

## **HOUSING SCRUTINY SUB-COMMITTEE 01 MARCH 2022**

**Report title:** Housing Responsive Repairs Contracts

**Wards:** All

**Portfolio:** Cabinet Member for Housing and Homelessness: Councillor Maria Kay

**Report Authorised by:** Neil Euesden: Director - Housing

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### **REPORT SUMMARY**

In 2019, the council radically redesigned its housing repair and maintenance delivery arrangements and created nine strategic projects that collectively will allow it to maintain its homes and estates in a more informed and proactive way (including planned and cyclical maintenance programmes to support the responsive repairs service). One of these strategic projects was to demobilise its 12 long term housing contracts - responsive repairs, gas servicing, electrical services and lift maintenance – and procure 10 new contracts and an in-house repairs team that better responds to current council priorities – particularly its social value commitments.

The procurement tender process was a success and all new contracts were mobilised in July 2021 – as was an in-house repairs team called Community Works. All 10 contracts and Community Works have a direct delivery model (reducing the need for sub-contractors) and a fixed pricing structure to give HRA budget certainty. They have also removed contractor monopolies and created a broader mix of contractors. Additionally, two reserve responsive repair contractors were procured to provide a service delivery contingency.

The council simultaneously created a Commercial Services Team to strengthen its approach to commercial management and contract scrutiny.

Most of the new contractors have settled in well (as has Community Works) and have delivered a huge amount of social value projects during their first seven months. Two contractors – Wates (south area repairs); MPS (north area gas servicing) – are however taking longer to settle in. The primary reason being staff shortages following a big reduction in the number of staff expected to transfer from the outgoing contractors – an issue exaggerated and prolonged by the post-Brexit labour shortage.

Strong contract management and support has improved Wates' performance and it is now completing most jobs it is being allocated on a weekly basis. Its recruitment campaign (undertaken in partnership with the council) has now resulted in a full complement of operatives – over half of which live in Lambeth. Whilst Wates is now sufficiently resourced to meet demand, it needs to employ more operatives to reduce its backlog of repairs and it has committed to recruit an additional 10 operatives – four of these additional vacancies have now been filled.

The council has also appointed a change management specialist to work within the Wates team (at Wates' expense) to drive system and operational improvements. The Wates contract continues to be closely managed and is the subject of an improvement plan and contract remedy notices. Formal weekly operational meetings continue and Monthly Contract Meetings have been happening since contract commencement. Separate Risk Reduction meetings also take place.

In terms of MPS, this has presented a bigger challenge as it has been unable to recruit the necessary employees and has not shown signs of doing so in the near future – instead relying almost exclusively on subcontractors and agency workers. This has resulted in very poor performance and an untenable position – forcing the council to take emergency action and from 14 February 2022 it has diverted all gas services in the North to its two other gas contractors – T-Brown and OCO.

MPS is focusing on completing its existing gas servicing workload (approximately 600 services) under close council supervision and will not be providing gas servicing work in the new financial year. The council has developed a compliance resilience plan which, in summary, involves continuing the current emergency measures whilst simultaneously procuring new gas service provision in the north – a process that will take nine months to conclude.

## **FINANCE SUMMARY**

There are no financial implications that arise as a direct consequence of this report.

## **RECOMMENDATIONS**

1. To note the contents of this report.

## 1. CONTEXT

### Service Redesign

- 1.1 Housing Services delivered most of its repair, maintenance and major work services via long term contracts procured over 10 years ago – and in many respects no longer aligned with current council priorities and technological advancements. With growing discontent amongst stakeholders, reprocurring the status quo was not an option. This prompted a radical review and redesign of housing delivery arrangements in 2019 and the creation of 9 strategic projects (75% complete and summarised in the table below) that will collectively transform the service and achieve the following strategic outcomes:
- a) Quality and socially driven repair and estate maintenance contracts with inclusive pricing;
  - b) No contractor monopolies, less subcontracting, broader mix of contractors, reserve contractors;
  - c) Create in-house services where feasible;
  - d) Develop planned and cyclical maintenance programmes to support responsive repairs;
  - e) Prioritisation of communal repairs and disabled adaptations;
  - f) Significant investment in social value and environmental improvements;
  - g) Holistic approach to asset management;
  - h) Create a Resident Procurement Panel to help design and evaluate;
  - i) delivery arrangements;
  - j) Better use of technology and reliable council-owned data;
  - k) Long term investment planning;
  - l) Supply chain diversity and more opportunities for local SMEs;
  - m) Stronger clienting and better governance; and,
  - n) Protect leaseholders' rights to nominate contractors.
- 1.2 In the last 12 months the council has undertaken the following procurement work:
- a) Demobilised the previous 12 long term repair and maintenance contracts
  - b) Mobilised 10 new repairs contracts
  - c) Mobilised a new block cleaning and concierge contract
  - d) Brought grounds maintenance in-house (delivered by Lambeth Landscapes)
  - e) Mobilised a combined street and estate cleaning contract (with Environmental Services)
  - f) Assembled and mobilised a borough-wide in-house repairs team (Community Works) – focusing on communal repairs, disabled adaptations and more recently fire safety work
- 1.3 Procuring all of these contracts during the COVID pandemic presented a number of challenges but all were mobilised on time.

