

Report to: Housing Review Board



Date of Meeting 16 September 2021

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 for the period Q1, 2021/22 and to obtain approval of the high level governance of the Contract.

Is the proposed decision in accordance with:

Budget Yes No

Policy Framework Yes No

Recommendation:

That the Housing Review Board notes the officer recommendation for the high level Governance of the Integrated Asset Management Contract

Reason for recommendation:

To ensure that all amendments/variations/changes required to the Contract are managed in the most efficient compliant manner possible to ensure the daily operational delivery of the Integrated Asset Management Contract is maintained.

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

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)

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:

2. The Integrated Asset Management Contract (IAMC), delivered by Ian Williams entered its third year on April 1st 2021; during the first two years many challenges were encountered, the main ones being:

- Developing a professional working relationship between East Devon District Council (EDDC) and Ian Williams (IW)
- Implementing a new Contract delivery model, Price Per Property (PPP) and Price Per Void (PPV)
- The impact on delivery of the service of the Covid Pandemic.
- The impact on delivery of the service of Brexit

3. Covid:

4. Delivery of the Repairs, Voids and Compliance/Cyclical Servicing work streams continued throughout all the lockdown periods with efforts made to keep disruption to the absolute minimum.

During the first lockdown only urgent and emergency jobs were carried out. Non-urgent/essential jobs were placed in holding pots and once the initial restrictions were lifted a 6 phase recovery plan was implemented to clear all the outstanding jobs within a defined period, this plan was successfully delivered.

In line with Health & Safety and Government Guidance we were able to deliver a full reactive repair and void service during all subsequent lockdowns with only minor disruption e.g. Tenants self-isolating.

Although we have now come out of lockdown Ian Williams have reported that their operatives had been pinged by the NHS Track & Trace app meaning that had to self-isolate for a period, which in turn impacted on service delivery (a fact EDDC have communicated on Social Media); the impact of this issue should drop after 16th August 2021 as there will no longer be a requirement to self-isolate as long as the individual has been double vaccinated.

5. We continue to monitor Government guidance but have not had to implement any significant changes to service delivery since the restrictions of the first lockdown were lifted.
6. All the normal communication platforms e.g. corporate website, social media, Housing Matters magazine etc. continue to be used to keep our Tenants and other interested parties updated regarding the delivery of the IAMC Contract in relation to Covid.
7. Whilst Reactive Repairs, Voids and Cyclical Servicing work streams have been delivered with minimal disruption Covid has impacted in other areas:
 - Addition of Planned Works work streams although some bespoke items have been delivered.
 - Delivery of the majority of Social Value commitments
 - Specialised training for operatives e.g. asbestos task training although this is all now complete.

8. Brexit:

9. Brexit is having an impact on the service although efforts are being made to keep such disruption to a minimum; areas where impacted are:
 - Increase in the cost of materials.
 - Availability of materials/components e.g.:
 - Plaster and plaster products
 - Timber
 - Manmade boards.
 - Kitchen units
 - Plumbing/boiler components
 - Composite doors
 - Fire doorsets

to name a few.

10. As with Covid, all the normal communication platforms e.g. corporate website, social media, Housing Matters magazine etc. continue to be used to keep our Tenants and other interested parties updated regarding the delivery of the IAMC Contract in relation to supply chain issues.

11. Reactive Repairs:

12. During Q4 of the past year 2020/21 it was noted from the Key Performance Indicators (KPI's) that whilst some areas were performing within their Target and MLAP figures the general trend suggested that the level of performance in the delivery of reactive repairs was dropping and needed to be addressed, both parties acknowledged this fact, investigations into the cause were carried out and measures implemented to improve performance; among those areas giving cause for concern were:

- Incorrect application of operational processes on both sides, particularly the Variation Process
- Jobs still being incorrectly marked as "work completed" rather than stage completions being applied when follow on works are required.
- The delivery of larger scale and complex repair jobs.
- The sourcing of specialist resource to deliver some repair jobs.
- The sourcing of components to carry out specific repairs.

There has been great improvement in the use of the processes set up, however the variation process is still not being used to its fullness although we are seeing improvement in this area.

Evidence is suggesting that there are jobs still being incorrectly coded as “work completed” rather than using stage completions; this is currently being investigated and our findings will be shared for review and any actions arising to address this will be implemented.

13. EDDC have re-introduced the Duty Surveyor, a rota being sent to all parties every 2 weeks complete with contact information for the Duty Officer. This daily single point of contact is working well for all parties.

14. The KPI's (see Appendix A) for Q1, 2021/22 are showing a general improvement in performance month on month, it is hoped that this level of performance will now be maintained and improved upon.

We have included narrative against each of the KPI's which confirm the areas of improved performance as well as indicating areas where further improvement is required.

Whilst the trends are generally good both parties acknowledge that there is always room for improvement and will continue to work towards this.

15. Voids:

16. Generally the delivery of Voids is working well with good communication and a collaborative working ethos between the teams.

17. The changes to the delivery of Voids, as approved at the last Housing Review Board has now been fully embedded and is working well.

The changes now implemented enable greater management and control of the delivery of voids.

18. At present pre-inspections are not being carried out while the property is still occupied, pre-inspections continue to be carried out once the keys have been returned/the property has been vacated.

19. 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.

The re-charge process is implemented where possible to recover costs that are incurred for such additional (exclusion) work.

