



ADUR & WORTHING
COUNCILS

Joint Overview and Scrutiny Committee
Date: 14 July 2022

Adur Homes Maintenance and Repairs Service

1.0 Summary

1.1 This report provides an update on the progress made to improve the maintenance and repairs received by Adur Homes residents

2.0 Changes to Staffing structure

2.1 The first Phase of a new staff structure was implemented on 1 December 2021. The new structure reviewed the service areas and brought in the right leadership and skill set to deliver the changes required. The phase did not involve frontline roles.

2.2 A Neighbourhood Services Manager is now in post and leading on implementing changes to the services delivered to tenants and leaseholders. The Tenancy Handbook is now being rewritten and a leaseholder handbook will also be rewritten. Drafts of these documents will be shared with the appropriate tenant groups before they are finalised. A new tenancy agreement is also being developed with Legal Services to ensure that our tenancy agreement complies with current legislation. Tenancy services and Leasehold Services are now fully staffed.

2.3 An Interim Asset Manager who is now in post and leading on the review of the existing state of the stock, delivering immediate maintenance remedies and putting a plan in place for future investment both in the short and long term. Further details are provided in the report.

2.4 A new Leaseholders Forum has been established and leaseholders are now represented at the Adur Homes Management Board.

2.5 The recruitment process for a resident engagement officer has commenced.

3.0 Repairs and Maintenance

3.1 Repairs Performance

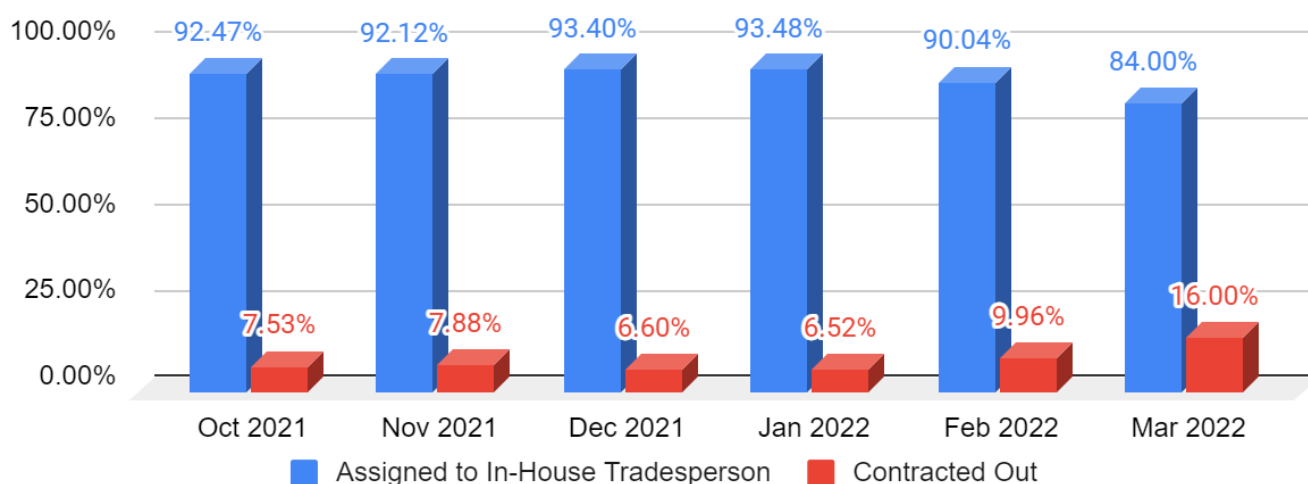
Significant focus has been on improving the quality of repairs undertaken by trades operatives. A dedicated multi trade chargehand now oversees contractor operations while two charge hands manage 12 trades operatives.

In the last 12 months to March 2022, 9 officers have moved on from Building Services with 3 dismissed for gross misconduct. Two managers and a trades operatives left the service in the last 6 months for performance or conduct reasons.

The table below shows the total number of jobs completed in the last 6 months to March 2022. Apart from February and March, over 90% of these jobs were completed. The drop in performance in February and March were due to a high number of officers taking annual leave in order to use their leave before the end of the financial year.

