

**Agenda for the consultative meeting of the
Housing Review Board
Thursday, 16th June, 2022, 10.00 am**



Members of Housing Review Board

S Dawson, S Clake, R Robinson, S Beer,
S Saunders, C Summers, I Hall, H Parr,
C Collier, G Pook, B Taylor and S Chamberlain
(Chair)

East Devon District Council
Blackdown House
Border Road
Heathpark Industrial Estate
Honiton
EX14 1EJ

DX 48808 HONITON

Tel: 01404 515616

www.eastdevon.gov.uk

Venue: online via Zoom

Contact: Alethea Thompson 01395 517653; email
athompson@eastdevon.gov.uk

(or group number 01395 517546)
Tuesday, 7 June 2022

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Until 31st October 2022, the Council has delegated much of the decision making to officers. Any officer decisions arising from recommendations from this consultative meeting will be published on the webpage for this meeting in due course. All meetings held can be found via the [Browse Meetings](#) webpage.

1 Public speaking

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

2 Appointment of Vice Chair

3 Minutes of the previous meeting (Pages 3 - 9)

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 Welcome to 3 new Housing Review Board members
Chair to introduce and welcome three new co-opted members to the HRB: Independent community representatives Sara Clarke and Rob Robinson, and tenant representative Sue Dawson.
- 9 Housing Review Board forward plan (Pages 10 - 11)
- 10 Integrated Asset Management Contract (Pages 12 - 39)
- 11 Climate change update (Pages 40 - 43)
- 12 Finance report (Pages 44 - 48)
- 13 Tenant satisfaction survey (Pages 49 - 51)
- 14 Community Development: Food support (Pages 52 - 55)
- 15 Additional post - Data Officer (Property and Asset) (Pages 56 - 59)
- 16 Use of external consultants (Pages 60 - 63)
- 17 Q4 2021-22 Housing performance indicator report (Pages 64 - 82)

[Decision making and equalities](#)

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EAST DEVON DISTRICT COUNCIL

Minutes of the meeting of Housing Review Board held online via zoom on 7 April 2022

Attendance list at end of document

The meeting started at 10.00 am and ended at 11.55 am

48 Public speaking

There were no members of the public wishing to speak.

49 Minutes of the previous meeting

The minutes of the previous meeting held on 24 March 2022 were received and accepted.

The Strategic Lead – Housing, Health and Environment updated the Board on a meeting which had been held with Ian Williams directors to discuss the performance issues in relation to the integrated asset management contract, following the last meeting of the HRB. It was an honest and challenging discussion around performance concerns, and a letter summarising the concerns was sent immediately following the meeting. Officers sought clarification for confirmation of improvements and for Ian Williams to improve and develop the action plan. Ian Williams acknowledged the need to improve performance in the areas highlighted and were committed to doing so working in partnership with the Council. A meeting had been arranged between the Strategic Lead – Housing, Health and Environment, Chair of the HRB and Portfolio Holder for Sustainable Homes and Communities for later in April.

The Chair advised the Board that independent community representative Christine Drew had stood down from the Board, but that following recent interviews two new independent community representatives had been appointed. The Chair looked forward to Sara Clarke and Rob Robinson joining the Board for their first meeting in June 2022.

50 Declarations of interest

Declarations of interest.
Cat Summers, Personal, council housing tenant.

Declarations of interest.
Councillor Ian Hall, Personal, his mother was a council house tenant and Home Safeguard user. He was a Devon County Councillor for the Axminster division.

Declarations of interest.
Councillor Sarah Chamberlain, Personal, employee of Exeter City Council within the housing service.

Declarations of interest.
Councillor Steve Gazzard, Personal, council housing tenant.

Declarations of interest.
Sue Saunders, Personal, council housing tenant.

51 **Matters of urgency**

There were no matters of urgency.

52 **Confidential/exempt item(s)**

There were no confidential/exempt items.

53 **Stock condition survey**

The Property and Asset Manager's report updated the Board on the current position with the delivery of the stock condition survey. Without an up to date stock condition survey EDDC were at considerable risk of struggling to fulfil the full remit of its duty as a social landlord and also achieve its ambition to provide carbon neutral housing stock across the district by 2040. It would also fail to comply with the requirements of the new Building Safety Act. A full stock condition survey would also enable effective forecasting and budgeting for the financial implications of managing the repair and maintenance obligations.

It was noted that with the appointment of Currie and Brown complete and contracts agreed, the mobilisation period (3 months) had commenced at the start of March 2022. The mobilisation and delivery programme were outlined in the report, with a target period of 18 months (with an additional 3 month contingency period) for completion. The target period was very much dependant on access into properties to allow the surveys to be carried out. On completion of the stock condition survey a five year rolling programme would be implemented to survey 20% of the stock per annum.

During discussion the following points were raised:

- The stock condition survey would cover 100% of the housing property portfolio, including garages and community centres, with a team of 6-8 surveyors.
- Asbestos management surveys had been carried out on most properties, but access continued to be an issue, with around 300 no access properties for asbestos surveys.
- Tenants were not informed as a matter of course on the results of the asbestos surveys (so as not to scare them), but that information was available and in future it was hoped that this would be accessible through the tenant portal. This approach was entirely consistent with the approach other social landlords.
- Garages would be included in the stock condition survey, with any areas of concern being reported as they arose. Access to garages remained an issue, as well as what could be stored in them. The tenancy agreements stated that nothing that was likely to cause fire could be kept in council garages, but there was no obligation to keep a car in the garage.
- The communications plan for the stock condition survey was being finalised. Communications to tenants would be absolutely crucial, especially in terms of what was happening, why and what would happen as a result of the stock condition surveys. Communications would take place in many different formats.
- Specific resource was being allocated to assist in access and ownership issues.
- The surveys would be carried out on an area by area basis, with 800 properties being surveyed over five separate areas. This was likely to start in mid June/July 2022.
- Test surveys would be carried out first as part of the mobilisation programme.
- The surveys would include paths and trees, and anything included in the Housing Health and Safety Rating Scheme surveys.
- Repairs would be carefully assessed and included on a traffic light system for an urgency rating and a programme of works would be established as items/issues were identified.
- Once information had been gained on the condition of the stock and the repairs required, costings would be calculated. There were various financial reserves to fund some of

these works and borrowing was available for capital works. Grants were also available for retrofit green energy works. There would be some difficult financial decisions over the next few years but the priority was to ensure that homes were fit for purpose.

- Planned works were included in the Ian Williams contract but there was a concern about the capacity to deliver an increased programme of catch up repairs and improvements, and a very real possibility that the procurement route would be needed for larger planned works.

The Board noted the update on the position with the award and mobilisation of the stock condition survey contract. Regular update reports would be brought to future meetings of the Housing Review Board.

54 **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 2021/22 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.

It was noted that the Housing Revenue Account (HRA) was in a healthy position. The surplus forecast for the year was significantly higher than budgeted for. It was likely that there would be carry forwards for underspends, particularly in the planned maintenance and major repairs areas. The report proposed that any surplus within the HRA above the adopted range of £3.1 million would be placed in the HRA Capital Development fund reserve. This fund would be utilised in future years for New Homes and Capital works to reduce the carbon footprint of the HRA.

Within the 2021/22 financial year there had been 10 right to buy sales totalling a capital receipt to the Council of £1.025 million. The breakdown of the funds was outlined in the report and as well as the affordable housing expenditure and the impact this had on the right to buy replacement funding and requirements. The capital programme and the fire assessment capital works were also noted by the Board.

RECOMMENDED: that Cabinet recommend the Housing Revenue Account and Housing Capital Finance report for approval.

55 **HouseMark membership renewal**

HouseMark was a data analysis service which gathered performance and cost information from 350 social housing providers across the UK providing them with the data and insights needed to make evidence based decisions to drive efficient and performance business management. The Board were asked to consider the membership renewal for 2022/23 to continue to use HouseMark as a tool to monitor and evaluate the housing service. The ability to benchmark against peers played a hugely important role in evaluating the service and enabled the housing service to improve service delivery for tenants.

The Board agreed that it was vital to benchmark, as well as sharing information and best practice, and the Information and Analysis Officer was thanked for her report.

RECOMMENDED: that Cabinet recommend that membership to HouseMark be renewed at this year's annual cost of £7,830 + VAT.

56 **CIH professional standards**

The Housing Service Lead's report drew the Board's attention to the recently refreshed Chartered Institute of Housing's (CIH) refresh of professional standards. The CIH professional standards built on seven characteristics developed, tested and refined to enable and encourage the sector to think about professional development needs and how all involved could contribute to the professionalism of the organisation and the wider sector. These linked closely with the Social Housing White Paper. The standards were being publicised and cascaded through the EDDC housing service to raise its own professional standards and an awareness of why this was so important. A number of officers were currently engaged with CIH vocational training at all levels and the Housing Service Lead was working with EDDC's HR department and linking these standards with recruitment.

The Board endorsed and promoted the compliance of the CIH's professional standards.

57 **Procurement of gas servicing/services contract**

The Property and Asset Manager's report updated the Board on the current position with the procurement, award and mobilisation of the gas servicing contract to enable seamless delivery of the service following expiry of the existing/implementation of the new contract. Since the last meeting of the HRB the procurement phase of the renewal of the gas servicing/services contract had been completed, with the current incumbent Liberty Group emerging as the successful bidder.

The previous contract with Liberty Group expired on 31 March 2022, with mobilisation of the new contract taking place during January, February and March 2022. For the duration of the contract to date the Liberty Group had provided a good level of service and achieved 100% compliance at all times, apart from in exceptional circumstances such as the Covid 19 pandemic.

Under delegated powers the Strategic Lead – Housing, Health and Environment and the Housing Service Lead were able to sign off as accepted/approved the relevant stages of the procurement process to facilitate the appointment of Liberty Group to deliver the 3 Star Gas Servicing Contract. The award was for an initial duration of four years with the option to extend by a further 6 (2+2+2). The contract went live on 1 April 2022, delivering 3 star industry standard 'MOT style' gas servicing.

The Board noted the update on the current position with the procurement award and mobilisation of the gas servicing/services contract.

58 **Electrical safety policy**

The Compliance and Cyclical Servicing Manager's report asked the Board to consider and agree the implementation of an electrical safety policy for housing to ensure compliance with current legislation and regulations relating to electrical safety. It also provided reassurance that measures were in place to ensure compliance with those regulations and legislation, and to identify, manage and/or mitigate risks associated with electrical installations and electrical portable appliances. The policy set out EDDC's

approach to managing electrical safety within properties owned and/or managed by EDDC, including community centres, communal areas and district offices.

The policy had been reviewed by a number of involved tenants, with their valuable feedback being incorporated in the policy.

RECOMMENDED: that Cabinet recommends to Council that the electrical safety policy for housing is adopted.

59 **Quarterly performance indicator report**

The Board noted the housing performance indicator report for quarter 3 2021/22 which detailed selected indicators measuring performance across the housing service.

It was noted that in relation to anti-social behaviour figures, the condition of the property and noise issues were high. It was also noted that properties being left in a poor condition was being seen increasingly with voids. In response to a question about whether tenants were required to remove floor coverings when vacating a property, the Property and Asset Manager advised that each property was assessed on its merits, but that floor coverings were generally removed (by the contractors) from voids as the quality or infection risk was not usually known. It also gave the opportunity to assess the quality and safety of the floor beneath. This cautious approach had previously been taken, but this would be considered going forward as there could be opportunities to reuse good quality fittings in the future.

In relation to a query raised about noise complaints from flats the Housing Service Lead advised that a lot of work had been done on sound proofing flats, and that carpets helped. Noise issues were dealt with on an individual basis, with officers trying hard to resolve disputes. All situations of anti-social behaviour were dealt with sensitively on a very individual basis, with support being offered where required. It was noted that the condition of a property from the outside was often a warning indicator to what was going on inside the property.

60 **Housing Covid 19 performance monitoring**

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

Members commented that the information was hard to understand and the Housing Service Lead explained that this information was used internally as a way of monitoring certain performance indicators. It had been usefully included on the HRB agenda papers during the Covid-19 pandemic, but this was no longer required. The Board noted the fantastic efforts of all the EDDC housing staff during the pandemic and acknowledged that it was hard for employees going forward with sickness, absence and work load.

61 **Senior officer decision**

The Board were asked to note the senior officer urgent decision which was made in February 2022, which was a request for retrospective authority to bid and to proceed with the memorandum of understanding required for the release of successful bid funding as part of the Social Housing Decarbonisation Fund. This was required to access Government funding administered by the Department of Business, Energy and Industrial

Strategy that would be used to improve the insulation of tenant's homes and provide alternative heating and hot water systems that support the Council's programme of decarbonising its housing stock and delivering its Climate Change Strategy ambitions.

Government funding of £612,000 was successfully procured through the scheme, with the team working very hard behind the scenes. Properties (approximately 50) were currently being allocated, with those having the lowest EPCs being selected. The Housing Service Lead commented that great progress had been made, but that the numbers were still low and there was a huge task ahead in terms of retrofitting council properties.

Attendance List

Board members present:

Stephen Beer, Tenants
Sue Saunders, Tenants (Vice-Chair)
Cat Summers, Tenant
Councillor Ian Hall
Councillor Helen Parr
Councillor Brenda Taylor
Councillor Sarah Chamberlain (Chair)

Councillors also present (for some or all the meeting)

M Armstrong
P Arnott
S Gazzard
J Kemp
D Ledger
J Loudoun
T McCollum
M Rixson
E Rylance
E Wragg

Officers in attendance:

Bev Anderson, Tenant Participation Assistant
Graham Baker, Property and Asset Manager
Natalie Brown, Information and Analysis Officer (Housing)
Michelle Davidson, Compliance and Cyclical Servicing Manager
Amy Gilbert-Jeans, Service Lead Housing
John Golding, Strategic Lead Housing, Health and Environment
Andi Loosemore, Rental Manager
Andrew Mitchell, Housing Solutions Manager
Giles Salter, Solicitor
Rob Ward, Accountant
Debbie Meakin, Democratic Services Officer
Alethea Thompson, Democratic Services Officer

Councillor apologies:

Cindy Collier, Tenant

Chair

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
Integrated Asset Management Contract	June 2022	Property and Asset Manager
Climate Change Update	June 2022	Senior Technical Officer- Asset Management and Climate Change
Tenant Satisfaction Survey	June 2022	Information and Analysis Officer
Food Initiative- Update from Community Development	June 2022	Community Development Officer
Use of external Consultants- Property and Asset	June 2022	Property and Asset Manager
Additional Post- Data Officer (Property and Asset)	June 2022	Property and Asset Manager
Finance Report	June 2022	Housing Accountant
Disrepair	Future meeting	Property and Asset Manager
Garage sites suitable for development	Future meeting	Housing Task Force Service Lead
Housing Decarbonisation Fund Bid	Future meeting	Property and Asset Manager
Review of downsizing grant	September 2022	Housing Solutions Manager
Review of Resident Involvement Strategy	September 2022	Housing Services Manager
Quarterly performance reports and regular reports		
Responsive repairs	Quarterly report	Property & Asset Manager
Letting of Council homes/voids	Quarterly report	Housing Solutions Manager
Devon Home Choice	Quarterly report	Housing Solutions 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

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 June 2022

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 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.

Is the proposed decision in accordance with:

Budget Yes No

Policy Framework Yes No

Recommendation:

That the Housing Review Board notes:

1. The update on the delivery of the Integrated Asset Management Contract and
2. Adopts the Action plan as set out in this report to address ongoing performance concerns that relate to the Integrated Asset Management Contract.

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. The Action Plan has been updated and revised since the March 2022 Housing Review Board meeting and we now want Members to review again in order to adopt.

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; 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 )

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:

1.1 The Integrated Asset Management Contract (IAMC), delivered by Ian Williams has now entered its third year as of March 31st 2022.

1.2 A significant proportion of the 3 years has been impacted by the pandemic. This presented a number of challenges such as how to deliver a repairs service through lockdown restrictions. On reflection, the fairly new partnership arrangement adapted very quickly to ensure the safety of staff and tenants and was able to provide an acceptable level of service that met restrictions in place. As restrictions are lifted, the impact of Covid on the Reactive Repair, Void and Compliance/Cyclical Servicing work streams is now minimal.

1.3 The biggest issue resulting from Covid and also Brexit is the sourcing and delivery times of some materials and components although it is anticipated that this will improve as the year moves on.

1.4 Whilst Reactive Repair, Void and Cyclical Servicing work streams have been delivered with minimal disruption Covid has impacted in other areas:

- Delays in the delivery of some Planned Works work streams e.g. Kitchen and Bathroom upgrade programmes although we are working towards these re-commencing in Q1, 2022/23.
- Delivery of the majority of Social Value commitments.

1.5 A report was presented to the Board in March 2022 that highlighted a number of areas of concern that related to the performance of the Contract. We presented a draft Action Plan in order to capture the specific areas in detail, the plan also outlined specific actions that would be undertaken. Representatives from Ian Williams attended the meeting in order to answer questions directly from Board Members.

1.6 Following the March meeting, we have now further revised the Action Plan in order to make it more focused, precise and better measurable. The partnership has worked very closely over the past 2 months to drive the issues raised in the plan, this has involved a focused session with tenant representatives of the Board as well as many sessions looking at data, reviewing performance and training. The work remains ongoing and of a critical nature and although we are seeing some encouraging signs, we need to assess this over a longer period of time to know these changes are embedded.

1.7 This report provides further detail on issues raised at the March meeting as well as other areas that are relevant to bring to the Boards attention.

2. Key Performance Indicators (KPI's):

2.1 A copy of the KPI's for the whole of Year 3 are appended to the Report for information.

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

2.3 Pleasingly, there is some tangible evidence to suggest that since we have been focused on certain areas as outlined in the plan, improvements are being seen.

Some headline analysis;

2.4 During Quarter 4; with reference to the General items:

- All those scored (with the exception of Complaints escalated to Stage 2) are meeting either the MLAP (minimal level of performance) or the Target levels.

