

Association of Consultant Architects Annual Award 2012:

Practitioner Innovation in Partnering using PPC2000 & TPC2005

5,000 LIVES IMPROVED

The Thrive Homes / United House Decent Homes Partnership:

How a £21m social housing refurbishment project originally destined to be delivered through standard contracts shared between several contractors, became a case study for successful Partnering...



INTRODUCTION

The project was initiated by Thrive Homes, a Charitable Industrial & Provident Society, formed in March 2008 to take over 3,700 rented and 440 leasehold properties previously owned by Three Rivers Council. As part of their £43 million, five-year investment programme, Thrive Homes issued an *OJEU* tender to bring 2,500+ of their properties in southwest Hertfordshire up to the *Decent Homes Plus Standard*. Those contractors who expressed interest and satisfied the selection criteria were invited to submit detailed tenders. However, strategic advisors Savills' evaluation of the *Tender Report* demonstrated that appointing a single contractor (Thrive's *Procurement Strategy* stipulated up to four) would reduce costs by 5%-6% – a saving of £1m+. Thrive consequently appointed United House sole contractor. Of course, Partnering does not require this, but committing a major contract to one contractor is a good start. This was to be Thrive Homes first partnered project, though it was initially monitored as a typical contract with VOs being issued.

However, United House had championed Egan from the start, gaining considerable Partnering experience and, crucially, Thrive willingly discussed the potential of Partnering. Consequently, a *Framework Agreement* was signed immediately after the pilot scheme from which yearly PPC2000 contracts were drawn down.

Partnering principles are now at the heart of Thrive's business.

PROJECT BACKGROUND

The Task

To bring a minimum of 2,500+ homes (spread across 9 different villages and small town communities and including estates, sheltered blocks and street properties) up to the Decent Homes Plus Standard including replacing kitchens and bathrooms and upgrading heating and electrics.

The Residents

Two thirds of the residents are under 60; c.50% are in full or part-time employment; one third are retired and the majority are white British.

Works were undertaken with residents in occupation.

The Timetable

Following stock condition and scoping surveys, the project started with a two-month pilot phase of internal refurbishment. The main works started immediately after with the expectation of completing c.500 properties p.a. – a typical level for this sort of project. However, the partners decided to increase the weekly throughput peaking at 42 properties p/w. The project was completed 2½ years ahead of schedule.

Year	Number of properties Completed
1 (Aug'08 to March'09)	607
2 (April'09 to March'10)	1,376
3 (April'10 to Dec'10)	871
Total	2854

Project Management

Regular, **open** meetings were vital to the Management and Partnering process:

- Site meetings – weekly
- Tenant/Resident Liaison meetings – Monthly
- Project meetings – Monthly
- Strategic Core Group – Quarterly.

WORKING IN PARTNERSHIP – KPIs AND CONTINUOUS IMPROVEMENT

In 2008, amendments to PPC2000 brought in KPIs and though that is not why the project gave them so central a role, their impact demonstrates why they are fundamental to successful Partnering...

Placing KPIs and stringent management in the engine room of the project allowed both the progress and performance of all participants to be scrutinised and was a major contribution to the project's highly successful outcome...

Once *Continuous Improvement* and *Maximising Value for Money* were identified and agreed as key factors, a suite of relevant KPIs was formulated. The performance targets were reviewed prior to the start of each year.

Project KPIs

1	Commissioning Client Satisfaction – Product
2	Commissioning Client Satisfaction – Service
3	Customer Satisfaction – Product
4	Customer Satisfaction – Service
5	Customer Complaints
6	Defects (Impact on Client)
6.1	Snags at Offer for Handover
6.2	Defects After Handover (Call-Backs)
7	Predictability – Cashflow
8	Predictability – Programme
8.1	Time in Property
9	Safety (Accident Incidence Rate)
10	Waste

The formal introduction of Partnering provided an additional impetus to and opportunity for a collaborative reassessment of the Project. This included a review of how post completion inspections were undertaken following which inspections in the final year were reduced from 100% of properties to 50%. Over £1m was saved, time in property reduced from 17 days to 14.5 days and the project was completed 2 years early.

