

Report to: **Housing Review Board**

Date of Meeting: 20 June 2019

Public Document: Yes

Exemption: None

Review date for release None



Subject: **Integrated Asset Management Contract Mobilisation**

Purpose of report: This report summarises the final stage of progress on the mobilisation of the new integrated asset management contract

Recommendation: **That members note the progress made in the mobilisation of the new contract with confirmation that the new contracting arrangements will begin on the 1st July 2019**

Reason for recommendation: An update has been provided to the Housing Review Board at each meeting to ensure Members are informed of progress being made.

Officer: Amy Gilbert-Jeans, Acting Housing Service Lead, agilbert-jeans@eastdevon.gov.uk

Financial implications: All financial implications of the new contract are considered and evaluated in depth within the commercial sub group.

Legal implications: There are no legal implications identified

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 have continued to involve tenants throughout mobilisation through tenant groups and through direct representation on a number of working groups.

Risk: Medium Risk

Medium Impact

. 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> (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/>

<https://democracy.eastdevon.gov.uk//ieListDocuments.aspx?CId=152&MId=162&Ver=4> HRB March 2019

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 1st July 2019.
- 1.2 This report summarises the progress made since the last Housing Review Board meeting and provides reassurance to the Board that we are making excellent progress towards final preparations in order to commence our new contracting arrangements from the start of July.
- 1.3 As outlined in the report presented to the Board in March 2019, a number of specialist sub groups have been set up and have been working towards specific objectives and timescales in order to ensure we achieve everything required. The Steering group has been ensuring compliance with the project plan and a number of officers are now working solely on final preparation as we approach the start of the new contract arrangements.
- 1.4 As indicated at the March meeting, we have commissioned some additional resources from our procurement consultants, Echelon in order to support the mobilisation team with the final 3 months of preparation. Echelons expertise and extensive experience in the sector has proved particularly valuable and they have been able to support us through a time that we have seen some key vacancies within the management structure of the property and asset team. This has had the potential to cause significant disruption to the mobilisation process. Pleasingly we have also now recruited into the position of Property and Asset Manager, this has further strengthened the team.
- 1.5 The Ian Williams team are now present in the district, setting up office premises at Woodbury Business Park, just 4 miles from the centre of Exmouth. The position of Business Manager has been recruited into, usefully the Housing Service Lead was part of the interview panel with the recognition from Ian Williams that this is a key role in day to day delivery of the contract.

2. Demobilisation of current contractors

- 2.1 Demobilisation of the two existing contractors is challenging and we have been working towards a demobilisation plan in order to ensure mutual agreement of timeframes in relation to works orders ceasing, information exchange and final account processes being in place.
- 2.2 Recognising the risks involved and the potential impact this could have on the ability for us to manage the stock in the final few weeks, we have sought confirmation from Cabinet in order to agree an exemption from standing orders to set up a temporary arrangement with Ian Williams to assist us with labour in the run up to our start date. Our risk register identified two main issues at this stage, firstly the risk of the incumbent contractors losing labour as operatives may seek alternative employment. Secondly, the uncertainty of the level of 'tenant led' responsive repairs during the final few weeks/days of the contract, we

must be reasonable with expectations in relation to what the contractors are able to achieve. Setting up a transitional support arrangement ensures a safety net whereby the Property and Asset Manager can utilise the temporary arrangements as required. **Annexe 1** is a copy of the Cabinet report as presented to Cabinet on the 5th June. The reports sets out further detail in relation to this.

- 2.3 It is crucial for us to have a clear understanding of outstanding works in progress and communication with both contractors in relation to outstanding jobs in progress. This is a current area of focus for our team of maintenance surveyors with a view to ensuring tenants receive a realistic timeframe for the completion of repairs as we go through transitional arrangements. We are considering putting additional resources in place to deal with what may lead to an increase in tenants contacting us, Ian Williams are assisting also with increased support in the first few weeks in addition to the co-located employees that will be with us at Exmouth Town Hall on a permanent basis.
- 2.4 Ian Williams are liaising with our incumbent contractors to manage transfer of undertakings (TUPE). These discussions are ongoing and could be subject to change right up until the last day of the current contract. TUPE is not a matter that we get involved in directly, we expect all parties involved to ensure compliance with TUPE legislation in order to ensure support for front-line operatives through what can be an unsettling time.

3 Tenant communication

- 3.1 The communications sub-group has been responsible for all areas of communication including the content and frequency of communication to tenants. Helpfully we have had 3 tenant volunteers on the group to assist us with decision making in this area. The list below summarises the main methods of communication we have utilised;
- Regular briefings at the tenant involvement forum meetings as well as the repairs review group.
 - Mail out flyer to all tenants advising of new contract arrangements, including a fridge magnet with our contact details on.
 - Ian Williams have attended various resident association meetings across the district
 - Articles in each edition of the tenant magazine; Housing Matters
 - Various posts through social media, with the setup of a specific hashtag (#EDDCtenantshomerepairs)
 - Briefings for all housing staff recognising the need for staff across the service to be able to answer concerns and questions that tenants may have.
 - Verbal reminders are being given to all tenants who call up to report a repair, we have scripted this message to ensure consistency.
- 3.2 During August/September, we will be further enhancing the opportunity for tenant engagement with a series of roadshows that will seek to give all tenants the opportunity to meet contractors at a venue close to them. An event will be held in each community centre as well as consideration for hiring venues to ensure we can cover the whole district sufficiently. The events will be an informal opportunity for tenants to meet the Ian William's team as well as officers from the Property and Asset team. Dates and times will be circulated to all tenants once confirmed.

4 Post 1st July work

- 4.1 Comprehensive testing of new arrangements will be underway through-out June with a particular focus on ICT. There is the need for intensive training to be delivered to ensure staff are competent in new ways of working. In the run up to go live as well as the first week weeks after go live we will be ensuring increased management support of the front-line teams in order to be vigilant and aware of any early problems that we may encounter. Ian Williams will also be increasing staff presence within the town hall offices to assist with this. The Mobilisation team will hold weekly briefings for the first 4 weeks with the creation of a new post live issues log in order for us to keep a close overview on any early issues that may require quick resolution.
- 4.2 The format for meeting structures post live date has already been agreed and the board will receive a performance update specifically relating to the new contract arrangements at the September meeting.