### Resident Procurement Panel

- 1.4 A resident procurement panel was set up to help design the contracts and were involved in the evaluation process. The contracts are also designed to reduce repair demand and legal disrepair over time and the price-per-property model is allowing surveyors to move away from desk-based administrative functions and spend more time in the community and auditing the quality of completed repair work.

### Broader Mix of Contractors

- 1.5 The contracts remove the current service monopolies (now have different North & South contractors) and provide a broader mix of contractors through service-specific contracts. Furthermore, the contracts demand that the majority of work is delivered by employees – not subcontractors – and we have visibility of individual staff delivering each contract. The contracts' inclusive pricing structures (price-per-property) commercially incentivises a right-first-time ethos and allows for more accurate budgeting.

<b>In-house Repairs Team (“Community Works”)</b> <ul style="list-style-type: none"> <li>• Communal repairs</li> <li>• Disabled adaptations</li> </ul>	<b>New Repair and Maintenance Contracts (x10)</b> <ul style="list-style-type: none"> <li>• Responsive repairs &amp; voids</li> <li>• Gas and electrical servicing</li> <li>• Lift maintenance</li> </ul>	<b>Call Centre Solution</b> <ul style="list-style-type: none"> <li>• Digital assistant</li> <li>• Expert call handlers</li> </ul>
<b>In-house Grounds Maintenance Team</b> <ul style="list-style-type: none"> <li>• Lambeth Landscapes</li> </ul>	<b>Unify Estate Cleaning and Street Cleansing</b> <ul style="list-style-type: none"> <li>• Cleaning external areas</li> </ul>	<b>New Block Cleaning and Concierge Contract</b> <ul style="list-style-type: none"> <li>• Cleaning internal areas</li> <li>• Concierge service</li> </ul>
<b>Strategic Asset Partner</b> <ul style="list-style-type: none"> <li>• Asset management strategy</li> <li>• Stock condition surveys</li> <li>• Long-term investment planning</li> <li>• Procurement</li> <li>• Compliance; disrepair reduction</li> <li>• Social &amp; environmental value</li> </ul>	<b>Asset Delivery Partners (x2)</b> <ul style="list-style-type: none"> <li>• Technical support on major work projects</li> <li>• Train and empower council delivery teams</li> <li>• Self-delivery within 3 years</li> </ul>	<b>Dynamic Purchasing System</b> <ul style="list-style-type: none"> <li>• Efficient project-specific procurement</li> <li>• Diversify the supply chain</li> <li>• Tiered approach</li> <li>• Accessible ring-fenced opportunities</li> <li>• Best fit contracts</li> </ul>

### Appointments

- 1.6 The council has bought its own Dynamic Resource Scheduling System so that it no longer relies on separate contractor systems and has total visibility over appointments and each operative’s diary. This single source of appointment information ensures we know exactly what operative resource is being allocated to each repair and the volume of appointments being kept across the borough.

### Resident Portal for Repairs

- 1.7 The council has gone live its Resident Portal for Repairs (MyRepairs) and the general feedback from residents has been very positive. The portal’s website page (MyHousingonline) is one of the most visited council site (second only to the Lambeth homepage) and 13,091 tenants have signed up together with 3,176 homeowners. The additional and instantaneous avenue to raise repairs includes the ability for residents to upload images and select their own appointment day and time on the council’s Dynamic Resource Scheduling System.

## 2. PROPOSAL AND REASONS

### New Repair and Maintenance Contracts

- 2.1 The procurement tender process was a success and all new contracts were mobilised in July 2021 – as was the in-house repairs team (Community Works). Most of the new contractors have settled in well (as has Community Works) and met most of the key strategic outcomes – listed below – that these particular contracts and delivery arrangements were designed to achieve:
- Total visibility of repair appointments through the councils own appointment system;
  - Direct real-time interfacing between council and contractor management systems;

- c) Transparent and dynamic performance reporting (using Power BI);
- d) Removing service monopolies (no individual contractor can provide a borough-wide service);
- e) Broader mix of contractors with reduced reliance on subcontractors;
- f) Most work delivered by employees – increasing quality, transparency and control;
- g) Recruitment carried out in partnership with the council and targeted at Lambeth residents;
- h) Inclusive price-per-property fixed pricing model to give budget certainty; and,
- i) Two reserve contractors in place.

2.2 The contracts have also achieved a huge amount of social value projects during their first seven months. Two contractors – Wates (south area repairs); MPS (north area gas servicing) – are however taking longer to settle in. The primary reason being staff shortages following a big reduction in the number of staff expected to transfer from the outgoing contractors – an issue exaggerated and prolonged by the post-Brexit labour shortage.

