

CHESHIRE EAST COUNCIL

REPORT TO: JOINT EXTRA CARE HOUSING MANAGEMENT BOARD

Date of Meeting: 12 May 2010
Report of: Sophie Middleton/Contract Manager – PFI Extra Care Housing
Subject/Title: Lessons Learned from Round 3 – Initial Report

1.0 Report Summary

1.1 The attached table of information has been submitted by Gleeds, CEC and CWAC's Technical Advisors for Round 3. It sets out the feedback obtained from the Lessons Learned workshop run to review the Round 3 Extra Care PFI Schemes. Much of this feedback will be used to inform Round 5 procurement and evaluation.

2.0 Recommendations

2.1 Members are requested to note this report.

3.0 Reasons for Recommendations

3.1 The planning for Round 5 schemes will be informed by the lessons that have been learnt from the operational Round 3 schemes. Information provided by the technical advisers is key to this process..

4.0 Wards Affected

4.1 Cheshire East Council: Poynton, Sandbach East and Rode

4.2 Cheshire West & Chester Council: Blacon, Sutton and Manor

5.0 Local Ward Members

5.1 Cheshire East Council

Poynton – Councillors Chris Beard, Howard Murray, Roger West
Sandbach East and Rode – Councillors Elsie Alcock, Rhoda Bailey, Andrew Barratt

5.2 Cheshire West & Chester Council

Blacon – Councillors Reggie Jones, Marie Nelson, Alex Tate
Sutton and Manor – Councillors Kimberley Anderson, Bob Crompton, Paul Donovan

6.0 Policy Implications including - Climate change - Health

6.1 Some of the lessons learned from the Round 3 Extra Care Housing Schemes will inform the Extra Care Housing Strategy.

7.0 Financial Implications 2009/10 and beyond (Authorised by the Borough Treasurer)

7.1 In developing the business case for Round 5 it will be important to take account of the financial impact of the lessons learnt from Round 3, for example adapting the units to cater for individual's physical needs or being able to cover the costs of the catering facility. These factors are being built into the business case and plans for Round 5, and importantly in the viability assessment of the new scheme.

8.0 Legal Implications (Authorised by the Borough Solicitor)

8.1 There will inevitably be some contractual changes as a result of the lessons learned during Round 3. There will also be an opportunity to improve some areas that have been questioned by the incumbent parties. Notwithstanding the success of Round 3, officers should not miss the change to develop the documentation. The fact that this procurement will be carried out under the competitive dialogue process will bring its own challenges.

9.0 Risk Management

9.1 None.

10.0 Background and Options

10.1 It was recognised early in the application process for Round 5 funding that learning the lessons from Round 3 would greatly enhance the Outline Business Case. This table has been submitted by the Councils' Technical Advisers, Gleeds, and was written following a meeting held in December 2009.

10.2 Since that meeting, further meetings have been held to explore some of the suggestions and criticisms in detail, concentrating on what actions can be taken to improve Round 3 as well as what lessons can be learned to inform Round 5. These results of these meetings will be reported to JECHMB in due course.

11.0 Access to Information

The background papers relating to this report can be inspected by contacting the report writer:

Name: Sophie Middleton
Designation: Contract Manager – PFI Extra Care Housing
Tel No: 01625 504344
Email: sophie.middleton@cheshireeast.gov.uk

Initial Listing of Lessons Learned from Round 3
(following a meeting held in December 2009)

Comments Received on R3 Scheme	Actions To Be Taken on R5
Design - Positive Areas	
Avoid institutional feel	<p>The 'base' documentation used to procure the R3 scheme has formed the basis of the R5 documentation drafted. This ensures the baseline expectations of bidders are set at a similar standard. There are some areas where this has moved on to keep pace with legislative and good practice changes – notably in the areas of sustainability.</p> <p>We are also aware that some of the positive aspects of the design borne out of the R3 scheme were as a result of the design development process that took place during dialogue. As many of these subjective aspects are difficult to capture in the Output Specification, it is intended to have a strategy in place for the same dialogue period on R5 to ensure similar quality is realised.</p>
Good wow factor	
Restaurants at all schemes good	
Design facilitates resident involvement	
Size of apartments good	
Dual access to en suite very good	
Design promotes independence	
Lots of good informal seating areas	
Progressive security very good	
Balcony areas good	
Interior designs well liked	
Kitchen windows on to "street" good	
Assisted bathrooms good (however see below)	
Automatic doors to communal areas good	
Games room good	
Design - Areas for Improvement	
Consider two craft rooms as take up generally very good	This could be considered however it is a cost issue. If, following submissions, there is affordability headroom then this will be considered for inclusion.
Location of assisted baths to be considered	This will be managed through the dialogue process.
Need to undertake better marketing within local community	More rigorous attention will be paid to the marketing strategy proposed by bidders, and a specific strategy will be requested. .

