

25th June 2019

Environment, Enforcement and Housing Committee

Housing Assets Investment Programme

Report of *Steve Summers, Chief Operating Officer*

Wards Affected: *All*

This report is: *Public*

1. Executive Summary

1.1 This report provides the committee with a progress update on matters in relation to the following:

- Axis Contract
- Stock condition survey
- Planned Maintenance programme
- Compliance
- Keystone
- Snakes Hill

1.2 This update report follows on from the previous progress report on these matters which were provided to the 5th March 2019 Community, Health & Housing Committee.

2. Recommendation(s)

2.1 To note the contents of the report.

3. Introduction and Background

Axis contract

3.1 Following a comprehensive mobilisation exercise the Axis contract went live on the 4th of June which will provide a comprehensive planned and maintenance programme over the next 15 years which will be reviewed at set intervals. The contract encompasses the delivery of the Councils

reactive, void, compliance and planned maintenance of the Housing Stock under a price per property agreement (PPP) and scheduled pricing.

- 3.2 This will be monitored/audited primarily by the Housing Repairs team by the interrogation and monitoring of Key Performance Indicators Contract meetings, quarterly performance reviews, pre and post joint site inspections, Variation approvals and a two-stage invoice authorisation process.
- 3.3 Axis operatives have undergone Axis and BBC customer care training. An open forum session was held by Housing Surveyors as part of the induction process to ensure Operatives work to the Council's Customer Services standard, work ethics and reporting process in line with the Council's policy and procedure.
- 3.4 Mobilisation week was very successful and there was no detrimental impact on our service delivery to our Tenant's or Leaseholders during this period. Axis arranged appointments for 435 jobs in the first week. All calls were prioritised as either emergency 24-hour response or urgent repair 48-hour response to eliminate any backlogs.

JOB PRIORITY	PRIORITY TYPE COUNT
EMERGENCY	47
OUT OF HOURS	9
ROUTINE	364
URGENT	13
VOID	2
Grand Total	435

TRADE EXECUTED (Mobilisation week)	TRADE COUNT
	Order raised in the 1st week (phone calls, emails and compliance schedule works)
BRICKWORK & GROUNDWORKS	2
CARPENTRY	29
DRAINAGE	15
ELECTRICAL	24
FENCING	16
FLOORING	1
GAS BREAKDOWN	42
GAS FITTER	8
GAS SERVICE	195
GLAZING	4
GROUNDWORKS	5
LOCKSMITH	3

METALWORKS	14
MULTI TRADER	1
PAINTING & DECORATING	1
PLASTERING	1
PLUMBING	46
ROOFING	16
TILING	2
UPVC	8
VOID	2
Grand Total	435

- 3.5 This was achievable due to implementing an interim contract with Axis to execute high priority repair works that Wates were unable to deliver in the four weeks prior to the demobilisation of their contract.
- 3.6 The Axis contract in comparison to the previous Repairs & Maintenance contracts allows us a holistic overview and control over our compliance and risk assessment records to be able to accurately prepare a comprehensive 5 year planned works and replacement programme from actual data alongside with our reactive repairs service information.
- 3.7 Interim measures were put in place to input previously uncollated data from various sources held with the relevant contractors onto the Orchard Housing Management System and Keystone Asset Management System;
- Wates – Responsive repairs, Planned Maintenance history
 - Oakray – Water Hygiene records, Landlord Gas Safety Records, Electrical Installation Condition Reports
 - Basildon BC – Planned works records, Fire Risk assessments
 - Cube – Asbestos Management Survey reports
- 3.8 In addition, the contract will allow for the provision of a ‘Handy Person’ service which is at no additional cost to the Council. This service will be managed by our Estate Management Team for minor works and ‘one off odd job’s such as minor repairs, gardening to support our more vulnerable or elderly residents.

Property MOT (Stock Condition Survey)

- 3.9 Property MOT’s (Stock Condition Surveys) will be carried out by Axis via 2 different means.

- Axis dedicated Stock Condition Surveyors to carry out a planned programme of property surveys.
- As part of surveys carried out by our Compliance Engineers and Responsive Repairs operatives whilst carrying out surveys for Landlord Gas Safety Records (LGSR), Electrical Inspection Condition Reports (EICR), Water Hygiene Risk Assessments (L8) and Day to day Responsive repairs.