2.5 During Quarter 4; with reference to Repairs:

- 7 of the 9 KPI's are meeting the MLAP or the Target levels.
- Of the two highlighted in red:
 - Repairs completed in target is at the highest level for six months and is now close to achieving MLAP
 - Orders issued and overdue is fluctuating and is aligning with the progress being made in clearing the overdue jobs; progress is highlighted under item 22.

2.6 During Quarter 4; with reference to Voids:

- Generally Voids are performing well with the majority achieving MLAP/Target.
- Of the two highlighted in red:
 - Generally Voids are completed in Target, March was a poor month but this was largely attributed to some compliance issues and delays in clearing debt on meters.
 - 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 Echelon, the specialist Consultancy engaged to procure this Contract have been commissioned to carry out the Annual Review for Year 3 of the IAMC Contract. The Final version of the Report is scheduled for issue on 1st August 2022.

3.2 A CPI Uplift of 5.41% has been applied all in accordance with the conditions of the Contract.

4 Reactive Repairs: Overdue jobs

4.1 Whilst orders are at the expected levels, the Contractors WIP (work in progress) and overdue jobs has remained high throughout Q4. The table below highlights the levels of WIP/Overdue

jobs for the period from 4th February 2022 up to 10th May 2022. This is a key area that is driving dis-satisfaction with our service.

Date 2022	Mar-21	May-21	Jun-21	Jul-21	Aug-21	Sep-21	Oct-21	Nov-21	Dec-21	Jan-22	Feb-22	Mar-22	Apr-22	WIP Out of Target	WIP In Target
04/02	1	1	8	2	1	8	19	14	85	124	99	0	0	362	
19/02	1	1	8	2	1	8	18	13	58	57	177	0	0	362	1197
03/02	1	1	7	2	1	6	16	9	31	29	118	7	0	200	1070
17/03	1	1	7	2	0	6	15	8	30	23	102	5	0	200	1387
30/03	1	1	6	2	0	6	12	7	19	18	31	1	7	112	1279
07/04	1	1	0	2	0	1	11	6	17	16	31	1	7	96	1108
14/04	1	0	1	2	0	1	10	6	15	15	29	123	157	361	784
22/04	1	0	1	2	0	1	10	5	14	15	28	120	157	354	784
10/05	1	0	1	0	0	1	6	2	6	11	14	65	136	243	774

The months across the top of the table are the target dates for the completion of the jobs e.g. week commencing the 4th February 2022 there were 8 jobs overdue with a target completion in September 2021.

4.2 From the table, it is possible to draw the following conclusions:

- For the first 6 lines the 'out of target jobs has fallen to a low of 96 whilst the 'in target' job nos. remained consistent at 1000+.
- The next two lines show a drop in the 'in target' jobs but a significant rise in jobs that are 'out of target'.
- The final line shows the 'in target' jobs remaining at the levels of the previous two weeks and pleasingly a drop in the 'overdue' jobs.
- This is showing us that Ian Williams are having difficulty in driving down both 'out of target' and 'in target' jobs; when they focus on clearing the 'out of target' jobs the 'in target' job nos. remain consistently high, equally when they reduce the 'in target' job nos. the 'out of target' job nos. rise. This could be attributed to such things as:
 - Insufficient resourcing of the Contract.
 - Challenges in the delivery of the larger and complex repair jobs.
 - Sub-contractor management and performance

Pleasingly there is some improvement now in reducing both figures.

- It is showing that the number of open jobs is dropping but not at the rate we would hope, at present we do not believe that this will change significantly without additional resource, something that Ian Williams have committed to providing.

4.5 In line with previous recommendations made by Echelon and with the operational issues identified there is now a full commitment in place to reduce and maintain the level of WIP to acceptable/manageable levels, ideally around 600 open jobs but never more than 700.

There is also commitment to reduce the amount of overdue jobs to minimal and manageable levels; it is accepted that there may well be some jobs that extend beyond the 28 day target due to their size and complexity.

In such instances, we must ensure that:

- The Extension of Time process is fully implemented.
- A detail formal programme is in place and agreed by both parties.
- Programmes and timescales including the end completion date are communicated to Tenants prior to the commencement of work.
- All parties are fully updated during the work and any changes are communicated to all.

4.6 In order to understand the problems in this area and as highlighted in the Action Plan we have and are continuing to carry out detailed data analysis to identify the reasons and trends for the current high level of WIP and overdue jobs, among the issues identified as causes are:

- Incorrect application of operational processes on the part of IW and EDDC, particularly the Variation Process, Extension of Time process.
- Jobs still being incorrectly marked as “work completed” rather than stage completions being applied when follow on works are required.
- Jobs that have been completed but not closed down correctly meaning they remain on both the WIP and Overdue jobs list
- The delivery of larger scale and complex repair jobs that extend beyond the contractual 28 day period for completion.
- The sourcing of resource/sub-contract support to deliver some repair jobs which delays the completion of jobs directly contributing to the WIP and overdue jobs.
- The sourcing of components/materials to carry out specific repairs, this directly contributes to the WIP and overdue jobs.
- Target completion dates on our systems differ from those on Ian Williams’s side, investigation revealed that the Target Completion date is amended on Ian Williams’s side without any agreement/consultation with us; this is causing disparity when running Reports.

4.7 The levels of WIP and overdue jobs is of concern but as demonstrated above we are beginning to see signs of improvement. We are working closely with Ian Williams to undertake a detailed review of the delivery of Reactive Repairs to ensure that we meet the headline aim of ‘Right Repair, Right Time, Fixed and Stay Fixed’. The areas that will be subject of this review will include but not be restricted to:

- Diagnosis:
- Appointment:
- Right First Time:
- Stay Fixed:

Initial findings suggest that a number of problems exist that need to be addressed ranging from:

- Too many chasers required in relation to repair orders and in some cases recalls,
- Missed appointments with no communication with the Tenant
- Insufficient time allowed to carry out specific repairs
- Material availability
- Resource availability for some key trades
- Sub-contractor support is not sufficient.
- Sub-contractors not adhering to the Contractual protocols and timescales.
- Management of sub-contractors
- Systems and contract resources not being used correctly to deliver the contractual requirements for repairs.
- Poor communication across all areas.

We believe that the processes to address the above issues are already embedded in the Contract, the review is primarily to identify areas where they are falling down and to implement the necessary measures to address the same.

4.8 Some repairs are of such size and in some cases complexity that they are proving challenging to deliver. This can be partly attributed to our ageing stock which is recognised as an additional challenge. This has been recognised and Ian Williams have set up what they classify as a 'Minor Works Team' to manage and deliver such repairs. This Team is already proving beneficial as they are already working through the list of overdue larger repairs. Further this team also frees up the main workforce to concentrate on routine reactive repairs that in itself will reduce the WIP and overdue jobs. Early signs are positive but this needs to be closely monitored. This Team is supported by our own Maintenance Surveyors.

5 Voids

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

5.2 We have recently outlined concern 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. There appeared to be a number of properties sat in the pre-inspect/Specification stage that are potentially ready to go but are being held back due to the restriction in orders per week, this situation has created a backlog which is completely unacceptable. 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.

5.3 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.

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.

5.4 The debt left on meters has been a continual 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 British Gas no longer provide this service to providers. No properties have been transferred to a Utility Company (or other organisation) since December of last year and the responsibility to clear all historic debt has been transferred to us/Ian Williams to resolve

5.5 This has led to considerable frustration and delay in handing back properties as we are now having to:

- Try to establish who the energy supplier to the property is.
- Establish the debt.
- Arrange payment.

5.6 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 There is a company/organisation that has set up called Tenants Save Money- TSM (as used by Exeter City Council) that can provide this debt clearing service (there promise is to clear debt within 4 hours). We have now held several meetings and our intention is to start a trial of the service from the start of July. Another advantage of using TSM is that they will arrange for a Smart Meter to be fitted on all new Voids, this will tie in with are Climate Change Agenda.

5.9 As part of the high level Action Plan it is intended to carry out a further review of the Void process in an effort to improve performance, the following are among the issues that will form part of the review:

Pre-inspection timings (revert to whilst the properties are occupied)

- Void Classification.
- Clearing the backlog.
- Increasing the number of orders that can be raised week on week to prevent a build-up/backlog
- Specialist cleaning
- 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.
- Debt on meters.

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.

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

- External Decoration including remedial render repairs and eaves replacement
- Window replacement
- Re-roofing

These work streams are all progressing 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.

6.2 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 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 Senior Technical Officer (Asset Management and Climate Change).

Among the work streams that we are intending to deliver in the next financial year include:

- Kitchen & Bathroom Modernisation
- 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

The green energy/climate change work will be partly 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.

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 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.

8 Social Value:

- 8.1 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 have recently started.
- Delivery of 500 property MOT's (recently commenced)

- 8.2 The partnership held a successful Social Value event at Lymebourne Park on the 26th April. This positively was transformed into what quickly became a much wider community day, as this involved attendance of local police, Sidmouth in Bloom, the Probation Service as well as teams from across housing/EDDC. The event itself was a huge success with involvement from residents, councillors, officers and Ian Williams staff cleaning up the area and planting trees and flowers. There were many highlights to take away from the day, there were smiling faces all round as we had a one team approach and helped residents with any issues or concerns that they had on the day. The day took a lot of planning and organising by various officers alongside Ian Williams.

- 8.3 A snapshot of the day's events:

- A big tidy up, bench painting, planting new plants, building planters and general spruce up of the Lymebourne area was carried out – residents and Councillors joined in.
- Food and drink – including hot food choices, soft drinks as well as tea and coffee. We had a superb Hog Roast, supplied by Ian Williams.
- A showcase of Property & Asset's Planned Work upgrades in the community centre, showing bin store plans, ramped access areas and washing line facilities - residents were able to have a look at plans proposed and have their say.

- Let's fix it! On the day, an operative was available to carry out any small repairs in Lymebourne properties for residents, fix it on the day, or carry out an inspection for any larger works needed.
- There was a free skip for residents to throw away anything they no longer need, so they didn't have to take it to the recycling and refuge centre – this was overflowing by the end of the day
- Members of the probation service were also in attendance to help clean up the area, such as moss on walkways and weeding areas as part of a scheme where they are helping to improve the local environment, this upskills local offenders and helps bring people back into work after leaving prison. They were superb and it was a pleasure to work alongside these individuals.
- An opportunity for tenants to meet Ian Williams Operatives and Management team.
- Various specialist Housing Officers were on hand to assist, this included an Estate Management Officer as well as a Rental Officer who carried out mini budgeting sessions with tenants on request.

It is intended to roll out similar such events across the District as part of the Social Value Commitments for the coming year.

9 Customer Satisfaction:

- 9.1 Customer satisfaction remains a key area of focus for us, the data currently collected suggests generally good levels of satisfaction although we are continuing to monitor all feedback received and are acutely aware of the need to continue to do this.

The table below sets out the Customer Satisfaction figures collected by EDDC

Customer Satisfaction KPI - Are you happy with your repair overall?		
Month	Happy	Unhappy
January 2022	109	30
February 2022	119	19
March 2022	111	17

April 2022	94	4
May 2022	70	2

- 9.2 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 of the sheets they leave. Despite these measures, it is acknowledged that they are still not being left in all instances and it remains a problem to be addressed, the monitoring of this is included within the Action Plan.

A summary of the paper surveys returned together with Tenant comments is set out in Annexe 2 titled- **Results of Satisfaction Surveys**, as can be seen the feedback from those Tenants that returned Customer Satisfaction surveys is generally positive.

9.3 Whilst the data collected and the KPI for Customer satisfaction is good it is apparent that it may not represent a full picture of the service and the experience of our tenants as communicated at the March Housing Review Board Meeting and Repair Service Review Group Meetings. Areas that are still of concern and have remained as ongoing issues on the Action Plan are;

- Communication (particularly with Ian Williams central communication hub)
- Missed appointments
- No process for customer satisfaction (PDA's not offered to/paper surveys not left with Tenants).
- Repairs being started but not completed; Contractor leaving site with repair part done and no indication of a return date to complete.

9.4 Our Repair Service Review Group was re-launched following Covid and two Meetings have been held, the Tenants attending have highlighted numerous issues but, to date have not been prepared to provide specific examples to substantiate their issues, however they mirror those listed above. Action points arising from the most recent Meeting include:

- Reviewing the questions on the Customer Satisfaction Survey.
- Review the methodology for the collection of Customer Satisfaction.
- Introduce Tenant Inspectors on Voids

9.5 We have held an extraordinary Core Group meeting where we invited along tenant representatives from the Housing Review Board to meet directly with the Core Group. This was an opportunity for tenants to directly contribute to the Action Plan as well as raise individual instances of service failure that had come to their attention. We spent useful time reviewing the examples presented in detail and outcomes from this session have directly contributed to the revised Action Plan we are presenting to the Board today. The issues generally were all around the same themes as set in this report and as already set out in the Action Plan and included (note this is not an exhaustive list);

- Examples of Operatives not showing ID when attending a property
- Delays in jobs being completed
- Concerns around an instance that potentially exposed a tenant to asbestos- *an immediate investigation was evoked and this was later confirmed as not being the case.*
- Examples of questionnaires not being left in properties
- Examples of properties being left in a poor state when Operatives leave a property.
- Clarification of how external repairs are appointed
- Concern that Operatives are being diverted to emergency jobs when scheduled for routine repairs.

9.6 Actions from the meeting were distributed to all attendees and Action Points are being monitored. Usefully, tenants have also since supplied a further list of addresses that they have obtained where they suggest service failure as occurred. We are working through this information and will feedback directly to the tenant representatives on this.

9.7 The tenant representatives were also offered a chance to shadow an operative out on the ground for a day/part day in order to understand how Operatives carry out their work, we have encouraged this offer to be taken up as a way of tenant representatives also having a chance to engage with other tenants.

10 Complaints:

10.1 The table below is an extract from the KPI's recording the number of Stage 1 Complaints received and then the number escalated to Stage 2.

Ian Williams KPI			
Month	Direct Complaints – Stage 1	Complaints escalated to Stage 2	Repairs Raised
January 2022	5	1	1475
February 2022	4	3	1401
March 2022	4	2	1486

For each month the number of Stage 1 Complaints received equates to 0.3%.

10.2 Our Quarter 4 reporting statistics are:

- 85% Informal Complaints responded to within 3 days.
- 468 'Issue/Queries' emails escalated to Business and Customer Improvement Manager attention, up by 157 from Quarter 2
- 53 Home visits made by our Business and Customer Improvement Manager to help stop the escalation of issues and to resolve

10.3 We consider the above statistics to point directly to waste in our system. As an example potentially the 53 (a rise of 21 on Q3)) home visits undertaken are areas that have gone wrong and have therefore required intervention through a home visit by a Manager to resolve, we consider this to be waste as these issues should not have arisen in the first place.

We also consider the figure of 468 (a rise of 157 on Q3) 'issues/queries' to be high and we are looking closely at what these issues and queries are and how they can be prevented in arising in the first place. The review we are undertaking on this is part of a Systems Thinking approach we are taking to identify where the waste in the system is and why it exists; this is all included in the Action Plan.

10.4 We are continuing to review 2 Ombudsman judgements served against us; measures have been put in place to address the majority of issues raised, other improvement measures required will be included in the Action Plan.

10.5 Although hard to capture fully, we are still aware of a general feeling of dissatisfaction from our tenants mainly around the responsive repairs element of the contract. This has been picked up through a few avenues recently e.g:

- Preventable complaints. As an example of a preventable complaint, this could be where we and/or IW have failed to communicate with tenants around when a repair will be undertaken/completed. Measures to address this have been implemented with further improvements required recorded in the Action Plan
- We have been made aware of negative feedback from Members representing tenants, Members are having to get involved to chase individual cases; we have also seen a number of complaints escalated to our MPs although it should be noted that there are very often two sides to a complaint with a detailed response satisfactory to address the issues.

11 General:

11.1 We remain increasingly 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 leading to complaints about the service

11.2 We are working 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 Tenant 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

11.3 We have been aware of a lack of clarity on the contractual timescales across the wider housing team, residents and councillors, resulting sometimes in hearsay. We are considering ways we can address this, perhaps with some general reminders by way of a specific publication. We are also considering whether 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 these roadshows back when the Contract commenced and now as Covid restrictions ease we are considering whether it is time for the exercise to be repeated as a way of capturing some meaningful engagement. We are also considering the feasibility of a Member workshop that could also help Members understand how the service is delivered.

11.4 For Quarter 4, we experienced a higher level of reoccurring residents complaining directly to Council Members and Senior Managers as opposed to following the process. We have found 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. This may be as a result of tenants not being 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.

11.5 Our Business and Customer improvement Manager has visited a number of residents, both active members and those who are not involved to discuss ways that we could better collate resident satisfaction.

12 Next Steps

12.1 The purpose of the Action Plan is to act as a live tool to identify/record the areas of concern and set out how they will be managed/addressed moving forward.

12.2 The Action Plan has gone through various reviews/amendments including presentation to extraordinary Core Groups attended by Tenants and the quarterly contractual Core Group meeting. The Action Plan has been rationalised to focus on key areas, specifically those highlighted by our Tenants, it also includes specific and key target dates that we are all committed to work towards and achieve.

The latest version of the Action Plan is appended to this Report.

- 12.3 As a direct request from tenants, it has been suggested that the Action Plan is monitored by the Tenant Repairs Review Group, this will be presented at future meetings in order for progress to be reported.
 - 12.4 This report has gone into specific detail on areas that have been previously raised and although there are some positive signs, this remains an urgent area of focus and we will work closely with Ian Williams in driving forward all the measures contained within the Action Plan with aim of improving performance delivery and the experience of our Tenants.
 - 12.5 A follow up report to the issues raised will be provided to the next meeting of the Housing Review Board.
-

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.

Annexe 1: General Analysis of Repair Orders raised.

The number of repairs reported for year 3 of the Contract is at the expected levels and is directly comparable to the numbers recorded for Year 1 of the Contract.

