

SHEPHERDS BUSH HOUSING GROUP 

CREATING THE BEST DLO

Greg Birch
Director of Property Management

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Background

- SBHA was formed in 1968.
- 5000 units in management.
- 70% stock Victorian or Edwardian properties poorly converted into flats in the 1970/80s.
- Mix of family, supported housing, leasehold and temporary accommodation.
- Operate in a small geographical area: 9 west London boroughs.
- £3.5m responsive maintenance budget, 12,000 repair orders and 300 voids pa.

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Partnering to Joint Venture

- Partnering Panel set up in 1997
- CMS became our sole repair/void contractor in Jan 2007
- Contract had developed into a successful partnering agreement, but needed a step change to substantially improve the service.
- Agreed to retain CMS as the sole provider of the responsive maintenance service and (1) transfer the call handling to the contractor, (2) jointly procure a repairs management system and (3) move to an open book fixed price framework
- CMS took responsibility for gas servicing and repairs in 2008.

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Step Change

- Stay the same – improvements to the service would be too slow and rely on the contractor too much
- DLO – no in-house expertise to start from scratch and too expensive to buy a company
- Joint Venture Company – retain control of service delivery, but benefit from commercial expertise

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Joint Venture Company

- Formal LLP legal agreement between CMS and SBHA
- Original NHF contract still used as a guide
- SLA between Domus and SBHA
- Domus Board has three SBHA Directors and two CMS
- In SBHA VAT group - SBHA fee greater than fee charged by CMS (benefits test)

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Benefits for SBHG

- Integrated audit process.
- Client role retained.
- National benchmarking undertaken.
- Greater control over the operations of the LLP for SBHA benefit.
- The ability to develop and build the LLP over time.
- A closer relationship on training, finance, HR and IT support that strengthens and improves service.
- Financial security to CMS in the long term arrangement.
- Savings on vat for labour.
- Only small capital injection needed.
- Staff transferred through TUPE

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Benefits for Residents

- Smooth transition from contractor to DLO service
- Improved satisfaction with the repairs service
- Full access to the repairs desk from 8.00am until 10.00pm
- Expanded repairs service (handyman, adaptations, sound reduction)
- Real time information through mobile working
- Residents Service Improvement Panel and Maintenance Forum monitor and influence the service

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