

HOUSING MANAGEMENT ADVISORY BOARD – 22ND MARCH 2017

Report of the Head of Landlord Services

ITEM 7 NEW DECENT HOMES CONTRACT - UPDATE

1. Purpose of report

To update the Board on the progress to date for procuring a contract to carry out decent homes/housing capital programme works commencing April 2018.

2. Background

The current contract framework contract comes to an end at the end of March 2018 and a new contract needs to be procured. The value of the new contract is expected to be £18m over five years.

3. Progress to date

Echelon consultancy Limited have been selected to assist the Council in carrying out the procurement exercise. Tenants were involved in the selection of Echelon. Echelon have appointed Devonshires solicitors to carry out the legal work associated with the procurement and to produce the contract.

The procurement exercise is being run as a corporate project overseen by a Project Board chaired by Eileen Mallon, Strategic Director of Housing, Planning, Regeneration and Regulatory Services. The Project Board's role is to make the key decisions associated with the project. Other members of the Project Board are Cllr Leigh Harper Davies, and Trish Edwardes, tenant representative. Cabinet will award the contract at its meeting in October or November 2017, depending upon progress.

Echelon held a vision and values day in January 2017 with tenants, Members of the Decent Homes Scrutiny Panel and offices involved in the management of the current contract. The report of that meeting is attached as Appendix 1.

Key milestones are attached in Appendix 2. Echelon aim to issue the OJEU notice at the end of March 2017. This advertises for companies who might be interested in submitting a bid. These companies will be required to submit information about their organisation and provide details of their experience. This is the pre-qualification stage (PQQ). Evaluation will take place during the two weeks commencing the 2nd May 2017. This evaluation is not about how they would carry out work for us, but about their capacity and experience to date that would make them suitable to work on our contract. Tenants will be involved in this evaluation. The purpose of this stage is to put together a short list of companies to invite to submit a tender. The timetable is to invite formal bids for the work around the 5th June 2017.

4. Member Reference Panel

The Chief Executive, at the request of Scrutiny Management Board, has set up a Member Reference Panel.

The Panel's terms of reference are to consider the following:

“Does the process for procuring the new Housing Capital Programme contract put tenants at the heart of the process and ensure that the contract satisfies the expectations of the Council for it?”

The Panel is chaired by Cllr Leigh Harper-Davies and the following Members sit on the Panel:

Councillor Jukes, Councillor Bebbington, Councillor Pacey, Councillor Tassell, Councillor Savage, Councillor Smidowicz and Councillor Radford.

Appendix 1 Vision and Values Workshop Report

Appendix 2: Key milestones

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Procurement of Capital Programme Works

‘Visions and Values’ Workshop



CHARNWOOD BOROUGH COUNCIL

held on

Friday 6th January 2017

at

**Loughborough Town Hall
Market Place
Loughborough
LE11 3EB**

Workshop Report

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1.0 Executive Summary

- 1.1 This workshop will act as the start-up event for the procurement of the Capital Works Programme which is to be delivered from April 2018 to March 2023.
- 1.2 The contract(s) will be procured with the assistance of echelon Consultancy Limited (Procurement and Cost Consultants) and Devonshire's (Legal Advisers).
- 1.3 As well as outlining the processes available for undertaking the selection of the Contractor(s) to provide the service this workshop will also help to identify the aspirations of both internal and external stakeholders of Charnwood Borough Council (CBC) in the delivery of the Capital Works Programme in the future.
- 1.4 Through a structured process of reviewing the current service and considering how the service could develop, **49** potential value improvements were identified that will be developed further by the Project Procurement Team.
- 1.5 All the objectives of the workshop were met and it was felt by all that the workshop provided a sound starting point for the procurement process.

2.0 Introduction to the Day

- 2.1 Christine Ansell (Head of Landlord Services) gave an introduction to the event summarised as follows:
 - Welcome and thank you all for attending today
 - Special thank you to the Councillors and Customers for their time
 - Explained that echelon had been appointed to assist CBC in the procurement of our Capital Works Programme
 - Introduced Mathew and Pamela
 - Advised that this was the very beginning of the process for getting a new Contractor or Contractors to do these works, with no decisions having been made yet
 - Today is about teasing out the issues
 - We are happy to have with us the Councillors reference group working with us
 - We also have a mixture of attendees from Officers who are looking after the current contract, our IT Team and Customer representatives
 - Want everyone to participate in the discussions.
- 2.2 Mathew Baxter (MB) of echelon welcomed and thanked everyone for attending the workshop. MB explained echelon's role for the day and reviewed the agenda which was issued to all delegates as part of a pre-workshop briefing pack.

