

Housing Investment &  
Development  
**Annual Review 2014-15  
& Key Priorities for 2015-16**

# Introduction

**Thurrock's Housing & Investment team has had a successful year in 2014/15 by continuing to successfully deliver demanding capital investment programmes, new homes and new opportunities for our residents, contributing to their well being and the long term regeneration of Thurrock.**

Thurrock is at the heart of the Thames Gateway and the largest single growth opportunity in the South East Local Enterprise Partnership (SELEP) area. This forms the framework for an ambitious growth agenda in support of the Council's Vision, that Thurrock will be "a place of opportunity, enterprise and excellence where individuals, communities and businesses flourish". Stretching targets for the creation of 18,500 new jobs and 26,500 new homes include addressing infrastructure deficits, creating training opportunities for local people and improving the quality and attractiveness of Thurrock to potential investors.

The Housing Directorate is determined that this progressive agenda will be reflected in the housing provision in the borough. Housing is more than playing its part in the current difficult economic environment, reversing trends in the local housing market and changing the perception of Thurrock as a location for residential development.

Back in 2012 the Council agreed to use its land and resources and the opportunities presented by Housing Revenue Account (HRA) finance reform to improve, reshape and create new homes. Over the last two years this strategy has manifested in a £68m Transforming Homes programme which will bring all Council homes to the Beyond Decency standard, will eliminate damp and mould and deliver better security and external improvements.

A substantial HRA new build programme has been built up. The Council has formed its own wholly owned housing company, Gloriana Thurrock Ltd, to take forward further development opportunities on Council land, in addition to those being provided through the HRA resources, using funding provided by General Fund prudential borrowing. In the current economic climate, will compensate for low levels of private sector development and act as a catalyst to help achieve and support the Council's growth ambitions.

All of this activity is firmly embedded in a strategy, which recognises the inherent relationship between housing, health and wellbeing and economic growth. Housing services have been reviewed, re-shaped and dramatically improved to better meet the needs of Thurrock residents, in both public and private sector accommodation. Providing advice and guidance on housing options, welfare and working increasingly with Adult Social Care the Department has ensured that the housing investment programmes have holistic objectives around training and education and meeting the needs of vulnerable groups.



# Strategic Priorities

## Our Vision

Thurrock is a destination of choice with growing healthy and prosperous communities, living in high quality housing across all tenures where residents are empowered to help themselves, and supported with consistently excellent services.

Create a great place for learning & opportunity

- Partnerships programmes will be expanded, extending the range of offers to local residents, with members of HID becoming personal mentors with the Princes Trust
- Emerging partnerships with local organisations, including South Essex College, will be progressed to include presentation & work experience opportunities

Encourage & promote job creation & economic prosperity

- Apprenticeships have been created across a range of housing programmes and will be extended going forward, including apprenticeships in Housing Investment & Development;
- Further links will be developed to extend the offer to local residents, including creating a working link with the Local Careers Job Centre

Build pride, responsibility & respect

- Housing Investment & Development will develop partnering opportunities with existing Contractors to “Pay Back to the Community” Schemes – teaming with local Community Pay Back, for example local community service/probation;
- Offer local communities incentives to contribute maintaining their local communities

Improve health & wellbeing

- Continued delivery of Transforming Homes Programme Year three programme, providing substantially improved housing for residents;
- Further deliver and develop the Damp & Mould and Thermal Efficiency programmes, further improving housing conditions;

Promote & protect our clean & green environment

- New build programmes focus on developing housing with improved sustainability rating, with the practical Completion of 53 new residential units to Seabrooke Rise. Code 4 Development and 25 New residential units in Derry Avenue



Overview

Repairs & Maintenance

Transforming Homes

Planned & Cyclical Maintenance

Energy Efficiency


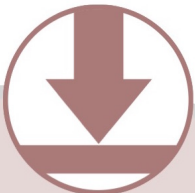

Strategic Procurement

New Build & Regeneration

Delivering Social Value

Quality Assurance

# Strategic Priorities Housing Strategy

	 Delivering High Quality Housing & Services <b>Raising the Bar</b>	 Proactively supporting residents to maximise health, wellbeing and employment outcomes <b>In on the Ground Floor</b>	 Creating sustainable communities & boosting housing supply <b>Looking Ahead</b>	Overview
<b>Transforming Homes</b> £68m 5 year programme to refurbish all Council residential properties	<ul style="list-style-type: none"> <li>Substantial improvements in existing Council properties</li> <li>Tailored provision, including OT adaptations where needed</li> <li>Consistently high satisfaction levels, with effective contract management</li> </ul>	<ul style="list-style-type: none"> <li>Tailored provision to residents in need - including OT adaptations so residents maintain independence</li> <li>Partnering with private &amp; charity sector delivers apprenticeships &amp; training, improving job-readiness</li> </ul>	<ul style="list-style-type: none"> <li>Delivering improved condition &amp; prolonging life of existing assets</li> <li>Providing improved thermal efficiency of assets, reducing ongoing &amp; future impact of fuel costs of residents</li> </ul>	Repairs & Maintenance
<b>Repairs &amp; Maintenance</b> £4.7m annual programme delivering repairs & maintenance to 10,300 properties	<ul style="list-style-type: none"> <li>New Repairs Policy focuses resources where need is greatest, delivering an expanded service to vulnerable residents</li> <li>Consistent &amp; high levels of residents satisfaction, averaging 84% for the year</li> </ul>	<ul style="list-style-type: none"> <li>New Repairs Policy &amp; service extends offers to vulnerable residents, ensuring they are able to stay independent in their home</li> <li>1 apprenticeship per £1m spend, plus other offers for local residents &amp; community</li> </ul>	<ul style="list-style-type: none"> <li>Improved sustainability of service provision, through improved efficiency &amp; batch service provision, while maintaining standards of repairs &amp; maintenance</li> </ul>	Planned & Cyclical Maintenance
<b>Planned &amp; Cyclical Maintenance</b> £3.8m annual programme delivering cyclical servicing & maintenance to Council residential & commercial assets	<ul style="list-style-type: none"> <li>Management of residential &amp; other assets, ensuring statutory obligations are met</li> <li>Ensuring assets are maintained to the required standard, delivering long-term sustainability</li> </ul>			Energy Efficiency
<b>New Build &amp; Regeneration</b> £70m+ delivering 350+ new homes, and major regeneration programmes for 4 estates across Thurrock	<ul style="list-style-type: none"> <li>Programmes deliver a range of new housing - include social rented and private, ensuring option for all residents</li> <li>Design includes minimum space standards as a range of measures delivering high quality housing</li> </ul>		<ul style="list-style-type: none"> <li>Regeneration is an opportunity to enhance estates, address issues of health inequalities &amp; deprivation while increasing the provision of housing</li> <li>Standards employed men new homes are suitable for residents now &amp; in the future</li> </ul>	Strategic Procurement
<b>Delivering Social Value</b> A framework linking all housing programmes, ensuring tangible social value is realised	<ul style="list-style-type: none"> <li>Programmes are driven by analysis &amp; experience of local issues, ensuring pathways offered are tailored to residents</li> </ul>	<ul style="list-style-type: none"> <li>Pathways programmes offer tangible options for residents, with 19 completing programmes in the year</li> <li>Programmes developed &amp; delivered in partnership with local &amp; private sector organisations</li> </ul>	<ul style="list-style-type: none"> <li>Delivering a number of tangible outcomes that create real opportunities for change for local residents and the community - across economic, social, communal factors</li> </ul>	New Build & Regeneration
				Delivering Social Value
				Quality Assurance