### Performance Indicators

2.3 A suite of key performance indicators have been developed with the Resident Procurement Panel to reflect key repair journey and service recipient priorities. A number of the KPIs include deductions from the contractors’ monthly payment applications if minimum levels of performance are not met.

2.4 The council has developed a complete new suite of Power BI performance reports that cover all of the key performance indicators for repairs. These new reports allow performance to be reviewed at borough level, neighbourhood level and operative level – allowing for informed and targeted improvement activity where necessary.

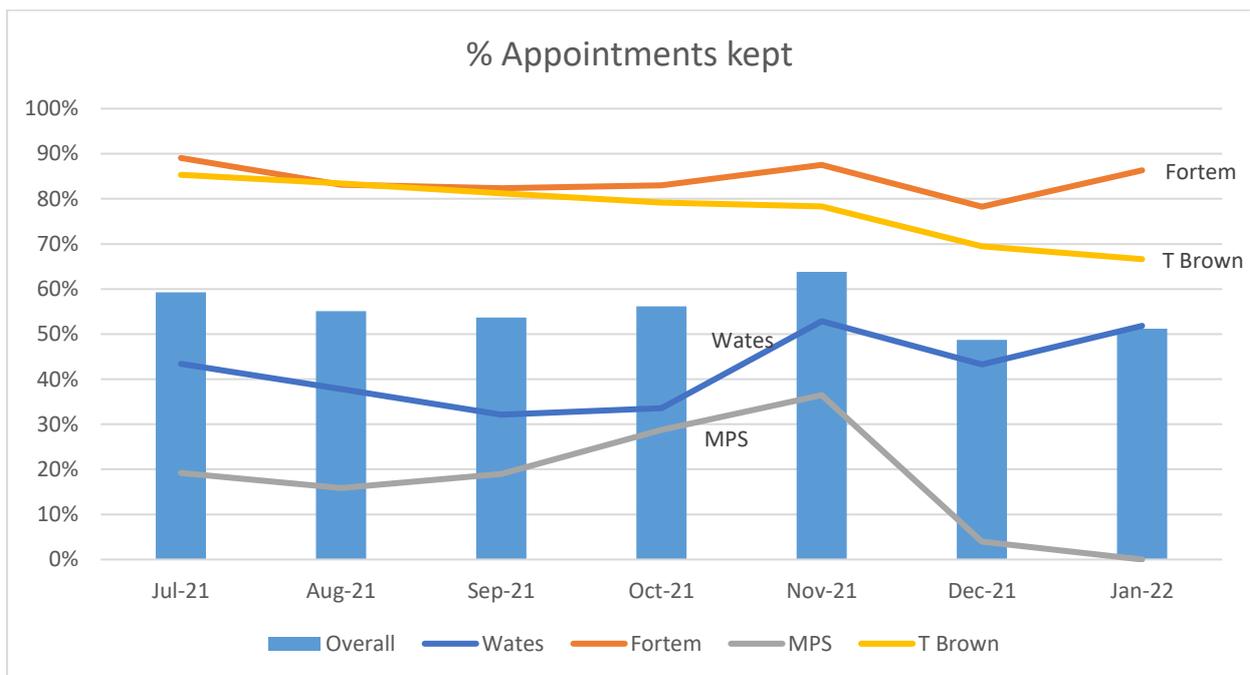
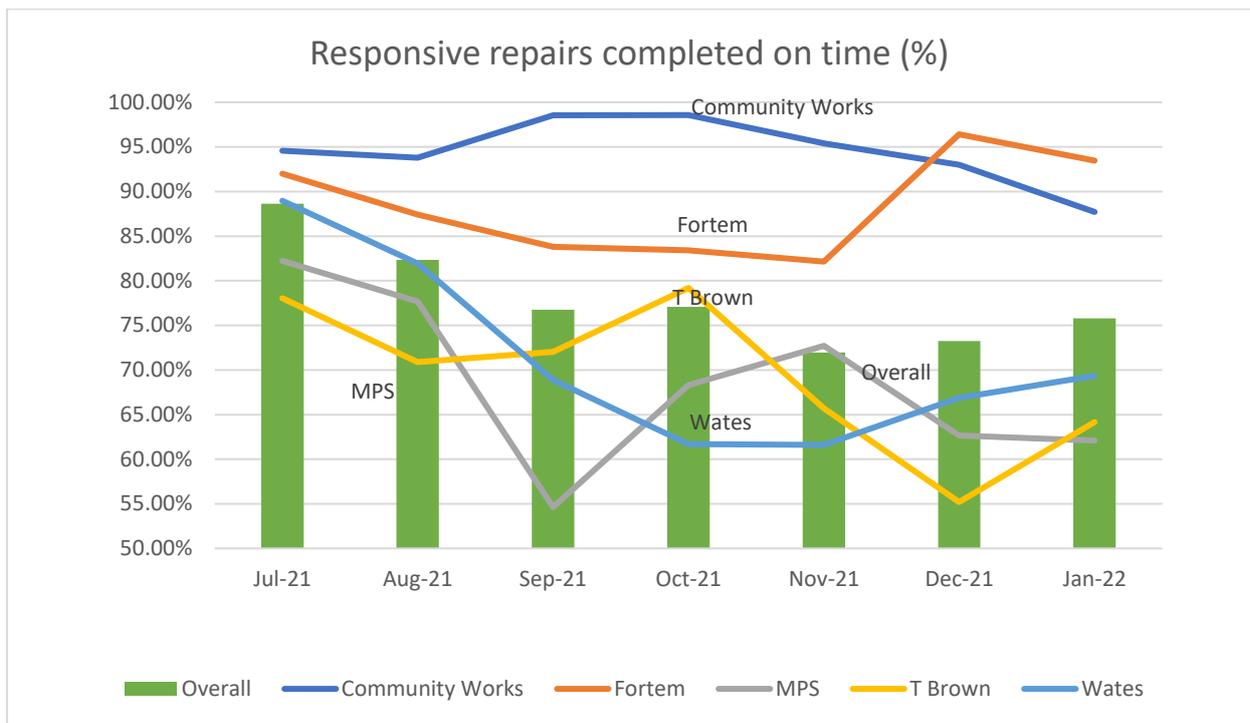
### Responsive repairs

