

## For More Information

A website toolkit incorporating the results of all Housing Forum work, and how to get involved is being developed on the Housing Forum website;

[www.thehousingforum.org.uk](http://www.thehousingforum.org.uk)

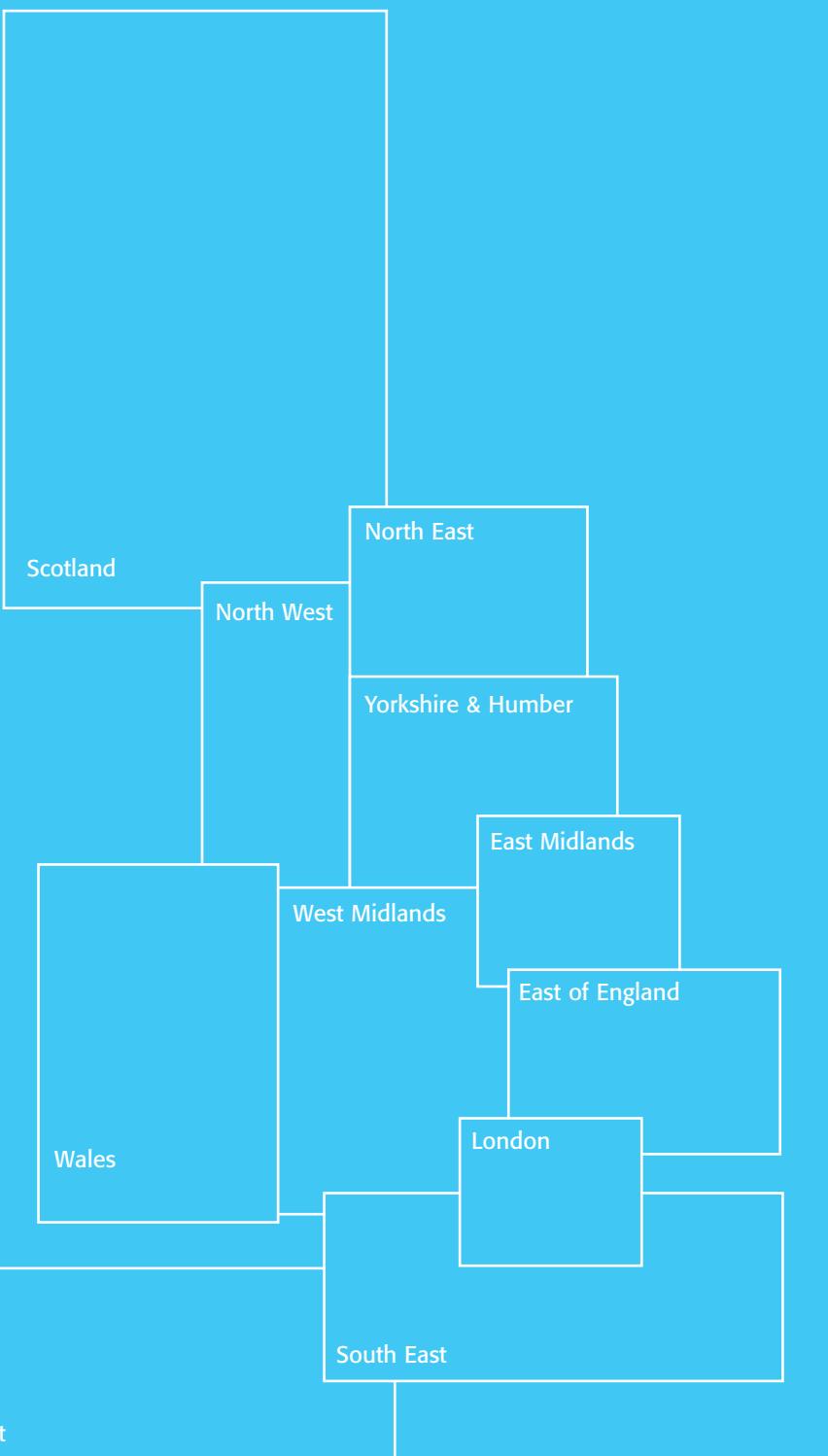
The toolkit is structured so visitors can access relevant information by theme and by type of organisation, linking to relevant demonstrations, case studies, reports and specific toolkits.

It will be updated regularly and it is envisaged that parts of it will be accessible to Housing Forum members only.

This leaflet and design of the Housing Forum website toolkit are the results of the work of the Housing Forum Regeneration and Sustainability Working Group;

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## The Housing Forum

Strategic Partnering in  
Regeneration & Refurbishment



Innovation ■ Best Practice ■ Productivity

# 10 essential factors of Sustainable Strategic Partnering in Regeneration and Refurbishment

## The Why, What and How to achieve better value for money

How to make the most of the £22 billion allocated in "Sustainable Communities: building for the future" to improve the nation's existing housing stock.



### Client Leadership

**Why?** Strong client leadership and partnering achieves cost effective delivery of the required outputs.

#### What are the issues to be addressed?

- All levels within the organisation must be signed up to making the strategic relationships work
- A clear set of objectives based on market intelligence, an assessment of need and local knowledge are essential
- Appoint a senior level innovation and partnering champion
- Adequate time must be available for training, team building and developing the partnering process

**How to start:** You will need to convince a variety of people who have only limited involvement in the project; auditors, elected members, legal departments etc. so gather information on the transparency and probity of similar projects and benefits realised by other clients.