Continuous Improvement requires all parties not only to accept that lessons have to be learned, but also, crucially, to do so without blame or recrimination. Achieving this positive ethos was, arguably, the single most important factor in the project's success, particularly as the project had to start quickly (perhaps too quickly) and certain planning issues – including the presence of asbestos – had to be sorted **after** work had started. Accepting that unforeseen events, problems and/or opportunities outside the scope of the contract could and would be satisfactorily resolved is fundamental to the mutual trust on which Partnering depends. Thus, for example, both parties agreed to make significant organisational changes and replace the main sub-contractor at the end of year one.

As the results demonstrate, the rigorous application of structured targets within a strong, equitable working relationship greatly benefited the project...

WORKING WITH RESIDENTS, SUPPORTING THE COMMUNITY

Working with Residents

Both parties recognised that the spirit behind their *Partnering Agreement* had to go much further than their boardrooms and colleagues on site – it had to involve the residents themselves. After all, you cannot build a cohesive, sustainable community simply by repainting woodwork and installing new kitchens – refurbishment is just the start. Resident involvement and integration is critical if people are to believe in their community. Therefore...

- Ahead of the pilot scheme, a *Road Show* introduced residents to the teams and invited them to help determine the kitchen and bathroom packages
- A *Resident's Forum* reviewed the *Pilot Scheme* and identified areas for improvement. Consequently, the methods of governing timekeeping, communication and RLO visits were tightened and issues concerning quality control and home protection successfully addressed
- Over 100 Residents were further involved through eight *Resident Voice Groups*. The *Major Works Resident Voice Group*, for example, was responsible for reviewing United House's performance and satisfaction results.

RESIDENT VOICE GROUPS

Allocation and Lettings

Customer Access

Home Ownership

Independent Living

Major works

Repairs

Resident Involvement

Tenancy and Neighbourhoods

- A *Workshop* was held prior to the start of Year 2 with a selection of Residents who had either been through the process, or were about to have work started to establish how services and working practices could be improved further. As mentioned above, United House consequently changed their main sub-contractor and results, including *Customer Satisfaction*, immediately improved – proof that this was no mere exercise but an integral element of the Project's management
- The *Resident Liaison Officers* (RLOs) arranged for residents whose homes were coming up in the programme to view completed properties and discuss with their occupants their experience

Working with *Residents in Occupation* requires expert planning and a great deal of tact and understanding as the upheaval can be distressing, especially for more vulnerable residents including the disabled, elderly, young families etc. Nor should it be forgotten that the residents had the right to refuse the proposed work.

To ameliorate the impact and maximise co-operation, a team of four highly trained RLOs were dedicated to the project. Measures included:

- Individual and group consultations with residents at all of the affected sheltered blocks. Residents could invite family members to attend
- A meticulous *Customer Information Form* was completed for every property detailing specific needs

- Flexible working times: RLOs were on site from 7:00am and worked evening and weekends to meet hard to contact residents. The Programme was often amended at short notice to accommodate resident holidays, illness, bereavement etc.
- Assistance with moving appliances and furniture
- Packing services for the elderly
- Adaptations for the disabled and elderly allowing them to live safely in their own homes while work was completed
- The provision of *Language Line* telephone interpreters and documents in large print
- Thrive's Golden Years Policy provided additional support for elderly residents with health and/or mobility issues including provision of suitable alternative accommodation while the works were carried out in their homes.

Supporting the Community

To strengthen the bonds between the Residents and their community, the Partners donated over 25 days and £15,000, benefitting c.2,000 children and their families:

UNITED HOUSE:

- A programme of over 10 Community engagement days
- School visits
- Regeneration of the community gardens and allotments
- Support for local clubs and resident nominated charities

THRIVE HOMES:

- Active engagement with Partner Agencies including the District Council, local Police and community groups such as Neighbourhood Watch, the Watford Branch of the MS Society and the Maple Cross Community Centre.
- Close links were formed with the local Citizens Advice Bureau including a £5,000 donation

Antisocial Behaviour is, unfortunately, widespread and while not endemic here, was nonetheless a potential issue. Therefore, Thrive Homes appointed a dedicated co-ordinator to reduce ASB, focussing on prevention, early intervention, mediation and supporting the specially trained RLOs. Neighbourhood Officers now maintain the impetus in dealing with ASB, working in partnership with local agencies including the Police and the Local Authority.