For information we set out below the number of repair orders raised on a month by month basis for Year 3 of the Contract to date:

Month (Year 3)	Repair jobs/orders raised
April	963
May	1203
June	1453
July	1329
August	1163
September	1236
October	1154
November	1548
December	986
January	1554
February	1603
March	1455
TOTAL	15647

The number of repairs for the year is evident highlighting the demand on the service, the numbers equate to an average of 1,304 repairs per month.

We continue to expand our data analysis to enable us to monitor service performance and demand in detail. One of the areas we look at is the number of repairs orders raised per day.

For Quarter 4 (January to March 2022) we looked at the number of repair orders raised and were able to establish that demand has increased considerably from Q3, see table below. For clarity we have also included the numbers for Q3.

There were of course fluctuations during the period but this is typical of the average number of orders raised per day.

Day	Average no. of repair orders raised per day Q3	Average no. of repair orders raised per day Q4
Monday	58	79
Tuesday	58	75

Wednesday	55	69
Thursday	58	59
Friday	52	63
Saturday (OOH)	3	3
Sunday (OOH)	2	2

We are now monitoring the number of repair orders raised, number of jobs completed and job completion times using one of the numerous Reports that have been built to monitor and drive forward performance delivery improvements.

Another example of demand on the service is the number of telephone calls received on a monthly basis; they regularly top 2000 calls per month and in some months, the figure increases to over 2500.

Daily calls and email communication remains at expected levels. An area that impacts is the amount of chaser calls we receive, we are currently carrying out a review of telephone calls to try and get an idea on what are genuine calls and what can be deemed as waste calls.

Results of Customer Satisfaction Survey Results. January- May 2022

Annexe 2

January 2022:

	Yes	No
Did you find it easy to report the repair?	13	
Was an appointment made when you first reported the repair?	12	1
Was the appointment time kept?	12	1
Was the work completed on the same day the operative called?	11	2
Do you feel that you were adequately updated throughout your repair?	13	
Did the contractor wear ID and company clothing at all times?	13	
Did the contractor treat your home with courtesy, respect and care?	13	
Did the contractor clear up mess and remove rubbish on a daily basis?	13	
Are you satisfied with the work overall?	13	
Would you like a call back to discuss your experience?		13

Comments

- Amazing Electrician - Thank you IV
- Operative was very helpful
- Job Well Done
- Nice Chap!
- Darren was quick to identify the issue and completed the repair within 30 minutes. Darren was polite and respectful of me and my home and I would like to thank him for his hardwork and all that are involved around repairs, as I know you get a lot of prejudice unfairly.

February 2022:

	Yes	No
Did you find it easy to report the repair?	53	3
Was an appointment made when you first reported the repair?	53	3
Was the appointment time kept?	54	1
Was the work completed on the same day the operative called?	55	1
Do you feel that you were adequately updated throughout your repair?	56	
Did the contractor wear ID and company clothing at all times?	56	
Did the contractor treat your home with courtesy, respect and care?	56	
Did the contractor clear up mess and remove rubbish on a daily basis?	56	
Are you satisfied with the work overall?	56	
Would you like a call back to discuss your experience?		56

Comments

- Workman was able to fix hole with no trouble. Thank you for an excellent job
- The gentleman was nice & Polite
- Very Good work
- Contractor was polite
- Efficient, polite and tidy
- Very Friendly, Very knowledgeable, very polite
- Very nice gent
- Give the contractor and your staff a pay rise! Well deserved
- Excellent work done, thanks
- Wonderful Guy
- He did the work and was polite
- Lovely blonde lady manager visited with contractor, works soon got done. Thank you
- Thank you to Sophie and Lyndon
- Polite, tidy, work done
- Anonymous 'Get rid of IW'
- Lovely polite guy
- Wonderful team, girls always happy to help.
- Contractors respectful and work carried out to a great standard
- It took 2 weeks
- Nice Cheerful man - he did the work well
- Contractor was polite and explained the process of works to be done
- Will see when the second half is finished
- Workman was excellent, really good job
- Paul Lees is fantastic
- Plumber Darren is polite, efficient and professional
- Polite and did his job well

March 2022:

	Yes	No
Did you find it easy to report the repair?	57	2
Was an appointment made when you first reported the repair?	51	6
Was the appointment time kept?	55	4
Was the work completed on the same day the operative called?	55	4
Do you feel that you were adequately updated throughout your repair?	57	2
Did the contractor wear ID and company clothing at all times?	59	
Did the contractor treat your home with courtesy, respect and care?	59	
Did the contractor clear up mess and remove rubbish on a daily basis?	59	
Are you satisfied with the work overall?	58	1

Would you like a call back to discuss your experience?	3	56
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Comments

- Excellent Work
- He was very good
- Great Staff Member
- Had to keep following up / chasing but the repair was good
- Very good job, look excellent! Thank you
- Keep up the good work!
- XXXXX previously visited and never got anything done, XXX came over and now all the works have been completed. Thank you
- The contractor was courteous and polite. He treated my home beautifully out of 10 I would give him a 10
- Very Neat Job
- Arrived earlier than expected
- Workman did a lovely job. Very polite
- Contractor text prior to appointment, very polite, very good job well done!
- The contractor was polite and I was glad the work was done earlier than expected 10/10
- All ok
- Appointment time changed as I was poorly. Thanks to all involved
- Work was carried out to a high standard and very good contractor
- They were very polite

April 2022:

	Yes	No
Did you find it easy to report the repair?	57	2
Was an appointment made when you first reported the repair?	51	6
Was the appointment time kept?	55	4
Was the work completed on the same day the operative called?	55	4
Do you feel that you were adequately updated throughout your repair?	57	2
Did the contractor wear ID and company clothing at all times?	59	
Did the contractor treat your home with courtesy, respect and care?	59	
Did the contractor clear up mess and remove rubbish on a daily basis?	59	
Are you satisfied with the work overall?	58	1
Would you like a call back to discuss your experience?	3	56

Comments

- Some outstanding repairs need reporting but I need to speak to a manager first
- Very pleased perfect work
- Council have neglected doing upgrade works to homes, not contractor fault!
- Quick service had a company out in 2 days
- I had a call at 10:30pm at night to say they were coming the next day
- First class workman
- They y worked very hard and did a great job
- Job well done
- Excellent polite service
- Lovely chap, Glen, he managed to sort the issue for me
- Good worker
- very nice job
- very satisfied
- very polite and efficient workers
- Your surveyors and lady who manages the contract does not answer emails or Ian Williams

May 2022:

	Yes	No
Did you find it easy to report the repair?	112	1
Was an appointment made when you first reported the repair?	105	7
Was the appointment time kept?	111	2
Was the work completed on the same day the Operative called?	109	3
Do you feel that you were adequately updated through-out the repair?	112	1
Did the Contractor wear ID and company clothing at all times?	112	1
Did the contractor treat your home with courtesy, respect and care?	112	1
Did the contractor clear up mess and remove rubbish on a daily basis?	112	1

Are you satisfied with the work overall?	112	1
Would you like a call back to discuss your experience?	1	112

Comments:

- The two gentleman were very polite, I have not been treated with so much respect before. They did a very good job
- Very good service thank you
- Thankyou for the quick service. Excellent
- very informative
- Very polite, courteous and helpful in all ways
- The contractor was friendly and did a great job
- Very happy, you have lovely call staff
- lovely wrong man
- I had to wait 4 days for a leaky tap
- Lovely helpful gentleman
- Workman came day early
- excellent operative

IAMC ACTION PLAN

Category	Area of concern and outcome required	Action	Owner	Target Date	Action Status	Comments
1. Appointments	1.1 The majority of appointments should be made at first point of contact with a tenant when they call into EDDC Housing Repairs Advisors (HRA's)	1.1.1 IW Hub to provide weekly report where jobs have been left unappointed by EDDC HRA's, even though there was diary availability.	IW	01/05/2022	Complete	Actioned. Reports sent weekly.
		1.1.2 EDDC to identify any trends from this report and Identify Training requirements for the EDDC HRAs.	EDDC	12/05/2022	In Progress	Specific users identified, now to identify specific training requirements.
		1.1.3 Training session to be provided regarding booking appointments. Including appointing to tenants convenience (within the scope of the contract appointment slots and priorities).	EDDC	30/06/2022	In Progress	Training session 1 booked for 25/05. follow on sessions and feedback will be required.
	1.2 Jobs need to be raised correctly for the correct operative to be allocated for the appointment	1.2.1 IW to ensure adequate skill set and number of trades available in the diary	IW	01/05/2022	Ongoing	This is complete for now but a continued effort is placed on recruitment. IW will resource in to accommodate the workflow and have increased to 24 direct operatives, plus some agency support and painting support from other IW businesses.
		1.2.2 EDDC to provide training around correct usage of SORs and locator plus to EDDC HRA's. IW to also be engaged in this workshop.	EDDC	30/06/2022	Not Started	Training to follow action 1.2.3
	1.3 Appointments sent to the IW Hub for scheduling need to be appointed swiftly	1.3.1 IW to provide refresher on IW golden rules of response. Hub to stick within the SLA of 24Hrs for making appointments with tenants. And ensuring they are made at tenant convenience (contract timeslots and priorities dependent).	IW	01/06/2022	In Progress	Communications have been issued.
	1.4 External jobs must be appointed	1.4.1 Reiterate process at above training sessions for both IW and EDDC that appointments must also be made for external jobs (unless fully communal with no point of contact). No repairs should be undertaken without appointments being communicated to tenants (excluding emergency works).	Partnership	01/06/2022	In Progress	IW communications have been issued to the HUB team.
	1.5 Dedicated planning resource at IW Hub	1.5.1 IW to ensure two full time planners are working solely on EDDC contracts. These planners will be responsible for ensuring that the above is actioned and regularly follow up and review.	IW	31/07/2022	In Progress	Process has commenced to secure two full time dedicated EDDC Planning resource, anticipate this will commence WC 06/06/2022
	1.6 Minor Works dealt with differently to coordinate repairs	1.6.1 Minor works to be dealt with by a separate team. CLO will facilitate grouping together these jobs and communicating with the tenant the expectation for site activities. Appointments will be made via the CLO.	IW	01/07/2022	In Progress	Full Minor works process to be established with EDDC.
	2. Communication and Feedback	2.1 All appointments (original or follow on) to be made with the tenant.	2.1.1 IW to recruit a non-working foreperson to facilitate operative re-book process.	IW	01/05/2022	Complete
2.1.2 Appointments made at first point of contact by EDDC HRS's.			EDDC	01/07/2022	In Progress	
2.1.3 Appointments passed to the Hub made within 24 working hours direct with the tenant.			IW	01/06/2022	In Progress	Process reiterated to Hub team, will become easier with dedicated planners from July 2022
2.1.4 Follow-on appointments to be made by operatives direct from site, with the tenant.			IW	01/06/2022	Ongoing	all RB appointments to be called through to Non working Foreperson initially, then booked direct with the Hub, whilst tenant there.
2.1.5 Text message/call facility to be operated to confirm appointment with tenant, a 1 day reminder and an 'on route' message when operative starts the journey to their house			IW	01/06/2022	Complete	IW identified the routes of text messages to confirm when these were being sent.
2.1.6 Follow on appointments requiring materials to be set to 'Query' by Hub and managed daily by Foreperson and Contract Manager. Hub to communicate to tenant as soon as materials/VO confirmed.			IW	01/07/2022	In Progress	Foreperson focused on 'query' workbench. Will be aided by dedicated planners in July 2022
2.2 No Access Repairs: ensure accurate communication and follow correct process		2.2.1 No access jobs need to be rebooked when on site, with a card left for the tenant.	IW	01/06/2022	Ongoing	This process is already in place and working. Card left is photographed by operative.
		2.2.2 Last No access job to leave a card, stating that this was the last visit, and to contact the Hub within 7 days, instead of sending letters which delay the process for all parties.	IW	01/08/2022	Not Started	IW to confirm process with EDDC and establish documents to be left on site (photographed)
2.3 Customer Feedback: to collate as much feedback as possible to gain learning and improve service delivery		2.3.1 IW to ensure CS forms are handed out for all complete works and left onsite. Operative to take a photograph of the form when they leave it.	IW	01/06/2022	Ongoing	Discussed and reiterated at weekly TBT.

IAMC ACTION PLAN

	2.3.2 IW Subcontractors also to hand out forms on site for complete works and photograph to say that they have left with the tenant.	IW	01/06/2022	In Progress	Review with top 5 SC and forms issued for leaving on site	
	2.3.3 Where possible forms should be left for all works, including external jobs and communal areas (where there is a designated contact).	IW	01/06/2022	Ongoing	Discussed and reiterated at weekly TBT.	
	2.3.4 EDDC to ensure a constant and adequate supply of forms and envelopes are provided to IW to prevent any delays or break in continuum.	EDDC	01/06/2022	Ongoing	Ongoing item.	
	2.3.5 EDDC to make telephone surveys to gauge customer satisfaction on a proportion of works each month	EDDC	01/06/2022	Ongoing		
	2.3.6 IW to make telephone surveys to gauge customer satisfaction on a proportion of works each month	IW	01/06/2022	Ongoing	IW currently undertake in excess of 10%, results and any feedback are shared with EDDC	
	2.3.7 EDDC to provide IW with sight of formalised complaints so that they can be engaged in resolution and learning. This will be shared at weekly and operational meetings.	EDDC	01/06/2022	Ongoing	Process to be reviewed as per below to ensure all parties can engage at the correct times to resolve matters	
	2.3.8 Partnership to review the process for managing complaints between both parties, ensuring correct designated points of contact, creating a united and proactive approach that meets the needs of the tenants in terms of resolution	Partnership	01/07/2022	In Progress	Complaints reviewed weekly and monthly. Review of process to continue	
2.4	ID badges: Must be shown on site	2.4.1 IW to reiterate to the whole team (including SC resources) that ID badges must be clearly displayed at all times and shown to tenant when attending site.	IW	01/06/2022	Ongoing	This is the topic of many a Tool box talk (TBT)
2.5	Better communication around larger repairs jobs	2.5.1 IW to establish a 'Minor Works' team. CLO will group repairs at a property together where they form part of a larger type repair. CLO to be direct point of contact for resident and communicate expectations, activities on site.	IW	01/07/2022	In Progress	Full Minor works process to be established with EDDC. Recruitment of dedicated CM ongoing to manage planned/major type repairs.
		2.5.2 Tenant Communication to be issued relating to 'Minor Works Process' within 'Housing Matters'	EDDC	01/07/2022	Not Started	Tenant comms plan to be issued following establishment of Minor works process above.
2.6	IW Feedback on further works needs to be clearer for EDDC,	2.6.1 IW to provide clearer feedback when requesting further works, including relevant SORs where applicable. Information needs to be sent within 48 working hours of initial visit/completion (max two weeks for quotations).	IW	01/07/2022	In Progress	Quotations already being sent but need to review timescales and process.
2.7	Tenant engagement with the works themselves	2.7.1 tenant Inspectors to be engaged with response works.	Partnership	01/09/2022	Not Started	Tenant representatives to be established
		2.7.2 IW to arrange for PPE to be obtained and for tenant inspectors/representatives to 'shadow' an operative on site.	IW	01/09/2022	Not Started	when item above has taken place this will be arranged
2.8	Tool Box Talk content	2.8.1 IW to continue to ensure Bi monthly Tool Box Talks are held with all operatives: Topics to be covered include Health and Safety, customer feedback (positive and negative) and issues identified (for example, showing ID on site, behaviour, leaving site clean and tidy, leaving Customer Satisfaction forms, taking supporting photographs), PDA usage.	IW	01/06/2022	Ongoing	TBT already in place and these items are under regular review and communication.
3. Job Completions	3.1 Extension of Time (EOT): Ensure correct usage	3.1.1 Review existing EOT process between both parties. Ensure that all are happy with the approach.	Partnership	01/07/2022	Ongoing	Process already in process as part of weekly meetings.
		3.1.2 IW Hub to complete EOT document, CM to own it and discuss at weekly client meetings.	IW	01/07/2022	In Progress	Will be fully in place with dedicated planners in July 2022
		3.1.3 EOTs to be actioned on both IW and EDDC systems as soon as agreed.	Partnership	01/07/2022	In Progress	
	3.2 Post Inspections(PI): 10 % PI level required from each party.	3.2.1 IW to ensure that 10% of works are post inspected via CM, Foreperson and BM/Surveyor. And all jobs over £1k	IW	01/07/2022	In Progress	Process commenced. Will increase feedback when new CM insitu
		3.2.2 PI form to be established, scored and scanned and sent to EDDC for records. This PI form is to be signed off by the tenant where possible and submitted in advance of monthly KPI reports	IW	01/07/2022	Ongoing	Forms are generated and scanned and sent to EDDC
		3.2.3 IW PI form also to identify any behaviour/conduct matters regarding operatives on site (good and bad). This to be used to feed back into 'tool box talks'.	IW	01/07/2022	Ongoing	already in place
		3.2.4 EDDC surveyors also to undertake 10% PI's for the contract on a monthly basis	EDDC	01/07/2022	In Progress	Process commenced
		3.2.5 EDDC PI forms to be scanned and sent to IW for record purposes, in advance of monthly KPIs.	EDDC	01/07/2022		
		3.2.6 All jobs over £1k or in dispute to be post inspected by EDDC	EDDC	01/07/2022		

