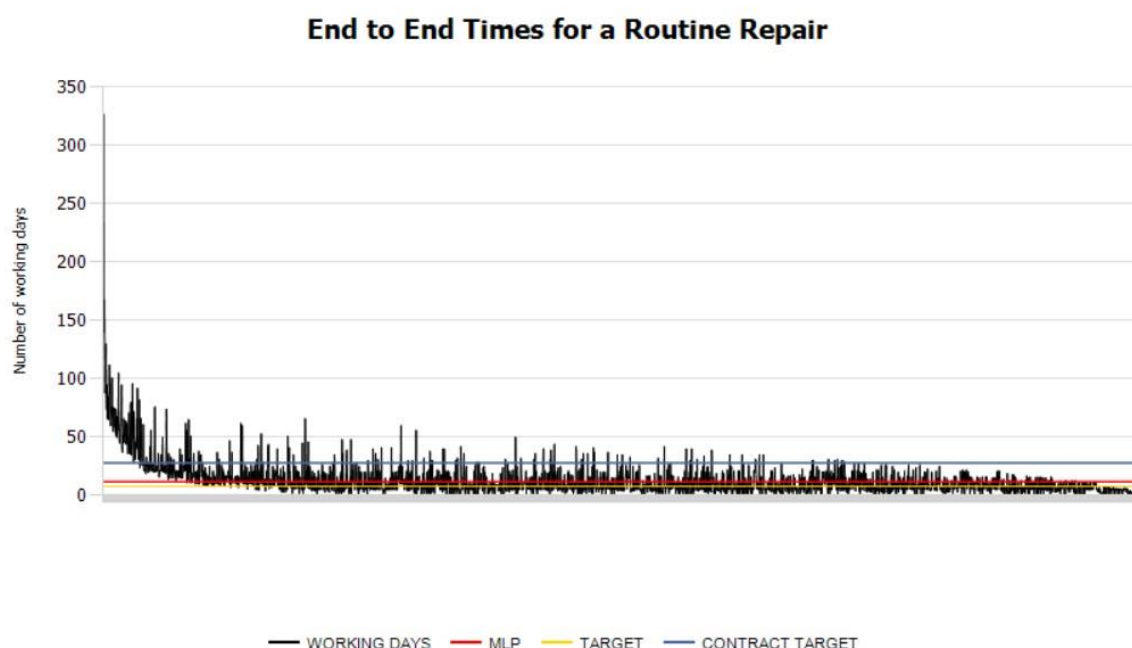
4.5 All parties are aware of this increase in WIP, but this is being managed with phone calls scheduled daily with both Contract Manager's to ensure we do not hit any unmanageable high levels. In addition weekly review meetings are held to address the same issues with the surveying teams from both sides.

4.6 The following table refers specifically to quarter 2 of the present year, in very simple terms it shows the number of repair jobs raised, the number of jobs completed in target and the number completed out of target (longer than 28 days to complete):



The difference between the orders raised and the jobs completed is the amount of WIP (Work in Progress) at the end of Quarter 2.

4.7 The following graph shows the end to end timescales show a trend throughout the months. The chart reflects all of the jobs throughout Q2 July to September. Following on from Q1 we have been working hard to ensure that the end to end timescales for repairs is staying at a low level.



4.8 We continue to carry out data analysis, but do not believe that some of the processes put in place to effectively manage the Contract are being utilised correctly e.g. the Variation process,

post inspections and Extensions of Time (EOT's); this is something we are continually addressing and is an ongoing issue highlighted in the previously mentioned Action Plan.

- Surveyors on both sides have again been instructed and are being supported to follow all the contract processes and record the information so that this can be pulled out of the system; the use of the processes needs improvement on both sides.

4.9 In order to support the drive to improve performance delivery we have re-invigorated the Duty Surveyor role by setting clear expectations, including but not restricted to:

- Duty Surveyor to work in Woodbury, alongside IW
- Clear down the Duty Surveyor inbox to ensure this is empty every night
- Be the Point of Contact for any variations requested from IW and to clarify/deal with queries raised by the Repairs Advisors
- Carry out 25 Post Inspection telephone calls to jobs over £1000
- The days have been set with each surveyor and this will stay the same each week, they are to work together to ensure there is cover on days they cannot make or have holiday and advise Housing, Ian Williams and the Customer Service Centre.

