

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

**Date of Meeting:** 28 March 2019

**Public Document:** Yes

**Exemption:** None

**Review date for release** None



**Agenda item:** 8

**Subject:** **Integrated Asset Management Contract Mobilisation**

**Purpose of report:** This report summarises progress on the mobilisation of the new integrated asset management contract, introducing the structure and timetable for the process

**Recommendation:** **That members note the progress made in the mobilisation of the new contract.**

**Reason for recommendation:** Mobilisation is ongoing; a further update will be provided at the June HRB meeting

Members should also note that Ian Williams will be in attendance at the Housing Review Board meeting and will be presenting to Members an overview of the company.

Members are invited to put forward any questions to the Ian Williams team at the meeting.

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

**Financial implications:** There are no current financial implications.

**Legal implications:** There are no current legal implications.

**Equalities impact:** Medium Impact

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

**Risk:** Medium Risk

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

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

[110118.pdf](http://eastdevon.gov.uk/media/1973368/combined-hrb-agenda-110118.pdf) (item 11)  
<http://eastdevon.gov.uk/media/1973368/combined-hrb-agenda-120117.pdf> (item 14 and 15)  
<http://eastdevon.gov.uk/media/2022994/combined-hrb-agenda-090317.pdf> (item 11)  
<http://eastdevon.gov.uk/media/2140883/combined-hrb-agenda-150617.pdf> (item 9)  
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<http://eastdevon.gov.uk/media/2197069/combined-hrb-agenda-070917.pdf>(item 10)  
<http://eastdevon.gov.uk/>

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

## 1. Background

- 1.1 The new integrated asset management contract was awarded to Ian Williams Ltd with a revised start date for the new service agreed as being 1<sup>st</sup> July 2019.
- 1.2 We held an initial mobilisation Steering group meeting on 10<sup>th</sup> December and carried out some initial training on the new service model to make sure that our staff were prepared for mobilisation.
- 1.3 This report summarises the progress made since the last HRB meeting and provides more detail on the sub groups that will ensure mobilisation is carried out as seamlessly as possible. In addition a project plan has been included as **annex 1** to this report. It should be noted that the project plan is a live document that is subject to change as the project develops.

## 2. Mobilisation Sub Groups

- 2.1 Following discussions at the initial Steering Group meeting on 10<sup>th</sup> December, a number of sub groups were set up to carry out specific tasks relating to the mobilisation of the new contract. All the sub groups will contain staff from Ian Williams as well as staff from EDDC, not just from Housing but also from our corporate teams (e.g. Communications and Health and Safety).
- 2.2 The **Steering Group** oversees the work of six sub groups and has overall management of the mobilisation project plan (Annex 1). This group contains the senior management teams of both Ian Williams and EDDC. Although there are separate groups for specific elements of the mobilisation, it is important to recognise that each group will impact and inform the work of others. The Steering group will also be responsible for ensuring that these links are identified and maintained throughout the mobilisation period.
- 2.3 The **Delivery Sub Group** focuses on the operational side of the new service. This group has already met twice to map out the end-to-end processes for both responsive repairs and voids management and will continue to meet monthly until the service goes live. As these processes underpin the whole service, they form a framework that informs the work the other sub groups.
- 2.4 The **ICT Sub Group** focuses on the IT infrastructure that will enable the new service to operate efficiently. This group also relies heavily on the work of the other sub groups, particularly the Delivery Sub Group as they will use the agreed process maps to set up IT systems that will facilitate these processes. The group will also work with the Commercial

Sub Group to enable EDDC to produce reports and measure our key performance indicators. This group arguably faces the greatest challenge but is vital to providing the improved customer experience that we are striving for with the new contract.

- 2.5 The **Commercial Sub Group** is tasked with working through all the financial aspects of the new service, from how the new model operates, how invoicing works, how performance measures are reported and how the costs are reviewed annually.
- 2.6 The **Social Value Sub Group** will look at how the new service can provide additional value to the wider community through its work. Delivering social value is a high priority for us, so the work of this group is significant. They will need to liaise with the Commercial Sub Group to make sure that we can effectively show how Ian Williams is able to provide the additional benefits to our tenants and the wider community.
- 2.7 The **Communications Sub Group** will work on both how we keep our tenants informed on a day to day basis (e.g. providing updates on when operatives will arrive at a tenant's property, what work will be done etc.) and how we can tell both tenants and the wider public of the benefits and good work that the new service is offering. It will also develop a communications plan to keep tenants informed in the run up to the go-live date.
- 2.8 The **Health and Safety Group** will focus on compliance. EDDC have a zero tolerance approach to this topic, so will work on producing robust systems for ensuring that any work carried out, and the environment in which the work is done pay due regard to Health and Safety. This work will inform and be informed by the ICT and Delivery sub Groups.

### 3 Progress so far

- 3.1 Most of our sub groups have now met and some significant groundwork has taken place.
- 3.2 Two initial Delivery group workshops have enabled us to produce process maps for both repairs and voids delivery. These will enable our ICT teams to start work on setting up our computer systems to mirror these processes.
- 3.3 The process of setting up our computer systems to operate the new service model is challenging. Our ICT team have started work on developing a level of integration between the systems of EDDC and Ian Williams to enable our staff to book appointments at the first point of contact.
- 3.4 It is clear that there is a lot of preparation work required for both teams to carry out before full integration can occur. However, our goal is still to achieve seamless and "real-time" updating of both organisation's computer software. We are currently working on a phased implementation plan that would ensure that we can book appointments at the first point of call from day one, with a view to achieving full integration of systems within the first few months of the contract.
- 3.5 With this in mind, the Housing Systems team have met with both Strata and Capita to formulate a plan to set up OPENHousing to deliver the new service model effectively. Work will be prioritised to achieve an operational IT system from day one.
- 3.6 The Communications and Commercial Sub groups have held their initial meetings and the remaining groups are due to meet at the start of April.

## 4 Challenges

- 4.1 ICT integration is key to the smooth running of the new service. As indicated in 3.3 above, the ICT teams of Ian Williams and EDDC have already begun working on this. There is a significant amount of groundwork required to enable the teams to adjust and develop each system to match the procedures that underpin the new service.
- 4.2 These procedures are numerous and diverse, covering not only the process by which tenants book appointments and track progress of repairs work but also how Ian Williams will invoice us for the work they do, as this will now be different to the current practice.

## 5 Milestones

- 5.1 Reflecting the challenges outlined in section 4 of this report, the majority of our milestones relate to the ICT preparations.
- 5.2 The table below summarises the key milestones for the project.

Task	Milestone
Repairs and Voids Processes Mapped	15/03/2019
Invoicing Processes Mapped	15/03/2019
ICT Approach confirmed	31/03/2019
ICT Configuration completed	30/04/2019
ICT system implementation completed	15/06/2019
User Testing begins	15/06/2019
ICT system live	28/06/2019
Contract Start date	01/07/2019

## 6 Recommendations

- 6.1 That members note the progress made on the mobilisation process.