3.10 The information provided will include;

- Blocks, street properties, architypes
- Identify different services, components and risk to populate proposed renewal dates, condition and life expectancy to external, communal and internal components
- Identification of potentially vulnerable residents.

3.11 This will allow us to populate this information to inform our planned programmes for the next 5 years;

- Preventative Maintenance Plan, Schedules and tasks
- Inventory of Equipment and Assets

Planned Maintenance Programme

3.12 A comprehensive cyclical and planned replacement programme for the first two years is being prepared based on information provided from the Compliance records and the Stock Condition Survey data which will be prioritised and categorised based on the following types of works;

- 'Safety First Programme', To ensure the Council is Statutorily compliant in reference to all Compliance works which include; Gas boiler replacement programme, Electrical re-wire programme, Asbestos Management Surveys and removals or encapsulation, Water hygiene improvement works, Fire Risk improvement works, Health & Safety works
- 'Decent Homes Programme', Kitchen and bathroom replacement programmes, Door and windows Replacement/Improvement programmes, External Decoration Improvements, Roof/insulation and rainwater goods improvement/Replacement works.

Compliance

- 3.13 This report will cover each area individually, detailing the progress since the last committee and the actions for the coming quarter.
- 3.14 Compliance covers areas such as Standards, Management Plans, monitoring arrangements, data recording and operational processes.
- 3.15 The seven compliance areas which will be covered are;
 - Asbestos
 - Gas
 - Electrical
 - Water Hygiene
 - Fire Safety
 - Construction and Design Regulations (CDM)
 - Lifts
- 3.16 In addition to this, in order to ensure ongoing good practice and whilst not a statutory requirement, we also carried out a gap analysis on all Housing owned retaining walls.
- 3.17 An overview of the Compliance Project Plan progress can be found at Appendix 1, with the more in-depth detail of the outstanding actions being found at Appendix 2.
- 3.18 We are currently working with the Health & Safety Executive (HSE) and the Regulators for Social Housing (RSH) regarding our historical compliance and the Council's ongoing Compliance plans in order to satisfy them that our plans to achieve compliance are robust and achievable in all the respective areas.

Asbestos

- 3.19 A total of 64 Communal block surveys have been completed which covers the full Housing stock and 271 dwelling surveys have been completed.
- 3.20 All Asbestos reports are now being actively updated into the Asbestos Register on Keystone and the full report uploaded to Orchard Document Management System. A hard copy is also kept against the house file.
- 3.21 Axis are issued with a copy of the updated Asbestos Register weekly to ensure the operatives can work safely within our properties.

- 3.22 The Asbestos Steering Group meets on a monthly basis which focuses on the number of surveys completed and the management of notifiable removals along with ensuring the management of both asbestos consultant and contractor is being conducted effectively, to ensure monitoring oversight.
- 3.23 All key Housing Staff attended Asbestos Awareness refresher training in March 2019 as part of our compliance requirements.
- 3.24 An Asbestos Management Standard has been created as a Corporate Document harmonising the management of Asbestos across both Corporate Facilities Management and Housing as well as re-drafting the process maps for the various asbestos work streams – voids, planned works, reactive works, emergency works etc, due to the new Axis Repairs & Maintenance Contract.

Gas

- 3.25 An audit of our Landlord gas safety records (LGSR has been completed and we are 99.91% (98.37%) compliant.
- 3.26 The paper files for these properties have been checked and verified as being held on our internal server to ensure an inspection has occurred and all documents have been provided by the contractor.
- 3.27 All gas servicing dates have been passed to Axis and officers are working alongside them to ensure there is no missed servicing dates during the changeover of contracts.
- 3.28 A number of domestic boilers have been identified to be included on a boiler replacement programme which is approximately 20% of the Housing Stock, based on age, energy inefficiency, flue type and obsolete parts.
- 3.29 Axis are currently reviewing and verifying the data in order to develop a renewal programme. With an average boiler life of 10-12 years the future programmes will likely be 8-10% of the Housing Stock per year.
- 3.30 We are currently working alongside Civica to implement the Servicing and Inspection (KSI) module on Keystone which will enable us to manage all servicing regimes, plan the phases of the annual servicing costs (for budgeting) as well as produce a servicing and Compliance report and Dashboard for the information held.