20. Compliance/Cyclical Servicing:

21. Compliance meetings are held monthly between both parties and are going well.

22. Ian Williams update and send the compliance tracker monthly, orders are work completed and updated once the job has been completed. Moving forward we'd like jobs to be completed and updated in real time to reflect our current position, this is something we are

reviewing with our Housing Systems Team, it is hoped the new Open Assets (Compliance Manager) module on Capita Open Housing will assist in this area.

23. No access continues to be an issue in the delivery of compliance/cyclical servicing work, we endeavour to use all communication/social media platforms to highlight the importance of this work and the need to allow access to carry out the same.

24. Work continues with our Housing Systems team to finalise a suite of Reports for Compliance, once complete they will enable us to report with accuracy on the various compliance/cyclical servicing work streams. We are also looking forward to the implementation of our Compliance Manager portal which will improve the general management of Compliance across the Contract.

25. Planned Works:

26. 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. Among the work streams that we are intending to add to the Contract are:

- External Decoration including remedial render repairs and eaves replacement
- Kitchen & Bathroom Modernisation
- Window replacement
- Re-roofing

Generic prices and rates for the above works were included in the original Tender, we are currently finalising the detail requirements, costs and programmes with the expectation that such work will commence during Q2 and Q3 of this financial year.

27. Bespoke Projects:

28. Ian Williams have been heavily involved in the successful delivery of the Government Funded Green Energy project specifically with the:

- Installation of Air Source Heat Pump heating/hot water installations
- Enabling work for the installation of solar panels
- Insulation improvement work
- Window replacements

29. Other bespoke projects that Ian Williams have successfully carried out include:

- Fire safety improvement work to the Greenhaven Flats, Budleigh Salterton
- Fire safety improvement work at 18A & 18B St Andrews Road, Exmouth

Plans are also being progressed for other single property bespoke refurbishment projects

30. Handyperson Service:

31. The Covid pandemic significantly reduced demand for the Handyperson Service; although restrictions have been lifted demand remains very low; Handyperson jobs are currently being delivered by one of the reactive repair operatives rather than a dedicated Handyperson.

32. The Handyperson Service has been publicised in the latest edition of the Housing Matters Publication; it is hoped this will remind Tenants of the service and increase levels of demand.

33. **Social Value:**

34. 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 are due to start in September 2021.
- Delivery of 500 property MOT's

35. A Meeting is scheduled with Ian Williams in September 2021 to review the Social Value commitments and develop an Action Plan for the delivery of the same.

36. **Complaints, Compliments, Customer Satisfaction:**

37. Ian Williams Complaints and Customer Satisfaction quarterly review **Appendix B** contains figures and backgrounds of the complaints and performance improvements that are required. This quarter has seen a drop in complaints made directly against Ian Williams. Although as a service, Property and Assets complaints are still at a higher than hoped level we are working to reduce this trend through learning across both parties.

38. Overall, this quarter we have become 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

We are working alongside our Allocations team to look into the initial handover documents, to ensure this captures responsibilities of tenants and landlords.

39. Since the last report, Ian Williams have improved on their communication between their Birmingham Hub and our residents. Our Business and Customer Improvement Manager visited Ian Williams central hub to discuss our expectations on the contract with communication to residents and how we are going to achieve this. The visit was very positive and there are actions required on both sides; such as: EDDC to ensure they are appointing works on the correct contract, Ian Williams to ensure that they are contacting residents with notice to any booking, amendments or cancellations.

40. Currently, this quarter, we are experiencing a higher level of reoccurring residents complaining directly to council members and senior managers as opposed to following the process, a lot 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. From this quarter, Ian Williams primary focus is to ensure that they are rebooking any works required as a follow on order, on site, with the resident

41. **Governance:**

42. The IAMC Contract is designed and set up in such a way to allow additional work streams to be added and to amend the manner in which it is delivered, as the Contract evolves it is likely that numerous changes will be required, it is therefore necessary that there should be a mechanism in place to allow such changes to be made with minimal disruption to the daily operation. The Governance of the Contract is set out below:

- Any/all changes that effect or require a change to the Terms and Conditions of the Formal Contract to be tabled to/approved by the Core Group and then tabled to the Housing Review Board for final acceptance/sign off.
- Any/all changes that are solely operational and require no change to the Terms and Conditions of the Formal Contract to be tabled to/approved by the Core Group and then signed off by the EDDC Strategic Lead/Service Lead for Housing and a Director of Ian Williams.

It is recommended that the Housing Review Board accept the levels of Governance for the IAMC Contract.

Financial implications:

The responsive maintenance element of the contract can be split into two parts from a financial perspective; the predictable PPP inclusions which is always materially on budget (£50k over on £1.5m budget in 2020) and the unpredictable exclusions (£214k over on a £273k budget). The PPV side of the contract has seen higher than anticipated costs per void, however, they are still providing better value for money than the previous contract and additional budgetary savings through recharges can be made.

Legal implications:

There are no legal implications on which to comment.

Appendix A:



KPI VALIDATION

Client	East Devon District Council
Contractor	Ian Williams
Period	Quarter 1 - 2021/22
Validated by	Kerry Spittle – Contracts Manager; East Devon District - Council Arron Kelly – Business Manager; Ian Williams
Date of validation	05/08/2021

KPI 1 EDDC satisfaction with IW

TARGET 9

MLAP 8

Performance 8

KPI 2 IW satisfaction with EDDC

TARGET 9

MLAP 8

Performance 8

KPI 3 Complaints

TARGET 0.5%

MLAP 2%

Performance: for April the figure was 0.4% May's was 0.4% and June's figure is 0.2%

EDDC data used: -

- For April – 4 Complaints received against 906 jobs raised.
- For May - 5 Complaints received against 1080 jobs raised.
- For June - 3 Complaints received against 1252 jobs raised.