2.3 MB led the group through a brief presentation on the history & experience of echelon that included the following points:

- Dedicated specialist team
- Extensive client & contracting experience
- Development of bespoke solutions
- Full range of services offered to Housing Sector
- Innovative – developed new delivery models (1st WOS)
- Focus on full stake holder engagement & legacy building
- Working with 50+ organisations (LA's, ALMO's & RSL's)
- Authors of NHF 'Contract Management Guide'
- Authors of HACT 'Social value & Procurement Toolkit'
- Won multiple awards from the sector
- £4.0bn procured to date – all different!

2.4 MB showed a slide with the echelon Team members on who would be working with CBC. These are:

- Mathew Baxter – Managing Director
- Peter Gudge – Commercial Manager
- Tony Herbert – Systems Consultant
- Pamela Graham – Consultant.

3.0 Participant Introductions

3.1 MB encouraged everyone to fully participate in today's workshop, put forward their specific views and challenge anything they didn't agree with. The solutions we devise today will help us shape the service in the future and select the right partner/s to deliver the service.

3.2 The delegates introduced themselves to the workshop as follows:

- *Who are you?*
- *What is your role?*
- *What do you want to achieve today?*

3.3 A list of workshop participants and their contact details is attached in **Appendix A**

3.4 Personal objectives for the day identified by the delegates included the following:

- I feel we should learn from the mistakes of the last contract and improve upon them
- Interested in Customer Engagement, want to ensure that Customers have a voice in the work we are doing here
- Here to listen and learn

- I wanted to attend on behalf of Tenants to ensure we get what we want
- Keen to ensure that today the Tenants and wider Tenants get the opportunity to have their views and are heard
- Looking forward to improving services for the future
- Want to make sure Customers have a voice and get to work with us
- Interested to hear peoples experiences of the current Contractor and see how that translates into the new contract
- Good to understand the existing contract and the implications of the new contract and how we can make use of the Housing Management system
- Want to see how we can improve delivery and understand where the downfalls are
- I'm here to capture what people say and see how we can work with echelon to get a better contract
- Want to understand what everyone wants from the service
- Want to understand what we can include in the new contract and what will help it work better for us
- I would like to see a contract that is manageable and satisfies everyone requirements
- Keen to hear everyone's feedback and how as an Admin team we can improve the service going forward
- Want to ensure that everyone contributes today, and to understand how people would like to see the new contract delivered. We have people from every element of the work from orders, post inspections, IT, Project Management, Legal and Customers, so we should be able to identify all the issues we want to take forward
- I am here to listen to peoples feedback
- This is the start of the process for getting a better manageable contract for the team and get what is promised
- It would be good to get it right for the Tenants because it has not been in the past
- Need to define the quality and expectations of standards for everyone
- As a Customer I am interested to understand what is going on so that I can share that information
- I am appalled at the number of complaints that we have on council houses and want to see resolutions made, Lessons need to be learnt and put into the new contract
- We have had lots of complaints about the quality of works and jobs not been finished with lots of money being wasted, we need to learn from the mistakes of the past and involve Customers more when works are being done
- I will oversee the procurement and ensure the process fits in with our procedures
- Good to listen to the views of all Stakeholders
- We need to understand the issues but also not to lose sight of what's good at the moment and capture that. We need to explore what we need to do as a Team to deliver a new contract

- If we were to carry on where we left off with decent homes and learn lessons from that we should get a good Contractor out of this
- Out of this process I hope we get a contract that is easier to manage and has some teeth
- Understand where communication breaks down between the Contractor and CBC. Who's to blame? What's gone wrong?
- It feels positive to be doing this today and we can learn a lot, what I wouldn't want to happen is for us to go away feeling like we have had a moan but ultimately nothing changes.

