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<b>REPORT TO:</b>	<b>HOUSING AND COMMUNITY SERVICES</b>	<b>AGENDA ITEM: 7</b>
<b>DATE OF MEETING:</b>	<b>19<sup>th</sup> AUGUST 2021</b>	<b>CATEGORY: DELEGATED</b>
<b>REPORT FROM:</b>	<b>STRATEGIC DIRECTOR - SERVICE DELIVERY</b>	<b>OPEN</b>
<b>MEMBERS' CONTACT POINT:</b>	<b>PAUL WHITTINGHAM</b> <a href="mailto:Paul.whittingham@southderbyshire.gov.uk">Paul.whittingham@southderbyshire.gov.uk</a>	<b>DOC:</b>
<b>SUBJECT:</b>	<b>REPAIR AND MAINTENANCE REVIEW 2020/21</b>	
<b>WARD(S) AFFECTED:</b>	<b>ALL</b>	<b>TERMS OF REFERENCE: HCS01/HCS03</b>

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## **1.0 Recommendations**

- 1.1 That the Committee considers the annual review of repair and maintenance performance for 2020/21.
- 1.2 That the Committee endorses the outline programme of works for 2021/22.

## **2.0 Purpose of the Report**

- 2.1 To update the Committee on the performance of the Repair and Maintenance Service during 2020/21.
- 2.2 To provide the Committee with an outline of the current years' major works programme for 2021/22
- 2.3 To update the Committee with progress on other activities and initiatives to support the delivery of the Council's Housing Asset Management Strategy and the Housing Quality Network Review Action Plan.

## **3.0 Executive Summary**

- 3.1 On 6 June 2019, the Housing and Community Services Committee agreed an Action Plan developed by the Housing Quality Network for the Council for the delivery of Improvements to the Repair and Maintenance service.
- 3.2 On 20 August 2020, the Committee also agreed a revised and updated Housing Asset Management Strategy Action Plan.
- 3.3 Work has been underway to deliver the actions within these plans including; contract management, the development of new policies and procedures and enhanced resources for dealing with customer enquiries.

3.4 This report provides a summary of the services delivered by the Council's Housing Repair and Maintenance teams and also the Council's contractors who support the in-house teams and also deliver major, planned and specialist works.

#### 4.0 **Detail**

##### 4.1 **Major and Planned Works**

On 3 June, the Committee was informed of the Council's performance against the Corporate Plan target to achieve capital spend.

4.2 The majority of major, planned and cyclical works are delivered under the terms of the contract with NOVUS which commenced in July 2019 after the expiry of the previous contract in March 2019. The financial year 2020/21 is, therefore, the first full financial year of the contract which has an initial term of three years with an option to extend for a further period of two years.

4.3 The planned works strand includes additional fire safety works which were transferred from another contractor whose performance was deemed to be poor. Planned External Maintenance included items such as garage refurbishment as "stop gap" works where other work strands could not be progressed due to the lack of access to properties or the shortage of materials. Outstanding works have been rolled over into the current financial year. As a summary of the performance against the planned programme delivered by NOVUS is provided in the table below.

<b>Contract Strand</b>				
	<b>Programme</b>	<b>Complete</b>	<b>Refused by Tenant</b>	<b>Annual Spend</b>
Voids	251	199	-	108,0846.86
<b>Planned Works</b>				
Kitchens	95	71	24	349,759.04
Bathrooms	40	37	20	141,041.05
Roofs	100	79	-	554,126.59
Planned External Maintenance	Miscellaneous external works	98	-	262,684.59
Fire Safety	124	82	-	96,600.86
Electrical	1711	1711		£170,015.00
Adaptations	53	39	-	118,588.28

4.4 The contract is managed via a Performance Group comprising the Strategic Directors of Corporate Resources and Service Delivery and the Heads of Housing and Corporate Property. The operational management of the contract is carried out through monthly performance meetings and separate meetings for each of the contract work streams. A suite of performance Indicators are used in the management of the contract. Performance against the Key Indicators is contained within the table below.

