

| SCRUTINY RECOMMENDATION                                                                                                                                                                                                                       | CONCLUSIONS | DEPARTMENT AND CABINET MEMBER RESPONDING | ACCEPT/ REJECT RECOMMENDATIONS (inc. reasons for rejection)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | IDENTIFIED OFFICER | ANY FINANCIAL IMPLICATIONS                                                                                                         | TIMETABLE FOR IMPLEMENTATION OF RECOMMENDATIONS IF ACCEPTED (ie Action Plan) | DATE OF SCRUTINY MEETING TO REPORT BACK |
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| <b>Report: Responsive Repairs Contract (Considered by Scrutiny &amp; Overview Committee on 14 June 2022)</b>                                                                                                                                  |             |                                          |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |                    |                                                                                                                                    |                                                                              |                                         |
| <p>1. That the scope for bringing all or part of the current responsive repairs service in house is evaluated as a priority to ensure that the outsourcing delivery model proposed by the Council offers the best outcomes for residents.</p> |             | <p>Executive Mayor Jason Perry</p>       | <p>ACCEPT</p> <p>A risk based evaluation has already been undertaken which has informed our approach.</p> <p>The evaluation identified that the best outcome from residents would be achieved by continuing to contract services from the private sector, with the contact centre brought in house.</p> <p>Considering the time constraints and current capability and capacity of the organisation the risk to insourcing additional elements of the service were assessed as being too high.</p> <p>Subject to future review, provision has been built into tender documents to allow further insourcing of services at a later date.</p> | <p>Susmita Sen</p> | <p>Financial implications of accepting the recommendation were outlined in the June 2022 Repairs Reprocurement Cabinet report.</p> | <p>Not applicable</p>                                                        |                                         |

| SCRUTINY RECOMMENDATION                                                                                                                                                                                     | CONCLUSIONS | DEPARTMENT AND CABINET MEMBER RESPONDING | ACCEPT/ REJECT RECOMMENDATIONS (inc. reasons for rejection)                                                                                                                                                                                                                                                                                                         | IDENTIFIED OFFICER | ANY FINANCIAL IMPLICATIONS | TIMETABLE FOR IMPLEMENTATION OF RECOMMENDATIONS IF ACCEPTED (ie Action Plan)                                                                                                                                                                                       | DATE OF SCRUTINY MEETING TO REPORT BACK |
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| 2. That there should be periodic reviews of the delivery model, including an options appraisal on the benefits of insourcing either all or part of the service, to ensure the optimal structure is in place |             | Executive Mayor Jason Perry              | ACCEPT<br><br>Regular reviews of the service should be undertaken to determine if the service provided is fit for purpose.<br><br>We would want a annual open book approach, with a more detailed review ahead of extension points.                                                                                                                                 | Susmita Sen        | Not applicable             | Review of performance undertaken annually, the first review being after the first full year of operation – 2024/25.                                                                                                                                                |                                         |
| 3. That the current re-procurement and delivery of the new responsive repairs contract should be informed by best practice and experience from other local authorities                                      |             | Executive Mayor Jason Perry              | ACCEPT<br><br>Scrutiny reviewed the approach to ensuring best practice is adopted. This should be reviewed on a regular basis and should include (but not limited to) review of benchmarking of performance data through benchmarking organisations such as HouseMark, benchmarking with other organisations through London Council's for example and peer reviews. | Susmita Sen        | Not applicable             | Reviews already undertaken as part of the preparation for tender.<br><br>Review of best practice should be an ongoing exercise, with specific focus at the annual reviews.<br><br>The first annual review will be after the first full year of operation – 2024/25 |                                         |
| 4. That the key performance indicators created to performance manage the new contracts are reviewed by Scrutiny                                                                                             |             | Executive Mayor Jason Perry              | REJECT<br><br>Scrutiny have had the opportunity to shape the KPIs through the scrutiny meetings. If                                                                                                                                                                                                                                                                 | Susmita Sen        | Not applicable             | Not applicable                                                                                                                                                                                                                                                     | Not applicable                          |

