

Melton
Borough
Council

Housing Repairs Scope of Service, Specification and Requirements.

Community & Social Affairs Committee 1st February 2017

Background and Context

- Commitment to quality services, the Council aims to provide a reliable and customer focused repair service to its tenants.
- The Housing repairs and maintenance service has gone through a number of substantial changes since it was provided by an in house Team.
- The contract was awarded to G Purchase who was subsequently bought out by Wates Living Space. (To expire end of May 2018).
- The contract was based upon the National Housing Federation Schedule of Rates against which bidders had to indicate the percentage uplifts or discounts that would apply to the prices.



General Description of the Service.

The service is provided to approximately 1,800 properties in the Melton Borough Council area and comprises:

- Responsive repairs
- Empty property repairs
- Planned maintenance: including painting and repairs, roofing, fencing etc.
- Requests from residents are currently received by the Council Customer Services team at the Council's main Parkside office.
- Job orders are raised by the Council Customer Services team.
- Appointments are not made at the time the tenant contacts.
- Council wishes to achieve alignment of all housing investment including repairs and maintenance with the Council's strategic priorities and local circumstances and with the expectations of key stakeholders



Housing Repairs- New Agenda



Providing the Right Leadership and Culture: the imperative for a well-motivated team with a 'can do' ethos and embracing integrated working with the client

Repairs Futures: planning for an effective 21st Century workforce

Choices and Responsibilities: the importance of fairness in provision; tenants looking after their home

Investing in the Asset: adding value to the asset through repairs and intelligent asset management

Value for Money: reinventing partnering and driving down costs through collaborative working; securing value from procurement

Business Process Transformation: acting on legitimate repairs demand; designing a low cost, high value self-service repairs and maintenance platform

Data, information, knowledge & maximising the impact of IT: from data mountains to usable insight; IT and Repairs: lack of integration is compromising investment

Measuring & Managing Performance: creating ownership and facilitating a high productivity environment

A Commercial Model that enables work to be undertaken as either responsive or planned maintenance according to need and value delivered

Review of Housing Repairs

- In 2016 Melton Borough Council commissioned an independent review and assessment of the current Housing Repairs, Voids and Planned Maintenance contract:
 - *An independent review of the service*
 - *Research on best practice and the potential to move beyond a traditional Schedule of Rates approach with its high transaction costs*
 - *Production of a report by June 2016 (CSA June 2016) giving Members appropriate options and recommendations on a negotiated extension of the existing contract and what should be sought from those negotiations, or to commence a new procurement process*



Options Appraisal

The Options Appraisal was undertaken immediately after the review and set out the available options for future delivery of the Housing repairs and maintenance contract

- *Traditional Contracting*
- *Partnering Contract*
- *Separate Lots*
- *Joint Venture*
- *Direct Labour Organisation (in-house)*
- *Managed Service utilising a corporate structure such as an LLP*
- *Shared Services with another Landlord*



Direction going forward

The option that was found to be most closely aligned with Melton's needs was a partnering style housing repairs contract.

A short contract extension was recommended because time was needed to develop and prepare for the introduction of a partnering approach.

The preferred partner or solution would be aligned in its work with the Council's overarching strategic objectives and ambition for the Borough.

The partnering approach needs to complement the Council's Asset Management Plan which contains the following Strategic Aims:

To get the service right first time.

To achieve VFM from a tenant perspective in a clear and transparent way.

To provide a safe and sustainable environment for generations of tenants.

To make better use of the knowledge we have about our assets.



Key Partnering Features

- *A collaborative approach*
- *A High Performing Service*
- *Managing Responsive Repairs Demand*
- *Core business process*
- *Delivering Quality through Repairs*
- *Communication and Sharing Information*
- *Learning from what we do in order to improve*
- *Empowering People*
- *Resident feedback and engagement*
- *Value for Money*
- *Visibility of Service Improvement*
- *Community Impact*
- *Smart Use of Information Technology*



Specification- key aspects

- Performance Monitoring and Management
 - High level KPI's- Measure quality and performance of the service
- Access to the Repairs Service and Call Handling
 - Council is inviting proposals to provide innovative solutions for initial customer interface
- Rechargeable Repairs and Support for Independent Living.
 - Tenants Support including tenants visits/induction etc.



