

Soft Market Testing Advertisement

**July 2023**

# **1** **Introduction**

## The purpose of this soft market testing questionnaire in this case is where Golden Lane Housing seeks input from the market as to what might be the most potentially attractive way of packaging a future procurement opportunity. Golden Lane Housing is at an early stage in the development of its approach and is testing the market prior to formulating any formal procurement opportunity.

## This exercise will also provide an opportunity for Golden Lane Housing to obtain insight into how potential providers might approach the delivery of the works in question. It also gives useful early insight into the likely level of interest in a proposed project from the market.

## Potential bidders will not be prejudiced by any response or failure to respond to the soft market testing. Potential bidders must also note that a response to this notice does not guarantee an invitation to participate in this or any future procurement that Golden Lane Housing may conduct, nor that Golden Lane Housing will procure any such works or accepts any proposals offered. Any procurement of the supply and services by Golden Lane Housing will be carried out strictly in accordance with the Public Contracts Regulations 2015 (PCR 2105).

## There are two potential procurement options being explored as part of this soft market testing exercise:

## **Option A:** Repairs, Compliance and Planned Works Contract with Golden Lane Housing

## **Option B:** Repairs, Compliance and Planned Works Contract with Golden Lane Housing and an additional Housing Provider.

## Further details on the options are provided later in this document.

## The deadline for the submission of the questionnaire is Friday 15th September. Questions relating to this Soft Market Testing questionnaire should be sent to [GLHtenders@arkconsultancy.co.uk](mailto:GLHtenders@arkconsultancy.co.uk)

## **Golden Lane Housing**

Golden Lane Housing was established by Mencap as a housing charity in 1998 to address the shortage of quality housing options for people with a learning disability and registered as a housing association with the Regulator of Social Housing in 2015.

On the 1st April 2022, Golden Lane Housing demerged from Mencap and officially became a standalone housing association. Golden Lane Housing manages circa 1,371 homes (owned, managed and leasehold) across England, Wales and Northern Ireland and has an annual turnover of £29m.

Golden Lane Housing’s corporate plan, ‘Our Plan’ is divided into five strategic goals to achieve an overall corporate vision, ‘Everyone with a learning disability or autism has opportunities to access good quality housing that meets their needs’.

The goals;

## **Goal One:** Improving services and communication, increasing tenant satisfaction;

## **Goal Two:** Investing in good quality, safe, environmentally friendly homes;

**Goal Three:** Housing more people in new quality supported housing across more diverse communities;

**Goal Four:** Strong finances with best use of our money and resources;

**Goal Five:** Working together by involving our tenants, being a great place to work and influencing housing and welfare policy.

Golden Lane Housing is an ambitious housing association with a social purpose. We employ around 125 people, and provide homes to around 2,300 people across England, Wales and Northern Ireland.

Our people are very driven to help people with a learning disability or autism find and enjoy a suitable, safe home with advice and housing.

## **Additional Housing Provider**

We are a national registered provider of social housing, with a varied, low density, dispersed stock base across the UK, maintenance services are currently provided by a single responsive and planned maintenance contractor, with separate contracts in place for specialist works, particularly those with a compliance element.

Our properties fall into two main types, accommodation for Key Workers, comprising about 300 units over 3 clusters, and specialised supported living for people with a learning disability, autistic people and those with a mental health condition, comprising about 3,300 units across Scotland and England. Our keyworker accommodation is subject to different contractual response times due to our arrangement with the NHS Trust, the maintenance service there is supported by a team of directly employed caretakers

We are focused on quality and are committed to working with autistic adults, those with learning disabilities, their families, and advocates to provide high-quality, accessible homes where people can live happily with support. We work closely with commissioners, health bodies, care/support providers, and local authorities to design housing solutions and provide homes for our tenants that meets their needs. As such, our stock portfolio is geographically dispersed and varied in style and specification of physical property components to suit the individual needs of our tenants.

The specialised supported housing allows people with high support needs to live outside of a hospital setting, we provide homes that allow people with challenging behaviours to live independent, fulfilled lives with the necessary support.

## **2** **Scope**

This document is intended to be use as informational purposes only to illustrate Golden Lane Housing’s and the additional Housing Provider’s services requirement and geographic spread of stock portfolio.

This information contained within is intended to provide an overview of how Golden Lane Housing and the additional Housing Provider could potentially move forward in its procurement of their repairs, planned works and compliance workstreams.

Both Golden Lane Housing and the additional Housing Provider need their service to be provided by a contractor that understands the needs of their tenants and can work with them to provide the high-quality service that their tenants deserve.

The specialised housing provided by Golden Lane Housing and the additional Housing Provider requires their repairs priorities and expectations on their operatives and contractors to be higher than a traditional general needs contract.

**3** **Contract Options**

## The following two potential procurement options being explored are:

## **Option A:** Repairs, Compliance and Planned Works Contract with Golden Lane Housing

## **Option B:** Repairs, Compliance and Planned Works Contract with Golden Lane Housing and an additional Housing Provider.

Golden Lane Housing are interested in the Soft Market Testing for all the workstreams for all their properties across all their geographical locations.

