

LONDON BOROUGH OF HAMMERSMITH & FULHAM

Report to: Cabinet

Date: 15/04/2024

Subject: Procurement strategy for the Housing Cleaning Services contract

Report of: Councillor Frances Umeh, Cabinet Member for Housing and Homelessness

Report author: Aylene Henry, Head of Estate Services,
Richard Shwe, Director of Housing

Responsible Director: Jon Pickstone, Strategic Director for the Economy

SUMMARY

The Housing Cleaning Service maintains clean, tidy, and safe surroundings for residents in council housing stock across the borough through cleaning and inspection regimes to internal communal and shared external residential areas.

The existing service, which has been delivered by Pinnacle since June 2013, is due to end on 11 May 2025 following a compliant contract extension.

This Procurement Strategy sets out the procurement options reviewed for the caretaking service following the ending of the current contract and outlines the requirement for updates to the existing service specification. These are in response to new legislation such as the recent Social Housing Act as well as resident and officer expectations.

Through the Cabinet Member we are requesting Cabinet is asked to accept the recommendation that the service is re-procured via a Competitive Procedure with Negotiation, for a period of 5 years with up to 2 years extension, for the reasons outlined in this report.

RECOMMENDATIONS

1. To note that Appendix 1 is not for publication on the basis that it contains information relating to the financial or business affairs of any particular person (including the authority holding that information) as set out in paragraph 3 of Schedule 12A of the Local Government Act 1972 (as amended).
 2. To approve the re-procurement of the Housing Caretaking service, via a competitive procedure with negotiation, to start on 12 May 2025, for a period of 5 years with the option of up to 2 years extension, for an anticipated total cost of up to £35,000,000.
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Wards Affected: All

Our Values	Summary of how this report aligns to the H&F Values
Building shared prosperity	Social value requirements will be weighted at 20% value of the total tender, which will incentivise strong, and high value, commitments from bidders. This is likely to mean bidders focusing on local recruitment opportunities and spend through local supply chains that support the building of shared prosperity in the borough. As a large workforce there are likely to be a number of ongoing recruitment opportunities.
Creating a compassionate council	A high-quality cleaning service ensures that blocks and estates remain clean and tidy and helps to maintain a pleasant surrounding environment for residents. Providing a responsive service which flexibly meets the needs of residents (for example an enhanced service within Sheltered Housing) demonstrates a compassionate approach.
Doing things with local residents, not to them	Comprehensive resident consultation on the service has been carried out. An initial general consultation took place in Summer 2022 and more recently (Nov 23) the Tenant Satisfaction measures sent to all tenants included questions on the service. In addition, work with the Repairs and Estates Services working group, and Housing Reps forum has provided further detailed feedback. This feedback has shaped the scope and specification for the tender – to ensure that the service delivered is in line with resident expectations.
Being ruthlessly financially efficient	A competitive procurement process with negotiation should drive a strong value for money outcome, with the opportunity for initial bids submitted to be stress tested. Letting a 5-year contract will encourage competitive costs, due to the stability of a relatively long-term contract. In addition, it will be made clear from the outset that the successful bidder will need to be able to deliver clear and transparent breakdown of costs to enable appropriate service charge setting for residents, enabling the council to appropriately recoup the cost of the service through the service charge, maintaining cost neutrality of the service.
Taking pride in H&F	Delivering a high-quality cleaning service across housing stock keeps council residential communal and shared spaces clean, safe, and tidy and demonstrates the pride taken in the surroundings for residents.

Rising to the challenge of the climate and ecological emergency	The specification will outline the requirement for a sustainable and climate friendly service delivery, particularly in terms of chemical usage, and the requirement to deliver a green fleet, with bidders expected to outline how they will support the council reaching its target of net zero by 2030.
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Financial Impact

This report is not intended to approve budgets but is seeking approval of the procurement strategy. A further report will be required to approve the appointment of a contractor, and this will set out all the financial implications on the Housing Revenue Account (HRA) Budget 2024/25 and 10-year HRA Business Plan.

It should be noted that caretaking and cleaning expenditure is a recoverable cost through service charges to residents, and the full implications of this will be reported in the contract award report.

Completed by: Danny Rochford, Head of Finance, (HRA & Economy), 3 April 2024

Verified by: Sukvinder Kalsi, Strategic Director of Finance, 3 April 2024

Legal Implications

Cleaning and caretaking services are a statutory requirement for the Council. It is obliged to undertake these services as part of its functions as a landlord under the Landlord and Tenant Act 1985 and as a housing authority under the Housing Act 1985.

