

Appendix 8

	Council/ Housing Association	Visited	Contract Type	Delivery	Previous delivery method	Stock Information
1	Slough Borough Council	Y	<p><u>Responsive Repairs, Capital Programmes and Projects:</u></p> <p>Strategic Partnership (Joint venture) – covers ALL contracts (inc. M&E) and new builds.</p> <p>Stock is made up of mainly houses or low rise blocks so no ‘major projects’ on the scale we have in BHCC.</p> <p>Using SORs for first 2 years. Penalty payments written by bidder in tender process.</p> <p>Quick mobilisation, IT major risks during mobilisation. Full co-location – with integrated teams.</p> <p>Annual independent audit and satisfaction survey with partnership.</p> <p>Did not using ‘lotting’ in procurement – one contract for all services.</p> <p>Investment strategy is based on property ‘value’ – independent survey commissioned prior to procurement. Carried out full stock condition survey to look where properties fell under the ‘Slough Standard’ this informed the strategic direction of partnership and programme of works outside of responsive repairs.</p> <p>In addition to partnership there is a framework agreement that sits alongside the partnership (with other participating</p>	<p>Joint Venture</p> <p>with focus on social value</p> <p>7 (+ 3) year term</p> <p>Framework other works - 4 years</p>	15yr Partnering Contract	<p>Approx. 6,203 tenanted</p> <p>Approx. 1,091 leasehold</p> <p>Mainly low rise/ houses</p>

			councils). This can be used for specialist/ large scale works if required.			
2	Portsmouth District Council	Y	<p><u>Responsive Repairs:</u> Two outsourced contracts for repairs and empty properties (geographical split on and off island)</p> <p>SMEs awarded for both contracts</p> <p>Systems thinking approach – customer lead approach for appointments.</p> <p>Empty properties are viewed and tenancy agreed before works take place.</p> <p>No KPIs used – a suit of measures are monitored with no set targets. Annual audit planned as opposed to post inspections.</p> <p>Contracts exclude Gas, Legionella, Lifts and other M&E areas.</p> <p><u>Surveying/ Quality Assurance:</u> In house surveying and technical teams. A team for responsive repairs and a team for capital projects and programmes (also internal resource asbestos surveys and fire risk officers).</p> <p><u>Call centre:</u> Call centre directly employed by Portsmouth. Also operate from 7 area offices where tenants can book repairs face to face.</p>	<p>Outsourced</p> <p>2 main service contracts on a geographical split for repairs</p> <p>Framework for capital spend and projects</p>	10 year Open Book contracts on NEC terms and conditions	<p>Approx. 15,000 tenanted</p> <p>Approx. 2,000 Leasehold</p> <p>13 high rise blocks and 40 medium (6+) blocks</p>

		<p><u>Planned works and major projects:</u> In house project team for developing programme for planned works. Works delivered through a framework.</p> <p>Framework used for showing value for money (VfM) and is performance led on last job completed by contractor.</p> <p>Framework value is 2/3 million. There are minimal works that fall outside of this - where they do an external consult plays advisory role for procuring.</p> <p>Systems thinking, tenant led approach to works so no set 'programmes' for kitchens and bathrooms. For example tenant will report need for new kitchen/ bathroom, this is surveyed by contractor and a sample checked by council (kitchens and bathrooms delivered through main service contracts).</p> <p>Windows and doors are programmed. Blocks are surveyed by in-house surveying team and rated poor, fair, good and surveyor applies to project team for budget and works.</p> <p><u>ICT:</u> Own bespoke repairs system and in-house developer. Covers stock information, repairs and empty properties works.</p> <p>Interfaces with contractor systems not advanced.</p> <p><u>Leaseholders:</u> Use a reserve fund system for Leaseholders and aim to do as much forward planning and prediction of costs for leaseholders as possible.</p>			
--	--	--	--	--	--

