

ACA Annual Award 2013: Innovation in Partnering using PPC2000/TPC2005 Practitioner Application

Introduction

United Welsh entered into a Term Partnering Agreement TPC2005 with Mears Limited (**Mears**) for the delivery of its asset management Term Programme, with an estimated value of £142m (excluding VAT) over 15 years and which includes responsive repairs, voids and gas servicing within 16 Term Briefs covering all aspects of Asset Management. Trowers & Hamlins proposed a two contract structure for delivery of the Term Programmes which is warranted by Mears with labour supplied to United Welsh by United Welsh's wholly-owned subsidiary, Celtic Horizons. It is the first wholly-owned subsidiary of its kind delivering asset management to over 11 local authority areas in South Wales.



Since the inception of the Term Programme in March 2013, United Welsh has welcomed 91 new employees TUPE'd into to Celtic Horizons and has already seen a positive culture grow in the delivery of services and a measurable improvement in performance.

1 Use of two complementary TPC2005s for the innovative wholly-owned subsidiary model, the first of its kind delivering asset management to over 11 local authority areas in South Wales

1.1 The Competitive Dialogue procedure was used to develop a model that would improve customer service standards and reduce the time it took to resolve enquiries from the first point of contact. Assisted by echelon Consultancy Limited as Procurement and Cost Consultants, United Welsh decided that the Term Partnering Agreement TPC2005 and a wholly-owned subsidiary model would benefit tenants and give them greater involvement in the delivery of estate services. Bidders offered a range of solutions linked to the model and

the Price Per Property innovations (described below). This resulted in bidders being able to return fully developed proposals for inclusion in the Term Partnering Agreement TPC2005.

- 1.2 In addition to United Welsh entering into a Term Partnering Agreement TPC2005 with Mears to deliver on its detailed Term Briefs, Celtic Horizons and Mears also entered into another Term Partnering Agreement TPC2005 whereby Celtic Horizons provide labour to deliver the Term Programme and Mears act as Client Representative.
- 1.3 Using two TPC2005s ensured that the terms of the contracts were complementary and each party's responsibilities were clearly documented.

2 Regular measurement of performance and feedback to team members using KPIs

- 2.1 To monitor Mears' performance, KPIs were established for repairs and voids, gas, planned, cleaning, grounds maintenance and generic KPIs. United Welsh has added detailed provisions into clause 13.2 and Mears performance is a standing agenda item at each Core Group.
- 2.2 Performance is monitored in a number of ways including by means of independent 3rd party calls to tenants following a repair at their home see section 7(c) below:
- 2.3 Delivery of services via Celtic Horizons continues to progress well with initial tenant feed-back regarding the repair service being very positive

Indicator	Actual	Target
Number of repairs completed within target time expressed as a percentage of total number of repairs completed.	97%	96%
Appointed works to be completed in an average of 12 days	6.42 days	12 days
Number of appointments kept as recorded via contractor system	95%	90%
Average Number of Calendar days to complete a void	5.82 days	8 days

3 Innovative price per property model

- 3.1 By establishing a Price Per Property and Price Per Void each Partner to the contract is able to monitor their annual budgets closely. As many items as possible are included in each model, any items excluded are dealt with by variation. United Welsh will only process one invoice from Mears and one payment per month for all services and materials associated with the contract

and one invoice and payment for the labour supplied by Celtic Horizons – TPC2005 has enabled this streamlined approach and, allied to the Cost Model, has also facilitated a more functional and adaptable approach to the financial monitoring of the services delivered.

4 Use of Targeted Recruitment and Training

4.1 Targeted Recruitment and Training was incorporated into the procurement to ensure that the successful Bidder was committed to adhering to United Welsh's Targeted Recruitment and Training objectives. United Welsh utilised the processes in TPC2005 by ensuring Targeted Recruitment and Training requirements were added as contractual terms and their objectives included in the relevant Term Brief.

4.2 Mears are required under the TPC2005 to provide to the Core Group quarterly, a detailed report setting out the activities and outcomes during the previous quarter against the TRT Plan that contains the following commitments:

4.3 Requirement for Mears to provide:

4.3.1 4 school engagement events per year;

4.3.2 140 Real Apprentices over 15 years;

4.3.3 48 pathways to work over 15 years;

4.3.4 Legacy Project (Depot construction) after year 1;

4.3.5 135 work placements for 14-16 year olds over 15 years;

4.3.6 169 curriculum support activities (individual engagement) over 15 years;

4.3.7 50 Apprentice starts over 15 years;

4.3.8 47 existing apprentices over 15 years;

4.3.9 82 jobs advertised to local United Welsh residents over 15 years;

4.3.10 155 work placements for 16-19 year olds over 15 years

4.3.11 600 youth/resident DIY training days (mobile classroom) over 15 years.