The likely value of the contract means that the Public Contracts Regulations 2015 (PCR) will apply to this procurement. These require the contract to be subject to a process of advertising and competition as set out in the regulations. The proposed method of procurement, the competitive procedure with negotiation, is compliant with the PCR. It will allow the proposals put forward by the bidders to be subject to a process of refinement and negotiation following submission of their initial tenders. Bidders will be required to focus on the principles underlying the procurement set out in paragraph 15 below.

It is likely that the Transfer of Undertakings (Protection of Employment) Regulations 2006 will apply so that the employees currently undertaking the services will be transferred to the new contractor.

Consultation will need to take place with leaseholders under the Landlord and Tenant Act 1985 s20 and the Service Charges (Consultation Requirements) (England) Regulations 2003.

This is a high value contract for the purposes of the Council's Contract Standing Orders. The use of the competitive procedure with negotiation is a compliant method of procurement under the CSOs. CSO 18 will therefore be complied with under this procurement strategy.

This is a key decision under the Council's constitution. It will therefore need to be included in the key decision list on the Council's website.

John Sharland, Senior solicitor (Contracts and procurement), 4 April 2024

Background Papers Used in Preparing This Report

Procurement Strategy for the Housing Caretaking Service - PUBLISHED

DETAILED ANALYSIS

Background

1. The cleaning service is delivered across the council housing stock in the borough, including low, medium and high-rise blocks, gap sites and sheltered housing as well as some communal grounds e.g. play areas and car parks. It delivers a service to over 250 sites in the borough and around 13,500 properties are in receipt of some form of cleaning service.
2. The fundamental purpose of the service is to maintain clean, tidy, and safe surroundings for residents, both in internal communal, and shared external areas.
3. This includes wide-ranging activities such as:
 - Regular general cleaning of communal areas
 - Planned more specialist cleaning e.g. floor care, bin rooms
 - Litter picking
 - Removal of graffiti
 - Lift safety checks
 - Opening of playgrounds
 - Supporting fire safety initiatives, for example removal of items from communal areas.
4. The service impacts most of our residents and is one of the key regular areas of service delivery they receive from the council.
5. The current contract commenced on 30 June 2013 for an initial contract period of ten years, with an option to extend for up to another five years.
6. The contract was initially extended until 30 March 2024 and is currently in the process of being extended to 11 May 2025 to enable time for a comprehensive re-procurement and mobilisation period.

Initial re-procurement exercise

7. Cabinet initially approved a re-procurement of the Housing Cleaning service at the meeting of 5 December 2022. That procurement strategy outlined an appraisal of options to re-procure or bring the service inhouse with the recommended re-procurement option being approved. This paper therefore does not revisit the option of in-housing the service.
8. An initial re-procurement exercise was subsequently launched in August 2023, but was closed in September 2023, following a service review, in consultation with the Cabinet Member for Housing and Homelessness. This was closed following the Selection Questionnaire stage with guidance from the corporate procurement team.
9. Residents were advised of the procurement closure and reasoning via the Housing Director's Briefing at Housing Reps Forum and at the Housing and Estates Working Group in October 2023.
10. The closure of this procurement exercise was due to a number of changes in the service landscape, which had arisen since the initial design of the service specification. These changes meant it was no longer an example of best practice and did not adequately reflect the ongoing needs of the service and residents. In particular:

Realignment of Estate Services to improve maintenance of estate assets: The council is focused on joining-up work across estate services to better maintain estate assets through improved oversight, planning and task and resource allocation. This service needs to reflect this and be part of this change, for example through the new inclusion of community halls within the specification and an increased focus on partnership working with other related services and teams.

New legislative requirements: The new Social Housing (Regulation) Act 2023 places new responsibilities and expectations on landlords in the fulfilment of their duties to residents. As a core service to residents, it is important that the cleaning service specification and contract is updated to reflect the new requirements and principles of the Act, and in particular aligns with the proposed new consumer standards which will likely be implemented from April 2024:

- Safety and quality
- Transparency, Influence and Accountability
- Neighbourhood and Community
- Tenancy Standard.

The Social Housing Act requires that a new Tenant Satisfaction Measure survey is undertaken annually. This includes a measure on communal area cleanliness. Feedback from the survey undertaken from February to March 2024 will be used to update specification and address resident expectations.