KPI 4 Complaints escalation to Stage 2

TARGET 5%

MLAP 10%

Performance: for April the figure was 50%, May's was 40% and June's figure is 66%

EDDC data used: -

- For April – 2 Complaints escalated to Stage 2
- For May – 2 Complaints escalated to Stage 2.
- For June - 2 Complaints escalated to Stage 2.

It should be noted that this KPI is always likely to be in the red as it is calculated on the ratio of complaints issued to Stage 2 against the total number of complaints received; the number of complaints received is low whereas the number escalated to stage 2 is high in comparison.

KPI 5 Health and Safety

TARGET 350

MLAP 650

Performance 350

No issues reported in Q1.

KPI 6 Social Value

TARGET 90

MLAP 80

Performance N/A

This is an annual KPI; the EDDC Housing Services Team lead will score this at the end of Q1, 2022/23.

KPI 7 Diversity

TARGET Info

MLAP Info

Performance 7.9% BME & 13.71 Female

Information provided by Ian Williams, figure is consistent for that reported for Q4, 2020/21.

KPI 8 Training

TARGET 5

MLAP 3

Performance **2.69**

Information provided by Ian Williams, figure is consistent for that reported for Q4 2020/21.

KPI 9 the EDDC Pound

TARGET TBA

MLAP TBA

Performance 72.39%

Information provided by Ian Williams, figure is a percentage of the monetary spend on the Contract in the East Devon area; this is an improvement of 7.99% on that reported for Q4 2020/21.

KPI R1 Customer satisfaction – Repairs

TARGET 95%

MLAP 90%

Performance: for April the figure was **97%**, May's the figure was **97%** and June's figure is **99%**

The KPI for the period April to June has been scored using EDDC's & Ian Williams (IW) data combined.

- The April combined figure is 97% and is broken down as follows:
 - EDDC completed 108 Surveys 90 of which were happy with work and 18 were not, this equated to 83%
 - IW Issued 549 issued with 549 satisfied 100%
- The May combined figure is 97% and is broken down as follows:
 - EDDC completed 51 Surveys 49 of which were happy with work and were not, this equated to 96%
 - IW Issued 500 issued with 500 satisfied 100%
- The June combined figure is 99% and is broken down as follows:
 - EDDC completed 94 Surveys 90 happy with work and 4 were not, this equated to 96%
 - IW- 621 issued with 615 satisfied 99%

Further work needs to be carried out to understand why EDDC and IW results differ so much as ultimately the KPI is scored on the same question. Moving forward and as a first step IW will provide us with their raw data with job number included so we can cross reference against our data.

From the data we also need to investigate and understand why the number of satisfaction surveys collected on completion of a job by IW is so much lower than the than the number of completed jobs

KPI R2	Recalls
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TARGET	0%
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MLAP	10%
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Performance: for April the figure was **1.8%**, May's was **1.2%** and June's figure is **1.4%**

The KPI for the period April to June is broken down as follows;

- For April IWS had 18 Recalls against 982 completed jobs.
- For May IWS had 11 Recalls against 890 completed jobs.
- For June IWS had 16 recalls against 1096 completed jobs, recalls have increased slightly since last month.

KPI R3		% Repairs completed on first visit
TARGET		90%
MLAP		80%
Performance: for April the figure was 91% , May's was 91% and June's figure is 93%		

Ian William's figure used for this KPI, and is broken down as follows:

- For April; 880 first time from 979 Jobs completed
- For May; 896 first time from 811 Jobs completed
- For June; IWS 1205 completed first time from Jobs completed

Since the last KPI report that showed a drop in performance, the KPI's are pleasingly improving month on month.

KPI R4		Post Inspection Quality
TARGET		100%
MLAP		90%
Performance: for April the figure was 92% , May's was 90% and June's figure is 92%		

The data used for this KPI is produced by EDDC; for the period April to June is broken down as follows;

- For April EDDC completed 36 Post Inspections automatically generated and passed 33.
- For May EDDC completed 55 Post Inspections automatically generated and passed 50.
- For June EDDC completed 91 Post Inspections automatically generated and passed 84

Some of the jobs had been work completed on the system although after investigation it transpired this was not in fact the case. This highlights the completion process is not being implemented correctly, jobs are being work completed rather than stage completed. This is an areas we will be investigating in detail but it is likely further training on the correct use of technology will be required.

The increase of EDDC post inspections in June is both via telephone surveys and site visits; moving forward we are hoping to increase the number of site visit inspections.

KPI R5		Repairs Completed in Target
TARGET		100%
MLAP		95%

Performance: for April the figure was **83%**, May's was **91%** and June's figure is **93%**

The data used is for this KPI is produced by EDDC

Previous Core meeting, reviewing the period Q4, 2020/21 reported a drop in performance, this has been addressed although still in the red it is moving in the right direction.

Ian Williams have acknowledged that there is further work required to improve performance and continue the upward trend.