3	Tower Hamlets Homes	Y	<p><u>Responsive Repairs:</u> Currently in year 8 of partnership arrangement until 2021. Penalty clauses for missed appointments and poor performance. Price Per Property model (PPP)</p> <p>Mix of PPP and SORs for works too large or not covered by PPP. Additional quotes can be required by client. PPP covers internal works to properties client led checking for works to reduce risks for incorrect recording.</p> <p>VfM on PPP needs to be measured against the capital investment to look for decrease in responsive repairs jobs over time. However better quality homes and equipment can mean no reduction in responsive repairs works due to better care and quality of homes.</p> <p>Some elements are sub-contracted by contractor (e.g. some M&E works). Contract includes 500 property 'MOTs' per year (by contractor).</p> <p><u>Surveying/ Quality Assurance:</u> Surveyors, inspectors, repairs officers, business analyst, business process officer and contract officers are directly employed by client and collocated with contractor staff. All technical specifications all designed by in-house teams.</p> <p>Programme approach includes a stock condition survey carried out in 2018/19, followed by in-house team of surveyors to check validity and result in 5yr programme for 'better neighbourhoods' delivered through framework.</p> <p>In house surveying team and procurement expert in project</p>	<p>Outsourced</p> <p>One partnering contract for Responsive Repairs, Empty Properties and Gas</p> <p>Contract term 5yr +1+1+1+1</p> <p>Frameworks used for capital works</p> <p>Tower Hamlets is an ALMO</p>		<p>Approx. 12,000 tenanted</p> <p>Approx. 10,000 leaseholders</p> <p>50 high rise</p>
---	---------------------	---	---	---	--	---

		<p>team.</p> <p><u>Call centre:</u> In-house provision for call centre. Recharging applies to tenant for incorrect call-outs. One number used for all housing enquires. All internal works (and low level external works) are diagnosed using PPP. Works outside of this are based on SORs Out of hours (OOH) call centre is contracted out due to cost implications.</p> <p>An online repair reporting option is also available for residents and creates a job in the system.</p> <p><u>Capital works:</u> Tower Hamlets define capital spend by 'internal' and 'external' works.</p> <p>They are currently delivering 5 year decent homes programme. This is delivered using a framework of 3 contractors and consultant support for the client.</p> <p>For 'external' works using a wider approach to look at the neighbourhood as a whole 'better neighbourhoods' this approach will include external works to 38 blocks. This will be delivered using a framework for 5years holding annual mini competitions. KPIs used for performance monitoring on framework. Contractors incentivised to perform well to avoid 'demotion'. Performance assessed by 'last job'. Frameworks do not cover M&E works (seen as specialist)</p> <p>Following decent homes the 'internal' programme works will</p>			
--	--	--	--	--	--

			<p>also be delivered from a framework (separate to better neighbourhoods). This will be led by in-house project managers with consultant support when required, in-house surveyors and clerk of works. The in-house team will scope and lead on the internal works programme. This team will also lead on tenant liaison for this area.</p> <p><u>Leaseholders:</u> 48% of stock leasehold. Leasehold residents involved in each block spec. Process begins with 'walk about' with in-house team and leaseholders before specification complete, then a meet the contractor event held for leaseholders, a website specific for each block for leaseholders to see documentation is set up and finally a defects 'walk about' post works takes place.</p> <p>Leaseholders and tenants involved in on-going monitoring of framework.</p> <p>SORs can only be applied on major projects if the client has not scoped item of work.</p>			
4	The Royal Borough of Greenwich	Y	<p><u>Responsive repairs:</u> Directly delivered responsive repairs service (in-house). DLO can be difficult to keep productivity high with pay awards and performance issues.</p> <p>DLO delivers kitchens and bathroom programme.</p> <p>ICT infrastructure in place and tablet system used (but needs upgrading) for appointments (Northgate V6). Still use SORs to monitor DLO.</p>	<p>Directly Delivered</p> <p>DLO for responsive repairs</p> <p>DLO for kitchens and bathrooms</p>	10 year Partnership Contract	<p>Approx. 25,000 tenanted</p> <p>Approx. 4,000 leasehold</p>