2.5 Over 20,000 responsive repairs have been completed in the last seven months. Fortem are performing considerably better than Wates completing 9/10 orders on time - in an average of 11 days - and 9/10 repairs are passing council’s quality inspections. Fortem are also keeping nearly 9/10 appointments and 8/10 residents are reporting satisfaction with the quality of their work. 7/10 residents are reporting satisfaction with the quality of Wates’ work but it is only keeping 5/10 appointments. Both Fortem and Wates inherited a big backlog of repairs from the outgoing repairs contractor – Mears – and this is steadily reducing. To help complete the outstanding work and allow contractors to focus on current work orders, the council is now allocating legacy work to one of its reserve contractors – Breyer.

2.6 The latest key performance for Fortem and Wates is set out in the following table and graphs. The main area of improvement focus is Wates’ appointment performance and resourcing for both contractors – all essential to increasing satisfaction.

**Table 1 - January Repairs Performance**

Area	North	South
Contractor	Fortem	Wates
Resident satisfaction with the quality of their repair	82%	77%
Was the tradesperson polite and helpful	91%	97%
Was the property left clean and tidy	100%	97%
Repairs completed on time	93%	69%
Average time to complete a repair	11.47 days	19.6 days
Appointments kept	86%	52%
Repairs passing the council’s post inspection	97.03%	98.42%



**Void property repairs**

2.7 Fortem and Wates are completing voids in an average of 15 days and 21 days respectively - against a target of 10 days. This performance is subject to additional scrutiny and a number of south area voids have been passed to Community Works and the reserve contractor to allow Wates to complete all outstanding voids. Also, the council is working to issue voids in a more regular way – rather than issuing them in batches that causes a bottleneck and delays.

**Table 2 - January Voids Performance**

Area	North	South
Contractor	Fortem	Wates
Average time to repair a void to the lettable standard	15.31 days	21 days

## **Commercial Management**

- 2.8 Whilst procuring the new contracts, the council simultaneously created a Commercial Services Team to strengthen its approach to commercial management and contract scrutiny. This was a key commitment it made when redesigning the service. The key commercial activities now being undertaken include:
- a) Fortnightly Commercial Meetings;
  - b) Monthly Risk Management Meetings;
  - c) Budget monitoring and year-end forecasting;
  - d) Forensic analysis of all applications for payment;
  - e) Continuous monitoring of the contracts' fixed price arrangements;
  - a. Applying financial deductions linked to KPI Performance;
  - f) Undertaking subcontractor audits;
  - g) Undertaking and commissioning annual reviews;
  - h) Reviewing and calculating annual indexation provisions;
  - i) Monitoring commercial trends and applying corrective measures;
  - j) Co-ordinating social value projects;
  - k) Social Value contributions into the council's Social Value Programme;
  - l) Supporting operational teams;
  - m) Managing new procurements; and,
  - n) Commissioning and supporting independent audits – continuous and ad-hoc.