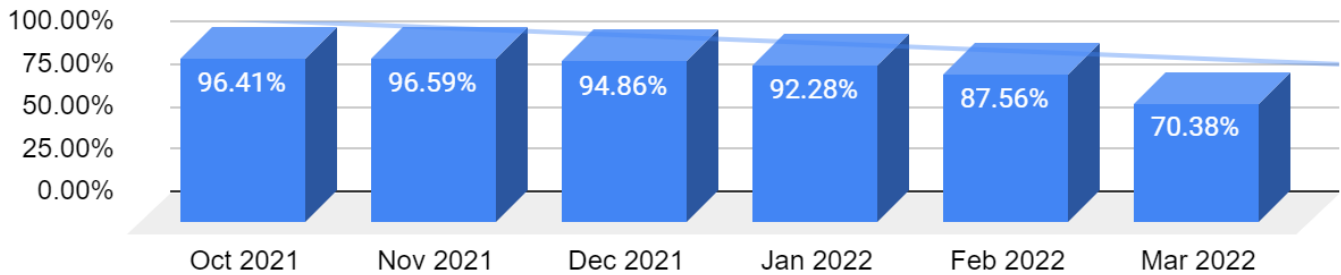
	Total Jobs Raised	Total Completed	% completed	Assigned In-House	Contracted out
Oct 2021	1806	1776	98.34%	1670	136
Nov 2021	2005	1905	95.01%	1847	158
Dec 2021	1500	1392	92.80%	1401	99
Jan 2022	1871	1700	90.86%	1749	122
Feb 2022	1938	1667	86.02%	1745	193
Mar 2022	1881	1243	66.08%	1580	301

The graph below shows that over 90% of these jobs were assigned to trades operatives in the Councils' Building Services except for March. For similar reasons as above, more jobs were assigned to contractors in February and March.



Percentage of Jobs assigned In-House and to Contractors

The graph below shows that Building Services completed at least 92% of all assigned jobs except in February and March. There was a decline in the performance from December which continued up till March. This was due to tradespersons being paired for all jobs in December and January as well as annual leave.



Percentage of assigned jobs completed by In-House tradespersons

3.2 Managing complaints about repairs

In acknowledgement that the change process will take some time to resolve most of the issues experienced by residents, a Customer Enquiries Officer was recruited in October 2021 to deal with issues raised by residents. This has resulted in fewer repairs complaints being escalated to Stage 2 of the Councils' complaint process.

All enquiries relating to repairs raised by Councillors to the dedicated email address, adurhomesce@adur-worthing.gov.uk, are reviewed weekly at the Problem Resolution Group which is chaired by the Head of Housing.

3.3 Voids

A significant amount of the voids created when tenants move require major works. This has created delays in the void turnaround time. The major works arise due to the poor state of the properties and the prevalence of asbestos within the stock. The Council has commissioned a local company to provide additional capacity to assist with turning the voids around quicker.

4.0 Health and Safety (H&S) compliance

4.1 To ensure Adur Homes stock complies with health and safety standards, the Council commissioned NPS (a company owned by Norfolk Council) to provide additional capacity. NPS to housing services.

4.2 Housing services supported by NPS carried out a detailed gap analysis of health and safety compliance in Adur Homes stock. The analysis identified gaps in the following areas - asbestos management, electrical safety, fire safety contracts, gas safety check compliance, legionella, lifts servicing, community alarm replacement, the Inner Rooms Project and building inspections.

4.3 NPS has produced 5 Work Stream briefs with actions, which the service is now working on. The brief covers the following areas

- Asset Management
- Contracts and Procurement
- People and Culture
- Strategy and Investment
- Systems and Data.

4.4 Managing Asbestos within the stock

A Corporate Asbestos policy and an Adur Homes Management Plan has been created. A tender for an Asbestos reinspection programme and Asbestos remedial work programme

is ongoing. A new system, AlphaTracker has been procured corporately to hold all asbestos survey records.

All trade operatives and Housing Officers have received training on Asbestos Awareness. One officer has obtained and a second is being supported to attain P405 qualifications which will allow them to carry out basic audits of asbestos removal projects and act as the asbestos coordinator.

4.5 Electrical Safety

A contractor has been working with the service to carry out electrical safety inspections on all Adur Homes stock and ensure all Category 1 and 2 failures are remedied immediately.

A 5 year contract with the option to extend for a further 2 years is currently going through the procurement process. This will provide a compliant contract with a program of works to enable full compliance by the end of year 4 of the contract.