Comments Received on R3 Scheme	Actions To Be Taken on R5
No kitchens that are adapted (plus insufficient adaptations budget)	Consideration is being given to two options: <ul style="list-style-type: none"> • Pre-adaptation for a fixed number of kitchens (say 10%) for wheelchair users; or • A fit-out protocol between contractor and authority to enable final fit out of apartments to be done with reference to tenant needs (where an occupant has been identified).
Front doors too heavy	Sprinklers will be a requirement on the R5 scheme – this will allow lighter doors to be installed as a lower fire rating for the doors will be required.
Hob on/off indicator lacking i.e. don't know if hob is hot	Attention will be paid to the specification of the hobs proposed by bidders
Some apartments would benefit from baths	Showers will continue to be fitted as standard to meet the requirements of all users. The fit out protocol above could also be used to manage tenant preferences.
Position of sink in bathrooms too close to wc pan	The bathroom designs of bidders will be reviewed closely.
Need guest room in all developments	This could be considered however it is a cost issue. If, following submissions, there is affordability headroom then this will be considered for inclusion.
Need better management of allocations i.e. a greater proportion of high dependencies on ground floor	Once the preferred design is selected, the allocations protocol will be mapped onto the scheme.
Position of swipe readers for car parks poor	The final location of these will be scrutinised in the final designs.
Height of seating in some areas poor and seating should not be leather	The quality of finishes is being considered for a greater weighting in the evaluation to incentivise high quality finishing.

Comments Received on R3 Scheme	Actions To Be Taken on R5
Voice privacy not good helpdesk to lounge	Consideration is being given to a small interview room to allow private conversations to take place near reception. This is however a cost issue. If, following submissions, there is affordability headroom then this will be considered for inclusion.
Acoustics in village hall	The quality of finishes is being considered for a greater weighting in the evaluation to incentivise high quality finishing. This will include finishes to better manage acoustics.
Craft room would benefit from oven	This will be included on the requirements.
Distance from entrance of restaurant to servery	The precise layout of the restaurant will be scrutinised in the final designs.
Consider losing a pamper bath for an additional assisted bath	Pamper baths were a 'bonus' feature on R3. Work will continue to establish the demand for a second assisted bathroom.
Carpets in restaurant	The quality of finishes is being considered for a greater weighting in the evaluation to incentivise high quality finishing.
Till space on servery poor for wheelchair users	The precise layout of the restaurant will be scrutinised in the final designs.
Quantities of equipment in kitchen needs reviewing	Review underway and specification may change.
Positioning of coffee machine in servery to be reviewed	The precise layout of the restaurant will be scrutinised in the final designs.
Need in/out door servery to kitchen	The precise layout of the restaurant will be scrutinised in the final designs.
Size of bath in assisted bath too small	This was specified as a standard size, but will be reviewed.
No hoist access	Hoist access was not fitted as standard in R3,, but will be considered in R5.
Treatment rooms too clinical	The quality of finishes is being considered for a greater weighting in the evaluation to incentivise high quality finishing.
One accessible toilet to be tracked	Included.
Review gym equipment	Further consultation will be undertaken on this to establish optimum mix.

Comments Received on R3 Scheme	Actions To Be Taken on R5
Consider buggy store	This could be considered however it is a cost issue. If, following submissions, there is affordability headroom then this will be considered for inclusion.
More garden shade	It is expected that this will happen on R3 as plants/trees grow. More mature specimens to be used on R5.
Partnerships - Areas for Improvement	
Need more partners involved earlier	A similar stakeholder group to that used on R3 will be established for R5 – PCT and other partners invited on R3 but did not attend. Renewed efforts to be made on R5.
Get PCT onboard	
Allocations - Positive Areas	
Email panels good also round table – need to come up with hybrid of two	The allocations panel on R3 will also be used for R5.
Fast allocations	
Sales and shared ownership good	
Pets good	
Move in co-ordinators good	
Allocations - Areas for Improvement	
Consider extending 60 day period for high needs	Leaving accommodation open for a longer period is a cost issue, but efforts will be made to accommodate this.
Catering Contract - Areas for Improvement	
Earlier breakfast (from 8am)	These will be reviewed but they have a cost implication on a service already subsidised.
Later opening	
Setting realistic plan (including assumed losses in year 1)	
Flexibility in SLA	The use of Cheshire Business Services will be reviewed – a contract rather than SLA may be in place on R5.
Consider offering meal package to residents	These will be reviewed but they have a cost implication on a service already subsidised.
Local level care/catering meeting would be good	

Comments Received on R3 Scheme	Actions To Be Taken on R5
Better advertising	More rigorous attention will be paid to the marketing strategy proposed by bidders, and a specific strategy will be requested.
Internet access	
Service Delivery - Areas for Improvement	
Number of pendants insufficient	The telecare strategy 'emerged' through the R3 scheme and is under review for R5.
How do we get add ons	
Consider carving out telecare	
Need off site monitoring	
Contract monitoring need to be onboard earlier	
Reception opening times	Longer hours could be considered however it is a cost issue. If, following submissions, there is affordability headroom then this will be considered for inclusion.
OT referral system how we get adaptations through in a timely manner	The R3 scheme placed a massive demand on overstretched budgets due to the volume of people moving at once. To reduce this risk, a fund has been included in R5 to manage the peak demand in initial adaptations as people move into the new schemes.
Review adaptation policy/budget	