# Delivering housing programmes: What we do

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Planned & Cyclical  
Maintenance

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Strategic  
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Delivering Social  
Value

Quality Assurance

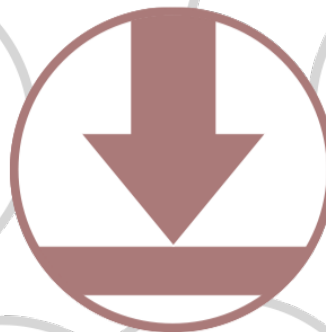


**128**

New homes  
being delivered

**100**

Apprenticeships  
on track to be  
delivered by  
2020



**£10m+**

Invested in the  
local economy

**40,000+**

Repairs &  
maintenance  
works per year

**£1.4m**

Spend tackling  
damp &  
associated  
mould

**£25m**

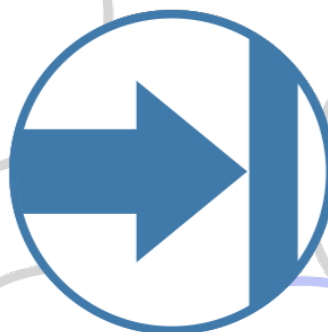
Invested in  
maintaining and  
improving Homes

**2500+**

Supporting  
vulnerable residents  
across the borough

**10,100**

The number of  
properties managed  
by the Council



**4000+**

Satisfaction surveys  
completed

**£1.4m**

Spend on  
Damp & Mould  
works

**50**

Dedicated staff  
working within HID  
to manage service  
delivery



# Key achievements & priorities

## Highlights of 2014-15



- £6m HCA funding secured to deliver new homes
- £11.58m increase of the HRA borrowing cap to fund additional homes
- 40% of homes already transformed through our Transforming Homes programme
- £1.4m spent on addressing Damp and Mould with 1,500 surveys completed
- 40 NEETs & long term unemployed completed employment programmes, with 71% now in work or training
- 27 apprenticeships commenced or completed through contract partners as part of social value commitments
- 90 new homes commenced on site in 2014-15
- Redevelopment of all plots on Pilgrims Lane residential site, vastly improving living conditions of residents onsite providing them with modern accommodation facilities
- New Repairs and Maintenance contract procured focusing on delivering excellent customer service, 84% satisfaction (good to excellent) with our repairs service
- £40,000 saved on heating costs for residents through Thermal Efficiency Programme
- 50% efficiency savings realised through the re- procurement of all capital contracts
- 30 days void to let, with 59% of all voids completed to Transforming Homes standard

## Key priorities for 2015-16 & beyond



- Deliver a comprehensive asset plan that brings together all works programmes & provides a strategic plan for delivering Housing Asset management 15-16 & beyond
- Energy efficiency – complete evaluation of key efficiency and sustainable measures and commence implementation of most appropriate solution.
- Improve our financial decision making through better quality financial reporting, budgeting and forecasting
- Continue to procure efficient and competitive contracts to deliver services
- Achieve our new homes growth target of 1,000 homes in the next 5 years
- Increase 'right first time' repairs from current 75% to 85% according to our residents
- Ensure 6000 Council Homes are at the New Thurrock Standard
- Deliver £3.8M of Planned and Cyclical works
- Ensure at least 10m of programme spend is in the local economy, and deliver up to 25 apprenticeships
- Continue to address Damp and Mould issues in properties, providing improved asset and living conditions for residents
- Maximise use of available funding to expand energy efficiency programmes across the housing stock

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# Building a great Housing Investment & Development team

The HID team restructure is now in place, however we still have work to do to bring our organisational culture into line with the teams' structural changes. The success of the service is critically reliant on the team members working in a consistent way and having a positive attitude, members of the team understanding appreciating our social and legal obligations, all these elements are essential in meeting our service and social objectives. We continue to improve quality in what we do by:

- Developing a 'one organisation' culture of high performance and 'getting it right first time'
- Building management and leadership competence
- Deliver staff appraisal process to ensure we encourages high performance
- Improving performance reporting and governance
- Improving communication with residents, encouraging feedback and demonstrating we are listening by delivering the services and housing residents need and want
- Investing in, and improving, our systems to support great customer service
- Improving our online offer to customers, developing multi-channels such as email and mobile
- Offering residents a 'right first time' service

## Delivering First Class Customer Service



Our customer satisfaction levels have been consistently high recent years, including across our major housing programmes:

- The Repairs & Maintenance service saw satisfaction averaging 84% for 2014-15, with consistent performance across the year – above 80% for each month – and improved performance from 2013-14;
- For Transforming Homes it was challenging to maintain high standards set in 2013-14, and while satisfaction is at 76% for the year we expect this to improve substantially in 2015-16.

