

Thurrock - An ambitious and collaborative community which is proud of its heritage and excited by its diverse opportunities and future

Extraordinary Housing Overview and Scrutiny Committee

The meeting will be held at **7.00 pm** on **15 February 2024**

Committee Room 2, Civic Offices, New Road, Grays, Essex RM17 6SL

Membership:

Councillors James Halden (Chair), Sue Shinnick (Vice-Chair), Steve Liddiard, Maureen Pearce, Joycelyn Redsell and Neil Speight

Sue Hodgson

Substitutes:

Councillors Qaisar Abbas, Alex Anderson, John Cecil, Aaron Green and Lynn Worrall

Agenda

Open to Public and Press

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1 Apologies for Absence	
2 Urgent Items	
To receive additional items that the Chair is of the opinion should be considered as a matter of urgency, in accordance with Section 100B (4) (b) of the Local Government Act 1972. To agree any relevant briefing notes submitted to the Committee.	
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Queries regarding this Agenda or notification of apologies:

Please contact Jenny Shade, Principal Democratic Services Officer by sending an email to Direct.Democracy@thurrock.gov.uk

Agenda published on: **7 February 2024**

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DECLARING INTERESTS FLOWCHART – QUESTIONS TO ASK YOURSELF

Breaching those parts identified as a pecuniary interest is potentially a criminal offence

Helpful Reminders for Members

- *Is your register of interests up to date?*
- *In particular have you declared to the Monitoring Officer all disclosable pecuniary interests?*
- *Have you checked the register to ensure that they have been recorded correctly?*

When should you declare an interest *at a meeting*?

- **What matters are being discussed at the meeting?** (including Council, Cabinet, Committees, Subs, Joint Committees and Joint Subs); or
- If you are a Cabinet Member making decisions other than in Cabinet **what matter is before you for single member decision?**



Does the business to be transacted at the meeting

- relate to; or
- likely to affect

any of your registered interests and in particular any of your Disclosable Pecuniary Interests?

Disclosable Pecuniary Interests shall include your interests or those of:

- your spouse or civil partner's
- a person you are living with as husband/ wife
- a person you are living with as if you were civil partners

where you are aware that this other person has the interest.

A detailed description of a disclosable pecuniary interest is included in the Members Code of Conduct at Chapter 7 of the Constitution. **Please seek advice from the Monitoring Officer about disclosable pecuniary interests.**

What is a Non-Pecuniary interest? – this is an interest which is not pecuniary (as defined) but is nonetheless so significant that a member of the public with knowledge of the relevant facts, would reasonably regard to be so significant that it would materially impact upon your judgement of the public interest.

Pecuniary

If the interest is not already in the register you must (unless the interest has been agreed by the Monitoring Officer to be sensitive) disclose the existence and nature of the interest to the meeting

If the Interest is not entered in the register and is not the subject of a pending notification you must within 28 days notify the Monitoring Officer of the interest for inclusion in the register

Unless you have received dispensation upon previous application from the Monitoring Officer, you must:

- Not participate or participate further in any discussion of the matter at a meeting;
- Not participate in any vote or further vote taken at the meeting; and
- leave the room while the item is being considered/voted upon

If you are a Cabinet Member you may make arrangements for the matter to be dealt with by a third person but take no further steps

Non- pecuniary

Declare the nature and extent of your interest including enough detail to allow a member of the public to understand its nature



You may participate and vote in the usual way but you should seek advice on Predetermination and Bias from the Monitoring Officer.

Our Vision and Priorities for Thurrock

An ambitious and collaborative community which is proud of its heritage and excited by its diverse opportunities and future.

1. **People** – a borough where people of all ages are proud to work and play, live and stay
 - High quality, consistent and accessible public services which are right first time
 - Build on our partnerships with statutory, community, voluntary and faith groups to work together to improve health and wellbeing
 - Communities are empowered to make choices and be safer and stronger together

2. **Place** – a heritage-rich borough which is ambitious for its future
 - Roads, houses and public spaces that connect people and places
 - Clean environments that everyone has reason to take pride in
 - Fewer public buildings with better services

3. **Prosperity** – a borough which enables everyone to achieve their aspirations
 - Attractive opportunities for businesses and investors to enhance the local economy
 - Vocational and academic education, skills and job opportunities for all
 - Commercial, entrepreneurial and connected public services

15 February 2024	ITEM: 4
Housing Overview and Scrutiny	
Update on Procurement of Strategic Delivery Partner for Housing Works	
Wards and communities affected: All	Key Decision: No
Report of: Mohammed Saheed Ullah – Housing Repairs and Planned Maintenance Manager, Assets Repairs & Compliance	
Accountable Assistant Director: Ewelina Sorbjan, Assistant Director of Housing and Development	
Accountable Director: Ian Wake, Executive Director of Adults, Housing and Health	
This report is Public	
Version: Final	

Executive Summary

On 8th November 2023 Cabinet approved the procurement of a single Delivery Partner to consolidate all housing works contracts through a Partnership Delivery Model. Since the Cabinet approval a number of developments have progressed leading up to the publication of the Contract Notice on the Government Tenders portal on Friday 15th December.

An update report to Members/Cabinet was provided in January 2024 on the issuing of the contract notice, the term and potential monetary value of the contract.

This report is to provide Members a further update on progress on procurement activities since January 2024. Monthly updates to Cabinet on this procurement exercise will continue. For brevity the report to Cabinet in November 2023 and January 2024 will be referenced but not replicated in this report.

Commissioner Comment:

N/A

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Version 1 - First draft ready for DMT, SLT and Commissioner input; **Version 2** - Second Draft ready for Portfolio Holder, Leader and other Member Input; **Version 3** - Third draft for any further comments; **Version Committee** – Draft ready for submission to public committee; **Version Cabinet** – Final version ready for Cabinet/Executive decision

1. Recommendation(s)

1.1 **Members are requested to note and comment on the contents of this report.**

2. Introduction and Background

- 2.1 On Friday 12th January 2024 a briefing session was held with interested bidders on the tender documents released with the Selection Questionnaire issued on 12th December 2023. The briefing session was in keeping with the procurement protocols for this type of competitive dialogue process. At the briefing session a number of issues were raised by the prospective bidders.
- 2.2 The issuing of the Selection Questionnaire on 15th December generated significant interest from the market with over 30 expressions of interest. This in turn stimulated several issues and clarification queries from prospective bidders.
- 2.3. Section 3 provides further detail as to the issues raised from this briefing session with the prospective bidders and the response from Thurrock.

3. Issues, Options and Analysis of Options

- 3.1 Following the issuing of the Selection Questionnaire on 15th December 2023 prospective bidders were afforded the opportunity to highlight and discuss any issues directly with Thurrock at a briefing session on 12th January 2024. Six prospective bidders accepted this opportunity to attend the briefing session. This briefing session was an opportunity for open and transparent engagement with the market early in the procurement process to address any issues in a timely and constructive manner.
- 3.2 The key issues raised by the prospective bidders on the Partnership Model were in the main on the risk profile and apportionment, Thurrock's clienting capacity; contract governance structures to support the partnership model particularly around the parameters of the allocated revenue and capital budgets; Pensions and TUPE implications. The full list of queries is below:
- Some of the bidders raised questions on the financial model and the revenue and capital expenditure splits and how this would meet current and future service demands.
 - There were queries on the capital budget and the level of capital investment required on Thurrock's stock over the contract term given Thurrock's restricted borrowing capacity and whether the capital budget would be sufficient to meet the investment requirements.
 - There was a query whether the level of capital budget was sufficient to meet compliance requirements and the increasing regulation of social housing.
 - There were queries over the risk profile and if the current risk apportionment was proportionate and reflected current and future market conditions.
 - There were queries on the financial model and how profit calculations were directly linked to KPI and delivery performance.

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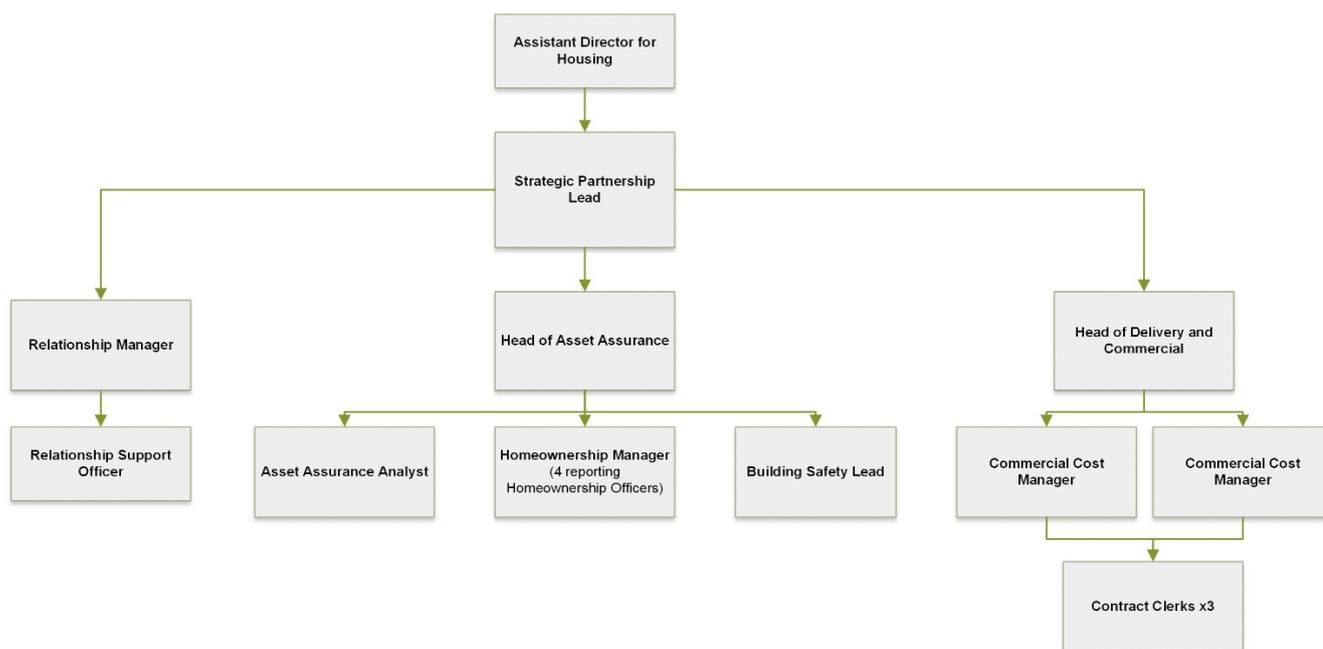
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- The risk profile and projected profit calculations was something that would have to be approved at the relevant governance boards by shareholders of the bidders and who may adopt a more cautious assessment of this bidding opportunity.
 - There was some discussion on the anticipated efficiencies to be generated through the model.
 - There were queries on the pensions and TUPE implications for the eventual Delivery Partner.
 - There were queries regarding the level of support from the Thurrock housing team post contract award particularly with regards to asset management and investment planning.
 - Timescales for bidding was an issue for the bidders.
- 3.3 The Assistant Director and the Thurrock housing team agreed to address the issues raised in these discussions in order to facilitate and preserve the level of interest from prospective bidders to the next stage of the procurement process. Please see the tender briefing note which is appended to this report.
- 3.4 Thurrock formally issued the Tender Briefing note on the Find a Tender portal on Friday 19th January with a corrigendum stating the following:
- Following the briefing on Friday 12th January Thurrock are issuing a Tender Briefing Note to further clarify their intention and ambition with this Tender. This has included some changes to the information previously published. Therefore, Thurrock are also restarting the Tender Period for the Selection Questionnaire stage from today, the new deadline will be 23rd February 2024.*
- 3.5 As a follow up to this tender briefing note an invitation to a second briefing session has been issued on the Find a Tender portal which will take place on Wednesday 31st January. This invitation will be open to not only those prospective bidders who attended the first briefing session but also open to any new prospective bidders. The restarting of the Selection Questionnaire period is in line the Public Contracts Regulations procurement process and has been endorsed by Thurrock’s legal advisors.
- 3.6 At the briefing session on 31st January Thurrock will present comprehensive data in relation to existing compliance performance of the HRA estate. This performance data will be shared on the Find a Tender portal and is intended to allow prospective bidders to have greater comfort and understanding of performance levels of the HRA estate in relation to:
- a) Repairs
 - b) Voids
 - c) Regulatory Compliance
 - d) Damp and mould
 - e) Disrepair.
- This Performance data is appended to this report.
- 3.7 Prospective bidders at the briefing session of 12th January raised a query as to Thurrock’s capacity to support the new partnership and contractual arrangements. The Tender Briefing note sets out Thurrock’s intention to resource a sufficiently sized client team with the relevant experience and expertise to support the partnership in delivering successful outcomes and Thurrock’s ongoing landlord responsibilities.

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- 3.8 Included below is a structure chart which sets out Thurrock’s anticipated structure, for the management of the Contract, engagement with the Provider and the delivery of responsibilities to be undertaken by Thurrock. High-level role descriptions have been included in the tender briefing note to give further clarity to the prospective bidders.
- 3.9 This proposed client team structure builds upon the staffing structure presented to Cabinet in the report on 8th November 2023 by adding two new positions (Building Safety Lead and an additional Commercial Cost manager) to boost the capacity of the Thurrock team in meeting its responsibilities.



- 3.10 With the new deadline for the submission of the Selection Questionnaires from prospective bidders moving from 25th January to 23rd February, all other procurement gateways and timeframes have been amended accordingly **except** the selection of a preferred bidder, notification letter, Standstill Period, Mobilisation Period and Go Live date. These dates remain as per the original procurement timetable.

Table: Indicative Procurement Timetable	
Activity	Indicative date or period
FTS Contract Notice sent for publication	14/12/2023
SQ deadline for Applicant clarification questions	17:00 16/02/2024
SQ submission deadline	12:00 23/02/2024
SQ Evaluation Period	26/02/2024 – 07/03/2024
SQ Notification letters issued	19/03/2024
Invitation to Submit Outline Solutions Issued	20/03/2024
ISOS Bidders Briefing	Indicative 02/04/2024

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Deadline for Bidder ISOS clarification questions	17:00 17/04/2024
ISOS submission deadline	12:00 24/04/2024
ISOS Evaluation Period	25/04/2024 – 03/05/2024
ISOS Notification letters issued	17/05/2024
Competitive Dialogue Period	27/05/2024 – 14/06/2024
Invitation to Submit Detailed Solutions	01/07/2024
Deadline for Bidder ISDS clarification questions	17:00 26/07/2024
ISDS Submission Date	12:00 06/08/2024
ISDS Notification letters issued	13/09/2024
Standstill Period	16/09/2024 – 26/09/2024
Mobilisation Period	30/09/2024 – 28/02/2025
Contract Go Live	28/02/2025

4. Reasons for Recommendation

- 4.1 This report is an update to Cabinet and there are no fundamental changes to the initial Cabinet decision from 8th November 2023.

5. Consultation (including Overview and Scrutiny, if applicable)

- 5.1 The Lead Portfolio Holder for Housing, Housing Overview & Scrutiny Committee and the Working Group made up of members from Housing O&S have been kept abreast of developments from the outset of this procurement and continue to be engaged with regular meetings and briefings. Working Group meetings have been aligned to coincide with key gateways of the procurement process. The next session of the Working Group is on 15th February.
- 5.2 A resident engagement strategy and stakeholder matrix is being developed for this procurement. Residents will be integrated into the process of engagement and evaluation post competitive dialogue. The development of communications that will give residents information about this opportunity has begun.

6. Impact on corporate policies, priorities, performance and community impact

- 6.1 The recommendations within this report align with the strategic theme of the Improvement and Recovery Plan to be a focussed, cost-effective, sustainable organisation, with a co-designed approach to service provision which is delivered in partnership with residents and other key partners, with collaboration across multi-disciplinary teams

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7. Implications

7.1 Financial

Implications verified by: **Mike Jones**
Assistant Director - Strategic and Corporate Finance

The reports provides an update on the Procurement process for a Strategic Delivery Partner for Housing Works.

There are no changes to the financial implications provided for the Cabinet report of 8 November 2023, which detailed the proposal.

As the procurement exercise develops, the financial implications pertaining to future reports will be updated accordingly.

7.2 Legal

Implications verified by: **Kevin Molloy**
Principal Solicitor

As this is an update report the legal implications remain as reported to Cabinet for this procurement in November 2023.

7.3 Diversity and Equality

Implications verified by: **Rebecca Lee**
Team Manager, Corporate Diversity & Equality

As this is an update report the legal implications remain as reported to Cabinet for this procurement in November 2023.

All information regarding Community Equality Impact Assessments can be found here:
<https://intranet.thurrock.gov.uk/services/diversity-and-equality/ceia/>

7.4 Risks

A risk register for this procurement exercise has been compiled and been regularly reviewed and updated. Officers from Corporate Risk and Insurance Team are sighted on this.

7.5 Other implications (where significant) – i.e. Staff, Health Inequalities, Sustainability, Crime and Disorder, or Impact on Looked After Children

NA

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8. **Background papers used in preparing the report** (including their location on the Council's website or identification whether any are exempt or protected by copyright):

N/A

9. **Appendices to the report**

Appendix 1 -Tender Briefing Note: Delivery Model Evolution – January 2024

Appendix 2 - Housing Compliance Performance Dashboards

Report Author:

Ewelina Sorbjan - Assistant Director of Housing and Development, Adults, Housing & Health.

Mohammed Saheed Ullah – Housing Repairs and Planned Maintenance Manager, Assets Repairs & Compliance.

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Thurrock Council

Tender Briefing Note: Delivery Model Evolution

Date Issued: 19th January 2024

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1 Tender Briefing Note

1.1 Purpose of this Note

1.1.1 This Tender Briefing Note outlines a number of updates which have been made to the tender documents in order to provide further clarity in some areas, and respond to feedback from the market. It also provides additional information about the anticipated requirements and spend of the Contract to help Participants better understand the opportunity.

1.1.2 In the event of any discrepancy between the tender documents and this briefing note, this briefing note shall take precedence.

1.1.3 Defined terms in this briefing note have the same definitions given to them in the tender documents.

About the Opportunity

1.1.4 This Contract is an Alliancing arrangement that is intended to embody the spirit of a true partnership for the delivery of asset management and maintenance of Thurrock's housing stock.

1.1.5 Thurrock is committed to establishing a long-term successful partnership to enable it, and the Provider, to deliver on a set of shared objectives, and manage each risk in collaboration.

1.1.6 Whilst the Model will continue to evolve through dialogue during the tender process, Thurrock has reviewed the risk and reward profile of the Contract and will make a number of updates to the tender documents to be issued at ISOS stage. These changes are summarised within this Tender Briefing Note.

Briefing Summary

1.1.7 In relation to financial opportunity and risk, it is Thurrock's intention to work with a single strategic partner to maintain its housing stock within an existing budget affordability envelope. In relation to revenue funded works, Thurrock recognises that it may need to deliver less work, at least in the short term. What it is not intending to do is inappropriately outsource risk to the Provider.

1.1.8 Thurrock has designed a delivery model that unlocks efficiency savings through a single provider model across all services. Thurrock needs the Provider to work with it to deliver the works and services within its available budgets.

1.1.9 The Provider will need to be efficient in cost management to therefore minimise the risk of overspend, which would otherwise result in the Provider and Thurrock having to reappropriate funds or at worst case stop some works.

1.1.10 This is a low-risk financial model for the Provider. Therefore, Thurrock need assurance that the Provider is sufficiently incentivised to do a good job and be committed to managing risks in relation to compliance, efficiency and overspend.

SQ Period Extension

1.1.11 To afford sufficient time for all prospective Applicants to assess these changes ahead of the SQ submission deadline, the SQ submission deadline has been extended to 23rd February 2024.

Applicants' Briefing

- 1.1.12 Thurrock will hold a further Applicants' briefing to help demonstrate Thurrock's historic spend, levels of investment, stock condition and compliance levels with the intention of providing further information to ensure Applicants are informed about the level of risk under the current delivery model and how Thurrock will work with the Provider to mitigate those risks.
- 1.1.13 The Applicants' briefing will be held at Thurrock's Civic Office (New Rd, Grays, RM17 6SL) on Wednesday 31st January between 10:00 and 12:30.
- 1.1.14 To ensure all Participants are treated fairly, any questions which are asked on this briefing date will be transcribed and the questions and answers published on the Portal.

Competitive Dialogue Process

- 1.1.15 Thurrock would like to remind Applicants of the nature of the competitive dialogue procedure which has been selected for this procurement.
- 1.1.16 Documents which have been issued at SQ stage, and will be issued at ISOS stage, are draft only, with the opportunity for bidders to engage in dialogue with Thurrock on any areas which may need refinement or amendment prior to final issue.
- 1.1.17 Thurrock understands that the Model as proposed is innovative and therefore is open to discussion with Bidders including feedback throughout the procurement process to ensure the best solution is found.

Note

- 1.1.18 All figures provided within this Tender Briefing Note exclude VAT.

1.2 Stock Condition and Funding for Investment

- 1.2.1 Since 2013 Thurrock have invested a minimum of £11m per annum to undertake capital investments works, such as decent homes work across their housing portfolio. This investment to date has resulted in Thurrock having a current non-decent rate of less than 5%.
- 1.2.2 In addition to the core capital expenditure noted above, Thurrock have undertaken a number of other significant one-off projects to address the asset investment needs of the portfolio. Key projects include:
 - a) External tower block refurbishment to six blocks
 - b) Non-traditional housing refurbishment
 - c) Installation of ground source heat pumps to 273 homes within three tower blocks.
- 1.2.3 These sit alongside multiple other projects across various workstreams, resulting in a total capital asset investment over the previous five-year period of circa £122m.
- 1.2.4 The figure provided within the Tender pack for capital works (£13.5m per annum) represents the normal level of investment required to continually maintain the condition of the assets, and is an increase on the £11m (for comparable works) available previously.