KPI R6 Average Repair Completion Time

TARGET 8
MLAP 12

Performance: for April the figure was **12**, May the figure was **10** and June's figure is **12**

The data used is for this KPI is produced by EDDC; for the period April to June is broken down as follows;

- For April the average repair completion time has increased to 12 days.
- For May the average repair completion time has remained at 10 days.
- For June the average repair completion time has increased to 12 days.

It pleasing to note that the average repair time dropped to 10 days in May but disappointingly it moved back out to 12 days in June. Ideally, we still need to bring this number down to the national average of 10 days as per Housemark.

KPI R7 Appointments Kept - Repairs

TARGET 100%
MLAP 90%

Performance: for April the figure was **94%**, May's was **94%** and June's figure is **96%**

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

- For April 947 appointments were kept, out of the 1009 made; emergency calls still have an impact on this KPI.
- For May 1160 appointments were kept, out of the 1224 made; emergency calls still have an impact on this KPI.
- For June 1008 appointments were kept, out of the 1047 appointments made - Impacted by high emergency calls.

Moving forward and as a further validation check IW will provide us with their raw data with job number included so we can cross reference against our data.

KPI R8		Task orders issued and overdue
TARGET	0%	
MLAP	10%	
Performance: for April the figure was 17% , May's figure was 9% and June's figure is 8%		

The data used is for this KPI is produced by EDDC.

To note: The on hold/completed/abandoned jobs have been removed.

It is pleasing to report a full validation of data was undertaken by both Ian Williams and EDDC, over the last couple of months. As you can see May and June's figures have greatly improved with the numbers of overdue orders/jobs dropping significantly.

KPI R9		Priority Repair Ratio
TARGET	10%	
MLAP	15%	
Performance: for April the figure was 20% May the figure was 26% and June's figure is 18%		

The data used is for this KPI is produced by EDDC; for the period April to June is broken down as follows;

- For April 205 Emergency jobs were completed.
- For May 239 Emergency jobs were completed.
- For June 202 Emergency jobs were completed.

It is noted that the number of emergency jobs is high, we are planning to review the data to ensure they have been raised correctly as emergencies; it maybe that jobs are being raised as emergencies when in fact they could be deemed as routine repairs.

KPI V1		Post Inspection Quality
TARGET	95%	
MLAP	90%	
Performance; for April the figure was 94% , May's was 100% and June's figure is 95%		

The data used is for this KPI is produced by EDDC; for the period April to June is broken down as follows;

- For April 16 Post Inspection were carried out of which 15 passed
- For May 18 Post Inspection were carried out and all 18 passed
- For June 21 Post Inspection were carried out of which 22 passed

KPI V2		Voids - Completed in target
TARGET	95%	
MLAP	90%	
Performance; for April the figure was 100% , May's was 100% and June's figure is 93%		

The data used is for this KPI is produced by EDDC; for the period April to June is broken down as follows;

- For April IWS completed 18 voids with 18 completed in target (EDDC 18 Voids completed 16 were out of target giving 89%)
- For May IWS completed 20 voids with 20 completed in target (EDDC 20 Voids completed 15 were out of target giving 84%)
- For June IWS completed 15 voids with 14 completed in target

It should be noted that we have only been able to formally record this since the 11th May 2021 following the implementation of the revised Void process tabled and accepted at the last HRM Meeting.

KPI V3		Average Void completion time Days
TARGET	10	
MLAP	12	
Performance; for April the figure is 15 , May's is 15 and June's figure is 17		

The data used is for this KPI is produced by EDDC; for the period April and June is broken down as follows;

- For April the average time for completion time for voids was 15 days
- For May the average time for completion time for voids was 15 days
- For June the average time for completion time for voids is 17 days

Calculation is based a standard V1 void type only

Ian Williams accepted that they have to improve their performance (both the planning and delivery of the work) on voids in order to meet the agreed V1 void period of 14 days for completing the work.

KPI V4		Post Void Repairs
TARGET	5	
MLAP	10	
Performance; for April the figure was 3% , May's was 0% and June's figure is 0%		

The data used is for this KPI is produced by EDDC

KPI V5		Customer Satisfaction
TARGET	95%	
MLAP	90%	
Performance; for April the figure was 100% , May's was 100% and June's figure is 100%		

A customer satisfaction has now been produced and is being left on site by IWS for completion and return by the incoming tenant, to date we have not received any surveys and therefore can only report it at 100%.

KPI V6		Defects at Handover
TARGET	100%	
MLAP	95%	
Performance; for April the figure was 83% , May's was 33% and June's figure is 67%		

The data used is for this KPI is produced by EDDC; for the period April to June is broken down as follows;

- For April there were 15 snag free voids against 18 voids handed back
- For May there were 11 snag free voids against 19 voids handed back
- For June there were 10 snag free voids against 15 voids handed back

This KPI is concerning and both parties are working hard to address the issue, at present there is a difference on the interpretation of what constitutes a defect and what defects should/should not be recorded. The expectation is that considerable improvement will be seen in Q2.

KPI V7 Average Job Cost

TARGET £2,500
 MLAP £3,000

Performance; for April the figure was **£5,000**, May's was **£5,618** and June's figure is **£5,752**

The data used is for this KPI is produced by both EDDC & IWS

The high costs for Voids is unfortunately a reflection on the way Tenants leave their properties/the condition of the properties once they are finally passed to Property & Asset; a large proportion of the cost being expended is to for:

- Garden clearance/general tidying overgrown gardens
- Removal of rubbish left by Tenants both internally and in sheds/gardens etc.
- Repairs some of which are major as a result of tenant damage.

