

Report to: Housing Review Board



Date of Meeting 15th June 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 with review of the years 1 to 4 of the Contract particularly highlighting the growth over that period together a review on Quarter 4 of year 4.

Is the proposed decision in accordance with:

Budget Yes ☒ No ☐

Policy Framework Yes ☒ No ☐

Recommendation:

The HRB notes the explanation and context that demonstrates how and why we have had to adapt from the original intentions in the contract to provide a fit for purpose repairs and void service tailored to the requirements of our Residents. It also covers performance on quarter 4 2022-23

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 and that the delivery model is being actively reviewed and adapted to meet service demand.

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Portfolio(s) (check which apply):

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

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: Low Risk; Information only Report

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 10 & 11) [HRB 16 September 2021](#) (Item 14) [HRB 24 March 2022](#) (Item 8) [HRB 18 January 2023](#) (item 12) [HRB 16 March 2023](#) (item 11)

Link to [Council Plan](#)

Priorities (check which apply)

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

Report in full

1. The Integrated Asset Management Contract – the journey to date, years 1 to 4:

2. Introduction:

3. The Integrated Asset Management Contract (IAMC), delivered by Ian Williams, has now entered its 5th year and this report is an information based report outlining the growth and performance of the contract over the years.

This report is set out to show the year on year increase and demands on the contract, as well as highlighting the challenges we have faced as a partnership and the impact these challenges have had on the contract.

This report also covers the major changes we have put in place to help us manage the demands on the service and the associated graphs highlight how much growth and demand there has been on the service year on year.

4. External Factors that have Impacted the Contract:

5. Covid:

6. The normal repairs service was halted 23rd March 2020 and special measures were put in place to manage the contract during the Covid pandemic all in line with Central Government guidelines.

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 in early Summer 2020, a 6 phase recovery plan was implemented to clear all the outstanding jobs within a defined period, this plan was successfully delivered and all repair jobs were cleared.

7. Brexit:

8. Under the Term Brexit, the UK left the European Union on 31st January 2020, only after this did the full implications of Brexit start to impact nationally and specifically on the Repairs, Maintenance & Void Service delivered to our Tenant, this impact continues to this day at varying levels. Every effort was and continues to be made to minimise the impact on the service and despite the best efforts; areas that were and continue to be impacted include:

- Increasing in the cost of materials.
- Availability of materials/components e.g.:
 - Plaster and plaster products
 - Timber
 - Manmade boards.
 - Kitchen units
 - Plumbing/boiler components
 - Electrical/Heating components
 - Composite doors
 - Fire resisting doorsets

9. Cost of Living Crisis/Inflation

10. This is having a major impact on the cost of materials, fuel prices for the Ian Williams operatives transport, and a significant rise in Internal and External Labour costs, all these combined are pushing up repair costs (evidence later in the Report) significantly primarily through the size of jobs required and the exclusion costs. Our Price per Property cost has remained consistent over the first four years of the Contract.

11. Disrepair Cases

12. A surge in Disrepair cases across the industry caused by various factors including the rise of no win no fee companies has meant an increase in Disrepair cases; these are extremely labour intensive cases and require a level of expert support, which at times has been difficult to source in a saturated market.

This year to date we have received well over 20 cases and the number continues to rise, this equates to a 300% plus increase on the previous year.

13. Damp and Mould Cases

14. Related to Disrepair cases and possibly as a result of intensive media campaign we have seen a massive rise (400 plus cases reported since February of this year coupled with higher number arising from the Stock Condition survey) in the reporting of Damp and Mould issues within the home. Initial returns from the Stock Condition Survey indicate that potentially a third of our stock may be suffering from some level of Damp and Mould, as detail is reported measures are in place to address the same.

This increase can be attributed to issues such as Climate Change, Living Conditions, and lack of investment in our stock. Again it has been difficult to resource specialist support due to a saturated market. Currently these cases have the potential to attract media interest and have to be managed effectively and efficiently.

15. Internal Factors that have affected the contract

16. Staffing

17. Recruitment still remains a challenge in a highly competitive market and we struggle at times to recruit and retain suitably qualified staff.

Staffing numbers in most areas in most areas of Property & Asset (with the exception of the Compliance and Cyclical Servicing Team have not increased to increase the increased demand since the start of the contract and this is now under review.

18. Stock Investment

19. A lack of investment in maintaining and managing our stock has led to significant increases in the quantity and value/size of repairs and Voids.