# Repairs & Maintenance



Set a strategic, long-term approach

Engage effectively with residents

Manage effective planned & capital programmes

Run efficient responsive repairs services

Improve performance management & competition

The responsive repairs and maintenance contract delivers a repairs service to 10,100 properties, including 1200 sheltered housing properties. Following service delivery through an interim contract in operation from February 2013, 2014-15 saw the completion of a procurement process to implement a 5 year contract focusing on improved efficiency in asset management as well as substantial local deliverable offers. Efficiency and contract savings of over 30% further mean an increase in the range and scope of planned maintenance programmes delivered in the year.

A number of improvements have been developed and implemented over the period since termination of the previous Morrison contract, delivering improved efficiency and substantially better resident satisfaction.

The service has contributed to the wider reorientation of Housing Investment & Delivery to efficient and sustainable asset management, through a shift to planned programme delivery where appropriate – identified through improved service data analysis.

## Key objectives for the year

- Procurement and mobilisation of the new Repairs & Maintenance contract;
- Development of new Repairs Policy, improving definition of repairs responsibilities, refocusing service on planned programme efficiencies, and extending offers to vulnerable residents;
- Maintaining high levels of service provision through mobilisation of new contract
- Continued and improved engagement and consultation with residents regarding the provision of the repairs & maintenance service

### Providing a Resident-Focused Service



#### Monitoring resident satisfaction & feedback

Resident satisfaction averages **84%** for the year, with reporting and actions monitored throughout the year in governance meetings.

#### Consultation

The development and implementation of the new Repairs & Maintenance contract had at its core resident engagement. Responses to thousands of independent customer satisfaction surveys have shaped the contract term brief, with residents representatives also taking part in a 'Bidders Challenge Day'.

The new Repairs Policy has been developed in consultation with residents, ensuring concerns and priorities are integrated in service provision.

#### Focusing resources on residents with the greatest need

The new Repairs & Maintenance contract, together with the Repairs Policy, signal an improved targeting of resources to those residents with greatest need.



# Repairs & Maintenance

## Repairs & Maintenance in Numbers



<b>84%</b> Residents rating service as good or excellent	<b>3.65</b> Repairs per property	<b>3,741</b> Satisfaction surveys	<b>&gt;80%</b> Satisfaction every month of the year	<b>99%</b> Repairs completed in target time
<b>59%</b> Voids completed to Transforming Homes standard	<b>41,000</b> Responsive & planned repairs	<b>94%</b> Residents rating appointments good or excellent	<b>82%</b> Residents rating quality of repair good or excellent	<b>5.7</b> Average days to complete repair

## Key achievements for the year

- Strategic procurement of contract completed October 2014, with various efficiency savings achieved
- 5 year contract offers the Council flexibility in optional extensions beyond initial term
- New contract commenced Feb 15 with additional improvements being developed and implemented from 2015-16 onwards
- Transfer of repairs and maintenance Call Centre to Mears
- Repairs Policy developed for implementation in April 2015, focusing on 3 key improvements: improved service for vulnerable residents, efficiencies through batch service provision, improved repairs definition
- Continued performance improvement including in resident satisfaction scores
- Implementation of batch programmes to improve service delivery and achieve value for money on programmes such as fencing, gutter clearance and jetting drains

## The new 5 year Repairs & Maintenance contract: key features



The Council awarded the new Repairs & Maintenance contract to Mears Group PLC in October 2014, with mobilisation undertaken for a contract commencement of January 2015:

- 5 year initial duration, with option to extend for up to a further 5 years
- Value of £23.5m over 5 years

The contract focuses on driving efficiency in service provision, while maintaining improved quality standards and levels of resident satisfaction:

- Batched repairs provision: driving efficiencies by shifting routine repairs to planned programmes where appropriate, improving use of data analysis to identify suitable repairs
- Reduction in responsive repairs per property, together with reduced spend per property
- Maintain and improve standards of service provision and resident satisfaction, standards which had improved substantially of the 2014-15 period
- A service which builds on current access and provision options for residents – including developing online and mobile reporting, and extending repairs delivery times
- Substantial opportunities for local economy & community development, including offers for employment skills and training, local business development and other community offers

# Repairs & Maintenance

## Raising the Bar



### 'Deliver tailored and needs-led services to all residents'

The new Repairs Policy has been developed and implemented, of which a key component is the focusing of service provision where need is greatest – particularly a tailored service for vulnerable residents.

### 'Deliver value for money with high levels of customer satisfaction'

The new Repairs Policy also provides an improved focus on shared responsibility – ensuring that where tenants can undertake minor repairs, they do so.

## In on the Ground Floor



### 'Support residents to maintain and improve their independence'

Extending offers to vulnerable residents through the new Repairs Policy means those residents are better able to stay in their current homes while improving their standard of living.

### Resident engagement

Starting with the new repairs & maintenance contract, resident representatives now form part of the Council's contract oversight – attending the operational governance meeting, engaged in decision-making and oversight of the contract

## Looking ahead to 2015-16 & beyond

The key focus of the new Repairs & Maintenance contract – improving efficiency of service provision while maintaining a high quality resident focused service – drives the development of the service area over the coming years. The Repairs & Maintenance Partnering Timetable sets out the key areas which will form part of service development:

Improved service efficiency:

- Setting aims and target expenditure for the whole service, and controlling budgets;
- Training staff (including out-of-hours staff) on repair-ordering policy, business processes and budgets, so the service becomes less wholly demand-led;
- Reducing the level of expensive emergency work, ensuring that repairs clerks do not over-prioritise repairs, by setting and monitoring a policy on which repairs qualify; and;
- Linking with planned work programmes and increasing planned work carried out, including for example fencing, gutter clearance, window replacements.

Local Deliverables:

- A range of commitments will be delivered through the partnership with Mears, in coordination with other local partnering organisations:
  - Employment initiatives: apprenticeships, LEAF events, ex-offenders initiatives, work experience and local schools programmes;
  - Training initiatives: continued provision of trade school, DIY and energy awareness sessions for residents, community workshops;
  - Supply chain & local employment: maintaining substantial sourcing of materials and labour from within the Thurrock area.

# Repairs & Maintenance

## Looking ahead: 15/16 and Beyond

Simplify access to repairs ordering and roll out appointment systems to cover all non-urgent repairs:

- Repairs Online & New Technologies: in addition to the implementation of the new housing management system, online and mobile repairs reporting and access will be developed in partnership with Mears;

Ensure a consistent approach to improving access for disabled residents is applied:

- Service enhancements for vulnerable residents: as set out in the Repairs & Maintenance term brief and in line with the new Repairs Policy, service provision for vulnerable residents will be extended from previous provision, ensuring funding sources are focused where most needed;

Resident Consultation and Involvement

- Improved service efficiency: expansion of use of planned repairs programmes, shifting repairs where appropriate from the responsive service.