4.5

<b>Indicator</b>	<b>TARGET</b>	<b>ACTUAL</b>
<b>Defects / Handovers</b>	2/ property	<b>Average 0.5</b>
<b>Programme related, property turnaround</b>		
<b>Kitchen</b>	10 days	<b>100%</b>
<b>Roof</b>	7 days	<b>98%</b>
<b>Bathroom</b>	7 days	<b>100%</b>
<b>Disabled Facilities Grant</b>	10 days (avg.)	<b>100%</b>

- 4.6 Customer Satisfaction data is collected and verified by the Council at the completion of kitchen, bathroom and roofing installations. Satisfaction is scored by the customer between zero and ten with ten marks being the highest. Scores of above eight are treated as being satisfied. Scores less than eight are investigated further.

<b>Customer satisfaction</b>	<b>TARGET</b>	<b>ACTUAL</b>
% Return	> 40%	<b>75%</b>
<b>Performance feedback</b>	<b>90%</b>	<b>96%</b>

- 4.7 Satisfaction scores at the completion of works are above target. However, the Council was made aware of a number of occasions where tenants were dissatisfied with the conduct of on site works especially where the contractor is on site for seven to ten days, or where there are unforeseen delays in the manufacture or delivery of materials. These were discussed with the Contractor at the Performance group, and they the contractor has instructed its own Tenant Liaison Officers to make additional contact with tenants whilst their operatives are on site or provide telephone updates where necessary.
- 4.8 The Committee will also note that the performance of the roofing strand of the contract is a little lower than the other strands. This performance was also reflected in feedback from tenants with regards to the conduct of contractors on site. The contractor has taken action to remove certain operatives and teams from working on Council properties in response to this.
- 4.9 **Void Properties.**

The contract with NOVUS did not commence until July 2019. This meant that the Council was without a contractor to carry out major works for a period of three months. Consequently, a backlog of vacant properties accrued during this period. Lockdown restrictions from March 2020 meant that properties could only be let in exceptional or emergency basis. The Council and its contractors were able to continue to work on vacant properties in order to relet them where the regulations allowed. In total, works to 199 properties were completed during 2020/21 despite the restrictions on labour and materials during the lockdown period. During this time properties did continue to become vacant as existing tenants passed away or moved on meaning that the number of void properties continues to be higher than expected. Good progress has been made by Council, NOVUS and NEWYs the Council's electrical contractor in bringing more properties back into use. The table below

illustrates the number of lettings prior to, during and after the main lock down periods for the period of January to June in each year:

<b>Period</b>	<b>Jan – June 2019</b>	<b>Jan June 2020</b>	<b>Jan June 2021</b>
Number of Lettings	115	83	153

The number of vacant properties has been affected by an increase in the number of existing tenants being granted a transfer to a vacant property. This in effect creates an additional empty property. Ordinarily transfers account for between fifteen and seventeen percent of all vacant properties. In the period January to June 2021 this has increased to twenty five percent.

Whilst properties have been vacant the Council has taken the opportunity to carry out significant investment in the housing stock especially in respect of rewiring. Where it has been discovered that a property may need to be rewired in the next five years this work has been completed during the void period. Whilst this work and the associated asbestos survey, removal and subsequent remediation works have lengthened the void period, it obviates the need to carry out such intrusive works at a later date whilst the property is occupied.

#### 4.10 Adaptations

The Council carries out adaptations to its own housing stock funded through the Housing Revenue Account and also to private sector dwellings funded through the Better Care Fund, delivered within the guidelines of the Disabled Facilities Grant process. During 2020/21 the following works were completed:

<b>Tenure</b>	<b>Works completed</b>
Council	25
Private	27

During the lockdown period and afterwards the Council, Derbyshire County Council (DCC) and contractors had difficulty in gaining access to properties where the occupants were “Shielding” or “Clinically Extremely Vulnerable”. The following works are in the referral pipeline and subject to Council approval:

<b>Tenure</b>	<b>Referrals</b>
Council	32
Private	51

In order to address this pipeline of works, the Council has secured an additional contractor through a procurement framework with capacity to complete specialist adaptation works in the Council’s own stock and within private sector housing. The Council has also invested in a bespoke software system to speed up the parts of the adaptation process that it is responsible for. DCC and all districts in Derbyshire are seeking ways to improve the capacity of the process and also the speed at which it delivers adaptations to customers. Arising from this are new processes for the delivery of stairlift services and modular rather than concrete ramps to properties which the Council will be trialling shortly.