The additional Housing Provider are interested in the Soft Market Testing for the maintenance service for their properties outside of their core area, where maintenance services are currently provided by a single responsive and planned contractor, with separate contracts in place for specialist works with a compliance element.

Both option A and B will contain all the following workstreams for all the required geographical areas:

**Planned Investment Works:** (Kitchens, Bathrooms, Heating & Hot Water Systems, Windows, Doors, Electrical Works (Re-wires, board change) External Works and Roof & Roofline Replacements)

**Responsive Repairs:** (Fire, Heating & Hot Water, Drainage, Electrical, Appliances, Asbestos, Flooring, grounds Maintenance, Roofing, Specialist Equipment, Decoration, External Works and Complex Repairs)

**Void Works:** (Void Repairs)

**Compliance Repairs and Servicing:** (Legionella Risk Assessments, Cold Water & TMV testing and remedial works, Asbestos Management Surveys, Reinspection Surveys, RND Surveys and remedial works, EICR Testing and remedial repairs, PAT Testing, Gas Servicing & Repairs, Oil Boilers servicing and remedial repairs, LPG/Kerosene Servicing and remedial Repairs, Specialist Equipment (Passenger Lifts, LOLER Aids and Adaptations) Servicing, maintenance and remedial repairs.

**Cyclical Maintenance:** (Cyclical Decorations)

**Aids and Adaptations:** (Supply and Installation)

**Energy Performance:** (Energy Performance Certificates)

**Out of Hours Call Services:** (Out of Hours call handling Service)

**Fire Safety:** (Fire Risk Assessment Remedial Works, Carbon Monoxide Alarms Supply and Installation, Emergency Lighting Servicing and Maintenance, Fire Alarm Systems including smoke detection Servicing and Maintenance)

**Estate Services:** (Trees, Communal Cleaning, Window Cleaning and Grounds Maintenance)

Golden Lane Housing are aware that elements of these services will potentially be subcontracted, however there are greater efficiencies for having one main contractor oversee all the services across their geographical spread. Therefore, Golden Lane Housing is interested in how a contractor could support providing all the workstreams to meet all the potential contract requirements.

Any potential procurement exercise that does proceed in line with the Contract Options outlined above could expect tender issue in December 2023 with an aim to award in May/June 2024.

## **5** **Cost Model**

Golden Lane Housing are anticipating the below pricing models for the different work services and would like feedback on the potential cost models that Contractors would like to see for both Contract options:

|  |  |
| --- | --- |
| **Workstream** | **Potential Cost Model** |
| Planned Investment works - Kitchens, Bathrooms, Heating & Hot Water Systems | Basket Rates |
| Planned Investment works - Windows, Doors, External Works and Roof & Roofline Replacements | Price per property based on measured surveys |
| Planned Investment Works - Electrical Works (Re-wires, board change) | Price per property based on archetypes |
| Responsive Repairs | Open Book Cost Model |
| Void Works | Open Book Cost Model |
| Compliance Inspections - Legionella Risk Assessments, Asbestos Management Surveys, Reinspection Surveys, RND Surveys, Energy Performance Certificates | Price Per Assessment |
| Compliance Servicing - Cold Water & TMV testing, EICR Testing, PAT Testing, Gas Servicing, Oil Boilers servicing, LPG/Kerosene Servicing, Specialist Equipment (Passenger Lifts, LOLER Aids and Adaptations) Servicing. Fire Safety - Emergency Lighting Servicing, Fire Alarm Systems (including smoke detection) Servicing | Price per service per component based on required frequency in order to maintain compliance |
| Compliance Repairs a g - TMV remedial works, Asbestos Remedials, EICR remedial repairs, Gas Repairs, Oil Boilers remedial repairs, LPG/Kerosene remedial Repairs, Specialist Equipment (Passenger Lifts, LOLER Aids and Adaptations) maintenance and remedial repairs. Fire Safety - Fire Risk Assessment Remedial Works, Carbon Monoxide Alarms Supply and Installation, Emergency Lighting Maintenance, Fire Alarm Systems (including smoke detection) Maintenance | Open Book Cost Model/Quoted Works |
| Cyclical Maintenance | Open Book Cost Model |
| Aids and Adaptations | Open Book Cost Model |
| Estate Services - Trees, Communal Cleaning, Window Cleaning and Grounds Maintenance | Hourly rate and time required per site |

## **6** **Stock Profile**

## **Golden Lane Housing**

Golden Lane Housing manages circa 1,371 homes, occupied by tenants across England, Wales and Northern Ireland. The majority of Golden Lane Housing stock is made up of houses and flats.

|  |  |
| --- | --- |
| **Asset Type** | **Number** |
| Flat | 576 |
| Bungalow | 292 |
| House | 501 |
| Offices | 2 |

Within Golden Lane Housings portfolio there is a mixture of property types, these include, leased, managed, Owned freehold, Owned leasehold and shared ownership.

|  |  |
| --- | --- |
| **Property Type** | **Number** |
| Leased | 843 |
| Maintenance Only | 2 |
| Managed | 2 |
| Owned Freehold | 452 |
| Owned Leasehold | 67 |
| Shared Ownership | 3 |
| Commercial/Offices | 2 |