New procurement exercise

11. The recommendation is that a new procurement exercise is conducted in line with this procurement strategy, to an updated specification (as per details below).
12. This is deemed to be the most cost-effective method of delivery for this service, whilst ensuring high quality through a rigorous competitive procedure, strong contract terms and ongoing contract management.

Updating the service specification

13. With the initial procurement closed and contract extended, there is the opportunity to further develop the service specification to ensure it reflects the requirements of the council and residents. Focus is on revising the specification to take the following into account:
 - Social Housing Act requirements
 - Proposed new consumer standards for social housing
 - Realignment of estate services
 - Resident feedback from Tenant Satisfaction Measures and other resident forums
14. These efforts will provide a more comprehensive draft specification and lead to a contract award that will better contribute to the maintenance and upkeep of communal areas.
15. It will ensure the service better meets expectations and new legislative requirements, as well as working more effectively in conjunction with wider council services including environment, housing management and community safety teams.
16. The focus of the updated specification will be ensuring that estates and housing states demonstrably feel looked after, cared for and valued, and that it reflects a more rigorous a joined-up approach to the ongoing maintenance and upkeep of estate assets.
17. The principles that will underpin this, which reflect the new consumer standard approach, and run through the updated specification, include:
 - **The right tasks, in the right places at the right times:** Cleaning tasks and schedules have been updated with a wider range of tasks included e.g., cleaning estate signage, external window washing (low level) and an enhanced sheltered service and increased frequency of specific tasks. There will be a greater focus on the ability to flexibly deploy resources in response to need and an ongoing regular review process to inform change to schedules.
 - **Innovation, new methods of delivery and effective use of emerging technologies to support outcomes:** A greater focus is placed on encouraging providers to be innovative in their delivery model, considering how, when and where resources are deployed. The expectation is that providers will outline how they can use emerging technology to plan, deliver, target and report on the

service more effectively moving forward – leading to better outcomes and efficiencies in delivery.

- **A culture of ownership** which encourages and empowers individuals to deal with any cleaning or related issue they encounter throughout the day whether it is part of their expected daily routine or not. This might be dealing with the issue there and then, scheduling it for a return visit or reporting it to the relevant team. This means all cleaning staff having access to the right equipment, for example up to date, effective cleaning kit. It is a requirement in the specification that all people working on the contract have a smart device (phone/tablet etc) with which they can log, report and update on work and other estate-related issues (e.g. reporting repairs) on the go. Based on our knowledge of the wider estate services market, this is currently an adopted working practice. Therefore, it is realistic to ask the winning contractor to adopt this approach regarding their caretakers.
- **An Estate-wide approach:** The cleaning service is one of a number of services that are delivered across our communal sites alongside teams including grounds maintenance, repairs and community safety. Joining up these services is key to ensuring high outcomes for our housing communities and neighbourhoods. The specification includes new requirements for effective joint-working including identified easy communication channels and points of contact and data sharing where relevant to support cross-channel interventions.
- **A partnership with residents** – Recognising this as a key component of the proposed 'Transparency, Influence and Accountability Standard' the specification outlines the expectation of high levels of resident engagement and interaction. This includes active and meaningful participation in more formal and regular resident representative groups, but beyond this more practical day-to-day working with residents e.g. small task and finish/working groups to resolve specific issues, leading related community events proposed by residents (e.g. community litter picks) and up to date information in accessible locations on completed and upcoming work.

There will be numerous ways in which residents are enabled and encouraged to feedback on, report any issues with, and help shape, the service including through:

- Standard resident engagement channels including Tenants and Residents Association meetings, Housing Reps Forum and Sheltered Housing Forum (which the Contractor will be expected to attend)
- Dedicated contact points via e-mail, phone and Housing Officers
- Specific and ad-hoc joint working groups between residents and the Contractor
- A widely publicised complaints and feedback process
 - Annual Tenant satisfaction measures and interim targeted resident feedback gathering

An Estate-wide approach: The cleaning service is one of a number of services that are delivered across our communal sites alongside teams including grounds maintenance, repairs and community safety. Joining up these services is key to ensuring high outcomes for our housing communities and neighbourhoods. The specification includes new requirements for effective joint-working including identified easy communication channels and points of contact and data sharing where relevant to support cross-channel interventions.

Reasons for Decision

18. A cleaning service solution is required to be in place following the end of the current contract in May 2025. A competitive tender with negotiation is deemed to be the most appropriate procurement route to appointing a contractor to deliver this service.