3.5 These objectives were reviewed at the end of the event and these comments are captured in Section 11.0.

4.0 Workshop Objectives

4.1 The aims of the workshop were to engage the Stakeholders of CBC in:

- Review current landlord services (e.g. kitchens, bathrooms, heating systems and heating boilers, Adaptations, Roofing works, windows and doors, Electrical upgrades, internal and external painting, Planned maintenance and external works etc.) – what works/doesn't work
- Review current good practice and look at what Charnwood Borough Council want to achieve and external drivers
- Identification and consideration of ideas that people have to improve the various services being delivered
- Consideration of things that will stop us achieving an excellent service
- Overview of the process for selecting the Contractors.

4.2 These objectives, and those identified by the delegates, were reviewed at the end of the workshop and it was agreed that they had been met.

5.0 Team Building Exercise

5.1 The delegates participated in a team building exercise 'Truth or Lie?'

5.2 Delegates undertook the exercise in six teams. Each person had to present to the rest of the group three things about themselves, two had to be true and one a fib. The rest of the group then had to decide which one was the fib. Each team had to choose their best three to present to the other groups to guess.

5.3 The exercise acted as an ice-breaker for the day.

6.0 Brainstorm 1 – Current ‘Good’ and ‘Bad’ practice on Capital Works Programme?

- 6.1 The delegates split into three groups (Teams A&B, C&D & E&F) and considered what the ‘good’ and ‘not so good’ points are with the existing service.
- 6.2 Each group was asked to look at the service from a different perspective, namely:
- Client (CBC)
 - Contractors (Service Provider)
 - Customers (Tenants/Residents)
- 6.3 The purpose of this exercise was to highlight areas of the service that are working well to ensure that we build on them as we develop procurement options.
- 6.4 In addition, it highlighted areas of concern that can be developed to improve service delivery in the future. Each group’s findings were presented back to the workshop and the group discussed the issues raised.
- 6.5 The following tables summarise the outcome of the exercise:

TEAMS A&B : CLIENT’S PERSPECTIVE	
GOOD	NOT SO GOOD
<ul style="list-style-type: none"> • Product • Product / Quality / Choice • Tenant Involvement of choice • Modern products • Tenant Liaison Officer • Dedicated telephone number • Get paid only on completion • 100% checks • Performance targets KPIs • Contract in place 	<ul style="list-style-type: none"> • Contractors record keeping is weak – no live data • CBC have to provide data on completions to Contractor • Fitting is poor • Lack of technical knowledge of Supervisors • Duration of work • Lack of emphasis on vulnerable Tenants • Communication • CBC not involved in Tenants choice • Limited colour choices (Bathrooms) • No detailed booklet on standard • Sub-Contractors – don’t work to the same standard • Lack of consistency on complaint handling by Contractor • No single line of communication • Tenant Liaison Officer – not always

	<p>available / role does not work</p> <ul style="list-style-type: none"> • Supervisors / retention of staff • Lack of professionalism • Lack of consideration / expectations • Time issues • Handover of defects • Poor stock levels • Poor relationships with suppliers
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Teams A&B talking over the strengths and weaknesses



Beverly sharing the thoughts of Teams A&B

TEAMS C&D : CUSTOMERS PERSPECTIVE	
GOOD	NOT SO GOOD
<ul style="list-style-type: none"> • Upgrade work is being undertaken – no non-decency (apart from Sheltered) • High satisfaction levels – works completed • Good level of choice • Good quality of fittings • Consistency – really good or really bad 	<ul style="list-style-type: none"> • Lack of accountability • On site supervision • Do not treat properties as ‘Homes’ • Workers attitude towards ‘Council’ properties • Do not address customer’s needs – examples of where the requirement is out of scope of the specification (one size does not fit all) • Communication – between main Contractor, Sub-Contractor and

	<p>CBC</p> <ul style="list-style-type: none">• Failing to keep appointments (no incentives payments)• Difficult to get in touch with Contractor• Contractor not always tidying up after themselves• Lack of consistency• Lack of flexibility – occurs between both parties• Chain of events not always streamlined• Joined up systems for customer improvement
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Teams C&D discussing the issues with service delivery