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	3.3 Jobs can only be closed when all works have been completed.	3.3.1 IW Hub to ensure that all works and tasks have been completed on the job before completing it in the system. Reinvalidate training.	IW	01/07/2022	Ongoing	Ongoing as part of job refresher training.
		3.3.2 IW to conduct specific Tool box talk regarding correct usage of completion codes for operatives.	IW	01/07/2022	Not Started	To be undertaken in June 2022
		3.3.3 IW to provide clear guidance on job completion codes and what these mean to EDDC	IW	01/07/2022	Not started	
		3.3.4 Minor Works jobs to be grouped together by CLO and completed in line with each other to avoid confusion.	IW	01/07/2022	In Progress	
4. Overdue Jobs and WIP	4.1 Overdue Jobs need to reduce to come in line with MLAP and then further towards target.	4.1.1 Increase Labour on the contract to meet demand	IW	01/07/2022	Ongoing	Labour has been increased from 18 to 25 with 3 new positions still open to be filled. OT available for all operatives to reduce backlog in works Strong focus on clearing out old works. Strong focus on ensuring new works does not fall into out of date category. to be achieved after achieving initial milestone of within 10%
		4.1.2 Increase Overtime for operatives to maximise time spent on site.	IW	01/07/2022	Ongoing	
		4.1.3 through the above, reduce the Overdue jobs to within MLAP by end of June 2022	IW	01/07/2022	In Progress	
		4.1.4 Reduce Overdue jobs to 5% of works by end September 2022	IW	01/10/2022	In Progress	
	4.2 Reduce WIP on the contract	4.2.1 Reduce overall WIP on the contract to 2 weeks worth of work via the above and below actions.	IW	01/10/2022	In Progress	
	4.3 Works to be completed within Target	4.3.1 IW to provide dedicated working Foreperson to oversee Diaries and support operatives on site.	IW	01/07/2022	Complete	
		4.3.2 Recruit new Contract Manager to oversee all of response works	IW	01/07/2022	Complete	New CM recruited - due to start 30/05/2022
		4.3.3 Dedicated Hub planners to focus solely on EDDC contracts (x 2)	IW	01/07/2022	In Progress	Plan in place to move towards this goal by June 06
		4.3.4 Focus on due in 10 day reporting - ensuring jobs do not fall off the cliff.	IW	01/07/2022	In Progress	Already a firm focus on CLO and Foreperson.
		4.3.5 Run daily KPI reports to identify position and understand any failures	IW	01/07/2022	In Progress	
		4.3.6 ensure EOT process is followed by both parties and actioned on the system correctly	Partnership	01/07/2022	In Progress	
		4.3.7 increase Jobs completed within target to 90% by end June 2022	IW	01/07/2022	In Progress	
		4.3.8 Increase jobs complete within target to MLAP of 95% by end September 2022	IW	01/10/2022	In Progress	Will follow completion of item above.
4.3.9 EDDC to establish a report/mechanism to identify 'right to repair' works. This will enable these works to be appointed within the correct timescales.		EDDC	01/07/2022	In Progress	Current process to be reviewed and once complete training rolled out across the teams within IW and EDDC.	
4.4 Minor works team to be established	4.4.1 establish a minor works team to focus on the larger works. Enabling better communication of works with tenants and a more coordinated approach.	IW	01/07/2022	In Progress		
	4.4.2 Establish a clear process for minor work jobs with EDDC, potential for separate priority coding	Partnership	01/07/2022	In Progress	Meeting held to establish process at 12 may 2022	
5. Sub-Contracted Works	5.1 Process for engaging subcontractors to be communicated.	5.1.1 IW to explain the process and approach taken to engaging with SC resources, and what is expected of them.	IW	01/07/2022	Not started	
	5.2 Subcontractors to follow same process as IW and EDDC for works	5.2.1 IW to ensure all SC agreements contain back to back KPI and engagement measures, including handing out CS forms on site to tenants.	IW	01/07/2022	Complete	All SC agreements in place hold this data. Performance against it needs to be reviewed at the monthly meetings.
		5.2.2 IW to hold monthly meetings with SC resources to discuss behaviour and process, including whether their works are achieving KPI measures	IW	01/07/2022	Not Started	Monthly meetings to be set up with SC
		5.2.3 IW to post inspect 5% of SC works per SC monthly	IW	01/07/2022	Not started	Plan to be put in place to formalise these measures
		5.2.4 IW to undertake 5% phone surveys per SC monthly	IW	01/07/2022	Not started	Plan to be put in place to formalise these measures
		5.2.5 All SC to show ID when accessing tenanted properties on site and hand out customer satisfaction forms.	IW	01/07/2022	In Progress	Communications issued to all SC resource.
		5.2.6 IW to ensure that SC use the Jobs portal in order to update job information and provide clarity for both parties. To include Update on appointments.	IW	01/07/2022	In Progress	Communications issued to all SC resource.

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6 Voids	6.1 Understand delays in voids process and how to mitigate them	6.1.1 Commit to undertaking a void process review of the whole process from when the tenant gives notice to the next tenant moving in. All departments and bodies undertaking works to be engaged.	Partnership	01/08/2022	In Progress	Void Workshop meeting commenced 17th May.
		6.1.2 Ensure the weekly void meetings are held between both parties to discuss individual void progress and timescales.	Partnership	01/06/2022	Complete	These are already in place and are a weekly discipline.
		6.1.3 Partnership to establish one 'master void control' document to monitor void progress, so that total clarity is evident.	Partnership	01/08/2022	In Progress	This forms part of the Void process review above.
		6.1.4 Tenanted pre inspection to be carried out. Process to be finalised. Engage with housing allocation team to provide support. This will enable earlier sight of property and better planning.	Partnership	01/07/2022	In Progress	Planned re commencement of this from 01/06/2022
		6.1.5 TMS to be established by EDDC to pay off meter debts for significant or complex figures/situations.	EDDC	01/09/2022	In Progress	IW assisting with clearing old debts on properties in order to enable letting. TMS to be bought on board to facilitate this process.
		6.1.6 partnership to agree the best approach to increasing the void properties issued to IW and remove current backlog. A fair and reasonable approach needs to be taken so as not to disrupt service levels.	Partnership	01/08/2022	In Progress	Discussions held relating to this matter.
6.2 Increase Tenant engagement with Voids process		6.2.1 Tenant inspectors to be engaged within the voids process, for pre and post void inspections.	Partnership	01/09/2022	Not started	
		6.2.2 Review of 'Void Specification'. Potential additions to general needs properties. This needs to be undertaken with tenant engagement and all other parties.	Partnership	01/11/2022	Not Started	
		6.2.3 Housing Services/Allocations to visit Voids before the tenant moves out. Encouraging properties to be left in a correct state and reducing waste and clearance costs	EDDC	01/09/2022	Not Started	Conversations need to be held to reactivate this process.
		6.2.4 Discuss opportunity for retaining carpets/furniture in occasion within voids. EDDC to identify if this is cost effective/useful and engage with tenants.	EDDC	01/09/2022	In Progress	this happens on occasion but can cause complications. EDDC need to review current process as part of void review, in terms of considering how best this would work.
6.3 Resource and Recruitment		6.3.1 IW to recruit in for a new Voids CM and Supervisor/Working Foreperson.	IW	01/08/2022	In Progress	CM Recruited. To commence 13th June.
		6.6.1 IW to commit to additional resources to increase voids undertaken and ensure hand back.	IW	01/09/2022	In Progress	Recruitment adverts already in place for additional positions.
7 Partnership	7.1 Improve Partnership relationship between EDDC and IW	7.1.1 Commit to and arrange an independently facilitated workshop (possibly Echelon), to review the working relationship, understand what frictions there are and how best to overcome	Partnership	01/09/2022	Not started	
		7.1.2 Actively engage in cross office working. EDDC staff teams to work in Woodbury offices on a regular basis.	EDDC	01/09/2022	Not Started	
	7.2 Improve partnership impression within the communities					
		7.2.1 CLO to have more presence on site with tenants and at tenant meets	IW	01/09/2022	In progress	
		7.2.2 Commit to engaging in more united community events together, like the more recent street clear up day	Partnership	01/09/2022	In progress	Dates need to be established but there is a few locations that this will take place in going forward
		7.2.3 Bigger presence with 'good news' stories on social media.	Partnership	01/09/2022	In progress	IW and EDDC teams engaged to promote good news in social media
8. KPI's	8.1 Joint Monthly KPI Validation	8.1.2 Ensure monthly validation meetings and discussion take place between both parties so that tabled KPI data is agreed between both parties.	Partnership	01/06/2022	Complete	These meetings are already held with both parties sharing and agreeing a KPI position.
	8.2 Correct KPI measurement	8.2.1 Review all KPI measures and targets against industry standards and other organisations. Ensure contract targets are achievable and relevant. Engage with Echelon for their knowledge and experience.	Partnership	01/09/2022	In Progress	We have established that some KPI measures are not achievable/or are unevenly weighted. This needs further review within today's industry standards over the next couple of months.
		8.2.2 Table and agreed revised KPI targets where current targets are considered unachievable by industry standards and experience, or for targets that are no longer relevant.	Partnership	01/09/2022	Not Started	To be undertaken after item above.

KPIs (2021-22)

KPI	Title	MLAP	Target		
				Apr-21	May-21
MSP					
KPI 1	<i>EDDC satisfaction with IW</i>	8	9	N/A	
KPI 2	<i>IW satisfaction with EDDC</i>	8	9	N/A	
KPI 3	<i>Complaints</i>	2%	0.5	0.4%	
KPI 4	<i>Complaints escalation to Stage 2</i>	10%	5%	50%	
KPI 5	<i>Health and Safety</i>	650	350	350	
KPI 6	<i>Social Value</i>	80%	90%	N/A	
KPI 7	<i>Diversity</i>	Info	Info	N/A	
KPI 8	<i>Training</i>	3	5	N/A	
KPI 9	<i>The EDDC Pound</i>	TBA	TBA	N/A	
Repairs					
RKPI 1	<i>Customer Satisfaction - Repairs</i>	90%	95%	97%	
RKPI 2	<i>Recalls</i>	10%	0%	1.8%	
RKPI 3	<i>First Time Fix - Repairs</i>	80%	90%	91%	
RKPI 4	<i>Post Inspection Quality</i>	90%	100%	92%	
RKPI 5	<i>Repairs Completed in Target</i>	95%	100%	83%	
RKPI 6	<i>Average Repair Completion Time</i>	12	8	12	
RKPI 7	<i>Appointments Kept - Repairs</i>	90	100	94%	
RKPI 8	<i>Orders Issued and Overdue</i>	10%	0%	25%	
RKPI 9	<i>Priority Repair Ratio</i>	15%	10%	20%	
Voids					
VKPI 1	<i>Post Inspection Quality</i>	90%	95%	94%	100%
VKPI 2	<i>Voids - Completed in target</i>	90%	95%	100%	100%
VKPI 3	<i>Average Void completion time Days</i>	16	14	15	15
VKPI 4	<i>Post Void Repairs</i>	10	5	3	0
VKPI 5	<i>Customer Satisfaction</i>	90%	95%	100%	100%
VKPI 6	<i>Defects at Handover</i>	95%	100%	83%	33%
VKPI 7	<i>Average Job Cost</i>	£3,000	£2,500	£5,000	£5,618
VKPI7a	<i>Average Job Cost - V1</i>				
VKPI7b	<i>Average Job Cost - V2</i>				
Planned Works					
PKPI 1	<i>Predictability of Time</i>	10%	5%	N/A	
PKPI 2	<i>Predictability of Cost</i>	10%	5%	N/A	
PKPI 3	<i>Customer Satisfaction</i>	90%	95%	N/A	
PKPI 4	<i>Post Inspection Quality</i>	90%	95%	N/A	
Servicing					
SKPI 1	<i>Servicing- Compliance</i>	100.00%	100%	100%	
Asbestos					
AKPI 1	<i>Reoccupation Inspection Pass Rate</i>	99.5%	100%	100%	
AKPI 2	<i>Air Test Pass Rate During Works</i>	0.5%	0%	0%	

Year 2021-22								
Q1		Q2			Q3			
May-21	Jun-21	Jul-21	Aug-21	Sep-21	Oct-21	Nov-21	Dec-21	Jan-22
N/A	N/A	N/A	N/A	7.43	N/A	N/A	6.8	N/A
N/A	N/A	N/A	N/A	7	N/A	N/A	7	N/A
0.4%	0.2%	0.3%	0.3%	0.2%	0.5%	0.4%	0.4%	0.3%
40%	66%	66%	16%	50%	50%	0.0%	0.0%	20%
350	350	350	350	350	350	350	350	350
N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
N/A	N/A	N/A	N/A	66.6%	N/A	N/A	N/A	N/A
97%	99%	99%	99%	94%	99%	98%	97%	96%
1.2%	1.4%	3.4%	1.9%	0.9%	1.9%	1.7%	0.9%	1.5%
92.7%	93%	95.8%	93%	92%	95%	91%	92%	90.0%
90%	92%	81%	60%	62%	79%	63%	50%	50%
91%	93%	92%	92%	88%	85%	82%	83%	79%
10	12	11	12	12	14	14	14	15
94%	96%	95%	95%	96%	95%	94%	94%	94%
9%	8%	8%	4%	10%	10%	11%	19%	26%
26%	18%	17%	20%	19%	18%	14%	18%	23%
100%	95%	95%	100%	96%	95%	100%	90%	100%
100%	93%	90%	92%	86%	76%	94%	100%	100%
4	17	15	17	16	15	13	15	15.5
0	0	0	0	0	0	0	0	0
100%	100%	100%	100%	100%	100%	100%	100%	N/A
100%	67%	90%	100%	88%	64%	100%	85%	73%
£2,877	£5,752	£5,565	£5,433	£5,829.21	£5,912.00	£4,598	£7,143	£7,587
								£5,137
								£15,500
N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
100%	100%	100%	100%	100%	100%	100%	100%	100%
100%	100%	100%	100%	100%	100%	100%	100%	100%
0%	0%	0%	0%	0%	0%	0%	0%	0%

Q4	
Feb-22	Mar-22
N/A	7.93
N/A	7.36
0.3%	0.3%
75%	50%
350	430
N/A	N/A
N/A	7.9%/13.71%
N/A	2.69
N/A	66%
97%	98%
2.8%	2%
94.5%	91.5%
88%	91%
86%	88%
14	12
97%	96%
13%	18%
16%	14%
100%	95%
100%	67%
19	15
0	0
N/A	N/A
75%	91%
£5,259	£5,002
£4,843	£4,462
£23,548	£16,377
N/A	N/A
100%	100%
100%	100%
0%	0%

KPI VALIDATION

Contractor	Ian Williams
Period	Q4 2022 (January/February)
Validated by	Kerry Spittle – EDDC
Date of validation	18/05/2022

KPI 1	EDDC satisfaction with IW
TARGET	9
MLAP	8
Performance:	7.93

The figure is below both the MLAP and Target.

KPI 2	IW satisfaction with EDDC
TARGET	9
MLAP	8
Performance:	7.36

The figure is below both the MLAP and Target.

KPI 3	Complaints
TARGET	0.5%
MLAP	2%
Performance:	January's was 0.3% , February the figure was 0.3% and March is 0.3%

EDDC data is used for this KPI:-

For January – 5 Formal Stage 1 Complaints received against 1475 jobs raised.

For February - 4 Formal Stage 1 Complaints received against 1401 jobs raised.

For March - 4 Formal Stage 1 Complaints received against 1486 jobs raised.

KPI 4 Complaints escalation to Stage 2

TARGET 5%
MLAP 10%

Performance: for January was **20%**, February the figure was **75%** and March is **50%**

EDDC data is used for this KPI: -

For January – 1 (from 5 received) Complaints escalated to Stage 2.

For February – 3 (from 4 received) Complaints escalated to Stage 2.

For March – 2 (from 4 received) Complaints escalated to Stage 2.

This KPI is always likely to be in the red as the number of complaints escalated to Stage 2 is high in comparison to the number of Stage 1 complaints received.

KPI 5 Health and Safety

TARGET 350
MLAP 650

Performance: **430**

Ian Williams provide this figure; for Q4 the figure, calculated from a matrix is 430. It should be noted that this is the national figure for the whole company and not specific to EDDC.

KPI 6 Social Value

TARGET 90
MLAP 80

Performance: Not scored

This is an annual KPI; we need to carry out a detail review of the Social Value plan and once complete we will provide a score at the next Core group. Social Value was being managed by our colleagues in Housing Services but for varying reasons it has not been driven forward in the manner we hoped. We in Property & Asset have taken the initiative to drive this area forward in Year 4.

KPI 7 Diversity

TARGET Info
MLAP Info

Performance: 7.9% BME 13.71% Female

This is an annual KPI, information has been provided by Ian Williams. It should be noted that this is the national figure for the whole company and not specific to EDDC.

KPI 8	Training
TARGET	5
MLAP	3
Performance: 2.69	

This is an annual KPI, information has been provided by Ian Williams. It should be noted that this is the national figure for the whole company and not specific to EDDC.

KPI 9	The EDDC Pound
TARGET	TBA
MLAP	TBA
Performance: 66%	

This is a quarterly KPI, information has been provided by Ian Williams.

KPI R1	Customer satisfaction – Repairs
TARGET	95%
MLAP	90%
Performance: for January the figure was 96% , February the figure was 97% and March is 98% .	

The KPI for the period Q4, January to March is scored using EDDC's & Ian Williams data combined.

The January combined figure is 96% and is broken down as follows:

- EDDC completed 139 Surveys 109 of which were happy with work and 30 were not, this equated to 78%
- Ian Williams Issued 605 issued with 605 satisfied 100%

The February combined figure is 97% and is broken down as follows:

- EDDC completed 138 Surveys 119 of which were happy with work and 19 were not, this equated to 90%
- Ian Williams Issued 580 issued with 580 satisfied 100%

The March combined figure is 98% and is broken down as follows:

- EDDC completed 118 Surveys 111 of which were happy with work and 17 were not, this equated to 94%
- Ian Williams Issued 521 issued with 521 satisfied 100%

KPI R2	Recalls
TARGET	0%
MLAP	10%

Performance: for January the figure was **1.5%**, February the figure was **2.8%** and March is **2.0%**

The KPI for the period January to March is broken down as follows;

For January Ian Williams had 16 Recalls against 1032 completed jobs.

For February Ian Williams had 34 Recalls against 1190 completed jobs.

For March Ian Williams had 27 Recalls against 1306 completed jobs

KPI R3	% Repairs completed on first visit
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TARGET	90%
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MLAP	80%
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Performance: for January the figure was **90%**, February the figure was **94.5%** and March is **91.5%**

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

For January; 1062 first time from 1180 Jobs completed (Actual agreed completed jobs 1032)

For February; 1201 first time from 1279 Jobs completed (Actual agreed completed jobs 1190)

For March; 1299 first time from 1419 Jobs completed (Actual agreed completed jobs 1306)

This figure is not accurate as it has not been calculated using the agreed completed job total; we have asked for this to be done but always face resistance.

