

Report to: **Housing Review Board**

Date of Meeting: 19 September 2019

Public Document: Yes

Exemption: None

Review date for release None



Subject: **Update on Integrated Asset Management Contract**

Purpose of report: Our new Integrated Asset Management Contract commenced on the 1 July 2019.

This report will update Members on progress as we approach the end of the first 3 months of our new contracting arrangement with Ian Williams Ltd.

Recommendation: **To be aware of the commencement of the Integrated Asset Management Contract and to note early progress.**

Reason for recommendation: To ensure Members are up to date with new contracting arrangements covering the maintenance of our housing stock

Officer: John Taylor – Property and Asset Manager

Financial implications: As mentioned within the body of the report, consistent and quality monitoring of the contract is required to ensure the financial benefits that are expected from the PPP and PPV contracts are achieved.

Legal implications: There are no legal observations

Equalities impact: Medium Impact
We have involved tenants throughout the process through the Housing Review Board, tenants groups and as part of the evaluation process. We have continued to involve tenants throughout mobilisation through tenant groups and through direct representation on a number of working groups.

Climate change: Choose an impact level

Risk: Comments
Medium Risk

Not having sufficient contracting arrangements in place presents risks to management and maintenance of tenant's homes.

Links to background information: <http://eastdevon.gov.uk/media/2742359/combined-hrb-agenda-240119.pdf> (Item 10)
<http://eastdevon.gov.uk/media/2602364/combined-hrb-agenda-200918.pdf> (Item 11)
<http://eastdevon.gov.uk/media/2532954/combined-hrb-agenda-210618.pdf> (Item 13)
<http://eastdevon.gov.uk/media/2317941/combined-hrb-agenda-110118.pdf> (item 11)

<http://eastdevon.gov.uk/media/1973368/combined-hrb-agenda-120117.pdf> (item 14 and 15)

<http://eastdevon.gov.uk/media/2022994/combined-hrb-agenda-090317.pdf> (item 11)

<http://eastdevon.gov.uk/media/2140883/combined-hrb-agenda-150617.pdf> (item 9)

<http://eastdevon.gov.uk/media/2197069/combined-hrb-agenda-070917.pdf>(item 10)

<http://eastdevon.gov.uk/>

<https://democracy.eastdevon.gov.uk//ieListDocuments.aspx?CId=152&MId=162&Ver=4> HRB March 2019

Link to Council Plan:

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Encouraging Communities to be outstanding

1. Background

- 1.1 At the meeting of the June 2019 Housing Review Board, The Acting Housing Lead gave a detailed presentation of the work that has been undertaken to renew our repairs and maintenance contract since 2016. This has been an extensive project where the Board have played an important role in setting the direction and overseeing governance matters as we have moved towards putting in place our new contracting arrangements.
- 1.2 An intense mobilisation process ended on June 30th which enabled us to commence our new contracting arrangements from the 1st July 2019. In order to deal with the transfer smoothly we set up an interim contracting arrangement just prior to the switchover, this has helped particularly with the management of void properties.
- 1.3 Mobilisation presented many challenges, particularly with setting up interfaces between our systems and those of Ian Williams in order to ensure the flow of information in the most efficient ways. Work in this area has not finished and as part of early monitoring the Housing Systems Manager remains focused on this area working closely with Ian Williams.

2. Early progress

- 2.1 Following extensive testing during the final week of June, the initial transfer of systems on Monday 1st July worked seamlessly with tenants benefiting immediately from the ability for us to offer an appointment at first point of contact. Careful co-ordination and preparation meant a number of Ian Williams Officers were co-located with us for the duration of the first week in order to pick up any early issues that may have unexpectedly arisen and this also involved daily meetings/conference calls aided by an issues log which summarised each day matters that had arisen.
- 2.2 Overall a successful mobilisation and staff training plan was credit to the minimal number of issues that arose during the first few weeks. The Property and Asset Manager is having weekly meetings with the Ian Williams Business Manager to keep close to any operational issues that may be arising, this arrangement will remain in place for at least the first 6 months of the contract.
- 2.3 There have been some challenges with void properties and this has impacted on the times it has taken us to turn properties around for re-let. What has further impacted on this is the high number of void properties that we have dealt with during this quarter and the amount of work required as part of bringing them back up to re-let standard. Both of these issues have created additional challenges and overall have seen an increase in time taken for us to turn properties around. We are looking carefully at the reasons for the increase in voids and this will be closely monitored, it should be noted that the number of void properties passed to Ian Williams is currently well above the number expected as part of our previous years

statistics, we may therefore need to formally change the expected void number. This has created additional challenges mainly in terms of labour. Ian Williams have been working to engage sub-contractors that can assist in the short term, this has involved calling on nearby divisions of Ian Williams.