Helen providing feedback from the Team

TEAMS E&F : CONTRACTOR'S PERSPECTIVE	
GOOD	NOT SO GOOD
<ul style="list-style-type: none"> • Relationships/processes in place for year 3 work well • Certain people in CBC have excellent relationships with us • Social Value / added value elements of contract delivered well • Have been willing to adapt • Local Office • Workshops worked well (should happen earlier) • CBC has excellent technical expertise that helps us • Our customer plans / boards are clear • Having detail in the contract helps price better • Have been helpful to Tenants (adding services) although should not deliver some services as we don't get paid) • Improved processes for ordering / monitoring / payments • We have removed staff that are not performing (where necessary) and have processes in place to train / give regular toolbox talks • Our average snags per property is less than 2 • CBC are implementing new systems that help us work better together (understand process, works status, cost etc.) 	<ul style="list-style-type: none"> • Better description of scope / How work is delivered (we thought it was street by street / potential whole house approach) • Priced for the wrong thing? • Haven't allowed for necessary communication with customers (resource and set up) • Consider mobile signal in the area • Not clear on size / travel times across area • Clarity on level of scrutiny re: work (not expected 100% checks) or what processes will be in place • Need clarity on how the contract will be monitored so can interface • Clear, well defined specification needed on works to be delivered • Mobilisation plan was inadequate and specification changed (variation process) • Clarity on who is managing the contract/making decisions for change • Our recruitment of Project Management / Sub-Contractors is not good – trouble retaining staff (need to include the Client) • Insufficient resource to administrate contract / provide information • Initial relationships poor • Tenants are not always in (wastes time) • Should we work out of CBC office? Improved customer care • CBC have previously in the past taken too long to pay – affects cash flow • Need clear process for variations and changes to work on site

- CBC / Surveyors can be difficult have 'too high' expectations/different standards (change their minds)
- Not making money
- CBC should set Tenant expectations otherwise we have to 'disappoint' (CBC may need info pack / resources to do this)
- CBC have provided some poor information – records have improved (we have wasted time)
- No pricing mechanism / indexation included in contract (we have to keep negotiating)
- CBC have given work to other Contractors



Teams E&F discussing the task



Debbie communicating Team E&F's thoughts to the Group

7.0 Best Practice in Asset Management

7.1 Mathew gave a brief presentation on Best Practice in Asset Management Services. In summary the presentation covered the following topics:

- Scope of the Works
- Charnwood Standard
- Considerations
- Internal Drivers
- Best practise in Asset Management Services
- Planned Works
- Quality Control & KPIs
- Consumer Standards
- An 'exemplar' service

7.2 A summary of the **key** points presented is given below:

7.3 Scope of Works:

- Kitchens, bathrooms, heating systems and heating boiler
- Adaptations including level access showers and extensions
- Roofing, fascia and guttering replacement
- Structural work including damp rectification
- Replacement windows and doors
- Periodic electrical testing
- Electrical upgrades
- Major void works
- Conversion of sheltered bedsits to self-contained flats
- Other works associated with stock improvement and decent homes
- Internal and external painting (and pre- paint repairs)
- Planned maintenance and external works
- Fire safety works – loft compartmentalisation, fire door upgrades and other associated works?

7.4 The Charnwood Standard:

The Council has adopted a local standard (The Charnwood Standard) and this requires bathroom replacement every 30 years, kitchen replacement every 20 years, heating boilers every 15 years and full systems every 30 years.

7.5 Considerations:

- Volumes subject to change
- Not a whole house approach
- Consideration of Lot sizes/number of contractors
- Commercial model
- Form of contract
- Potential to include other work streams?
- Incentivisation
- Lessons learned on current programme
- Customer Engagement

7.6 Internal Drivers:

- Customers 'Right to Repair' – statutory obligations
- Tenancy Agreement – contractual obligations
- Customers aspirations
- Delivering 'Charnwood Standard'
- Asset Management Strategy – *informed* by Stock Condition Survey
- SAP (Standard Assessment Procedure)/NHER (National Home Energy Rating)
- Choice – balancing '**choice**' against business process
- Spending budget wisely – protecting the asset
- Procurement Process.....

7.7 Planned Works

- Consideration of "cost in use"
- Relationship between materials and maintainability
- Benefits of long-term contract
- Balance between Risk and Reward
- Integration of supply chain
- Management of quality and defects management
- Contract with "teeth"
- Assessing capacity to deliver
- Benefits of single contractor?

