

CASSC Performance Panel – Voids Deep Dive Action Plan

Number	Recommendation	Response	Officer
1	Work with Ian Williams and Vinci to reduce the clean and clear target to two days.	<p>Process amended since the recommendation was made</p> <p>The change in the voids process to clear properties as a separate activity before issuing the overall work to the contractor was implemented in order to allow a better assessment of the work required. It was anticipated that this would reduce variation orders being issued once work had commenced.</p> <p>Following a review of this change however it was decided that it was causing undue duplication of work and delay. Therefore this procedure has been amended and the full voids work is issued to the contractor as soon as possible with any variation orders being checked on site before being agreed.</p> <p>Monitoring will take place on the overall time taken to complete the void work.</p> <p>Where, exceptionally, the property does need to be cleared before being issued to the contractor due to large volumes of rubbish /belongings left in the property which prevent any assessment of the work required, we will aim to clear these properties with our in-house Clean and Clear team.</p> <p>All targets will be reviewed as part of the new contract.</p>	SB
2	Carry out Asbestos Management Surveys, where needed, within the notice period and book intrusive sampling, where needed, for as soon as the property is available.	<p>Agreed in principle</p> <p>We have management surveys on most of our properties, the surveys we require tend to be intrusive surveys and involve taking samples of the fabric of the property, and this is best done when the property is empty. It is unlikely we would do a management survey alone on a void property.</p> <p>However the general point of doing more work within the notice period is accepted and this will be a priority area for change going forward. Where an asbestos</p>	SB

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		survey is needed this will be considered as part of this work.	
3	Expand the quick turnaround project as swiftly as possible.	<p>Agreed</p> <p>Work is underway to expand and mainstream this work.</p>	EC
4	Continue to manage the current contract as robustly as possible.	<p>Agreed</p> <p>There are ongoing meetings with contractors on both operational and strategic meetings, however despite this performance has not improved and has deteriorated further over the winter period.</p> <p>A meeting between Jane Thomas and the Director of Ian Williams has been set up to discuss ongoing concerns about performance.</p> <p>A further contractor has now been mobilised and early indications about performance are good. If further monitoring shows this to be the case then voids issued to the other contractors will be reduced.</p>	JT
5	Learn from the shortfalls experienced with the existing contract and ensure these are addressed in the new contract.	<p>Agreed</p> <p>The shortcomings of the current arrangements are being captured by a series of workshops and these will be used to inform the future procurement arrangements.</p>	SB
6	Ensure the new contract is customer focused, emphasising solutions, outcomes and the work required to ensure successful and timely relets.	<p>Agreed</p> <p>The contract performance indicators and outcome measures and penalty arrangements will be fully reviewed and amended in the preparation for the new contract in June 2017.</p>	SB

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7	Ensure the new contract contains a suite of performance indicators that enable the identification of problems and enables effective contract monitoring.	<p>Agreed As above</p>	SB
8	Ensure the new contract contains levers to enable effective contract management, including incentives and penalties.	<p>Agreed As above</p>	SB
9	Commence allocations and lettings process for all void properties whilst repairs and decoration works are underway.	<p>Agreed in principle</p> <p>The practicality of this is being considered taking into account the safety aspect of viewing properties whilst works are ongoing and will be piloted during 2016/17 .</p>	SB
10	Trail multiple viewing and multiple offers to learn success factors and changes required to existing systems to enable successful roll-out for the majority of void properties.	<p>Agreed</p> <p>This is in place for the quick turn around voids and multiple offers are being made. Lessons learned from this will be considered before any general roll out of the approach during 2016/17.</p>	EC

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11	Think through resource allocation requirements to enable the above and redirect resources as appropriate.	<p>Agreed</p> <p>It is agreed that the current resources for the void process require a fundamental review, to mainstream the quick turn around approach to voids, to make better use of the notice period and to prevent duplication of work across teams. The review will be carried out during 2016/17.</p>	JT
12	Refine void management performance reports to enable quick identification of performance blockages and performance trends in order to improve performance.	<p>Agreed</p> <p>While considerable monitoring is already carried out there is some room for improvement and the reports will be reviewed by the group ahead of the new financial year.</p>	EC/ SB
13	Redefine the role and focus of the Voids Working Group so that it uses performance report to identify the root causes of poor performance and puts in place solutions in order to improve performance.	<p>Agreed</p> <p>The work of the voids working group will continue to be developed to target the root causes of delays</p>	EC/SB
14	Design and implement an effective customer satisfaction survey that helps to drive performance improvement by targeting refinements to policy and procedure, whilst	<p>Agreed</p> <p>A draft survey has been developed and is currently being finalised. Surveys will start to be used in the new financial year.</p>	EC

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15	Collect and monitor the number of repairs required to properties, within six months of re-letting.	<p>Agreed This information will be collected from 1st February 2016.</p>	SB																
16	Collect and monitor the number of tenancies ending within six months of letting and the reasons given for these.	<p>Agreed.</p> <table border="1" data-bbox="730 711 1890 1070"> <thead> <tr> <th data-bbox="730 711 1140 911">Date</th> <th data-bbox="1140 711 1361 911">Tenancy ended within 6 months</th> <th data-bbox="1361 711 1626 911">Total Tenancy Ended</th> <th data-bbox="1626 711 1890 911">% Ended within 6 months</th> </tr> </thead> <tbody> <tr> <td data-bbox="730 911 1140 983">2013/14</td> <td data-bbox="1140 911 1361 983">48</td> <td data-bbox="1361 911 1626 983">940</td> <td data-bbox="1626 911 1890 983">5.1%</td> </tr> <tr> <td data-bbox="730 983 1140 1026">2014/15</td> <td data-bbox="1140 983 1361 1026">42</td> <td data-bbox="1361 983 1626 1026">887</td> <td data-bbox="1626 983 1890 1026">4.7%</td> </tr> <tr> <td data-bbox="730 1026 1140 1070">2015/16 (16 Mar)</td> <td data-bbox="1140 1026 1361 1070">39</td> <td data-bbox="1361 1026 1626 1070">745</td> <td data-bbox="1626 1026 1890 1070">5.2%</td> </tr> </tbody> </table> <p data-bbox="730 1155 1861 1225">As can be seen from the above figures, very few tenancies end during the first 6 months and this is not seen as a significant issue.</p> <p data-bbox="730 1273 1861 1417">The reasons for these tenancies ending are set out below, these are limited and do not capture the tenants reason for leaving in most cases. A review will be carried out of the information captured when a tenancy ends to establish if more useful information can be captured. This will be carried out during 2016/17.</p>	Date	Tenancy ended within 6 months	Total Tenancy Ended	% Ended within 6 months	2013/14	48	940	5.1%	2014/15	42	887	4.7%	2015/16 (16 Mar)	39	745	5.2%	JT
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