Specification- key aspects

- Repairs Information
 - Repairs completed first time, flexible appointments, more accessible and enhanced customer experience
- New Repairs Categories
 - 2 categories- Emergency Repairs, repairs by appointment convenient to the tenant
- Tenant Satisfaction
 - Proposals to aim of maximising tenant satisfaction and confidence
- Scheduled or batched Repairs
 - Trends- reducing repair costs/increase ratio of planned to responsive.



Partnering –What the approach means

- Deliverables from Partnering
 - High Quality Service/ Stability and invest/robust end to end service
- Shared Strategic Intent
 - Trust and Credibility/Collaborative working/Flexible and Adaptability
- Partnering Risks
 - Cynical approach/test track record/client side skills/police open book
- Development of Partnership Ethos
 - Best Practice and innovation/progressive development

Approach



Service Requirements



Modern Repairs Service

- Service Quality
- Timeliness/reliability
- Value for Money
- Managing and maintaining repairs and demand

- Repairs and Asset Management
- Regeneration and lives of residents
- Training and Employment
- HRA Business Plan

- Securing Value/Stock Investment
- Landlord Plus
- Platform to work across other Council service areas.
- Housebuilding/Growth



Method Statements

Improving management and delivery of repairs and maintenance through integration with strategic asset management

- *Potential partners are invited to present viable proposals for introducing and implementing a strategic approach that integrates repairs and maintenance with wider asset management objectives.*
- *Partners should submit proposals for the development and application of a new method of ordering, specifying, measuring and pricing for repairs and maintenance work that capitalises upon service integration to reduce transaction costs*



Method Statements

Developing and sustaining customer service standards and outcomes

- *Partners are asked to submit proposals for strengthening of customer focus, insight and learning*

ICT Systems and Business Processes

An investment would be required to develop and bring the repairs operating systems up to the calibre and capability demanded for a modern housing repairs service and tenderers proposals for this are sought. Potential partners are invited to present viable proposals for implementing this at Melton

Partners proposals are sought for developing a modern integrated ICT system for repairs and maintenance including works ordering, planning, scheduling and mobile working for operatives

Method Statements

- Cultivation of commercial insight, judgement and enterprise
- Streamlined Pricing Mechanism
- Focus on Realising the Benefits of Partnering

Potential partners are invited to present viable proposals for implementing each of the above objectives at Melton



Method Statement

Workforce Development

- *Potential partners are invited to present viable proposals for development of a modern, skilled and flexible workforce*
- *In addition Partners are invited to submit proposals for development of an associated productivity and costing model that drives the commercial viability of the service*
- *Description of the principal features of a high productivity and managed cost environment for repairs and maintenance*
- *Approach to and options for developing and incentivising high productivity*
- *Description of how non-productive time will limited and controlled*
- *Detailed proposal for the resources to be deployed to meeting this Council objective*



Method Statement

- Safety and Compliance
- Managerial expertise and technical capacity
 - *Repairs Delivery Partner*
 - *A high performing housing repairs and maintenance service*
 - *Duties and Requirements of the Partner*

Potential partners are invited to present viable proposals for implementing this at Melton