7.8 Quality Control & KPIs

- Robust KPIs to include:
 - Customer Satisfaction – focus on how and when measured
 - Quality – both on completion and defects
 - Timeliness – performance against target completions
 - Cost – performance against "target" costs
- Incentivisation – performance link to profit
- Penalties – if targets not met

7.9 **Consumer Standards** (These apply to all Housing Associations and Local Authorities):

- Home Standard (accommodation and repairs)
- Tenancy Standard (allocations and tenancy types)
- Neighbourhood and Community Standard (anti-social behaviour and local environmental management)
- Tenant Involvement and Empowerment Standard (methods of tenant involvement)

7.10 **An 'exemplar' Service – in summary**

- Customer Involvement
- Communication
- Focus on front-end delivery
- Flexible / Robust – dichotomy
- Effective and efficient
- Benchmarking
- Evidence of performance

8.0 Brainstorm 2: How can we improve service?

- 8.1 The second session concentrated on any suggestions for improving the service.
- 8.2 Delegates were asked to consider how we can improve the service under a '*what if...*' approach and these ideas were captured by the facilitator. The delegates were asked to use the outcomes of the first session as a reference point and to ensure that, at least, we cover some of the issues raised with the existing service.
- 8.3 The purpose of this exercise was to highlight potential areas of improvement that can be developed further and included in the development of the procurement and subsequent delivery of Capital Programme Works.
- 8.4 In all, **49** suggestions were captured. In order to prioritise these each participant was given four adhesive dots (**Councillors/Customers were given red dots & CBC staff given green dots**) and asked to place them against the issues(s) they felt most important. The table shows these suggestions in order of priority.

8.5 The following table summarises the outcome of the exercise.

No.	Service Improvement	Customers / Councillors Dots	Staff Dots	Total Dots
1	Ensure incentives / penalties in place	1	10	11
2	Clear IT Specification (prescriptive)	0	10	10
3	Zero defects at handover	5	4	9
4	Robust set of KPIs clearly identified in the Contract	2	7	9
5	Clear specifications	3	5	8
6	100% Quality post inspections	2	3	5
7	Complaints dealt with at first point of Contact	1	4	5
8	Clear communications Strategy in place	0	5	5
9	Co-location of teams	2	2	4
10	Clear mobilisation strategy	0	4	4
11	Ensure best use of IT – Reporting all in advance	2	2	4
12	Clearly defined handover process (packs etc.)	0	4	4
13	Commence Inspection handovers at 100% and reduce in time if quality is acceptable	3	1	4
14	Flexibility in surveying appointments – evenings/weekends	2	1	3
15	Input from delivery teams in Procurement Process	2	1	3
16	Ongoing review process with Councillors / Tenants	3	0	3
17	Ensure all Operatives are suitably qualified (including Sub-Contractors)	1	1	2
18	Clear dispute resolution process	0	2	2
19	Ensure Social Value	0	2	2
20	Ensure Operatives / Sub-Contractors trained in customer service	2	0	2
21	Clear contract management structure	0	2	2

22	Pass design risk to Contractor – Principle Designer	0	2	2
23	Measure % of failed handovers – link to profit	2	0	2
24	CBC to undertake front end survey process	2	0	2
25	Clear clause in Contract for adding / removing works	1	0	1
26	Ensure clear dashboards with live data	0	1	1
27	Ensure we develop ‘Ground up’ processes and not driven by current structure	0	1	1
28	Contractor to take responsibility for gaining access to properties	1	0	1
29	Review number of options available to Tenants	1	0	1
30	Possibility of charging Tenants for changes if they move out	1	0	1
31	Non-exclusive Contract – ability to remove work streams	0	1	1
32	Consistency of personnel and involvement in recruiting	0	0	0
33	Ensure commercial model addresses Sub-Contracted works	0	0	0
34	Ensure clear communications data – roles and responsibilities	0	0	0
35	Processes in place for joined up working (no’ cold pass offs’)	0	0	0
36	Ensure wider engagement of CBC in mobilisation	0	0	0
37	Process for dealing with non-compliant designs	0	0	0
38	More data on Borough/spread/ mapping	0	0	0
39	Specify specific products (e.g. fans)	0	0	0
40	Ensure Contractor is fully resourced / Inducted etc. (Method Statement to be created in ITT)	0	0	0

41	Ensure adequate quality management systems	0	0	0
42	Broader range of information to Tenants on design / works etc.	0	0	0
43	Cooling off period where needed	0	0	0
44	Ensure balance of risk transfer to Contractor	0	0	0
45	Ensure adequate lead-in time for new contract	0	0	0
46	Agree consequences if fail on KPIs	0	0	0
47	Pass budget risk for no access	0	0	0
48	Make sure we have realistic timescales for work elements	0	0	0
49	Undertake a review/audit of current performance	0	0	0

8.6 The initial **49** ideas will be further developed by the Procurement Project Team with the aspiration of building as many of these aspirations into the delivery model.