- 1.2.5 As part of the Tender pack, some information has already been provided to demonstrate the condition of Thurrock's stock (Asset Data). This is based upon works completed and stock condition surveys which have been carried out recently as described in the Term Brief – Asset Management Planning, Investment and Compliance.
- 1.2.6 During the future stages of the Tender process there will be opportunities for Bidders to request further information to enable them to carry out their due diligence. It is expected that this will:
- a) Allow Thurrock to demonstrate alignment between historic maintenance costs, current condition and future investment requirements
 - b) Provide Bidders with the necessary levels of assurance to support their proposals
 - c) Allow Thurrock to work with Bidders to:
 - i) Understand the risk of budget overspends
 - ii) Understand the ability for efficiency savings to offset that risk
 - iii) Identify opportunities to reduce the amount of work delivered to mitigate residual risks.

1.3 Data and Performance

- 1.3.1 Thurrock have significant data available in relation to delivery of the services which will be included in the Term Programme. It is the intention that this data will allow Applicants to formulate an understanding of current performance levels in relation to key areas such as:
- a) Repairs
 - b) Voids
 - c) Compliance
 - d) Damp and mould
 - e) Disrepair.
- 1.3.2 Included at Appendix 1 are a number of images relating to Thurrock's performance dashboards in these areas (and others). It is Thurrock's intention to present these dashboards in further detail at the Applicants' briefing.

1.4 Price Model

- 1.4.1 It is vital that Thurrock does not overspend its available budgets, and it is therefore putting its whole budgets, without discounting for risk, with the Provider for the asset management and maintenance of the stock. Thurrock wish to create a risk profile that the Provider can effectively scope, measure and mitigate, based on the Provider's own offer and management capabilities.
- 1.4.2 Any budget overspend related risks will be discussed during dialogue, including the Model as set out in this document, for the purpose of refining its design and terms ahead of Final Tenders. It is important to Thurrock that Bidders contribute to this process to evolve the Model to be effective and appropriate; ultimately providing for an Alliancing arrangement that is successful in achieving the objectives and mitigating risk.

Capital Works

- 1.4.3 To complement the process already set out in the Term Brief – Asset Management Planning, Investment and Compliance, each year, the Provider will determine an appropriate capital programme for delivery in that year. It is the intention that the Provider uses their knowledge of the stock, most likely gathered through reactive works, and the existing stock condition data to establish the programme. The Thurrock team (in addition to those who have TUPE transferred to the Provider) will support the Provider in this process sharing their in-depth knowledge of the stock beyond that which can be held in data alone.
- 1.4.4 It is intended that the programme is designed to best utilise the available capital budget to both improve decency, and help reduce reactive revenue spend in future years. Thurrock understand that the available capital budget available will be directly correlated with the work deliverable, and have no intention of requiring the Provider to programme more works than are feasible.
- 1.4.5 Throughout the year, should additional works be required, the Provider will have the ability to review the programme, and if necessary propose reductions in other works to reappropriate funds ensuring they are available for the most pressing capital requirements. Where needed Thurrock will provide advice on, and sign-off of, the most appropriate reduction and reallocation.
- 1.4.6 On a monthly basis, the Provider will be reimbursed based on the cost of the works completed in the month plus the tendered central overhead and profit as set out in section 5.3 of the Pricing Instructions.

Revenue Works

- 1.4.7 Thurrock appreciates the level of risk it is asking the Provider to manage in relation to revenue works and has therefore reviewed the approach and wishes to provide further clarity on how it will assist the Provider in managing this risk.
- 1.4.8 The current year (FY23/24) forecast revenue expenditure for works is circa £13.2m. The FY25/26 anticipated revenue works budget is £11.5m (before inflation is applied) as set out in the budget provided with the Tender pack. Through this Tender process Thurrock wish to understand from bidders the opportunity to generate efficiencies, how it can best achieve the savings required, and what work it can and may need to reduce.
- 1.4.9 The design of the outsourcing model, i.e. combining all services into a single Strategic Delivery Partner, is intended to help to generate the opportunity for cost savings. The following are examples of some of the areas where savings are anticipated:
- a) Reducing the number of contracts held by Thurrock from over 30 existing contractors to a single Provider resulting in reduced overhead and administration
 - b) Reduction in decision-making time as the majority of elements are in the remit of the Provider
 - c) The ability of the Provider to control and manage both the revenue and capital budgets under a single Contract enabling co-ordinated delivery between reactive and planned works, utilising the capital budget to deliver the “right” works to reduce ongoing reactive demand
 - d) The enhanced commercial skills of the Provider to ensure efficient categorisation of works spend between the revenue and capital budget
 - e) Better identification, by the Provider, of resident responsibility repairs, and stronger implementation of rules in relation to Thurrock’s repairing responsibilities

- f) Alignment of the specification between repairs, voids and component replacement allowing the Provider to reduce the number of unique materials used and drive towards standardisation across the stock.

- 1.4.10 To incentivise efficiencies, the price model includes a shared savings mechanism that the Provider would financially benefit from, with Thurrock's apportionment of this being used to increase the available revenue budget for future years.
- 1.4.11 At ISOS stage, Bidders will be required to submit a Pricing Schedule which will not be scored. The aim of this is to provide Thurrock with an understanding of the funding gap between the service as currently described, and the available revenue budget. The Pricing Schedules received at ISOS stage will be used to inform the dialogue sessions to refine the Delivery Model and scope of service to deliver Thurrock's commercial needs.
- 1.4.12 It is intended that the final documents issued under the tender, which will ultimately become the Contract documentation, will reflect a level of service which is achievable for the available budget.

In-Year Revenue Spend Risk

- 1.4.13 On a monthly basis, revenue spend review meetings will be held between the Provider and Thurrock to ensure that any potential overspends are highlighted at the earliest opportunity so that they can be mitigated. This may be due to factors such as:
 - a) Increased repair volumes
 - b) Changes in legislation
 - c) Previously unknown defective materials
 - d) Other circumstances or demands beyond the control of the Provider.
- 1.4.14 Should there be a risk of overspend, which is outside of the Provider's control, the Provider and Thurrock will work together to agree any required measures to return spend to an acceptable level. This may include, but not be limited to, the following:
 - a) Reducing the scope of the service
 - b) Reducing the void lettable standard
 - c) Reducing or stopping non-essential works.
- 1.4.15 The Provider is to present to Thurrock recommendations on the most appropriate way of reducing spend. It shall then be for Thurrock to select the best approach, taking ultimate responsibility for the decision on which works to curtail. Thurrock is clear that, should they fail to take action in relation to the Provider's recommendations, additional funds will need to be found.
- 1.4.16 The Provider shall not be penalised for poor performance where this has been affected by a reduction in the service in order to reduce spend.
- 1.4.17 It is the intent of Thurrock to ensure the cost of revenue works does not exceed the available budget for reasons beyond the Provider's control, and where challenging circumstances result in a need for difficult decisions to be made, the Provider will have the full support of the Thurrock team.

Staff Costs

- 1.4.18 As shown in the budget as issued with the Tender pack, there is a separate budgetary allocation of £1.6m (not including inflation) available in relation to staff who may TUPE from Thurrock to the Provider. This mirrors the existing cost of those posts and on the basis the functions to be delivered by the Provider remain consistent with the functions as currently described in the Term Brief, including this document, this will become additional budget available to the Provider.
- 1.4.19 In future years, this figure will be incorporated into the revenue budget, and if the Provider is able to make savings through overhead efficiency, any funds would be available for use against revenue works.

Revenue Profit at Risk

- 1.4.20 It is vital that compliance in relation to gas, fire, asbestos, water, lifts and electrical systems is achieved and maintained throughout the life of the Contract. Thurrock continually report a high level of compliance and it is critical that this is maintained by the Provider.
- 1.4.21 Based on this, the Tender documents, as currently drafted, put 100% of the Provider's revenue profit at risk in relation to achieving compliance. This will no longer be the case.
- 1.4.22 Incentivisation is intended to be discussed during dialogue, and an appropriate approach developed in conjunction with Bidders. This may be:
- a) The level of profit at risk forming part of the Provider's offer to be evaluated as part of the final submission
 - b) A lower proportion of profit linking to compliance performance
 - c) A proportion of profit linking to efficiency in Model delivery.
- 1.4.23 What must remain is a level of assurance to Thurrock that the Provider is sufficiently incentivised to deliver on a critical objective to maintain compliance, and deliver within its available budget envelope.

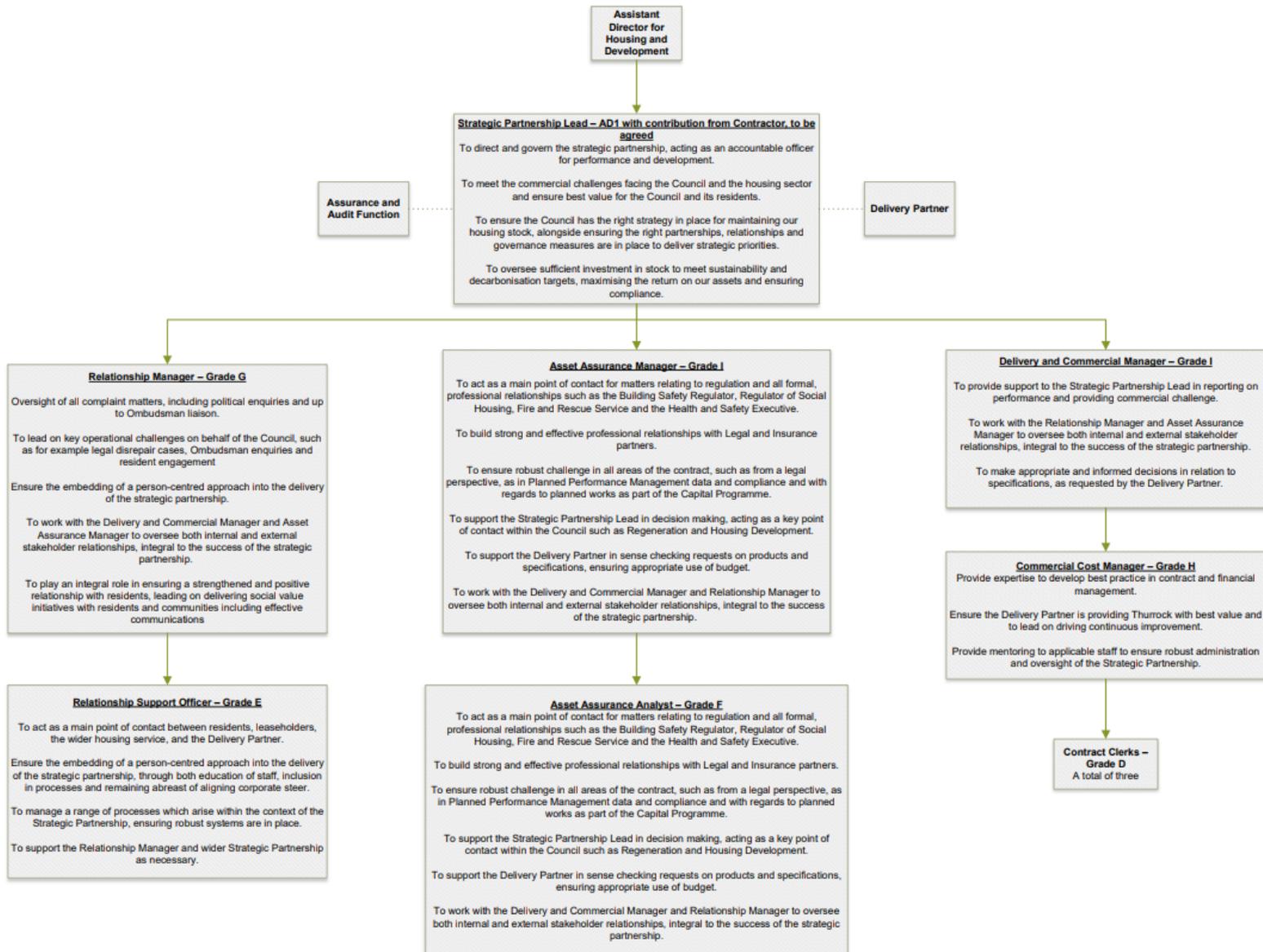
1.5 Exit

- 1.5.1 Thurrock recognise that this Contract incorporates a level of control and responsibility for asset management services that is not regularly outsourced in the housing market. Circumstances may evolve that may be less predictable, and the Provider will want to be clear on their ability to exit on notice.
- 1.5.2 The no fault termination provision on 12 months' notice will be amended to be available at any point in the Contract Term.

1.6 Client Team

- 1.6.1 Thurrock recognise that a sufficiently sized and experienced Client team will be required in order to work with the Provider to control service standards, costs and risks, working together to ensure a good service is delivered and preventing budgets from being overspent. Thurrock is committed to the Provider being able to engage with and rely on an effective and adequately resourced Client team.

1.6.2 Included below is a structure chart which sets out Thurrock’s anticipated structure, for the management of the Contract, engagement with the Provider and the delivery of Thurrock’s ongoing responsibilities generally. High-level role descriptions have been included to give further clarity to Applicants on the functions to be undertaken by Thurrock and where assistance and collaboration will be available in relation to the management of risk, and the Contract more generally.



1.6.3 The table below sets out the pay scales in relation to the roles above in order to further demonstrate the anticipated skill and experience level of each individual:

Grade	Pay Low £	Pay High £
AD1	78,500	91,000

I	71,193	82,275
H	59,925	69,165
G	50,511	58,266
F	42,917	49,133
E	36,524	41,792
D	31,199	35,579

- 1.6.4 Thurrock will work with Bidders during dialogue to further refine the design of the Client team to deliver on these requirements and meet the objectives.

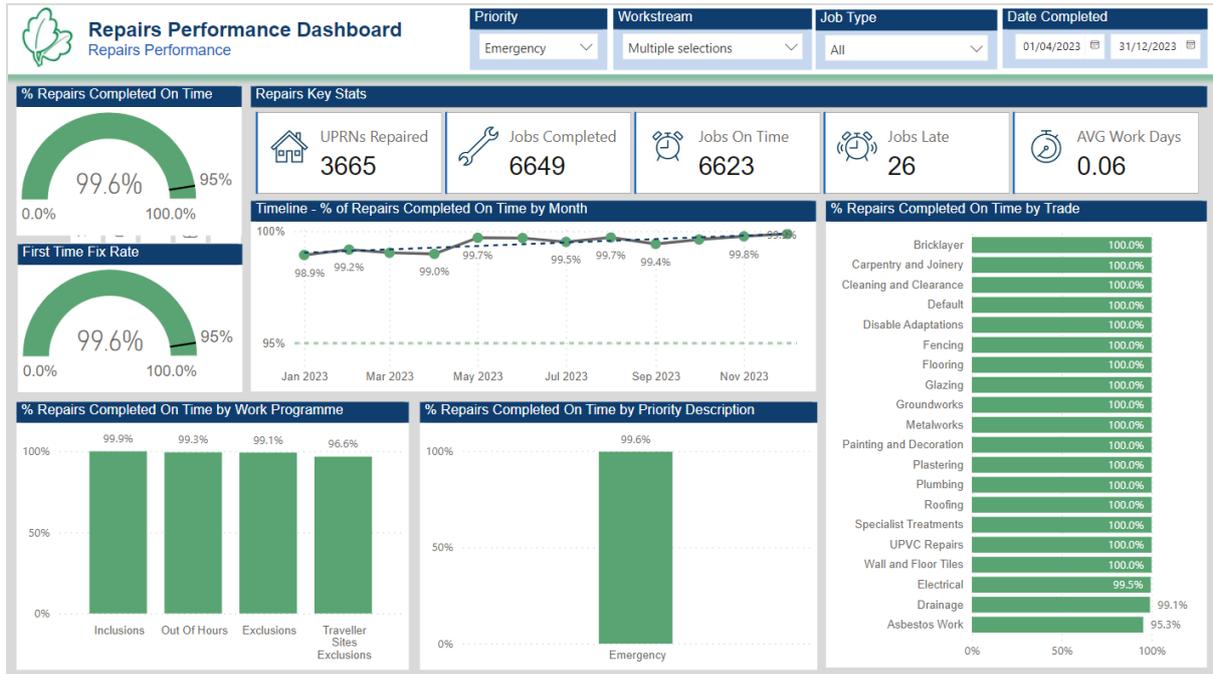
Appendices

Appendix 1 – Thurrock BI

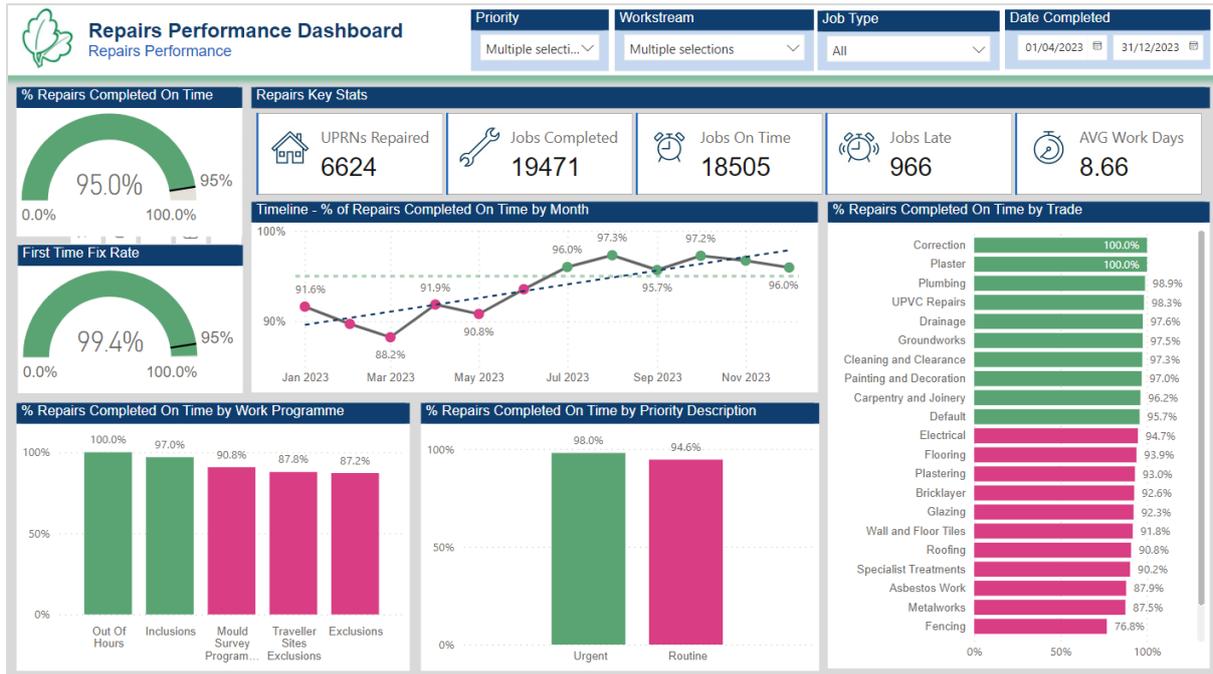
Included as a separate document

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Emergency



Non-emergency

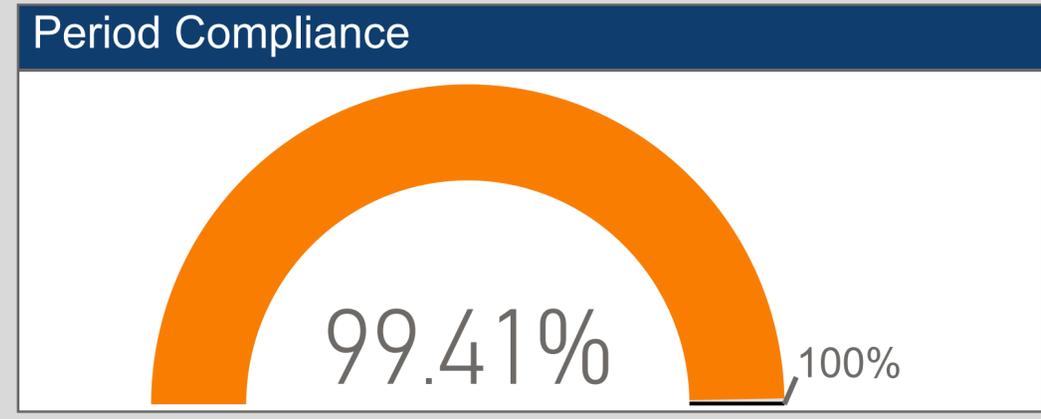
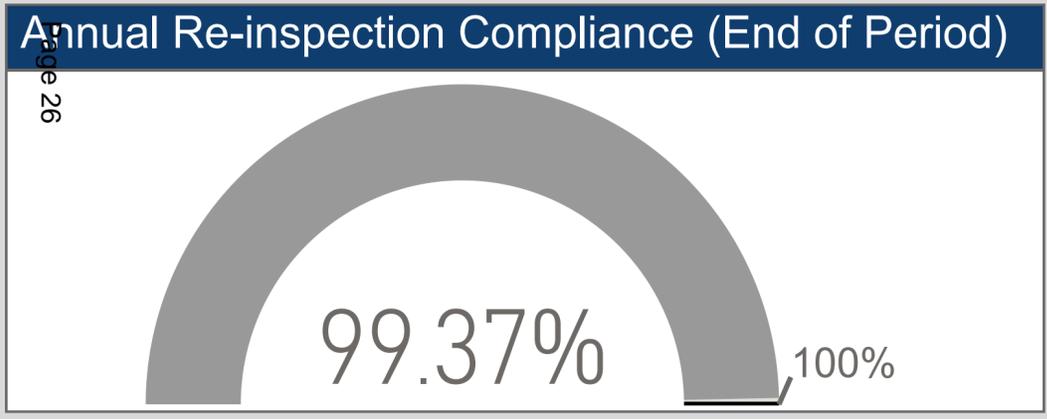


All of Thurrock Council’s planned annual asbestos surveys and sampling are carried out by the appointed contractor Riverside. The Contractor undertakes a cyclical programme (annual) of survey and re-inspection/testing (if deemed required) in accordance with the Housing Asset Register. This principally includes:

- 33 Sheltered Housing Sites
- 16 High-Rise Blocks
- 601 Low-Rise Blocks

There are 449 Housing Sites borough wide where asbestos management surveys or re-inspections are required. All other sites have no identified asbestos.