Contract Specifications Summary

19. The contract will be to deliver cleaning and associated tasks across housing land to ensure clean and safe shared areas for our residents.
20. The contract will run for five years with the option of up to two years extension. This is deemed to be long enough to provide stability and embed a high performing service, whilst enabling a thorough service review in, at maximum, seven years' time to reflect any changes to the service landscape.
21. The contract is structured on the council's high value contract template.

Procurement Route Analysis of Options

22. There are a number of options as to how the procurement exercise for this service could be conducted. As the value of the service is above threshold it will need to be carried out in line with the procurement regulations. The options considered are:

Option 1: Open tender

23. An open tender would enable a wide range of bidders to submit a full tender.
24. However, given the size of the contract, this is likely to be a substantial tender with large amounts of information and method statements required. An open tender may deliver too many bids without a rigorous initial quality screening, and council resources will not be used efficiently in evaluating numerous large bids.
25. It also does not provide any opportunity to negotiate on the bids to produce innovative solutions to ensure best value and make sure the service offer best reflects the requirements.

Option 2: Restricted tender

26. A restricted tender would enable an initial quality screening through a selection questionnaire and then a set number of tenders invited from the highest performing bidders.
27. This would ensure effort is focused on the highest performing bidders and enable a thorough full tender exercise. However, as above there would be no opportunity to scrutinise the tenders with the ability to negotiate on certain points to foster innovative solutions to ensure best value.

Option 3: Competitive tender with negotiation (recommended)

28. This is an extended version of the restricted procedure outlined above with the additional benefit of a negotiation stage. This means the council will be able to scrutinise the initial tenders submitted and hold negotiation sessions with the bidders prior to the submission of final tenders.
29. This is the recommended option to ensure that the final bids submitted best reflect the requirements of the service and deliver innovative solutions to ensure best value, given the fact this is a large, high value and strategically important contract, and needs to effectively reflect resident expectations and legislative requirements.
30. The negotiation process will enable exploration of more innovative operational delivery models and material and equipment solutions to deliver best and added value and ensure sustainability of service.

Market Analysis, Local Economy, and Social Value

31. This is a well-developed market with a number of large providers who deliver similar service provision for other local authorities or housing associations.
32. A market engagement exercise carried out in January 2024 has helped to sense check the specification and costings, as well as generate interest amongst providers and prepare them for the tender launch. Feedback will be used to make any required further changes to the specification.
33. As a large service it is likely that only large providers will be able to deliver on the requirements of the workforce and service delivery.
34. The initial procurement exercise had 5 bidders complete the Selection Questionnaire stage, and we anticipate interest would be similar on this occasion.
35. The procurement exercise will include social value within the evaluation criteria with bidders expected to outline their quantitative commitments and explain how they will meet these.
36. The service will aim to generate maximum social value returns from the bid. Accorded 20% of the evaluation weighting this will incentivise bidders to deliver high levels of social value commitment, alongside the nature of the contract, which is high value and relatively long-term, supporting the ability to effectively deliver social value.

Risk Assessment and Proposed Mitigations

37. The key risks of the proposed procurement approach are as follows:

Risk	Mitigation
Timescales for procurement are tight and do not leave room for delays	Strong project management approach with a dedicated operational board to oversee the project at all stages. Alerting relevant teams and individuals in advance of upcoming deadlines to be met.
Bidder concern about the procurement being closed again prior to completion and award	Effective market engagement prior to tender launch to explain the reasoning around the relaunched procurement exercise and provide assurance on the project.
Negotiation phases do not deliver genuine innovation in bids	Four-month period dedicated to negotiation to enable time for this to be effective and issues to be adequately addressed and drilled in to with bidders.
Bids returned are substantially over cost estimates given recent economic instability	An early market engagement event will sense check broad costing assumptions.
Bids delivered do not meet service or resident expectations	A clear service specification which is unequivocal in its requirements and effective use of the negotiation stage to clarify points of requirement. Residents have informed the specification and approved KPIs through the Housing and Estates Working group. Residents representatives will feed into the evaluation of the resident engagement element of the tender.
Low numbers of bids	The tender is an attractive one as a large, long-term service. Sufficient interest in the initial procurement would suggest that this contract is of interest to providers and there will be a suitable number of bids received.