KPI R4	Post Inspection Quality
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TARGET	100%
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MLAP	90%
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Performance: for January the figure was **50%**, February the figure was **88%** and March is **91%**

The KPI for the period Q4, January to March has been scored using EDDC's & Ian Williams data combined.

The January combined figure is 50% and is broken down as follows:

- EDDC completed 3 post inspections 0 of which passed and 3 failures, this equated to 0%
- Ian Williams completed 3 post inspections 3 of which passed and no failures, this equated to 100%

The February combined figure is 88% and is broken down as follows:

- EDDC completed 47 post inspections 41 of which passed and 6 failures, this equated to 87%

- Ian Williams completed 19 post inspections 17 of which passed and 2 failures, this equated to 88%

The March combined figure is 91% and is broken down as follows:

- EDDC completed 24 post inspections 19 of which passed and 5 failures, this equated to 79%
- Ian Williams completed 34 post inspections 34 of which passed and 0 failures, this equated to 100%

For EDDC; January was a poor month for post inspections due to staffing issues and demands on the service in other areas. February has seen a marked improvement and this improvement has continued into March. We have targeted the surveyors to carry out 10 site based post inspections per week, plus the desktop automated post inspections.

KPI R5	Repairs Completed in Target
TARGET	100%
MLAP	95%
Performance: for January the figure was 79% , for February the figure was 88% and March is 88%	

The data used for this KPI is produced by EDDC

Data is being analysed to identify trends to determine why jobs are failing to be completed in target; the trend is disappointingly in the red but appears to be moving in the right directions although further work is needed. Weekly meetings to review the WIP and the overdue jobs, with the aim of both reducing WIP and clearing the overdue jobs, we believe this initiative is starting to show results, although there is still a long way to go.

February saw an improved level of performance from January and this has continued into March but not been improved.

Whilst we had the 4 hour/28 day target delivery timescales, the 'right to repair' timescales also need to be adhered to; we need to carry out data analysis to confirm such timescales are met but indications are they are not followed. As an example; roof repairs following the recent storms have not been completed within the statutory timescales.

KPI R6	Average Repair Completion Time
TARGET	8
MLAP	12
Performance: for January the figure was 15 , February the figure was 14 and March is 12 .	

The data used for this KPI is produced by EDDC; for the period Q4, January to March is broken down as follows;

For January the average repair completion time has increased to 15 days.

For February the average repair completion time has decreased to 14 days.

For March the average repair completion time has decreased to 12 days.

There has been an improvement in performance from January which was a particular poor month with the average repair completion time going from 15 days to 14 days in February and to 12 days in March. The March figure has achieved MLAP, performance needs to continue to improve in order to achieve the target 8 days.

We have previously stated that our aim is to achieve the Housemark average of 10 days but at present there is no indication that this will be achieved or indeed the target of 8 days.

Our data is not indicating any obvious trend why the average repair completion time was in the red for the first 2 months of Q4.

KPI R7	Appointments Kept - Repairs
TARGET	100%
MLAP	90%
Performance: for January the figure was 94%, for February the figure was 97% and for March it is 96%	

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

For January 1045 appointments were kept, out of the 1108 made; emergency calls still have an impact on this KPI.

For February 1076 appointments were kept, out of the 1111 made; emergency calls still have an impact on this KPI.

For March 1159 appointments were kept, out of the 1198 made; emergency calls still have an impact on this KPI.

NOTE: EDDC do not see the data to enable them to validate this KPI, we are unable to identify the properties or the types of job where appointments are missed, further we don't know the reasons for missed appointments, this is being investigated.

To date we have not enforced Term Brief 8.1 Appendix Clause 3.1.3 namely each Order issued to the Service Provider for repairs reported by the Resident will specify the agreed appointment time. Failure to attend any appointment at the allotted time will result in a compensation payment of £20 that will be paid by the Service Provider to the Resident. The Service Provider will offer the Resident as a minimum the appointments as detailed above but may offer additional appointment slots. The Service Provider will provide a monthly report to EDDC detailing the values of compensation paid or due including Resident details, address, reason for compensation and settlement date. This is set out further in the Contract.

To improve performance Ian Williams need to start paying the compensation and demonstrating the same to us.

There are other clauses within the Term Brief that we need to be better in enforcing.

KPI R8 Task orders issued and overdue

TARGET	0%
MLAP	10%

Performance: for January the figure was **26%**, February the figure was **13%** and March is **18%**

The figure has increased by 7% in January from December's figure but pleasingly has dropped by 13% in February, unfortunately the figure has risen by 5% in March.

These figures do not include on hold/completed/abandoned jobs and Property MOT Surveys.

The weekly review meetings to monitor WIP/Overdue Jobs are proving beneficial; the underlying trend is that both WIP and Overdue jobs are being reduced to expected manageable levels.

KPI R9 Priority Repair Ratio

TARGET	10%
MLAP	15%

Performance: for January the figure was **23%**, February the figure was **16%** and March is **14%**

The data used is for this KPI is produced by EDDC; for the period Q4, January to March is broken down as follows;

For January 234 Emergency jobs were completed.

For February 192 Emergency jobs were completed.

For March 182 Emergency jobs were completed.

Interestingly the number of Emergency jobs has reduced in February in spite of storms Eunice and Franklyn.

The underlying trend is Emergency Jobs reducing month on month through Q4.

KPI V1 Post Inspection Quality

TARGET	95%
MLAP	90%

Performance; for January the figure was **100%**, February the figure was **100%** and March is **95%**

The data used is for this KPI is produced by EDDC; for the period Q4, January to March is broken down as follows;

- For January - 11 Post Inspection passed against 11 completed

- For February 24 Post Inspection passed against 24 completed
- For March 19 Post Inspection passed against 20 completed

KPI V2	Voids - Completed in target
TARGET	95%
MLAP	90%
Performance; for January the figure was 100% , February the figure was 100% and March is 67%	

The data used for this KPI is produced by EDDC; for the period January to March we are only using EDDC figures which is broken down as follows for V1s only; Ian Williams are still questioning the classification of voids but we believe this is clear and without question.

- For January completed 4 voids with 4 completed in target
This is based on V1's only, rooms and V2's have been removed.
- For February IWS completed 18 voids with 18 in target
This is based on V1's only, rooms and V2's have been removed
- For March IWS completed 15 voids with 10 in target
This is based on V1's only, rooms and V2's have been removed

Just for clarity V1/V2 Voids as per the Echelon Void review completed 2020 and implemented 11 May 2021 as below:-

Clause 3.1.1

For clarity it is recommended that a V1 captures the majority of all voids with a total value of up to £10K and including up to 2 major elements of planned works (component replacements).

A V2 void should capture all other voids including major voids and should have its target time set relative to the works for each individual work order required to be agreed by the partnership. These should be the exception and thus removed from the KPI measures but monitored on a job by job basis.

In addition Ian Williams still seem to believe that voids requiring AIB removal are automatically classed as a V2; this is not the case and they should be treated as follows:-

- The start of any void with known AIB is delayed by 14 days to allow Ian Williams to submit the required notification to HSE and engage a specialist sub-contractor to remove the AIB. The V1 timescale will then apply.
- Any AIB discovered during the void, will be treated as a variation and an extension of time will be raised as required. The classification of the void will only be changed by agreed and if it meets Clause 3.1.1 above.

KPI V3	Average Void completion time Days
TARGET	14
MLAP	16

Performance; for January the figure is **15.5**, February the figure is **19** and March is **15**

The data used is for this KPI is produced by EDDC; for the period Q4, January to March is broken down as follows;

- For January the average time for completion time for voids was 15.5 days
This is based on V1's only, rooms and V2's have been removed and the void has been calculate from day 2 of the void.
- For February the average time for completion time for voids was 19 days
This is based on V1's only, rooms and V2's have been removed and the void has been calculate from day 2 of the void
- For March the average time for completion time for voids was 15 days
This is based on V1's only, rooms and V2's have been removed and the void has been calculate from day 2 of the void

KPI V4 Post Void Repairs

TARGET 5
MLAP 10

Performance; for January the figure was **0%**, February's was **0%** and March is **0%**

The data used is for this KPI is produced by EDDC

KPI V5 Customer Satisfaction

TARGET 95%
MLAP 90%

Performance; for January's the figure was N/A, February's was N/A and March is N/A

A customer satisfaction survey has now been produced and is being left on site by IWS for completion and return by the incoming tenant, as yet we have not had any returned for these months; therefore we are recording a N/A figure as we cannot record a % without any data to validate this.

January – Surveys left but not returned.
February – Surveys left but not returned.
March – Surveys left but not returned.

KPI V6 Defects at Handover

TARGET 100%
MLAP 95%

Performance; for January the figure was **73%**, February the figure was **75%** and March is **91%**

The data used for this KPI is produced by EDDC. Pleasingly performance is improving month on month and we are heading towards expected levels.

No snags attended to during the inspection by EDDC Void Surveyor are recorded on the Post Inspection sheet; however, any that cannot be completed are recorded.

The figures for January and February highlight issues with the standard of the voids being offered for sign off. It suggests that they are not being adequately inspected by Ian Williams Void Management Team prior to offering them for sign off. The March figure suggests that there has been improvement in the inspection and snagging process carried out by Ian Williams prior to offering the voids for sign off.

KPI V7	Average Job Cost
TARGET	£2,500
MLAP	£3,000

Performance; for January the figure was **£7,587**, February the figure was **£5,259** and March is **£5,002**

The data used is for this KPI is produced by EDDC; the costs remain worryingly high but this is generally reflective of the condition of the property when it is handed to us; we need to work with other teams to try to get inspections carried out prior to the outgoing Tenant vacating the property to ensure it is left in better condition than is currently experienced

As can be seen our average Void cost differ from those provided by Ian Williams, see table below.

Within our average Void costs we do not include the costs for work that is re-chargeable e.g. specialist/environmental cleans, removal of rubbish, garden clearance etc. hence the difference in average cost. We believe the cost we are recording is representative of the actual Void work carried out. We have also separated out the costs for V1 and V 2 Voids.

We have now carried our own data review on void costs and set these out below.

Month	V1 Average	V2 Average	IWS Average
January	£5137	£15500	£8744
February	£4,843	£23548	£5505
March	£4462	£16377	£5750

We have now implemented the recharge process for voids in an attempt to recover some of the costs and to address tenant damage and condition of the property when they are returned to us.

At present we cannot validate the figures provided by Ian Williams as they are supposedly being calculated using the same criteria and parameters we apply.

Summary of Performance – Q3 2021/Q4 2022

KPI	Title	MLAP	Target	Q3 2021			Q4 2022		
				Oct-21	Nov-21	Dec-21	Jan-22	Feb-22	Mar-22
MSP									
KPI 1	<i>EDDC satisfaction with IW</i>	8	9	N/A	N/A	6.8	N/A	N/A	N/A
KPI 2	<i>IW satisfaction with EDDC</i>	8	9	N/A	N/A	TBA	N/A	N/A	N/A
KPI 3	<i>Complaints</i>	2%	0.5	0.5%	0.4%	0.4%	0.3%	0.3%	0.3%
KPI 4	<i>Complaints escalation to Stage 2</i>	10%	5%	50%	0%	0%	20%	75%	0%
KPI 5	<i>Health and Safety</i>	650	350	350	350	344	350	350	430
KPI 6	<i>Social Value</i>	80%	90%	Annual KPI	Annual KPI	Annual KPI	N/A	N/A	N/A
KPI 7	<i>Diversity</i>	Info	Info	Annual KPI	Annual KPI	N/A	N/A	N/A	7.9%
									13.71%
KPI 8	<i>Training</i>	3	5	Annual KPI	Annual KPI	Annual KPI	N/A	N/A	2.69
KPI 9	<i>The EDDC Pound</i>	TBA	TBA	N/A	N/A	TBA	N/A	N/A	66%
Repairs									
RKPI 1	<i>Customer Satisfaction - Repairs</i>	90%	95%	99%	98%	97%	96%	97%	98%
RKPI 2	<i>Recalls</i>	10%	0%	1.9%	1.7%	0.9%	1.5%	2.8%	2%
RKPI 3	<i>First Time Fix - Repairs</i>	80%	90%	95%	91%	92%	90%	94.5%	91.5%
RKPI 4	<i>Post Inspection Quality</i>	90%	100%	79%	63%	50%	50%	88%	91%
RPKI 5	<i>Repairs Completed in Target</i>	95%	100%	85%	82%	83%	79%	86%	88%
RPKI 6	<i>Average Repair Completion Time</i>	12	8	14	14	14	15	14	12
RPKI 7	<i>Appointments Kept - Repairs</i>	90	100	95%	94%	94%	94%	97%	96%
RKPI 8	<i>Orders Issued and Overdue</i>	10%	0%	10%	11%	19%	26%	13%	18%

RKPI 9	Priority Repair Ratio	15%	10%	18%	14%	18%	23%	16%	14%
Voids									
VKPI 1	Post Inspection Quality	90%	95%	95%	100%	90%	100%	100%	95%
VKPI 2	Voids - Completed in target	90%	95%	76%	94%	100%	100%	100%	67%
VKPI 3	Average Void completion time Days	16	14	15	13	15	15.5	19	15
VKPI 4	Post Void Repairs	10	5	0	0	0	0	0	0
VKPI 5	Customer Satisfaction	90%	95%	100%	100%	100%	N/A	N/A	N/A
VKPI 6	Defects at Handover	95%	100%	64%	100%	85%	73%	75%	91%
VKPI 7	Average Job Cost	£3,000	£2,500	£5,912	£4,598	£7,143	£7587	£5259	£5002

Report to: Housing Review Board



Date of Meeting 16 June 2022

Document classification: Part A Public Document

Exemption applied: None

Review date for release N/A

Climate Change (Achieving Carbon Neutrality) Property and Asset progress update

Report summary:

The Housing Review board have requested an update report on this topic.

This is an information paper discussing retro-fit renewable measures and delivery to date, approach, current programmes, successful funding applications and continued delivery and bid planning for the future.

Is the proposed decision in accordance with:

Budget Yes No

Policy Framework Yes No

Recommendation:

To note the progress being made by the housing service to deliver on climate change objectives as set out in the EDDC Climate Change Action Plan and Housing Service Plan 2022-2023.

Purpose of Report:

Reporting on target progression in line with the EDDC Council Plan and our commitment in addressing the climate change and ecological emergency focusing on achieving carbon neutrality by 2040 and the following mitigation measure captured in Climate Change 10 point Action Plan;

- Accelerate the upgrading of insulation and energy saving measures in the Council's housing stock.
- Install air and ground source heat pumps when upgrading of off-gas properties.
- Upgrade insulation to minimise fuel poverty.
- Complete an up to date stock condition survey to identify where interventions and improvements will have the greatest impact.
- Update improvement and planned work programmes to accelerate the range and number of energy savings measures provided in Council homes

Officer: Paul Lees – Senior Technical Officer (Asset Management & Climate Change)

plees@eastdevon.gov.uk

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 Low Impact

Current approach to delivery prioritises, poor performing homes (energy performance) and is does not challenge “protected characteristics” identified under the Equality Act 2010 and giving consideration to the local authorities having a legal duty to eliminate discrimination and promote equality within service delivery and employment in relation to the following equality strands.

Climate change High Impact

Risk: Medium Risk; Risk level reduced through application of mitigation measures for example; Quality and comprehensive stock data an developed and achievable programmes.

Links to background information Click here to enter links to background information; appendices online; and previous reports. These must link to an electronic document. Do not include any confidential or exempt information.

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. Historically EDDC had undertaken a piecemeal approach to retro-fitting of renewable measures with projects being undertaken at small scheme locations and with the measures installed limited to possibly only install of “new tech” heating systems.
2. In October 2020, EDDC were successful in bidding on a grant funding initiative (Green Homes Grant (LADS1) for the installation of Air Source Heat Pump heating systems. The funding was allocated to the delivery of new technology heating systems at 100 EDDC council stock homes.
3. The project was further enhanced by provision of Photovoltaics (PV) where roof structures would allow, installation of intelligent hot water systems drawing on residual power from the electricity generated from the PV system and undertaking further component and fabric upgrades inc; improved thermally efficient replacement windows, loft insulation and draught proofing improvement measures and renewal of cavity wall insulation where need was identified.
4. This enhanced element of the project was self-funded by EDDC and the target of 100 heating upgrades was exceeded by nearly 50% with over 140 installations being completed.

5. The primary deliverable of the project had been the heating systems renewals and we are continuing with delivery of component and fabric upgrades to the remainder of the 140 properties. For example; PV installations following on from identified structural upgrades of roof structures.
6. In February 2022, EDDC were again successful in being awarded funding (circa £600K) through the government's funding initiative, the Social Housing Decarbonisation Fund (Wave 1).
7. The grant is just part of a circa £1.5m commitment for delivery of a retro fit programme for 2022/23.
8. The project philosophy and priority is to be the reverse of the LADS1 scheme by taking a fabric first approach to delivery, focusing on external component upgrades and improved insulation measures to 50 of our properties having the worst Energy Performance rating (EPC). The majority of this work is to be self-funded with the retro-fit of new heating systems and PV as enhancement works once our homes thermal efficiency has been improved.
9. The funding eligibility criteria is set with a deadline for delivery of 31st March 2023. Our milestone schedule forecast is for completion before the end of the calendar year.
10. EDDC are currently in discussion with organisations such as energy providers and other local social housing providers to submit a further bid for further funding under the soon to be released Social Housing Decarbonisation Fund (Wave 2). The priority criteria information for the bid has currently not been released. The announcement is expected to be made in August 2022.
11. Although the defined scope of Wave 2 has not been released it is being suggested that it will take the same fabric first approach as Wave 1 but with a longer delivery period (suggested as up to 3 years). This gives us the opportunity really ramp up and potentially bid for a significantly larger amount of funding.
12. In addition, EDDC are constantly reviewing the market place for new innovative systems to give flexibility and allow us to adapt to individual property energy performance and to our resident's needs.
13. An example of this proactive approach is our collaboration with Low Carbon Estates and Remit Zero in pursuance of funding via the Energy Entrepreneurs Fund Phase 9. The proposed system looks at piloting an advanced Thermal battery Storage unit (CYCLO), which acts as the heat source to run a normally domestic wet radiator system.
14. The system has been developed to be powered by electricity and to run at higher temperatures and with greater heat output than that of ASHP systems. Thermal batteries are flexible, low-maintenance, highly efficient, low cost, durable, and sustainable with the systems still offering simplistic controls for the end user.
15. If successful we will be looking to select 10 properties from our Social Housing stock. These will be of varying sizes, EPC bands with different sized families and, with the reported cost of living increases, all potentially exposed to fuel poverty risk.
16. If successful, timeframe for the scheme is currently being reported as commencing in the summer 2023. We will keep the Board up to date with this project as it progresses.