RAG Status	Range	Overall Percentage of Compliance
Green	100%	Compliant
Amber	90-100%	Compliant with few site/reports missing but programme on track
Red	<90%	Not compliant follow on action required



Commentary

21 Kynoch Court access restricted booked for 9th October for survey, other tow remaining sites are being process by riversides lab SS

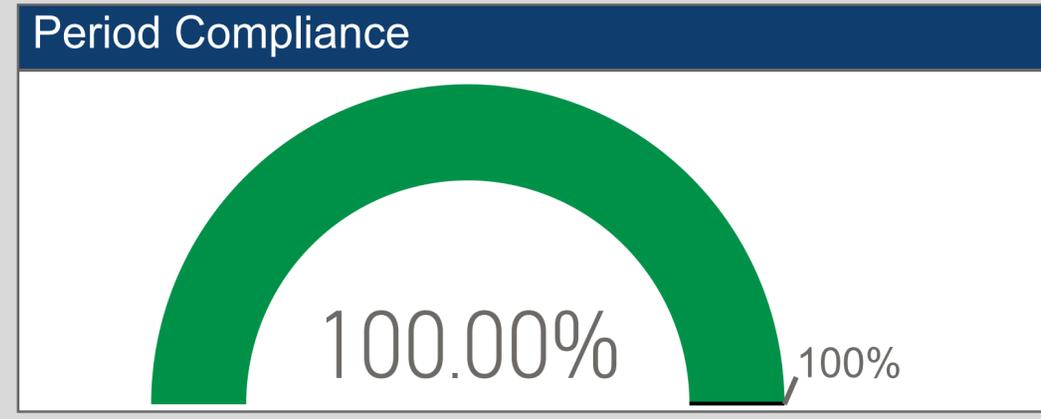
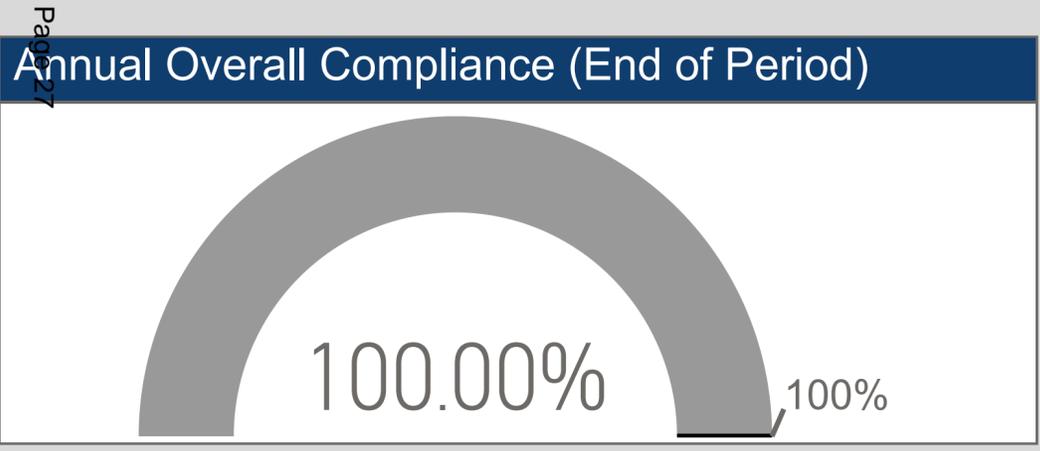
Quarter	Annual Re-inspection Target	Annual Overall Re-inspections Completed	Quarter Re-Inspection Target	Quarter Re-Inspections Completed
Q1 23-24	457	430	170	143
Q2 23-24	473	470	170	169



This cyclical technical programme establishes a single service provider to perform Water hygiene/Legionella Risk Assessments, Risk Assessment Reviews, Water Hygiene Monitoring services & associated Remedial Works within the housing stock.

There are currently 412 sites on quarterly monitoring, where contractor inspected hot and cold water system including communal tank, water testing and temperature monitoring as per contract specifications.

RAG Status	Range	Overall Percentage of Compliance
Green	100%	Compliant
Amber	90-100%	Compliant with few site/reports missing but programme on track
Red	<90%	Not compliant follow on action required



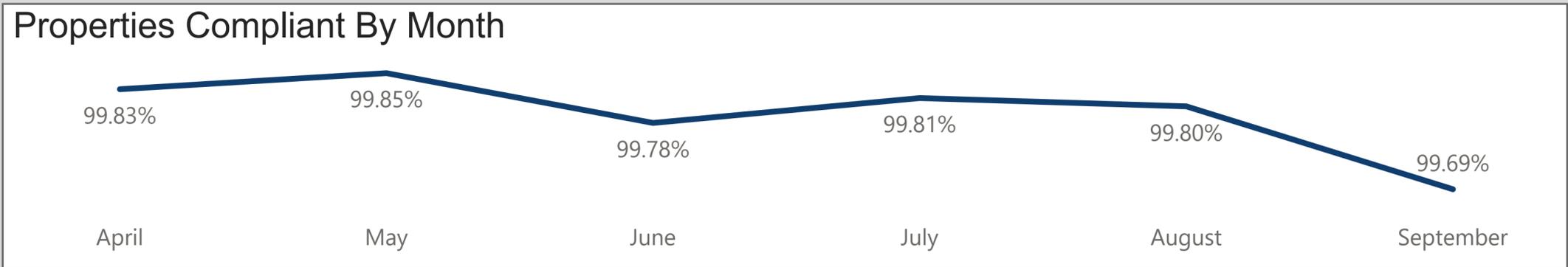
Commentary

The borough-wide Integrated Water Services responsible for water hygiene and legionella monitoring has successfully completed monitoring all sites in Q2 of the year (July, Aug, Sep 2023). As a landlord, we are delighted to report that we have achieved 100% compliance with water hygiene monitoring, meeting all the required standards and ensuring the safety of our water systems.

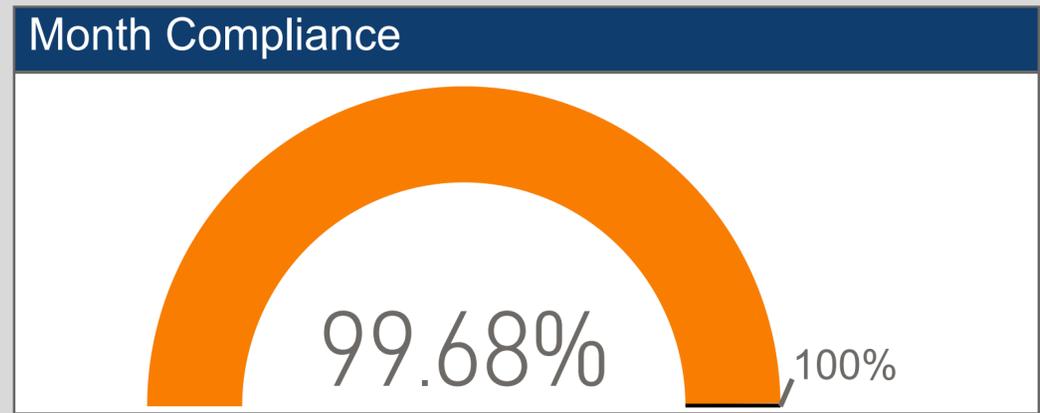
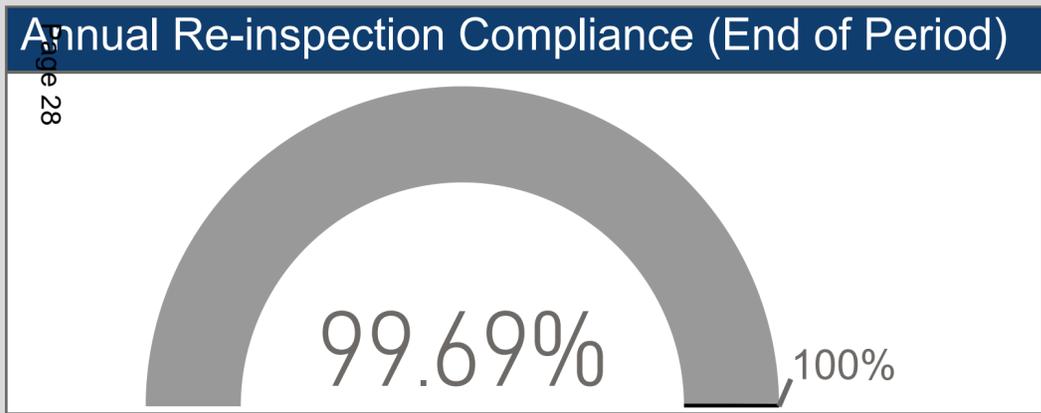
Quarter	Total Due This Period	Actuals Completed This Period	Annual Non-Compliance
Q1 23-24	424	424	0
Q2 23-24	415	415	0



Under the Gas Safety (Use and Installation) Regulations 1998, this programme establishes a single Gas Safe registered contractor to carry out regulatory gas appliance safety checks in Housing properties.



RAG Status	Range	Overall Percentage of Compliance
Green	100%	Compliant
Amber	90-100%	Compliant with few site/reports missing but programme on track
Red	<90%	Not compliant follow on action required



Commentary

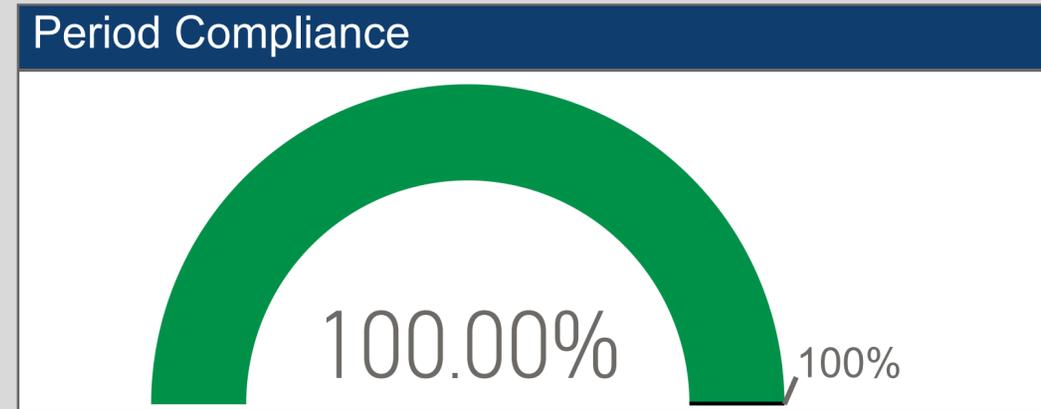
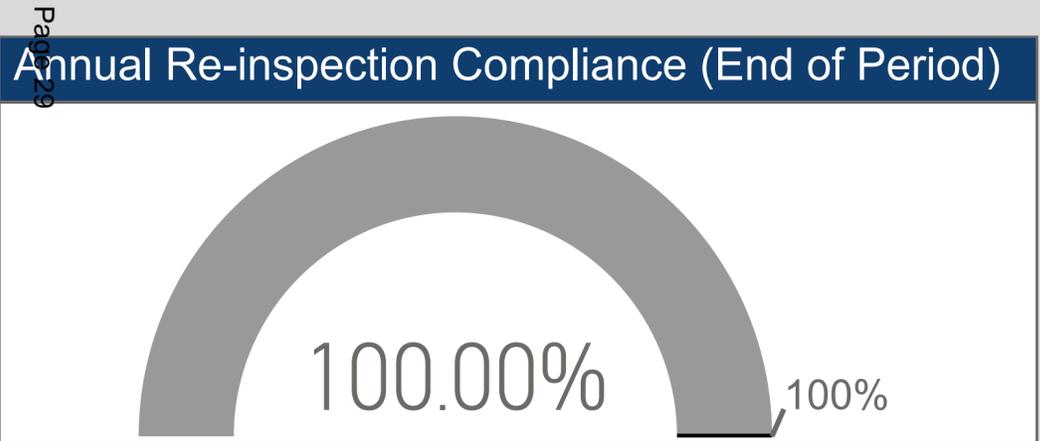
99.68% Compliant

Month	Quarter	Annual Re-inspection Target	Annual Overall Re-inspections Completed	Month Re-Inspection Target	Month Re-Inspections Completed
April	Q1 23-24	8624	8609	735	734
May	Q1 23-24	8588	8575	765	764
June	Q1 23-24	8585	8566	754	752
July	Q2 23-24	8585	8569	640	639
August	Q2 23-24	8585	8568	718	717



Under the Gas Safety (Use and Installation) Regulations 1998, this programme establishes a single Gas Safe registered contractor to carry out regulatory gas appliance safety checks in Housing properties.

RAG Status	Range	Overall Percentage of Compliance
Green	100%	Compliant
Amber	90-100%	Compliant with few site/reports missing but programme on track
Red	<90%	Not compliant follow on action required



Commentary

All servicing completed - 100% We take pride in achieving 100% compliance with our commercial gas servicing, ensuring the safety and well-being of our tenants and properties.

Quarter	Annual Re-inspection Target	Annual Overall Re-inspections Completed	Quarter Re-Inspection Target	Quarter Re-Inspections Completed
Q1 23-24	70	70	26	28
Q2 23-24	70	70	15	15



Fire Detection Systems

Compliance

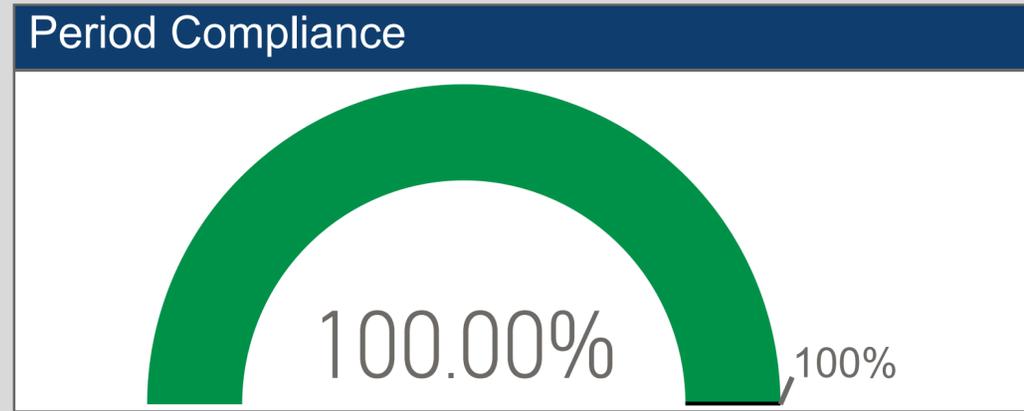
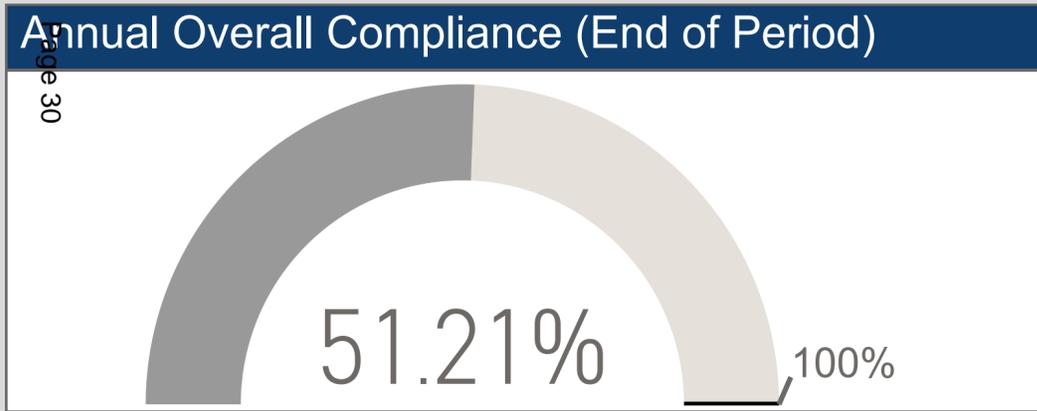
Reported Quarterly

Quarter

Q2 23-24

The equipment was serviced on quarterly basis by competent person in accordance with the contract specification. There are total of 67 Housing sites, which includes high/low rise blocks and sheltered complexes on this cyclical maintenance contract.

RAG Status	Range	Overall Percentage of Compliance
Green	100%	Compliant
Amber	90-100%	Compliant with few site/reports missing but programme on track
Red	<90%	Not compliant follow on action required



Commentary

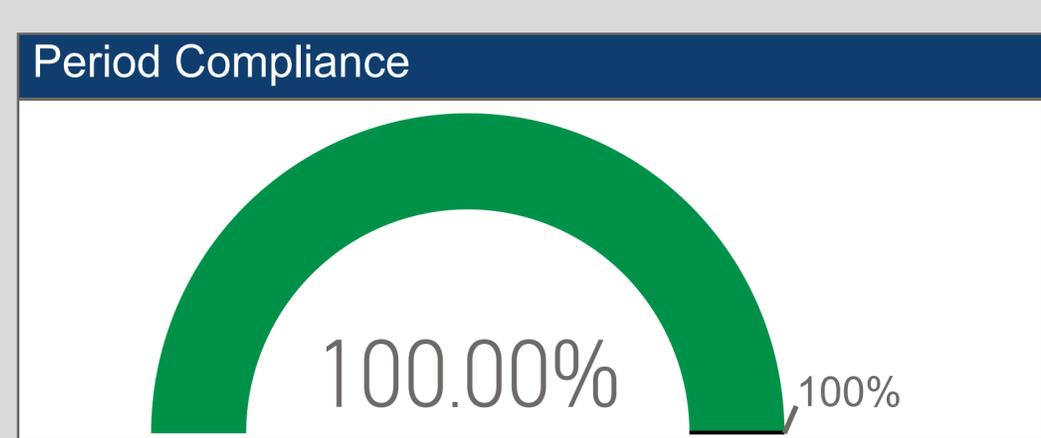
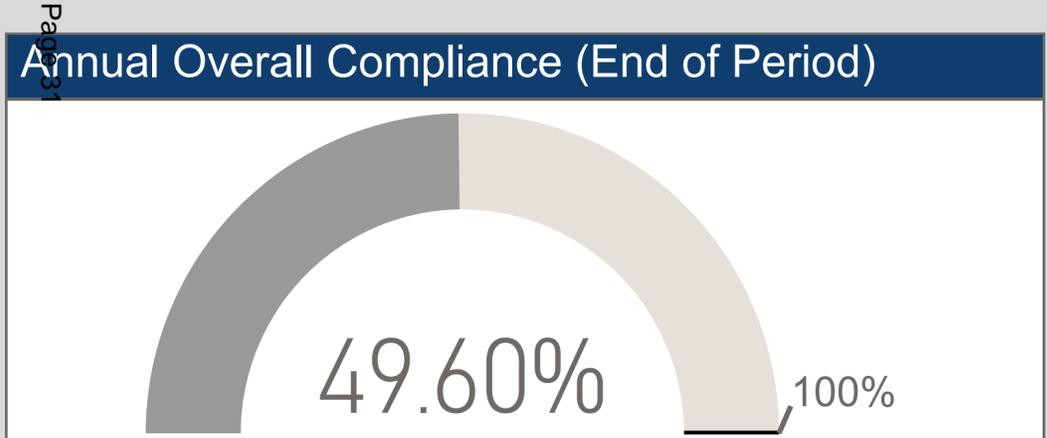
In Q2 of the year (July, Aug, September 2023), RGE Services, responsible for fire alarm system, AOV system, and Refuge call system, has effectively completed servicing all sites across the borough. As a landlord, we are thrilled to declare that we have achieved 100% compliance with the fire alarm system, AOV system, and Refuge call system, meeting all the rigorous standards of BS5839. The safety and security of our properties and occupants remain our utmost priority.

Quarter	Annual Target	Actuals Completed This Period	Total Due This Period	Annual Non-Compliance
Q1 23-24	248	62	62	0
Q2 23-24		65	65	0



The equipment was serviced on quarterly basis by competent person in accordance with the contract specification. There are total of 68 Housing sites, which includes high/low rise blocks and sheltered complexes on this cyclical maintenance contract.

RAG Status	Range	Overall Percentage of Compliance
Green	100%	Compliant
Amber	90-100%	Compliant with few site/reports missing but programme on track
Red	<90%	Not compliant follow on action required



Commentary

In the second quarter of 2023 (July, Aug, September), RGE Services, responsible for maintaining the emergency lighting system, efficiently serviced all sites across the borough. As a landlord, we are pleased to share that we have attained a 100% compliance rate with the emergency lighting system, meeting all the stringent standards set in place. Our dedication to ensuring the safety and security of our buildings and occupants remains unwavering and continues to be our top priority.

Quarter	Annual Target	Total Due This Period	Actuals Completed This Period	Annual Non-Compliance
Q1 23-24	248	62	62	0
Q2 23-24		61	61	0



Fire Protection Equipment

Compliance

Reported Bi-Annually

Quarter

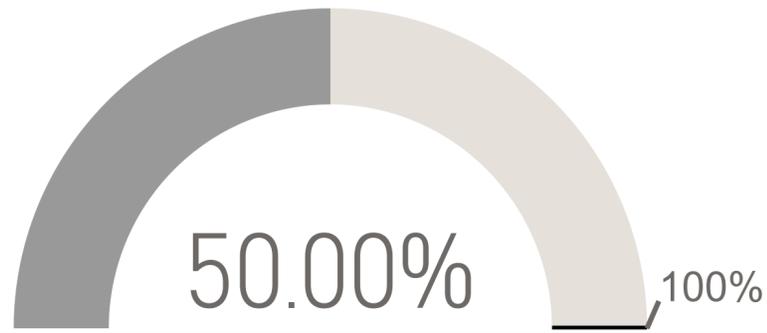
Q1 23-24

In accordance with BS 9990: 2015 – Code of Practice for non-automatic fire fighting systems in buildings, this ensures dry risers undergo an annual static pressure test and inspection and a six monthly visual inspection. During the annual static pressure test the riser is subjected to 12 bar pressure and held for 15 minutes.