Timetable

38. The below is an anticipated timetable for the tender process:

Key Decision Entry (Strategy)	14 December 2023
Contracts Assurance Board (Strategy)	20 December 2023
Market Engagement	January 2024
Cabinet Sign off (Strategy)	15 April 2024
Find a Tender Service Notice	22 April 2024
SQ closing date for submissions	23 May 2024
SQ Evaluation	26 May–11 June 2024
Issue SQ outcomes	16 June 2024
Standstill period	17 June – 28 June 2024
Initial tender stage	01 July– 11 July 2024
Initial tender evaluation	14 July–29 July 2024
Negotiations	31 July –31 October 2024

Final tender stage	01 November–11 November 2024
Evaluation of Tenders	14 November – 29 November 2024
Key Decision Entry (Award)	3 December 2024
CAB (Award)	4 December 2024
SLT/Cabinet Member (Award)	20 Dec 2024
Find a Tender Service Contract Award Notice	6 Jan 2025
Standstill period	7 Jan – 16 Jan 2025
Contract engrossment	Jan 2025
Contract mobilisation and implementation	17 January – 11 May 2025
Contract Commencement date	12 May 2025

Selection and Award Criteria

39. The intention is to deliver a competitive procedure with negotiation which will incorporate the following stages:

1. Selection Questionnaire to test minimum standards of bidders.
2. Invitation to Submit Initial Tender – to assess cost and quality.
3. Negotiation stage – to focus on specific areas of bids and work with bidders to improve offers and identify areas to innovate in terms of service delivery.
4. Invitation to Submit Final Tender – final assessment of cost and quality.

40. At each stage there will be limits to the number of bids invited through to the next stage as outlined below:

Selection Questionnaire	Unlimited
Invitation to Submit Initial Tender	Up to 5 bidders invited to this stage
Negotiation Stage	Up to 3 bidders invited to this stage
Invitation to Submit Final Tender	Up to 3 bidders invited to this stage

41. The Selection Questionnaire will predominantly be pass/fail with some additional technical ability questions which will be scored. Bidders will be ranked and up to 5 bidders (dependent on numbers of bids submitted) will be invited to submit an Initial Tender.

42. The tender exercise will be evaluated on a 60% quality, 40% price basis, to ensure high quality offerings. Bidders will be ranked and up to 3 bidders will be invited to the negotiation and final tender stage.

43. Social value will be evaluated at 20% of the overall bid as per the council strategy. This will be split between the quality (10%) and commercial (10%) evaluations.

44. The quality evaluation criteria will be as follows:

Staffing and resources	20%
Mobilisation and exit strategies	8%
Vehicles, plant and equipment	9%
Service delivery specifics	20%
Understanding the council's vision	15%
IT and Systems	3%
Performance Management	8%
Social Value	17%

Contract Management

45. There will be a strong contract management mechanism in place with the contract managed by the Head of Estates Services, with escalation to the Assistant Director of Place Services and Director of Housing as required.
46. A dedicated Operational Board has been created to oversee the procurement project at all stages, which includes senior management in Procurement, Finance and Legal services. The board reviews all procurement documentation including the specification, tender questions, KPI's and monitoring arrangements to be included in the procurement of new contract.
47. The Estates Services Team in addition has a dedicated Quality and Performance Manager and Client Officers to support with the performance management of the contract through regular quality inspections, spot checks and review of contractor provided information and resident feedback which will allow housing and street environmental services to align together. Housing will discuss further with colleagues in the Environment Department.
48. The key performance indicators have been reviewed and revised for the updated specification and include the following:

KPI	Yr 1 Target	Yr 3 Target	Performance failure points
Quality inspections rated as a pass	92%	95%	1 point for every 2% below threshold
Resident satisfaction*	80%	92%	1 point for every 1% below threshold
Complaints received in proportion to sites cleaned	<5%	<3%	1 point for every complaint received over the threshold for that month
Flytips removed/reported within 1 day	95%	95%	1 point for every 5% below threshold
Graffiti removal to time	95%	95%	1 point for every 5% below threshold
Chutes cleared within 1 working day	95%	95%	1 point for every 5% below threshold
Incident and Accident reporting	100%	100%	1 point for every 5% below threshold
Sickness and vacancy tracker	100%	100%	1 point for every day late

provision			the tracker is provided
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*Based on the annual Tenant Satisfaction Measures