We have now implemented the recharge process for voids in an attempt to recover some of the costs expended to address the above issues.

The condition of properties, particularly when they are vacated is a wider problem that needs to be addressed by the whole of Housing, at present the Property & Asset Team are being left to pick up the pieces all at a cost when perhaps other measures could be implemented to prevent properties getting into and/or being left in such a poor condition.

SKPI 1 Servicing - Compliance

TARGET 100%
 MLAP 100%

Performance; for April the figure is **100%**, May the figure was **100%** and June's figure is **100%**

Compliance	April	May	June
Solid Fuel	78.60%	78.60%	77.21%
Legionella	100%	100%	100%
Automatic Doors	18.75%	16.25%	0%
Air Source Heat Pumps	97%	97.3%	97.3%
Clos o Mats	55.56%	55.56%	44.44%
Track Hoists	100%	100%	100%
Rainwater Harvesters	95%	95%	94.12%
Whole House Ventilation	0%	0%	0%
Fixed Ladder Testing	0%	0%	0%
Solar Thermal & PV	85.71%	85.71%	85.71%
PIV	87.95%	87.95%	87.95%
Gully Cleaning	100%	100%	100%

Overall Percentage Figure	68%	68%	66%
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The data used is for this KPI is produced by IWS/EDDC

The KPI figure for Q1 is being reported as a 100% as there have been numerous issues with issuing/receiving of orders/data transfer etc. between both parties all of which has impacted on the delivery of works, the actual figures above are a record of the position at the end of each calendar month.

From an EDDC side is hoped that the following will enhance the delivery of the Compliance/Cyclical Servicing in the future:

- Increased resource (additional Officers) in the Compliance/Cyclical Servicing arm of the Property & Asset Team if approved by HRB
- Introduction of the Compliance Manager module as part of a future Capita Open Housing upgrade; it is believed that this module will automate some processes.

AKPI 1		Reoccupation Inspection Pass Rate	
TARGET	100%		
MLAP	100%		
Performance 100%			

AKPI 2		Air Test Pass Rate During Works	
TARGET	0%		
MLAP	0%		
Performance 0%			

General Notes:

At present this validation report does not include the KPI's for Planned Works as these work streams have not yet been implemented as yet; we currently working with Ian Williams on the planning of some work streams and it is anticipated that these works will commence during Q3 and Q4 of this financial year.

At the Core Group Meeting on 10th August 2021 the following minor changes to the KPI's were agreed:

- KPI V3; Average Void completion time Days – the MLAP and TARGET changed to 16 and 14 days respectively in line with the change to the Void process accepted at the last HRB.
- KPI V7; Average Job Cost – the revised PPV cost amended to £2,877.00 as accepted at the last HRB.

Summary of Performance

The following table show the monthly KPI's for Q1, 2021/22 as summarised above:

General:

	MSP	MLAP	Target	Apr-21	May-21	Jun-21
KPI 1	EDDC satisfaction with IW	8	9	N/A	N/A	N/A
KPI 2	IW satisfaction with EDDC	8	9	N/A	N/A	N/A
KPI 3	Complaints	2%	0.5	0.4%	0.4%	0.2%
KPI 4	Complaints escalation to Stage 2	10%	5%	50%	40%	66%
KPI 5	Health and Safety	650	350	350	350	350
KPI 6	Social Value	80%	90%	N/A	N/A	N/A
KPI 7	Diversity	Info	Info	N/A	N/A	See below
KPI 8	Training	3	5	N/A	N/A	2.69
KPI 9	EDDC Pound	TBA	TBA	N/A	N/A	72.39%

NOTE: The figure for KPI 7 is 7.9% BME; 13.71% female

Repairs:

		MLAP	Target	Apr-21	May-21	Jun-21
RKPI 1	Customer Satisfaction - Repairs	90%	95%	97%	97%	99%
RKPI 2	Recalls	10%	0%	1.8%	1.2%	1.4%
RKPI 3	First Time Fix - Repairs	80%	90%	91%	92.7%	93%
RKPI 4	Post Inspection Quality	90%	100%	92%	90%	92%
RKPI 5	Repairs Completed in Target	95%	100%	83%	91%	93%
RKPI 6	Average Repair Completion Time	12	8	12	10	12
RKPI 7	Appointments Kept - Repairs	90	100	94%	94%	96%
RKPI 8	Orders Issued and Overdue	10%	0%	17%	9%	8%
RKPI 9	Priority Repair Ratio	15%	10%	20%	26%	18%

Voids:

		MLAP	Target	Apr-21	May-21	Jun-21
VKPI 1	Post Inspection Quality	90%	95%	94%	100%	95%
VKPI 2	Voids - Completed in target	90%	95%	100%	100%	93%
VKPI 3	Average Void completion time Days	12	10	15	15	17

VKPI 4	Post Void Repairs	10	5	3	0	0
VKPI 5	Customer Satisfaction	90%	95%	100%	100%	100%
VKPI 6	Defects at Handover	95%	100%	83%	33%	67%
VKPI 7	Average Job Cost	£3,000	£2,500	£5,000	£5,618	£5,752

Planned Works:

		MLAP	Target	April-21	May-21	Jun-21
PKPI 1	Predictability of Time	10%	5%	N/A	N/A	N/A
PKPI 2	Predictability of Cost	10%	5%	N/A	N/A	N/A
PKPI 3	Customer Satisfaction	90%	95%	N/A	N/A	N/A
PKPI 4	Post Inspection Quality	90%	95%	N/A	N/A	N/A

Servicing:

		MLAP	Target	Apr-21	May-21	Jun-21
SKPI 1	Servicing- Compliance	100%	100%	100%	100%	100%

Asbestos:

		MLAP	Target	Apr-21	May-21	Jun-21
AKPI 1	Reoccupation Inspection Pass Rate	99.5%	100%	100%	100%	100%
AKPI 1	Air Test Pass Rate During Works	0.5%	0%	0%	0%	0%



Complaint and Compliment Report

Property & Asset – Ian Williams

1st Quarter 2021 (April '21 – June 21')

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Introduction and Timetable

East Devon District Council is committed to being an organisation that listens to customers and work closely with our Main Contractor, Ian Williams, to provide a quick responsive solution. Therefore, both customer feedback and the way that the Property & Asset respond to this feedback, whether negative or positive, are vital indicators of the overall performance of the Ian Williams contract, impacting KPI's.

Property & Asset aim to maintain a high level of performance and improve the quality of service offered to customers, who feel that they have not received a high standard. This includes providing timely responses to complaints whilst continuing to learn and improved.

Property & Asset strive to ensure we respond to customer concerns in an open and transparent way within defined timescales that has been agreed with both ourselves and Ian Williams. The purpose of this report is to outline the complaints and compliments that our Housing and Customer Business Improvement Manager has received 1st April 2021 – 30th June 2021, highlighting key themes and trends. Our report also explains how Property & Asset working hand in hand with Ian Williams have performed and includes case studies demonstrating how we have learnt from complaints received. This is the most important aspect of the complaints process.

It should also be noted that the format and overall presentation of the report is based over a three month period of the contract, this being the first quarterly report produced, these reports will be produced on a quarterly basis to be presented at the Core group meetings, alongside our Monthly PDF reviews.

Whilst customer feedback provides a valuable insight into how Ian Williams are and have been performing, complaints and compliments figures do not reflect the full picture. This report should therefore, be understood within the context of the number of customers interacting with our repairs service, averaging all repairs to 4200+ properties.

Furthermore, building on the key developments and lessons learnt in the first quarter of 2021, priority areas of focus for 2021 remain and will include:

- Our Housing and Business Customer Improvement Manager has promoted the procedure for reporting compliments via our social media platforms and website to ensure that tenants are having an opportunity to relay positive feedback.
- Addressing current and upcoming issues, using complaints as direct customer feedback to make immediate service improvements, working alongside Ian Williams CLO, Business Manager and our Contract Manager.
- Reviewing the way that the Property & Asset highlight and considers learning from complaints to ensure that each complaint enquiry is fully considered and used to positively grow our service and improve customer relationships.

Key Headlines

6 (AV 2 PM)
Formal Complaints Received. Managed via Corporate complaints and Sophie. The amount has remained the same as the previous quarter

6 (AV 2 PM)
Informal Complaints Received. Managed by Sophie, down from 13 from the previous quarter

6
Compliments received 2 more from the previous quarter

6
Direct Councillor Involvement

96%
Informal Complaints responded to within 3 days.

Top trend of reactive complaint received was in relation to cancellations of job

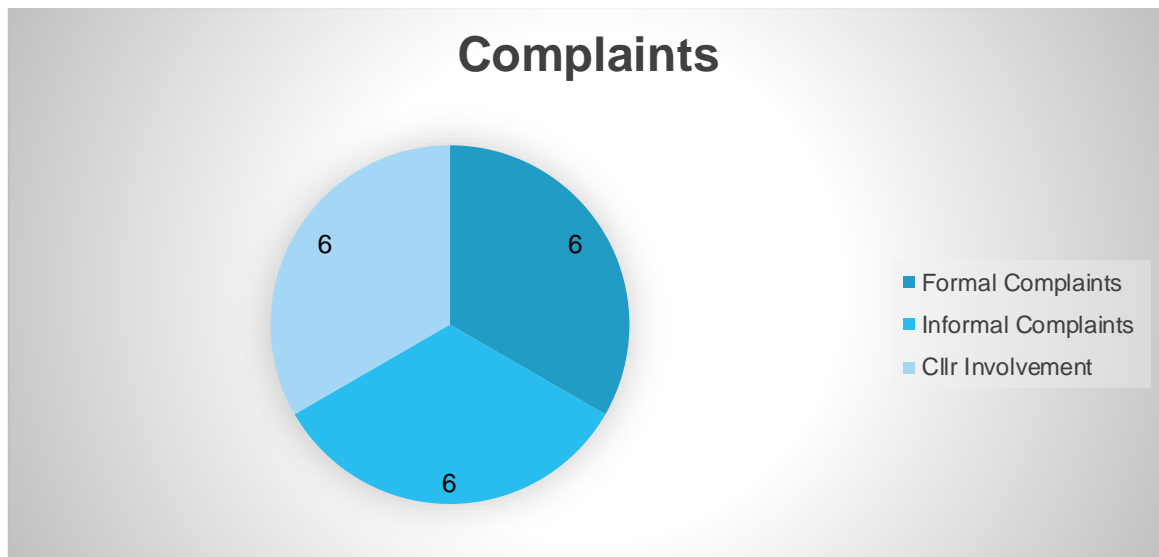
0
Complaints needing assistance from Estate Management

Ian Williams completed 3125 Reactive repairs and 57 voids within this time period

211
'Issue / Queries' emails escalated to Business and Customer Improvement Manager attention, up from 116 last quarter

38
Home visits made to help stop the escalation of issues and to resolve

Complaint Statistics



Formal Complaint Process and Statistics

Our Housing Business and Customer Improvement Manager works closely alongside East Devon District Council's formal complaints team managing the complaint as quickly and effectively as possible. Sophie will collate all the information required, discuss the complaint with Ian Williams and agree on a resolution and action plan, this is then fed back to the complaints team alongside a timeline.