Financial implications:

The EDDC contribution for the February 2022 match funding was included in the 2022/23 budget as a contribution to capital and the grant was treated as a receipt in advance in 21/22, therefore effectively bringing the funding into the new financial year to correspond with the match funding.

Legal implications:

There are no legal implications on which to comment.

Report to: Housing Review Board



Date of Meeting 16/06/2022

Document classification: Part A Public Document

Exemption applied: None

Review date for release N/A

Housing Revenue Account & Housing Capital Finance 21/22 Year End Outturn 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 2021/22 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 21/22 Year End Outturn Report is noted, the reserve recommendations 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 2021/22](#)

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 Annual Surplus

The 21/22 Outturn Surplus is £2.192m (£1.226m above final budget). The summary tables of income and expenditure and associate commentaries of material variations can be found in Appendix 1.

2 Proposed Allocation of Outturn Surplus for Consideration

The proposal for the allocation of the aforementioned surplus for consideration is as follows;

- An increase of £1m of the Planned Maintenance/Stock Condition survey reserve (increasing it to £4.375m) taken from;
 - The £0.794m underspend within Major Repairs
 - The £0.205m underspend in required revenue contribution to capital
- The residual £1.191m to be placed into the capital development fund (increasing it to £3.651m) for future acquisition/development and climate change aspirations.
- No change to the HRA Balance keeping it at the £3.1m adopted level.

3 Capital Expenditure and Associated Funding

A detailed table of the individual capital expenditure items and their associated funding streams can be found in Appendix 2. In summary;

- A total of 11 acquisitions were completed within the year versus 12 right to buy sales reducing the stock level by a single property.
- The £1.623m remainder of the additional borrowing taken up in March 2020 has been utilised in its entirety in part funding the 21/22 capital expenditure.
- The FRA capital works continued in 21/22 and were solely funded by the associated earmarked reserve.

4 21/22 Year End Reserve Levels

The below table shows the final reserve levels should the allocations proposed in 2 be approved.

Reserve Name	2020 Year		2021 Year	Comment
	End	Movement	End	
HRA Balance	-3,102	0	-3,102	Adopted level of £500 per dwelling plus £1m buffer
HRA Volatility Reserve	-1,600	0	-1,600	Earmarked reserve in case of events impacting rental income
Capital Development Fund	-2,460	-1,191	-3,651	Revenue reserve earmarked for new homes & climate change development
Landlord Services Reserve	-124	0	-124	Revenue reserve earmarked for Future Landlord Services Projects & C19 Catch up works
Planned Maintenance Reserve	-3,375	-1,000	-4,375	Revenue reserve earmarked for Stock Condition and Catch Up Costs
Fire Risk Assessment Reserve	-1,776	307	-1,468	Revenue reserve earmarked for FRA Building works and Lift replacement
TOTAL USEABLE REVENUE RESERVES	-12,437	-1,884	-14,321	

Financial implications:

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

Legal implications:

There are no legal implications on which to comment.

APPENDIX 1

Year to Date			INCOME	4Cast Outturn		
Actuals	Budget	Diff		Actuals	Budget	Diff
-17,830,412	-17,831,260	848	Gross Property Rents	-17,830,412	-17,831,260	848
-229,804	-336,180	106,376	Garage Rents	-209,804	-336,180	126,376
-617,873	-603,680	-14,193	Other Income	-617,873	-603,680	-14,193
-18,678,089	-18,771,120	93,031		-18,658,089	-18,771,120	113,031

Year to Date			EXPENDITURE	4Cast Outturn		
Actuals	Budget	Diff		Actuals	Budget	Diff
3,650,332	3,386,650	263,682	Repairs And Maintenance - General	3,650,332	3,386,650	263,682
694,996	950,780	-255,784	Repairs And Maintenance - Special	694,996	950,780	-255,784
6,189,635	6,432,003	-242,367	Supervision And Management	6,189,635	6,432,003	-242,368
129,441	286,090	-156,649	Other Expenditure	129,441	286,090	-156,649
2,987,803	3,776,420	-788,617	Capital Charges & Bad Debt	2,987,803	3,776,420	-788,617
13,652,207	14,831,943	-1,179,736		13,652,207	14,831,943	-1,179,736

Financing & MIRS	4Cast Outturn		
	Actuals	Budget	Diff
	2,814,354	2,973,310	-158,956

Surplus	4Cast Outturn		
	Actuals	Budget	Diff
	-2,191,528	-965,867	-1,225,661

Commentary

¹ Continued high levels of garage voids which will be under review during the stock condition survey - next years budget has been reduced accordingly.

² PPP Exclusions & Non PPP property repairs remain higher than budgeted, £163k and £83k respectively, which will be one of the key focuses of the contracts annual review.

³ Various underspends across adaptations, Fuel efficiency measures etc as some of the revenue costs have been allocated to capital projects or have been encompassed under the Central Government Green Homes schemes within the capital cost centres.

⁴ Continued salary savings as recruitment into vacant roles is proving difficult across the service, the savings in employment costs have been partially offset by fees for agency workers

⁵ Low levels of spending in areas such as Tenant Engagement and Change of Tenancy/Downsizing incentives predominantly at the beginning of the year due to pandemic restrictions.

⁶ £1.4m of Budget has been moved from the underspend in Major repairs to Capital Contributions to fund the Green Homes Schemes - Major repairs continues to be underspent due to low levels at the beginning of the year. Underspends will be reserved to bolster funds for the Stock Condition survey and resulting catch up costs.

⁷ Of the £1.4m budgeted contribution to capital mentioned above, only £1.2m was used due to the use of a £200k capital receipt from prior years borrowing to contribute to the Green Homes capital expenditure funding. This £200k saving will also be reserved for Stock Condition works.

APPENDIX 2

Overall Capital Summary with Associated Funding

	Funding Stream	21/22 Final
Affordable Housing		
Property Purchases completed	2,332,456 Expenditure	2,332,456
	-1,399,474 60% HRA Funding from residual borrowing	-1,399,474
	-932,982 40% RTB Receipt Funding	-932,982
Property Purchases - additional fees etc	13,467 Expenditure	13,467
	-13,467 Revenue Contribution to Capital	-13,467
	<u>0</u>	<u>0</u>
FRA Capital Works		
In year expenditure	307,419 Expenditure	307,419
	-307,419 FRA Earmarked Reserve Funding	-307,419
	<u>0</u>	<u>0</u>
HRA Capital Program Including Capital Grants		
2 HRA Capital Programme Total	220,778 Expenditure	263,077
Green Homes Climate Change	1,505,566 Expenditure	(1,564,885
	-423,639 HRA CAPITAL PROGRAM RTB Receipts	-423,639
	-223,440 RESIDUAL BORROWING FROM 22/23	-223,440
	-1,079,265 Revenue Contribution to Capital	-1,180,883
	<u>0</u>	<u>0</u>



Report to: Housing Review Board

Date of Meeting 16 June 2022

Document classification: Part A Public Document

Exemption applied: None

Review date for release N/A

Tenant Satisfaction Survey

Report summary:

Having information on tenant satisfaction is crucial to how we plan and monitor our housing service. We last carried out a survey with our tenant population in 2020 and we feel it is timely to invest in carrying out another one. We hope to collect satisfaction data for all areas of the housing service and we also wish to ask some additional questions around the cost of living as we need to be proactive in our thoughts and plans on how we might best be able to support those tenants who are affected

Is the proposed decision in accordance with:

Budget Yes No

Policy Framework Yes No

Recommendation:

(1) That Housing Review Board note that Housing is carrying out a housing satisfaction survey.

Reason for recommendation:

Accurate and up-to-date information on what our tenants think about our services enables us to see how we are performing but more importantly to ensure we make informed decisions about how we shape our services and plan for the future.

Officer: Natalie Brown, Information and Analysis Officer

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 Low Impact

Climate change Low Impact

Risk: Low Risk; .

Links to background information .

Link to [Council Plan](#)

Priorities (check which apply)

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

Background

- 1.0 The publishing of the Social Housing White Paper by the Ministry of Housing, Communities and Local Government in November 2020 was a timely reminder of the need to ensure we, as a social landlord, have accurate and up-to-date information about what our tenants think and feel about the service we provide.
- 2.0 Tenant engagement is a clear thread running through the White Paper and there is the inclusion of a measure on respectful and meaningful resident engagement in the suite of performance indicators being developed by the regulator.
- 3.0 We last surveyed our tenant population in 2020 when we carried out a 3 year study in partnership with LiveWest and the University of Birmingham looking at tenant wellbeing and landlord satisfaction. Highlights of the study revealed the strong relationships which exist between tenant wellbeing, their home and satisfaction with their landlord. We also found across the 3 years a slight downward trend in satisfaction with our service. Useful lessons and changes have been made following recommendations from this research. However, it is now more than two years since we sought to collect feedback from our tenants on our service and we believe it is necessary to once again survey our tenant population to establish whether changes we have made have improved service delivery or more needs to be done.
- 4.0 Our economic backdrop has also changed since we last surveyed our tenants and although we are now living in a post pandemic era we are now facing new struggles most notably the cost of living is rising. It is recognised that just as we want to know how our tenants are feeling about our services we need to understand how our tenants are doing. With this in mind, it is proposed that we take this opportunity to gauge how issues around the cost of living are (and might be) impacting on the lives of our tenants. Understanding this, might help us to be proactive in the near future in how we deliver and prioritise our service to support our tenants in the best possible way.
- 5.0 Additional points to note with reasons why it is essential we survey our tenants is (1) we have agreed with the corporate team that we will publish our tenant satisfaction scores on a public EDDC performance dashboard, (2) following the last two Housing Review Boards it has been noted, following tenant feedback, that there is a need for us to present satisfaction data, especially with regards to our repairs and maintenance service, (3) the tenant repair group agreed that the repair satisfaction data we are collecting is sufficient and that a separate repair satisfaction survey is not required at this time and (4) due to intensive work improving repairs contract the timing is probably less than ideal for the team to be trying to focus on additional work required to run a repair satisfaction survey and it is agreed a housing wide survey would be a much better option.

Survey Format

- 1.0 It is proposed that we ask tenants an industry standard set of satisfaction questions. This will enable us to compare with previous years and to benchmark us with other social landlords. As mentioned previously, it is proposed that we also ask some cost of living questions.
- 2.0 We commit to consulting with tenants to confirm the content of the survey to ensure the right questions are asked in the right way and the findings benefit not just the business but the tenants too.
- 3.0 The intention is to survey all tenant households by sending out a paper survey. There will also be a link to an electronic survey if tenants would prefer to complete it in this way.
- 4.0 Below are the industry standard set of landlord satisfaction questions. Please note additional questions might also be asked to get further detail on satisfaction. Eg. With repairs and maintenance we might split the question between responsive repairs and planned works and ask for a time for when they had the repair
- How satisfied or dissatisfied are you with the way your social landlord deals with repairs and maintenance?
 - How satisfied or dissatisfied are you that your rent provides value for money?
 - How satisfied or dissatisfied are you with the overall quality of your home?
 - How satisfied or dissatisfied are you that your social landlord listens to your views and acts upon them?
 - How satisfied or dissatisfied are you with your neighbourhood as a place to live?
 - Overall, how satisfied or dissatisfied are you with the service provided by your social landlord?

Financial Commitment

- 1.0 In consultation with various tenant forums and with the recent release of the White Paper we believe it is timely if we survey all our tenant households. We need to be mindful that a paper survey is one of the most expensive ways to collect customer feedback. Approximate costings are below:
- Postage and Printing of 4200 surveys - approximately £2,200
Standard response rate to a paper survey is 30%. Processing 1260 surveys - approximately £1700 (for 12 single response questions and 3 open ended comments)

- 2.0 We have an existing budget of £5000 to carry out a housing tenants survey.

Financial implications:

All financial considerations have been commented on in the body of the report.

Legal implications:

There are no legal implications on which to comment.

Report to: Housing Review Board



Date of Meeting 16 June 2022

Document classification: Part A Public Document

Exemption applied: None

Review date for release N/A

Community Development: Food Support

Report summary:

An update on the vital work being done by the Community Development Team to address food poverty across the district as requested by members of Housing Review Board.

Is the proposed decision in accordance with:

Budget Yes No

Policy Framework Yes No

Recommendation:

The Housing Review Board is invited to note and comment on the ongoing work in support of the councils Poverty Strategy.

Reason for recommendation:

To provide the Board with an update and insight into the work being undertaken as requested by members.

Officer: Victoria Robinson – Community Development Worker, Housing

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 Low Impact

.

Climate change Low Impact

Links to background information

.Link to [Council Plan](#)

Priorities (check which apply)

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

Report in full

Background of Food Support work

September 2018

Community Development Workers (CDW) started collecting waste food from supermarkets through FareShare Go and delivering to tenants in Axminster. This was publicised through Early Help and to other professionals, it was quickly realised that there was not the capacity to help all the tenants who were being referred in and we needed to move up a level to reach more people.

September 2019

Conversations began with FareShare Southwest about setting up a local food hub so we could support existing food providers and fill in gaps. This would be part of the FareShare Delivered scheme and provide food from warehouses to supplement what was saved from supermarkets at the end of the day. Then a pandemic happened and everything was delayed!

We used this time to map what was already in the district, to find gaps and overlaps, before starting something new.

June 2020

Emergency food supplies, funded by DEFRA, start being bought weekly from Bristol to Honiton for 2 months and being given to East Devon Food Hub members in Axminster, Honiton and Ottery. We engaged Honiton TRIP to make the collections using Coronavirus funding.

September 2020

We supported groups in Ottery and Littleham to open community larders. Ottery opened in October in time for half term, Littleham in November. Ottery supports hundreds of people each week, Littleham around 50.

October 2020

We created a WhatsApp group for the food providers so they were able to communicate with each other. It currently has around 20 members and there are a few others working with us who are communicated with via email or text.

They share gluts of food, equipment and jokes. I can check up on paperwork and regulation changes such as the recent Natasha's Law.

COVID restrictions are reduced so we organise a meeting of the food providers so they can put faces to names and network with each other.

December 2020 – March 2021

Weekly DEFRA emergency food supplies again bought from Bristol because East Devon group seen as an important hub in food supply chain. Food now going to Axminster, Littleham, Honiton, Ottery and Sidmouth. These were a dry run for the Food Hub we had previously been discussing so we could ensure it would work when the time came.

May 2021

Excess food from our Fareshare Go collections (end of the day supermarket food waste) began to be shared with the small local FB group on the Millwey estate. Residents come to collect food from the hall on Wednesday afternoons. There is no eligibility criteria the emphasis is on not letting the food go to waste. Several useful conversations have been had with tenants about poverty and mental health which might not otherwise have happened and tenants have been referred to our Resilience team and other professionals as a result.

August 2021

East Devon Food Partnership deliveries finally started!

Over 500 kilos of waste food bought from FareShare in Bristol to Exeter Food Action and then to St Pauls flat in Honiton where 8 local food providers collected their share and distributed it to their networks. This is a buy in scheme where partners pay £20 for 50kgs of food and can order multiples of the 50kgs. Food providers from Axminster, Broadclyst, Exmouth, Honiton, Ottery and Sidmouth took food initially so nearly all our major towns were involved. This has since expanded to include Cranbrook.

January 2022

Axminster Tesco food offerings began to be collected by a local volunteer to cut down on officer time and the environmental impact of driving half an hour each way.

March 2022

We began mapping the food support in rural parishes with the aim to either link them to the nearest foodbank or support them to set up their own community larder so that everyone in the district who needs support can access it close to home. Several emails were sent beginning this conversation but very few responded so now we are trying to ensure the information held is still up to date.

How does it fit with the EDDC Poverty Reduction Strategy?

1. Maximising incomes

By reducing food costs either by referring to a food bank if in crisis or by signposting people to a food waste group, so money can be spent on other essentials such as rent and bills.

From the strategy itself - "Work in partnership with local voluntary and community groups to address food poverty, including working with Food Banks to develop a food re-distribution hub."

2. Strengthening families and communities

Financial hardship can put a great strain on families and cause breakdowns in relationships or mental health problems. Reducing the worry of providing food and the stigma of using a food bank, access to a community larder can significantly ease that strain.

Supporting groups working to reduce poverty by bringing them together as a hub, letting them share produce, expertise and equipment. Sending them information on funding opportunities. Also supplying them with food at a greatly reduced cost.

Supporting communities – volunteers at food waste groups are often people who use them (for example a woman at Littleham is now on the committee) so they get to know more people, feel valued and mix with different ages, sexes and socioeconomic groups.

People coming to the larders stop to have a chat and can be referred to other agencies who can support them such as our Resilience Team.

3. Promoting an inclusive economy

Volunteers gain qualifications such as Food Hygiene, DBS checks which can help them gain employment. Volunteering is good for their CV.

We have encouraged the creation of a group in Littleham and plan work with the community in St Pauls (our highest areas of deprivation).