Run efficient responsive repairs services

Reduce the level of responsive work

Improve accuracy of diagnosis

Get more repairs done on time

Prioritise performance monitoring

Develop a cost-effective, coherent approach to void repairs



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# Transforming Homes



The Transforming Homes Programme is the first in the Councils new five year rolling capital programmes, with £68m approved funding to deliver on-going improvements to the Council's housing stock. Our Programme is delivering a range of high quality works to modernise the interiors of our residents' homes and schemes to maintain the estates' built infrastructure and external fabric. All 10,100 properties in the Council's stock will be assessed for works, with many expected to received significant improvements.

The programme is built on several of key drivers:

- Improving our stock – ensuring the Council's continued compliance with statutory obligations;
- Ensuring the programme contributes to delivery of economic and social benefits to Thurrock;
- Prioritising Improvement Works – providing a transparent record of prioritisation and programming works based on need to undertake urgent works;
- Managing contractor performance – ensuring obligations & efficiency are achieved;
- Consultation & engagement – involving residents in works to their homes;
- Balancing Transforming Homes with other investment programmes – dovetailing all on-going works streams, and ensuring long term efficiencies are realised;
- Encouraging sustainable methods of construction and improvement works

The 2014/15 programme focused on a continued provision of internal refurbishment works, to kitchen, bathrooms and other elements. The year also saw the underlying procedures being implemented, in preparation for the comprehensive external works programme to be commenced in 2015/16.



## Transforming Homes in Numbers

<b>76%</b> Rated service as good or excellent	<b>161</b> Energy efficiency works	<b>484</b> Residents survey responses	<b>2,066</b> Properties transformed	<b>16.1</b> Average days to complete works
<b>350+</b> Voids completed in Transforming Homes	<b>88%</b> Satisfaction with energy efficiency works	<b>79%</b> Rate quality of works good or excellent	<b>1507</b> New bathrooms installed	<b>84%</b> Rate courtesy & politeness good or excellent
<b>75%</b> Works completed in <20 days	<b>563</b> New boilers installed	<b>1501</b> New kitchens installed	<b>553</b> Properties rewired	<b>4</b> Contractors delivering works

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# Transforming Homes

## Key objectives for the year

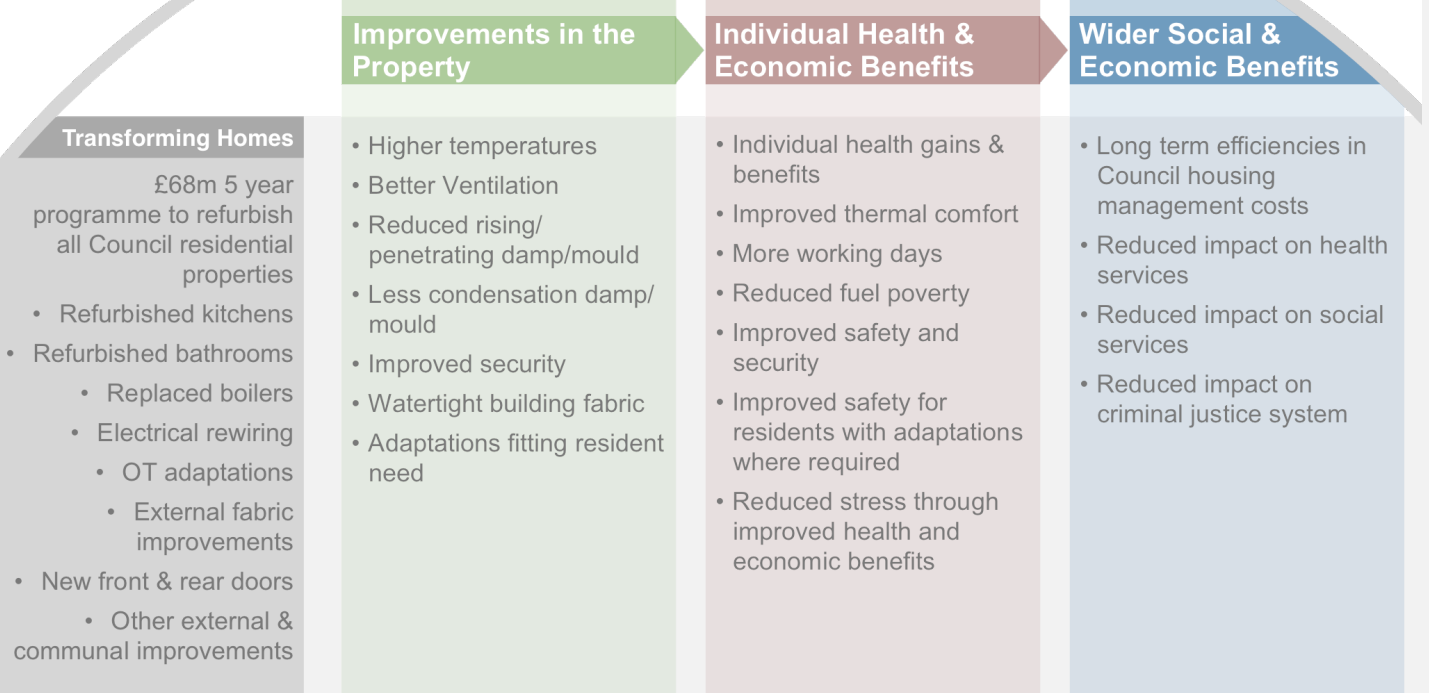
- Completion of strategic procurement of frameworks for both contractors & consultants, as well as procurement of Years 3 & 4 contractors and consultants
- Implement an energy efficiency programme
- Putting in place preparations for external works, including section 20 requirements
- Successful mobilisation of new delivery contractors for refurbishment works
- Developing and delivering a damp & mould programme
- Ensuring the programme continues to provide tailored delivery to residents with greatest need – including OT works and adaptations
- Progressing a local deliverables programme which meets the needs of local residents, and maximises the expertise and offers from deliver partners



## Key achievements for the year

- A number of community projects delivered, including refurbishment of war memorials and local community facilities
- Engagement with local businesses and supply chain;
- With the successful delivery of the energy efficiency programme, works are to be extended to a second year in 2015-16.

