

## **Area Panel Briefing Paper**

### **Programme for future Housing repairs, planned maintenance and capital works**

**June 2019**

#### **1. Summary**

1.1. This report updates Area Panels on the progress of the programme to set up the future delivery of responsive repairs, empty property refurbishments, planned maintenance and improvement programmes and major capital projects to council housing stock post April 2020; when the current contractual arrangements expire.

1.2 Current updates of key activities include:

1. Tenant and leaseholder engagement
2. Staff engagement
3. Social Value
4. Procurement
5. Peer engagement

#### **2. Background**

2.1. As part of the decision making process for the future repairs programme the programme team consulted with residents about how services for housing repairs and maintenance should be delivered moving forward.

2.2. Feedback from the consultation enabled the programme team to develop a set of clear strategic objectives for the future delivery of the housing repairs and improvement services as follows:

- Excellent customer service including the ability to self-serve and greater direct customer access to services
- A strong focus on pro-active maintenance of existing assets
- Increased transparency, control and accountability around cost, programme information and quality assurance
- Demonstration of value for money combined with the inclusion of social value requirements in order to secure added economic, social or environmental benefits for the local area.

2.3. These objectives helped to inform the decisions taken at Housing and New Homes Committee and Policy Resources and Growth committee in autumn 2018 for the future delivery of services; therefore the programme team is ensuring that residents can see these objectives embedded in the way we deliver services moving forward.

### **3. Key Areas Of Progress**

#### **3.1 Tenant and leaseholder engagement**

3.2 The programme team has carried out a range of engagement actions with tenants and leaseholders as part of the consultation process throughout the programme.

3.3 Recently the programme has been setting up and working with a specific 'task and finish' group to support the programme. This group will be made up of representatives from our existing resident engagement structure as well as recruiting 2 new volunteers.

3.4 This task and finish will focus on working with council officers through the period of change for the repairs service to represent the views of tenants and leaseholders. The group will use the feedback that residents gave through the consultation period before the future service options were decided in October 2018 (this includes survey data from both on-line and face to face and feedback from workshops) to refer to when making key decisions.

3.5 Four reps from the group attended a market engagement day that was held on 1<sup>st</sup> May to engage with suppliers interested in works that will be delivered through the Major Projects Framework.

3.6 The programme team also presented to the Leaseholder Action Group Annual General Meeting in April 2019 to update on the progress of the programme. Leaseholders fed back the following points:

3.7 A proactive maintenance programme is vital to leaseholders to be evidenced in the new arrangements

3.8 Leaseholders want to be able to sign post contractors to work opportunities to work with the council

3.9 Leaseholders want to see the council accountable for the specification, design and quality assurance of works.

3.10 All of the above has been fed into the delivery of projects within the programme.

### 3.11 **Staff and union engagement:**

- 3.12 The programme team has carried out a range of engagement actions with tenants, leaseholders, staff and union representatives.
- 3.13 TUPE legislation protects the terms and conditions of employment and the programme team are working closely with Mears management and staff to support those affected by the changes in service delivery through the transfer process.
- 3.14 Following the decisions being made for the delivery of future services we have held two sets of workshops with Mears staff and unions in November 2018 and April 2019. We have also continued our positive working relationship with Mears to have regular management meetings to talk about the best way to support staff through the TUPE process.
- 3.15 BHCC team leaders who are affected by the changes in service delivery attended a stakeholder presentation to start to scope the impacts on other teams/areas of the organisation. This exercise has informed the outcomes of projects within the programme.
- 3.16 The programme team is near to being fully resourced, with the key positions as follows:
- Senior Programme Manager – David Canham
  - Programme Manager – Sharon Davies
  - Project Manager Communication and Culture Change – Fran Hodgson
  - Project Manager Planned Maintenance and Major Projects Framework – Peter Mustow
  - Project Manager – (interviews being held in June 2019)
  - Project Support Officer – Nick Austin

### 3.17 **Social Value:**

- 3.18 The Social Value Act stipulates that social value should be “relevant” and “proportionate” to the subject matter. This means that in a procurement exercise, we cannot require something wholly unconnected with the provision of the contract itself.
- 3.19 The council delivers this through the social value framework which has been developed by a multi-agency action learning group. The framework sets out our desire to embed social value within the city as a whole.

3.20 For each procurement, we identify which social value outcomes from the council's framework that apply and give consideration to what else can be achieved for the stakeholder/user group. We look for relevant social, environmental and economic value from everything we do.

3.21 We are looking to drive social value through the following areas:

- Keeping tenants homes warm, safe and in good condition
- Investing in the local economy and support the local supply chain
- Supporting services in tackling fuel poverty
- Provide a high quality and trusted service to residents
- Providing targeted employment or training opportunities
- Reducing the environmental impacts in service delivery
- Community involvement
- Working in partnership with local services and charities

### **3.22 Market Engagement:**

3.23 On 1<sup>st</sup> May 2019 the programme team carried out a market engagement day to talk to suppliers about our proposal for the major projects framework. The day was well attended with over 20 suppliers attending. Tenant and Leaseholder reps from the task and finish group also attended. Feedback from the day will help us to appropriately shape and pitch the framework for tender.

### **3.24 Apprentices:**

3.25 Apprentices will TUPE transfer into the organisation and the council will support these apprentices to complete their courses but also support other work place training developments and opportunities for staff through the process of bringing services in-house.

3.26 This will include:

- Apprenticeships for existing staff to develop skills
- Opportunities for secondments and internal job opportunities in other areas of the council

3.27 As part of the delivery of these new services the council would also like to expand our current apprentice programme for the delivery of the new in-house repairs service. As part of the development of the trades apprentice scheme we will include opportunities for T-level training placements.

### **3.28 Procurement Update:**

### 3.29 Major Projects Framework:

The project team for the major projects framework are working on the draft documentation to go out to tender in the summer of 2019. The framework is broken down to 5 key areas of delivery:

- Loft Conversion and Extension requirement
- Conversion of use, alteration or refurbishment of existing property
- Hidden Homes Projects
- New build Projects – Carparks, garages and infill
- Major Projects requirement

3.30 The framework will be split into 2 lots for works based on the value of projects. The team delivered a market engagement day on 1<sup>st</sup> May 2019 where ideas were shared with suppliers about pitching works appropriately for small and large businesses, delivering our apprenticeship programme, types and terms of contract and social value.

### 3.31 Stock information review:

The council are currently procuring a consultant to work with us to look at our investment plan for our stock moving forward. This will be completed through summer 2019 and will help to inform our maintenance and improvement programmes from April 2020 onwards.

### 3.32 **Peer Engagement:**

3.33 In order to develop market knowledge on the delivery of these services since the council's decisions were developed, the programme team has continued engagement with the following housing providers to gain insight and best practice advice.

- Greenwich Council
- Stoke Council
- Islington Council
- Southern Housing Group

## 4 Next Steps

4.1 This report updates areas panels on the progress of key areas of preparation that the programme team are currently focused on to ensure that services are in place, staff are effectively supported and procurement processes are successfully delivered to provide the best services that we can to residents and achieve the councils objectives for these services.

4.2 The programme team will also be attending the following groups to provide updates on the programme progress:

- June Area panels
- Home Service Improvement Group – June
- Citywide conference September 2019
- June Housing & New Homes Committee
- June Leaseholder Action Group

4.2 Alongside the progress outline above there is a strong focus on ensuring performance is maintained on the existing contract with Mears over the last year of the arrangement. Regular sessions are in place with Mears to review performance and deal with any actions proactively to ensure that service is maintained for tenants and leaseholders.

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