Between 1st April and 30th June 2021;

- 12 Complaints received
- 12 in relation to Reactive Repairs
- 0 in relation to the Void

The report is showing a decrease in direct Ian Williams's complaints, down from 19 to 12. This is amazing, given the ratio of reactive repairs that are carried out each month, Ian Williams have improved on their figures from the last quarter.

Our report highlights that Arron, the Business Manager, has worked closely with Sophie to resolve issues and complaints as quickly as possible, reducing our response date, which has a huge effect on the tenant's responses, demonstrating that we take all feedback seriously and work to resolve any issues as soon as possible.

The top trend of complaint;

- Cancelled appointments / no shows

Informal Complaint Process and Statistics

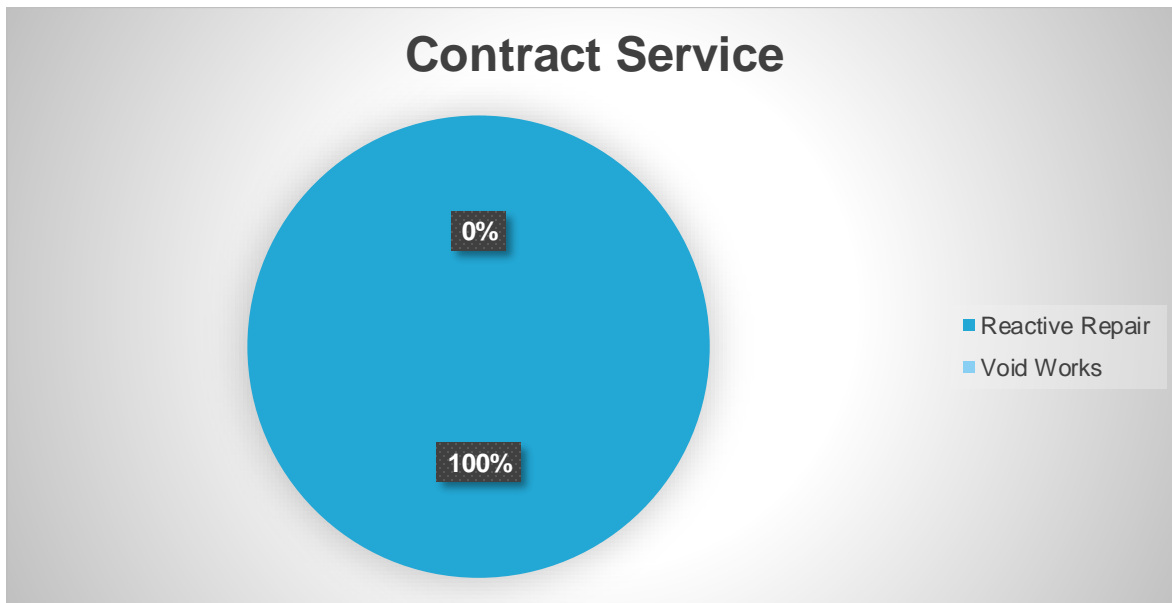
Our Housing Business and Customer Improvement Manager will receive complaints directly from tenants. We aim to acknowledge within 2 days and respond with an action plan within 8 days.

Sophie will liaise directly with Ian Williams via weekly and monthly meetings, as well as daily interaction to resolve the issue and ensure that the matter is dealt with promptly, this quarter has shown a huge amount of support being given by the Business Manager to ensure all issues and complaints are resolved and understood as soon as possible, which shows a collaborative approach.

Understanding the complaint and the history may involve further discussions with our Contract Manager and our Surveying team.