#### 4.11 Responsive /Day to Day Repairs

Responsive and day-to-day repairs are carried out by the Housing Direct Labour Organisation, (DLO) supported by NOVUS for electrical and major repairs, Renuvo,

for Gas repairs and a range of other contractors for specialist repairs and maintenance for example, repairs to communal television aerials and laundry equipment. These repairs are completed within the Repairs Policy. A draft revised policy was presented to the Housing and Community Services committee on 20 April 2021 and is currently undergoing consultation with tenants and other customers. The results of this consultation and a final version of the policy will be presented to the Committee in September.

The overall performance in the delivery of these repairs is shown in the table below:

	<b>2021 Total Completed</b>	<b>Within Target</b>	<b>% Within Target</b>
<b>Emergency</b>	2137	1945	91%
<b>Within 3 Days</b>	1188	950	80%
<b>Within 9 Days (gas follow on Works)</b>	210	203	96.67%
<b>Within 20 Days</b>	2821	2595	92.16%
<b>Total</b>	<b>6356</b>	<b>5693</b>	<b>90%</b>

4.12 Achieving the target timescales during 2020/21 has proved difficult for a range of reasons associated with COVID-19 pandemic. Whilst tenants have continued to report repairs and maintenance issues, government guidance during the initial lockdown period only allowed for essential or emergency works to be carried out. Even in these situations there have been a number of tenants that have not either been able or willing to allow access to operatives to complete the necessary work due to their Shielding or Clinically Extremely Vulnerable status.

There have been some difficulties with builders' merchants being able to provide materials. The Council's own supplier has reported increased delivery times and prices for basic materials, fixtures and fittings. The Council's contractors have thus far been able to secure alternative provision of materials such as roof tiles in order to maintain the completion of programmed works. Manufactured products such as external doors and garage doors have proved much more difficult to obtain either from existing or alternative providers. This situation has become more evident since the start of January 2021.

Since the start of the current Financial Year customer satisfaction data for repairs is being collected in hard copy format. Work is in progress to find more efficient and effective ways of collecting and reporting on this data electronically in line with the Government's expectations in the "Housing White Paper" which was presented to the Committee on 28 January 2021.

#### 4.13 Programme of Works 2021/22

A programme of improvement works to Council properties is already well underway. This programme is aimed at delivering the Council's statutory requirements as a landlord and also the aims within the Housing Asset Management Strategy to:

- Achieve the South Derbyshire District Council standard for property condition, exceeding Decent Homes Standards
- Improve energy efficiency and reducing fuel poverty
- Repair and maintain properties to agreed standards.

Major elements of the programme include works to address all aspects of Housing Safety and implement the contents of the suite of policies for Fire, Lift, Electricity, Gas, Asbestos and Legionella safety which were agreed by the Committee on the 19 November 2020. The programme also assists the Council in complying with the ethos of the Government's recent White Paper with its focus on property condition and safety.

The outline programme is detailed in the table below and includes specific additional items for Fire Risk Assessment, Active and Passive Fire Protection, sprinkler system and lift system servicing.

There is also provision for Planned External Maintenance (PEM) which supports the provision of external works to homes and also the improvement of communal areas and facilities that are still of benefit to Council tenants. A separate programme of estate improvements will be considered during 2021/22 along with the potential transfer of land from the Housing portfolio to the general portfolio where there are no longer any Council tenants benefitting from this land or facilities.

Also during 2021/22, a final report and supporting data regarding the energy performance and carbon efficiency of Council Homes will be received from Nottingham City Council. This data will be used to inform the development of future work programmes and to support bids for government funding to improve the energy and carbon efficiency of the housing:

Workstream	Average Cost	Number of Installs	PROJECTED COST
<b>Repairs &amp; PEM</b>			
DLO Support/VOID works			£ 425,000
Electrical Day to Day Repairs			£ 150,000
Electrical Testing	£120	1125	£ 135,000
PEM			£ 289,000
<b>Anticipated Day to Day Repairs HRA Annual Spend</b>			<b>£ 999,000</b>
<b>Compliance / Enabling Works (Planned)</b>			
Asbestos Removal			£ 35,000
Asbestos Survey			£ 20,000
Legionella Testing & Remedial			£ 20,000
SPRINKLER SERVICING (IMIST)			£ 5,000
Lift Servicing & Remedial			£ 20,000
DAMP WORKS			£ 20,000
FIRE RISK ASSESSMENT			£ 30,000
REPLACEMENT SMOKE ALARMS	£1,000	50	£ 50,000
Active Fire Protection - Servicing			£ 100,000
Passive Fire Protection - Firestopping			£ 100,000
GAS SERVICING & Heating maintenance			£ 356,400
<b>Anticipated Planned HRA Annual Spend</b>			<b>£ 756,400</b>
<b>Planned Works</b>			
Kitchens	£4,500	95	£ 427,500
Bathrooms	£3,700	40	£ 148,000
Roof Coverings	£7,000	85	£ 595,000
Rewires (INC VOIDS)	£3,400	100	£ 340,000
Active Fire Protection - Installs			£ 30,000
Communal Doors (Bamford)		2	£ 17,500
Passive Fire Protection - Fire Doors	£2,000	210	£ 420,000
Heating Installs	£3,475	115	£ 399,625
<b>Anticipated Planned Capital Annual Spend</b>			<b>£ 2,377,625</b>
<b>Overall MRA Budget</b>			<b>£ 2,383,000</b>

stock:

## 5.0 Financial Implications

- 5.1 The Medium-Term Financial Plan for the Housing Revenue Account (HRA) was reported to both Housing and Community Services and Finance and Management Committee in February 2021. The budgets approved at this time covered both capital and revenue expenditure for a ten-year period.
- 5.2 The approved revenue budget for 2021/22 for repairs and planned maintenance totals £1,815,618. This will leave a slight underspend of £60,218 for the year.
- 5.3 Capital approvals for 2021/22 excluding disabled adaptations total £2,383,000 and a proposed underspend of £5,375 is included within the report.

5.4 The proposals are all fully funded as per the MTFP reported in February.

## **6.0 Corporate Implications**

### **Employment Implications**

6.1 There are no direct employment implications contained within this report

### **Legal Implications**

6.2 There are no direct legal implications contained within this report.

### **Corporate Plan Implications**

6.3 The contents of this report directly contribute to the aims within the Council's Corporate Plan to:

- Support and safeguard the most vulnerable
- With partners encourage independent living and keep residents healthy and happy in their homes;
- Promote health and wellbeing across the District
- Improve the condition of housing stock and public buildings.

### **Risk Impact**

6.4 The Contents of this report have a direct impact on the Service Delivery Identified Risk-SD3 – Safety standards: Failure to comply with basic safety standards in flats/blocks with communal areas.

## **7.0 Community Impact**

### **Consultation**

7.1 Customers are asked to provide their opinions on the planned and major works programme on completion of works in their own home. The collection of customer satisfaction information from tenants in receipt of day-to-day repairs is also now underway.

7.2 A revised and updated Repairs Policy is currently under consultation with the public and a final version will be returned to the Committee later in the year.

### **Equality and Diversity Impact**

7.3 The provision of safe accessible housing is in line with the aims of the Council's Equality and Diversity Action Plan.

### **Social Value Impact**

7.4 The contents of this report do make a direct contribution to delivering the aims of the Council's Sustainable Communities Strategy to: Help More people feel safe and secure in their home and in the community, particularly those who are most vulnerable.

### **Environmental Sustainability**

7.5 The processes in place for the management of contracts and contractors now also include the Council's environmental induction process. During 2021/22 work will continue to identify programmes of work that will improve the energy and carbon efficiency of Council Homes. A number of contracts will be reviewed during 2021/22 including the contract for the provision of gas heating and maintenance services. This review will include the preparation for and provision of low carbon heating sources.

## **8.0 Conclusions**

8.1 Whilst the COVID-19 Pandemic has had an impact on repair and maintenance services for Council homes this impact has been managed to ensure that wherever possible both planned and responsive works have been completed, albeit at times within longer timescales.

8.2 The major priorities for the coming year are compliance with the housing safety and customer satisfaction requirements within the emerging regulatory regime described in the governments White Paper referenced in this report.

8.3 Bringing empty Council properties up to lettable standard and reducing the time that they are empty remains of utmost importance for the staff teams and contractors alike.

## **9.0 Background Papers**

Reports to Housing and Community Services Committee:

6/6/2019 -Housing Quality Network Strategic Review

20/8/20 – Housing Asset Management Strategy and Action Plan

19/11/20- Housing Safety policies

28/1/21- Social Housing White Paper

20/4/21- Housing Repairs Policy