

Jeakins Weir

Association of Consultant Architects
Annual Award 2013

PRACTITIONER AWARD

for Innovation in Partnering using
PPC2000 & TPC2005



Using our Victory Housing Trust contract as our case study we can evidence innovation in partnering by listing jointly agreed targets with our Client and how they were achieved and monitored.

This contract was awarded following a Competitive Dialogue Tender. The ACA Standard Form of Contract for Term Partnering TPC 2005 (Amended 2008) was adopted as it allowed for principal supply chain members to be parties to the contract.

Victory Housing Trust sought to achieve the optimal transfer of risk and responsibility to their contractor partner whilst recognising and taking into account the fact that certain risks were best retained by themselves, or shared with the contractor.

A contract summary is as follows:

Client	Victory Housing Trust
General Project details:	Social Housing Response Maintenance
Address	Cromer Road North Walsham Norfolk NR28 0NB
Contact	Mr Mark Turner Assets Manager
Telephone	01692 502413
Email	Mark.Turner@victoryhousing.co.uk
Date and Duration	10 years commenced April 2010
Type of Contract	ACA Standard Form of Contract for Term Partnering
Nature of Contract	Responsive Maintenance occupied and void properties, planned & cyclical works, and grounds maintenance and Neighbourhood Management Services
Number of Properties	4800
Value	£4.5 million per annum
Customer Satisfaction Level	99.24%
Appointments Made & Kept	99.97%
Right First Time %	99.75%
Repairs Performance	99.42%
End to End Time	7.8
Void Performance	100%
Av Days	8.18
Av Cost per Property	<170
Key Benefits	Cost certainty
Payment	Fixed price per property and void with shared pain / gain

Performance Markers	Incentive threshold	Year 1 - Apr 10 - Mar 11	Year 2 - Apr 11 - Mar 12	Year 3 - Apr 12 - Mar 13	Continuous Improvement
Number of Call outs and Emergency jobs completed within response time	100.00%	98.32%	99.94%	100.00%	1.68%
Number of Urgent jobs completed within response time	98.00%	99.11%	99.79%	100.00%	0.89%
Number of Routine jobs completed within response time	98.00%	98.66%	98.94%	99.42%	0.76%
Number of orders where appointments were made and kept	97.00%	99.61%	99.97%	99.97%	0.36%
Resident satisfaction ratings	95.00%	98.07%	99.50%	99.24%	1.17%
Number of Recalls	2.00%	0.46%	0.42%	0.09%	0.37%
First Time Fix	96.00%	85.79%	99.71%	99.76%	13.97%
Void Turnaround Days	10 Days	8.86	8.18	7.61	1.25
Like for like expeditire (Demonstrating value for money improvements)	Open Book Accounting	100.00%	89.00%	82.07%	17.93%

Examples of innovations we have introduced are listed as follows:

Service innovations introduced	Description
Strategic Alliance Partnering	Promote collaborative working and share best practice
Develop Efficiency Plan	The plan sets the strategic tone for developing innovation and efficiency.
Risk Register	Drawing up a comprehensive risk register and working with Client to mitigate /reduce risk score
Continuous Improvement Action Plan	Jointly determine key objectives and assess current level of performance against annual targets
Benchmark Targets	Benchmark all aspects of service delivery for formal monitoring and review
Web based IT system	Operate cloud based IT system with real time reporting capability
Performance Review & works analysis	Annual performance review to determine following years objectives
Working in patches	Align workforce to neighbourhoods/rent patches, in looking to reduce number of operatives. To continually profile the workload to ensure right levels of operatives and ultimately reduce costs. Increase right first time.
Mobile Customer Care Office	Provide on-site access and respite for customers.
Joint Training	Reduction on costs and time. Develop team approach and consistency of understanding.
Technological Development	To appraise the integration of IT systems and possible sharing of resources.
Working Practices	To fully review practices and to process map to improve end to end times.
Stock Condition Survey	To capture data at source during repairs and to support collection of data.
Image Data Base	Develop data base for use by the client, which will support asset data base and choice base lettings.
Annual property MOT	Undertake property MOT of top 20% of properties visited per annum and or requiring excessive expenditure.
Co-location	Co-locate with client and other partners, to reduce overheads and increase team and partnering working.
Customer Inspectors	Develop customers to become inspectors to provide more capacity for quality and satisfaction surveys.
Environmental	Develop a joint strategy for managing environmental issues. Reduce waste, recycling, energy conservation, waste reduction.
Material Management	Determine stock levels required to reduce delay and automate operative resupply.
EPC Certificates	We undertake EPC checks for all properties
Cost Reduction	Continual improvement planning and implementation to realise year on year saving to Client (min 2.5%)

Successful mobilisation

We appointed a mobilisation champion who co-ordinated the transition through effective communication and by adhering to the plan.

He was responsible for reporting on progress to Client and all other stakeholders.

Overall strategy and policies were agreed at Core Group level to ensure that we understood fully our customers needs.

The Implementation Team then co-ordinated specific groups to deal with specific Tier 1 matters.

We ensured that a seamless transition was achieved by involving all stakeholders in planning and implementation of the service. We also drew up a risk register to identify and mitigate all known and perceived risk.

Our implementation team comprise the Partnering Project Team as identified in our management structure in Case Study for our Victory Housing Trust contract in appendices

Our team ensure that matters such as TUPE, IT links and our new larger offices in Travis Perkins new depot are developed and ready for commencement of contract.