- 2.4 Challenges with voids has led to some delays in residents being able to occupy properties, this has been far from ideal and we have applied significant pressure on our contractors to ensure this work is prioritised. We have ensured open communication with incoming tenants and this has led to us having to issue apologies if dates have changed expectantly, recognising this is unacceptable.

3. Transfer of Undertakings protection of employment (TUPE)

- 3.1 Members will be aware that this contract has been subject to TUPE legislation and the final numbers for transfer are outlined below

Number of employees put forward for final transfer	37 (This number was originally 53, 16 dropped off via their own accord or through challenges on applicability of TUPE)
Number transferred	37 on day 1 <ul style="list-style-type: none"> ➤ 2 did not turn up on first day ➤ 3 left during the first week
Number made redundant	8 were made redundant on day 1 <ul style="list-style-type: none"> ➤ 2 x working supervisors ➤ 6 painters
Number of positions working full time on contract	33 including all Office based staff and management

- 3.2 Transferred operatives have been subject to a significant amount of induction and training time in order to familiarise themselves with the detail and structure of the new contract. The management team report that good progress is being made but that weaknesses and further training needs are still being identified and plans made to ensure the appropriate support is put in place.

4. Key Performance Indicators

- 4.1 A summary of KPIs for month 1 and 2 have been included as **Appendix 1**

5. Resident engagement

- 5.1 Following the early commitment made to engage as many residents as possible regarding our new arrangements, we have launched a series of roadshows through-out the month of September. The aim of the roadshow's is to provide an informal opportunity for residents to drop in and learn more about the changes, tell us about their early experiences and meet the Ian Williams team. We have advertised the events widely and look forward to updating you on progress of the roadshows at the meeting.

- 5.2 We have launched a social media campaign and have been feeding information via our Corporate East Devon twitter feed as well as our EDDC Homes and People page, this will continue as part of the work undertaken by the Communication Group who have continually emphasised the importance of us pro-actively communicating.
- 5.3 Resident satisfaction is being captured in a number of ways, the information below relates to some testimonials received as a result of phone surveys undertaken by our own staff following completion of a job;
- *Noticed leaking from the ceiling called up and was dealt with well on the phone, came out to repair on the same day found the issue quickly and fixed with no issues. No issues with IW staff, they were polite and left without leaving any mess. Came back a couple of days later to do some painting, no issues here either*
 - *I emailed the repair in received a call quickly and arranged time and date that was only a few days later, IW worker called on the day before arrival, attended, very professional and polite, explained the repairs he had made and left the property clean and tidy. Overall happy with the work and service received.*
 - *Called up and call dealt with well but wires were crossed IW came out to replace the gate when a new, bigger gate needed to be fitted IW are coming out on Monday to complete the works but no other issues around staff that attended*
 - *Very pleased with service, called up and was given time and date, plumber turned up took pictures and needed a part, came back 2-3 days later and fitted the pump work was to a high standard and no mess left*

6. Conclusion

- 6.1 Overall, early signs are positive but we must not lose sight of the importance of the constant monitoring required as we continue into these early months of the new arrangement. We have had a significant number of our own staffing challenges mainly in the form of difficulties recruiting into some of our vacant positions, this has had an impact due to additional pressure of existing Officers.
- 6.2 Our early focus has remained on settling core business and over the coming months we look forward to picking up some of our additional work based on social value commitments.
- 6.3 The concerns in relation to void management need careful monitoring and as such the Property and Asset Manager remains in weekly contact with the IW Business Manager to ensure the required improvements are being made.
- 6.2 Due to the intensity of monitoring being undertaken, the Property and Asset Manager will present further information in relation to costs and key performance indicators at the September meeting of the Board.