## **Additional Housing Provider**

The additional Housing Provider owns and manages nearly 12,000 homes. They have 7,000 properties in their core area and 5000 properties outside of their core area. The majority of the additional Housing Provider stock is made up of Flats, Houses and bungalows.

|  |  |
| --- | --- |
| **Asset Type** | **Number** |
| Flat | 878 |
| House | 579 |
| Bungalow | 328 |
| Other | 22 |

Within the additional Housing Providers portfolio there is a mixture of property types, these include, owned freehold, owned leasehold, NHS keyworker and managed (no repairs) properties.

|  |  |
| --- | --- |
| **Property Type** | **Number** |
| Owned Freehold | 835 |
| Owned Leasehold | 478 |
| NHS Keyworker | 306 |
| Managed (No repairs) | 188 |

**7**  **Stock Geography**

## **Golden Lane Housing**

## Golden Lane Housings portfolio is located in England, Wales and Northern Ireland. The properties are divided into five regions, they are Northwest, Northeast, Southeast, Southwest and Northern Ireland.

|  |  |
| --- | --- |
| **Region** | **Number** |
| Region 1 - Northwest | 167 |
| Region 2 - Northeast | 463 |
| Region 3 – Southeast | 469 |
| Region 4 – Southwest | 252 |
| Northern Ireland | 20 |

## **Additional Housing Provider**

## The additional Housing Providers portfolio is located in England, Wales, Scotland and Northern Ireland. The properties are divided into five regions, they are Northwest, Northeast and Scotland, Midlands and Southeast, Southwest and Northern Ireland.

|  |  |
| --- | --- |
| **Region** | **Number** |
| Region 1 - Northwest | 354 |
| Region 2 - Northeast and Scotland | 170 |
| Region 3 – Midlands and Southeast | 1212 |
| Region 4 – Southwest | 70 |
| Region 5 – Northern Ireland | 1 |

The additional Housing Provider are planning to expand mainly, but not exclusively in areas they already work in.

## **Property Map**

Please use the link below to be directed to a Google map that details the location of both Golden Lane Housings and the additional Housing Providers property portfolios:

<https://www.google.com/maps/d/u/1/edit?mid=17Y59Qk94pJMRcYA9tEPjio7glYY9b4U&usp=sharing>

## **8** **It Requirements**

## **Golden Lane Housing**

## The Contractor’s IT system will be expected to provide an effective two-way IT based information sharing system for the purposes of recording interactions, sending details of Orders, managing Orders, job history, job status updates, updating notes, requesting and receiving payments other financial management processes, updating component lifecycle information and providing updated cyclical services, updating compliance information and uploading compliance certification as a minimum.

Golden Lane Housing currently utilises a portal provided by its Asbestos contractor to hold all asbestos information. Access to this is provided to all contractors and can be accessed either prior to attending site through their website or whilst onsite by the scanning of a QR code on a smart phone or tablet, this QR code automatically provides the management survey for the property. A similar system would be expected to be provided by the contractor.

The current ICT systems Golden Lane Housing uses are:

|  |  |
| --- | --- |
| **Name of Application** | **Purpose of Application** |
| MIS Active H Asset System | CRM system, Logging and Processing of repairs, gathering and updating compliance data. Contractor web portal (allowing contractor access and update data) |
| CORGI Compliance Document Management System (CDMS) | Gather, analyse and manage their gas and electrical compliance documents |
| Unit 4 | raise purchase orders, process and pay invoices |

In the next 5 years Golden Lane Housing will be looking at the below projects:

* Active H system - improving the way data and compliance information is relayed to our users and third-party contractors. With improvements to the Contractor Web Portal, dashboards internally to see outstanding works orders and compliance cases.
* Diary Resource Planner - to improve the resourcing of our staff.

## **Additional Housing Provider**

The Contractor’s IT system will be expected to provide an effective two-way IT based information sharing system for the purposes of recording interactions, sending details of Orders, managing Orders, job history, job status updates, updating notes, requesting and receiving payments other financial management processes, updating component lifecycle information and providing updated cyclical services, updating compliance information and uploading compliance certification as a minimum.

The current ICT systems the additional Housing Provider uses are:

|  |  |
| --- | --- |
| **Name of Application** | **Purpose of Application** |
| QLX | Housing Management – Tenancy, Arrears, Rents, Voids, Repairs, ASB, CSM |
| Keystone | Asset Management |
| Xmbrace | Appointment Management |
| Integra II | Financials |
| 1st Touch | Mobile CRM |
| C365 | Compliance Management System |

## **9 Additional Data**

## Data been provided as supplementary information in addition to the Soft Market Testing Questionnaire with the intention to provide an indicative overview of Golden Lane Housing and the additional Housing Provider’s workstream requirements, levels of spend per workstream and stock locations.

## The deadline for the submission of the questionnaire is Friday 15th September. Questions relating to this Soft Market Testing questionnaire should be sent to [GLHtenders@arkconsultancy.co.uk](mailto:GLHtenders@arkconsultancy.co.uk)

## **ARK Consultancy Limited**

## **July 2023**