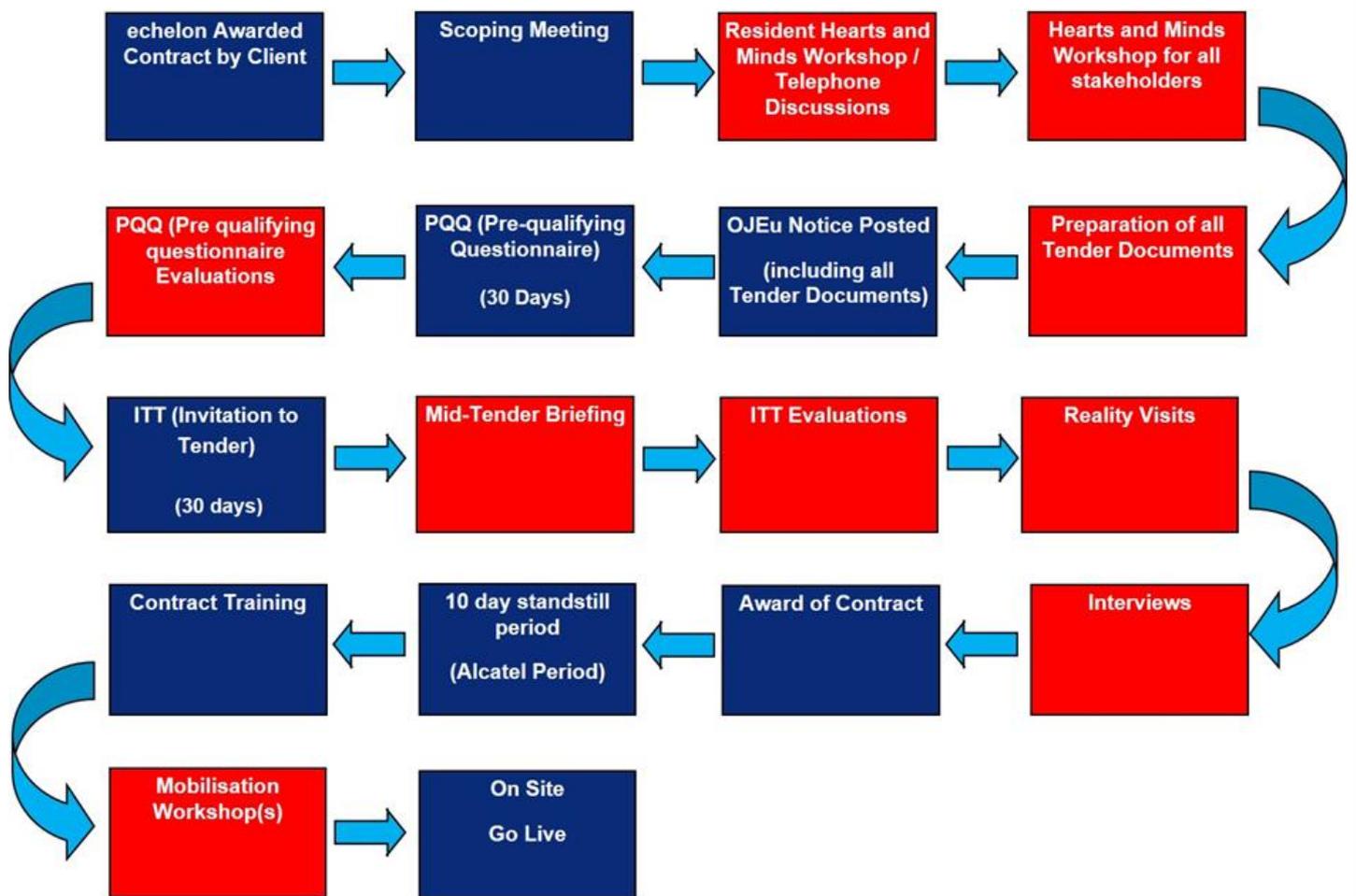
Some of the group trying to decide what's most important to them