## Key benefits of the Transforming Homes programme



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# Transforming Homes



## Key Transforming Homes data – programme to date

	Units	
Bathrooms	3075	
Kitchens	2847	
Rewires	1157	
Front & Back Doors	923	

Overview

Repairs & Maintenance



## In on the Ground Floor

### Support residents to maintain and improve their independence

Through the Transforming Homes programme, residents who are identified as having occupational therapy requirements are provided adaptations in their home where appropriate. This ensures that the Council is actively supporting people to maintain independence in their home. In 2014-15, c£890K was spend on wet rooms adaptations, shower adaptations, ramps and minor adaptations.

Transforming Homes

Planned & Cyclical Maintenance

## Looking ahead to 2015-16 & beyond

The core aims of the Year 3-5 (2015-18) programme are to upgrade all remaining major internal components and carry out required external works, thereby raising Council homes to the new Thurrock standard.

Internal works will involve, where appropriate, installation of new bathrooms, kitchens, boiler and central heating renewals, and rewiring. Works will also continue to comprehensively address problems of Damp and Mould.

External works includes replacement windows and front entrance doors, new insulated roof coverings, cavity wall insulation, fascia and soffits, guttering, concrete/brick repairs, and general improvements repairs.

In order to complete these works, the Council has completed procurement to engage consultants and contractors to manage and undertake works.

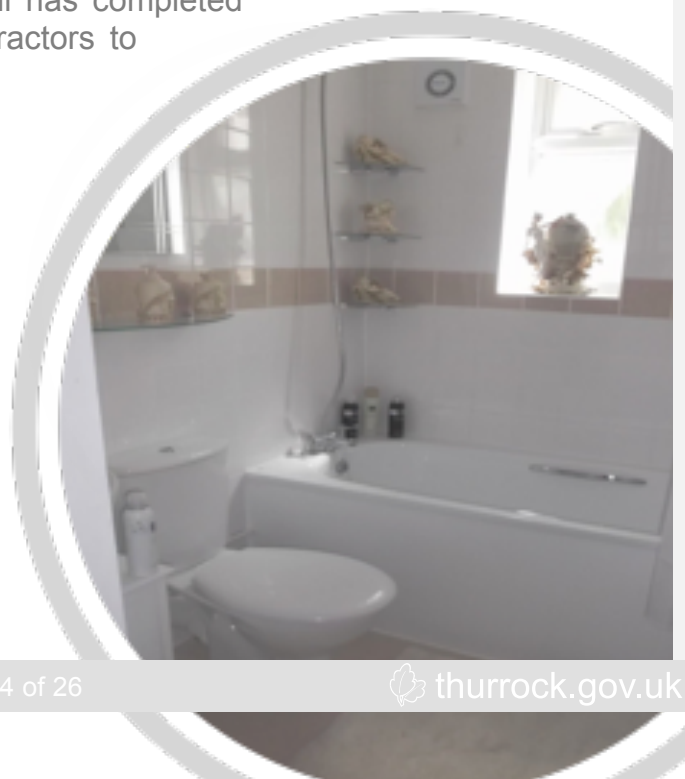
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# Planned & Cyclical Maintenance

In order to maintain our properties in a good state of repair and décor, the Council has a 5-year rolling Planned and Cyclical maintenance programme that includes provision for all stock. Planned & Cyclical Maintenance concerns management and delivery of specialist contracts, ensuring statutory and landlord's maintenance and repairs obligations are met across the range of residential properties, commercial properties and communal assets.

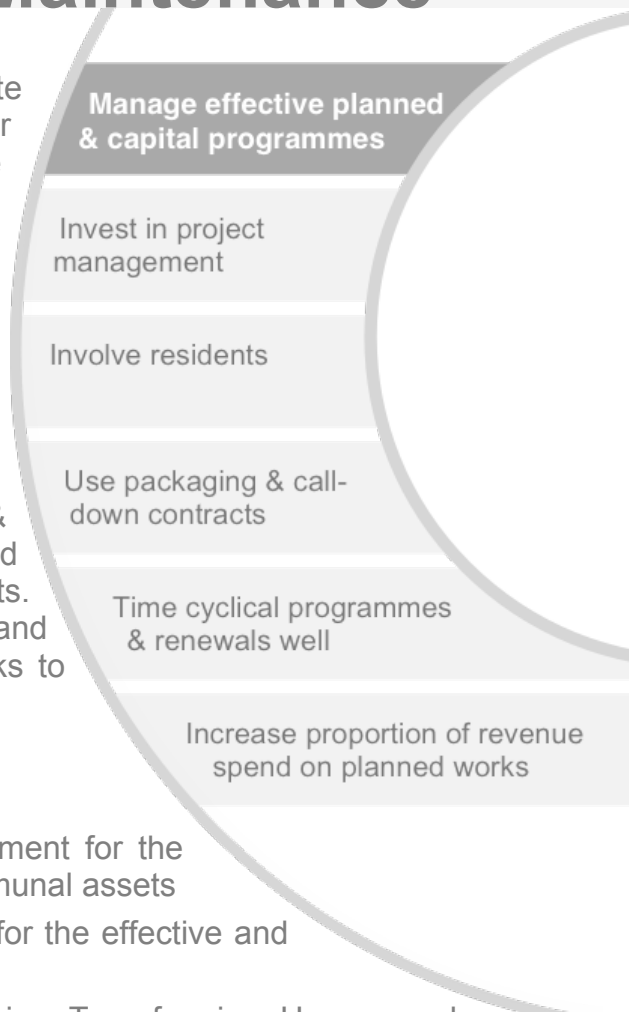
Cross-programme technical support is provided, ensuring Transforming Homes, Repairs & Maintenance and other programmes are delivered to required standards and technical requirements. The team provides technical assessment and analysis of asset condition data, prioritising works to drive value in asset management.

## Key objectives

- Further progress improved asset management for the Council's residential, commercial and communal assets
- Develop new methodology and strategies for the effective and appropriate management of assets
- Prioritisation of works according to ongoing Transforming Homes and regeneration programmes, providing most efficient service provision and value for money
- Refinement and embedding of structured processes and procedures for technical service provision.

