

Case Study - Housing

Cambridge Housing Society



Client Name: Cambridge Housing Society
Project: Framework agreement
Date: April 2007 - 2011
Value: Works value approx £1.8m per annum
Service: Building surveying, Employers Agent, Quantity Surveying, CDM Co-ordination

Project Overview

Keegans have been involved with this client since early 2007 following an OJEU competitive process for framework consultancy services. Under this arrangement we have been involved in the administration of the clients decent homes programme, ad hoc services including health and safety audits, asbestos surveys, asset inventory tests on sheltered housing and advice on the gas servicing contract.

This contract is to provide professional services to Cambridge Housing Society and aid in the delivery of its maintenance services across their housing stock - a mixture of street, sheltered and family homes as well as nurseries. This includes:

- Planned Maintenance - work mainly required for the Society's stock to reach the Decent Homes Standard - annual value up to £1,000,000;
- Cyclical Maintenance - this is currently limited to external and internal redecoration work at present, with an annual contract value rising to approx £200,000. It is intended to expand this area of work within the next 2-3 years, to create an improved balance with the responsive repairs;

The client further instructed us to advise and procure a range of contracts for their sheltered and supported housing estate, a portfolio of over 80 buildings across Cambridgeshire. The service had been initiated by discussions with the client about the scale of their supply chain (over 50 providers) and that savings could be made in reduction of providers with cost savings and quality improvements.

This then involved:

- Developing and implementing a procurement strategy for the maintenance services which moves towards contracting on a partnering basis;
- Developing the capabilities of its employees to act on behalf of CHS as a client.

The contracts to be let:

- Mechanical and electrical plant including boiler plant
- Lift engineering including hoists and associated lifting gear
- Sewerage and associated plant
- Grounds maintenance and handyman services

Contracts have been let on JCT MTC format with an intention to move to a formal partnering approach at end of year one subject to performance.



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Project Overview continued.....



The total value of client annual spend across all contracts is in the order of £1.8m and it was originally intended to let a single all embracing multi activity contract but neither the client or the market were prepared for this.

Our services included:

- Review of current arrangements and management of termination of such like
- Asset surveys and compilation of asset data packs for ITT as well as Statutory surveys on boilers, lifts and asbestos.
- Soft market test and propose strategy
- Market notification including drafting of advertisement
- Draft of PQQ, ITT and scoring documentation
- Briefing stakeholders
- Leading bidder interviews
- Draft recommendations
- Project management of implementation July 08
- Commercial management of contracts July 08
- Mentoring of client team in preparation for handover of our duties post contract



Cambridge Housing Society had a very extensive supply chain for delivery of services to their sheltered portfolio. We worked with them to identify areas that produced waste, were non productive, were duplicating efforts and in several instances certainly not value for money. There was also the matter of non compliance on statutory matters.

We were asked to rationalise and apply lean techniques to the clients' supplier base. The client utilised over 50 suppliers for discrete tasks and the aim was to realign tasks and establish the optimum number of contracts, finally 5 in total.

Initial early benefits:

- Reduced time and cost to administrative staff - less suppliers to manage
- Reduced time and cost to accounts personnel - less invoices to check, dispute and process
- Accurate asset data base developed through proactive supplier approach - minimise risk of breakdowns
- Improved risk management - moving from reactive to planned approach
- Reduced risk of Statutory non compliance
- Improved site safety
- A performance driven system with fully auditable procedures
- A supply chain that is valued and wanting to work with client, with increased workload
- An improved approach to bulk purchasing - better discounts on volumes
- Less relationships for client to manage building relationships
- Value for money
- Training and development of clients technical personnel by Keegans