There has also been an increasing demand on Ian Williams to deliver ad-hoc planned works which is impacting on the delivery of day to day work ranging from but not restricted to:

- Kitchen/Bathroom upgrades
- Heating upgrades
- Re-roofing/eaves replacements
- Re-rendering & external decoration
- Window/external door replacements
- External works, re-laying paths, fencing etc.
- Individual component replacements

20. Processes

21. In a number of cases and mainly down to work pressures, demand and many changes in personnel at management, surveyor and operative level, we are not delivering some of the processes e.g. extension of time, variation that had put in place at the start of the contract to manage the service delivery. Extensive training has been carried out across the teams and all areas of work to re-embed the processes to ensure effective Contract delivery.

22. Resident Expectations

23. Through national media campaigns, social media, our own advice publicised across numerous platforms Residents are rightly being offered much improved guidance and support on the service they should receive and on how EDDC should be managing their home. This can in turn raise the Tenants expectations on service delivery leading to an increase in Complaints and Disrepair (evidenced above) cases.

24. Partnership Ethos

25. Due to varying reasons which include Covid and other external and internal factors the partnership continues to work closely, the relationship has been challenged many times for varying reasons e.g. changes in personnel, interpretation of areas of the Contract/delivery, expectations on delivery but on all such occasions issues are resolved in a professional manner.

26. Improvements in place to drive us forward

27. Staffing

28. With the rise in demand on the contract, as set out later in this Report, EDDC are carrying out a full review of our Property & Asset structure to ascertain we have the correct staffing levels and job roles in place to manage this continued growth. Results of this review are due back in June.

As an aside, we currently have 4 surveying vacancies with another one imminent, as well as filling those posts additional posts may be required to meet the demand/workload as well as e.g. specialist surveyors to manage disrepair and damp & mould cases.

Ian Williams have actively recruited and resourced to help manage the rise in demand and continue to look at further recruitment again in a saturated market. Moving forward we are working on embedding a joint recruitment campaign as part of our partnership ethos.

29. Processes

30. Working across the wider Housing Service and with Ian Williams we have completely re-designed the void process to make it more efficient, stream-lined, and to make reporting and monitoring far less complicated. The new process is now embedded and running.

Alongside this we have updated and made improvements to our void specification to make our properties more suitable to let and to meet changes in legislation.

In repairs a minor works category has been created to manage the increasing demand on Ian Williams to take on larger works, which are not routine day-to-day repairs but equally are not covered in our planned or cyclical programmes. This will enable Ian Williams to free up capacity to manage the routine day-to-day works in a more efficient manner.

In light of the above we have also reviewed our contract KPI's to incorporate the Minor Works Category and the changes to the void process.

We will shortly be reviewing day-to-day repairs and working on improvements to work in progress (WIP) and this will be primarily focussed on the recent feedback we have received from our residents, particularly at the Repairs Service Review Group Meeting.

31. Resident Expectation

32. In light of the growing demand across all areas of repair service (as set out later in the Report) particularly in relation to Damp & Mould, Complaints, Disrepair etc.

To improve the management of our Residents we have made some changes to processes to help us manage the increase more efficiently, this includes the creation of a separate Disrepair, Damp and Mould and Minor Works contracts/work streams which separate these jobs from regular/routine day to day jobs.

In addition to process change, we have also recruited a new Housing Repairs Customer Services Manager.

Ian Williams are looking to recruit an additional Resident Liaison Officer (RLO) to focus on complaints and disrepair in a more customer focussed manner.

33. Partnership Ethos

34. The IAMC contract is designed to work as a partnership and we recognise that whilst it generally worked well at the various levels there was and always will be room for improvement.

Over the past few months we have been working on setting up hot desks at EDDC and Ian Williams offices and have set days for staff to co-locate and work together. This already has led to improved relations and more efficient working, and we will be further encouraging this as we move forward.