4.10 Larger repair jobs; it is becoming increasingly evident that repair jobs are becoming larger in nature, to this end we, with support from Echelon, the specialist Consultant that assisted us in procuring the Contract, are working on a process for a 'Minor Works Team' to deliver these larger type repairs. Such repairs create challenges around delivery and resource. We need to establish a clear timeframe, Schedule of Rates/Pricing structure, system coding and KPI to ensure such repairs are managed and delivered efficiently.

4.11 The larger repair jobs are becoming more prevalent due in part to the age and condition of our stock, many of the larger repairs relate to external render, footpath repairs/replacement, reactive component upgrades that are deemed urgent and therefore cannot be included on a Planned Works Programme.

4.12 Abandonment of Jobs; the number of jobs being abandoned has decreased, however, it is still happening, many without reason, we continue to investigate to establish reasons and trends. It is evident that there are issues that need to be addressed on both sides.

- We are waiting on an IT systems solution, Capita have been engaged by EDDC to prevent Ian Williams from abandoning jobs. The abandonment of jobs should only be permitted by agreement with the EDDC Contracts Manager, we are enforcing this until the IT solution is in place.

4.13 The payment process continues to work well, there are of course challenges in certain instances, but these are generally addressed and resolved in a professional timely manner.

4.14 Daily call levels and email communication remains at expected levels. One thing that does remain an issue and is impacting on front line staff, particularly our Repairs Advisors, is the abuse received from tenants when either reporting repairs or requesting updates/information. This is becoming more frequent and with one team member down at present, it really does impact on staff morale.

4.15 Management of expectations; we continue to receive a level of requests and even demands from Members, MP's and in some cases internally from other teams, which is bringing its own pressure to bear. These usually stem from residents who are waiting on repairs, currently going

through the complaints system etc. and are then trying other methods to get a different answer or speed up the process.

4.16 We have seen a huge demand for delivery of reactive component upgrades, such as new heating installs, window installs, kitchens, bathrooms; these are as a result of a complaint and the residents not accepting being placed on a future planned works list/programme. Component upgrades are generally carried out on Planned Works programmes not as reactive works unless deemed necessary. Carrying out work in this manner means there are less diary slots available for day-to-day repairs.

4.17 Damp & Mould; there is an expectation that the recent national publicity will see an increase in reports of damp and mould that will need to be addressed; in the past few weeks this is starting to impact, leading to an increase in repairs orders. Central Government have issued a request for a detailed response on how we as an Authority/Housing Service will manage damp and mould cases, in addition we are also working on:

- Our own damp and mould Policy and Procedure.
- A detailed process for the management of damp and mould cases.
- A review of damp and mould cases over the past 12-18 months.
- An analysis of damp and mould cases over the past 12-18 months to determine if there are any trends that can be investigated, further e.g. reports of such cases in several houses in a street may suggest problems with all properties in the street that warrant proactive investigation even if nothing has been reported.

There is a separate HRB Report that will contain considerable more detail in relation to the management of damp and mould cases, it will also contain advice for residents that can be followed to assist in the mitigation of the problems.

5 Voids

5.1 Generally the communication in relation to the delivery of Voids is working well leading to a positive collaborative working ethos between the teams, although there remains room for improvement and the need to focus on this area closely.

5.2 Following the general lifting of Covid restrictions Void turnover has increased resulting in more Void orders being issued to the Contractor, this in turn has presented challenges for their delivery resulting in a backlog, which is now proving challenging to clear.