9.0 Procurement Processes

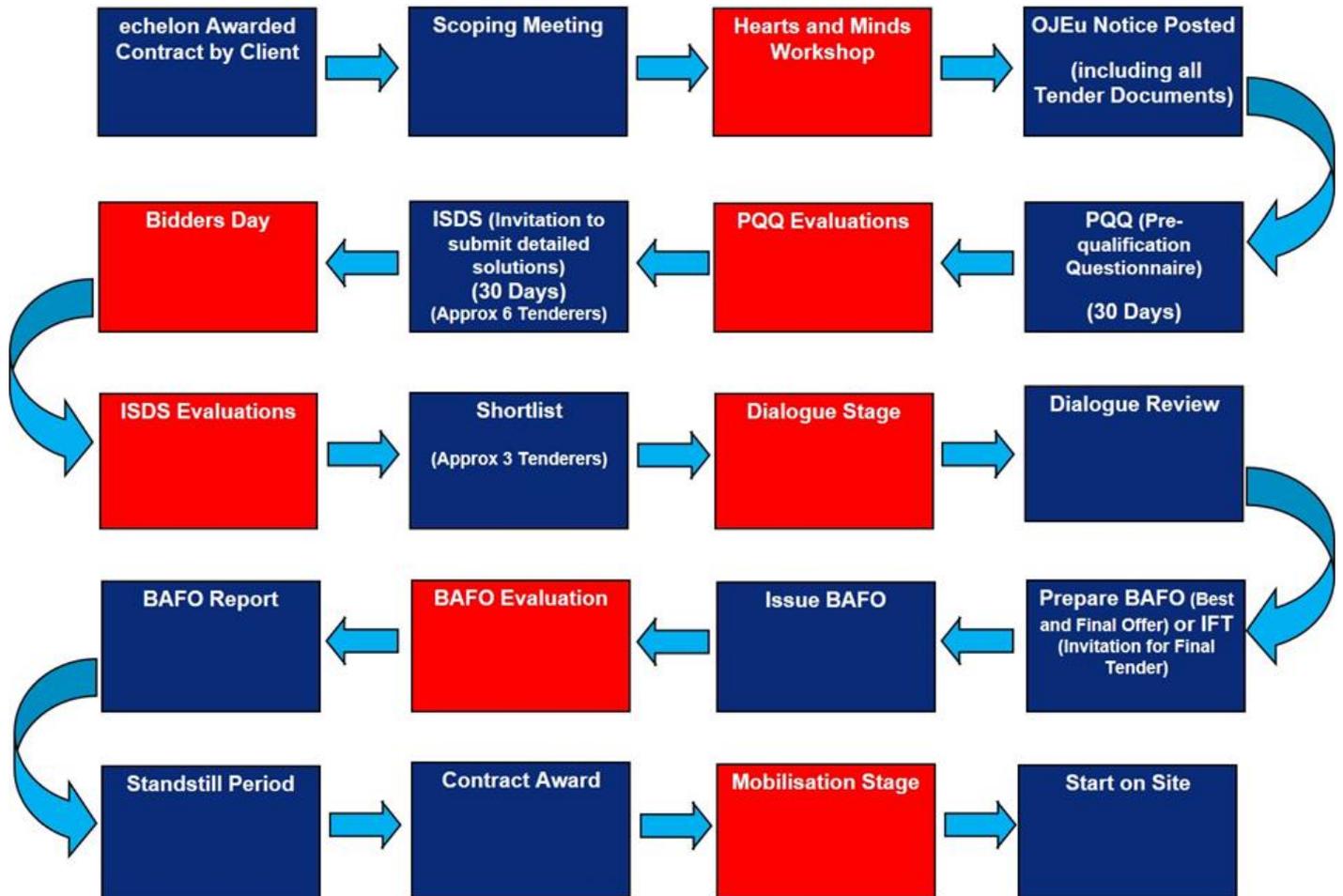
9.1 MB briefly mentioned that different Procurement routes were available for use (Restricted or Competitive Dialogue) and advised that CBC would need to choose the appropriate one for them.

9.2 For information only, the following flowcharts have been included below:

9.2 Restricted Procurement Process



9.3 Competitive Dialogue Procurement Process



*Red boxes indicate where Customers can be involved in the process.