RESULTS – THE BENEFITS OF CONTINUOUS IMPROVEMENT

Maximising Value for Money

The final cost was £21,299,769 against the agreed maximum price (AMP) of £22,222,778 – a saving of £923,009 in addition to the £1m initial saving gained by appointing a sole contractor.

Works Completed

Works were completed 2½ years ahead of schedule.

2,854 properties were brought up to Standard involving 2,148 kitchens, 1,323 bathrooms, 616 stand-alone showers, 521 new boilers, 311 rewires, 2,510 new and upgraded consumer units and 6,346 smoke detectors.

(NB: following Savills' *Affordability Report*, the Year 2 programme was increased by c.£2.6m to accelerate the internal works programme – 1376 properties were completed that year.)

Community Sustainability

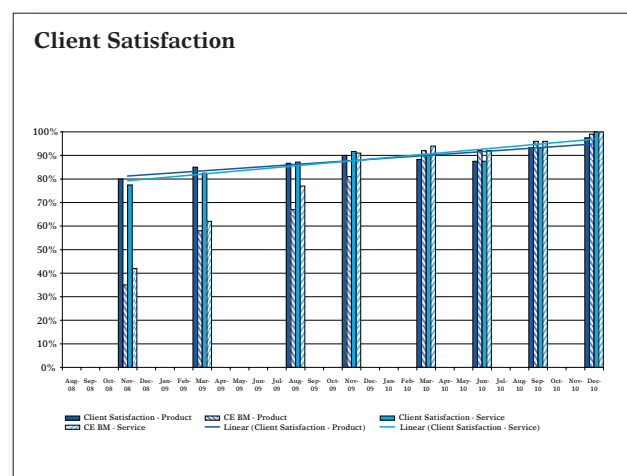
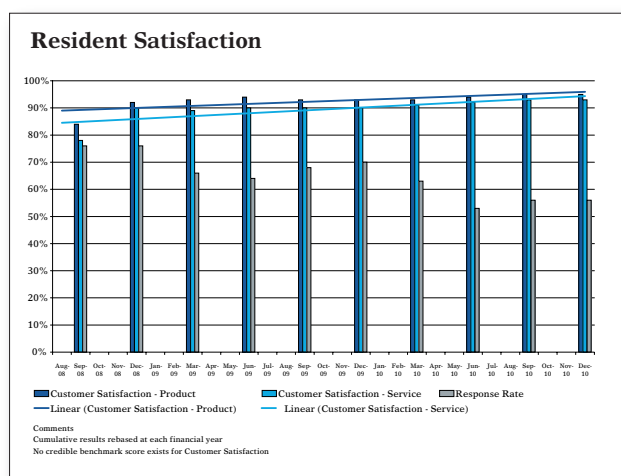
Too often, newly refurbished housing returns with disappointing haste to disrepair because little or nothing is done to help underlying social problems and/or residents are neither helped nor encouraged to regain their pride in their community. However, Thrive's *Community Engagement Strategy* along with its £100,000 grant fund is helping ensure that these improved communities remain strong and sustainable.

To minimise fuel miles and support the local economy a central depot was leased in Rickmansworth and local suppliers (including the kitchen manufacturer) were used wherever possible.

Satisfaction

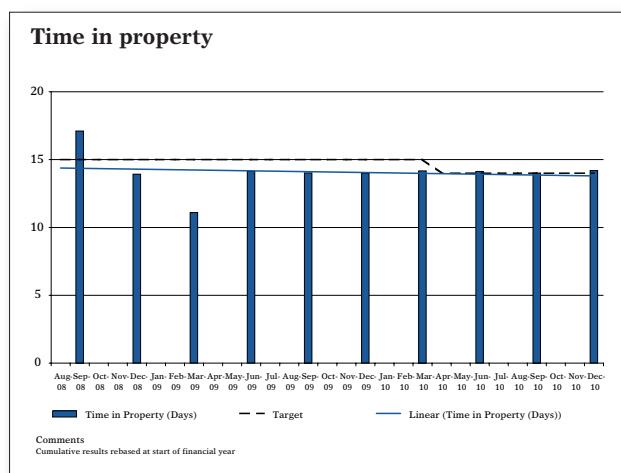
Resident satisfaction rose from 85% to 94%.