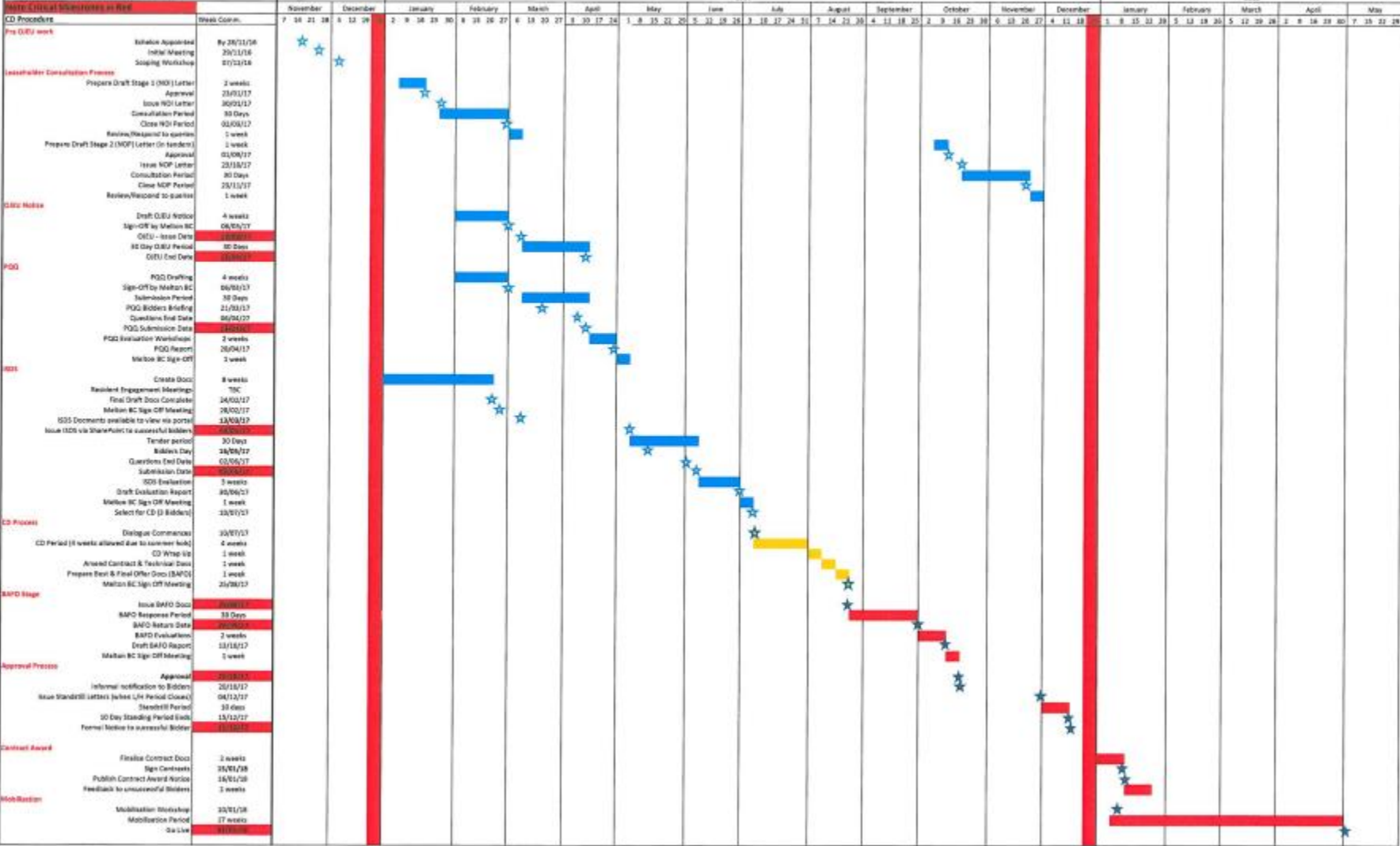


Procurement- EU 'Lean' CD process

- *Output 1 Scoping and project Initiation*
- *Output 2- OJEU/PQQ Process*
- *Output 3 – Preparation of ISDS*
- *Output 4 – Evaluation of ISDS Submissions (Based on 6 submissions)*
- *Output 5 – Dialogue Stage (Based on 3 participants)*
- *Output 6 – Best and Final Offer Stage*
- *Output 7 – Contract Award*



CD Procurement Timetable - v1 - 011116



Next Steps

- Task Group to get through Draft Scope, Specification and Requirements
- Comments Back early January
- Procurement Consultant brief- to go out- w/c 12th December 2016
- Return and assessed by end of January 2017.
- Advanced Scope and specification document drafted- mid-end of January 2017
- Ad hoc CSA committee- seeking approval to commence Procurement process early Feb 2017
- Task group meetings at key stages through our process.
- Award Contract early 2018
-





Thank You