

**Report to:** **Housing Review Board**

**Date of Meeting:** 24 January 2019

**Public Document:** Yes

**Exemption:** None



**Review date for release**

**Agenda item:** 10

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

**Purpose of report:** This report updates members on progress made on the procurement of the Integrated Asset Management Contract and provides some detail on the mobilisation plan for the new service

**Recommendation:** **1. To note the award of the Integrated Asset Management contract to Ian Williams Ltd and the start of the mobilisation process.**

**Reason for recommendation:** Regular reports to this board will be made to update members on the progress of mobilisation.

**Officer:** Amy Gilbert-Jeans – Acting Housing Service Lead, ext. 2578 [agilbert-jeans@eastdevon.gov.uk](mailto:agilbert-jeans@eastdevon.gov.uk)

**Financial implications:** The budget for 2019/20 as been based on current spending levels, work has been identified for the need to produce a refreshed business plan that can take into account the implications and expected cost reduction attributable to the new contract.

**Legal implications:** There are no legal implications on which to comment.

**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 will continue to involve tenants through mobilisation.

**Risk:** Medium Risk

A Risk register has been used throughout the project and will continue to be used through mobilisation.

**Links to background information:** <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/media/2396042/combined-hrb-agenda-080318.pdf> (Item 12)

**Link to Council Plan:** Encouraging Communities to be outstanding

## **1 Background**

- 1.1 The Board has received previous detailed reports over the last 21 months on progress being made with renewing the Integrated Asset Management Contract (detailed in the links section above)
- 1.2 This report outlines the progress that has been made since September 2018 and provides details of the initial mobilisation planning that has taken place.

## **2 Key steps**

- 2.1 At the time of the previous HRB report (September 2018) approval had already been sought to approve the appointment of the highest scoring bidder. This was subject to there being:
  - no negative and significant feedback from leaseholders
  - no legal challenge from any unsuccessful bidders
- 2.2 No such feedback or challenge was received, putting us in a position to formally award the contract to our preferred bidder, Ian Williams Ltd.
- 2.3 In our original procurement timetable, it was anticipated that we would formally award the contract to our preferred bidder at the end of September with a view to the new service commencing on 1<sup>st</sup> February 2019. However, we were approached by both of our current contractors to dispute the legality of the length of the extension awarded to them.
- 2.4 We had previously agreed with both our incumbent providers to extend their existing contracts for 6 months, terminating at the end of January 2019. This was in line with the procurement timetable. Our contractors argued that any extension should be for a full year.
- 2.5 Having reviewed our existing contract, we agreed that the terms of the contract had been misinterpreted and have therefore offered the full year extension to both incumbents. The result of this is that the new contract will not now commence until 1<sup>st</sup> July 2019.
- 2.6 Although it is disappointing that we have had to delay the start of the new contract, there are a number of benefits to having a longer period to prepare for it.
  - Ian Williams had expressed concerns at starting the new contract in February 2019; the winter is traditionally a busier time for repairs. A summer start date is preferable for both parties as this will allow the new service to “bed in” through a period of lower demand, potentially allowing more time for staff transferring across from our incumbent providers to be trained to work in the new environment, and for existing Ian Williams staff to familiarise themselves with the district and the demands of the new service.
  - We are lengthening the mobilisation period from 4 months to closer to 7 months. This will allow more time for us to set up the IT integration that will form the bedrock of the

new service. This has been highlighted as one of the main risks associated with mobilisation, so having more time to work on this aspect is welcome.

- 2.7 As well as the positives, there are risks that a prolonged transition can bring. The performance of our incumbent providers will be strictly monitored to ensure that the standard of delivery remains high.
- 2.8 There are also concerns that a number of staff who are due to transfer to the new service through TUPE may look to move to new jobs. This could impact both Ian Williams, in terms of additional recruitment requirements, and our incumbents in terms of maintaining service delivery.
- 2.9 We will work with all parties to mitigate these risks.

### **3 New contract mobilisation**

- 3.1 We held an initial pre-mobilisation workshop on 1<sup>st</sup> November 2018. The aim of this workshop was to set out the broad framework for mobilisation as well as to provide an opportunity for the mobilisation and management teams from Ian Williams Ltd to meet with staff and stakeholders from across the EDDC housing service.
- 3.2 A full report on the pre-mobilisation workshop has been provided as Annex 1 to this report.
- 3.3 On 10<sup>th</sup> December the Mobilisation Steering Group held their inaugural meeting to formally begin the mobilisation process. This meeting confirmed the number and membership of the sub-groups that will focus on specific aspects of mobilisation.
- 3.4 Tenants will be represented through the whole group structure, not only on the steering group itself, but also on two of the sub groups, focusing on communications and social value.
- 3.5 The Communications Group will, amongst other tasks create a firm plan to ensure that tenants are aware of how the mobilisation is progressing and what the new service will look like. Details of this are in the development phase, but will include roadshows across the district and drop in's to sheltered blocks, recognising that we need to ensure our more vulnerable residents are aware of changes taking place.
- 3.6 Regular attendance at Tenant Involvement Forums to provide updates will continue; Amy Gilbert-Jeans is due to attend the January meeting for this purpose.
- 3.7 It was also identified that EDDC operational staff should undertake initial training on the new contract model before the sub group work begins. This is scheduled to take place on 16<sup>th</sup> January 2019.
- 3.8 Following this training, two full day workshops will be run to set out the Repairs and Voids Processes, and out of these workshops the full mobilisation plan, and responsibilities for each sub group will be determined.
- 3.9 The full mobilisation plan, with firm milestones in place will be presented to members at the March meeting of the Housing Review Board.