Client satisfaction rose from 80% to 98%.



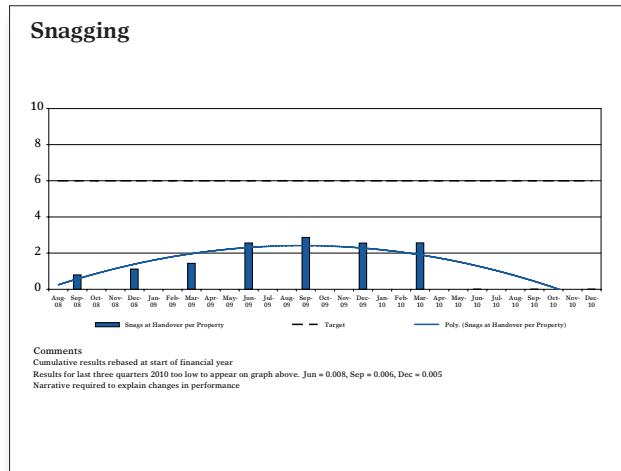
Time in property

The average time in property reduced from 17 days to 14.5 as lessons were learnt and implemented. This was also aided by the positive impact of Resident Consultation and the reduction of hand-over inspections in Year 2 from 100% to c.50%.



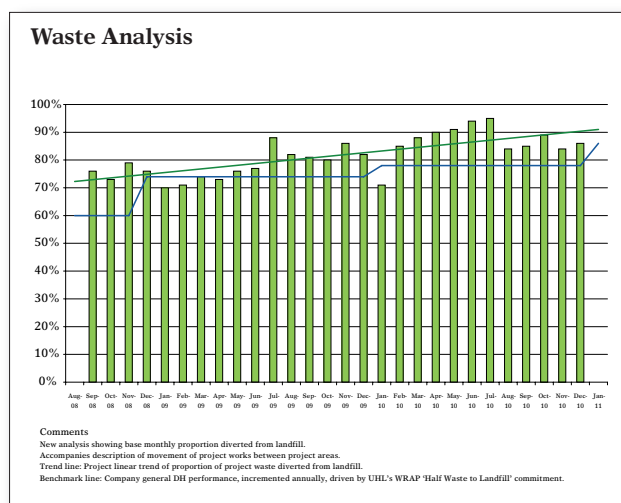
Snagging

By year 3, the average number of snags per property had been reduced from an average of three to zero – once United House had experience of the snags Thrive were picking up, they carried out their own inspection and corrected snags before the property was handed over.



Environmental impact & Waste Analysis

Because the project was so spread out, separating waste was a particular challenge. Despite this, waste diverted *from* landfill increased from 60% to 85%.



The Considerate Constructors' Scheme

The site was certified as performing beyond compliance and scored particularly highly in:

- Service to residents including minimising disruption to Residents
- Environmental care
- Keeping neighbours informed, particularly when working near schools.

CONCLUSION

PPC2000 has been successful for 12 years but there are still many whose scepticism and/or concerns prevent them from embracing true collaborative working – and there are arguably many more for whom Partnering is little more than a tick-box exercise based on minimum engagement. We believe that this project offers such people irrefutable evidence that full, no compromise Partnering is nothing to fear *and* offers both financial and social benefits. Put simply, if this project had not been partnered, it would have cost more and achieved less – please see the *Costed Efficiencies* chart.

Perhaps because this project started life as a standard contract, it never suffered the blight of tick-box Partnering. Instead, mutual trust grew organically, allowing genuinely collaborative working. At an opening workshop, UHL and Thrive played the Blue/Red game in which each side decides whether to play for a win/win or a win/lose position. Without fail, UHL played for a win/win position (they had played it before) and Thrive for a win/lose position – demonstrating the distrust felt by Thrive for ‘builders’. As the project progressed, this initial position changed to one of openness, trust and collaboration.

