

Report of Head of Housing Support/Head of Maintenance Operations

Report to Director of Environment and Neighbourhoods

Date: 15 October 2014

Subject: New Delivery Vehicle for Cross Tenure Adaptations

Are specific electoral Wards affected?	<input type="checkbox"/> Yes	<input checked="" type="checkbox"/> No
If relevant, name(s) of Ward(s):		
Are there implications for equality and diversity and cohesion and integration?	<input type="checkbox"/> Yes	<input checked="" type="checkbox"/> No
Is the decision eligible for Call-In?	<input type="checkbox"/> Yes	<input checked="" type="checkbox"/> No
Does the report contain confidential or exempt information?	<input type="checkbox"/> Yes	<input checked="" type="checkbox"/> No
If relevant, Access to Information Procedure Rule number:		
Appendix number:		

1.0 Summary of main issues

- 1.1 The process for the delivery of private and public sector adaptations is currently being carried out by Health and Housing and Property and Contracts. In terms of the installation of the recommended adaptation, Property and Contracts use two Internal Service Provider's (ISP's) and specialist contractors to deliver public sector adaptation work and Health and Housing use different suppliers in different contracting arrangements to deliver private sector adaptation work. Currently there are too many contractors delivering the work which does not demonstrate value for money.
- 1.2 It is proposed to re-organise the delivery of adaptations by creating a single cross tenure delivery service for adaptations that will be responsible for administering the recommended adaptation. It is also proposed that the installation of the recommended adaptation will be the responsibility of the ISP and a mix of other contractors that will have been subject to a procurement exercise.

2.0 Recommendations

- 2.1 Increase resources within the Adaptations Team located within Property and Contracts to support the planning and surveying of private sector adaptation work.
- 2.2 Create a single delivery vehicle for the installation of general adaptations using the internal service provider for adaptation work such as bathing adaptations, ramps, internal configuration, kitchen adaptations etc. and some extension work.
- 2.3 Approve a start date of the 1 April 2015 for the new delivery process to commence.

1.0 Purpose of the Report

- 1.1 Approve the recommendation to reorganise the delivery of private sector adaptations so that the adaptations team within Property and Contracts administers both public and private adaptations across the city.

2.0 Background Information

2.1 Current Arrangements

Currently Housing Leeds use two Internal Service Providers (ISP's) and specialist contractors to deliver public sector adaptation work and a range of external suppliers in different contracting arrangements to deliver private sector adaptation work. The current private sector arrangements expire in January 2015 and new arrangements have to be put in place.

With the current arrangements it is considered that there are too many contractors delivering the work and it is difficult to demonstrate value for money.

3.0 Main Issues

- 3.1 It is considered that having one ISP delivering the bulk of cross tenure general/bathing work will provide an opportunity for efficiencies and cost savings to be realised. In addition adaptation specifications can be standardised to the extent that all disabled residents in Leeds can reasonably expect to receive assistance to an agreed standard of adaptation, based on their housing needs. The majority of public and private housing sector adaptations being delivered by one delivery vehicle will:

- Deliver a high quality service that will respond to adaptation needs in a fair, equitable and timely way;
- Provide a tenure blind adaptation service;
- Provide a service which is deemed acceptable to all stakeholders, including potential market suppliers;
- Provide value for money savings and use all resources efficiently; and
- Contribute to the Council's long term strategy and objectives in order to provide flexibility for the future.

If the proposals within this report are approved then Construction Services will be offered to DFG applicants as the default provider but from April 2015 rather than January 2015 when the current arrangements end. The period from January to April will be covered by a short term waiver to retain the existing arrangements. The reason for the proposed delay is as follows:

- Legal matters still require resolution prior to the ISP undertaking works in private dwellings. These include whether the ISP is set up in a way which enables it to work in private dwellings and the risks associated with the Council acting as a private contractor.
- New contracts need to be procured as arrangements with existing contractors ends January 2015. Temporary arrangements will need to be put in place which will involve entering in to new arrangements with existing private sector contractors until April

2015. Work is currently being carried out with PPPU in the procurement of various adaptation works for both the public and private sector.

- Due to the pending merger of Civic Enterprise Leeds (CEL) and Construction Services (CS) it would not be practical to move the private sector work before this time as the bulk of the adaptation work will be picked up by the ISP.
- In order to implement the new proposed arrangements, a number of sessions have been scheduled in with Health and Housing and Property and Contracts to map out the roles and responsibilities of each service area and to look at the various processes. Attached is a project plan that identifies the work that needs to be carried out prior to the new service going live (**please see appendix 1**).
- Capacity of the existing adaptation delivery team will need to be reviewed to support the new delivery vehicle.