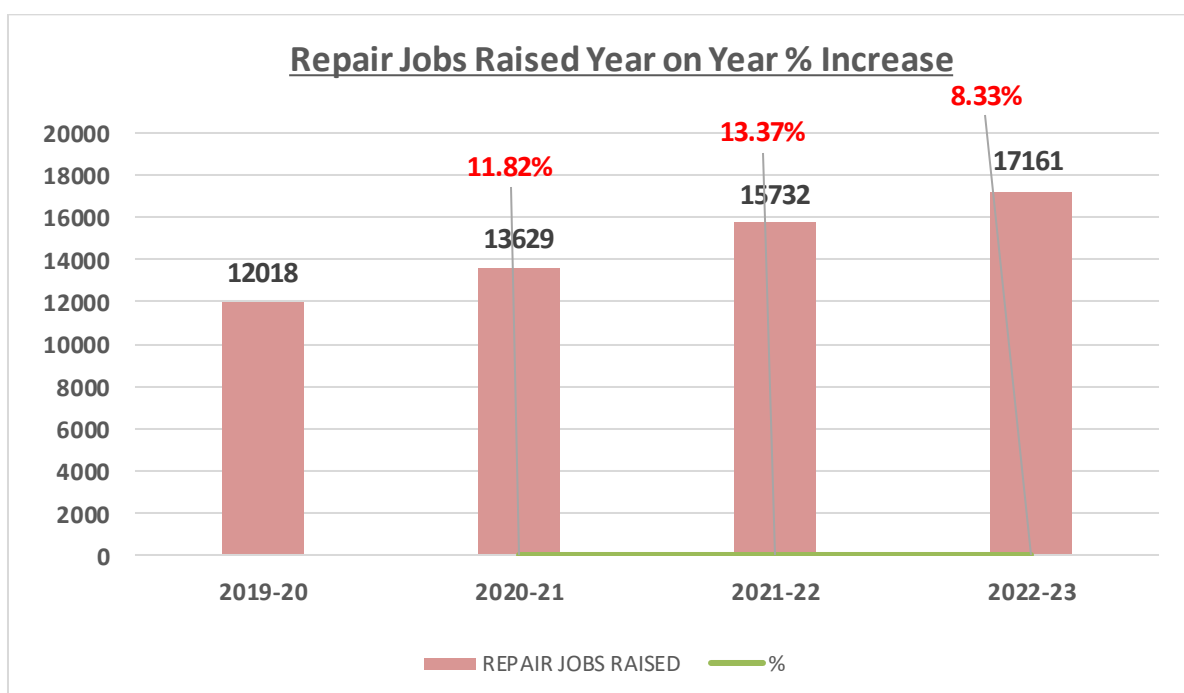
Whilst EDDC are co-locating effectively in Ian Williams offices at Woodbury this arrangement has still to be fully reciprocated on Ian Williams side, they have been requested to reinstate the local schedulers rather than rely on their central Hub in Birmingham, once this is in place we are confident that we will see further improvements.

We have also embedded the Duty Surveyor Role; on duty days they work primarily from Ian Williams office to support the efficient flow of information required.