4. Improving health

Providing regular nutritional food. People often say food bank food is high carb, low on vitamins and minerals but the fruit and veg and soups that we get through the FareShare deliveries do not fit with that stereotype. For more info on the kind of foods we receive take a look at our East Devon Homes and People social media, I regularly post images there.

Case Studies

1. Steve Adcock (Rentals officer) has referred a number of people to the delivery scheme in Axminster, but one tenant Steve was talking with wouldn't accept the food because he felt others needed it more. When I began offering food to people through the Millwey FB group he started coming down to the centre for a chat and would take bits and bobs away with him. After some weeks of talking to him he told me that his benefits were only lasting for 3 weeks of the month so he was coming for food on the 4th week to get him through. I persuaded him to take a box of food each week so he didn't have to scrimp on other things – heating and petrol - for the last week.

2. We are currently working on quite a complex case which has been uncovered through our links with another food provider, though the tenant receives a box of food from us each week. The tenant was too frightened to speak to us because they felt it would make an already very difficult situation worse so was refusing all help.

The case involves the gas to the property being cut off through no fault of the tenant's, debt and mental health issues. None of which we were aware of because the tenant is in a general needs property. This tenants needs would not have come to light without the food partnership links. CDWs are now working with Estate Management Officers, Rentals, Repairs and Benefits to try to improve the tenant's situation.

The mental health of the tenant means that progress is slow and can sometimes take a step backwards but now we are aware we can keep trying to move things forwards.

Financial implications:

There are no specific financial implications on which to comment.

Legal implications:

There are no legal implications on which to comment.

Report to: Housing Review Board



Date of Meeting 16 June 2022

Document classification: Part A Public Document

Exemption applied: None

Review date for release N/A

Creation of a Data Analyst Post to support the delivery of the Property & Asset Service

Report summary:

The Housing Review Board:

1. Notes the request for an additional post of Housing Data Analyst to provide accurate validated data in relation to the variety of work undertaken by the Property & Asset team.
2. Recommends to Cabinet and Council the additional budget to fund the creation of the post.

Is the proposed decision in accordance with:

Budget Yes No

Policy Framework Yes No

Recommendation:

That the Housing Review Board accept the business case and recommend the budget of £40k to Cabinet and Council, for an additional Data Analyst resource to support the delivery of all work streams overseen by the Property & Asset Team, to ensure that our Housing Stock remains safe, compliant and that our tenants can feel safe in their homes.

Reason for recommendation:

To ensure that the Council has accurate validated data to 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. It will also assist with achieving value for money from our contracts.

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

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 deliver compliant service to all of our Housing Stock in line with Statutory Regulation, Housing Policy and manufacturers recommendations. The provision of accurate validated data is essential in service delivery.

Climate change Medium Impact

Risk: Medium Risk; There will always be a requirement to carry out a variety of work streams, 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. Accurate validated data will be essential in both performance delivery and future planning.

Links to background information .

Link to [Council Plan](#)

Priorities (check which apply)

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

The business case for a Housing Data Analyst

1. We have always been aware that data, specifically good data is an important tool in the delivery of Property & Asset/Asset Management, it is essential that such data is accurate and meaningful and provided consistently to the client team.
2. Currently within Property & Asset the responsibility collating, analysing, validating and utilising data lies with individual managers, but this is proving almost impossible to achieve alongside their core activities with more sophisticated and higher volumes of raw data. In almost every case the data element of the role is, through necessity treated almost as secondary importance, this is far from ideal as everyone is fully understanding of the importance of data.
3. The importance of data is paramount to service delivery, data is an asset, it should be considered as one of the most important tools we in Property & Asset (and the whole of Housing) have because it is unique in its detail and context it can be used to:
 - Ensure we remain relevant and viable
 - Monitor performance delivery and be used to drive improvement
 - Inform future plans, short, medium and long term
 - Inform financial planning/management
4. Data management is in some instances also known as data governance. Put simply, Data management is data centric, focused on fact. In our case Property & Asset specific such as understanding the system of records, managing master data etc. and importantly using the data to understand current performance, drive forward improvement and support future planning so that it is better able to support the Service and Housing as a whole.

5. This should be no surprise and for us in Property & Asset it serves as an integral part in the management of our current performance/Contracts and forms part of our Asset Management approach (for the short, medium and long term). Our contracts contain requirements for performance data and exchange of data between client and contractor.
6. We are aware that the Social Housing Regulator has called into question the integrity, accuracy or even availability of Registered Providers' data as evidenced under Health & Safety and shortfalls in compliance evidenced in the outcomes of the Grenfell Tower enquiry, leading to the introduction of the Building Safety Bill and Housing White Paper. We therefore have identified the need for a dedicated resource to be able to produce, validate and manage such data effectively.
7. We in Property & Asset have recognised the importance of good data and how it should be used to make informed decisions made in the interests of our tenants.
8. The management of the IAMC Contract delivered by Ian Williams has highlighted the importance of data, specifically reviewing the current performance, identifying areas of poor performance, importantly driving forward improvements and ultimately achieving a higher level of service delivery.
9. The data management and interpretation was intended to be managed by the Contracts Manager, but the current incumbent has advised that the role is too big to deliver both the frontline service delivery and the data management side. The volume of work to manage the Contractor and our team of surveyors to deliver reactive repairs and voids is enough on its own without including the data management side in the job requirements (the production of the KPI's alone can take a week plus to produce without all the other reports that we are now developing/running).
10. Senior Management has recognised this, coupled with the importance of Data Management, and concluded that the Property & Asset Team require a Data Analyst to work across the whole Team. The Managers of the other areas within Property & Asset have all confirmed that they do not have the required time and skillset to deliver on the current data expectations.
11. Set out below is a summary of the data management tasks that are required and support the need for this specific role:
 - Reactive Repairs & Voids (IAMC Contract):
 - Reactive Repair, Void, Compliance and Planned Works KPI's
 - Daily, weekly, monthly monitoring Reports in addition to KPI's
 - Liberty (Gas Servicing/Repairs):
 - Production of KPI's
 - Monitoring Reports
 - Planned Works projects:
 - Production of specific KPI's and monitoring Reports to deliver the projects
 - Government supported/funded Projects:
 - Collation and analysis of data to inform bids for funding
 - Collation and analysis of data to complete/submit the monthly Reports to Government
 - Production of specific KPI's and monitoring Reports to deliver the projects
 - Compliance generally:
 - Production of specific KPI's and monitoring Reports to deliver the projects ensuring we are compliant
 - Stock Condition Survey:

- Assist in the analysis of data and the building of Reports to extract data to make informed decisions.
- Assist in the analysis/preparation of data to formulate short/medium/long term project/budget planning
- Climate Change/Net Zero projects:
 - Produce data to record the level of carbon reduction in relation to measures installed in properties.
 - Assist in the production and analysis of data to determine potential energy cost savings in relation to measures installed in properties.

12. It is becoming increasingly apparent that there is a reliance on good quality, accurate, timely data to effectively support the management/delivery of contracts and Service Plan ambitions, which support a standalone role. There is insufficient capacity currently to perform this work as well as we would wish, hence the importance of this additional essential role in the Team.

13. The full Job Description has still to be finalised after which a Job Evaluation will need to be carried out to establish the grading of the post. We anticipate that the post will come out as a Grade 6 costing circa. £40k with on costs.

Financial implications:

The financial implications are considered within the body of the report and within the recommendation.

Legal implications:

There are no legal implications on which to comment.

Report to: Housing Review Board



Date of Meeting 16th June 2022

Document classification: Part A Public Document

Exemption applied: None

Review date for release N/A

Property & Asset; engage specialist external Consultants to support the delivery of the Property & Asset Service

Report summary:

To request that the Housing Review Board accept the recommendation to engage specialist external Consultants to support the delivery of key services/projects. The Housing Property & Asset Team is currently under resourced, the engagement of specialist will assist in the delivery of key projects and essential services 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 the Housing Review Board recommends to Cabinet the use of existing budget to employ external consultants to support the Property and Asset Team to deliver planned works as required to ensure our housing Stock remains safe, compliant and that our Tenants can feel safe in their homes.

Reason for recommendation:

To ensure that East Devon District Council deliver on the key targets within the Housing Service Plan.

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

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 deliver compliant service to 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 a variety of work streams, compliance and cyclical servicing work across our Housing Stock, and we need resource to enable us to deliver the service.

Links to background information Click here to enter links to background information; appendices online; and previous reports. These must link to an electronic document. Do not include any confidential or exempt information.

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 Property & Asset Team is currently very short staffed, at present there are 11 known vacancies and we know of other posts within the Team that will become vacant in the near future for carrying reasons. Of the vacancies, 11 are technical surveyor/assistant posts and 2 are administration posts, they are:
 - 1no. Maintenance Surveyor
 - 3no. Planned Works Surveyors
 - 4no. Compliance Surveyors
 - 1no. Stock Condition Surveyor
 - 1no. Technical Officer
 - 1no. Asset & Compliance Technician
 - 2no. Administration Posts
2. Our HR Team have run an extensive recruitment campaign but the response has been poor, to date. We are processing the few applications that have been received and are hopeful of filling some posts but the majority remain vacant
3. We and HR are in continuous contact with Recruitment Agency's but this has also proved unsuccessful, they have few Surveyors on their books that they can put forward to fill the posts on either a permanent or temporary basis. We are reviewing what candidates are being offered in the hope of filling some posts
4. Despite the resource and recruitment issues we still have to deliver a service, therefore other options need to be explored, in this case we are proposing the use of specialist external Consultants.
5. There are a number of areas where we would look to utilise specialist external Consultancy support ranging from:
 - Planned component upgrade programmes e.g.:
 - Kitchen upgrades/replacements.
 - Bathroom upgrades/replacements.
 - Heating upgrades/replacements.
 - Planned external fabric upgrade programmes e.g.:
 - Re-roofing.

- Cyclical decoration and fabric repairs.
- Eaves joinery replacement.
- Window/external door replacements (including shed/outhouse doors).
- Site/scheme re-generation to include bin stores, mobility scooter stores, communal recreation/seating areas, garden/planting areas, footpaths, ramps etc.
- Net Zero/carbon reduction programmes e.g.:
- Retrofit Assessments to determine the extent of the upgrading/improvement work required.
- Fabric upgrades to include, wall/roof insulation, windows, draught proofing etc.
- Installation of technologies e.g. air/ground source heat pumps, solar photo voltaic, low energy lighting, controls etc.
- Cyclical servicing/compliance work streams e.g.:
- Procurement of new cyclical servicing/inspection work streams that are either new or will be expiring e.g. fire door inspections, fire alarm/emergency light testing, lift/stairlift servicing, electrical testing, Fire Risk Assessments etc.
- Specialist 'one off' bespoke projects e.g.:
- Replacement of external steps and site regeneration at Manor Close, Seaton.
- Major structural repair projects e.g. Underleys, Beer; Lower Brook Meadow, Sidford.
- Replacement lifts at Albion Court, Exmouth and Dunning Court, Honiton.
- Whole house refurbishment/upgrades.

The above lists are examples of the projects that will require external specialist Consultant support.

The extent of the support that will be required will be very dependent on the success of our ongoing recruitment; if we manage to fill posts then the level of external support required will be less and vice versa.

In addition to the above we are very conscious that the impending Stock Condition Survey is very likely to identify repairs that in order to address will need to be placed into structured programmes of work. The extent of such work is unknown at present but it is very likely that external Consultant support will be required to deliver such programmes and we are requesting the flexibility to be able to package these works up and procure quickly through frameworks. The timescales attached to some of this work is currently also unknown until we see the results of the surveys start to come through but we need flexibility to be able to assign work quickly.

6. We propose to procure specialist Consultants through Framework providers, the likely of which will be the South West Procurement Alliance (SWPA), who we are already members of/signed up to; they have a number of Consultancy Frameworks that we can tap into and either:
 - Direct award a project to the number one Consultant on the Framework.
 Or
 - Run a mini competition with all Consultants on the Framework.
7. There are several Consultancy Frameworks in the SWPA portfolio; the most appropriate (after consultation with SWPA) will be selected for the project that will be delivered.

The Framework Provider (SWPA) also provides ongoing support to ensure that the initial procurement/appointment and the service delivery is all in accord with the Framework. We

will also look to utilise our Advantage South West (ASW) Membership, although on a smaller scale we will tap into frameworks as required.

8. The Consultants have already been through a robust procurement process in order to get onto the SWPA and ASW Framework(s), this significantly reduces our own procurement requirements/timescales, will enable us to get them on board relatively quickly and progress our projects.
9. In addition to project specific consultancy support we will also explore the option of a call off arrangement or support to assist in the delivery of our Reactive Repair and Void service. Very often we need specialist support in order to progress the more challenging repairs, among the areas we require support are:
 - Structural Engineering Support.
 - Mechanical & Electrical Services.
10. Our preference is to self-deliver our projects however, this is not possible at this time due to the lack of resource in the team, every effort has and continues to be made to fill the vacancies but currently the success rate is minimal.

In light of the ongoing recruitment issues, there is a need to explore other options in order to deliver the Asset Management service; in the current climate we are left little other option than the use of external Consultants to assist in the delivery of the service.

Financial implications:

The financial implications of costs being funded by earmarked project budgets and the importance of the use of external consultants have been discussed in the body of the report.

Legal implications:

There are no legal implications on which to comment until a contract is awarded.



Report to: Housing Review Board

Date of Meeting 16 June 2022

Document classification: Part A Public Document

Exemption applied: None

Review date for release N/A

Q4 Housing Performance Indicator Report

Report summary:

The Housing Performance Indicator Report for Quarter 4 2021/22 details selected indicators measuring performance across the Housing Service.

Is the proposed decision in accordance with:

Budget Yes No

Policy Framework Yes No

Recommendation:

The Housing Review Board is invited to comment on and note the performance of the housing service.

Reason for recommendation:

To provide the Board with an up to date insight into current performance of the housing service..

Officer: Natalie Brown, Information & Analysis Officer; nabrown@eastdevon.gov.uk; 01395517583

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 Low Impact

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Climate change Low Impact

Links to background information

[\(Public Pack\)Agenda Document for Housing Review Board, 29/04/2021 10:00 \(eastdevon.gov.uk\)](#)
– Agenda Item 15, Page 84

Link to [Council Plan](#)

Priorities (check which apply)

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

Report in full

Financial implications:

There are no financial implications on which to comment.

Legal implications:

There are no legal implications on which to comment.

Housing Service

Quarterly Performance Indicator Report

Quarter 4 2021/22 Financial Year

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Background Information

Performance against 2020/21 quarter has been included to provide some context to the statistics.

	Performance is worse than 2020/21 quarter figure by over 5%
	Performance is within 5% of 2020/21 quarter figure
	Performance is better than 2020/21 performance figure

0.0 Summary

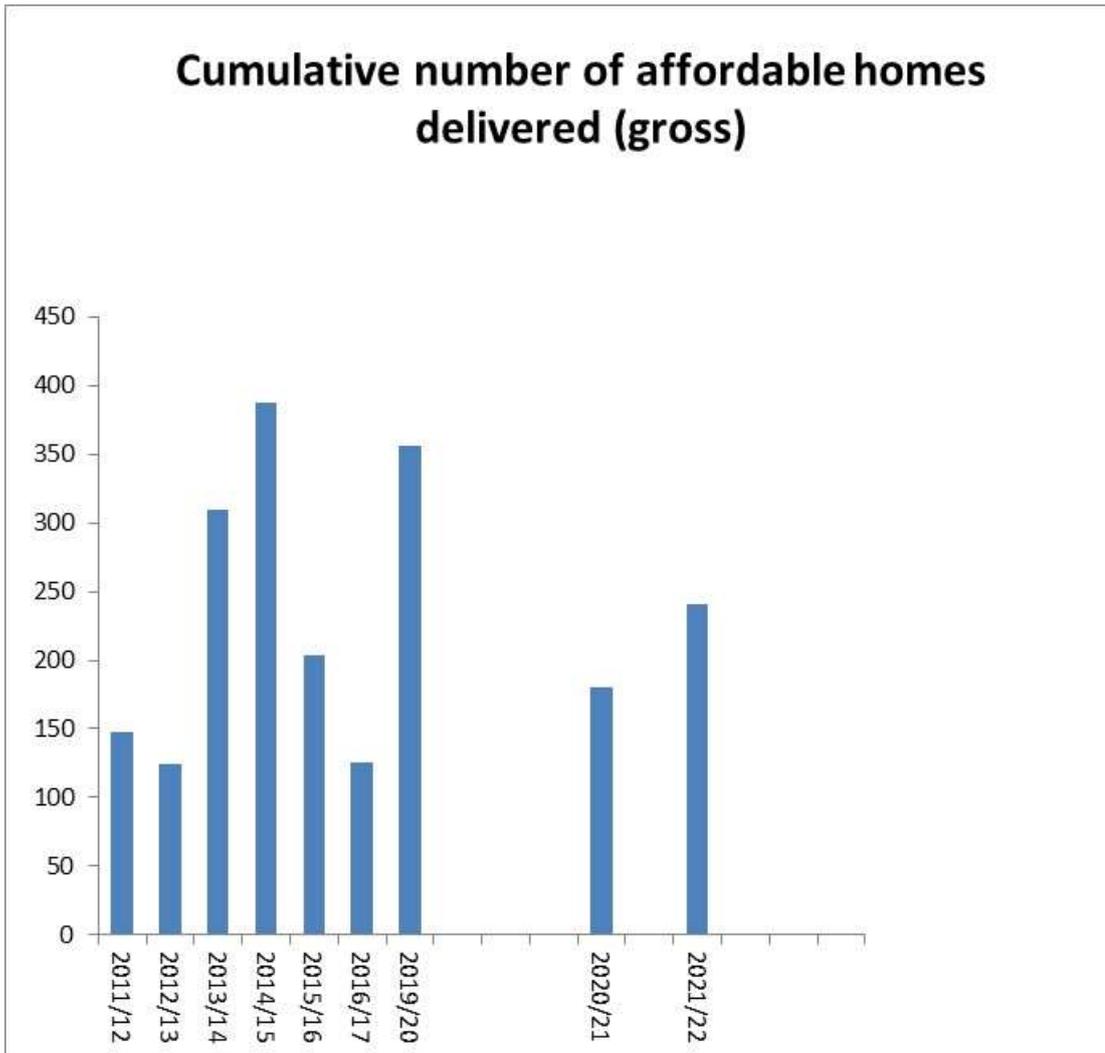
Description	2020/21	2021/22					Progress against 2020/21 quarter 4
	Cumulative Total	Apr- Jun	Jul-Sep	Oct - Dec	Jan - Mar	Cumulative Total	
Total supply of social rent housing and intermediate housing	180	63	52	51	75	241	
Total New ASB Cases	269	123	91	24	34	272	
No. of stage 1 complaints	96	32	27*	30*	30	119	
Calls answered under 1 minute (%)	98.2	#	#	#	#	#	#