RAG Status	Range	Overall Percentage of Compliance
Green	100%	Compliant
Amber	90-100%	Compliant with few site/reports missing but programme on track
Red	<90%	Not compliant follow on action required

Annual Re-inspection Compliance (End of Period)

Page 32



Period Compliance



Commentary

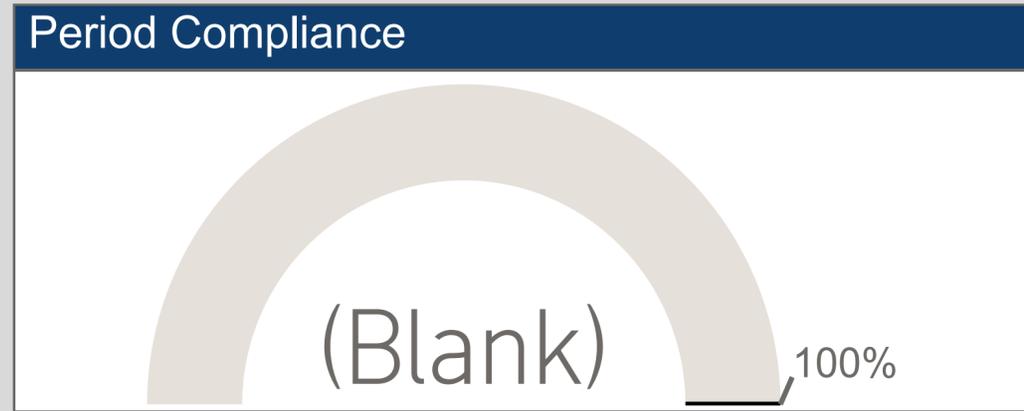
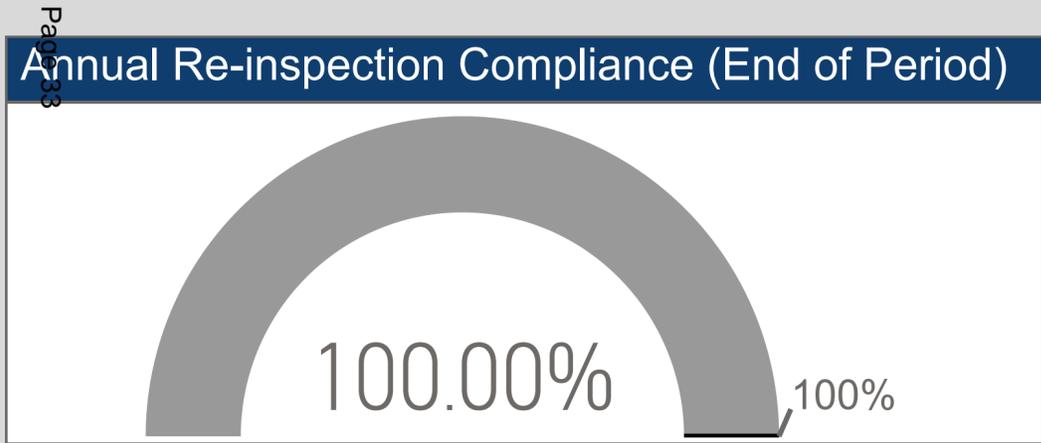
During the first quarter of 2023 (April, May, June), RGE Services, responsible for maintaining the Dry riser system, successfully confirmed that all Wet pressure tests passed and efficiently serviced all sites across the borough. As a landlord, we are delighted to report that we have achieved a 100% compliance rate with the fire protection system, which includes the Dry riser, meeting all the stringent standards specified in the BS standards. Our unwavering dedication to ensuring the safety and security of our buildings and occupants remains steadfast and continues to be our topmost priority.

Quarter	Annual Re-inspection Target	Annual Overall Re-inspections Completed	Quarter Re-Inspection Target	Quarter Re-Inspections Completed
Q1 23-24	56	28	28	0



This cyclical programme delivers electrical service testing within individual properties and communal blocks and ensures that fixed electrical installations and portable appliances within the Thurrock Council housing portfolio are safe and are maintained to an operational level at all times.

RAG Status	Range	Overall Percentage of Compliance
Green	100%	Compliant
Amber	90-100%	Compliant with few site/reports missing but programme on track
Red	<90%	Not compliant follow on action required



Commentary

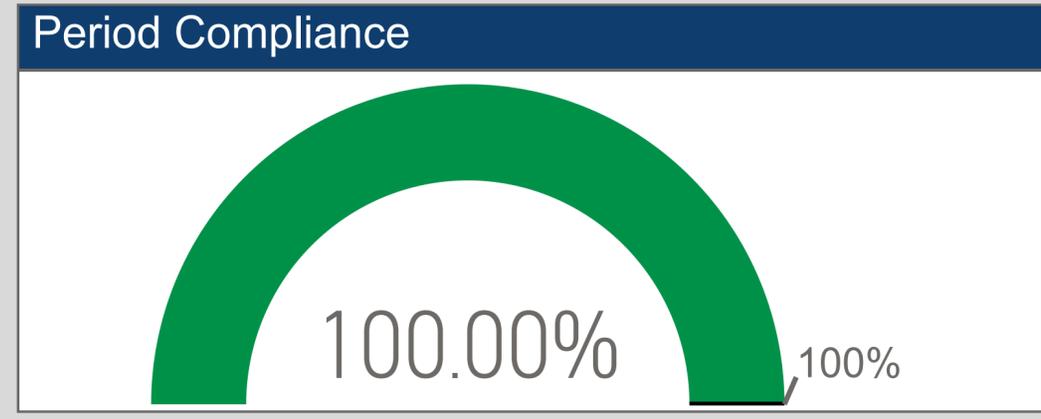
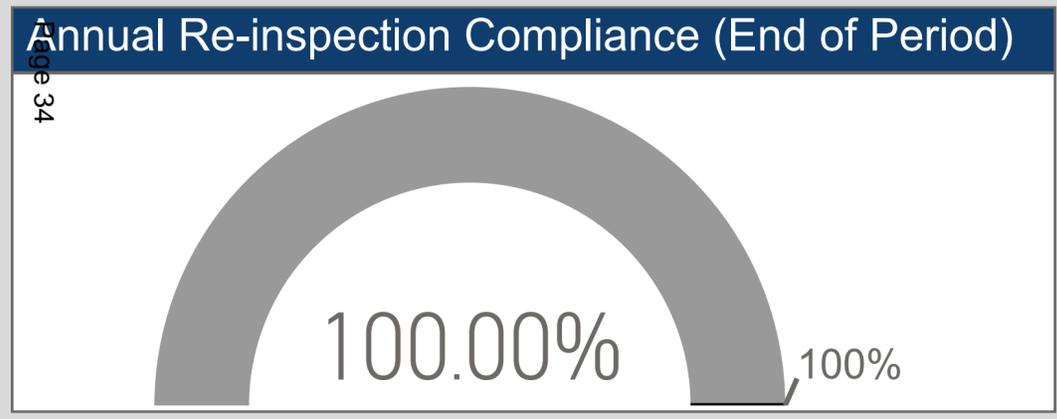
We are pleased to announce that all Communal Electrical Installation Condition Reports (EICRs) for our high-rise buildings are fully compliant. The next scheduled testing for the first site will take place in 2025. As a landlord, we take pride in achieving a 100% compliance rate with our communal EICR testing for high-rise buildings. The safety and well-being of our residents remain our top priority, and we will continue to uphold the highest standards of electrical safety in our properties.

Quarter	Total High rise Block (6 Plus storey) and concierge office on Programme	Sheltered Blocks where EICR completed in last 5 years	Quarter Re-Inspection Target	Quarter Re-Inspections Completed
Q1 23-24	18	18	0	0
Q2 23-24			0	0



This cyclical programme delivers electrical service testing within individual properties and communal blocks and ensures that fixed electrical installations and portable appliances within the Thurrock Council housing portfolio are safe and are maintained to an operational level at all times.

RAG Status	Range	Overall Percentage of Compliance
Green	100%	Compliant
Amber	90-100%	Compliant with few site/reports missing but programme on track
Red	<90%	Not compliant follow on action required



Commentary

I am pleased to announce we are 100% compliance across communal electrical testing for the sheltered housing sites and begin to expire in 2025

Quarter	Total Sheltered Blocks	Annual Re-inspection Target	Quarter Re-Inspection Target	Quarter Re-Inspections Completed
Q1 23-24	249	4	4	2
Q2 23-24	250	1	1	1



Communal Electrical Testing Low Rises

Compliance

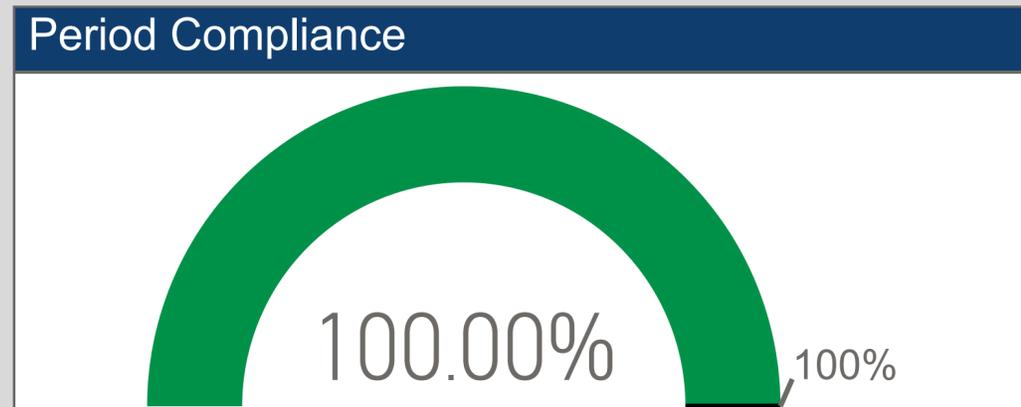
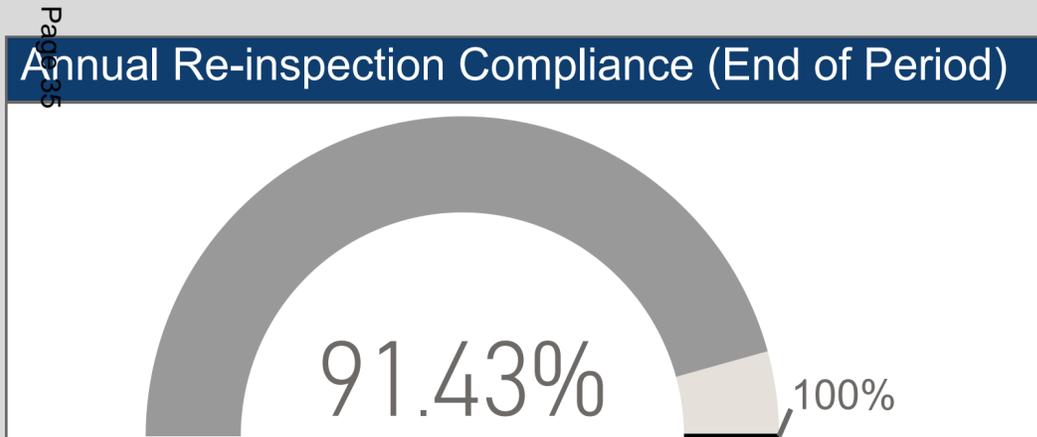
Reported Quarterly

Quarter

Q2 23-24

This cyclical programme delivers electrical service testing within individual properties and communal blocks and ensures that fixed electrical installations and portable appliances within the Thurrock Council housing portfolio are safe and are maintained to an operational level at all times.

RAG Status	Range	Overall Percentage of Compliance
Green	100%	Compliant
Amber	90-100%	Compliant with few site/reports missing but programme on track
Red	<90%	Not compliant follow on action required



Commentary

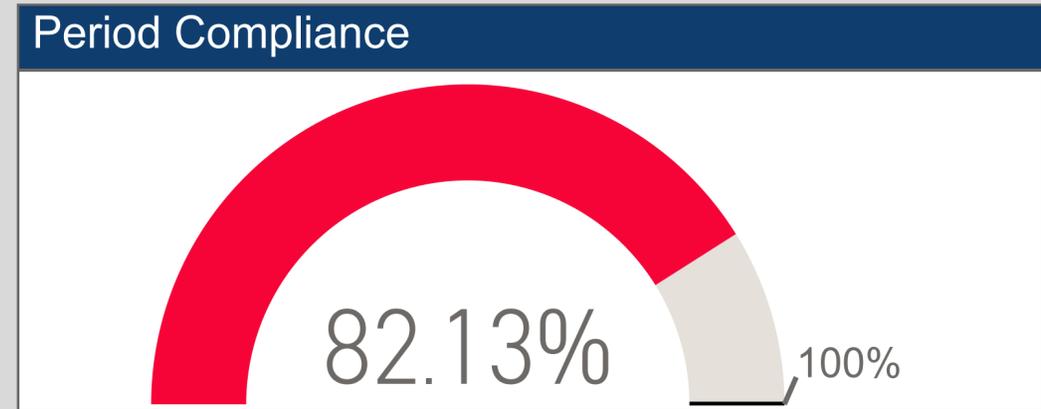
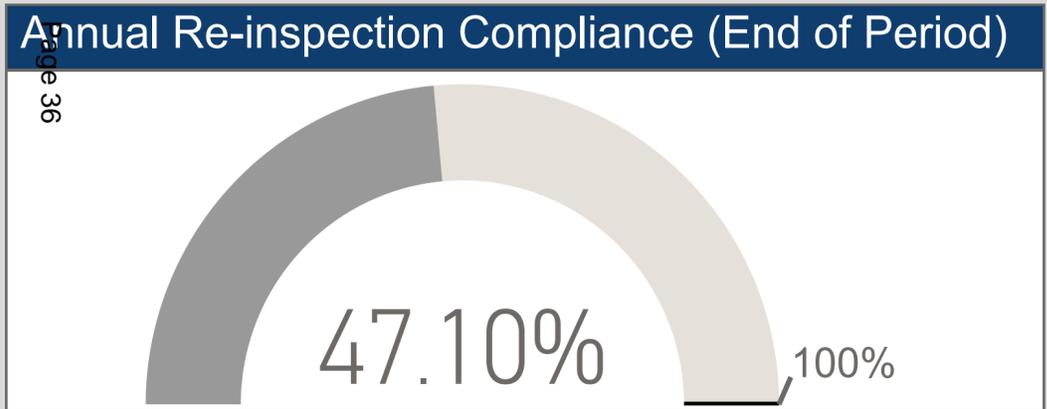
I am pleased to announce we are 100% compliance across communal electrical testing for the sheltered housing sites and begin to expire in 2024

Quarter	Low Rise Blocks where EICR completed in last 5 years	Annual Re-inspection Target	Quarter Re-Inspection Target	Quarter Re-Inspections Completed
Q1 23-24	530	61	61	55
Q2 23-24	536	9	9	9



This cyclical programme delivers electrical service testing within individual properties and communal blocks and ensures that fixed electrical installations and portable appliances within the Thurrock Council housing portfolio are safe and are maintained to an operational level at all times.

RAG Status	Range	Overall Percentage of Compliance
Green	100%	Compliant
Amber	90-100%	Compliant with few site/reports missing but programme on track
Red	<90%	Not compliant follow on action required



Commentary

1540/2691 properties completed to date off this years programs. equates to 57% - 10/10/23 - this is inclusive of passbacks issued.
At the end of Q2 - 729 non-Compliant

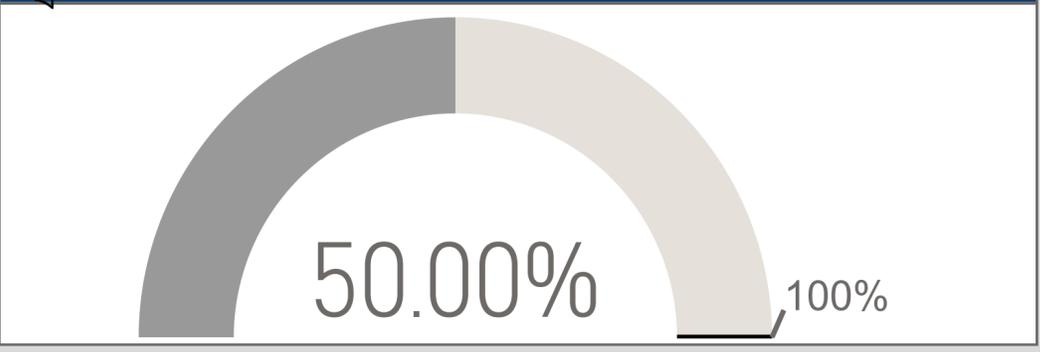
Quarter	Individual Properties where EICR completed in last 5 years	Annual Re-inspection Target	Quarter Re-Inspection Target	Quarter Re-Inspections Completed
Q1 23-24	9081	3000	750	797
Q2 23-24	9203		750	616



Passenger lifts service and maintenance carried out on monthly basis to ensure satisfactory operation of the lift; these are mainly located in high/low rise blocks and a few sheltered complexes.

RAG Status	Range	Overall Percentage of Compliance
Green	100%	Compliant
Amber	90-100%	Compliant with few site/reports missing but programme on track
Red	<90%	Not compliant follow on action required

Annual Re-inspection Compliance (End of Period)



Period Compliance



Commentary

All passenger lifts have been serviced within the required timeframe

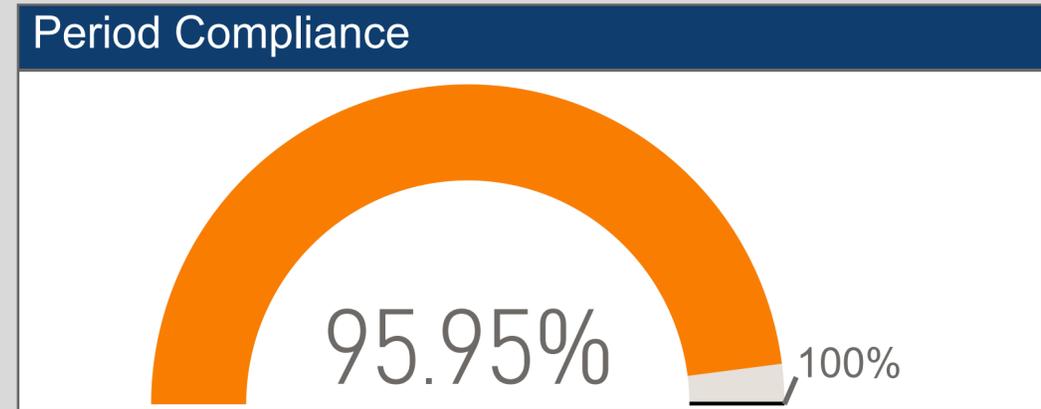
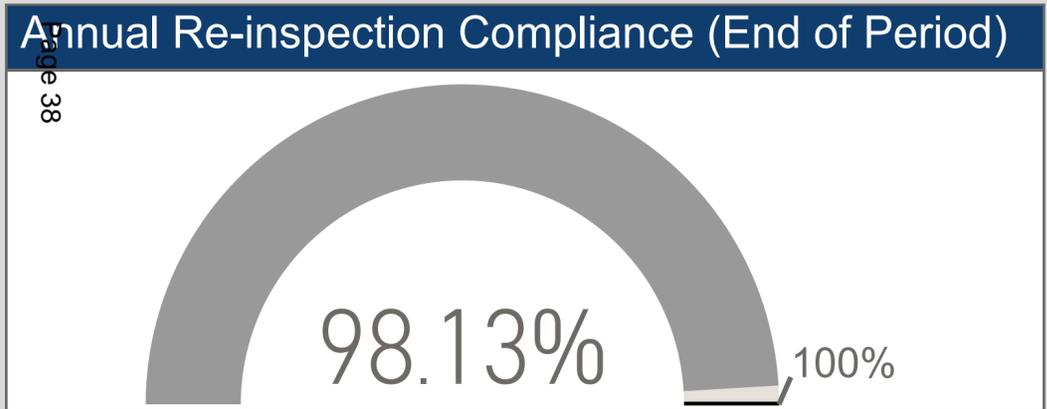
Quarter	Annual Re-inspection Target	Annual Overall Re-inspections Completed	Quarter Re-Inspection Target	Quarter Re-Inspections Completed
Q1 23-24	684	171	171	171
Q2 23-24		342	171	171



This cyclical maintenance contract delivers Disabled Adaptations Services for the Supply, Installation, Servicing and Breakdown Repairs of lifts (stairs, step, and through floor) and Ceiling Track Hoists.

Maintenance of lifts (stairs, step and through floor) are carried out on an annual basis and ceiling track hoists service is bi-annual, made up of one visual check and a load test.

RAG Status	Range	Overall Percentage of Compliance
Green	100%	Compliant
Amber	90-100%	Compliant with few site/reports missing but programme on track
Red	<90%	Not compliant follow on action required



Commentary

Overall compliance 95% 343 Daiglen drive no access as residents is undergoing kimotherapy, 21 GateHope drive resident curretly has Covic service booked for 10/10/23

Quarter	Annual Re-inspection Target	Annual Overall Re-inspections Completed	Quarter Re-Inspection Target	Quarter Re-Inspections Completed
Q1 23-24	308	305	66	63
Q2 23-24	320	314	148	142



Door Entry (Auto)

Compliance

Reported Quarterly

Quarter

Q2 23-24

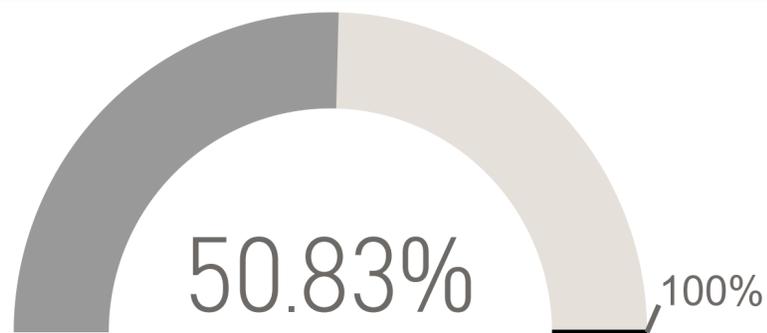
This cyclical maintenance contract delivers inspection and maintenance and repairs to an array of various secure entrance systems and associated equipment; such as automatic door closers, vehicle and pedestrian gates; in council owned multi – occupancy housing sites.