35. The growth of the IAMC contract shown graphically

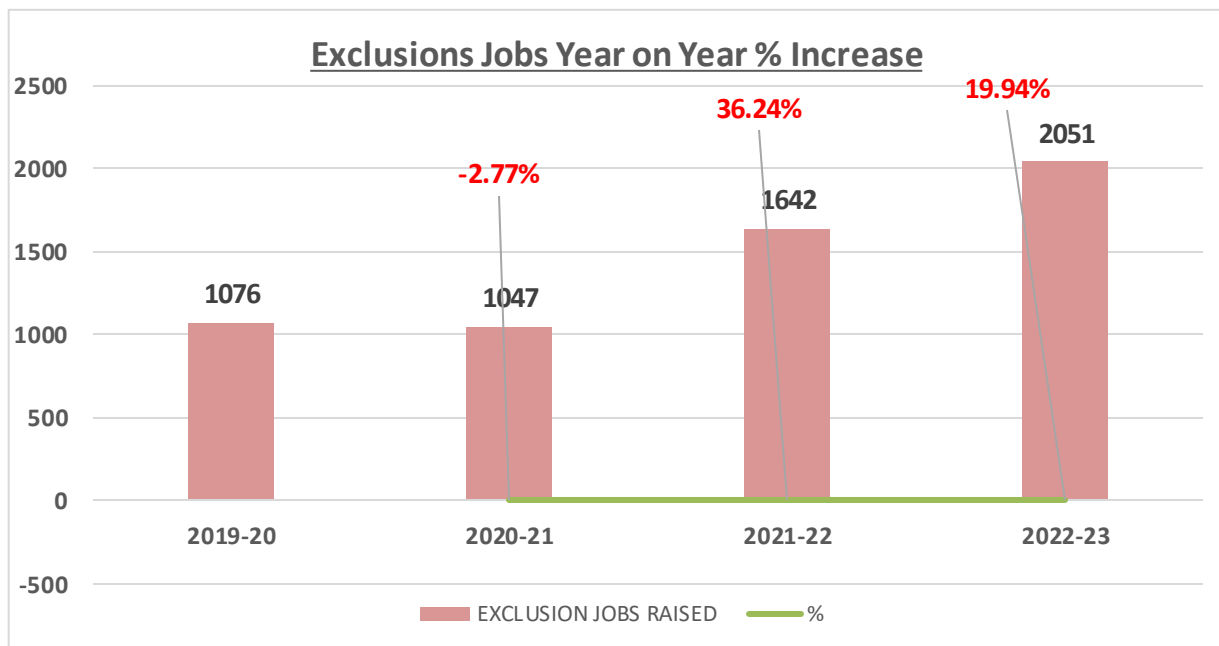
36. Repairs

37. Responsive Repairs has seen a consistent year on year growth impacted by reasons mentioned earlier in this report and to date this financial year also shows a growth on the previous year.



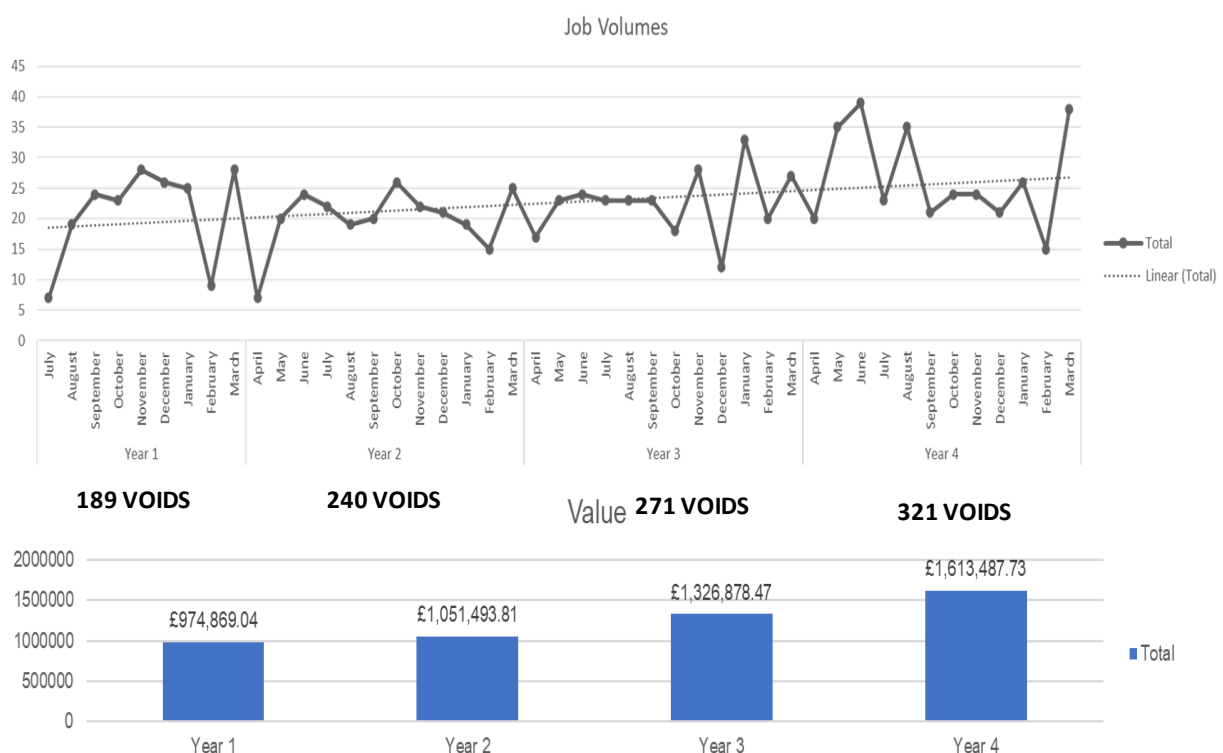
38. Repairs – Exclusions

39. Whilst there was a slight drop in the second year, years 3 and 4 have seen a dramatic increase in exclusion jobs (jobs that are not routine day to day and include areas of planned works).



