

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.

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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.
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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.