Maintenance, Inspection & testing are scheduled and completed on a regular basis, either six monthly, or quarterly, the following scheduling provides guidance as to the frequency of maintenance, inspection and testing;

- Six Monthly inspections consist of sites where door entry and access control systems are installed and all doors and gates that form part of the installation are of a manual type; i.e. they need to be pushed or pulled open by an individual.
- Quarterly inspections consist of sites where door entry and access control systems are installed and all doors and gates that form part of the installation are operated automatically; either electrically or pneumatically

RAG Status	Range	Overall Percentage of Compliance
Green	100%	Compliant
Amber	90-100%	Compliant with few site/reports missing but programme on track
Red	<90%	Not compliant follow on action required

Annual Re-inspection Compliance (End of Period)



Period Compliance



Commentary

During the second quarter of the year (July, Aug, September 2023), Oakray Ltd, responsible for door entry systems, efficiently completed servicing all sites across the borough. As a landlord, we are thrilled to announce that we have attained a 100% compliance rate with our door entry systems, ensuring they meet all the necessary standards and contribute to the safety of our residents. Their security and well-being remain our top priority, and we will continue to uphold the highest standards for their benefit.

Quarter	Annual Re-inspection Target	Annual Overall Re-inspections Completed	Quarter Re-Inspection Target	Quarter Re-Inspections Completed
Q1 23-24	724	181	181	181
Q2 23-24		363	187	187



Door Entry (Secure)

Compliance

Reported Bi-Annually

Quarter

Q1 23-24

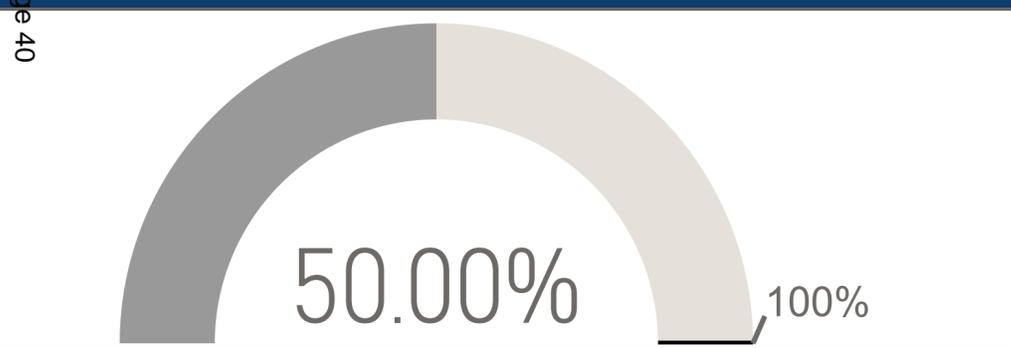
This cyclical maintenance contract delivers inspection and maintenance and repairs to an array of various secure entrance systems and associated equipment; such as automatic door closers, vehicle and pedestrian gates; in council owned multi – occupancy housing sites.

Maintenance, Inspection & testing are scheduled and completed on a regular basis, either six monthly, or quarterly, the following scheduling provides guidance as to the frequency of maintenance, inspection and testing;

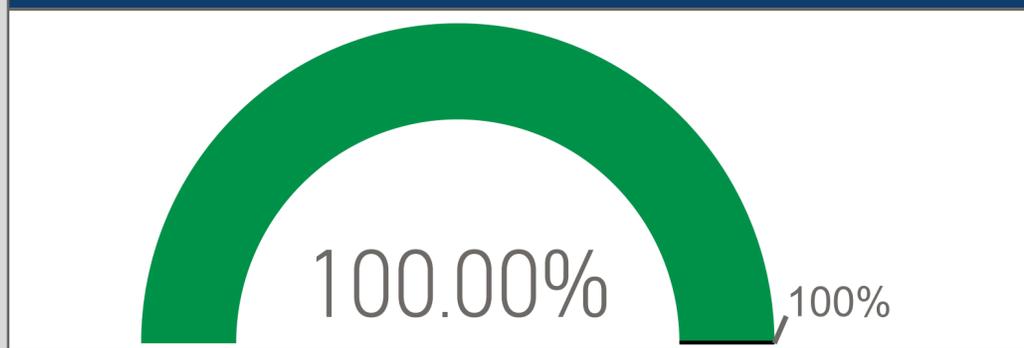
- Six Monthly inspections consist of sites where door entry and access control systems are installed and all doors and gates that form part of the installation are of a manual type; i.e. they need to be pushed or pulled open by an individual.
- Quarterly inspections consist of sites where door entry and access control systems are installed and all doors and gates that form part of the installation are operated automatically; either electrically or pneumatically

RAG Status	Range	Overall Percentage of Compliance
Green	100%	Compliant
Amber	90-100%	Compliant with few site/reports missing but programme on track
Red	<90%	Not compliant follow on action required

Annual Re-inspection Compliance (End of Period)



Period Compliance



Commentary

During the first quarter of the year (April, May, June 2023), Oakray Ltd, responsible for door entry systems, efficiently completed servicing all sites across the borough. As a landlord, we are thrilled to announce that we have attained a 100% compliance rate with our door entry systems, ensuring they meet all the necessary standards and contribute to the safety of our residents. Their security and well-being remain our top priority, and we will continue to uphold the highest standards for their benefit.

Quarter	Bi-annual Re-Inspection Target	Annual Re-inspection Target	Annual Overall Re-inspections Completed	Quarter Re-Inspections Completed
Q1 23-24	531	1062	531	531



Boosted Water Pumps

Compliance

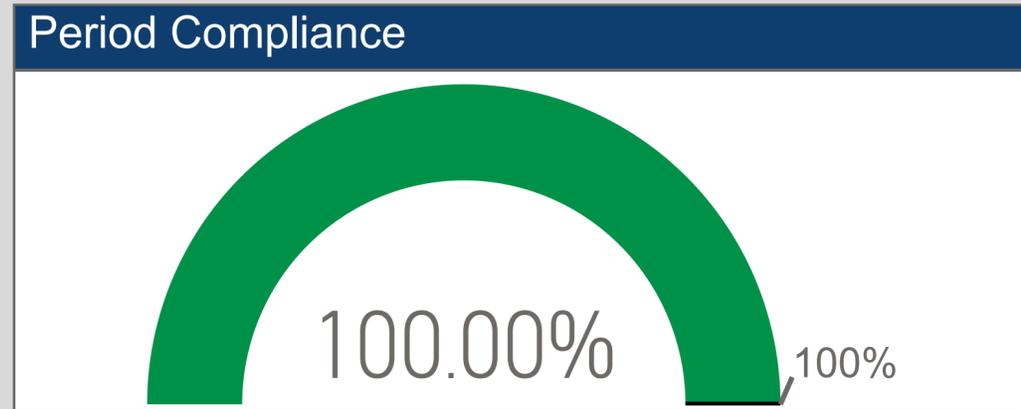
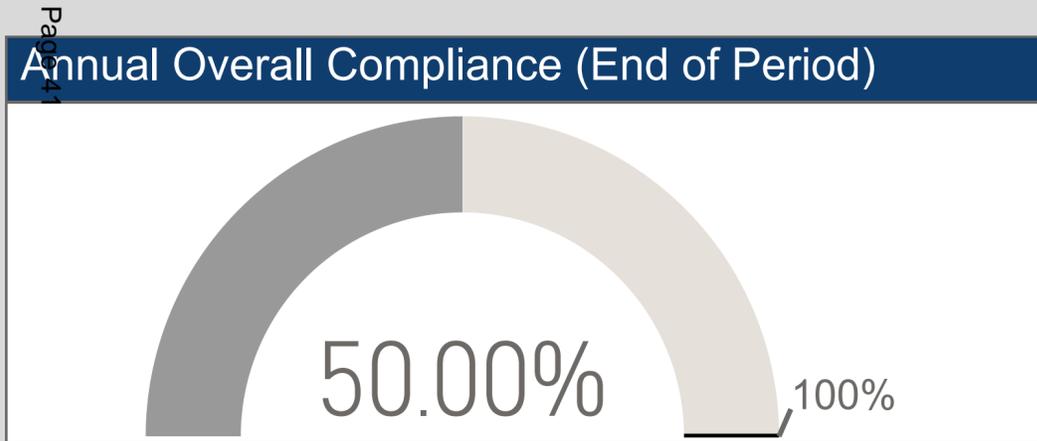
Reported Bi-Annually

Quarter

Q2 23-24

This cyclical maintenance contract requires achieving safe, reliable and fully functional equipment for the provision of water, ventilation and heating for service users across the borough. Boosted water pump frequency of service visits is bi-annual, and high-rise blocks extractor/ventilation fans frequency of service visits is on quarterly service.

RAG Status	Range	Overall Percentage of Compliance
Green	100%	Compliant
Amber	90-100%	Compliant with few site/reports missing but programme on track
Red	<90%	Not compliant follow on action required



Commentary

In the first quarter of the year (April, May, June 2023), REGEN Services, entrusted with maintaining building boosted water pump systems, successfully completed efficient servicing of all sites across the borough. As a landlord, we are delighted to announce that we have achieved a 100% compliance rate with our servicing program. This ensures that our water pump systems meet all the required standards, contributing to the safe and reliable water supply to the buildings. The safety and well-being of our residents remain at the forefront of our priorities, and we will continue to uphold the highest standards to provide them with a secure living environment.

Quarter	Bi-annual Re-Inspection Target	Annual Re-inspection Target	Annual Overall Re-inspections Completed	Quarter Re-Inspections Completed
Q2 23-24	17	34	17	17



HRBs - Ventilation Fans

Compliance

Reported Quarterly

Quarter

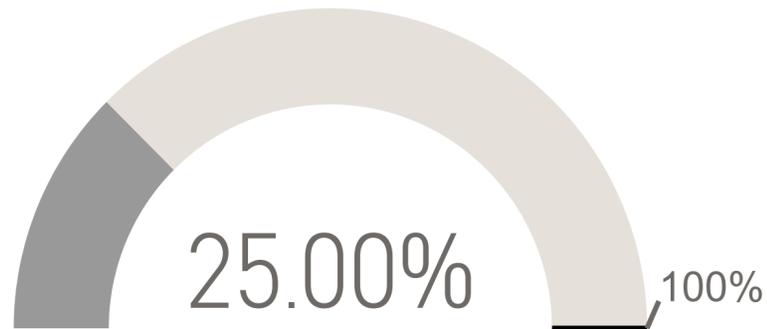
Q2 23-24

This cyclical maintenance contract requires achieving safe, reliable and fully functional equipment for the provision of water, ventilation and heating for service users across the borough. Boosted water pump frequency of service visits is bi-annual, and high-rise blocks extractor/ventilation fans frequency of service visits is on quarterly service.

RAG Status	Range	Overall Percentage of Compliance
Green	100%	Compliant
Amber	90-100%	Compliant with few site/reports missing but programme on track
Red	<90%	Not compliant follow on action required

Annual Re-inspection Compliance (End of Period)

Page 42



Period Compliance



Commentary

(Blank)

Quarter	Annual Re-inspection Target	Annual Overall Re-inspections Completed	Quarter Re-Inspection Target	Quarter Re-Inspections Completed
Q1 23-24	12	3	3	3



HRBs - Bin Chutes Systems

Compliance

Reported Bi-Annually

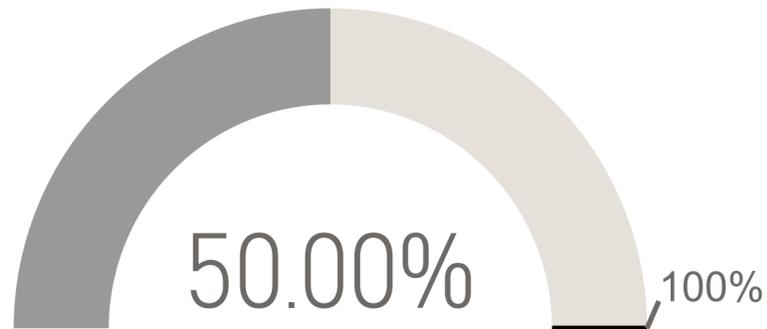
Quarter

Q1 23-24

This cyclical maintenance contract delivers the inspection, testing, maintenance including breakdown repairs of Communal Bin/Refuse Chute Systems fitted with automatic fire closer plates at the base of chute mainly in High/low rise blocks. The equipment to be serviced on bi-annual frequency in High Rise & Low Rise Blocks Bin/Refuse Chute System.

RAG Status	Range	Overall Percentage of Compliance
Green	100%	Compliant
Amber	90-100%	Compliant with few site/reports missing but programme on track
Red	<90%	Not compliant follow on action required

Annual Re-inspection Compliance (End of Period)



Period Compliance



Commentary

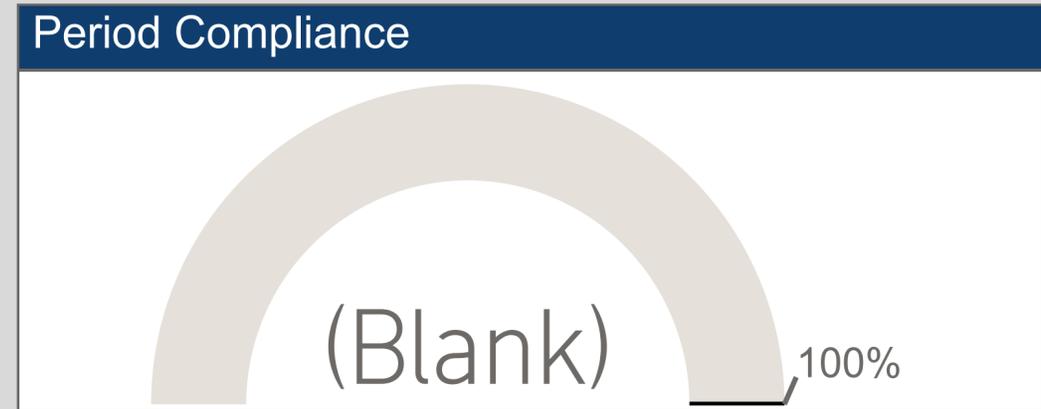
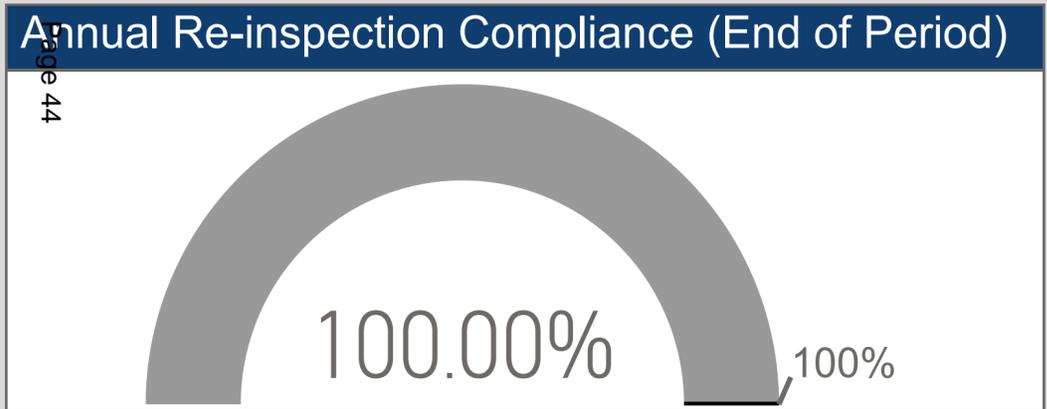
In the first quarter of the year (April, May, June 2023), Hardall Services, entrusted with maintaining bin chute systems for high-rise buildings, successfully completed efficient servicing of all sites across the borough. As a landlord, we are delighted to announce that we have achieved a 100% compliance rate with our servicing program. The safety and well-being of our residents remain our utmost priorities, and we are dedicated to upholding the highest standards to provide them with a secure living environment.

Quarter	Bi-annual Re-Inspection Target	Annual Re-inspection Target	Annual Overall Re-inspections Completed	Quarter Re-Inspections Completed
Q1 23-24	15	30	15	15



This cyclical maintenance contract delivers the inspection, testing, maintenance of lightning protection systems on housing stock require to professionally test at least once a year to ensure it is capable of conducting a potential lightning strike to a safe earthing point.

RAG Status	Range	Overall Percentage of Compliance
Green	100%	Compliant
Amber	90-100%	Compliant with few site/reports missing but programme on track
Red	<90%	Not compliant follow on action required



Commentary

100% compliant next due November 23

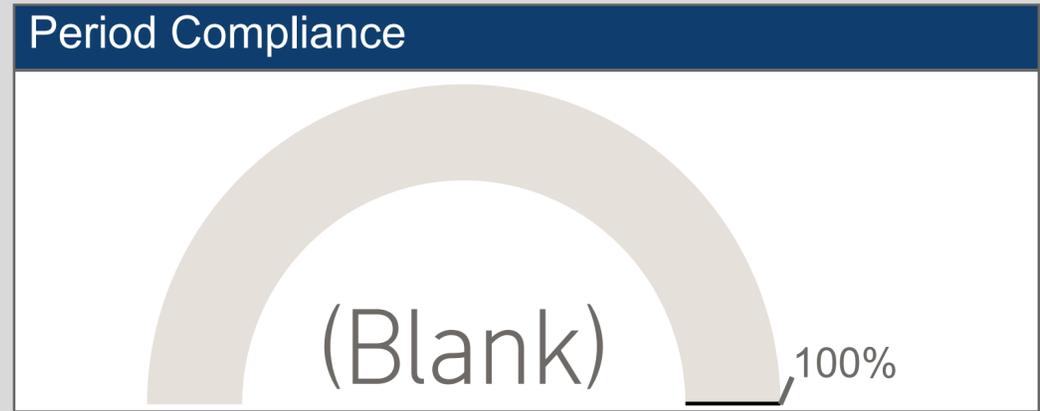
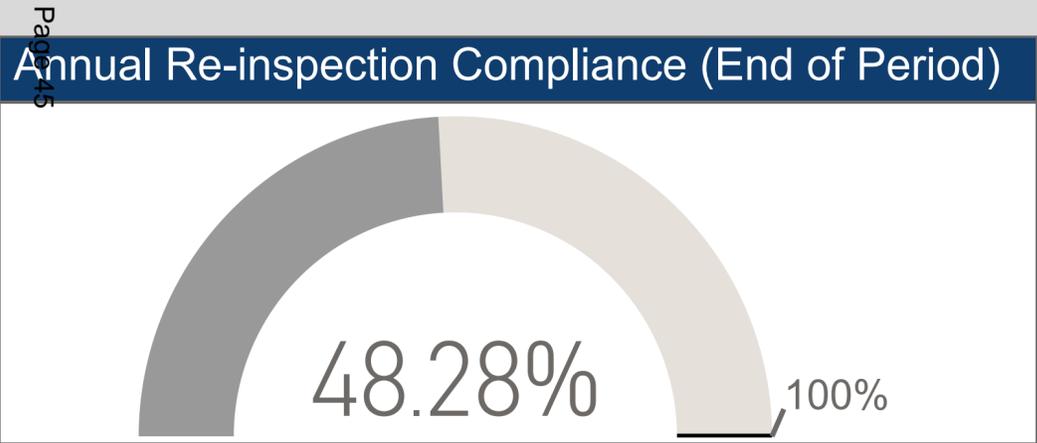
Quarter	Annual Re-inspection Target	Annual Overall Re-inspections Completed	Quarter Re-Inspection Target	Quarter Re-Inspections Completed
Q1 23-24	29	29	1	1
Q2 23-24	29	29	0	0

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This cyclical maintenance contract delivers the inspection, testing, maintenance of all parts of the air conditioning system, these system frequency of service visits is bi-annual. These systems are located on multiple sites mainly offices and concierges.

RAG Status	Range	Overall Percentage of Compliance
Green	100%	Compliant
Amber	90-100%	Compliant with few site/reports missing but programme on track
Red	<90%	Not compliant follow on action required



Commentary

(Blank)

Quarter	Bi-annual Re-Inspection Target	Annual Re-inspection Target	Annual Overall Re-inspections Completed	Quarter Re-Inspections Completed
Q2 23-24		15	7	

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This programme delivers the inspection, testing and maintenance to Man safe systems. These systems are required to be inspected and tested at least every 12 months. Man safe systems comprising stainless steel wire rope, posts and fixings provide users with an approved, tested and inspected method of safe access/work. All new-built block of flats (currently 4 sites) have these systems.

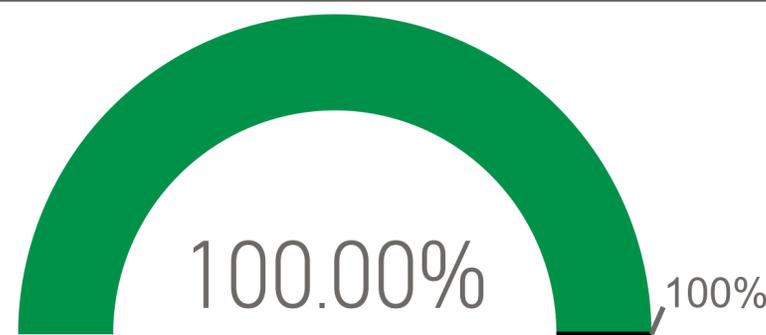
RAG Status	Range	Overall Percentage of Compliance
Green	100%	Compliant
Amber	90-100%	Compliant with few site/reports missing but programme on track
Red	<90%	Not compliant follow on action required

Annual Re-inspection Compliance (End of Period)

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Period Compliance



Commentary

During the first quarter of the year (April, May, June 2023), Highwire Services, responsible for maintaining mansafe systems for buildings, efficiently completed servicing all sites across the borough. As a landlord, we are delighted to announce that we have achieved a 100% compliance rate with our servicing program. The safety and well-being of our residents remain our topmost priority, and we are fully committed to upholding the highest standards to provide them with a secure living environment.