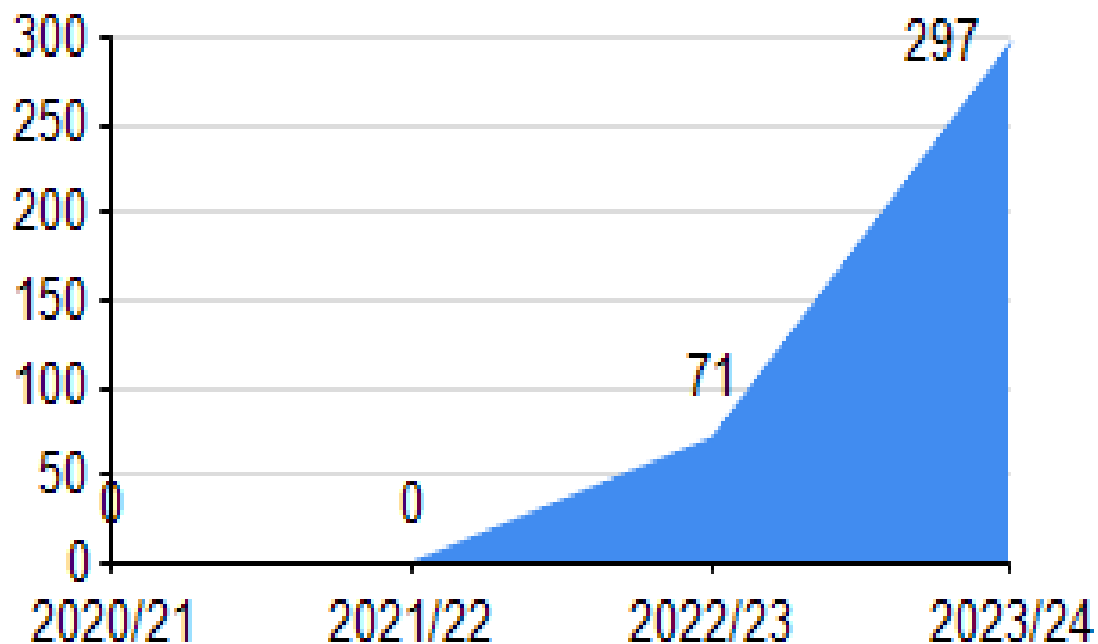
40. Void Works

41. Void Works, similar to repairs, has seen a consistent year on year growth impacted by reasons again mentioned earlier in this report and to date we see this growth continuing in this financial year.



42. The Rise in Damp and Mould Cases

43. The graph below shows the amount of Damp and Mould cases received since we created the contract in Open Housing in February 2023 so is not a year on year comparison.



As anticipated the recent national publicity has seen a significant increase in reports of damp and mould that will need to be addressed; to manage this we have created a separate Damp and Mould work stream on our Open Housing Management system which will allow us to monitor these types of repairs in silo. We currently have 300 jobs open that relate to Damp and Mould and whilst we expect this to decrease over the summer months it will start to increase again in the autumn.

To effectively manage damp and mould cases, we have implemented the following:

- Our own damp and mould Policy and Procedure.
- A detailed process for the management of damp and mould cases.
- The recruitment of a Damp and Mould Surveyor – at present this is being delivered by one of our existing Surveyors, while he focuses on damp & mould it of course impacts other areas and colleagues as they are having to pick up the work he would normally be doing.

44. The Financial Growth of the Contract

45. This graph shows the total spend on all work streams across the IAMC contract year on year. The increases are attributed to factors such as inflation and an increased workload.

Year	Value	% increase against tender
Tender	£ 2,350,313.31	
19-20	£ 2,585,947.59	10%
20-21	£ 3,123,171.48	33%
21-22	£ 3,798,311.51	62%
22-23	£ 4,783,897.11	104%
23-24 (forecast)	£ 4,928,238.71	110%

46. Year 4 (2022/23) – Quarter 4:

47. Key Performance Indicators Q4 2022-23 (KPI's):

A copy of the KPI's for quarter 4 (January to March 2022-23) are appended to this Report for information.

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

In some areas the KPI's are indicating a slight improvement in the performance delivery of the Contract whilst in others they are showing a slight dip in performance, please make reference to item 48, the KPI headline analysis.