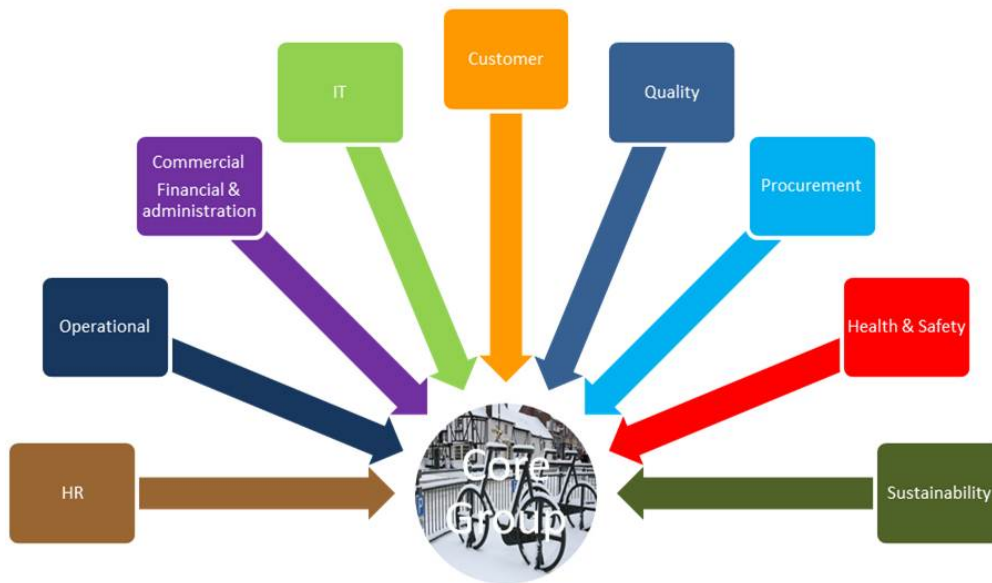
Our experience has ensured seamless transfers in all our contract handovers and any barriers that have presented themselves have been resolved through effective and timely communication.

Our implementation team liaised with the strategic core group to formulate workgroups, identifying who should be included within the workgroups and setting agendas for them. This closely followed our own management processes covering the following key aspects of the mobilisation period:

Value Management & Value Engineering

- Risk
- Cost
- Compliance (H&S, Environment & Quality)
- Programme
- Supply Chain Management
- TUPE
- ESP and Personnel Compliance
- Communications
- Resident Care
- IT and Specific IT Implementation
- Performance Management

We planned on-going meeting dates for these groups to ensure collaborative working principles are adhered to.



Innovations we introduced

Innovations that have been adopted at our Victory have been realised through an open book ACA partnering arrangement with cost certainty and shared profit incentives.

This long term contract approach has transformed a failing contract into a benchmark leading service with 100% customer satisfaction and significant cost savings-we realised our projected 10 year target of 25% cost saving within 18 months and we continue to realise savings through a commitment to continual improvement and customer involvement.

We work collaboratively to develop a Partnership built on trust.

Working collaboratively

Collaborative engagement –stakeholder involvement to shape project specific service

Management groups focus on monitor and review of delivery activity, working collaboratively with clients, residents, supply chain to improve service delivery.

All employees are incentivised to propose efficiencies

Strategic (Core Group),

- Management (a team to review performance across a raft of agreed areas),
- Delivery – specific task teams focused on achieving the objectives of the partnership.

Partnership approach facilitated workshop with project stakeholders,

- identify areas for collaboration and roles and responsibilities,
- working groups identified and formed

- risk management assessment and scoring
- cost management,
- value engineering
- performance review (KPI)
- shared IT systems

Management of cost

Open book cost management -Cost Working Group meeting monthly with a Manager allocated to task outside of delivery team

Annual delivery budget-monitoring of cost

- Improvement on systems.
- Sharing all information available
- Provide information in timely fashion,
- detailed breakdown of cost on each invoice
- Mechanism to check on works completed and claimed
- share all cost information with client

Community Involvement

- Training in reporting repairs
- Fun days
- Mobile Resource Vehicle with Internet capability
- Community amenity improvements-redecorating children's play areas
- Community participation-local clean up events
- Commitment to local initiatives (5% of profit donated to local community initiatives)
- Co-location with suppliers to reduce cost and improve quality
- Training residents on environmental issues to reduce bills and promote sustainability
- Local employment, job creation and apprenticeships
- Sponsoring local events such as garden produce competition
- Football competition between Victory Housing Trust, North Norwich District Council, Victory contractors Jeakins Weir and Aaron Services held at Norwich City Football Ground

Summary

Victory Housing established a road to excellence team that included consultation with residents, staff and proposed contractors to develop a wish list which would form part of an efficient, effective and customer focused excellent repairs service.

Residents played and continue to provide a key role at all levels within Victory Housing Trust and a comprehensive risk register identified the risks in relation to the project and the teams jointly agreed where the risk should be borne.

This joint working approach, involving the contractor at the design stage, enables us all to design a bespoke customer focused service.

Victory Housing are committed to true partnering as it believes that collaborative working based upon total open book principles leads to innovation and excellence in service delivery

The principles that applied on this contract now apply on all works that we manage and have shaped the way that we work as a company, enabling us to consistently deliver the highest standards of performance and service delivery for all contracts that we manage.

Victory should be recognised for the inspired approach to service procurement and by adopting a true partnership ethos they have been able to realise their demanding and challenging objectives in creating and maintaining a benchmark leading service.