Quarter	Annual Re-inspection Target	Annual Overall Re-inspections Completed	Quarter Re-Inspection Target	Quarter Re-Inspections Completed
Q1 23-24	6	6	6	6
Q2 23-24			0	0
Q3 23-24			0	0
Q4 23-24			0	0



Gas Compliance Performance Dashboard

Overview

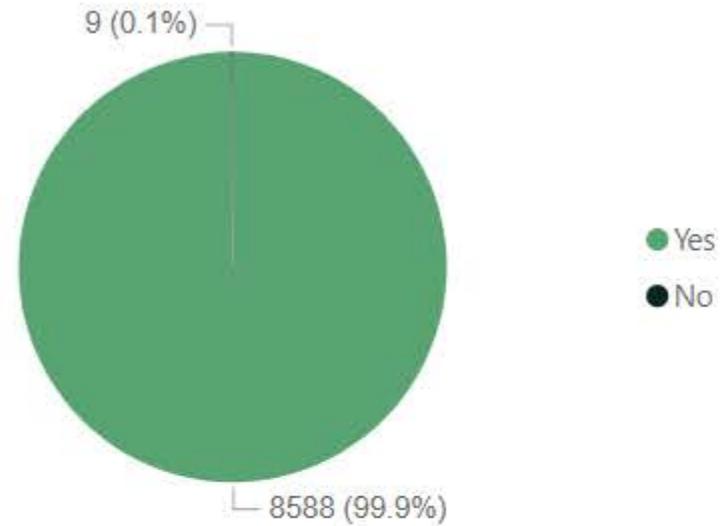
Select Type

Multiple selections

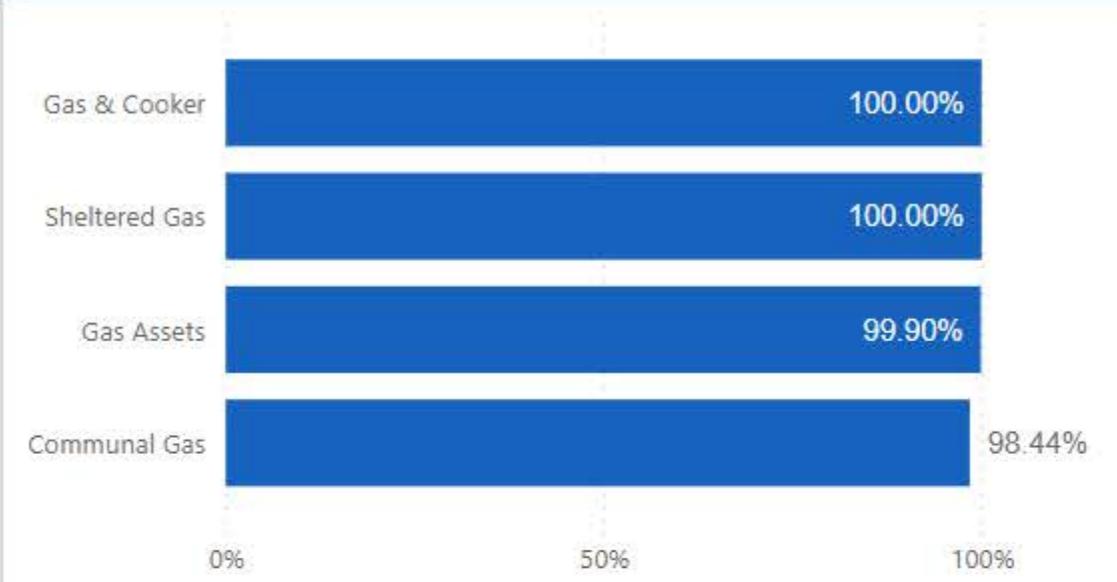
% Compliance



Properties by Compliance



% Compliance by Asset Type



Key Stats

Reporting Month
December 2023

Number of Properties
8597

Properties Compliant
8588

Properties Non-Compliant
9

Non-Compliant Assets

UPRN	Address	Type	Compliant	Service Due Date
0046212	212 SEABROOKE RISE	Gas Assets	No	14 December 2023
0143089	89 JESMOND ROAD	Gas Assets	No	20 December 2023
0452030	30 SHAKESPEARE AVENUE	Gas Assets	No	08 November 2023
0459043	43 QUEBEC ROAD	Gas Assets	No	30 November 2023
0904094	94 LIME CLOSE	Gas Assets	No	23 December 2023
100090749210	53 TAMAR DRIVE	Gas Assets	No	19 November 2022
100091591973	BOILER ROOM 4 - COMMUNAL AREA	Communal Gas	No	21 September 2023
10095906438	10 JACQUILINE COURT	Gas Assets	No	25 October 2023
10095906440	12 JACQUILINE COURT	Gas Assets	No	25 October 2023



Repairs Performance Dashboard

Demand

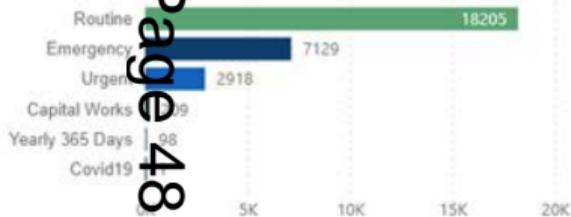
Priority	Workstream	Job Type	Date Issued	
All	All	All	01/04/2023	16/01/2024

Repairs Key Stats

Repairs Issued
28561

Number of Properties/Admin Units
7675

Repairs Issued by Work Programme



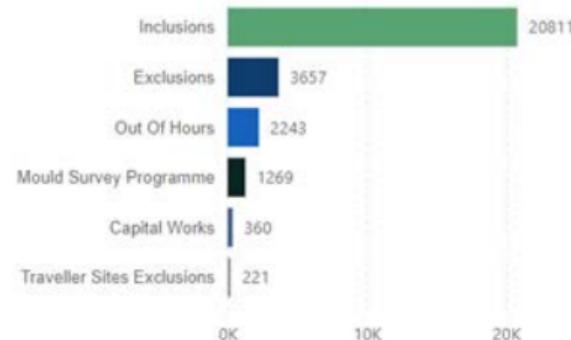
Repairs Issued by Trade

Trade	Repairs Issued
Painting and Decoration	171
Bricklayer	171
Disable Adaptations	130
Metalworks	81
Scaffolding	65
Cleaning and Clearance	44
Legal Repairs	17

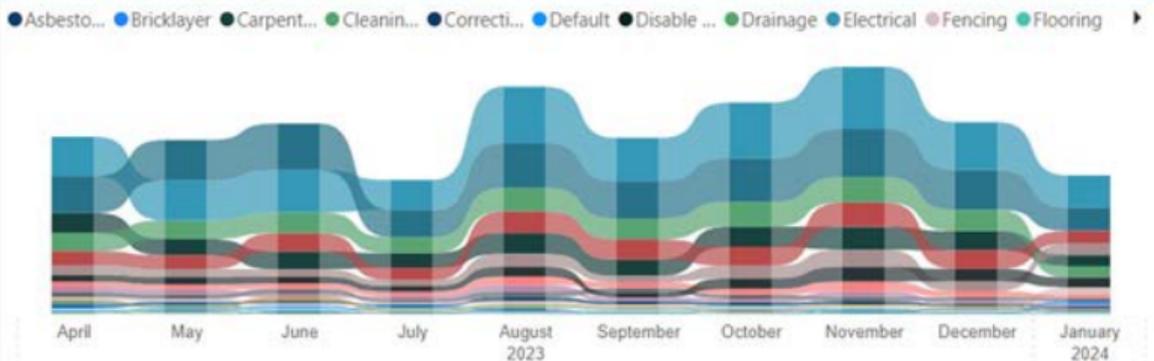
Number of Repairs Issued Timeline



Repairs Issued by Work Programme



Number of Repairs by Year, Month and Trade



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Damp and Mould Repairs Demand Dashboard

Overview

Date Issued

01/04/2023

16/01/2024

Key Stats



Works Orders

1269



Properties Affected

1112



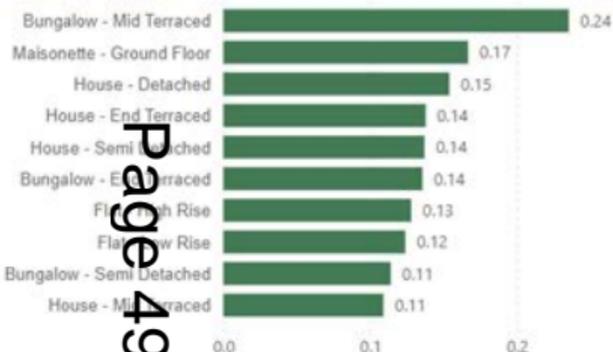
% Stock Affected

11.22%

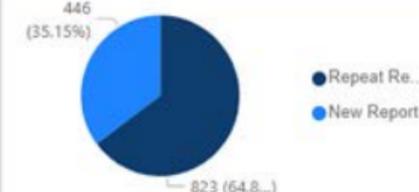
Works Orders Issued Timeline



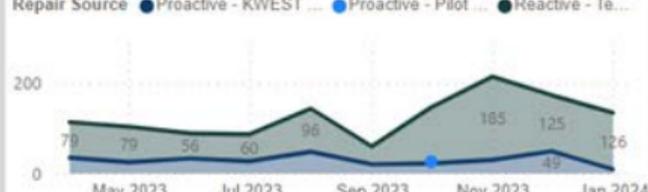
Works Orders Issued Per Property by Type



Works Orders by Report Type

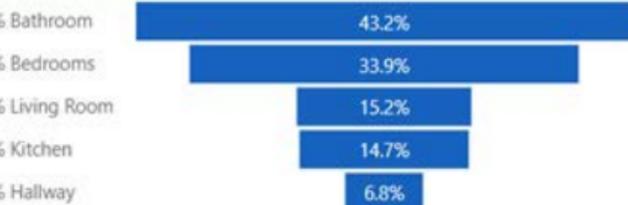


Works Orders Issued by Repair Source Timeline



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Works Orders Issued by Room(s) Affected



Street	Number of Works Orders	Number of Properties Affected	Number of Properties (Stock)	% New Reports	% Repeat Reports	% of Stock With MSP Repairs
BROXBURN DRIVE	47	39	236	31.9%	68.1%	16.53%
SEABROOKE RISE	29	26	262	37.9%	62.1%	9.92%
LEICESTER ROAD	27	25	136	25.9%	74.1%	18.38%
NEW ROAD	27	24	156	40.7%	59.3%	15.38%
GODMAN ROAD	22	18	307	36.4%	63.6%	5.86%
ARGENT STREET	16	16	178	50.0%	50.0%	8.99%
PEARTREE CLOSE	17	14	66	47.1%	52.9%	21.21%
WHITMORE AVENUE	13	12	89	23.1%	76.9%	13.48%
CORRAN WAY	11	11	43	18.2%	81.8%	25.58%
HATHAWAY ROAD	11	11	91	45.5%	54.5%	12.09%
CRANELL GREEN	11	10	51	9.1%	90.9%	19.61%

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15 February 2024		ITEM: 5
Housing Overview and Scrutiny		
Homelessness Update 2023		
Wards and communities affected: All	Key Decision: None	
Report of: Christopher Wade, Head of Housing Solutions		
Accountable Assistant Director: Ewelina Sorbjan, Assistant Director Housing and Development		
Accountable Director: Ian Wake, Executive Director Adults, Housing and Health		
This report is Public		
Version: Final		

Executive Summary

This report provides an update on the homelessness picture for 2023 with regards to the Housing Solutions service. Huge pressures on the service continue to be mitigated to some extent by the expansion of the Temporary Accommodation (TA) portfolio.

Recognising Housing as one of the key elements of the Council's 'Human Learning Systems' (HLS) strengths-based approach and digital localities approach to residents has and will continue to require funding.

Commissioner Comment:

This report is to be noted only, with no implications which require comments from Commissioners.

1. Recommendation(s)

- 1.1 **Housing Overview and Scrutiny Committee are asked to note, challenge and comment on the contents of this update report.**

Version Control (delete as appropriate)

Version 1 - First draft ready for DMT, SLT and Commissioner input; **Version 2** - Second Draft ready for Portfolio Holder, Leader and other Member Input; **Version 3** - Third draft for any further comments; **Version Committee** – Draft ready for submission to public committee; **Version Cabinet** – Final version ready for Cabinet/Executive decision

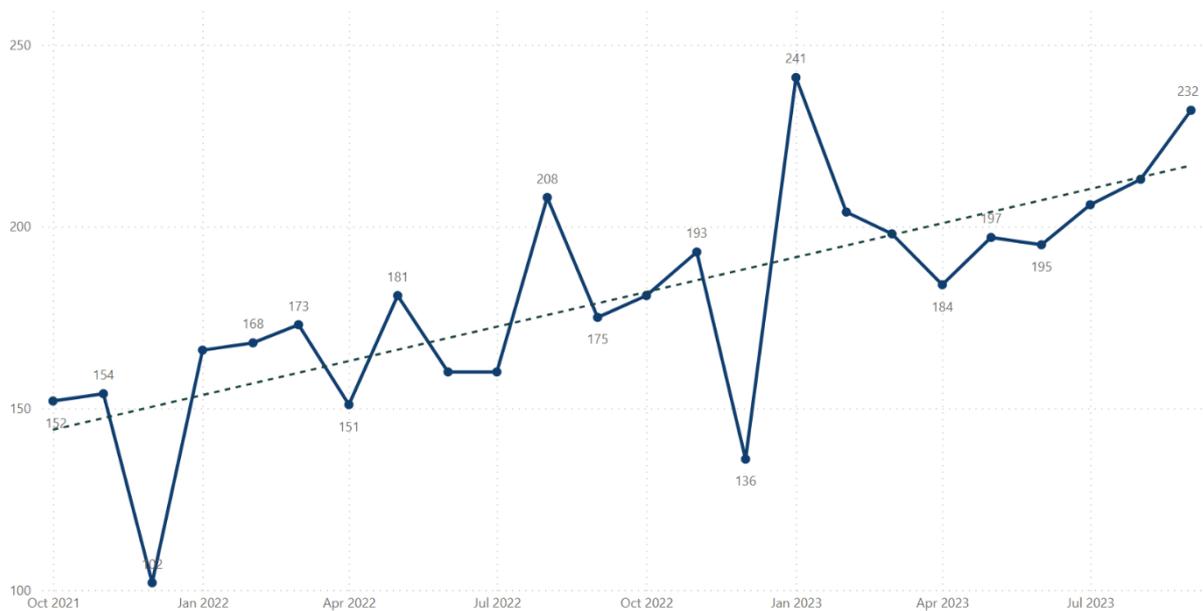
2. Housing Solutions – Homelessness Presentations

- 2.1 The service continues to see a large increase in demand, with presentations year on year having increased, at the point of writing, by 22% from the same point last year. Given the current cost of living crisis, which shows no signs of easing off significantly, as well as previous changes in legislation, we have also seen a comparable year on year increase in temporary accommodation placements. Some of this is likely due to an increase in the rough sleeper cohort, which is well maintained and managed, but mostly reflects higher rental costs with no concurrent Local Housing Allowance (LHA) increases, reduced landlord availability in the private rental sector, and inflationary pressures on household budgets.
- 2.2 One of the largest pressures on the system, both in terms of increasing approaches and reducing supply with which to discharge our statutory duties, is the impact of increased mortgage costs and higher inflation on residents' ability to pay their rent, and landlords' ability to maintain their mortgage obligations. According to research undertaken by *Landlord Today.co.uk*, and *Property118.com*, over 330,000 small to medium landlords are expected to leave the market this year, with 51% of those currently providing homes in London and the South-East.
- 2.3 Given these pressures, alongside ever-increasing encroachment on Thurrock and the broader Essex region by London authorities procuring temporary and private rented housing in our area, the council has had to look to strengthen its processes around qualification for TA under s188 of the Housing Act 1996 (as amended) with more thorough consideration of priority need potential in homeless clients, and also to be more flexible in our approach to procuring temporary housing outside of the immediate Thurrock borough area. This both mitigates against increases in rental expenditure by the authority but also maintains the numbers of properties available for such use by the council. It may, however, increase complaint and member enquiry caseload.

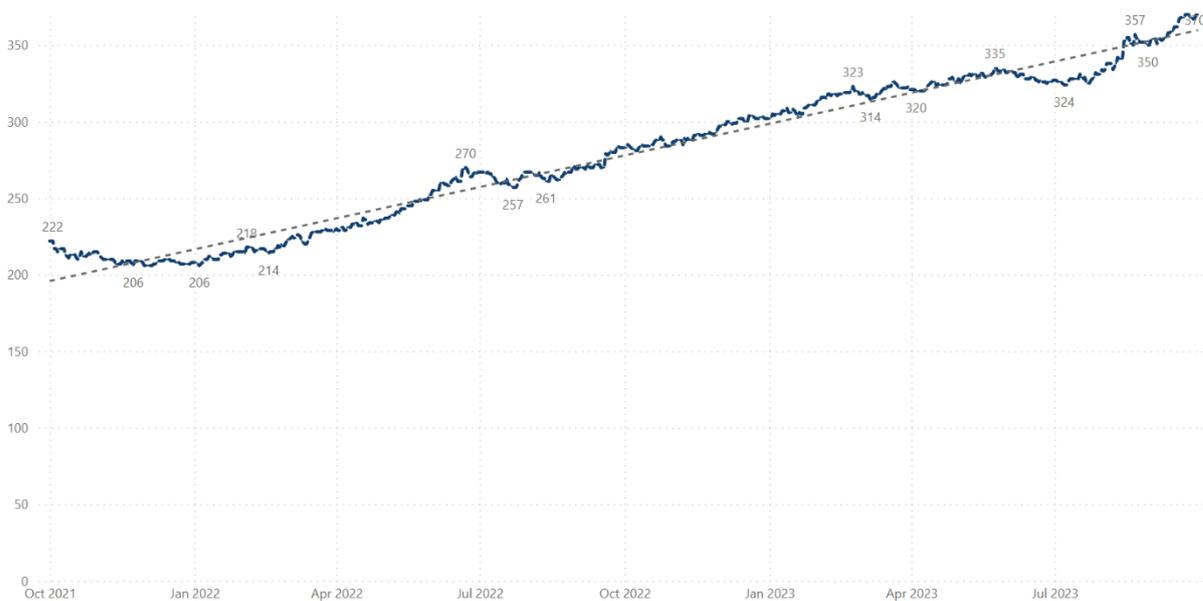
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2.4 Approaches by month (1/10/21 – 1/9/23)



2.5 Active TA placements by date (1/10/21 – 1/9/23)



3. Impact on Temporary Accommodation

3.1 We began the year in a reasonable place, maintaining access to temporary accommodation obtained through the purchase of new homes utilising ‘Right to Buy’ receipts, combined with Housing Revenue Account (HRA) prudential borrowing, to purchase properties on the open market. Since 2022 we have utilised purchased properties to increase our Temporary Accommodation portfolio. This decision was

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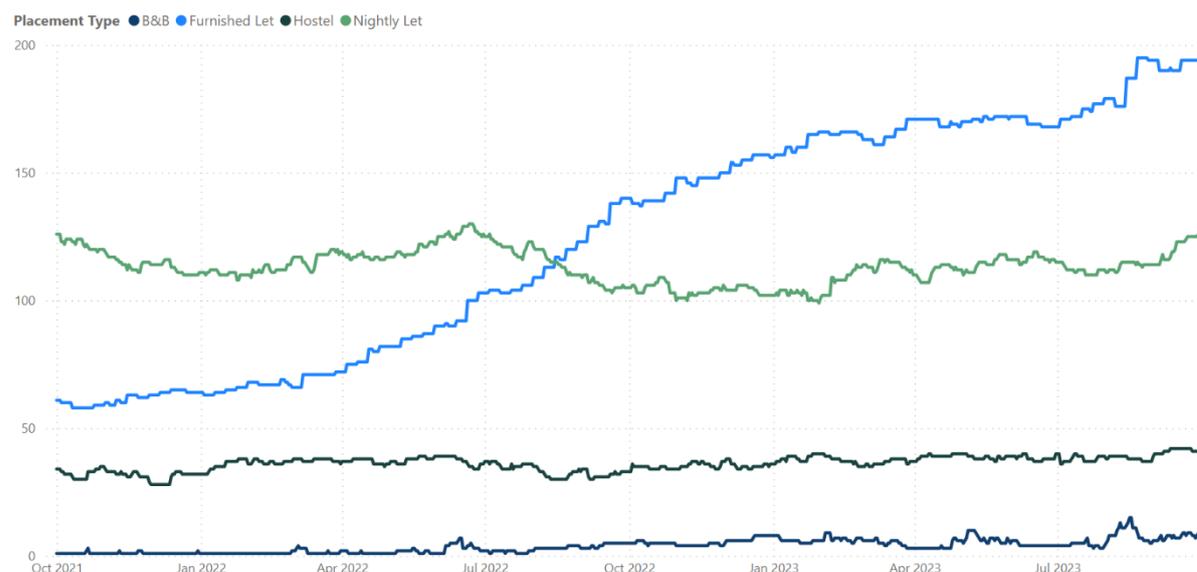
taken to reduce cost and increase control over the quality and location of the TA placements. This has continued this year, but the supply of such accommodation is no longer incoming as a result of financial and legislative constraints. This has led to a levelling off and slow increase in the need to use more expensive nightly let accommodation in the private sector, at a cost to the authority. This can be seen in the visualisations below.

3.2 New homes purchased/leased from open market:

Year	PHI Properties Acquired
20/21	75
21/22	50
22/23	47
Total	172*

**This does not include a further 32 units which have been brought back into use as temporary accommodation from re-commissioned HRA stock.*

3.3 Active TA placements by date and placement type (01/10/2021 – 01/09/2023)



3.4 As stated above, at 2.2, the Council’s ability to mitigate against increases in temporary accommodation, and to discharge appropriately into the private rented sector is significantly impacted by the number of landlords leaving the market.

3.5 Additional pressures appear to be on the horizon, and the service is undertaking risk planning around these, in relation to the Government’s position on the closure of hotels for asylum seekers. Whilst we will continue to play our part in supporting this cohort, where we can, some of them have not yet been granted status in the UK and

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would fall outside of the statutory remit of Housing. As a result, these closures are likely to have an impact not only on Housing, but also Social Care, who may owe duties in the absence of those owed ordinarily by Housing. It should be noted that, at time of writing, none of the planned closures are in Thurrock but that this remains a risk for the future.