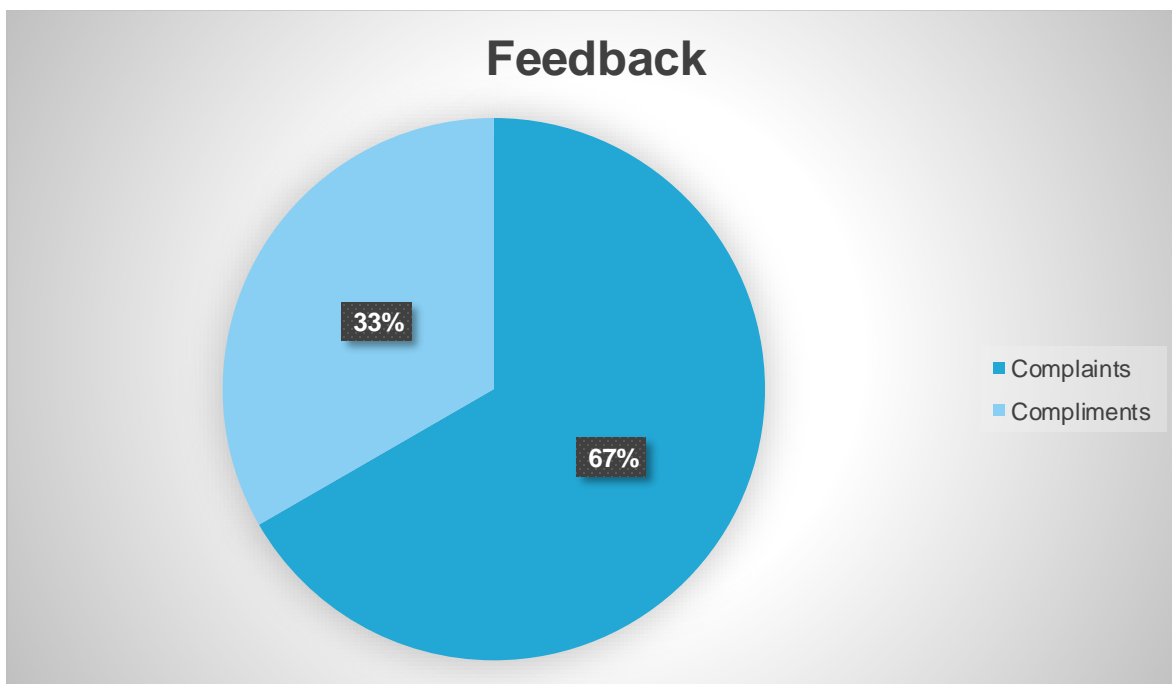
The top trend of complaint for this quarter;

- Cancellation of jobs and the resident not being informed when they are returning.



Compliments Statistics

Our Housing and Business Improvement Manager is currently working on ways to better and clear our communication channels for tenants to be able to relay positive feedback as well as negative. Although it is easy to focus on the negatives and the complaints; it is as equally important to focus on the compliments received and trend report these too, by doing this, we can ensure that both East Devon District Council and Ian Williams are continuing to keep a high level of service.



Compliments received from 1st April 2021 – June 30th 2021

- 6 Compliments

The top trend of compliment this quarter;

- Operatives work

We at East Devon need to engage more with the operative's toolbox talks to highlight the good work that is going on day to day, which sadly does get overseen by the negative feedback and

complaints. We need to work hard on highlighting the positives, whilst not losing sight of the communication that needs improving.

Lessons Learnt

Improving the way that complaints are dealt with requires a whole 'one team' approach, with Property & Asset alongside Ian Williams prioritising complaints and making improvements based on the feedback from customers. Therefore, it is the responsibility of our Housing Business and Customer Improvement Manager to make responding to complaints and learning from customer feedback a priority, whilst continuing to highlight complaints and issues daily, weekly and monthly.

A number of reactive repair service improvements have been made over the first quarter period following the results of the fourth quarter report and this is also based on feedback from our customers.

One of our key areas that we have previously targeted of service improvements have included the training of internal staff to fully understand the requirements of the contract and the revision of communication materials, from our first point of contact, repair advisors, through to the Ian Williams scheduling hub, we have completed a training day, with in depth discussion referencing coding elements of the jobs, contract requirements down to training on elements of the contract, this seems to have been extremely beneficial. A meeting has been scheduled for our Business and Customer Improvement Manager to meet the Business Manager at the hub to advice expectations and understand frustrations from both sides to fully address any communication issues both in house and with our tenants, this is happening in August, so feedback will be provided on the next report.

This quarter, the most common complaint received against Ian Williams are as follows:

- Cancellation of jobs and follow up jobs not being scheduled.

This quarter has shown that the prominent issue and complaint that arose was the cancellation, last minute, of jobs to resident's homes. This has meant that residents have become frustrated as they have allowed for time off work, which has resulted in them potentially losing earnings for wasted time. Although, this is predominantly down to the lack of materials present on the market, we do have some improvements to make both within East Devon and Ian Williams, ensuring that jobs are logged onto the correct SOR and trade, allowing enough time for the operative to carry out the work. Communication if any jobs need to be cancelled needs to improve within the hub, residents have advised that they have not had any calls from Ian Williams to advise that they cannot attend, they had to call East Devon to find out what is going on.

Next Steps

Further steps will be taken in quarter two to ensure that the approach that Property & Asset take to dealing with complaints and responding to customer feedback continues to improve.

Our key actions, working on as a priority, as highlighted previously in our annual and previous quarter review, will include:

- Continuing with monthly PDF reports highlighting 'Lessons learnt' and collating these into a quarterly report for Core Group to discuss.
- Comprehensive relook of all complaint guidance, including the policy, guide to officers, the internet pages and the intranet, more data to be stored on our OpenHousing platform.
- Review of all customer interaction across Ian Williams, including a visit to the Hub to ensure all targets, requirements and policies are fully understood.
- Ensure that the annual complaints report/updates on complaints data are shared with the Housing Service Lead and the Housing Strategic Lead and that consideration of complaints is included in the Housing Review Board.
- Developing the 'customer interaction' training for internal officers and Ian Williams operatives. This will include the development of a simple e-learning training course for front line staff to allow them to understand the role and purpose of customer expectations and satisfaction.

- Focus more on the lessons learned from upheld complaints and how these can be addressed effectively.
- Commence and continue the Repairs Tenant Group, ensuring this is held regularly, unfortunately, we are lacking members, but hope to have this issue sorted soon.