### Partnering and Supply Chain Integration.

**Why?** Large sections of the industry are not involved at design stage, when key process management and product decisions are made, despite a willingness to participate by those in all parts of the supply chain, who also have a considerable contribution to make and the skills to do so.

#### What are the issues to be addressed:

- Early Engagement of the supply chain ensures materials are suitable for building design, delivery and storage.
- Engaging the supply chain will result in cost savings, improved product selection and higher levels of satisfaction.

#### What are the issues to be addressed?

- Incorporating other peoples existing knowledge into a partnerships decision-making process will improve the product.

**How to start:** Establish a no blame culture. This engenders trust in the partnering arrangement and will help break down barriers between the supply chain and contractors.



### Innovative use of Consultants

**Why?** Successful projects hinge on skilled and competent consultants working at all stages of a partnering project.

#### What are the issues to be addressed?

- Clients cannot abdicate their responsibilities by assigning quasi-management of the process to a Consultant.
- Identify and engage Consultants who are committed and skilled in partnering, this will eliminate delays, disputes and extra costs.
- Consultants and Clients both need to understand partnering prior to beginning negotiations on a partnering agreement.
- Establish an appropriate fee structure that rewards effective and efficient consulting work and will improve the end product.

**How to start:** Where several linked projects are proposed, it may be possible for several clients to appoint the same consultant, perhaps on the same agreement, this will help to reduce the cost of duplicated work.

### Engagement of Small Contractors

**Why?** Including small contractors in the regeneration of communities is a more sustainable approach to empowering the local community.

#### What are the issues to be addressed?

- Clients need to take the lead in promoting small contractors
- Clients should plan to include small contractors early and where possible as direct partners.

**How to start:** Establish a no blame culture. This engenders trust in the partnering arrangement and will help break down barriers between the supply chain and contractors.

**How to start:** Main Contractors can include small contractors as full partners, drawing on their local knowledge and experience of the community

### Customer Focus

**Why?** As proud as you may be of your organisation and your product or service, most customers only care about how well you can help them meet their wants and needs.

#### What are the issues to be addressed?

- Know the customers needs through detailed research
- Involve customers in a systematic and organised way
- Ensure you are able to process customer feedback into future designs and business plans

**How to start:** Customer expectations are higher than they have ever been, informing and educating tenants and residents on the processes involved and what they can expect will help manage those expectations during the works phase of a project.



### Whole Life Costing

**Why?** The importance of Whole Life Costs is illustrated by the Royal Academy of Engineering who found that the typical costs for owning a building are in the ratio of:

- 1 for construction costs
- 5 for maintenance costs
- 200 for building operating costs

#### What are the issues to be addressed?

**How to start:** With a 70/30 product/labour cost split, planning and programming effort has traditionally been concentrated on the 30% labour cost element. More long term efficiency savings could be made from exploring product costs.

**How to start:** Standardisation and pre-assembly may improve Whole Life Costs.

**How to start:** Use the same supply chain for initial capital costs, as well as programmed and responsive repairs programmes.

**How to start:** Ensure the property is worth spending money on by involving Housing Management and residents.

**How to start:** Develop a model that includes consideration of Whole life Costing at commitment to invest stage.



### Health and Safety

**Why?** The Construction Industry has the worst safety record of any other industry in the UK.

#### What are the issues to be addressed?

- Undertake a risk analysis of all construction activities.
- Health and Safety induction is essential and should be tailored to on-site needs.
- Develop a culture where wearing protective clothing, safety harnesses etc. is the norm.
- Protect visitors and the local community as well as on site workers.

**How to start:** Incentivise good health and safety practices, cash rewards, regularly replaced equipment and formal recognition will all help eliminate bad work practices

### Innovation in products and processes.

**Why?** 24% of all construction costs, (£17 Billion) is spent on housing repair and maintenance. Innovation will increase competitiveness in the marketplace and improve the end product

#### What are the issues to be addressed?

- Organisations need to create an environment where innovation is encouraged, rewarded and is part of the normal way of working.

**What are the issues to be addressed?**

- A stimulated environment occurs when partnerships understand risk, skills and capacity and political and governance issues.
- Reward innovators, this engenders loyalty and encourages people to suggest new ways of working.
- Modern Methods of Construction, now increasingly used in house building can be rolled out to Repairs and Maintenance components.

**How to start:** Network with others in the industry. Use industry contacts to share ideas and resources.



### Inclusion of Repairs and Maintenance

**Why?** Repairs and Maintenance are increasingly being included as part of the work package for long term partnering in the social housing sector.

#### What are the issues to be addressed?

- Repairs and Maintenance are key criteria customers use to assess the level of service they receive from their landlord.
- A customer care ethos, right first time attitude and tenant involvement will improve customer satisfaction.

**How to start:** Poor long term planning, repeat visits for inspections and low customer satisfaction can be improved if clients consider linking all their technical services, with the same asset surveyors responsible for new build, specification of works, hand over and subsequent planned maintenance works. They are then well placed to take a holistic view on whole life costs and how homes are used.



### Performance Measurement

**Why?** Measurement is the starting point for identifying action to increase productivity and develop innovation and best practice.

#### What are the issues to be addressed?

- Use the industry headline key performance indicators, established in 1999 to compare year on year performance against the industry average.
- The real value of measurement is achieved when the results are interrogated to identify areas to be addressed and fed back to generate increased efficiency and to incentivise the workforce.

**How to start:** Measure performance against these key performance indicators prior to innovation, the value of the innovation can then be assessed against the initial measurement.