Electrical

- 3.31 Officers are presently working alongside Axis to implement a 5-year testing programme for all dwellings and communal supplies as recommended by the IET Wiring Regulations BS7671 18th Edition.
- 3.32 In order to ensure the most high-risk properties are being tested first, extensive work has been conducted to identify Tenancies over 10 years old.
- 3.33 These will form the basis of the first and second year of the programmes with all other properties being evenly distributed over the remaining 3 years (to give the full 5-year programme).
- 3.34 Properties which have had testing in recent years for example when void or due to major works such as new kitchen and/or bathroom, will be put into the programme for re-test at their 5-year anniversary.
- 3.35 Completely new installations i.e. New Build or properties that are completely rewired should not need testing for 10 years. All other fixed electrical wiring should be tested at least every 5 years.

Water Hygiene

- 3.36 The repairs team are now in receipt of 117 out of 161 (72%) Water Hygiene Risk Assessments currently being undertaken by Northumbrian Water Group.
- 3.37 Each block has been identified as either High, Medium or Low risk. These have been further split to help prioritise the blocks into a programme of works. Each block is being converted into a work project in accordance with the RAG ratings.
- 3.38 Axis were issued the Risk Assessments in late May 2019 and tasked with developing a planned programme to address the blocks rated as high or medium risk. Axis's programme is expected within the next two weeks. As works are completed to each block, NWG will revisit and carry out a new Risk Assessment.

- 3.39 A review of water storage tanks is being undertaken to manage the risk to residents. This review will enable the design and renewal of the hot and cold-water supply systems (including boiler renewal) to these blocks.
- 3.40 Where possible the team is focussed on reducing the risks by removing water tanks and converting properties to mains water supply where combi boilers are installed and as boundary water pressures permit. This will also reduce future maintenance costs.
- 3.41 The monthly Water Hygiene Steering Group ensures all remedial works from the Risk Assessments are planned and completed accordingly.
- 3.42 All key Housing Staff attended Legionella Awareness training in late April 2019.
- 3.43 The Water Hygiene Management Standard Corporate document has been created harmonising the management of Water Hygiene across both Corporate Facilities Management and Housing Services.

Fire Safety

- 3.44 The Communal Area Management Procedure (CAMP) continues to progress well. All blocks have been risk assessed and our Consultant is now re-visiting and reviewing last year's Risk Assessments.
- 3.45 The CAMP programme for general needs blocks is due to end in October and the CAMP programme for all Sheltered Blocks will then be completed.
- 3.46 Ridge have been engaged to complete Specification documents for fire management works within 10 blocks, of which the first two are due to be returned to Brentwood for pricing.
- 3.47 A project plan for the remaining 8 blocks has been provided and will continue to be monitored by the Repairs Project Manager.
- 3.48 Monthly progress meetings continue to be held in collaboration with Essex Fire and Rescue, Council's Fire Safety Consultant, along with the corporate Health and Safety Officer attend these meetings.
- 3.49 All key Housing Staff attended Fire Management training in November 2018.

Construction and Design Management Regulations (CDM)

3.50 Under the current CDM requirements, Brentwood Council discharge the responsibility to the Principle Designer. This can be the repairs contractor or a consultant. Among the duties of the Principle Designer are:

- To ensure that any project lasting more than 30 days or 500 hours or with more than 20 personnel is notified to the HSE at least 30 days before commencement.
- That there are site specific Risk Assessments and Method Statements covering all the on-site activities.
- That the contractor compiles a full health and safety folder which is handed to the client at the end of the project.

3.51 Training for all staff within the repairs team is being sourced to ensure that there is an overall understanding of the CDM regulations.

Lifts

3.52 Lift maintenance is currently conducted by Precision Lifts. This responsibility will be moving to the new Axis contract at a later date although it is likely that Axis will retain Precision Lifts as a preferred contractor. Responsibility for the disabled lifts currently serviced and maintained by Stannah and Mountfield will also migrate to Axis. Corporate Services will retain Precision Lifts under a direct contract at present.

3.53 Officers are currently working alongside Sub-Contractors to reconcile the mobility impaired equipment list and transfer all existing paper documents to the Keystone Asset Management system.

Keystone

3.54 The Housing Asset Management system (Keystone) is now operational and has reporting functionality for the Asbestos register. In order to fully utilise the system, we are purchasing the following additional modules:

- Keystone Servicing and Inspection (KSI)
- Keystone Planned Maintenance (KPM)
- Keystone Risk Management (KRM)
- Keystone Mini which is a mobile application

3.55 By utilising the additional modules, we will be able to record the Assets in the Keystone Asset management system (KAM), assign a life cycle to each asset type and use this information to predict the necessary budgets for

planned replacement programmes. The use of the Keystone Planned Maintenance (KPM) will enable us to use a variety of scenarios to best model optimum programmes according to funding availability.

Snakes Hill Sewage Treatment Plant

- 3.56 Officers have revisited the site and are currently considering the option to purchase the strip of land that accesses the sewerage plant, and which is currently subject to an easement granting the Council and contractors' access for inspection, servicing and maintenance. If the purchase were to go ahead this would alleviate the current difficulties accessing the site.
- 3.57 The remedial works were revisited by the consultants Keegan's recently and in discussion with Officers reduced from wholesale renewal to partial renewal and sensitive repair by relining the drainage run. This option will potentially save around £200,000 while still giving an estimated 30-year lifecycle with the added benefits of being less disruptive to residents and reducing the programme length.
- 3.58 A Project Lead will be appointed to develop a project plan including a re-tender of the works in accordance with the revised specification through to project completion.
- 3.59 Officers have been liaising with both the consultants and our In-House Procurement Officer so we can shortly tender the work.
- 3.60 In the meantime, Officers met the landowners (which has the land that we use to access the plant) on Thursday 13 June to discuss the way forward.

4. Reasons for Recommendation

- 4.1 The report highlights progress on Asset Management, Capital Programme and Compliance in Housing. Members are invited to comment on the report contents.

5. Consultation

- 5.1 Consultation will be undertaken with residents and appropriate partners as required.

6. References to Corporate Plan

- 6.1 To ensure provision of efficient and effective services – much of the work being undertaken will ensure that the Council works to best practice and enhance the service offered with optimum resources.
- 6.2 Housing's commitment to transformation through use of alternative methods of delivery. The service level agreement in place is key to delivery of Housing Property Services and brings in key skills to the department.

7. Implications

Financial Implications

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There is sufficient budget to meet all the requirements outlined in the report. The Repairs and maintenance budget totals £2.681m and the Capital budget available are £3.576m. However, through the Council's budget monitoring process any variances will be identified and reported accordingly.

The outcome of the stock condition survey will aid in informing the revenue and capital budget requirements for the Housing Revenue Account 2020/21 onwards reducing the financial contingencies currently built within the budgets.

The enhanced Keystone modules will incur an investment of £96,800 and ongoing revenue support and maintenance costs of £7,290. It is proposed that the module can be capitalised and will be funded through proposed 2018/19 capital slippage, subject to approval from Policy, Resources and Economic Development Committee. The ongoing support and maintenance costs will be built into the Council's Budget Setting process.

There is £600k capital budget available for Snakes Hill Sewage Treat Plant. When the revised specification is re-tendered, the cost of the project will be captured through the Council's capital monitoring process and reported accordingly.

Legal Implications

Name & Title: Paula Harvey, Solicitor & Deputy Monitoring Officer
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The Council has statutory obligations within an existing legal framework for the management of its housing assets. The progress update outlined in this report will support the Council in securing compliance with its statutory duties and managing risk.

Health & Safety Implications**Name & Title: David Wellings, Health & Safety Advisor****Tel/Email: 01277 312500 david.wellings@brentwood.gov.uk**

This report demonstrates the transformational work and increasing benefits of this investment programme. This delivers a positive risk profile, provides better risk management insight, as well as determine a strong compliance position for the Council, our tenants and building users.

Other Implications (where significant) – i.e. Health and Safety, Asset Management, Equality and Diversity, Risk Management, Section 17 – Crime & Disorder, Sustainability, ICT.

None

8. Background Papers (include their location and identify whether any are exempt or protected by copyright)

8.1 N/A

9. Appendices to this report

- Appendix A- Compliance Programme overview

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