4.4 Mears included as part of their Term Proposals:

4.4.1 A commitment to provide their HOW initiative (Hundred opportunities to work) where they propose to work closely with the United Welsh

Together academy to bring new initiatives such as identifying the HOW for United Welsh residents to engage in work via Celtic Horizons. This has already borne fruit with 3 residents having been employed at Celtic Horizons;

- 4.4.2 A commitment to work with disadvantaged youngsters to give them 'pathways to work' in an area of United Welsh's choosing to improve their interview and CV writing techniques;
- 4.4.3 A commitment to promote Celtic Horizons 'Empty Homes' activities, and up to 10 trainees at a time can work with the team to refurbish empty homes. Graduates of this scheme are slated to provide the selection pool for the next apprentice intake;
- 4.4.4 A commitment to develop a bespoke depot for the contract after year 1 that will leave a legacy when the contract has ended and also address all 4 areas at the heart of the model; involvement, jobs and training, volunteering and community and environment.
- 4.4.5 A commitment to include supply chain partners in the creation and development of the journey to work plan from day one. This has also seen the addition of Robert Price Builders Merchants to Mears Supply Chain where specific van stock is maintained at each of the Robert Price depots, and a 'within-2-hours' top up stock service to sites including residents' properties has further improved efficiencies in service delivery;
- 4.4.6 A commitment to provide a 'get the job' initiative which enhances on the job training and the experience of trainees by supporting them and providing them with:
 - (a) 6 week work placement/ experience with a twist;
 - (b) a competency-based, accredited qualification (e.g. Edexcel, BTEC etc.) throughout the placement;
 - (c) Competencies may include modules on reliability, time-keeping, dress & appearance, health & safety and business etiquette – factors which will help them with future employers;
 - (d) Mentors from Mears and Celtic Horizons staff looking for personal development;
 - (e) Referrals from a variety of sources including United Welsh housing offices, residents groups, schools, colleges and social workers;

- (f) Mears will use LEAF (Local Employment Advisory Forum) as part of their commitment to serving communities to tackle unemployment;
- (g) Any Celtic Horizons vacancies will be advertised not only internally but also to anyone attending the Journey to Work projects;
- (h) Every individual who completes a scheme will be automatically short-listed to interview for any Celtic Horizons' vacancies, if they wish.

5. Funding for Skills Improvement

- (i) Mears recently identified around £400k, including a significant contribution from the Welsh Government, to up-skill 100% of Celtic Horizons' employees by September 2014. This considerable investment will enable United Welsh to deliver its vision to grow Celtic Horizons, continuously improve the service and build one of the highest performing teams in the UK.

6. The introduction of the Complete Property Service/ Priority classifications/ Appointments/ Call Centre

- (a) Commencing in September 2013, the Complete Property Service (CPS) will be established around the annual Gas Service schedule. Initially around 1600 properties will form the basis of the CPS followed in years 2 and 3 by the remaining properties on the Gas Service Schedule. Afterwards, this will be an annually repeated service during which each property will be inspected not only for the Gas Service, but also for any repairs that can be carried out during the multi-skilled operatives' time at the tenants' homes. Other items that may form part of a future planned programme will be noted at the same time and information fed back initially to Celtic Horizons, and subsequently to United Welsh so that as many associated repairs can be best planned into a more inclusive and efficient means of addressing both minor repairs and more significant planned works.
- (b) Priority classification – United Welsh has moved to a two-classification repairs system based on "fix now" and "fix at my convenience". This allows Celtic Horizons and the Residents to agree a mutually acceptable time avoiding arbitrary appointments.

- (c) Appointments – Celtic Horizons runs the call centre. A repair appointment is offered at first call. This reduces the number of repeat calls and removes duplicity of the both the Client and the Service Provider handling calls. It also provides a single point of contact for all repairs reducing the cost to United Welsh.

7 Customer scrutiny

- (a) The call centre phones every resident who has had a job completed within 30 minutes of its completion and checks that the resident was happy with this service and to provide learning points for the Partners. Resident Representatives consider this to bring a real ‘wow factor’ to the customer service approach.
- (b) A group of residents who call themselves, ‘Community Judges’, scrutinise the performance they receive under both TPC2005s and high levels of customer satisfaction are now the norm.



- (c) As can be seen performance is monitored in a number of ways internally. In order to ensure robust monitoring, an independent 3rd party, Voluntas, canvass the opinions of 150 tenants per month who have had a repair to their home.

**Customer Satisfaction Results comparing period May – July 2013 to
April – June 2013**

	Question	Score	% Change over previous period
1	Did you find staff helpful and polite when reporting your repair?	99.1%	(+2.0%)
2	Was an appointment made at the time?	92.5%	(+11.1%)
3	Did the Operative show his ID badge?	84.9%	(+3.6%)
4	Was the Operative polite and helpful?	95.8%	(+1.1%)
5	Was your home left clean and tidy?	99.1%	(+0.4%)
6	Was the work completed on the first visit?	79.9%	(+1.4%)
7	Did the Operative take account for any individual requirements you requested?	94.5%	(+8.6%)
8	On a scale of 0-10, where 0 is Unacceptable and 10 is Excellent, how would you rate the quality of this repair?	96.3%	(+1.5%)
9	On a scale of 0-10, where 0 is Unacceptable and 10 is Excellent, how would you rate the quality of the service overall?	81.6%	(+2.9%)
10	Are you happy to be contacted about the feedback you have provided today?	98.7%	(+2.0%)

8 Conclusion

United Welsh's aim was to develop a model that would give scope to mould and improve service delivery, through a valued and skilled workforce and introduce new delivery solutions which delight residents. United Welsh considers that its innovative use of TPC2005 has allowed it to do achieve all of this and more..

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