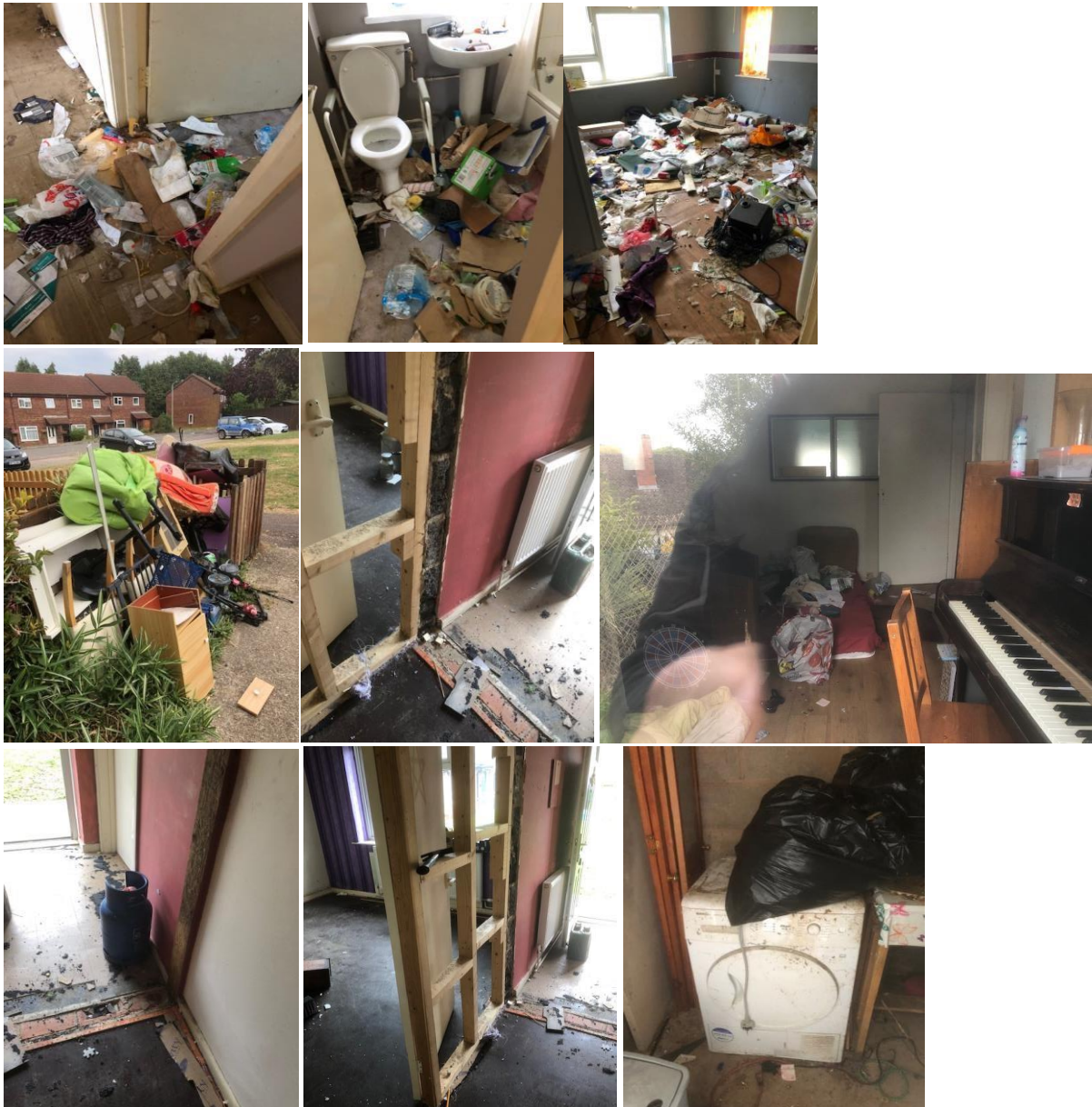
5.3 We had recently outlined concerns that previous covid related restrictions have remained in place with regards to how many properties we can pass to Ian Williams in a week, this has now ended and the restrictions on orders are no longer in place. We are working with Ian Williams to issue a greater number of Void orders per week to firstly clear the backlog and secondly prevent any future build up; this is included in the Action Plan.

5.4 Void Condition & Cost; 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.
- Under investment in Planned Works due to other priorities, e.g. Compliance related work (Fire Safety) and Retrofit Work.