The project also demonstrates the vital importance of quantifying targets through no-compromise KPIs within an ethos of continuous improvement with all parties accepting the principle that when something is done better tomorrow, what was done yesterday should not be regarded as failure.

Partnering may now be commonplace, but that neither guarantees success nor Partnering any less of a challenge. As this project demonstrates, all parties must be fully committed, not only to the general principles of collaborative working but also to the specific objectives of *their* project.

THRIVE HOMES

Decent Homes and Planned Works Programme

Assessment of Value for Money Delivered to Thrive Homes Through Strategic, Efficient, Effective and Economic Management Systems and Practices



YEAR 1

Effectiveness improves the service to residents

Efficiency improves delivery of the service from the perspective of those that have to deliver it

Economy covers costs not passed on to TH, a benefit they or their residents have received at no cost or savings they have received.

	What We Do	What impact it has			
		Effectiveness	Efficiency	Economy	Evidence
1	Early consultation with residents on product choices	✓	✓		KPI scores for resident satisfaction with product
2	Resident consultation, involvement and feedback before, during and after the works to their homes	✓	✓		Customer Satisfaction KPI
3	Flexibility of the programme to suit resident needs	✓			KPI scores and resident letters
4	Strive to execute all works in one visit to reduce impact on the residents and increase efficiency	✓	✓	✓	KPI score on time in property
5	Base of operations in business unit, rather than local to homes to reduce impact on local community and reduce the risk of theft, danger to children, traffic congestion; rent etc goes back into the local area	✓	✓		Self evident
6	Community Development Initiatives July 2008 – Residents Open Evening Nov 2008 – 100th property completion celebrations Dec 2008 – Secure Container donated to Maple Cross Community Centre	✓ ✓ ✓	✓	£ 3,000 £ 1,000 £ 1,000	UHL estimate of cost UHL estimate of cost
7	Value engineering of the specification to consider price and future maintenance; kitchens, taps, vinyl, boilers		✓	£ 120,000	All chosen products, including kitchens, sanitary ware, vinyl flooring, taps, showers and boilers were compared with other manufacturers products and selected on a criteria of quality, price and added value. Circa 600 addresses x £200
8	Change from basic work element cost, plus variations for which Thrive Homes carry the risk of the cost of additional or non standard works, to a set of 'basket rates' that are all inclusive and effectively transfer the risk of 'extras' to United House.		✓	£ 30,000	Assessment of savings for additional works executed but now deemed included in the basket rate and also management time saved not having to measure, value and agree the cost of extras. Circa 600 addresses x £50
9	Use of some local businesses to support sustainability of the region.	✓	✓		Howdens Kitchens, PTS and Plumbcentre for plumbing supplies and APS Skips are all sourced from depots local to Watford/Rickmansworth.
10	Use of long term supply chain partners to ensure satisfactory delivery of the service and product. This also ensures adherence to partnering ethos and non adversarial approach.	✓	✓		Sub contractors have worked with us for 15 years
11	Working with Howdens to avoid a nationwide price increase of kitchen units. As a partnership we stood firm in refusing the proposed increase.		✓	£ 13,230	Negotiations held with Howdens. 441 kitchens x ave £600 x 5%
12	Collection of kitchens from Howdens rather than rely on their deliveries saved the delivery charge		✓	£ 11,025	441 x £25
13	Working closely with Thrive Homes staff to ensure understanding of what are the priority aspects of the project	✓	✓		Regular formal and informal contact at all levels and disciplines of management
14	Benchmarking of costs to ensure value for money	✓	✓	✓	Both Thrive Homes and United House, independent of each other, have benchmarked the costs and established that they deliver sustainable value for money.
15	Adherence to the budget and scope targets	✓	✓	✓	Year 1 Programme completed on time and to budget.
16	Bulk purchase deals to capitalise on the potential of the programme period and volume		✓		incl Kitchens, Boilers and Sanitary ware all purchased under such agreements
17	Use of pilot phase to discover deficiencies and thereafter be able to eradicate them	✓	✓		Problems experienced in the pilot phase were addressed and improvements made
18	Technical Assistance Steve Dunn jointly manages the asbestos surveys	✓	✓	£ 10,000	Self Evident
19	Specific Added Value for Residents - Packing and unpacking for frail residents - Collection of residents prescriptions - General domestic assistance from time to time - Touch up minor decorating defects - Return visits to properties to fit residents new fixtures and fittings bought since we completed our works	✓ ✓ ✓ ✓ ✓		£ 10,000	These are actual examples of works carried out with no instruction from or cost to Thrive Homes. Costs are estimated.
20	Benefit of the reduction in VAT			£ 5 0,000	Circa £2m x 2.5%

This includes real savings Thrive Homes have received, together with the cost of 'added value' services for which Thrive Homes have not been charged and savings that will accrue over time.