- 4.6 Fire Risk Assessments are up to date and a regime is now in place to review these within the review date. While immediate remedial action is undertaken where high risks are identified, most of the remedial work needed are put into the Capital Improvement programme. The Council is also has 100% compliance with Landlord Gas Safety Certificates

A recent review meeting with West Sussex Fire and Rescue Service (WSFRS) was successful. They were happy with our approach and our financial and resource commitment to mitigating the issues in a risk based way.

5.0 Contracts and Procurements

- 5.1 A task and finish Housing Contracts and Procurement group, led by the Councils' Chief Finance Officer, is working to bring all repair and maintenance contracts up to date, ensure contracts comply with the Councils' Contracts and Procurement Policy and also achieve value for money.
- 5.2 Given the amount of contracts that need to be procured, the group has prioritised the contracts. Work is currently being undertaken to procure 14 contracts, all of which are in different stages of the procurement process.

6.0 Capital Improvement Works

- 6.1 The Council allocated new capital investment of about £5,000,000 each year in 2021/22 and 2022/23.
- 6.2 Essential maintenance work in Southwick to address residents' concerns continues to take place. A dedicated survey has been appointed to deal with maintenance issues and repairs identified by Southwick residents are being addressed.
- 6.3 Some of the capital investment works started in 2021/22 have continued into the 2022/23 financial year. There several reasons for the delays include the impact of the COVID-19 pandemic and contractor performance.

6.4 The following projects are ongoing - Inner Rooms remedial works, Sheltered Housing and General Housing fire safety remedial works, Shadwells Court Ground Source Heat Pump project, Door Entry Systems replacements project, Fire Door installations and inspection and maintenance programme, Community Alarm replacement works. The external works to Bushby and Beachcroft are nearing completion.

6.5 The table below shows new projects planned for this financial year

Project	Description	Timeline
Southwick Estate Interim Works	Interim capital works programme to buildings in the Southwick Estate to ensure they remain safe and habitable until a decision is made regarding development/refurbishment.	Autumn or Winter 2022/23
Penstone, Osbourne and Warren Court Balconies	Balcony repairs and railing replacements.	Autumn 2022
UPVC replacement programme	A prioritised programme of window and balcony door replacements.	Autumn 2022
Roof covering replacement programme	A prioritised programme of roof covering replacements, including Fraser Court	Autumn 2022
Millfield	A repair programme across the estate to ensure buildings remain safe and habitable.	Autumn 2022

7.0 Asset Management Strategy

7.1 We are currently undertaking estate level inspections across all of our stock. These will provide information around the level of repairs required across the external areas, internal common areas and external building fabric.

7.2 We have also created a Stock Condition Survey (SCS) within the T100 IT System and we are targeting specific properties as and when required. Moving forwards once we have adequate resources we will commence a program of SCS's.

7.4 We have initiated some high level options appraisals across some of our large sites, this is where it has become apparent that the level of investment required falls outside of the typical 'planned capital' works. These sites also pose other issues around fire safety, construction design and appropriate accommodation.

7.5 We are working collaboratively and holistically with the wider teams outside of Adur Homes to ensure information is shared to enable key strategic decisions to be made intelligently and support the overall aspirations of Adur District Council in delivering affordable accommodation which is fit for purpose.

7.6 At this point we are focusing on ensuring that the information that is collected is managed, analysed and used in a meaningful way.

7.7 As we move through these processes we will be able to start to define an asset management strategy.

8.0 Data Management

8.1 Availability of reliable data is key to managing service performance, managing risk, planning for the future and ensuring appropriate governance. It is our intention to provide regular service performance reports in the future for both residents and elected members.

8.2 However, issues with Housing Services IT systems and gaps in skill set make this a significant challenge at present, especially with quality of data. The service currently uses 11 different IT systems, some of which do not interact with each other including several spreadsheets which hold information.

8.3 As part of the Phase 1 restructure, the Strategy and Performance Team was created to provide reporting and strategic reporting capacity. An Applications and Systems officer role was also created to work with Digital Services and the newly appointed Corporate Data Lead to develop data systems within Housing Services.

8.4 Though the work to improve data management is being led corporately, Housing services have already scoped the challenges. A subgroup in Housing Services has been created to work with the Corporate Data Lead to deliver and implement a plan to improve how we capture and hold data. It is anticipated that the plan will be delivered in stages as it will need to run alongside the changes to the services IT systems.

For further information contact

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