5.5 We are seeing an increasing number of properties being returned to us in poor condition and requiring almost all of the above work, such work is not only costly to carry out but also time consuming, sometimes adding several weeks to the Void delivery/turnaround time. Wherever possible the re-charge process is implemented to recover costs that are incurred for such additional (exclusion) work.

5.6 The following are photographs are examples of how properties are being returned to us by outgoing residents:



5.7 The debt left on meters continued to be a challenge throughout quarters 1 & 2 of this financial year challenge for us since the turn of the year. Historically we used to transfer properties to British Gas for them to clear historic debt, but unfortunately, since 23rd December 2021 British Gas no longer provide this service to providers. As a consequence we have altered our processes such that:

- Ian Williams were extremely helpful in the management of this and stepping in to support EDDC, so we were able to hand back some of these properties that have had aged debt. We have now signed up with an organisation called Tenants Save Money

(TSM), they provide a similar service to that previous offered by British Gas to the problem of debt on meters has been mitigated.

- As TSM now manage the debt on meters we no longer have to:
- Try to establish who the energy supplier to the property is.
- Establish the debt.
- Arrange payment.
- All the above requires considerable time and resource, it is resulting in delays (some of which are lengthy) in returning properties. Very often the debt is sizeable, also the particular Utility Company will not engage with us to clear the debt as we are not the Account Holder.

5.8 To assist with the management of Voids on our side, one of our Repairs Advisors has stepped in to provide administration support to the Void Surveyor; this is working well and improving our general management of Voids.

5.9 With no interest from resident members who are able to drive, we are struggling to find Tenant Inspectors, however, we are revisiting the Tenant Inspector role, whereby a resident will visit the property once Ian Williams have finished to do a 'Post inspection' this is to ensure we are involving and capturing resident engagement where possible. We remain committed to providing this, but need input from residents.

5.10 The condition of Void properties when offered for handover continues to fluctuate, the Contractor is continually requested to carry out their own detailed snagging to ensure that all issues are addressed prior to offering a property for handover, this basic practice will ensure that all handovers go smoothly and there is no delay in handing properties back to EDDC.

5.11 As part of the high level Action Plan we committed to carry out a detailed review of the Void process and Void standard in an effort to improve performance and the general standard, the following are among the issues that will form part of the review:

- Pre-inspection timings (revert to whilst the properties are occupied)
- Management of Voids on our Open Housing System (upgrade and use of the Void Tracker)
- Ensuring that the Void Tracker captures all stages of the Void and where/who they sit with during the process
- Void Classification.
- Clearing the backlog.
- Condition of Voids when returned to EDDC/handed to Property & Asset/Ian William and how we are going to address this moving forward.
- Void Specification.
- Specialist works.
- We engaged with Echelon, the specialist Consultant who procured the IAMC Contract to carry out this review, the results of the same will be subject of a separate HRB Report that focuses solely on Voids.

6 Planned Works

6.1 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.

6.2 To date work has already commenced on the following work streams:

- External Decoration including remedial render repairs and eaves replacement

- Window replacement
- Re-roofing
- Green Energy Retrofit work; much of this work is being delivered using the funds awarded by BEIS (Department of Business, Energy & Industrial Strategy) as part Wave 1 of the Social Housing De-carbonisation funding Government initiative following our successful bid.

6.3 These work streams continue to progress well and have been very well received by the tenants who have felt the impact of us having to delay some planned works mainly due to the pandemic.

6.4 We will be looking to publicise these works on our various communication platforms and also carry out site visits to showcase some of the work. This area of work needs to be closely managed in order to ensure the delivery of planned works is not further impacting on the delivery of responsive repairs. The work stream is managed separately by us and is overseen by our Planned Works Manager (Asset Management and Climate Change).

Among the work streams that we are continuing to deliver include:

- Kitchen & Bathroom Modernisation
- Re-roofing
- External decoration programme
- Specialist bespoke projects e.g.:
 - Whole house upgrades
 - Specialist structural works
 - Specialist damp proofing work
 - Specialist drainage work
- Green energy/climate change work which will include:
 - Fabric upgrades to improve energy performance
 - Window replacements
 - Installation of Air Source Heat Pump heating/hot water installations
 - Installation of solar panels

7 Handyperson Service

7.1 The Covid pandemic significantly reduced demand for the Handyperson Service; although restrictions have been lifted demand remains very low.