Description	2020/21						Progress against 2020/21 quarter 4
	Cumulative Total	Apr- Jun	Apr-Sep	Apr - Dec	Apr- Mar	Cumulative Total	
% of rent due collected from current & former tenants (property (incl garage) is occupied & not including all arrears brought forward & prepaids) - Year to date	100.4%	100.2%	96.7%	99.5%	100.16%	99.50%	
Percentage of routine repairs completed within target time	91.7%	81.7	84.6%	79.2%	81.2%	81.7%	

1.0 Affordable Housing Completions

Performance Indicator	2020/21	2021/22				2021/22	Progress against 2020/21 quarter 4
	Cumulative Total	Apr-Jun	Jul-Sep	Oct-Dec	Jan-Mar	Cumulative Total	
Number of affordable homes delivered (gross) (LAA)	165	60	49	50	71	230	
EDDC Acquisitions	15	3	3	1	4	11	

Source: SPAR.net



2.0 Anti-social behaviour

Performance Indicator	2020/21	2021/22				Cumulative Total	Progress against 2020/21 quarter 4
	Cumulative Total	April- Jun	Jul-Sep	Oct - Dec	Jan-Mar		
No. of new ASB cases							
Alcohol related (H)	2	1				1	
Child behaviour*	1	3				3	
Communal Fire*	7	1	1			2	
Communal Garden*	3	10		4		14	
Communal Internal*	3	2			1	3	
Communal Open Space*	16	5	5	2		12	
Condition of Garden*	18	10	12			22	
Condition of Property*	69	24	17	8	5	54	
Criminal Behaviour (O)	11	6	4	2	5	17	
Dangerous Animal	4					0	
Domestic Abuse (I)	2		3		1	4	
Drugs, substance misuse, dealing (G)	6	6	6	1	4	17	
Garden Nuisance (L)	25	6	6	2	1	15	
Harrassment*	8	1	1		2	4	
Hate Related (C)	2		1			1	
Illegal Occupation, Squatter*	10	1	4	1	1	7	
Litter, Rubbish, Fly Tipping (K)	1	6	1		1	8	
Misuse of Communal Areas (M)	0					0	
Noise (A)	36	21	9	2	6	38	
Nuisance from Vehicles (F)	0					0	
Parking Dispute*	9	2	3	2		7	
Pets & Animal Nuisance (E)	2	5	4		1	10	
Physical Violence (J)	11	2	4		1	7	
Prostitution, Sex Acts (N)	0		1			1	
Untaxed Vehicle*	6					0	
Vandalism & Damage to Property (D)	2	3			1	4	
Vehicle Nuisance*	3		4			4	
Verbal Abuse (B)	15	8	5		4	17	
Total New ASB Cases	269	123	91	24	34	272	

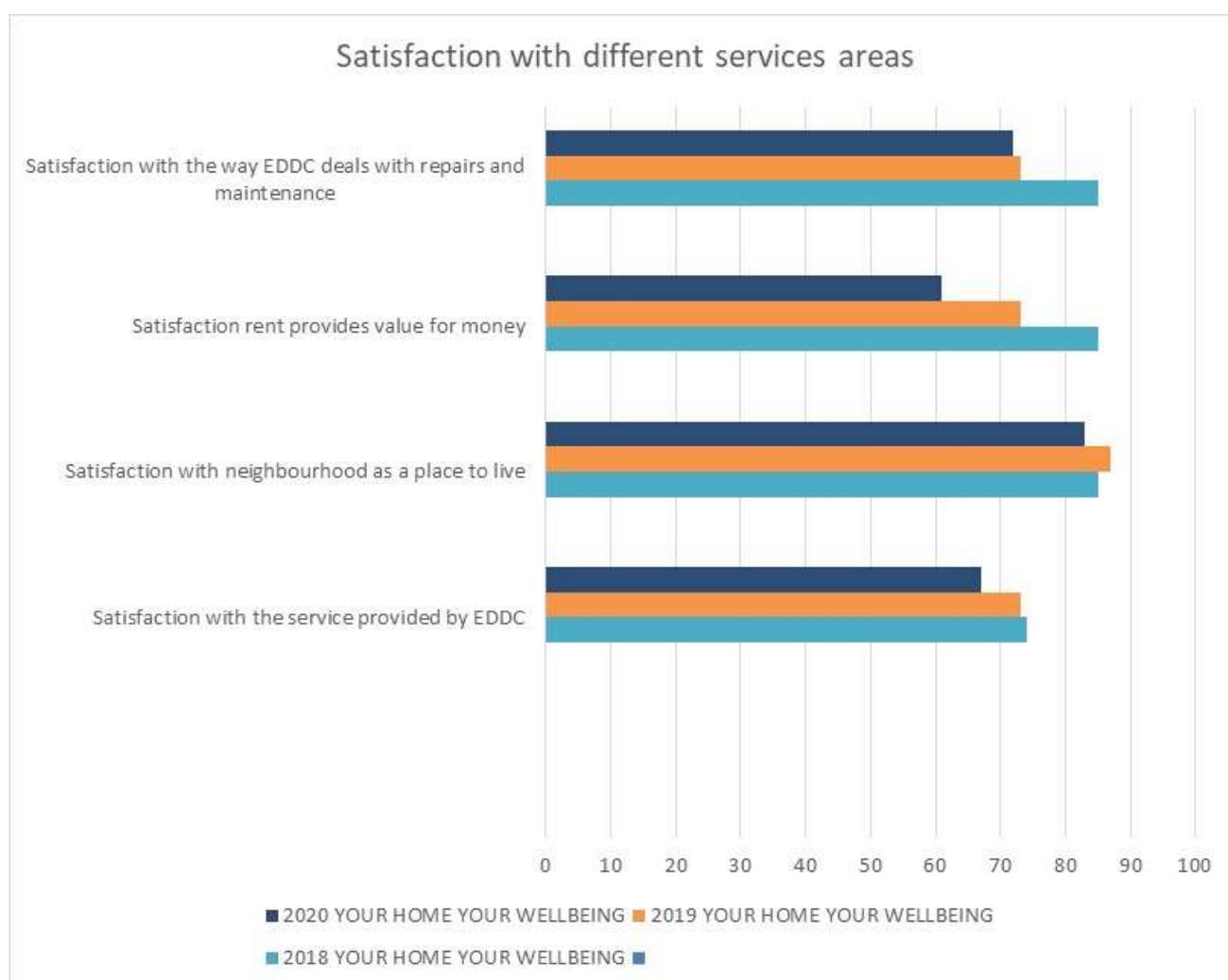
3.0 Complaints

Description	2020/21	2021/22				2021/22	Progress against 2020/21 quarter 4
	Cumulative Total	April- Jun	Jul-Sep	Oct - Dec	Jan - Mar	Cumulative Total	
No. of stage 1 complaints	96	32	27*	30 (2 open)	30	119	
Allocations complaints	10	2		2	2	6	
ASB complaints	8	4	3	1	1	9	
Estate services complaints	5	3	2	1	1	7	
Tenancy management complaints	6	2				2	
Rents and service charges complaints	2	0	1			1	
Repairs and maintenance complaints	53	18	16	25	25	84	
Staff & customer service complaints	4	1				1	
Other complaints	8	2	5	1	1	9	
Average time in calendar days to issue full response to all Stage 1 complaints	26.2	30.25	19.18**	26.26	26.26	25.2	

* – This figures includes those complaints that are still open but may change if the complaints are downgraded to a service request

4.0 Customer Satisfaction

Description	2018 YOUR HOME YOUR WELLBEING	2019 YOUR HOME YOUR WELLBEING	2020 YOUR HOME YOUR WELLBEING
Satisfaction with the service provided by EDDC	74	73	67
Satisfaction with neighbourhood as a place to live	85	87	83
Satisfaction rent provides value for money	85	73	61
Satisfaction with the way EDDC deals with repairs and maintenance	85	73	72



Source: STATUS and STAR surveys and Your Home, Your Wellbeing Survey (2018,19,20). NB: The STAR results are based on valid responses only, STATUS on non-valid and valid responses – they are therefore not directly comparable.

5.0 EDDC Stock

Stock Housing Type	2020/21	2021/22								Cumulative Total
	Cumulative Total	April- Jun		Jul-Sep		Oct - Dec		Jan - March		
		GN	SH	GN	SH	GN	SH	GN	SH	
Bedsit	42	25	17	25	17	25	17	25	17	42
Bungalow	979	197	782	196	782	196	782	195	782	977
Flat**	1175	643	534	643	534	643	534	644	534	1178
House***	1981	1967	14	1968	14	1968	14	1969	14	1983
Maisonette	6	6	0	6		6		6		6
Room*	14	14	0	14		14		14		14
Total	4197	2852	1347	2852	1347	2852	1347	2853	1347	4200

Source: Open Housing

* 14 Morton Road and 102 St Andrews Road

** Includes 10 St Andrews Road flats

***Includes 4 PSL properties

6.0 Homelessness

Performance Indicator	2020/21	2021/22				
Description	Cumulative Total	April- Jun	Jul-Sep	Oct - Dec	Jan - March	Cumulative Total
Approaches: Number of people who indicate that they are homeless or about to become homeless	888	196	263	248	299	1006
Acceptances: Number of people who EDDC have accepted as homeless	16	4	4	10	14	32
Successful Prevention Outcomes	279	74	69	71	62	276
Successful Relief Outcomes	143	29	28	24	32	113
Verified rough sleeper count*	#	5	11	6	3	#
No of households living in temp acc at the end of the quarter*	#	35	37	46	54	#
No of households placed into temp acc in the quarter*	#	39	32	37	56	164

Source: Jigsaw

7.0 HomeSafeguard

New system – awaiting reports

Source:HomeSafeguard

8.0 Lettings

Performance Indicator	2021/22			
	Apr-Jun	Jul-Sep	Oct-Dec	Jan-Mar
Total number of units vacant at the end of the period	58	92	101	127
Number of voids started in period	59	50	68	77
Number of voids completed in period	21	80	67	60
The average re-let time in days General Needs for voids completed in period*	#	#	#	#
The average re-let time in days Sheltered Housing for voids completed in period	#	#	#	#
Total number of lets at end of quarter (incl mutual exchanges)	64	145	212	269

Source: OH

void length data currently being reconciled with allocations and repairs teams

9.0 Number of Households on the East Devon Housing Waiting List

Performance Indicator	End of Year Total	Apr-Jun	Jul-Sep	Oct-Dec	Apr-Mar
Band A - Emergency Housing Need	3	2	2	2	2
Band B - High Housing Need	333	339	324	303	320
Band C - Medium Housing Need	836	863	805	781	694
Band D - Low Housing Need	1480	1529	1337	1323	1205
Band E - No Housing Need	2254	2328	2823	2348	2326
Total	4906	5061	5291	4757	4547

Source: Devon Home Choice

10 Private Sector Housing

Removed in Q1 2021/22 as private sector housing now not part of the housing team

11 Rental

Performance Indicators	2020/21	2021/22			
	Apr-Mar	Apr-Jul	Apr-Sep	Apr-Dec	Apr-Mar
Debit less voids	£19,264,048.87	£4,740,406.10	£9,110,576.95	£14,202,947.60	£18,919,135.00
Voids	£551,216.00	£139,161.54	£279,233.16	£453,083.83	£629,648.00
Adjustments	£52,747.00	£23,527.31	£39,284.06	£62,143.90	£87,092.04
Court Fees	£2,297.50	£394.50	£1,183.50	£1,608.00	£2,032.50
Less write offs	£9,742.00	£3,259.00	£3,228.05	£3,228.05	£2,127.45
Total to collect	£19,178,935.12	£4,740,406.10	£9,389,810.11	£14,656,031.43	£19,548,783.00
Arrears Cfwd	£351,260.27	£405,819	£371,288.22	£393,115.98	£340,097.00
Housing Benefit	£7,632,020.37	£1,859,901.50	£3,537,782.39	£5,478,886.23	£7,252,867.97
Income	£11,080,812.50	£2,911,685.45	£5,314,991.93	£8,715,667.30	£11,784,522.14
Prepaid B/Fwd	£348,930.00	£439,530.00	£437,165.67	£691,606.25	£363,362.20
Prepaid C/Fwd	£613,693.00	£348,949.00	£338,866.65	£586,553.53	£640,157.70
Total credit (minus adjustments)	£19,252,009.37	£4,748,059.64	£8,813,490.26	£14,132,409.63	£18,950,298.07
% Rent Collected (without arrears)	100.38	100.16%	96.74%	99.50%	100.16%
% Rent Collected (with arrears)	98.6	92.3	90.3	93.9	95.3
Total number of evictions due to rent arrears year to date	4	1	2	2	2
Number of tenancies at the start of the period	4137	4148	4096	4111	4131
Number of tenancies at the end of the period	4148	4096	4111	4131	4108

As at 28th March 2022, of the arrears £133,843.74 is from tenants on UC compared with in 2021 when it was £106,697.23. This is an increase of **£27,146.51**. Since March 2021 there has been increase of **114** UC claimants.

Month	No. of UC claimants	No. of UC claimants
Apr	519	936
May	531	953
June	555	967
July	543	975
Aug	514	1000
Sept	514	1017
Oct	859	995
Nov	892	1014
Dec	863	1019
Jan	887	1030
Feb	906	1035
March	927	1041

Source: OH, Rental Team *Please note collection rates may differ depending on when date data is extracted.

12 Repairs

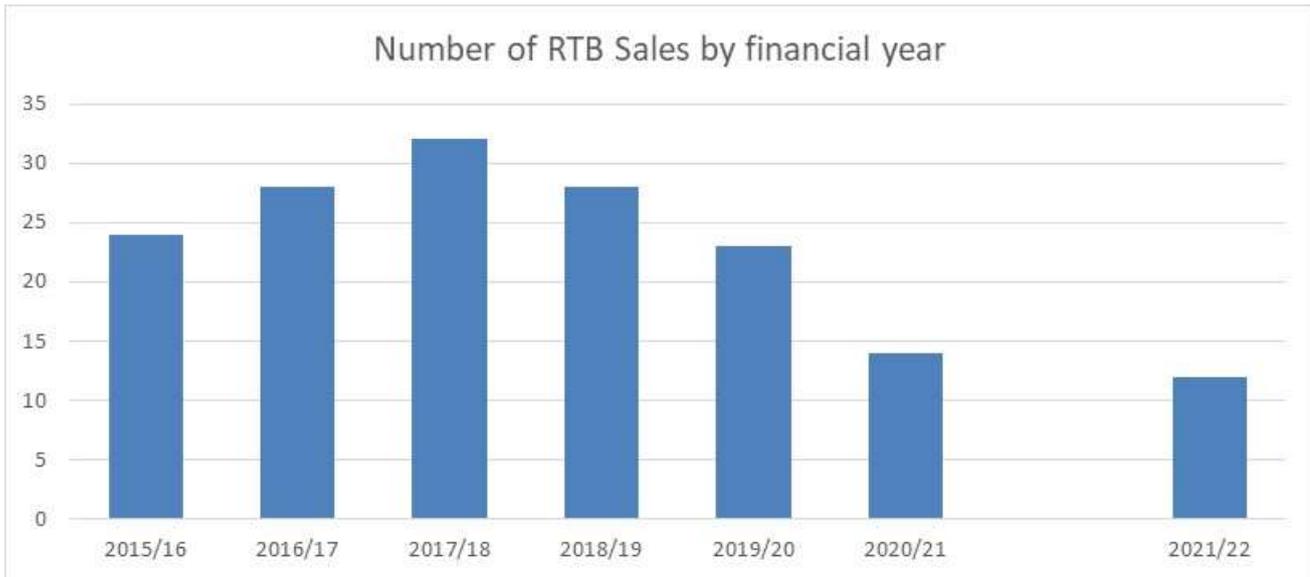
Performance Indicator	Cumulative Total 2020/21	2021/22					Progress against 2020/21 quarter 4
		Apr-Jun	Jul-Sep	Oct-Dec	Jan-Mar	Cumulative	
		PPP	PPP	PPP	PPP	PPP	
The total number of emergency repairs completed year-to-date	1560	652	575	622	536	2385	#
The total number of emergency repairs completed year-to-date that were completed within target	1537	632	563	613	530	2338	#
Percentage of emergency repairs completed within target time - Year to date	98.5%	96.9%	97.9%	98.6%	98.9%	98.1%	
The total number of routine repairs completed year-to-date	8740	2432	2556	2499	3170	10657	#
The total number of routine repairs completed year-to-date that were completed within target	7654	1988	2163	1979	2575	8705	#
Percentage of routine repairs completed within target time	89.4%	81.7%	84.6%	79.2%	81.2%	81.7%	
The percentage of properties, requiring a landlord gas safety record, that have a valid landlord gas safety record	99.9%	100.0%	100.00%	100%	100%	100.0%	

Source:Open Housing

*Jobs include OOHOURS, PPEXCL, HANDPERS, PPP & NONPPP

13 Right To Buy

Performance Indicators	2020/21	2021/22				2021/22
	Cumulative	Apr-Jun	Jul-Sep	Oct-Dec	Jan-Mar	
Number of completed RTB sales	14	5	1	3	3	12



Source: Open Housing