48. KPI Headline Analysis:

49. The Management/General KPI's have still to be fully validated, generally they are for information purposes only.

50. During Quarter 4; with reference to Repairs

- 6 of the 9 KPI's are meeting the MLAP or the Target levels.
- Of the three highlighted in red:
 - Repairs completed in target has been below the MLAP figure for three months during the period but performance has picked up in the last month. The drop is 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 below the MLAP and has been that way for the three months of the period. This is impacted somewhat on the number of large scale repair jobs that are required and we should see an improvement over the next two quarters with the implementation of the WIP plan and the Minor Works categories.
 - The average repair completion time has dipped slightly and this is due to in some part to the increase of jobs coming in and the resourcing issues highlighted above.

- Weekly Meetings are being held to monitor and manage the delivery of Reactive Repairs.

During Quarters 4; with reference to Voids:

- Generally, the delivery of Voids is not at the expected or required levels, only two of the KPI's are achieving their Targets, of the remaining none are achieving MLAP and four are in the red, not achieving MLAP/Target.
- Of the four highlighted in red:
 - Generally Voids 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 previous HRB Reports that have highlighted the condition that properties are returned to us and the impact on the Void delivery.
 - Average Void Repair time is high due to the issues highlighted above and in the detailed Void Report presented at the last Housing Review Board Meeting.
 - Defects at Handover remains high but we have now introduced joint Pre and Post Inspections, and a vigorous handover regime; those involved include the Housing Property & Asset & Allocation Teams and Ian Williams.
 - The job cost is always appearing in the red due to issues mentioned in this report; also, the Price per Void (PPV) cost has not been reviewed over the term of the contract and does not reflect the increases in delivery of these works over the term of the contract. A detailed review of the PPV cost is currently under way.

The Full year KPI's Report and the KPI Validation Report for Q4 are appended to this Report.

51. General points on the management of the contract:

52. During quarter 4 for 2022-23 we have started to embed the new Contract Manager into post, this change has seen more focus on the Management of the Contract and communication between ourselves and Ian Williams but further work is required to take this forward and deliver further improvement.

53. We continue to struggle with the recruitment of Surveyors and support staff, to support the 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. A high-level review of the structure of the Property & Asset Team in terms of resources and job roles has been commissioned and is currently under way.

54. 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. The partnership is also

attempting to recruit a Damp and Mould surveyor but this is proving difficult in a saturated market.

55.Reactive Repairs:

56. There significant rise over the previous 2 quarters in the quantity of repair orders being raised has continued into Q4, the following table shows the number orders raised month by month:

Month	
January	1962
February	1467
March	1811

We believe this is attributed to a number of issues such as media interest in social housing, confidence around Covid, particularly allowing people into the home, and our work on the stock condition survey where we are entering all our properties. Added to this we have seen an increase in Estate Management visits which is also highlighting previously unreported repairs.

57. Work in Progress (WIP) for varies daily but generally sat around 1500 jobs which is higher than expected, at its peak in the quarter it hit levels of 2000 which all parties agreed was not acceptable. This is primarily related to the factors mentioned above and we continue to work hard to reduce the figure which will improve with the introduction of the Minor Works Category and the recruitment of additional operatives at Ian Williams. The current run rate of repairs is indicating that the level of acceptable WIP should be somewhere between 850-900 jobs.

All parties are aware of this increase in WIP and this is being managed with phone calls scheduled daily between both Contract Manager's to ensure we do not hit any high levels. In addition weekly review Meetings are held to address the same issues with the surveying Teams from both sides, generally these focus on both the complex jobs and those jobs that are nearing their target completion dates.

58. 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 area that requires improvement. We have also worked on improving our data dashboards to help inform us better of trends and jeopardy reports.

- Surveyors on both sides have again been instructed to follow all the 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. Further training in this area has also been provided.

59. As stated earlier in this Report in order to continually support the drive to improve performance delivery we have again 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
- 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.

60. As already stated it is becoming increasingly evident that repair jobs are becoming larger in nature, to this end we, have implemented the new Minor Works Process to deliver these larger type repairs, this is in place and is currently being finely tuned to achieve the maximum outcome and level of improvement. Such repairs create challenges around delivery and resource.

These 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.

61. Abandonment of Jobs although less continues to be an issue, many are abandoned by the Contractor 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 a 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.

62. 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.

63. 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.

64. Management of expectations; we continue to receive a level of requests and even demands from the 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 differing answer or speed up the process.

We have seen an increase in demand for delivery of reactive component upgrades, such as new heating installs, window installs, kitchens, bathrooms; these are signed off by Surveyors and approved on the basis of urgent need. 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.