## **Contract Management**

- 2.9 Contract management has also been increased on the new contracts and also reflected in the new contract terms (prepared by the council's framework lawyers specifically for these contracts) – creating more robust and straightforward remedy and default arrangements. The key contract management activities now being undertaken include:
- a) Monthly Contract Review Meetings;
  - b) Weekly Operational Meeting;
  - c) Daily review of Power BI performance reports and challenging contractor on key measures;
  - d) Review of monthly repairs satisfaction survey;
  - e) Monthly H&S reports and incident alerts;
  - f) Weekly Contact Centre Operational Meeting;
  - g) Monthly Contact Centre Customer Experience Meeting;
  - h) Applying default measures;
  - i) Establish payment deductions for poor performance;
  - j) Close monitoring of Improve Plan progress;
  - k) Weekly reviewing of contractor staffing structures; and,
  - l) Undertaking and commissioning of 6 month reviews

## *Wates*

- 2.10 Strong contract management and support has improved Wates' performance and it is now completing most jobs it is being allocated on a weekly basis. Its recruitment campaign undertaken with the council has now resulted in a full complement of operatives – over half of which live in Lambeth. Whilst Wates is now sufficiently resourced to meet demand, it needs to employ more operatives to reduce its backlog of repairs and it has committed to recruit an additional 10 operatives – four of these additional vacancies have now been filled.
- 2.11 The council has also appointed a change management specialist to work within the Wates team (at Wates' expense) to drive system and operational improvements. The Wates contract continues to be closely managed and is the subject of an improvement plan and contract remedy notices – essentially a twin track approach of support and formal default measures. Formal weekly

operational meetings continue and Monthly Contract Meetings have been happening since contract commencement. Separate Risk Reduction meetings also take place and there is a separate weekly meeting with their CEO with clear service and improvement expectations given.

### *MPS*

- 2.12 MPS has presented the biggest challenge of all 10 contracts as it has been unable to recruit the necessary employees and is not showing signs of doing so in the near future – instead relying almost exclusively on subcontractors and agency workers. This has resulted in very poor performance. The council has worked closely with MPS and supported it to address and improve the situation but despite best efforts, resourcing and performance has shown no sign of real improvement. This is an untenable position and to maintain gas compliance, the council has taken emergency action and from 14 February 2022 it diverted all gas services in the North to its two other gas contractors – OCO and T-Brown.
- 2.13 MPS is focusing on completing its existing gas servicing workload (approximately 600) under close council supervision and will not be providing gas servicing work in the new financial year. The council has developed a compliance resilience plan which, in summary, involves continuing the current emergency measures whilst simultaneously procuring new gas service provision in the north – a process that will take nine months to conclude.

### *Housing Call Centre*

- 2.14 In addition to latent COVID demand, the mis-prioritisation of repairs is also hindering Fortem's and Wates' performance. Despite most repairs being quite involved, nearly 50% of orders are being allocated a 2hr or 24hr target – forcing many orders to miss their completion target. A lot of work is being done around this which going forward will help Wates and Fortem improve their performance and allocate their resource in a more planned and sustainable way.

### **Contract Governance and Assurance**

- 2.15 The delivery of the 10 contracts is being monitored within the Total Resident Services Transformation Programme (TRST) with oversight by the Delivery Assurance Board. The Board has had an initial meeting and is going to meet weekly with the repairs team to track progress – with particular emphasis on Wates and MPS. Additionally, all contracts are subject to the council's continuous auditing programme and there will be a detailed annual review of each contract.

### **Lessons Learnt**

- 2.16 Whilst the new contracts have delivered most of the strategic outcomes they were designed to achieve, there have been a number of lessons the council has learnt from this process and the previous contracts. The key lessons are as follows:

a) **Robust Contract Management**

Learning from the previous contracts has prompted an enhanced approach to contract management and the creation of a Commercial Services Team. This is working well and on most contracts has increased performance: Fortem is responding well - as is T-Brown (south gas contractor), the electrical contractors and lift contractors. The council is also increasing its post inspections to ensure this remains the case.

On future procurements, the council will apply the following learning from the mobilisation of the 10 new contracts:

b) **Backlog repairs**

During the latter stages of the tender process and upon not being shortlisted for the final stage, the previous contractor allowed a large backlog of repairs to accumulate. Whilst the

bidding contractors all committed to clear the backlog if appointed, the volume as prolonged this exercise. On future wholesale re-procurement projects, the council will implement a resilience contract whereby an alternative contractor can support the outgoing contractor in undertaking outstanding work to limit the build-up of work at contract handover.

c) **Latent COVID demand**

Whilst the backlog of repairs was apparent, better anticipation of a wave of latent COVID demand should have been better anticipated. Although this demand is temporary, it has prolonged the contractors' settling in period. If a similar situation presents itself on future procurements, backup contracting resource should be appointed from the get-go in anticipation of this latent demand.

d) **Staggered mobilisation**

Mobilising 10 high value and complicated contracts at once presents a challenge in itself – let alone in the middle of a COVID pandemic. Whilst it is neater to have simultaneous start and end dates, it would be less resource intensive – or at least remove pinch points – on future multi-workstream procurements if the pre-contract mobilisation stages were staggered (the timetable did not allow for this on this particular procurement project).