£ 249,255

THRIVE HOMES

Decent Homes and Planned Works Programme

Assessment of Value for Money Delivered to Thrive Homes Through Strategic, Efficient, Effective and Economic Management Systems and Practices



YEAR 2

Effectiveness improves the service to residents

Efficiency improves delivery of the service from the perspective of those that have to deliver it

Economy covers costs not passed on to TH, a benefit they or their residents have received at no cost or savings they have received.

	What We Do	What impact it has			
		Effectiveness	Efficiency	Economy	Evidence
1	Resident consultation, involvement and feedback before, during and after the works to their homes	✓	✓		Customer Satisfaction KPI
2	Flexibility of the programme to suit resident needs	✓	✓		KPI scores and resident letters
3	Strive to execute all works in one visit to reduce impact on the residents and increase efficiency	✓	✓	✓	KPI score on time in property
4	Base of operations in business unit, rather than local to homes to reduce impact on local community and reduce the risk of theft, danger to children, traffic congestion; rent etc goes back into the local area	✓	✓		Self evident
5	Central remote areas for location of segregated waste skips cause less disruption to residents and help the environment by reducing landfill.	✓	✓		KPI scores and resident letters
6	Moving from clerk of works inspections of works at handover to UHL self certification has the multiple benefits of reducing the number of defects at handover, cutting costs to TH as they are able to deploy the c.o.w resource to other tasks and takes up less UHL supervisor time having to arrange joint inspections.	✓	✓	£ 7 0,000	Calculated saving of say 700 addresses x £100
7	Fortnightly payments to UHL assists greatly in terms of cashflow and has beneficial effects right through the supply chain.	✓	✓	✓	Self evident
8	Community development initiatives April 2009 – Donation to Hallows Court Garden May 2009 – 500th property completion celebrations June 2009 – H&S Presentation at JMI School and donation of PPE Sept 2009 – 1000th property completion celebrations; archery shelter for 1st Mill End Scout Group, family day and prizes. Dec 2009 – Two Christmas trees and decorations for Watford General Hospital childrens wards Dec 2009 – Donation of £500 to the South Oxhey Childrens Centre for their toy library	✓ ✓ ✓ ✓ ✓ ✓		£ 2 00 £ 1, 000 £ 1, 000 £ 3, 000 £ 1, 000 £ 500	Value of donation UHL estimate of cost UHL estimate of cost UHL estimate of cost UHL estimate of cost
9	Value engineering of the specification to consider price and future maintenance; kitchens, taps, vinyl, boilers		✓	£ 280,000	All chosen products, including kitchens, sanitary ware, vinyl flooring, taps, showers and boilers were compared with other manufacturers products and selected on a criteria of quality, price and added value. Circa 1,400 addresses x £200
10	Change from basic work element cost, plus variations for which Thrive Homes carry the risk of the cost of additional or non standard works, to a set of 'basket rates' that are all inclusive and effectively transfer the risk of 'extras' to United House.		✓	£ 210,000	Assessment of savings for additional works executed but now deemed included in the basket rate and also management time saved not having to measure, value and agree the cost of extras. Circa 1400 addresses x £150
11	Use of some local businesses to support sustainability of the region.	✓	✓		Howdens Kitchens, PTS and Plumbcentre for plumbing supplies and APS Skips are all sourced from depots local to Watford/Rickmansworth.
12	Use of long term supply chain partners to ensure satisfactory delivery of the service and product. This also ensures adherence to partnering ethos and non adversarial approach.	✓ ✓	✓ ✓		Sub contractors have worked with us for 15 years
13	Working closely with Thrive Homes staff to ensure understanding of what are the priority aspects of the project	✓	✓		Regular formal and informal contact at all levels and disciplines of management
14	Change of UHL supply chain partners to improve the reliability of the service offered and deliver a superior finished product. This takes advantage of current wider economic difficulties caused by the recession and has enabled the partnership to engage a supply chain that would otherwise not have been available.	✓	✓	£ 240,000	Currently there is a benchmarked advantage of circa 600 addresses x £400
15	Adherence to the budget and scope targets	✓	✓	✓	Year 2 Programme completed on time and to budget.
16	Adherence to Year 1 rates for Year 2 work thus negating construction inflation of approximately 3%.	✓	✓	£ 270,000	£9m x 3%
17	Bulk purchase deals to capitalise on the potential of the programme period and volume		✓	incl	Kitchens, Boilers and Sanitary ware all purchased under such agreements
18	Technical Assistance Steve Dunn jointly manages the asbestos surveys	✓	✓	£ 10,000	Self Evident
19	Specific Added Value for Residents - Packing and unpacking for frail residents - Collection of residents prescriptions - General domestic assistance from time to time - Touch up minor decorating defects - Return visits to properties to fit residents new fixtures and fittings bought since we completed our works	✓ ✓ ✓ ✓ ✓		£ 10,000	These are actual examples of works carried out with no instruction from or cost to Thrive Homes. Costs are estimated
20	Benefit of the reduction in VAT			£ 175,000	Circa £7m x 2.5%