## Key achievements

- Identification and integration of new planned maintenance programmes to aid the reduction of responsive repairs;
- Development and implementation of new and revised 5 year planned, cyclical maintenance and asset management programme;
- Implementation of improved working processes, delivering planned and monitored site visits, collaborative working, and forward thinking approach to technical services and asset management;
- Development and implementation of thermal energy & renewable efficiency programmes, improving the technical capacity assets to provide high quality and sustainable housing;
- Continued provision of technical service for the range of housing programmes, including statutory compliance, property surveys and technical support across a range of workstreams.



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# Planned & Cyclical Maintenance

## Looking ahead to 2015-16 & beyond

Improving the councils planned maintenance system, process and procedures for managing planned and cyclical maintenance programmes – further developing an asset management strategy which is based on:

- A long-term financial planning framework that makes provision for funding schemes
- Priorities for the future maintenance of our stock based on the Councils stock condition, demand, tenants aspirations, sustainability and statutory requirements
- Development of new asset data through the completion of condition surveys to allow new programmes to be developed on current stock condition, programme development is to be for 2015/16 and for the next five years
- Investing in and enhancing the data management and reporting of assets through procuring new asset management systems
- Embedding best practice within the operational activities of the team, ensuring robust procedures are in place and the team has the technical knowledge and capacity to deliver asset management functions and services

Planned maintenance systems – putting in place a system which ensures the long-term viability of future investment:

- A comprehensive database of housing stock with details of the specification and building elements of each property
- Identify standard life cycles for components, enable these assumptions to be reviewed depending on the results of performance and inspections to determine condition.
- Identify time-spans for service contracts and regular safety checks
- Plan and prepare short (annual), medium (5 years) and long-term budgets (30 years) for maintenance expenditure.

The programme for 2015-16 covers a range of works elements, with the major aspects detailed below:

Priority Planned Maintenance Programme 2015/16	Summary of Scope	Estimated Value
Assisted Decorations	Undertaking decoration works for vulnerable residents	£180,000
Door Entry	Replacement, testing and servicing of door entry systems	£450,000
Drainage Soil Stack	Reinstatement of new soil stack systems for expired or broken down systems	£100,000
Lifts	Refurbishment, servicing and maintenance of lifts.	£436,000
Water Booster	Replacement of water boosters to high rise blocks	£77,000
Water Risers	Replacement of pipes within high rise blocks.	£140,000
Water Mains	Replacement of lead water mains to the property.	£150,000

# Energy Efficiency: improving the sustainability of homes

Housing Investment & Development are currently looking at integrating renewable energies into Council Housing Assets to reduce the planned maintenance and lifecycle as well as running expenditure with technologies such as LED Lighting and Infrared Heating, of which can be integrated with Solar PV Technology.

## Raising the Bar: Case Study



### 'Provide high quality council housing'

In order to combat Damp & Mould in properties – identified as a key priority in housing – a new approach has been taken to improve inadequate heating where present.

- Low energy and cost effective source of heating which is powered by electricity
- Up to 40% more effective than traditional gas heating systems
- Infrared heating system distributes the heating evenly, as well as warming the building fabric elements
- Warming up the whole space evenly, including the fabric of the structure – means that infrared heating systems can reduce or in some cases eliminate condensation and associated mould within properties

Collaborative working with Partnering Contractors allows the Technical Team to fulfil a key role in the development and delivery of schemes that directly feed into the Housing Strategy objectives.

## Looking Ahead: Case Study



### 'Ensure the sustainability of our homes to meet residents' needs now and in the future'

Work has been undertaken to expand the currently limited use of solar panels in the Council stock, and the Council is currently considering number of new funding sources and partners:

- Partners offering a range of different funding models for the installation of PV technology
- Partners offering a possible funding opportunity, based on feed in tariffs with no Client capital expenditure and a maintenance free scheme

Further options include integration of PV with storage radiators, providing efficiency benefits to the substantial stock with storage radiators

## 5 Year Planned & Cyclical Maintenance Programme



The Council is making considerable level of investment for future years, prior to each of the programme, work is undertaken to assess the detail of work required and proposals considered as part of the HRA Base Estimates for 2015-20.

Year 2: 2015-16	Year 3: 2016-17	Year 4: 2017-18	Year 5: 2018-19	Year 6: 2019-20
<b>£3.9m</b>	<b>£4.0m</b>	<b>£4.0m</b>	<b>£4.4m</b>	<b>£4.5m</b>

# Strategic Procurement & Contract Management

Effective procurement and contract management is essential to ensure existing and future contractual arrangements meet both the needs of Thurrock residents and the demands of the housing stock and assets at best value costs. Housing Investment & Development takes a strategic approach to commissioning services and works to ensure we have fit for purpose contracts that deliver efficiency saving and strategic priorities within finite resources.

Undertaking analysis of planned procurements with a view to delivering savings at no or minimal risk to service delivery has resulted in a range of successful outcomes. Intelligent reworking of specifications, contract packages and clear outcomes have enabled bidders to include innovative methods of delivery and the most competitive pricing structures.

## Key objectives

- Improved procurement outcomes through identifying areas of service provision where potential efficiency and value for money can be realised through restructuring of contracts and works lots and identification of improved specifications
- Driving value through shifting the focus from reactive to proactive maintenance and planned refurbishment or replacement of equipment such as lifts and door entry systems
- Driving value through procurement – improving operational links between planned and responsive work, such as batching-up non-urgent responsive repairs to feed into the planned programme, making sure only appropriate repairs are ordered under the responsive budget, interrogating the responsive repairs system to inform planned and cyclical programmes, and avoiding carrying out responsive repairs that are part of an upcoming planned programme.