e) **Reserve contracts for gas**

Past experience on the responsive repairs contracts informed the requirement to have reserve contracts if possible. Two reserve contracts (north and south) were therefore put in place for the responsive repairs contracts and set up on the council's Northgate system. This is proving invaluable as the council is now able to allocate outstanding work to a reserve contractor in a seamless and transparent way. On future procurements, the council will do the same on the gas servicing contracts.

f) **TUPE**

The service delivery issues faced by Wates and MPS primarily stem from fewer staff transferring from the outgoing contractor than indicated on its initial TUPE list. Whilst the transfer was between two third parties, if this results in resourcing issues, the council and its residents suffer the impact. Accordingly, on future contracts with large-scale TUPE transfers, the council will engage a HR specialist and / or employment law specialist to be intimately involved in the process to ensure the transfer arrangements are as anticipated.

g) **Advanced recruitment campaign / post-Brexit labour shortage**

Most big procurements, regardless of TUPE implications, require some degree of early recruitment activity – and in partnership with the council. On future procurement projects, the council will work with contractors to develop a recruitment campaign and form links with employment partners to prompt interest and inform support needs ahead of mobilisation. This is even more important during the current post-Brexit labour shortage.

### **Repairs Handbook**

- 2.17 The resident's Repairs Handbook was updated in 2021 to coincide with the new contracts and also included information about additional resource supporting vulnerable residents, new repair contractors and repair timescales. A further update is underway for 2022 to change some of the language to reflect the current work being done to create a more empathetic and accountable culture towards residents – including a condensation and mould charter.

## **3. FINANCE**

- 3.1 There are no financial implications that arise as a direct consequence of this report.

#### **4. LEGAL AND DEMOCRACY**

- 4.1 There are no specific legal implications arising out of this report.
- 4.2 Section 149 of the Equality Act 2010 sets out the new public sector equality duty replacing the previous duties in relation to race, sex and disability and extending the duty to all the protected characteristics i.e. race, sex, disability, age, sexual orientation, religion or belief, pregnancy or maternity, marriage or civil partnership and gender reassignment.
- 4.3 The public sector equality duty requires public authorities to have due regard to the need to:
- a) Eliminate unlawful discrimination, harassment and victimisation;
  - b) Advance equality of opportunity; and
  - c) Foster good relations between those who share a protected characteristic and those who do not.
- 4.4 Part of the duty to have “due regard” where there is disproportionate impact will be to take steps to mitigate the impact and the Council must demonstrate that this has been done, and/or justify the decision, on the basis that it is a proportionate means of achieving a legitimate aim. Accordingly, there is an expectation that a decision maker will explore other means which have less of a disproportionate impact.
- 4.5 The Equality Duty must be complied with before and at the time that a particular policy is under consideration or decision is taken – that is, in the development of policy options, and in making a final decision. A public body cannot satisfy the Equality Duty by justifying a decision after it has been taken.
- 4.6 There were no further comments from Democratic Services.

#### **5. CONSULTATION AND CO-PRODUCTION**

- 5.1 The procurement process was been developed, from the outset, with residents, members and officers to ensure the newly designed housing contracts have a high degree of coproduction. The tender documentation and contracts were also designed to respond to the recommendations of a repairs Task and Finish Group and priorities that came out of workshops with the Council’s Resident Procurement Panel (a resident-based advisory and consultative panel set up to assist the Council design, procure and manage the suite of new housing repair and maintenance contracts and direct delivery arrangements).
- 5.2 The involvement of the RPP will continue and members will play a key role in the future monitoring and review of the service.

#### **6. RISK MANAGEMENT**

- 6.1 The main risks that have an impact on the successful delivery of the Housing responsive repairs contracts are set out below:

**Table 3 – Risk Register**

<b>Item</b>	<b>Risk</b>	<b>Likeli- hood</b>	<b>Impact</b>	<b>Score</b>	<b>Control Measures</b>
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1.	Latent COVID-19 demand	4	4	16	Contractors deploying additional resources to deliver against this temporary increase in demand.
2.	Contractor resource levels	3	4	12	Mobilisation project and resource plan in place to manage critical activities.
3.	Backlog Mears repairs	4	2	8	Separate resource teams deployed to undertake these works. Engagement of a reserve contractor – Breyer.
4.	Contract and performance management	2	2	4	Contract and performance management framework and hierarchy is embedded in contract documents and being used – including at monthly contract meetings.
5.	Affordability	2	8	16	Fixed pricing model has improved budget certainty and increased the accuracy of year end forecasting. All prices are linked to CPI and not subject to general price adjustments outside this index.
5.	Financial viability	2	4	8	The council's Commercial Services Team forensically assesses all payment applications – issuing payment certificates and pay less notices as appropriate.
6.	Systems interface(s) - ICT solutions not in place to enable real time data interfacing and performance reporting.	2	4	8	Secure real time interfacing has been established for these contracts and all data is securely held on the council's Northgate Housing Management System – complete with back-up servers. Performance reporting uses council data taken from Northgate (one version of the truth) and presents data using Microsoft Power BI.
7.	Communications	2	2	4	Regular briefing notes are being developed to better inform stakeholders of service developments.

### Key

<b>Likelihood</b>	Very Likely = 4	Likely = 3	Unlikely = 2	Very Unlikely = 1
<b>Impact</b>	Major = 8	Serious = 4	Significant = 2	Minor = 1

## 7. EQUALITIES IMPACT ASSESSMENT

7.1 The equality impact assessment (EIA) that covers the whole transformation of repairs and major works has been assessed and cleared by the Member-led Corporate EIA Panel. The EIA not only

mitigates negative equality issues but demonstrates that the new contracts will make tangible improvements to social equality in the borough.

## **8. COMMUNITY SAFETY**

- 8.1 Repair teams and neighbourhood housing teams work together in developing Estate Action Plans which, where required, include proposals to mitigate crime and disorder on estates (including anti-social behaviour) and associated work to improve safety within neighbourhoods.

## **9. ORGANISATIONAL IMPLICATIONS**

### **Environmental**

- 9.1 Wates has donated £1,500 towards the cost of mature trees in the Lambeth borough.
- 9.2 Wates planted 250 wip trees on 3 December 2021 at Brockwell Park.
- 9.3 OCO has is funding an external consultant to undertake two workshops on 'How to become Carbon Neutral'. Initial workshops will be delivered on 15 and 16 March 2022. All repairs contractors, Community Works and officers will be attending.
- 9.4 T. Brown has identified sites and are working with Council officer to kick start their pilot of the SWITCHEE solution to provide IoT (Internet of Things) data that will help support those residents who might fall into fuel poverty.
- 9.5 OpenView have started to pilot its two bulb LED solution - c. 200 installed.
- 9.6 OpenView has started pilot a new technology battery for efficient emergency lighting - c. 200 installed.
- 9.7 RJ Lifts have contributed £1,000 towards planting semi-mature trees.

### **Health and Wellbeing**

- 9.8 T. Brown has introduced a training programme to help all our staff recognise the signs, signals and behaviours of cuckooing and criminal exploitation to ensure that any appropriate information is recorded and referred to our customers in support of their contextualised safeguarding response to this issue. They are working closely with an approved provider (Violence and Vulnerability Unit VVU-Online) to ensure our training is bespoke and addresses the evolving issues of county lines, cuckooing, modern slavery, domestic abuse including child criminal and sexual exploitation.
- 9.9 T. Brown have deployed their 'Don't Walk By' app to all staff. Weekly reports are sent to Lambeth Officers.

### **Corporate Parenting**

- 9.10 Wates are in current discussions with the Councils' Children's Services to design a programme for care leavers with a view to offering a bespoke offer around pre-employment training and work experience.

### **Staffing and accommodation**

- 9.11 Not applicable.

### **Responsible Procurement**

9.12 The council's responsible procurement policy and associated requirements were embedded into the tender and contract design process – and resulted in a large number of contract commitments.

#### *Contract Commitments*

9.13 Social, environmental and economic value were an integral focus of the new contracts. This resulted in 275 separate social, economic and environmental commitments and a further commitment from contractors to make cash contributions into the council's Social Value Programme as part of their Corporate Social Responsibility activities. £68,000 has been directly contributed into the Programme so far and has helped fund a number of social and charitable projects with Lambeth.

9.14 Specific projects and initiatives achieved to date are outlined below. To ensure there is a continued commitment to social value from the 10 contracts, a dedicated Social Value Manager post has been created that continuously monitors this activity and regularly meets with all contractors to keep momentum and coordinate activities.

#### *Education and Learning*

9.15 Wates has recently appointed a Carpenter Apprentice, starting in Feb 2022.

9.16 Wates has arranged for a Lambeth Council resident to join them for 2 weeks' work experience from 14 February 2022 – they will assist with their cv and LinkedIn profiles also.

9.17 Wates has been mentoring 3 young students from Southbank UTC in Lambeth for the past 12 weeks. On 7 February 2022, Wates met with the students in person to review their CVs and offer one of the students work experience in the Wates site office in Streatham.

9.18 Wates are in discussions with Lambeth College and Career Ready to develop a programme for students, which includes mentoring and internships.

9.19 2 Lambeth residents have signed-up and are actively participating in the Wates Learning Portal.

9.20 10 young women (Lambeth residents) are now being actively supported by Wates following engagement with the Young Womens Trust.

9.21 Fortem has engaged with 14 young people from the Lillian Baylis Technology School following attendance at the schools careers fair. They have been interviewed for work experience and possible careers.

9.22 Fortem apprenticeship Week is in February and is working collaboratively with Lillian Baylis Technology School to celebrate that.

9.23 T Brown has employed a domestic gas apprentice who lives in Brixton - started 24<sup>th</sup> January 2022.

9.24 T. Brown has recently employed a local resident as a domestic gas installing surveyor.

9.25 T Brown has completed a resident work experience session of 8 weeks. A second work experience session also 8 weeks started on 17<sup>th</sup> February 2022.

9.26 OCO has recently employed a gas apprentice following a referral from Lambeth Social Services.

9.27 MPS has given residents access to MPS Pathways - this is a website full of training and coaching courses

- 9.28 OpenView has given all residents access to its online CV writing course.
- 9.29 OpenView has given all residents access to its online energy saving 'hints and tips' video.
- 9.30 Amalgamated Lifts has employed two lift apprentices - one is a Brixton resident. Both have successfully passed a quarterly review of progress.

#### *Jobs, Earnings & Business*

- 9.31 Wates has spent over £1m with local supply chains to date
- 9.32 Wates working in partnership with Ingeus and is advertising 6 job roles with Ingeus.
- 9.33 Fortem employ 14 staff that live in Lambeth.
- 9.34 Fortem publish all job opportunities weekly on Opportunity Lambeth. To date this has included trade opportunities and opportunities for 10 new contact centre agents.
- 9.35 T. Brown is working with Council staff to organise a Jobs Fair in March 2022. Apprentice recruitment will take place in Spring 2022.
- 9.36 NRT group is advertising for two level 2 apprenticeships and one level 3 electrical apprenticeship - targeting Lambeth residents and priority groups.
- 9.37 NRT group has recently employed a Lambeth resident as an electrical improver.
- 9.38 OpenView is working with the council to recruit a new Electrician from the Lambeth.
- 9.39 RJ Lifts has recently employed 3 operatives who live in Lambeth
- 9.40 Amalgamated Lifts is in direct contact with the Soul Shack - Lambeth social enterprise - offering mentoring and business support.

#### *Community Participation*

- 9.41 Wates has continued to deliver the Eco Green Schools programme with Heathbrook Primary School and it carried out a litter pick in December.
- 9.42 Wates staff have delivered 94 hours volunteering across Lambeth.
- 9.43 Wates has engaged with Lambeth to fund and help deliver a replacement pond pump at Finch Court (sheltered scheme). It will also provide some fish for the residents to enjoy
- 9.44 On Wednesday 20 October Fortem offered a maintenance action day at Cottons Gardens Estate. Several operatives and volunteers provided a combination of litter picking and a repairs service with additional services for elderly and vulnerable tenants. The tasks completed included fitting a new toilet seat for a vulnerable resident and helping an elderly lady with easing her new windows which she was finding it difficult to open.
- 9.45 T. Brown continue to work with Millenium community solutions to finish work at Portobello Hall as well as investing in and maintaining community benches.

- 9.46 T Brown have donated £5,000 to Millenium Community Solutions, £1,000 to UpCycle and £3,800 to mature tree planting (to improve air quality and reduce flood risk).
- 9.47 T. Brown's Finance Director is providing mentoring support to the Founder of upCYCLE) to enable it to move it into a Social Enterprise.
- 9.48 OCO has re-painted and undertaken some general repairs to Southwyck House working on behalf of Millenium Community Solutions.
- 9.49 OpenView is working with Neighbourhood Housing Managers to take part in on-going Estate Action Days
- 9.50 Amalgamated Lifts is working with Neighbourhood housing managers to support estate action days.
- 9.51 NRT Group has donated £10k in cash - £3k to Lambeth Tigers Football Team, £1.5k to mature tree planting and £5k to Young Epilepsy UK to support a young Lambeth resident.

## 10. CONTRACT TIMETABLE

<b>Activity (Arbitration Process)</b>	<b>Proposed Date</b>
Contract commencement	12 July 2021
Contract meetings	Monthly
Annual review	11 July 2022
Contract review	11 July 2024
Early termination option	11 July 2025
Contract expiry	11 July 2027

## AUDIT TRAIL

Name and Position/Title	Lambeth Directorate	Date Sent	Date Received	Comments in paragraph:
Councillor Maria Kay	Cabinet Member for Housing and Homelessness	16.02.22	18.02.22	All
Neil Euesden, Director of Housing	Resident Services	16.02.22	17.02.22	All
Andrew Ramsden, Finance	Finance and Property	16.02.22	18.02.22	3
Greg Carson, Legal	Legal and Governance	16.02.22	17.02.22	4
David Rose, Democratic Services	Legal and Governance	16.02.22	17.02.22	All

## REPORT HISTORY

<b>Original discussion with Cabinet Member</b>	Ongoing
<b>Report deadline</b>	21 February 2022
<b>Date final report sent</b>	18 February 2022
<b>Part II Exempt from Disclosure/confidential accompanying report?</b>	No
<b>Key decision report</b>	No
<b>Date first appeared on forward plan</b>	Not applicable
<b>Key decision reasons</b>	Not applicable
<b>Background information</b>	<a href="#">Lambeth Council Responsible Procurement Policy</a>
<b>Appendices</b>	None