Overall management responsibility for the proposed new delivery vehicle will be by the current Property and Contracts Adaptations Service Manager, with support from a Senior Technical Officer, Senior Planner. The team currently consists of 5 Technical Officers, 3 Planners and 1 Technical Support Officer and they are responsible for delivering approximately 1,300 adaptations per year. If the proposal to create one delivery vehicle is approved, based on the number of adaptations delivered by Health and Housing and Property and Contracts in 2013/14 which was approximately 2,500, the team will need to increase to support the new process.

There are no plans to transfer any existing officers from Health and Housing who are involved in the delivery of private sector adaptations as they will still be required to draw up complex schemes, carryout means testing and also assess whether or not the recommended works are reasonable and practicable to carry out. All other works will be issued to Property and Contracts to survey and draw up a specification of work. Therefore it is envisaged that the following staffing resources will be required to support the new delivery process:-

- 1 additional permanent Technical Officer @ SO2
- 1 additional 12 month temporary Technical Officer @ SO2
- 2 additional permanent Planners @ SO2
- 1 additional 12 month temporary planner @ SO2

The posts will be funded through efficiencies generated from reduced levels of DFG payable to private sector applicants.

4.0 Next Steps

4.1 Before the new arrangements can be put in place, the following points will need to be addressed:

- The proportion of work that will be delivered directly by the ISP and that to be delivered by external contractors.
- ISP capacity to carry out this work including the recruitment of staff to carry out the work and to oversee the delivery if external contractors are being used.
- Arrangements for delivering 'preferred schemes' in terms of delivery and/or overseeing progress.
- Arrangements for project managing more complex work such as extensions, reconfiguration of internal layouts etc.

- Operational delivery of all the agreed private sector adaptation work to be processed by Housing Leeds Adaptation Team.
- Legal matters involved with the ISP carrying out work on private properties.

5.0 Corporate Considerations

5.1 Consultation and Engagement

No specific consultation has been carried out with disabled people relating to the proposals set out in the report as they will not be disadvantaged or adversely affected by the new arrangements. Private Sector residents will be consulted on which contractor they want to deliver the work if they are contributing towards the cost of the adaptation.

Teams within Health and Housing and Property and contracts have been informed of this proposal. Meet and greet sessions have been set up over the coming months.

Consultation on the new arrangements has taken place between Chief Officers and Trade Union representatives at the Housing Leeds Joint Consultative Committee (JCC).

6.0 Equality Diversity Cohesion and Integration

- 6.1 Adaptations are designed to create an environment where disabled people are able to live independently and to exercise greater choice and control over their housing options. An equality, diversity, cohesion and integration screening exercise has been carried out and is attached, **please see appendix 2**.

7.0 Council Policies and City Priorities

- 7.1 The delivery of adaptation services makes an important contribution to the strategic vision of making Leeds the best city for health and wellbeing and the priority of supporting more people to live safely in their own homes.

8.0 Resources and Value for Money

- 8.1 In order to support the delivery of private sector adaptations this will necessitate an increase of planning and surveying resources. The posts will be funded through efficiencies generated from existing prelims within existing budgets.
- 8.2 It is envisaged that there will be cost savings made by the adoption of a single city wide specification regardless of tenure and reduction in product costs through increased volumes of adaptation products and materials.

9.0 Legal Implications, Access to Information and Call In

- 9.1 There are some legal matters which require consideration prior to the ISP undertaking works in private dwellings including whether the ISP are set up in a way which enables them to work in private dwellings, and the risks associated with the Council acting as a private contractor subject to a JCT/NEC3 contract with the private resident as the “client”/ “employer”. Officers within PPPU are working with officers in Housing Leeds to assess the commercial impact that this has on LCC.

10.0 Risk Management

- 10.1 The needs of disabled people who require housing adaptations to maintain an independent living situation are the paramount consideration in this report. Therefore a risk workshop will be held with officers from Health and Housing, Property and Contracts and the Internal service provider to discuss the potential risks and mitigation methods of working on private properties.

11.0 Conclusion

- 11.1 To conclude this report summarises the proposed new arrangements for the delivery of adaptations in public and private sector properties. The proposal includes the procurement of providers for the delivery of specialist adaptations and also the procurement of secondary contractors to be used as back up if required for bathing and general building work for both sectors

If this proposal is approved operational delivery will be agreed by the relevant Heads of Services within Housing Leeds.

12.0 Recommendations

- 12.1 The Director of Environment and Housing is asked to approve:-
- The continued use of Housing Leeds Construction Services as sole provider for public sector housing adaptations work and as default provider for private sector housing adaptations (principally adaptation work such bathing adaptations, ramps, internal re-configuration, kitchen adaptations etc. and some extension work);
 - An increase resources within the Adaptations Team located within Property and Contracts to support the planning and surveying of private sector adaptation work; and
 - A start date of the 1 April 2015 for the new delivery process to commence.