

## Question on Notice – Joss Group

Question - In relation to the statistics for jobs that are requested according to the age of the property, do you have statistics that you could provide the Committee on notice regarding the demand for repairs or maintenance according to the age of the property?

*Joss response:*

Build year is provided to Contractors through LAHC supplied property master data files. However, please note approx. 10% do not have a build year assigned.

Over an 18 month period from 1<sup>st</sup> January 2020 to 30<sup>th</sup> June 2021 Joss raised 59,837 work orders for responsive maintenance. In the last column below we have derived the average number of work orders per property over the 18 month period by the following build year ranges.

Build Year	Number of Properties	Work Orders	Average / Property
No Build Year	989	1768	1.79
Pre 1970	2862	19715	6.89
1970's	2253	16474	7.31
1980's	1887	13897	7.36
1990's	849	5101	6.01
2000's Plus	486	2882	5.93

## Additional questions for Joss Group

### AMS Contract

- Do you consider the Criticality Repairs Matrix (CRM) to be useful and appropriate? How would you like to change the CRM to improve tenant satisfaction?

Joss believe the CRM is fit for purpose. To further improve Tenant satisfaction however, Joss believe it would increase if Contractors were instructed to attend to some of the smaller works that currently fall out of the responsive matrix and into Planned Works.

### Home modifications

- How do you differentiate between what can be covered by general maintenance and what work requires home modification?

Contractors only make repairs to components within properties as per the CRM. Any modifications are completed following instruction from LAHC to undertake the works.

- What is the budget for home modifications and what does it cover? Is it included in the budget as part of the Public Housing Maintenance Contract?

Any modifications are completed following instruction from LAHC to undertake the works. Contractors do not have a modification budget.

- What is the process and timeframe for home modifications starting with the tenant request through to completion of the work? How does the head contractor assist in the home modification process?

Contractors occasionally receive requests from Tenants for modifications. These are forwarded onto the local LAHC Programs team with the Tenant Name, Address, Contact Number, Nature of the Request, Modification/Addition sought. At the discretion of local LAHC Programs, Contractors then receive a work order to scope and quote a modification which includes an OT report. Once approved, another work order is received and works completed.

- What problems have you encountered with the home modification process and what are some of the constraints that you face in addressing tenants' needs?

Occasionally we have some issues with inconclusive or not to standard OT reports. Otherwise we don't face any other issues

- Is the home modification work assessed as part of the head contractor's KPIs? If so, is the performance of home modification work included in the pain/gain share model?

Included in KPI 6 is a measure of performance against due date and KPI 9 is a measure of performance against overdue modification work orders. LAHC compliance check the quality of work for all work orders in KPI 11. Failure to make the 85% benchmark opens Contractors up to abatement. Pain/gain share is only applied to the yearly Responsive spend compared to the number of Maintenance Requests performed in the period entered into a complex formula and where LAHC have made an unfair determination of what constitutes as a Maintenance Request versus what is a single work order.

#### **Review of previous maintenance work provided**

- What is your experience in dealing with LAHC internal teams, do you consider they are helpful and responsive to your queries in a timely manner?

As mentioned in our response, in comparison to our experience administering other Government Maintenance Contracts, the LAHC Contract is very administration heavy. Joss believe the level of administration also extends onto LAHC internal teams which we feel are stretched at the local levels. This can lead to delayed responses and rework on occasions.

The flow of information through the systems is cumbersome and causes a lot of unnecessary rework for both sides when investigating issues.

We have experienced long lead times when adjudication or clarification is required involving multiple internal teams within LAHC. This is due to the complexity of the issues and what externally appears to be many levels of delegation within LAHC.

Similarly, within LAHC teams there appears to be communication issues, often we are obliged to inform local LAHC Teams of Contract Changes which affect them directly, rather than information being disseminated within LAHC effectively.

In many instances when issues are identified and reported to LAHC we are advised that that is not part of their role, we need to report it to another team if we want action. eg IT LAHC issues identified by LAHC Auditors during an audit, we are advised that we need to report the issue with their system and chase action not the LAHC representative that found it.

#### **Contract Conditions**

- What is the definition of a safe and liveable standard for tenant housing or habitable property? Is this specified in the contract?

This is not defined in the Contract

- What is the difference between safe and habitable housing and fit for purpose housing? This is not defined in the Contract

- What measures or requirements are in place to ensure that subcontractors maintain a property to a safe and liveable standard? Once works have been completed, how often is the quality of work reviewed and are inspections documented?

The contract specifies standards for materials and workmanship that must be complied with when undertaking works and these are checked through inspections by both LAHC and the AMS contractors. Subcontractors and Joss personnel have the ability to report substandard items, issues or conditions to the CCC and these are either actioned in accordance with the CRM or reported directly to LAHC using a Tenant Report (hoarding, tenant maintenance, sanitation, pet concerns).

With regards undertaking work and leaving the site in a safe condition, during prequalification of a Subcontractor, Joss provides a “LAHC Subcontractor Handbook”. Before they can be prequalified they must confirm they have read, understood and will comply with all the requirements contained within this handbook. Amongst other things, the following is included in the handbook which details our process:

## LAHC Subcontractor Handbook



### Area left safe and clean?

When closing a task you have the option to either select YES or NO for 'Area left safe and clean'.

The CCC will be notified when a Subcontractor chooses “No” to the question about the worksite “Area safe and clean”.

The CCC will call once received to confirm if the area was left safe and tidy.

If the site has been left unsafe/unclean we will require you to re-attend to make safe and clean.

Therefore, before the Joss Subcontractors can complete every work order assigned to them they must confirm the area has been left safe and clean. Where they advise it has not, a notification is sent to the Joss Call Centre so they can follow up and rectify the issue.

Joss are required to perform inspections on work as per *Asset Maintenance Services Contract, Part F Contract Schedules, Section 3 Inspection*:

### 3 Inspection

#### Contractor Inspections

- 3.1 The Contractor must, as part of its Quality Management System, develop and implement a program of compliance Inspections to ensure the Services are delivered to a consistent standard and in accordance with the requirements of Part G1 (Work Performance Requirements). The Contractor's program of compliance Inspections is to be risk based and ensure that a cross section of all work types and trade types are subject to Inspection.
- 3.2 Subject to any Notice issued in accordance with clause 34.4 of Part D (General Conditions of Contract) the Contractor's program of compliance Inspections must ensure that at a minimum 10% of the total number of works are subject to Inspection. Contractors may vary the percentage of inspections performed for each work program as a reflection of delivery risk provided the overall inspection threshold of 10% of all works is maintained. Inspections must include a mix of pre-work, work in progress and post-work Inspections sufficient to exercise the Contractor's management of quality across all stages of the Work Order life cycle.
- 3.3 Notwithstanding the requirements at clause 3.2, the Contractor's program of compliance Inspections must include:
  - 100% post work Inspection prior to submission of the Payment Claim for the following MPW works:
    - Property Based MPW;
    - Disability Modification (MODS) where the value of the Payment Claim for the Disability Modification is \$1500 or greater;
    - Lease Refurbishment (LR);
    - Acquisition Upgrades (ACQ);
    - Major Fire Upgrades (MFU);
    - Where there is a BES system or part thereof which has been replaced;
    - Where the MPW work is undertaken on a Heritage Property and where the value of the Payment Claim for the MPW work is \$1500 or greater; and
  - 100% post work Inspection for Vacant Restorations prior to the return of the keys where the value of the Payment Claim is greater than \$1500: and
  - as a minimum, 20% of works identified by the Contractor's WHS Management System as having associated WHS hazards. The Contractor's management responsibilities regarding WHS are outlined at clause 30 of Part D (General Conditions of Contract).
- 3.4 The Contractor shall include in its Service Delivery Quality Management Plan its proposed approach to compliance Inspections. The Contractor shall include the proposed allocation of the minimum 10% Inspection requirement across the various Works and Services that reflect the value and risks associated with the Works. The provisions of clauses 27.5 and 27.6 of Part D (General Conditions of Contract), and the rights afforded to the Principal via these clauses, will apply to the review of the Contractor's Service Delivery Quality Management Plan and its proposed approach to compliance Inspections.
- 3.5 The Contractor is required to keep a Record of all Inspections performed and the Inspection outcome. The Contractor is required to report on the performance of Inspections against the Contractor's program of compliance Inspections in accordance with clause 6 of Schedule J (Performance Management Framework) and Schedule H (Contractor's Report Pro-forma).
- 3.6 The Contractor must update the Principal's IT system with the results of each Inspections upon Completion in accordance with the requirements of Part G1.2 (IT Systems Requirements),