

## **Appendix A: Pilot Approach – Responsive complex works and voids**

### **1. What is the pilot?**

The proposal is that Cavendish Construction Ltd are awarded a short-term, value-limited contract for the completion of complex/capital repairs, disrepair works and complex void works.

This is a short-term pilot project to support the recovery of the repairs service, in particular through focusing on the more complex and capital workstreams within the service, including disrepair, in advance of, and through, the winter months, if necessary.

The intention is to both provide additional capacity and support to the service to manage down existing backlogs and reach sustainable WIP (open work order) levels and understand how best the cost and operating models of the service should look in the medium-term.

### **2. How will the pilot contract be managed and quality assured?**

The contractor will be closely managed by the Head of Client Repairs, with support from Repairs Contract Managers. Works orders will be selected in line with set criteria (type, scale, urgency etc) to be assigned to the contractor and will be allocated in batches at appropriate scales – with work only scaled up upon evidence of successful completion.

For disrepair works, all works will be post-inspected by an LBHF surveyor for quality assurance purposes and a sample of all other works will receive post-inspections from a surveyor. In addition, the contractor will be expected to provide and maintain before and after photos of all work carried out.

### **3. How will the pilot be monitored?**

As a pilot exercise the team will be closely monitoring outcomes to help influence medium-term solutions. This will include quarterly monitoring of completion rates, cost/spend – including any 'savings' achieved e.g. from reduced disrepair compensation/legal costs and complaint/customer satisfaction rates.

A report can be presented to CAB quarterly on these findings.

### **4. Informing a medium-term solution**

This direct award is a short-term option to support with the immediate recovery of the service. Across the next two – three months a series of medium-term options for the delivery of the service are being modelled, which this pilot will help to inform.

Each of these options will rely on more standard compliance with procurement and governance regulations e.g. through use of existing long-term contracts, competitive procurement exercises or framework call-offs.

Should a medium-term option need to be implemented, a recommended option and approach will come to CAB in Autumn 2022.