| SCRUTINY RECOMMENDATION                                                                                                                                                                                                                               | CONCLUSIONS | DEPARTMENT AND CABINET MEMBER RESPONDING | ACCEPT/ REJECT RECOMMENDATIONS (inc. reasons for rejection)                                                                                                                                                                                                                          | IDENTIFIED OFFICER | ANY FINANCIAL IMPLICATIONS | TIMETABLE FOR IMPLEMENTATION OF RECOMMENDATIONS IF ACCEPTED (ie Action Plan)                                                                                                                       | DATE OF SCRUTINY MEETING TO REPORT BACK |
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| before they are signed off.                                                                                                                                                                                                                           |             |                                          | <p>there are further recommendations they can be considered as these are developed.</p> <p>However – we would want to keep members abreast of the procurement development ahead of final contract award.</p>                                                                         |                    |                            |                                                                                                                                                                                                    |                                         |
| 5. That provision for a compensation scheme for residents who experience poor performance , and paid for by the contractor, is included in the contracts for the new service. The Committee would ask to be kept updated on the outcome of this work. |             | Executive Mayor Jason Perry              | <p>REJECT</p> <p>We recognise that the complaints system has not always worked for residents. As part of the housing improvement plan we will be working with residents to review the complaints and compensation approach to bring in line with best practice and the ombudsman</p> | Susmita Sen        | Not applicable             | Not applicable                                                                                                                                                                                     | Not applicable                          |
| 6. That the use of technology to improve the level of communication with residents needs to be set as a minimum expectation in the tender specification.                                                                                              |             | Executive Mayor Jason Perry              | ACCEPT                                                                                                                                                                                                                                                                               | Susmita Sen        | Not applicable             | Review of performance undertaken annually, the first review being after the first full year of operation – 2024/25. This will review the resident experience, including communication/ technology. |                                         |
| 7. That Housing Services commits to ensuring that the Tenant Handbook is updated and                                                                                                                                                                  |             |                                          | <p>REJECT</p> <p>We recognise that we need to listen to our</p>                                                                                                                                                                                                                      |                    | Not applicable             | Not applicable                                                                                                                                                                                     | Not applicable                          |

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| distributed to all residents to ensure they are aware of the level of service they can expect, how to access these services, how to complain when the expected service is not delivered along with confirmation of their dedicated Housing Officer. |             | Executive Mayor Jason Perry              | residents better and respond to their needs.<br><br>The Residents' Charter will pave the way for resetting the relationship with residents and reworking our services and standards.                                 | Susmita Sen        |                            |                                                                                                                                                                      |                                         |
| 8. That a political commitment is given to ensuring that the caretaker/handyman service for Council housing is fully resourced and trained                                                                                                          |             | Executive Mayor Jason Perry              | REJECT<br><br>We cannot predetermine future decisions on specific services however we will ensure that all housing staff have the necessary skills, training and support to deliver the best outcomes for residents. | Susmita Sen        |                            |                                                                                                                                                                      |                                         |
| 9. The expectations of the Council on contractors to improve the culture of the staff transferred through TUPE needs to be clearly set out in the contract, with accompanying performance measures to track progress.                               |             | Executive Mayor Jason Perry              | ACCEPT<br><br>Our requirements have been shaped by residents, and are set out in the contract. Residents are involved at the evaluation stages specifically looking at the culture and resident experience.          | Susmita Sen        | Not applicable             | Complete.<br><br>Resident focus groups help shape the expectation which is within the tender documents. Residents are part of the evaluation panel to assess tenders |                                         |

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| 10. That sufficient capacity is allocated to ensure the delivery of the culture change programme within the Housing Service can be progressed as far as possible by the time the new contracts are awarded. |             | Executive Mayor Jason Perry              | ACCEPT                                                                                                                                                                                                                                                                                                          | Susmita Sen        | The financial implications of ensuring that there is sufficient staffing capacity to deliver the culture change programme is currently being assessed. | An update on staff capacity to deliver the culture change programme and the Housing Improvement Plan will be provided to November 2022 Cabinet. | 31 <sup>st</sup> January Streets, Environment & Homes Scrutiny Sub-Committee |
| 11. That the estimated figures provided for the cost of the contract are reviewed and replaced with a cost range, to take account of the uncertainty in both the national and world economy.                |             | Executive Mayor Jason Perry              | REJECT<br><br>The cabinet paper already recognises the uncertainties in the market and estimated figures are exactly that – an estimate.<br><br>The value is based upon 4 years of data from the open book reviews with inflationary uplift applied based upon the Office for Budget Responsibility's forecast. | Susmita Sen        | Not applicable                                                                                                                                         | Not applicable                                                                                                                                  | Not applicable                                                               |
| 12. That the tender documents explicitly set out the Council's social value priorities it expects bidders to deliver, particularly in                                                                       |             | Executive Mayor Jason Perry              | REJECT<br><br>The tender documents have articulated the council's social value priorities. Unlike                                                                                                                                                                                                               | Susmita Sen        | Not applicable                                                                                                                                         | Not applicable                                                                                                                                  | Not applicable                                                               |

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| terms of local employment, supporting the local suppliers and climate change commitments.                                                            |             |                                          | <p>previous contracts which were not properly monitored, measurable KPIs for social value will be included in the final contracts.</p> <p>We would want to keep members abreast of the procurement development ahead of final contract award.</p> |                    |                            |                                                                              |                                         |
| 13. That the measures to track the delivery of the social value aspect within the new contracts are reviewed by Scrutiny before they are signed off. |             | Executive Mayor Jason Perry              | <p>REJECT</p> <p>Scrutiny have had the opportunity to shape the KPIs through the scrutiny meetings. If there are further recommendations they can be considered as these are developed.</p>                                                       | Susmita Sen        | Not applicable             | Not applicable                                                               | Not applicable                          |