10.0 Review Key Dates

10.1 MB discussed the following:

- Current Procurement Timetable
- Delivery Group Structure
- Use of SharePoint
- All Project Meetings scheduled
- Leaseholder NOI – 27/01/17
- OJEU 13/03/17
- Contract Award – 06/11/17
- Go Live – 01/04/18

11.0 Review Workshop/Feedback

- 11.1 At the end of the workshop MB revisited the objectives for the workshop, as highlighted in Sections 3 & 4 of this Report.
- 11.2 All parties agreed that the objectives had been met and that the workshop had been of benefit.
- 11.3 The following comments summarise the feedback from delegates:
- *Very interesting*
 - *It was good to get an opportunity to have our say*
 - *Very useful*
 - *Good mix of people*
- 11.4 Mathew also thanked all present for their time and effort during the day.

Appendix A: Workshop Participants

Name	Role	Org.	Telephone	E-Mail
Mathew Baxter	Director	echelon	01707 339800	Mathew@echelonconsultancy.co.uk
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Deborah White	Repairs and Investment Manager	CBC	01509 632570	Deborah.white@charnwood.gov.uk
Martin Harper	Principal Officer – Investment and Programme Delivery	CBC		Martin.harper@charnwood.gov.uk
Ian Philp	Landlord Services Manager	CBC	01509 634608	ian.philp@charnwood.gov.uk
Sally Ramalho	Principal Officer – Customer Engagement and Older People’s Service	CBC	01509 643973	Sally.ramalho@charnwood.gov.uk
Vicky Coomber	Customer Engagement Officer	CBC	07540 454838	Victoria.coomber@charnwood.gov.uk
Peter Oliver	Principal Officer – Tenancy and Income Management	CBC	01509 634607	Peter.oliver@charnwood.gov.uk
Emily Clarke	Customer Liaison Officer	CBC	01509 634974	Emily.clarke@charnwood.gov.uk
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Carla Moorley	Project Surveyor	CBC		Carla.moorley@charnwood.gov.uk
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David Howkins	Procurement Manager	CBC	01509 634672	David.Howkins@charnwood.gov.uk
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Beverly Wagstaffe	Housing Strategy and Support Manager	CBC		Beverly.wagstaffe@charnwood.gov.uk
Sheetal Kaur	Housing Systems Officer	CBC		Sheetal.kaur@charnwood.gov.uk

Edward Farndon	Team Leader	CBC	07740 582188	Edward.farndon@charnwood.gov.uk
Janice Wright	Resident Representative	CBC	0116 2128703	
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Cllr. Ken Pacey	Member Reference Panel member	CBC	0116 2607724	K.G.Pacey@BTinternet.com
Cllr. Joan Tassell	Member Reference Panel member	CBC	01509 506661	Tassellj@aol.com

Appendix B: Workshop Agenda

Time	Description	Who
10:30	<i>Assemble for Tea/Coffee</i>	
10.35	Introduction to event by Christine Ansell and Mathew Baxter	CA/MB
10.40	Participant introductions	All
10.45	Outline of the Workshop	Mathew
10:50	Team exercise – Ice Breaker	All
11:15	Brainstorm 1: What works/doesn't work with present Service Delivery - <i>Customers, Charnwood Borough Council & Contractor's perspectives</i>	All (Groups)
11:45	Feedback from brainstorm	All
12:00	Best Practice in Asset Management: - What does Charnwood Borough Council have to achieve? - Examples of good practice – including levels of service	echelon
12:30	<i>Lunch</i>	
13:15	Brainstorm 2: How do we improve our service delivery? - Introduction by Mathew - Ideas for service improvements	All
13:45	Feedback from brainstorm and identify and develop key ideas	
14:00	What will stop us? - What are the issues that will prevent us achieving our objectives? - Identify and manage key concerns (group)	All
14:30	Process for selecting new contractors - The Restricted Procurement process - Stakeholder engagement	Mathew
14:45	Key Dates - Review key dates and other tasks - Review delivery group structure	All
14:55	Review workshop and required actions	All
15:00	<i>Close</i>	

KEY MILESTONES

Project Board	27 February 2017
Issue OJEU notice and PQQ	27 March 2017
PQQ return date	27 April 2017
Member Reference Panel	TBA
Project Board	TBA
Evaluate returns, and invite tenders by	5 June 2017
Tenders to be returned by	6 July 2017
Evaluate bids including site visits by	13 August
Member Reference Panel	TBA
Project Board	TBA
Tender evaluation report	14 August
Cabinet to award contract	19 October 2017