- 3.6 Given these pressures, alongside ever-increasing encroachment on Thurrock and the broader Essex region by London Authorities procuring temporary and private rented housing in our area (Enfield have 300 households in hotel accommodation and are looking to the out of London areas for re-location, for example), the Council has had to look to strengthen its processes around qualification for TA under s188 of the Housing Act 1996 (as amended) with more thorough consideration of priority need potential in homeless clients, and also to be more flexible in our approach to procuring temporary housing outside of the immediate Thurrock borough area. This both mitigates against increases in rental expenditure by the authority but also maintains the numbers of properties available for such use by the council. It may, however, increase complaint and member enquiry caseload. At the time of writing, we are already seeing an increase in the need to use out of borough placements, at least in the short term (we do make efforts to move them back into the area as soon as possible) with the figure lying at 35 households at this point; 12 of these being placed outside Thurrock due a need to be safely out of area, to maintain contact with a specific source of support in the placement location, or to be in compliance with movement restrictions placed upon them by outside agencies.
- 3.7 The council is looking at alternative methods of procurement for discharge properties, in particular in the private rental market, in order to diversify our offer to landlords, and recently signed up to Rentsurance, a rent insurance scheme which can cover non-payment of rent up to £2,500 per month for an annual premium of between £350 and £470 per annum. This is being offered to landlords as an incentive in place of the financial one, or else in tandem with a reduced financial offer to maximise impact.
- 3.8 In line with the HLS approach, the spirit of integration, and the new operating model, Housing is also considering, alongside colleagues in both Social Care departments, Public Health and health partners, ways in which joint working and combined efforts could increase procurement capabilities, whilst also increasing support for those living in our temporary accommodation for longer than they might otherwise have had to.
- 3.9 The cumulative impact of the above pressures on temporary and discharge accommodation supply have combined to mean that, at time of writing, the service has a forecast overspend of £468k over the year. Of course, we will do what we can to mitigate against this and, as is mentioned later in this report, budget setting will be undertaken to look at how such overspends can be eliminated in future.

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4. Rough Sleeping

- 4.1 Rough Sleeping continues to be a priority for the council, and we maintain access to grant funding which provides for incentive payments to landlords, a tenancy sustainment officer, a Private Rented Sector Officer, a Rough Sleeper Coordinator, and an Outreach Service. Whilst numbers of rough sleepers have fluctuated across the year, we have, overall, maintained numbers below double figures, with a current number of confirmed rough sleepers of 7. Given higher numbers of rough sleepers approaching us having only arrived in our borough from elsewhere recently, we have tightened our confirmation criteria and looked to relocate some individuals back to their home region, which has helped us to keep numbers down whilst also offering assistance to all those who come to our attention. We aim to make a suitable offer of accommodation to anyone who finds themselves roofless regardless of their ability to demonstrate they meet 'Priority Need' status. We've seen what can be achieved with the right amount of support, but we've also seen the scale of the challenge and its impact on our resources. We have also made plans, involving local charities and churches to handle the extra pressure which will result from weather conditions over the winter period. At the time of writing, we have provided 25 Rough Sleepers with private rented accommodation since January 2023 utilising our Rough Sleeper Initiative grant from Department of Levelling Up, Housing and Communities (DLUHC). We are also continuing to accommodate 3 further individuals in our temporary accommodation, whilst looking for a longer term solution to their homelessness.
- 4.2 We've utilised the council's communication channels including social media and continue to use the 'outreach' video our Rough Sleeper Coordinator, assisted by local faith groups, made last year and have seen real engagement from the community in Thurrock in getting support where it is needed.
<https://www.thurrock.gov.uk/homelessness/if-youre-homeless-or-likely-tobecome-homeless> or watch this video about StreetLink and our outreach team:
<https://www.youtube.com/watch?v=B3MV0aBnD4c> If you're concerned about someone sleeping rough, you can connect them to local services by sending an alert to StreetLink at: <https://www.streetlink.org.uk/>, via the StreetLink app or by calling: 0300 500 0914.
- 4.3 Given the demand from this cohort, the service has been in discussions with other authorities, as well as DLUHC, about some additional grant funding to provide for a pilot, short-term accommodation-based offer for our entrenched rough sleepers, of whom we have identified 5 individuals. As a result of this, we have been granted an extra £26,084 which will be used to provide four units of housing within a single licensed Houses in Multiple Occupation (HMO), where rough sleepers can be provided with support from across the Council, as well as our partners at BEAM, substance misuse, and mental health. They will remain in these placements for a period of 28 days whilst this support is put in place and we will look to secure them a more long-term accommodation solution during that time, so as to ensure continual turnover.

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5. Human Learning Systems and New Operating Model

- 5.1 Increased collaboration between council teams in Adult Social Care, Housing & Health, EPUT and Childrens Social Care have seen us applying a more flexible approach to our remits. Vulnerable adults (including care leavers) who may have a history of failed tenancies or who've moved between increasingly expensive care placements, hospital admissions or the criminal justice system have been offered further housing opportunities, with multidisciplinary teams supporting them. Following on from this successful multi-disciplinary approach has led to the creation of a 'Complex Housing Intervention Team' that sits within the Adults, Housing & Health service. We have recently completed our recruitment to this team and so the one-year pilot for it is due to commence shortly, with referral processes and decision-making now being agreed. We are also expanding our Housing First Service to include a specialist area of provision led by a Community Psychiatric Nurse (CPN) for those with serious and enduring Mental Health challenges. This will provide a further 5 units for this cohort and, again, terms of reference and referral protocols are being agreed at present so that this work can commence as soon as possible.
- 5.2 Housing Solutions has been working very closely with Children's Services in particular, concentrating on duties and provision for Care Leavers and even those who have left Care and have reached an age where no statutory duty beyond advice remains. This includes agreements at service level about provision of discretionary TA for individuals who have previously been in care and have reached the age of 25, where a duty to provide this may not exist in law. This collaboration has also helped to maintain relationships between the Sanctuary hostel employees and Children's, as well as providing for some joint budgeting for PRS placements for older care leavers. It has also led to the adoption and utilisation of Joint Housing/Children's Protocol, and closer working between both the social and private housing wings of Housing Solutions with social workers and personal advisors.
- 5.3 In addition to the above, Housing Solutions is to play a role as a digital member of the localities in Thurrock, with a named or duty officer available to give over-arching and detailed legal and other housing advice to feed into the work of coordinators within localities.

6. Costs

- 6.1 The expansion of the Housing First model to include a cohort of high need individuals who may be at risk of rough sleeping but may also be in a variety of other situations, such as in inappropriate social care placements, at risk of eviction, and/or leaving institutionalised environments is continuing apace, with criteria now looking to be finalised and referral forms completed. This will provide for a further five placements which will use some grant funding as well as pooled resources to reduce financial costs across services within Adults, Public Health, Drug and alcohol services, and Housing.

Version Control (delete as appropriate)

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- 6.2 In addition to this, the one-year pilot for the Complex Housing Intervention Team (previously referred to as Complex Care Team), which provides wraparound support from a mental health, substance misuse, mental health, and other services now has a team available to begin work and referrals will be taken shortly. This, again, should assist in the pooling of resources and also feed into the HLS and Locality model for service provision to act as a preventative measure against the costliest interventions, at crisis-point, for our most vulnerable and complex individuals.
- 6.3 We have seen a huge increase in rental costs, a national trend exacerbated in Thurrock by London authorities utilising our PRS market to house their residents, as well as frozen LHA rates and cost of living pressures. With this and the increased demand for housing assistance we are continually monitoring budgets in order for them to be set at levels which will ensure that we do not overspend.

7 Issues, Options and Analysis of Options

- 7.1 This report is for noting and comment only. No options are available to be presented

8. Reasons for Recommendation

- 8.1 The sole recommendation is that this report is noted, challenged, and commented upon by the committee.

9. Consultation (including Overview and Scrutiny, if applicable)

- 9.1 None

10. Impact on corporate policies, priorities, performance and community impact

- 10.1 None

11. Implications

11.1 Staffing

The Council's current financial situation, combined with high levels of financial competition for good housing solutions officers from neighbouring London Authorities who can offer more generous pay-scales, have led to higher staff turnover over the course of this year, including amongst more senior roles. This has meant that, since January of this year, we have had to maintain statutory service provision with some agency staff, whilst recruiting for permanent and fixed term roles in a difficult hiring environment. Recruitment has included the need to replace two senior officers (in TA and Homelessness), and also our Rehousing Manager, as the previous incumbent took the place of the previous outgoing Strategic Lead for Housing Solutions; Ben Tovey. Most staff, especially seniors, are now in place and the service can look to further stabilise and move forward. Given higher demand, however, as well as the need to move more quickly towards integration across

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services and better joint working, we have added a further officer to our establishment for a one year period to help us to avoid backlogs, and to provide the high quality advice needed for us to form an effective part of the digital localities.

11.2 Financial

Implications verified by: **Andy Michaelides**
Service Accountant, Corporate Finance

The increase in the number of approaches from residents in relation to homelessness represents a significant financial risk to the Council. After careful assessment, growth has been identified within the Council's Medium Term Financial Strategy, and draft budget proposals for the following financial year. The acquisition of open market properties in order to find permanent accommodation solutions and increase the level of Council owned housing is not currently available to the Council in the following financial years due to legislative and financial constraints, although a further business case is being considered should financial restrictions be eased to some extent. Expenditure on temporary housing solutions will continue to be closely monitored, and any realisation of increased expenditure risks reported accordingly.

11.3 Legal

Implications verified by: **Jayne Middleton-Albooye**
Interim Head of Legal Services and Deputy Monitoring Officer

All local authorities have a duty under the Housing Act and Homelessness Reduction Act to assist all eligible applicants who present as homeless. As an update report on action taken, there are no legal implications directly arising from this report.

In accordance with the remit of the Housing Overview and Scrutiny Committee, Members are asked to review and scrutinise the updates outlined in this report.

11.4 Diversity and Equality

Implications verified by: **Rebecca Lee**
Team Manager, Corporate Diversity and Equality

As this report is for information there are no direct diversity implications. Further business case for additional purchase options for additional temporary accommodation are subject to a CEIA.

All information regarding Community Equality Impact Assessments can be found here: <https://intranet.thurrock.gov.uk/services/diversity-and-equality/ceia/>

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11.5 **Risks**

As this report is for information only, there are no risks outside of what is identified in the body of the document.

11.6 **Other implications** (where significant) – i.e. Staff, Health Inequalities, Sustainability, Crime and Disorder, or Impact on Looked After Children

None

12. **Background papers used in preparing the report** (including their location on the Council's website or identification whether any are exempt or protected by copyright):

None

9. **Appendices to the report**

None

Report Author:

Christopher Wade

Head of Housing Solutions

Housing

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15 February 2024	ITEM: 6
Housing Overview and Scrutiny Committee	
Homelessness Prevention and Rough Sleeping Strategy Kick-off	
Wards and communities affected: All	Key Decision: None
Report of: Ryan Farmer – Housing Strategy and Quality Manager	
Accountable Assistant Director: Ewelina Sorbjan – Assistant Director, Housing Management and Development	
Accountable Director: Ian Wake – Executive Director, Adults, Housing and Health	
This report is public	
Version: Final	

Executive Summary

There is a statutory duty on every local authority to have a homelessness strategy which sets out the local authority’s plans for the prevention of homelessness and for securing that sufficient accommodation and support are, or will be, available for people who become homeless or who are at risk of becoming so.

The local authority must ensure that all organisations whose work can help to prevent homelessness and meet the needs of homeless people are involved in the development, implementation and delivery of the strategy.

The current homelessness strategy was adopted in Thurrock in 2020.

A new homelessness prevention strategy is now required which takes into account current homelessness in the borough, the impact of the COVID-19 pandemic, rising inflation and the cost-of-living crisis, and new opportunities for preventing homelessness.

1. Recommendation(s)

- 1.1. **Housing Overview and Scrutiny Committee are asked to note and comment on the contents of this report and the proposal to develop a new Homelessness Prevention and Rough Sleeping Strategy.**
- 1.2. **Housing Overview and Scrutiny Committee are asked to comment on the engagement principles as set out in section 0.**

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2. Introduction and Background

- 2.1 The Housing Solutions service continues to see a large increase in demand, with presentations year on year having increased, at the point of writing, by 22% from the same point last year. Given the current cost of living crisis, which shows no signs of easing off significantly, as well as previous changes in legislation, we have also seen a comparable year on year increase in temporary accommodation placements.
- 2.2 Following the introduction of the Homelessness Act 2002, every local authority was required to carry out a homelessness review, then formulate and publish a homelessness strategy based on the findings of the review.
- 2.3 The 2002 Act also requires local authorities to publish a new homelessness strategy, based on the result of further homelessness analysis, within five years of the publication of their last homelessness strategy. Local authorities are able to undertake homelessness reviews and publish homelessness strategies more frequently if circumstances change.
- 2.4 The council last published its homelessness prevention and rough sleeping strategy in 2020, primarily responded to developments in case law and legislation, most notably the enactment of the Homelessness Reduction Act 2017 and is now seeking to start work on the development of a refreshed document.
- 2.5 The primary function of the 2017 Act places greater emphasis on the prevention of homelessness and significantly adjusted the criteria of those who approaching the Council who are eligible for assistance.
- 2.6 Since April 2020, the council has received over 7,200 approaches from households seeking homelessness advice and assistance.

Year	Total Number of Approaches	% change	Approaches between April-October	% change
2020/21	1819	-	1003	-
2021/22	1825	+0.3%	1062	+5.6%
2022/23	2188	+16.6%	1216	+12.7%
2023/24*	-	-	1415	+14.1%

- 2.7 Approximately 30% of all households approaching the council for homelessness advice and assistance during this timeframe featured children as household members, and single person households accounted for around 65% of approaches.
- 2.8 The five most common recorded reasons for approaching the council for homelessness advice and assistance between April 2020 and October 2023 are recorded below.

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Reason	Total Number of Approaches
Asked to leave by family	1803
Section 21 notice	678
Relationship breakdown	532
Fleeing domestic abuse	471
Friend no longer willing to accommodate	379

3. Homelessness Review and Evidence Base

3.1 A range of strategic reviews will take place considering the various factors affecting the provision of homelessness services across the borough. The analysis will primarily look at:

- national context, considering matters such as national trends, changing legislation/case law, cost of living, new government initiatives in end rough sleeping and regional factors affecting homelessness
- local strategic context, considering the wider corporate priorities, strategies from across the Council and other partner organisations, and the statistical background of the borough
- local housing context, considering reasons and trends in homelessness across the borough, household composition, the use and availability of temporary accommodation, and the supply of accommodation across tenure types in the borough

3.2 In addition, a review of the Homelessness Prevention and Rough Sleeping Strategy 2020-2025 will be undertaken to understand the progress which had been made, the key actions and objectives which need to be taken forwards into the new strategy, and any other learning which is central to the council's approach and response to homelessness in the borough.

4. Homelessness Prevention Strategy

4.1 It is anticipated that through the homelessness review and development of the evidence base, a range of key issues will be identified. The homelessness prevention strategy will include:

- an identification of the main causes of homelessness in Thurrock and exploration of challenges and barriers which residents and services face
- a number of key priorities to be adopted in order to prevent and relieve homelessness across the borough

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- the development of a clear action plan with regular progress reviews to ensure that goals are met in partnership with other public bodies and organisations
- clear links which support the aims and objectives of Thurrock Health and Wellbeing Strategy, Housing Strategy, and Better Care Together Thurrock: Case for Further Change
- continued adoption of Human Learning Systems (HLS) principles within the person-centred approach to working with households experiencing homelessness, with consideration to all elements and factors contributing to their circumstances

5. Reasons for Recommendation

- 5.1 The general role of Overview and Scrutiny Committees as outlined within the constitution includes the consideration of any matter which affects the area of Thurrock or its inhabitants.
- 5.2 From a policy development perspective, Overview and Scrutiny Committees will conduct research, community and other consultation in the analysis of policy issues or proposed projects and possible options. They will also Review and scrutinise the performance of the Council in relation to its policy objectives, performance targets and/or particular service areas.
- 5.3 As outlined within the council's constitution, the specific functions of the Housing Overview and Scrutiny Committee listed within its terms of reference include reviewing and scrutinising the formulation of policies and strategies to govern the Council's housing activities.
- 5.4 With this in mind, it is appropriate that members of the Housing Overview and Scrutiny Committee receive adequate opportunity to be informed of the duties and responsibilities of the Housing service in response to the Act and have the chance to further develop their understanding through member-officer interaction and the provision of appropriate resources.

6. Engagement (including Overview and Scrutiny, if applicable)

- 6.1 As set out in the Homelessness Code of Guidance published by DLUHC, the Council must consult public or local authorities, voluntary organisations and other people considered appropriate before adopting or modifying a homelessness strategy.
- 6.2 Consultation will also take place with those who access the council's services, as well as with specialist agencies which provide support to individuals who are homeless or at risk of homelessness across the borough.
- 6.3 Examples of previous engagement activity which will be considered for use again includes face-to-face sessions with Council staff and partner agencies, online surveys, statistical analysis, and presentations to other key Council services, committees and boards.
- 6.4 Close work will take place with a range of partners and service providers, including NELFT, EPUT, Open Door, SERICC, Mind, and Changing Pathways.
- 6.5 Discussions and engagement will also take place with services across the Council, including Adult Social Care, Public Health, and Children's Services, as well as with bodies such as the Youth Cabinet.

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- 6.6 It is intended that specific activity with members of the Housing Overview and Scrutiny Committee will take place to ensure that all appropriate stakeholders and issues as identified by members can be included throughout any period of consultation.
- 6.7 The homelessness review and compilation of the evidence base is expected to take place between February 2024 and April 2024. It is anticipated that the engagement activity for a new homelessness prevention and rough sleeping strategy will commence in May 2024 and run until August 2024.

7. Impact on corporate policies, priorities, performance and community impact

- 7.1 The work to establish a new homelessness prevention and rough sleeping strategy will set the direction for supporting vulnerable cohorts of residents, alongside measures already outlined other key strategic documents such as the Health and Wellbeing Strategy, the Housing Strategy, and the Better Care Together Thurrock: The Case for Further Change.

8. Implications

8.1 Financial

Implications verified by: **Andy Michaelides**
Service Accountant, Corporate Finance

The increase in the number of approaches from residents in relation to homelessness represents a significant financial risk to the Council. After careful assessment, growth has been identified within the Council's Medium Term Financial Strategy, and draft budget proposals for the following financial year.

The acquisition of open market properties in order to find permanent accommodation solutions and increase the level of Council owned housing is not currently available to the Council in following financial years due to legislative and financial constraints, although a further business case is being considered should financial restrictions be eased to some extent. Expenditure on temporary housing solutions will continue to be closely monitored, and any realisation of increased expenditure risks reported accordingly.

8.2 Legal

Implications verified by: **Jayne Middleton-Albooye**
Assistant Director – Legal, Legal Services

Section 1(1) of the Homelessness Act 2002, requires a Local Authority to review homelessness in its area and to produce a strategy under s1(3). Section 1(4) requires that the strategy is reviewed and updated every 5 years, although Local Authorities may do this earlier/more frequently than that. Thurrock Council must comply with the legal requirement of having an updated strategy within five years of publication of its last strategy

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This strategy must include consideration of statutorily defined vulnerable groups such as those fleeing domestic abuse, as well as locally defined priorities, such as rough sleepers and people with complex needs.

8.3 Diversity and Equality

Implications verified by: **Rebecca Lee**
Team Manager, Corporate Diversity and Equality

As outlined within this report and set out in the Homelessness Code of Guidance, consultation activity must take place with other public bodies, voluntary organisations, service users and other identified stakeholders before a new strategy can be implemented. By undertaking a homelessness review, a broad range of stakeholders throughout the community can be identified and involved in the activity to develop a holistic strategy. The consultation results will help to inform a Community Equality Impact Assessment prior to implementation of the strategy.

8.4 Risks

Cost of living pressures, a reduction in available stock in the private rental sector, challenges in increasing affordable rental stock in the borough and the impact of temporary accommodation placements being made in Thurrock from other local authorities are all factors in increasing homelessness approaches made to the council.

A refreshed homelessness prevention and rough sleeping strategy will support the council in understanding the nature of these risks and designing appropriate mitigations to manage their impacts, both for the organisation and for affected households.

8.5 Other implications (where significant) – i.e. Staff, Health Inequalities, Sustainability, Crime and Disorder and Looked After Children

Not applicable

9. Background papers used in preparing the report (including their location on the Council's website or identification whether any are exempt or protected by copyright):

- Thurrock Council – Homelessness Prevention and Rough Sleeping Strategy 2020-2025: <https://www.thurrock.gov.uk/sites/default/files/assets/documents/homelessness-prevention-2020-v02.pdf>

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10. Appendices to the report

- None

Report Author:

Ryan Farmer

Housing Strategy Manager

Adults, Housing and Health

Christopher Wade

Head of Housing Solutions

Adults, Housing and Health

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15 February 2024		ITEM: 7
Housing Overview and Scrutiny Committee		
Best Value and Service Benchmarking		
Wards and communities affected: All	Key Decision: N/A	
Report of: Alastair Wood – Head of Assets, Repairs and Compliance, Housing Adults, Housing & Health		
Accountable Assistant Director: Ewelina Sorbjan Assistant Director, Housing and Development, Adults, Housing & Health		
Accountable Director: Ian Wake, Executive Director of Adults, Housing and Health		
This report is: Public		
Version: Final		

Executive Summary

This report is intended to provide the committee with details regarding how contract rate fluctuation is managed with the two main contracted providers of whom deliver the responsive repairs service and the capital investment programme to.

In addition, this report also seeks to address and explain “what good looks like” in relation to the performance of the housing services which are provided by the council. Contained within the body of the report is information detailing the council’s performance relating to the new tenant satisfaction measures (TSMs) the Regulator of Social Housing (RSH) has set and how this compares with other comparable social housing providers for context.

Commissioner Comment:

It is suggested no commissioners’ comments are required for this report because it’s for information only and contains information requested by the members of the Overview and Scrutiny. There are not financial implications for this report and no decision is sought.