49. The targets set for the KPI's are designed to be stretching for the Contractor, and represent a high standard of overall service performance, whilst remaining realistic and ensuring the commercial viability of the Contract.
50. All compliance related targets are set to 100%.
51. Resident satisfaction is a key factor in performance management. This is reflected in the fact that customer satisfaction is an incentivised KPI in this contract and the Service Provider should be aware of this when preparing their tenders. Each KPI has associated performance penalty points linked to a financial penalty for failure to meet expected targets. 1 Performance failure point equates to a £250 penalty. Penalties will be documented monthly and recouped annually from the Contractor.
52. These will be monitored through formal monthly contract management sessions which will include input from the procurement team. The Contract Management Team will be responsible for completing the quality standard inspections. In the new contract we will increase this frequency from 6-weekly to monthly and we will continue to use a housing software system which notifies us when a client officer has not complied with their 4-weekly inspection. This oversight will enable us to respond accordingly. The inspection technology also allows the client officer to send failures over to the contractor instantly for resolution.
53. Under the new procurement regulations due to be implemented in October 2024 this contract will require 3 KPIs to be published publicly on an annual basis. The current consideration is that these KPIs will be Quality inspections passed, resident satisfaction and complaints received – however this is subject to final agreement following an early market engagement exercise with suppliers.
54. Complaints and concerns raised by service receivers will be responded to as per H&F's complaints process. The specification will require the winning contractor to comply with this process to satisfactorily respond and resolve customer concerns. The Estates management team through contractor meetings will identify areas of concern and develop action plans in conjunction with residents to raise resident satisfaction and be in line with consumer standards expectations.
55. Social value commitments made within the tenders will form part of the final contract and the provider will be contractually obliged to deliver against these.
56. Annual uplifts will be included within the tender at either CPI or 3%, whichever is the lowest.

Equality Implications

57. There are no negative equality implications noted from completing the impact assessment. Having an effective cleaning service should ensure that communal areas remain clean, safe, and free from potential hazards, which could disproportionately affect residents who have reduced mobility/stability and are at a greater risk from falls.

Risk Management Implications

58. There are no additional risks in addition to those covered above.

Jules Binney, Risk and Assurance Manager, 3 April 2024.

Climate and Ecological Emergency Implications

59. An updated service specification for this contract will have an increased focus on sustainability. This will include a requirement to have an electric fleet in place of petrol/diesel vehicles within the first two years and to reduce vehicle usage where possible (e.g. through geographic patches, greater sharing of vehicles etc), and electric/battery powered equipment where applicable.

60. Bidders will also be assessed on their general approach to sustainability, in terms of sourcing materials and equipment and how the lifespan of these are maximised through regular care and maintenance to ensure minimal replacement.

61. Use of cleaning products/chemicals will be required to be as environmentally friendly as possible whilst still being appropriate for the services required.

62. Whilst social value commitments will not be prescribed within the tender it is likely that some commitments will relate to supporting climate friendly initiatives and projects across estates.

63. The West London Low Carbon Charter will be included within the contract documents for adherence to, and relevant net zero strategies by the contractor will be shared with the council.

Completed by Emma Lucas, Commissioning Lead 23 November 2023.

Verified by Jim Cunningham, Climate Policy & Strategy Lead, 4 April 2024.

Local Economy and Social Value Implications

64. It is a requirement that all contracts let by the council with a value above £100,000 propose and commit to social value contributions that are additional to the core services required under the contract. These contributions must amount to at least 10% in value of the price of the contract proposed.

65. Paragraph 36 specifies that this will be a competitive tender, the social value proposal will account for 20% of the overall score for each bidder but doesn't require a minimum 10% quantity of social value.

Verified by Paul Clarke, Social Value Officer, 3 April 2024

An Improved Consultation Engagement Programme with Residents

66. Resident consultation has taken place to inform the specification development, understanding residents' experiences of the current service and their expectations of the service moving forward. Housing will now undertake an additional resident engagement to address residents' concerns on the current cleaning contract.

67. An initial consultation specifically on the caretaking service was carried out in Summer 2022. This was sent to all residents and the council received responses from 1,030 residents. Housing will review this consultation and will discuss further with residents to ensure the new specification is in line with residents' expectations.

68. In addition, the Housing and Estates Working group and Housing Reps Forum have been regularly consulted over the last 18 months on the design of the service and the specific development of the tender, including:

- a. Approval of KPIs included within the tender
- b. Setting the resident engagement question within the tender (which will additionally be evaluated by resident representatives)

69. Examples of where the specification has been updated specifically in response to resident feedback includes:

- Increasing frequency of scheduled cleans in specific areas.
- Expectations to cover absence within a shorter timeframe than presently.
- An enhanced service for sheltered housing

LIST OF APPENDICES

Exempt Appendix 1: Further financial and commercial information.