This includes real savings Thrive Homes have received, together with the cost of 'added value' services for which Thrive Homes have not been charged and savings that will accrue over time.

£ 1,271,700

THRIVE HOMES

Decent Homes and Planned Works Programme

Assessment of Value for Money Delivered to Thrive Homes Through Strategic, Efficient, Effective and Economic Management Systems and Practices



YEAR 3

Effectiveness improves the service to residents

Efficiency improves delivery of the service from the perspective of those that have to deliver it

Economy covers costs not passed on to TH, a benefit they or their residents have received at no cost or savings they have received.

What We Do		What impact it has			
		Effectiveness	Efficiency	Economy	Evidence
1	Resident consultation, involvement and feedback before, during and after the works to their homes	✓	✓		Customer Satisfaction KPI
2	Flexibility of the programme to suit residents needs	✓			KPI scores and resident letters
3	Constant monitoring and amendments to the programme to accommodate Thrive Homes priorities	✓			Numerous e-mails and changes to the programme
4	Re visiting addresses where residents have previously declined works to give them the opportunity of inclusion in the programme. No one is excluded unless they want to be and they are given every opportunity right until the end of the project.	✓	✓		Thrive Homes have records of the relettering and telephoning of residents
5	Flexibility in the production of the third year programme and AMP to try and accommodate Thrive Homes evolving policies on work to sheltered properties, available budget and inclusion of previously 'non access' properties	✓	✓		Amendments to programme and budget throughout the year.
6	Strive to execute all works in one visit to reduce impact on the residents and increase efficiency	✓	✓	✓	KPI score on time in property
7	Base of operations in business unit, rather than local to homes to reduce impact on local community and reduce the risk of theft, danger to children, traffic congestion; rent etc goes back into the local area	✓	✓		Self evident
8	Central remote areas for location of segregated waste skips cause less disruption to residents and help the environment by reducing landfill.	✓	✓		KPI scores, resident letters and increased re cycling rates
9	Moving from clerk of works inspections of works at handover to UHL self certification has the multiple benefits of reducing the number of defects at handover, cutting costs to TH as they are able to deploy the c.o.w resource to other tasks and takes up less UHL supervisor time having to arrange joint inspections.	✓	✓	£ 86,800	Calculated saving of 868 addresses x £100
10	Fortnightly payments to UHL assists greatly in terms of cashflow and has beneficial effects right through the supply chain.	✓	✓	✓	Self evident
11	Community Development Initiatives April 2010 – Boundary Way Event - UHL Stand May 2010 – 2000th property completion celebrations May 2010 – Sarraatt Village Day UHL Legacy Contribution	✓ ✓ ✓ ✓		£ 500 £ 1,000 £ 500 £ 5,000	Value of donation UHL estimate of cost UHL estimate of cost Paid
12	Value engineering of the specification to consider price and future maintenance; kitchens, taps, vinyl, boilers		✓	£ 173,600	All chosen products, including kitchens, sanitary ware, vinyl flooring, taps, showers and boilers were compared with other manufacturers products and selected on a criteria of quality, price and added value. 868 addresses x £200
13	Use of 'basket rates' that are all inclusive and effectively transfer the risk of 'extras' to United House.		✓	£ 130,200	Assessment of savings for additional works executed but now deemed included in the basket rate and also management time saved not having to measure, value and agree the cost of extras. 868 addresses x £150