		<p>Onsite workshop which can do joinery and glazing.</p> <p>ICT major risk area for DLO(have had to do bolt-ons to system).</p> <p>Tenants and Councillors in favour of in-house repairs provision. Officers also reported better risk management however some difference with corporate drivers and housing needs.</p> <p><u>Call centre:</u> Council owned call centre- procured appointments system and composite codes for diagnosing used by call handlers.</p> <p><u>Capital projects/ large programmes:</u> These works are mainly delivered through external contractors with some small works delivered through the DLO (kitchens and bathrooms).</p> <p>Other works (large scale and specialist) are delivered outside of DLO on a framework on a project by project basis.</p> <p>Greenwich are in the process of reviewing the best delivery method for these works. Focus will be on SMEs/ Mid-range contractors – to achieve social value. A 5yr capital programme (designed with support from consultants) has been developed for procurement.</p> <p><u>Surveying/ Quality Assurance:</u> An in-house team of 8 repairs surveyors, capital works surveyors, empty property surveyors and specialist damp team of 8 ppl. Inspection sample rate 10%.</p>	<p>Major projects and some programmes outside of DLO on frameworks (under review)</p>		
--	--	---	---	--	--

			Surveyors will decide if works to go out on framework if large number of SORs are required to make up job.			
5	Adur and Worthing Council	Y	<p><u>Responsive Repairs:</u> Directly delivered in house team.</p> <p><u>Call centre:</u> In house during office hours. Out of hours (OHH) contracted out. Also online reporting option.</p> <p><u>Capital works:</u> Capital Works through a separate team that covers housing and corporate capital works.</p> <p>There is also a separate contract for kitchen and bathroom replacements (also for Gas safety).</p> <p><u>Surveying/ Quality Assurance:</u> In house surveying team.</p>	<p>Direct Delivery</p> <p>DLO for responsive repairs.</p> <p>Capital works dealt with through corporate arrangement.</p>		<p>Approx. 2600 tenants</p> <p>Approx. 500 leaseholders</p>
6	Islington Council	Y	<p><u>Responsive Repairs:</u> Tight time scale of 11 month set up time for DLO (with contingency plan in place). Set up training centre, stores and apprenticeship scheme for DLO launch.</p> <p>Cost to set up DLO approx. 4 million (some government funding for help with apprenticeships and adding social value). Important to review data regularly – tend data and financials for DLO.</p> <p>Supply chain materials costs have increased. TPC contract for supply chain. Difficult to secure prices after 1 year. But can negotiate fix process. Islington have own on-site joinery.</p>	<p>Direct Delivery</p> <p>DLO for responsive repairs and kitchens and bathrooms</p> <p>85% of works delivered in-house</p> <p>Multiple</p>	<p>10yr TPC (break clause at year 4)</p> <p>Joint venture 10 year (ended 2009)</p>	<p>Approx. 23,000 units</p> <p>Approx. 9,300 leasehold</p>

		<p>Independent survey has shown a significant increase in customer satisfaction moving to DLO. From 45% in 2009 – 90% currently.</p> <p>A project team of 4 managers supported to set up DLO.</p> <p>Cultural shift and early planning are essential for successful delivery of DLO. Incentives for operatives, cultural change, changes in behaviour and working conditions important to address.</p> <p><u>Call centre:</u> Tenants have a series of options on telephone. The in house call centre operates Mon-Fri 8-8 and Saturday 8-12. And appointments can be made by schedulers direct to the tablet device of operative. 37 staff in call centre.</p> <p>OHH services to separate council call centre.</p> <p><u>Surveying/ Quality Assurance:</u> In house team approx. 17.</p> <p><u>Leaseholders:</u> Dedicated leasehold repairs officers.</p> <p><u>Planned programmes and major projects:</u></p> <p>Kitchens and bathrooms delivered in-house by DLO. Other programmes delivered either through 'tri-borough' arrangement.</p>	<p>arrangements for projects and specialist works</p>		
--	--	---	---	--	--