## Key achievements

- Procurement of two key frameworks supporting delivery across both new build & investment programmes – allowing effective commissioning from tested organisations to support both professional and specialist services, as well as delivering social value outcomes for residents
- Procurement of Year 2 of the Transforming Homes programme resulting in further 5% savings on top of the 50% realised in 2013-14
- Commissioning of Transforming Homes contractors for 2015-16 & beyond
- Re-procured a range of cyclical repair and maintenance contracts, utilising new contract specifications and packages of works/services
- Achievement of substantial savings from recent procurement exercises which are anticipated to continue for the remaining Housing Cyclical Repairs contracts:
  - c£150k in water mains replacement, 50% below pre-tender estimate
  - Domestic Gas Servicing contract commenced March 2015 with projected c£350K per annum savings (approximately 50% of the previous cost).
- Re-evaluated quality and accuracy of contract specifications to ensuring they meet the needs of Thurrock residents and the demands of its housing stock and assets
- Consolidation of contractual arrangements for cyclical & maintenance contracts



# Strategic Procurement & Contract Management

## Raising the Bar: Case Study



### 'Deliver value for money with high levels of customer satisfaction'

Domestic Gas Service Case Study – substantial VFM savings through improved contract management:

- Tighter controls over breakdown & repair, reducing the contractor's automatic authorisation limits, delivering savings of c£400,000
- Ceasing delivery of tasks identified as residents' responsibility, thus delivering a saving of more than £70,000
- Robust new gas compliance process implemented with 100% success rate

## Looking ahead to 2015-16 & beyond

A number of key improvements have been developed and implemented over the preceding year, advancing Thurrock Council's ability to effectively and efficiently manage contract and asset management. The rationalisation and consolidation of contracts, together with improved contract and performance management will be further structured and extended across the contract portfolio:

- Take forward the approach developed to ensure ongoing effective and value driven procurement and contract management, is set in place through documented procedures and guidance;
- Further refine and consolidate ongoing planned and cyclical maintenance in the Council's asset management programme, driving efficiency and effective asset management for the long term sustainability of asset stock;
- Further extend the improvements made in contract management and performance monitoring across the range of housing programme contracts, providing consistent standards in performance and reporting across Housing Investment & Development.

## Raising the Bar: Case Study



### 'Deliver value for money with high levels of customer satisfaction'

Door Entry Case Study – substantial VFM savings through effective procurement:

- A contract to strengthen and improve high use entrance doors in a number of large blocks subject to continual failure is likely to generate significant savings on repeated breakdown call-out costs £150k p/annum
- Further savings of c£100k per annum on breakdown call-out costs should be achieved through establishment of a consolidated services contract;
- Implementation of a planned replacement programme will contribute to long term efficiency savings;
- Consolidated key replacement contract provides volume efficiencies and additional savings of c£10k per annum.

# New Build & Regeneration



The Housing Investment & Development New Build & Regeneration programme delivers a key aspect of the Council's strategy for ensuring communities have access to a range of housing options now and in the future. Increasing the supply of housing is central to this – and with the reduction in government funding together with the current housing landscape in Thurrock – we need to find innovative new approaches to provide the much needed housing, working across both the public and private sector to tackle this growing issue.

## The Emerging Estate Regeneration Programme

Delivery of the Council's growth ambitions are centres around six growth hubs, five of which are located along the riverfront and all of which will bring substantial benefits and opportunities for housing regeneration. These Growth hubs underpin the Council's Thames-side and Inland Thurrock proposals contained within the SELEP Plan. The key areas include:

Our proposed strategy for the regeneration of our key estates will be to ensure that existing residents lead the debate on the future of their own estates. We will do this by setting up local consultation structures on each estate as well as using community forums and hubs in the area.

We wish to maximise the provision of new high quality housing in desirable locations across the borough that offer local residents a choice of tenures and range of genuine home ownership options that are affordable and meet their aspirations.

Local economic prosperity will be delivered through the creation of long-term job opportunities and apprenticeships during the delivery of the regeneration works and thereafter by providing homes that are accessible to long term jobs and opportunities within and outside of the borough.

The creation of desirable and active locations will also provide the best possible foundation for the creation and growth of local businesses delivering a diverse and improved retail, leisure and recreational offer across the borough that will contribute to improved health and wellness outcomes for our residents.



# New Build & Regeneration

## Key achievements

- Planning consent granted on St Chads in Tilbury
- Completion on Seabrooke Rise and Derry scheduled for November 2015
- The creation of Gloriana wholly owned Thurrock Company.
- The acquisition of former Tops Club and The VOSA site in Purfleet.

## Looking ahead to 2015-16 & beyond

- 1,000 new affordable homes delivered over the next five years
- 10% increase over current projection in number of new homes delivered through the private sector over the next five years
- Commencement of regeneration of the Garrison Estate, Flowers Estate and Broadway Estate
- 100% of new council homes built to London Space Standards and Lifetime Homes, reflecting high quality design and materials



### New Build Programmes

Location	Detail for 2015-16	Units
Argent St	Start on site March/April 16	27
Claudian Way / Brentwood Rd	Start on site November 15	60
Kings Walk	Start on site March/April 16	24
Tank Hill Rd	Site acquisition and soft market testing	150
Custom build	Start on site November 15	24
Calcutta Road	Start on site November 15	35





# Delivering Social Value



Delivering Social Value frames how Housing Investment & Development deliver key benefits to Thurrock residents using our Social Value framework. Underlying this is a commissioning, contract management and partnering approach – ensuring Thurrock is working across sectors to support training and employment opportunities for all segments of our communities.

Across the range of housing investment programmes, there are substantial opportunities for the realisation of these key priorities. Key to maximising social value outcomes is ensuring what we do is aligned with key priorities of the Corporate Plan, as well as those set out in Thurrock's Social Values Framework and Procurement Strategy. Delivering Social Value does this through:

- Ensuring existing residents benefit from investment – including jobs & training, and housing investment programmes – developing routes for local people to access employment opportunities;
- Establishing a procurement framework which develops and ensures mechanisms for the realisation of local deliverables - addressing the key priority of the Social Values Framework and Procurement Strategy;
- Working with partners across sectors, in order to understand, shape, implement and monitor programmes which address local priorities - thereby setting out a strategic approach which underlines the unified approach recognised as critical across strategic plans & frameworks



## Providing a Resident-Focused Service: Delivering Social Value

In 2014-15, Housing Investment & Development set out its comprehensive approach to Delivering Social Value – ensuring residents across the wider community are at the heart of, and benefit from, Thurrock Council services and funding:

- Targeted provision: using data analysis and ongoing service provision experience to target delivery of social value offers to those residents groups most in need
- Building on current achievements: progressing delivery of social value offers from current programmes, which have been delivering tangible benefits to residents for a number of years
- Develop a range of partnerships for delivery of targeted offers – using local and experienced organisations to deliver programmes with defined and tangible benefits
- Designing pathways programmes: ensuring there are defined entry points for residents, as well as routes for further progression upon completion of a training or work experience placement



# Delivering Social Value


## Key objectives for the year

- Continue & expand delivery of substantial deliverables through existing programmes;
- Extend the delivery of social value to new contracts, using experience and learning, through effective procurement and contract management;
- Develop partnerships with key local and private sector partners, ensuring a tailored offer meets the needs of Thurrock's residents

## Key achievements for the year

- Procurement of new Repairs & Maintenance service contract, with substantial local deliverables commitments;
- Development & implementation of a range of programmes delivering pathways programmes for local residents;
- Development of partnerships with a range of local and private sectors organisations;
- Increasing the range & number of opportunities available, ensuring offers match the needs for all Thurrock residents.