65. Voids;

66. Whilst voids continue to be a significant area of concern for the business we have recently embedded and are working with the revised Voids process. There has been significant work around processes and procedures across all teams involved in voids. We have also introduced an enhanced Void specification aimed at giving the incoming Resident a property they can be proud to move into and offering extra support for those experiencing financial issues in the current climate. We are confident that this revised process will streamline voids

around time and cost efficiencies and that we will swiftly reduce the turnaround times of voids we currently hold.

We are also 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 the action plan has been running since March and we are now seeing an increased return in Void properties from Ian Williams.

67. 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.

68. We continue to see a large 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.

As part of the Void review we have now also re-introduced the Pre-Void inspection via the Allocations team and this should help to improve the issues faced with the Residents being advised as to how we expect to receive the property back once they vacate and the fact they may be re-charged if not handed back in a reasonable condition.

69. Planned Works:

70. 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.

Ian Williams are nearing completion of the following work streams:

- External Decoration including remedial render repairs and eaves replacement
- Window replacement
- Re-roofing
- Green Energy Retrofit work

These work streams have been very well received by the Tenants who have been impacted by delay in the delivery of some planned works.

71. Over the next year we will be looking to explore the delivery of further planned works programmes ranging from but not restricted to:

- Kitchen & Bathroom upgrades
- Re-roofing
- External decoration
- 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

Programmes for all planned works across the service are currently being finalised.

72. Handyperson Service:

73. The demand (between 20 and 30 requests a month) for the Handyperson remains very low despite many efforts to publicise the scheme.
74. 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.
75. The Handyperson Service continues to be publicised across all platforms but we have not seen 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.

76. Social Value:

77. Over the past year Ian Williams have continued with 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
 - Social Value events.

For the coming year, 2023/24, Social Value will be driven forward by our Community Development Team, they will be working closely with their counterparts on Ian Williams side to deliver on the numerous initiatives.

78. Compliance & Cyclical Servicing:

79. Compliance & Cyclical Servicing is generally going well, all work streams continue to be delivered in a professional manner.
80. 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.
81. As component upgrades are carried out under planned works projects, particularly in relation to Retrofit works, the components are added to the various cyclical servicing work streams that are delivered as part of the IAMC Contract which in turn increases the size of these work streams, these in turn require additional resource to deliver them.

82. Customer Satisfaction and Compliments:

83. Customer satisfaction remain an emotive subject and is currently not at the levels that we all desire. 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 but it is accepted that this not the case.

It is acknowledged and accepted that negative feedback is received from other sources including a recent large scale Tenant Satisfaction survey carried out for the whole of the Housing Service must be addressed.

In order to improve the collection of Customer Satisfaction we are about to procure the services of an independent Company to collect our data, our Tenants sitting on the Repairs Service Review Group will be heavily involved in the engagement of this company, the questions included in the surveys and the methodology for the collection of data.

84. 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.

85. Complaints:

86. Complaints (17+ recorded in Q4) continue to arise which is disappointing but somewhat expected bearing in mind the service being delivered.

Complaints are reviewed on a monthly basis at operational level and lessons learnt are adopted.

The top trends for complaints continue to be:

- 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 to show ID.

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 across the board.

We believe the appointment of our Housing Repairs Customer Services Manager will see improvements on the communication side whilst also freeing up our Contract Manager to fully focus on and drive forward the necessary improvements in service delivery.

87. General:

88. We continue to work 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
- Detailed refresher training has been rolled out to our own Property & Asset Team directly involved in the delivery of the Contract.
- Refresher training and team building has also been rolled out to both our and the Ian Williams team.

89. We continue to be aware of a lack of clarity on the contractual timescales across the wider housing team, residents and councillors, measures to re-publish this are being explored and will be rolled out at the earliest opportunity.

90. 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 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 we will be exploring with our Repairs Review Group with tenants being able to guide and help us understand what could work better

91. Next steps:

92. We have an ongoing improvement Action Plan, which is a live tool to ensure that those areas highlighted/recorded are monitored to ensure standards are maintained and improved upon.

93. In addition to the Action Plan we continue to benefit from the support of Echelon, the specialist Consultant engaged to procure the IAMC Contract to carry out an in depth review of certain areas of the Contract, specifically:

- Voids
- Reactive repairs.
- Processes within the Open Housing System for the management of the IAMC Contract including the interface with Ian Williams

Financial implications:

The financial implications are contained within the body of the report.

Legal implications:

There are no legal implications on which to report however Legal Services will provide advice on any substantive changes to the performance of the IAMC if required.