1. Recommendation(s)

- 1.1 **The Housing Overview and Scrutiny Committee is requested to note, comment on and scrutinise the contents of this report.**

2. Introduction and Background

- 2.1 This report has been presented to the committee to detail how the housing service has managed its two main contracts whilst delivering best value for the council and maintaining strong performance and service delivery to residents.
- 2.2 The origin of the report derived from a request from the committee to provide information on how the council has delivered best value and how this compares with other social housing providers in relation to performance of delivery.
- 2.3 It is important to note that monetary best value cannot be compared on a like for like basis with other social housing providers. This is because pricing is directly linked to bespoke service delivery mechanisms, governing contracts, materials and performance specifications which are unique to Thurrock Council's needs and requirements. In addition, the size, scale and geographical locality of any programme or project has a material influence on preliminary works and overheads on contracting partners.
- 2.4 As a result, this report focuses specifically on contract rate fluctuations relating to both contracts and how this has been negotiated by the council to ensure that best value is achieved throughout the lifespan of both contracts.
- 2.5 All major housing contracts are procured in full adherence with the Public Procurement Regulations 2015 and are procured in line with the council's constitution by obtaining the necessary authority through the process. Procurements are tendered in different ways such as a framework or open market depending on the nature of the programme or project and its value. Applicable tenders are subject to a competitive exercise that is scored based on both price and quality with the weighting apportioned to each being dictated by the works or services being sought. Therefore, assurance can be given that at the point of award the council does seek best value.
- 2.6 The two contracts referred to within this report are the responsive repairs contract delivered by Mears PLC and the Transforming Homes contract delivered by Wates Living Space.

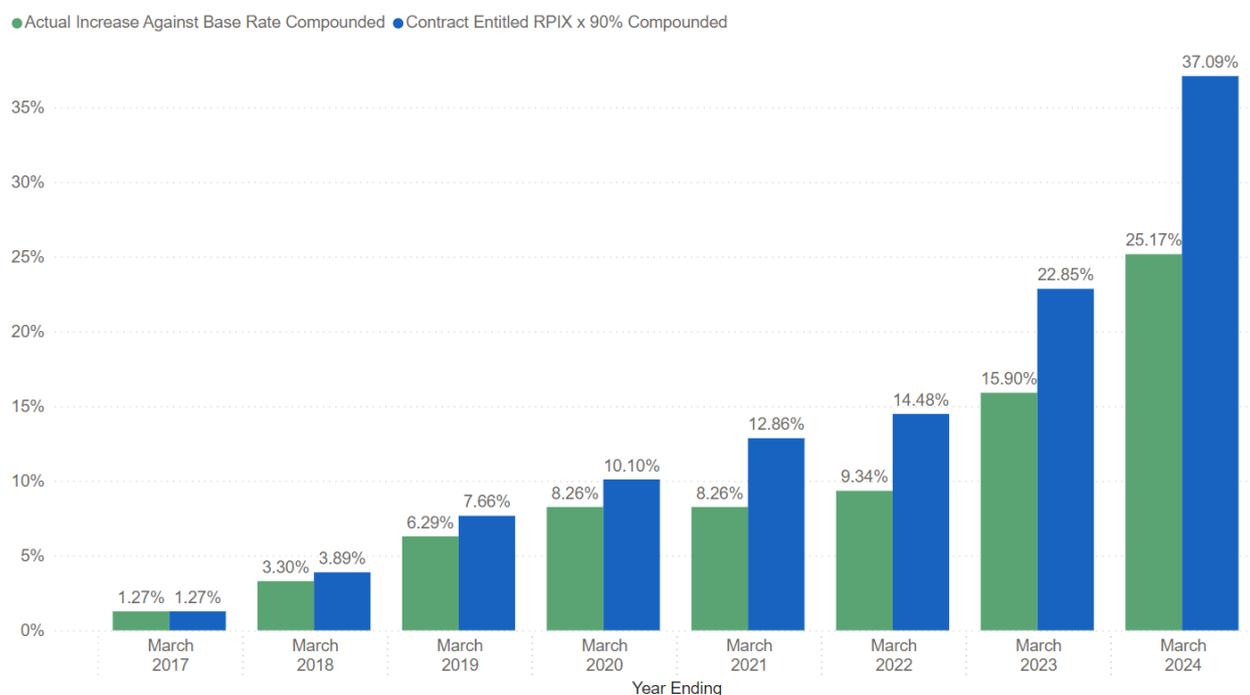
3. Responsive Repairs Contract

- 3.1 The responsive repairs contract with Mears PLC commenced at the start of 2015. Over the lifecycle of the contract both parties have worked in partnership delivering repairs and maintenance services for Thurrock Council and its residents. The partnership with Mears has been one that has evolved during the life of the contract and has spanned a period of significant transition in the social housing sector and the regulatory landscape. Therefore, when required there has been fundamental shifts in the scope of works and services that are delivered to residents.
- 3.2 The contract is delivered under a price per property (PPP) model for the main responsive repair aspect of the contract with several other workstreams sitting outside of the pricing framework. The workstreams outside of the PPP pricing framework utilise prices set out in the Schedule of Rates (NHF Version 6.1) less the adjustment of 11% proposed by Mears at tender stage. Throughout the term of the contract Mears have been entitled to an annual inflationary uplift on the rates that are charged under the contract. The clause within the contract stipulates that contractual indexation is linked to the Retail Price Index Excluding Mortgage Interest (RPIX) which is due each April. The contractual mechanism is for the January-to-January

increase in RPIX to be capped at 90%. Whilst this is the contractual entitlement of Mears PLC, the final agreed amount is subject to negotiation and mutual agreement between the contracted parties.

3.3 The nature of the partnership between Thurrock Council and Mears over the term of the contract has meant that negotiations relating to the contractual uplift are constructive, cohesive and collaborative. As a result, during the term of the contract, the agreements made year on year have resulted in Mears PLC foregoing around one-third of the cumulative contractual uplift to-date which has resulted in significant savings to Thurrock Council. It is expected that the savings realised for the 2023/24 financial year alone as a direct result of the compounded reduction in indexation throughout the life of the contract will be in the region of £950,000.

3.4 To illustrate this, the chart below visualises compounded rates to illustrate the cumulative impact of the contractual uplift mechanism versus the cumulative impact of the position that has been reached and applied through negotiation and mutual agreement. This has been achieved through the collaborative approach which has been the foundation upon which the contract has been operated successfully.



3.5 Furthermore, to preserve and improve the level of service that is provided to our tenants, Mears has very recently made significant investments in its operations and to its workforce with a 5% pay increase effective from 1 January 2024. This pay increase is designed to enable Mears to retain a competent and professional work force at the level required to meet the demand of the service and in respect to this point over 55% of the Mears staff working on the Thurrock contract live in borough. Additionally at present 35% of the Mears supply chain are based in Thurrock.

4. Transforming Homes Contract

4.1 The Transforming Homes contract delivers the primary capital investment to the council's housing portfolio each year. This contract was procured in late 2020 and commenced in June 2021 after the appointment of Wates Living Space. The works delivered under this contract are aligned to the Decent Homes Standard and therefore, this contract is delivering essential

required capital investment into the housing portfolio to maintain stock decency and overall condition.

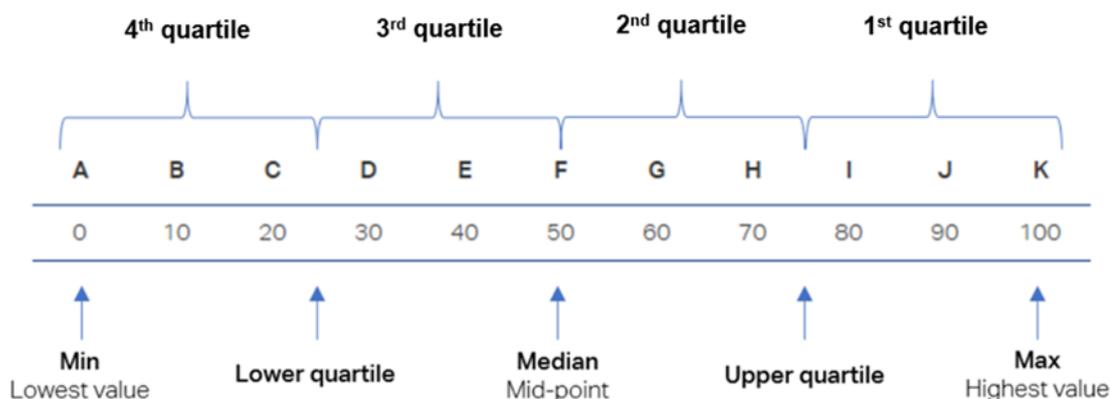
- 4.2 This contract by its nature is much shorter in duration and therefore the opportunity to achieve such a collaborative monetary saving over the term was not viable. Moreover, construction sector costs at this stage also impede the ability for economic savings because of material and supply chain costs on main project related works.
- 4.3 The Transforming Homes contract operates an entirely different commercial model and under a different form of contract. The contract operates on agreed tendered rates of which were evaluated under a competitive tendering exercise in 2020. Framework rates are applied where possible to any new works required that fall outside of the tendered composite rates and the contract also includes the Schedule of Rates (NHF Version 6.1) to price items less the minus 50% adjustment that Wates tendered and was incorporated into the contract. If neither of those categories can be used to price comparable works, we also have the provision of pre-agreed day-works rates which can be used to price any additional labour works for a range of different trades.
- 4.4 The pricing mechanism in the contract allows for preliminary works to be included within the rates and therefore the more work a contractor carries out, the more preliminaries they can recover as a result.
- 4.5 Within the contract there are provisions for fluctuations at yearly intervals based on the level of works that are issued to them in year. The calculation is based on the general maintenance index within Building Cost Information Service (BCIS) as per the contract conditions. This has resulted in the following uplifts:
- Year 1 uplift - 4.39%
 - Year 2 uplift - 6.78% (2.39% uplift on above)
 - Year 3 uplift - 12.27% (5.49% uplift on above)

5. Thurrock Council Benchmarking Performance

- 5.1 The Regulator of Social Housing (RSH) has devised a new system for assessing how well social housing landlords in England are doing at providing good quality homes and services. In addition to introducing revised consumer standards, this also involves a set of tenant satisfaction measures (TSMs) that social housing landlords must report to the RSH annually starting in 2024/25.
- 5.2 There are 22 tenancy satisfaction measures in total which cover five key themes including keeping properties in good repair, maintaining building safety, respectful and helpful engagement, effective handling of complaints and responsible neighbourhood management. These measures will be measured using a combination of results from tenant perception surveys and management information held by the landlord.
- 5.3 Performance relating to the suite of 22 TSMs for 2023/24 will be reported to the RSH in the summer of 2024 and will be subsequently published by the RSH in the Autumn of 2024.
- 5.4 Thurrock Council is a member of Housemark which is a membership organisation for social housing landlords. With over 350 members, it represents a significant part of the social

housing sector, including most large housing associations and stock-retained local authorities. As a Housemark member, the council is able to undertake benchmarking across the sector and with like-for-like peer groups.

- 5.5 At mid-year in 2023/24 all Housemark members were invited to voluntarily submit mid-year performance statistics to Housemark to participate in a benchmarking exercise. In total, 189 landlords participated in the exercise including Thurrock Council and each landlord was placed into a peer group with other comparable social housing providers.
- 5.6 Peer groups were assigned based on two key criteria; the profile and characteristics of organisations in each peer group are similar and that the peer groups are small enough to be specific whilst ensuring there are enough peers to generate robust quartile results. Thurrock Council’s peer group was defined as South Central Local Authorities and Arm’s Length Management Organisations (ALMOs) with less than 10,000 housing stock which consists of 42 social housing providers.
- 5.7 In late 2023, the council were provided with the quartile results of the benchmarking exercise which indicate how the council compares with other participants. For each measure, the mid-year outturn for each participating organisation in the peer group is arranged in numerical order. The median is the middle value, and the quartiles divide the dataset into four equal parts. The 1st quartile group (quartile one) represents the organisations with the best performing values and the 4th quartile group (quartile 4), the lowest. An image which visualises quartile results is shown below:

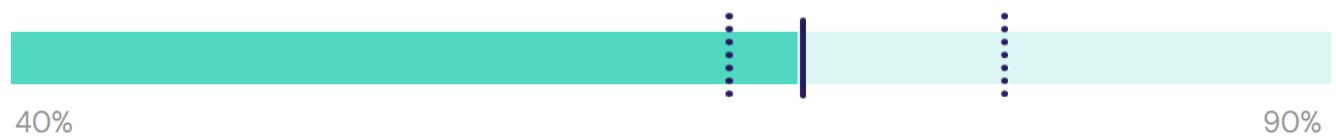


5.8 Several the TSMs are either linked to or relate directly to the services delivered by the contracts referred to in this report and provide a yardstick for “what good looks like”. The quartile results of the benchmarking exercise for the South Central Local Authorities and Arm’s Length Management Organisations (ALMOs) with less than 10,000 housing stock peer group relating to these TSMs are detailed below.

5.8.1 Overall service from landlord (TP01) is an over-arching TSM which aims to measure tenant satisfaction with the landlord as a whole. It is broadly recognised across the sector that the primary driver of satisfaction with this measure is repairs. Mid-year performance for this TSM was 69.8% and compared with our peer group, 69.8% puts us in quartile 3 and is 0.2% below median value. At the end of quarter 3 of 2023/24, performance for this TSM has improved by 1.5% to 71.3%.

TP01: Overall service from their landlord

Your organisation: 69.8% ⋮ Quartile 3: 67.2% | Median: 70.0% ⋮ Quartile 1: 77.6%



5.8.2 Overall repairs service (TP02) measures tenant perception of the repairs service in the last 12 months. Mid-year performance for this TSM was 76.3% and compared with our peer group, 76.3% puts us in quartile 2 and exceeds the median value by 1.2%. At the end of quarter 3 of 2023/24, performance for this TSM has fallen by 1.2% to 75.1%.

TP02: Overall repairs service

Your organisation: 76.3% ⋮ Quartile 3: 67.4% | Median: 75.1% ⋮ Quartile 1: 78.1%



5.8.3 Time taken to complete most recent repair (TP03) measures tenant perception of how long it took to complete the most recent repair which was undertaken at their property. Mid-year performance for this TSM was 79.1% and compared with our peer group, 79.1% puts us in quartile 1 and exceeds the median value by 11.1%. At the end of quarter 3 of 2023/24, performance for this TSM has fallen by 0.7% to 78.4%

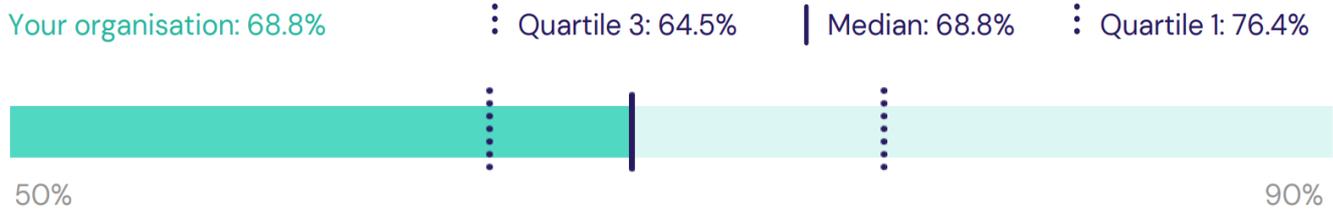
TP03: Time taken to complete their most recent repair

Your organisation: 79.1% ⋮ Quartile 3: 62.4% | Median: 68.0% ⋮ Quartile 1: 75.9%



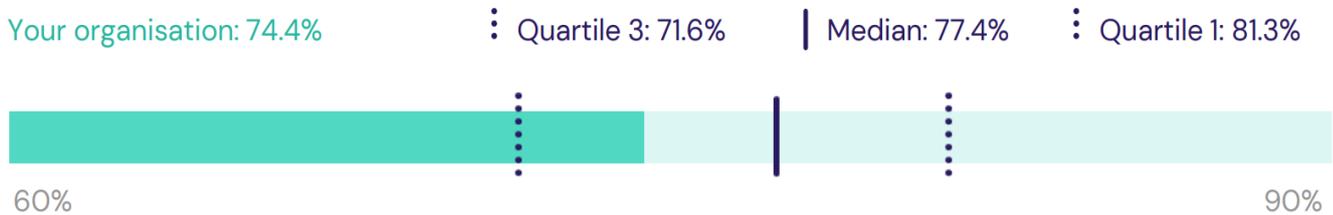
5.8.4 Home is well maintained (TP04) measures tenant perception of how well their home is maintained by their landlord. Mid-year performance for this TSM was 68.8% and compared with our peer group, 68.8% puts us in quartile 2 and equals the median value of 68.8%. At the end of quarter 3 of 2023/24, performance for this TSM has improved by 1.8% to 70.6%

TPO4: Home is well maintained



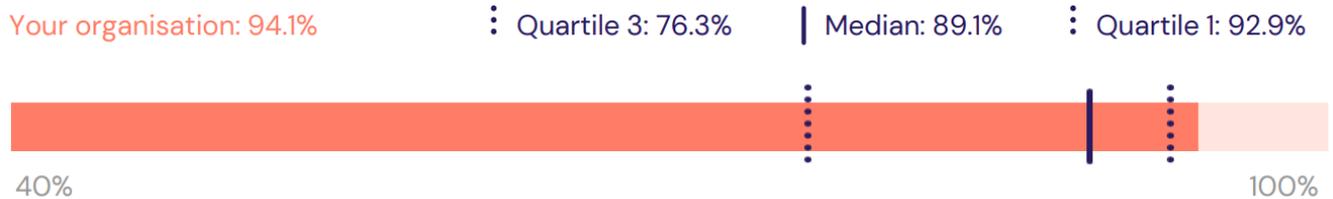
5.8.5 Home is safe (TP05) measures tenant perception that their home is safe. Mid-year performance for this TSM was 74.4% and compared with our peer group, 74.4% puts us in quartile 3 and is below the median value by 3%. At the end of quarter 3 of 2023/24, performance for this TSM has improved by 0.1% to 74.5%

TPO5: Home is safe



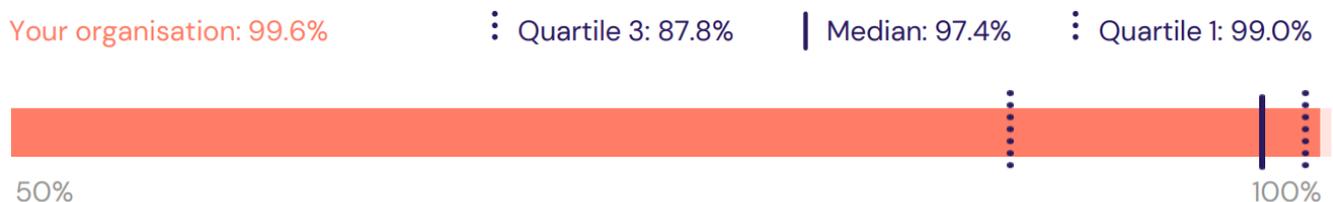
5.8.6 Non-emergency responsive repairs completed within target timescale (RP02/1) measures the percentage of non-emergency repairs completed within their priority timescales. Mid-year performance for this TSM was 94.1% and compared with our peer group 94.1% puts us in quartile 1 exceeding the median value by 3.8%. At the end of quarter 3 of 2023/24, performance for this TSM has improved by 0.8% to 94.9%

RP02(1): Non-emergency responsive repairs completed within target timescale



5.8.7 Emergency repairs completed within target timescale (RP02/2) measures the percentage of emergency repairs completed within their priority timescales. Mid-year performance for this TSM was 99.6% and compared with our peer group 99.6% puts us in quartile 1 exceeding the median value by 2.2%. At the end of quarter 3 of 2023/24, performance for this TSM has remained consistent at 99.6%.

RP02(2): Emergency repairs completed within target timescale



6. Conclusion

- 6.1 This report seeks to demonstrate how the housing service continues to seek best value throughout contractual lifespans and, how contract inflationary clauses are managed and negotiated through a collaborative partnership approach. This approach achieves significant monetary savings for the council which is ultimately invested back into the council's housing stock.
- 6.2 This report also provides the committee an overview of the council's current performance relating to the new regulatory TSMs that have been implemented by the Regulator of Social Housing which are intended to assess how well social housing landlords in England are doing at providing good quality homes and services. The performance that is demonstrated within section 5.8 of this report provides direct benchmarking against specific criterion and demonstrates how the council is performing against other comparable landlords. The results clearly identify areas of improvement but also demonstrate strong performance in service delivery in key areas.

7. Impact on corporate policies, priorities, performance and community impact

- 7.1 This section is not applicable because the report is for information only.

8. Implications

8.1 Financial

Implications verified by: **Andy Michaelides**
Senior Management Accountant 01.02.2024

The Housing Revenue Account Business Plan makes provision for the ongoing investment in the existing housing stock. The above reflects contractual commitments that the council have entered in to deliver works for and on behalf of the council to maintain and improve its housing assets. This report does not have any direct financial implications because it refers to existing contracts that continue to be managed in line with the contract agreements that exist, and have been subject to previous approval and scrutiny.

8.2 Legal

Implications verified by: **Kevin Molloy**
Principal Solicitor Contracts Team 05.02.2024

The council's obligations as landlord to repair and maintain council properties are set out in the tenancy agreement. In addition section 11 of the Landlord Tenant Act 1985 sets out statutory obligations to ensure that the structure of homes are repaired and the repairs are carried out within a reasonable time. Given this is an update report and the nature of the recommendation to the Committee, there are no legal implications directly arising from the recommendation.

8.3 Diversity and Equality

Implications verified by: **Roxanne Scanlon**
Community Engagement and Project Monitoring
Officer 06.02.24

Thurrock Council must continue to maintain its housing stock appropriately to ensure we are able to deliver a well performing housing service. Effective asset management can only happen if the council maintains an accurate record of the portfolio from works and surveys of this nature.

The council relies on contracts with private sector contracting partners to deliver works and services on their behalf. and We work to appoint contracting partners that recognise and prioritise the residents and their needs, taking into account any protected characteristics as defined by the Equalities Act 2010 e.g. disability.

Failure to maintain and improve homes will have a direct impact on the health, safety and wellbeing of our residents and the residents of the Borough as a whole and therefore, best value is not just monetary but about the level and the way residents' access and receive services.

8.4 Risks

There are no risk identified based on this report because it's for information only.

8.5 Other implications (where significant) – i.e. Staff, Health Inequalities, Sustainability, Crime and Disorder, or Impact on Looked After Children

N/A

9. Background papers used in preparing the report (including their location on the council's website or identification whether any are exempt or protected by copyright):

None

10. Appendices

None

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Adults, Housing and Health

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