### Delivering Social Value in Numbers (all programmes to date)



<b>27</b> Apprenticeships	<b>£10m</b> Spend in local economy	<b>120</b> Jobs created or retained	<b>6</b> Delivering social value partners	<b>10</b> Ware memorials refurbished
<b>69</b> Residents supported through pathway programmes	<b>40</b> Pathway completions have led to jobs or further training	<b>20%</b> Supply chain in registered in Thurrock	<b>4</b> Development & delivery of 4 rounds of pathways programmes	<b>30%</b> Sub-contractors registered in Thurrock

### In on the Ground Floor: Case Study

#### 'Create employment pathways and support residents to access these'

The 'Get into Construction' pathway programme is designed to create a 3 way partnership to maximise training and work experience and increase opportunities for employment. It provides a key demonstration of the Housing Strategy in action, being developed and driven by partnerships across public, charity and private sectors for the delivery of tangible benefits for local young people.

- 10 young people completed the May programme of which 8 have progressed into employment (6) or training (2)
- 9 young people completed the November programme of which 5 have offers of employment with their workplacement provider and four are continuing to apply for construction opportunities
- Development of Get Into Construction programme, working across local partners for the delivery of opportunities to local residents



# Delivering Social Value

## Looking ahead to 2015-16 & beyond

Across the various housing programmes being delivered, Thurrock Council is delivering substantial tangible benefits to local residents and the local community. As well as the achievements to date, there are a range of ambitious targets for the coming years.

These achievements have been brought about through the mechanisms developed through Delivering Social Value – developing pathways to deliver targeted, wide ranging opportunities, through local partnerships.

For 2015-16 and beyond, Housing Investment & Development aims to achieve:

- 100 Apprenticeships across all programmes
- £30m – over 30% programme spend – in the local economy
- 200-300 jobs created or retained
- 15 Total rounds of programme delivery, across all pathway programmes
- New Initiatives and partnerships developed to target local resident in need
- 350 Residents supported through pathway programmes
- 65% Of those completing programmes, gaining employment or further training



### In on the Ground Floor: Case Study

#### Working with external partners to maximize the opportunities for our residents addressing social and health inequalities across the borough

Thurrock Council has engaged partners with a proven experience in delivering outcomes in order to deliver real benefits to residents, across the four key areas of need identified, as well as a number of further areas providing a comprehensive approach:

- Employment & Job Skills – Wates Building Futures: a programme established through Transforming Homes bringing training, employment opportunities and improving ‘job-readiness’;
- Professional Skills Training – Construction Youth Trust: providing a pathway to access higher level apprenticeships in engineering, design, surveying and site management;
- Jobseekers 50+ & Lone Parents – John Laing Training: providing a programme targeting particular needs of these groups when entering the job market;
- Emerging partnerships – South Essex College: working to develop programmes built to the requirements of Thurrock residents, across a range of qualifications and fields.



# Quality Assurance

The Quality Assurance team drives improvements, monitors the satisfaction of our residents and supports the delivery of a variety of programmes across the streams of works within Housing Investment & Development. The improvements which are made are directed by detailed analysis of feedback received from our residents which allows for the identification of areas of poor performance and ensures that the services which are delivered reflect our residents' needs and wants. This is in addition to continuing to fulfil the Council's corporate and statutory obligations.

In order to ensure that this aim can be consistently achieved, key aspects which are integral to the performance of the Quality Assurance team have been identified and addressed to facilitate the continual improvement of the service and to build on the work from previous years. In addition to this, reviews of implemented processes and procedures are undertaken by the Quality Assurance team, each with its own owner and expert. This ensures effective management and control of processes and allows for the initiation of workshops to deliver them through the support of the Quality Assurance team. Furthermore, this approach provides safeguards that any identified changes following detailed reviews are implemented in an appropriate and responsible manner.

## Key objectives for the year

- Assessing and outlining the roles and responsibilities undertaken by members of the QA team.
- Enhancing the quality of care to residents by improving responses and increasing inter-team communication.
- Ensuring that vulnerability data is kept up to date and accurate and is assessed when dealing with individual complaints.
- Exploring and assessing the use of current housing systems and developing efficient routes for accessing information.
- Developing procedures for managing complaint escalation.
- Formulating and regulating the routine delivery of key performance indicators.

## Key achievements for the year

- The development of procedures and processes which have been implemented across Investment & Development as well as facilitating a 'one organisation' culture with the wider Housing Directorate and delivery partners.
- The initial implementation and subsequent roll-out of core systems and software to allow for improved ways of working within the service
- Improved approach to enquiries and feedback received from a range sources which has resulted in the consistently high quality of responses which are provided.

# Quality Assurance

## Looking ahead to 2015-16 & beyond

The key focus of the Quality Assurance team is to drive the continuous improvement of the services delivered to our residents to ensure that our obligations are met while delivering customer service to high standards. In order to achieve this, further developments include:

- The induction and on-going training of members of the QA team and across the wider service to ensure that any knowledge gaps which form are remedied through effective workshops and continuous learning.
- The development and implementation of a Quality Assurance Forum featuring key stakeholders in the streams of work undertaken by the Investment & Development service. This will improve communication, encourage collaborative working and will facilitate the discussion of cross-work and other pertinent issues.
- Continued identification, processing and arrangement of repair-related support associated with vulnerable residents to ensure that delivered services continue to meet wide and varied needs.
- Continuous review of resident feedback in addition processes and procedures to allow for consistently improved performance