7.2 The Contractor is committed to providing a dedicated Handyperson, but due to the current demand it is uneconomic to have one in place, the service is currently delivered by the existing Reactive Repairs Team. A dedicated Handyperson will be put in place if and when demand increases to sufficient levels to warrant this.

7.3 The Handyperson Service continues to be publicised across all platforms, but we have not seen an increase in demand. The service will continue to be publicised and we are considering creative ways to push the scheme and hopefully encourage take up.

8 Social Value

8.1 Since the lifting of the Covid restrictions Ian Williams have increased their delivery of commitments in relation to Social Value. Those that they are delivering include:

- Sponsorship of several Tenant initiatives including the garden competition
- Engagement of apprentices

- A Tenants Discount card with their local suppliers, full details have been provided to the Housing Services Team for roll out to our residents
- We have held three Social Value events at one at Greenhaven, one at Lymebourne Park, Sidmouth and one at Dunning Court, Honiton, further similar events are being planned for the next calendar year.

9 Compliance & Cyclical Servicing

9.1 Compliance & Cyclical Servicing is generally going well, all work streams are being delivered in a professional manner.

9.2 One area we are currently working on and looking to improve is the transfer of data and Certification across/between the IT systems, at present this tends to be primarily a manual process, ideally we would like to get to a position where this is automated.

10 Customer Satisfaction and Compliments

10.1 Throughout Q1 and Q2 the Customer satisfaction remained an emotive subject, the data currently collected across various platforms e.g. Customer Satisfaction surveys returned by tenants, Customer Satisfaction telephone calls made by ourselves/the Contract and the Contractors handheld pda devices all suggest good levels of satisfaction.

10.2 It is acknowledged and accepted that negative feedback is received from other sources which differs from the feedback collected. There has been a great deal of focus on the negative feedback to ensure that we fully understand the issues and put measures in place to prevent future issues. Great strides have been made, but there is still further work to do, we believe that we will see further improvement particularly when the team is fully staffed

10.3 We realise that the importance of leaving paper Customer Satisfaction Surveys with residents after each and every repair and regularly hold toolbox talks with Ian Williams to highlight this fact. We continually ask Ian Williams to ensure that 'paper' Customer Satisfaction Surveys are left after each job; to evidence this we have asked that the Operatives take photos as evidence they are leaving the sheets. We have also reiterated that all sub-contractors working for Ian Williams need to be leaving the sheets and following the same processes as their own operatives. Despite these measures, it is acknowledged that they are still not being left in all instances, and it remains an issue that is constantly being monitored.

10.4 During Quarters 1 & 2 of this financial year 511 paper Customer Satisfaction Surveys were returned to us, the table below sets out the Tenant response to the questions contained in the survey:

Question	Yes	No
Did you find it easy to report the repair?	503	8
Was an appointment made when you first reported the repair?	469	42
Was the appointment time kept?	502	9
Was the work completed on the same day the operative called?	492	19
Do you feel that you were adequately updated throughout your repair?	506	5
Did the contractor wear ID and company clothing at all times?	509	2
Did the contractor treat your home with courtesy, respect and care?	508	3
Did the contractor clear up mess and remove rubbish on a daily basis?	507	4
Are you satisfied with the work overall?	504	7
Would you like a call back to discuss your experience?	5	506

10.5 On the paper form there is also the opportunity for residents to provide additional comments in relation to the service they received, the following are examples some of those comments received:

- Very good
- Professional job
- Very helpful and knowledgeable
- I was well treated all round
- We have found all of IW staff to be very professional and polite that have attended our property to carry out repairs
- We have been in a lot of social housing and this is the worst ever, you do not care about your tenants (this actually relates to a complaint)
- Contractor went above and beyond
- Really understood the situation I am in with my disability, very kind and patient
- Job done quickly and efficiently, thank you IW

10.6 During the period we received 14 compliments, they generally relate to the quality of the work carried out, the operatives and particularly their customer care when carrying out the work.

