

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.

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	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		
		3.5.6 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. 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. 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 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.	6.2.1	Partnership	01/09/2022	Not started	
		6.2.2	Partnership	01/11/2022	Not Started	
		6.2.3	EDDC	01/09/2022	Not Started	Conversations need to be held to reactivate this process.
		6.2.4	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. 6.3.2 IW to commit to additional resources to increase voids undertaken and ensure hand back.	6.3.1	IW	01/08/2022	In Progress	CM Recruited. To commence 13th June.
		6.3.2	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 7.2.2 Commit to engaging in more united community events together, like the more recent street clear up day 7.2.3 Bigger presence with 'good news' stories on social media.	IW	01/09/2022	In progress	Dates need to be established but there is a few locations that this will take place in going forward
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. 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	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.
			Partnership	01/09/2022	Not Started	To be undertaken after item above.