			<p>TPC contract also in place for programmes, this can be used for some projects and M&E works.</p> <p>Specialist projects tendered out in lots. Secondary contracts can be difficult to manage due to size of works and smaller contractors – can result in procuring lots of small subcontractor arrangements.</p>			
7	Wealden District Council	Y	<p><u>Responsive repairs:</u> Partnering contracts (3+2 years) using Price Per Property (PPP) and Price Per Void (PPV) for responsive repairs and empty properties.</p> <p>Electrical works contracted locally using Price PER Ticket (PPT).</p> <p>In total 17 service contracts managed by a team of 4. Mainly SMEs delivering these works including gas, fire safety etc.</p> <p><u>Call centre:</u> Contracted out for evenings and weekends. Tenants call one number and have 4 options depending on repair. Some are dealt with by directly by council others direct immediately to contractor.</p> <p><u>Capital works:</u> Have had consultants to support programming but these were developed directly with contractors once contract in place. Kitchens and bathrooms small programme – national contractor Separate corporate ‘buildings contact’ for works up to 25k in addition to service contacts can be used if required.</p>	<p>Outsourced</p> <p>Multiple small local partnering contracts in place</p>	<p>Moved from a previously directly delivered service to outsourced contracts</p>	<p>Approx. 3,000 Tenanted properties</p> <p>Approx. 201 leaseholders (WDC also have Sheltered leaseholders)</p>

8	Sheffield City Council	N	<p><u>Responsive repairs:</u> Sheffield let a 3 year contract to prepare the service for in-house delivery. Staff from main contractor TUPE'd across to DLO.</p> <p>3yr contact set with a longer term objective to be ready to insource service delivery of responsive repairs when a realistic and viable option. Preparation for insourcing in this time involved:</p> <ul style="list-style-type: none"> • Localising staff to housing areas • Investing in technology for a better frontline service (tablets) • Delivering a cultural transformation programme • Expansion of handyperson service • Better joint working with contractor <p><u>Capital works/ programmes:</u> Sheffield acknowledges that not all services can be delivered through the DLO. These will be procured separately depending on type/ volume of works. For example works that are specialist or more financially viable in scale or scale.</p>	<p>Direct Delivery</p> <p>With 'interim' contract to prepare service for changes</p> <p>DLO for responsive repairs and empty properties</p> <p>With outsourced element for specialist works</p>	<p>10 year 'limited liability partnership' with 2004 – 2014</p> <p>Interim service contract 2014 – 2017 (+2) – with longer term objective to insource delivery.</p>	40,195 council owned stock
9	Preston City Council	N	<p>The "Preston Model" is a term applied to how the council, its anchor institutions and other partners are implementing the principles of Community Wealth Building within Preston and the wider Lancashire area.</p> <p>Community wealth building offers an opportunity for local people to take back control, to ensure that the benefits of local growth are invested in their local areas, are used to support investment in productive economic activities and that people and their local institutions can work together on</p>	<p>N/A</p> <p>Preston city council have no housing stock</p>	N/A	N/A

			an agenda of shared benefit. Following a stock transfer in November 2005, Preston City Council no longer has council housing to rent.			
10	Harlow District Council	N	Visiting September 2018 for case study			

Glossary:

*Partnering contract – an arrangement between two organisations that work together in the pursuit of common or mutually beneficial goals and objectives.

*PPP – Price Per Property ('average' rate applied annually for repair works carried out to properties in stock profile)

*PPV – Price Per Void ('average' rate applied annually for works carried out on empty properties in a stock profile)

*SOR – Schedule of Rates (national code system for pricing works)

* VfM – Value for money

*M&E – Mechanical and electrical works (e.g. gas servicing, legionella, lifts, call warden systems, aerials etc).

*DLO - Direct Labour Organisation