11 Complaints

11.1 The number of complaints received during Quarters 1 & 2 of this financial year has reduced by almost 50% (approximately 30 down to 15) from the figures recorded in 2021, this highlights the work that both parties have carried out to improve service delivery and performance.

11.2 Complaints are reviewed on a monthly basis at operational level and lessons learnt are adopted. The top reasons for complaints are:

- No communication, residents advising that they do not know when IW are attending and when any works that cannot be completed on that day, are rebooked in for (or they are not)
- Lack of communication; no planned element to multiple jobs to a property
- Communication in general
- Cancellation of jobs and follow up jobs not being scheduled.
- Failure of contractor to show ID.

11.3 Both parties are working to continue to improve communication across the board, there are already good signs of improvement, it is continually monitored to ensure that improvement is maintained.

12 General

12.1 We are working hard to ensure that everyone, i.e. Officers within the Housing Service and our Residents have an understanding and clarity of:

- Repairs etc. that are set out in the Tenancy Agreement as Tenant responsibility
- The management of tenant expectations in relation to the repair that will be carried out

12.2 We continue to work alongside our Allocations team to look into the initial handover documents, to ensure this captures responsibilities of tenants and landlords and that responsibilities are clearly understood. We are also looking to engage our Tenants Repairs Review Group with this area to help support us understand better how we can ensure these areas are clearer for

tenants to understand. We are also working with the Allocations team to review our internal Mutual Exchange process and ensure that this is up to date and working as it should be. This work will be included as part of the wider Void Review.

12.3 We have been aware of a lack of clarity on the contractual timescales across the wider housing team, residents and councillors, it is clear this needs to be addressed, to this end:

- We are exploring ways we can address this, perhaps with some general reminders by way of a specific publication
- We are proposing to deliver some specific workshops could be useful to target certain areas of the District where tenants can pop in, meet us and learn more about how the repairs service is delivered
- We undertook initial roadshows prior to the IAMC Contract going live and now, in the wake of the Covid restrictions being eased we are considering whether it is time for the exercise to be repeated as a way of capturing some meaningful engagement
- We are also exploring the feasibility of a Member workshop, we feel that this could be useful in helping Members understand how the service is delivered

12.4 We are still experiencing a number of residents 'complaining' directly to Council Members and Senior Managers as opposed to following the set process for reporting repairs. On investigation we find that a considerable proportion of these complaints have not been raised at Repair Advisor level for work to be carried out, so we were unaware until they get passed onto the department. It may be that tenants are not aware of the main channels of communication, we are therefore looking at this with the Communications team to see what improvements can be made to make this clearer. It is also another area that would benefit directly from input from our Repairs Review Group with tenants being able to guide and help us understand what could work better

12.5 The majority of items highlighted in the Action Plan have been delivered and as already stated improvements are evident. There are a number of actions that remain open as they record and highlight areas where further improvement will enhance the delivery of the IAMC Contract, further they are areas we need to continually monitor to ensure that standards are maintained and improved, they generally centre on communication and timescales.

13 Next steps

13.1 The Action Plan, previously tabled will remain as a live tool to ensure that those areas highlighted/recorded are continually monitored to ensure standards are maintained and improved upon.

13.2 In addition to the Action Plan we have also engaged Echelon, the specialist Consultant engaged to advise us during the procurement of the IAMC Contract to carry out an in depth review of certain areas of the Contract, specifically:

- Voids (process and specification/standard)
- Reactive repairs (general review of the processes, delivery and particularly the delivery of the larger more complex repairs.
- Processes within the Open Housing System for the management of the IAMC Contract including the interface with Ian Williams

13.3 Their report is currently being prepared and will be reported to the Board at a later date.

Financial implications:

All financial implications have been addressed in the body of the report.

Legal implications:

There are no current legal implications but Legal Services will continue to support Housing Assets and Property Services should it become necessary to invoke penalty clauses and arbitration under contractual obligations.