14	Use of some local businesses to support sustainability of the region.	✓	✓		Howdens Kitchens, PTS and Plumbcentre for plumbing supplies and APS Skips are all sourced from depots local to Watford/Rickmansworth.
15	Use of long term supply chain partners to ensure satisfactory delivery of the service and product. This also ensures adherence to partnering ethos and non adversarial approach.	✓	✓		Sub contractors have worked with us for 15 years
16	Working closely with Thrive Homes staff to ensure understanding of what are the priority aspects of the project	✓	✓		Regular formal and informal contact at all levels and disciplines of management
17	Continued use of the UHL supply chain partners that have improved the reliability of the service and delivered a superior finished product. We have taken advantage of current wider economic difficulties caused by the recession and this has enabled the partnership to engage a supply chain that would otherwise not have been available.	✓	✓	£ 260,000	Currently there is a benchmarked advantage of circa 650 addresses x £400
18	Adherence to the budget and scope targets	✓	✓	✓	Year 3 Programme is on time and to budget.
19	Adherence to Year 1 rates for Year 3 work thus negating construction inflation of approximately 7.5% since Year 1	✓	✓	£ 435,000	£5.8m x 7.5%
20	Bulk purchase deals to capitalise on the potential of the programme period and volume		✓	incl	Kitchens, Boilers and Sanitary ware all purchased under such agreements
21	Technical Assistance Steve Dunn jointly manages the asbestos surveys	✓	✓	£ 10,000	Self Evident
22	Specific Added Value for Residents - Packing and unpacking for frail residents - Collection of residents prescriptions - General domestic assistance from time to time - Touch up minor decorating defects - Return visits to properties to fit residents new fixtures and fittings bought since we completed our works	✓ ✓ ✓ ✓ ✓		£ 10,000	These are actual examples of works carried out with no instruction from or cost to Thrive Homes. Costs are real but estimated

This includes real savings Thrive Homes have received, together with the cost of 'added value' services for which Thrive Homes have not been charged and savings that will accrue over time.

£ 1,112,600

CUSTOMER INFORMATION

Contract Name:		Contract Number:	
Name:		Tenant	Leaseholder
Address:		Other	
		First Language:	
		Provide details for interpreter (e.g. friend/relative) below	
		Hours of work:	
		Adult home during working hours: Yes <input type="checkbox"/> No <input type="checkbox"/>	
Postcode:		Number of Occupants:	
Tel number:		Children and their ages:	
Work number:			
Mobile:			
Email:			
Elderly, serious illness or special needs: (Provide details of support contact below and ask permission to liaise with them if necessary)			
Registered Disabled		Packing assistance required:	
Yes <input type="checkbox"/> No <input type="checkbox"/>		Yes <input type="checkbox"/> No <input type="checkbox"/>	
Holidays, hospital visits or religious festivals to be aware of:			
Pets:		Aquarium /tank:	
Access difficulties to be resolved prior to work:			
Omit from programme and seek further advice? Yes <input type="checkbox"/> No <input type="checkbox"/>			
Absent landlord (Leaseholder who and lives elsewhere)		Support contact: (Social worker, carer, interpreter, friend or relative)	
Name:		Name:	
Address:		Address:	
Postcode:		Postcode:	
Tel number:		Tel number:	
Mobile:		Mobile:	
email:		email:	

I confirm that the above details are correct and I consent to United House to using them, in the course of, and for the purpose of their work

Signed: Date:



