
1.0 INVITATION

You have been invited to attend the Procurement Strategy Workshop as part of developing a new procurement strategy for Housing key partners. The joining details are:

Date:	
Start Time:	09:00 Prompt (Coffee at 08:45)
Finish Time:	17:00
Venue:	
Dress:	Casual

The workshop is a valuable investment of each attendee's time. Please arrange for the day to be clear in order to focus on the task, read through this briefing pack and undertake the preparation noted in **section 8** in advance of the workshop.

2.0 BACKGROUND TO THE WORKSHOP

Housing wishes to establish a framework for providers of a number of services to support the implementation. This needs to give full consideration to the principles of Best Value and those set out in the Egan report on Rethinking Construction with regards to the construction related aspects of the Housing Market Renewal programme. The framework will be a long term partnering agreement, which is compatible with strategic arrangements that other departments within the Council are setting up and with Central Government policy.

Although the details of the new procurement method have yet to be established, some high-level objectives have been set for the programme:

- To create the conditions for sustainable investment in housing and commercial developments by the Private Sector
- To improve the choice and quality of housing, taking account of neighbourhood conditions and market demand
- To develop new and innovative mechanisms that support homeowners, residents and new entrants to secure housing of first choice
- To manage neighbourhoods effectively and improve the quality and attractiveness and safety of the urban environment and infrastructure

The intention is to select Framework Providers on a Best Value approach, who are able, not only to deliver a high standard of service, but also to assist in the strategic advancement of the development of the programme. By setting up a framework agreement, Manchester Housing expects to benefit from the added value that a partnering arrangement can provide.

3.0 WORKSHOP OBJECTIVES

The aim of this workshop is to confirm the choice of procurement method for the Programme and to establish a strategy for packaging the work in preparation for the OJEC Notice.

The objectives of the workshop are to:

- **Confirm the choice of Procurement**
- **Identify the barriers to implementing a Partnering Framework**
- **Discuss and agree how the work will be packaged**
- **Confirm the way forward**

5.0 WORKSHOP ATTENDEES

The following participants have been invited to the workshop to represent the main stakeholders in the Housing Market Renewal Programme.

Project Team Representatives	
Name	Role
Ali Bond	Housing Market Renewal (East)
Craig Broadhurst	Manchester Housing (Finance)
Julie Connor	Regeneration (North)
John Finlay	Procurement Manager, Corporate Services
Ruben Flynn	South Manchester Private Sector Housing
Brigette Guilfoyle	Manchester Housing (Strategy)
Gail Heath	Supporting People
Andrew Hemsley	Cyril Sweett Ltd.
Phil Holland	Central Technical Support
Roger Jackson	Regeneration (South)
Glyn Nield	Audit
Paul Liddy	Neighbourhood Technical Officer, Manchester Housing
John Lorimer	Capital Programmes Director, Corporate Services
Derek Martin	Assistant Director, Manchester Housing
Brendan Mason	Capital Programme
Mick McMannus	North Manchester Private Sector Housing
Helen Nugent	Rational Approach to Neighbourhoods
Ian Runacres	Principle Finance Programme Manager
Suzanne Price	Principal Area Strategy Officer, Manchester Housing
Steve Rumbelow	Director of Housing – Policy
Tom Russell	New East Manchester
Bob Smith	Procurement Manager, Corporate Services
Eddie Smith	Housing Market Renewal (R)
Roy Smith	East Manchester Private Sector Housing
David Stoney	City Solicitors
Andrew Thomas	Centre for Construction Innovation
Paul Miller	Cyril Sweett Ltd. (Facilitator)
Rebecca Rees	Cyril Sweett Ltd. (Facilitator)

Cyril Sweett have been asked to facilitate the day from an independent perspective and prepare the workshop notes.

6.0 WORKSHOP STATUS

The workshop has been arranged as part of the procurement strategy both to enable the stakeholders to gain a greater understanding of the requirements of the proposed procurement process and to improve the level of communication to the strategic stakeholders.

Should you have any queries regarding the arrangements for the day please contact:

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Neighbourhood Technical Officer

Manchester Housing

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or

Paul Miller

Lead Facilitator

Cyril Sweett Ltd.

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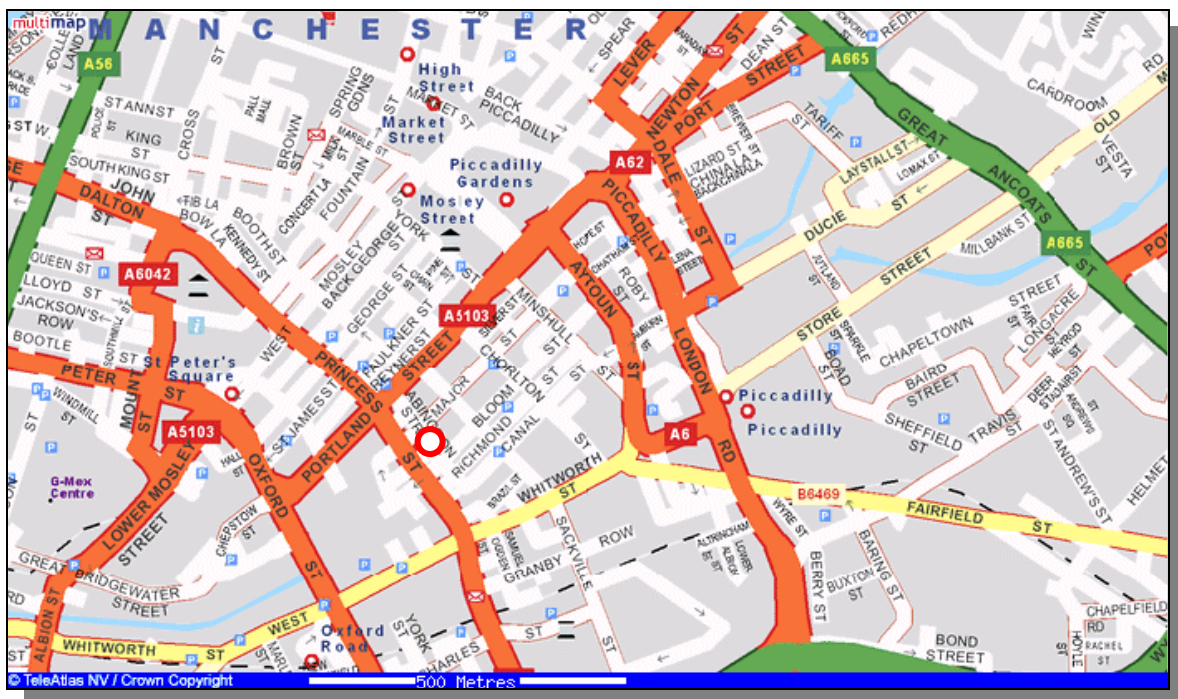
7.0 VENUE DETAILS

The workshop will be held in the **Mechanics Institute**

Address:

Main Hall
103 Princess Street
Manchester
M1 6DD

Telephone Number: 0161



- - **Mechanics Institute** – The entrance is on Major Street. Located in the centre of Manchester, the Mechanics Institute is near to Manchester Piccadilly train station and parking is available in the car park adjacent to the G-Mex Centre.

8.0 PREPARATION REQUIRED

All attendees are asked to familiarise themselves with this briefing pack and complete the questionnaire contained in **section 8.2**.

There will be a number of presentations during the workshop providing information on the work carried out by Manchester Housing to develop a new procurement strategy for the Housing Market Renewal Programme. The following sections provide a brief overview of the Housing Market Renewal Programme and a suggestion for how the work could be procured.

8.1 Background Information

8.1.1 Programme Overview

Manchester Housing has been successful in securing £125M of funding over the next 2½ years as part of a 10-year housing improvement programme. The programme is being carried out in partnership with Salford Council under the Pathfinder Partnership, the first of nine Pathfinder Partnerships nationally.

The Housing Market Renewal programme is responsible for delivering a wide range of services. Many of these services are procured through Registered Social Landlords (RSL's), however Manchester Housing has recognised that the process whereby the RSL's make annual bids for funds to providing a number of services could be improved. Outsourcing some of these services through a partnering framework would make better use of their scarce resources and allow Manchester Housing to focus on the key areas that need to be managed. By working more closely with a select list of service providers, Manchester Housing are looking to simplify their management processes and ensure the efficient and effective allocation of funds. The service providers would gain from the improved certainty and continuity of workload and the framework would provide incentives for them to continuously improve the quality and certainty of service delivery over time. A summary of the procurement options considered and the characteristics of a framework agreement are described in the following section.

8.1.2 Procurement Options

Manchester Housing has undertaken a review of the procurement options, which can be divided into three basic categories:

- Traditional Tenders
- Section 22 Grants
- Partnering Frameworks

Work is currently procured through a combination of traditional tenders and Section 22 grants whereby each work package is tendered separately. This piecemeal approach to securing work is proving both expensive and time consuming for the department staff and does not provide a robust mechanism for monitoring and controlling the progress of work.

Partnering Frameworks on the other hand, appear to offer solutions to many of these problems. The following paragraph provides details of the characteristics of Partnering Frameworks.

Partnering Frameworks

The report entitled Rethinking Construction commissioned by the Deputy Prime Minister suggested that there were better ways to procure construction and services than had been the norm. Traditionally tenders have been sought from a number of contractors or service providers and decided on price alone on a competitive basis. The disadvantages are the time delay in producing documentation for the service providers to price against and the uncertainty as to the expertise of the winning party. Additionally there is a period of familiarisation that is required to ensure the service provider has the knowledge required to be at the top of 'the learning curve'. By working collaboratively, the project team including the client, service providers, designers and contractors can achieve better results in terms of time, cost and quality. Partnering with the supply chain must start by reducing the number of service providers that Manchester Housing deal with. Selection of the service providers will be via a series of questions and presentations devised to establish Best Value parameters and not on price alone. Service Providers will be tendered on a long-term basis and not to individual projects. This will allow the earlier involvement of the service providers and the opportunity for them to bring their innovation and ideas on environmental regeneration and buildability during the design and consultation phases. Continuity of work to the framework suppliers provides the incentive.

In return for this the framework suppliers will provide increased cost certainty and savings. By the introduction of Key Performance Indicators (KPI's) and an open book accounting policy; probity and transparency will be achieved and continuous improvement over the term of the agreement can be engendered and measured.

8.1.3 Developing a Packaging Strategy

The department recognises the need for careful consideration in defining the scope of work that should be secured under the framework to best use the skills and resources of the respective parties. The aim is to secure clearly identifiable elements of work under the framework, the delivery of which would become the sole responsibility of the service providers. Following discussions with selected RSLs, Manchester Housing identified the following list of schemes, projects and services, which could feasibly be delivered under a partnering framework.

1. Site Assembly
2. Purchase (acquisition) and demolition
3. Partnerships with private sector developers
4. Consolidate ownership or management of social rented stock
5. Reprovide social housing if required
6. Develop a range of low cost home ownership initiatives
7. Key worker housing
8. Supported housing initiatives
9. Provision of community facilities
10. Undertake a range of area renewal initiatives including:
 11. Facelifts
 12. Home zones
 13. Environmental schemes
 14. Security initiatives including:
 15. Alley gating
 16. CCTV
 17. Target handling
18. Lateral conversions
19. Equity loans
20. Home swaps
21. Home ownership equity schemes
22. Neighbourhood wardens
23. Handymen and area caretaker schemes
24. Neighbourhood nuisance teams
25. Environmental clean teams
26. Open space maintenance
27. Care and repair service
28. Servicing of and reporting to a Neighbourhood Forum
29. Housing support and advice service
30. Translation services
31. Ownership and maintenance of community facilities
32. Monitoring of private landlords
33. Agency service for home improvement and security initiatives
34. Employment and training schemes
35. Working with schools

In order to meet the necessary timescales, Manchester Housing has identified four work packages that could be secured relatively easily and quickly under a partnering framework.

The work packages are intended to be definable and deliverable by any one of the service providers secured under the partnering framework. This has been illustrated in Figure 1 below:

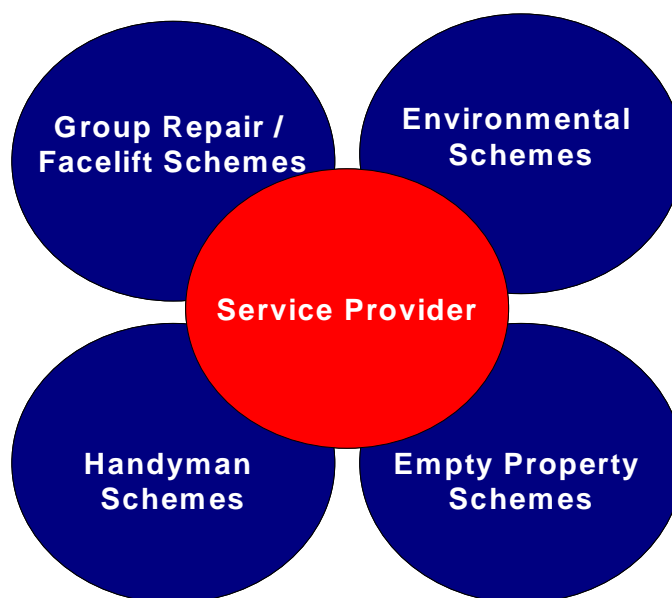


Figure 1 – Possible scope of Framework

These four work packages would account for approximately £40M of the overall £125M programme funding, and due consideration will be given to the other services at a later stage. The aim of this workshop is to confirm the choice of procurement method and the strategy for packaging the work. The four work packages have been defined as follows:

Group Repair /Facelift Schemes

Group repair are schemes of repair and improvement to the external fabric of blocks of privately owned properties (usually terraces) commissioned by Neighbourhood Renewal Project Teams through agents. These schemes are targeted in Initiative Areas. They improve the conditions of run-down housing and also enhance the appearance of the block.

Facelift schemes will seek to substantially improve the external appearance of targeted blocks of properties and work may include cleaning external brickwork, renewal of guttering, pointing of brickwork, external decoration and may include rebuilding or provide front garden walls and minor roof repairs. Such schemes achieve an immediate and dramatic improvement to the local environment by upgrading the physical appearance to the main frontage of properties within sustainable areas, which in turn assists in improving the confidence within the housing market. In the main, facelift schemes are co-ordinated and delivered by Private Sector Housing teams but they may pull in consultants on an adhoc basis to assist with consultation, design and delivery.

It is vital that early consultation with residents takes place to agree priorities, although individual properties can be left out. These schemes are intended to encourage homeowners to invest in their properties.

Environmental Schemes

Environmental schemes are an essential part of the regeneration process in order to improve the appearance of the area, to reduce crime, encourage investment in the area and encourage a stable and secure population, which meet the aspirations of the current and future community. A high level of resident participation is required for these schemes. The City Council usually works with external agents on these schemes. Ongoing maintenance may be carried out by Manchester City Council and their agents depending on the sites involved.

Streetscape programmes link the public realm (roads, pavements and other spaces) to the other environmental improvement and renewal works in a holistic, integrated and co-ordinated way.

Alleyway gating is used in areas where terraced houses are common. Security of the rear boundary is vitally important in terms of burglary prevention, drug/alcohol abuse, anti-social behaviour and dumping of refuse. Alleyway gating creates a cleaner, safer environment for local residents, supports the retention of existing owner-occupiers and residents and supports long-term sustainability.

Handyman Scheme

The handyman scheme provides assistance to older and more vulnerable residents to help with home security, minor repairs and home maintenance. These schemes are generally run by home improvement agencies and are a valuable tool in helping the recipients improve and maintain their home environment whether they are owner occupiers or tenants.

Handyman schemes provide a complimentary set of tools both in areas receiving facelifts and for homeowners in other sustainable areas. Handyman schemes will be run via a Home Improvement Agency who will provide advice and support to local residents and will aim to provide a responsive small repair / tasks service to older residents living within the private sector. Regular monitoring reports will be made to the Private Sector Housing Teams and may include age, tenure, ethnicity, benefit state, work carried out, length of time on site, source of referral and information on any onward referrals. Technical Officers will review a percentage of the works completed.

Empty Properties

Empty properties attract crime and vandalism, aggravating blight and negatively impacting on equity values. In this climate, the private rented sector has grown and speculative investors are buying properties for market rent, requiring public support through housing benefit or leave the houses vacant.

Private sector housing interventions including a programme of pro-active enforcement against owners of empty properties and problematic private landlords.

The enforced sales procedure, using The Law of Property Act 1925 section 103, allows the city council to enforce the sale of the problematic empty properties, it has proved particularly effective where a single empty property is blighting an otherwise sustainable street.

Where void properties are acquired, refurbished, and sold on, this will remove the blight caused by long-term void properties and meet the aspirations of new residents. These interventions will directly reduce the number of vacant homes, the number of homes subject to low demand, and will contribute to improving resident satisfaction/confidence.

Manchester City Council works with key partners such as Registered Social Landlords who are critical to the plans for development. They are also involved in CPO proposals enabling early acquisition and/or refurbishment of vacant houses within blocks being targeted for facelift schemes.

Early acquisitions of problematic properties will support the restructuring of the local housing market. This will allow properties to be bought and managed until a decided course of action is implemented. This will reduce the need for compulsory purchase procedures.

The proposed Section 22 Agreements will enable funding for other streams to be targeted via Registered Social Landlords to achieve additional outputs/outcomes.

8.2 Workshop Preparation

In advance of the workshop, please take 15 minutes to think about the issues surrounding the procurement and packages of work and consider the following questions from your point of view.

Based on your experience what do you consider are the main areas of improvement under the current method of procurement?
Example: Monitoring progress of jobs
Identify what you consider to be the main barriers to implementing a Partnering Framework?
Example: The RSL's are not set up to work under a partnering framework

List what you think should be included in the scope of the work packages	
Group Repair	Environmental Schemes
Handyman Schemes	Empty Property Schemes