

# Town and Country Housing Group - Cost Management

Town and Country Housing Group (TCHG) is a housing association based within 22 local authority areas in Kent, Sussex, Surrey and South London, providing over 9,000 affordable homes to general needs residents in a wide range of housing, including key worker, shared ownership and specialist accommodation including a women's refuge, housing for people with learning and physical disabilities, and a hostel for ex-offenders. Following an initial Value for Money review, Impart links have been commissioned by TCHG to provide a range of Cost Management and Procurement Services for the Responsive Repairs and Voids Service.


In November 2011 Impart links were commissioned by Town and Country Housing Group to complete an initial value for money review on their historic responsive repairs and voids delivery. TCHG has been a victim of business failure by their long term contractor partner Connaught and their contingency plan of partnering with ROK resulted in the same fate.

The resultant appraisal of the actual cost of the historic service was then used in a cost benefit analysis of a potential future joint venture delivery. Impart links commission was extended to assist in the competitive dialogue procurement of the Joint Venture contractor, assist and project manage the mobilisation of the new repairs company and then complete quarterly cost and best value reviews of the service.

Impart links are currently providing the following services;

- Cost Benefit Analysis: Incorporating historic cost review of responsive repairs and voids delivery
- Competitive Dialogue Procurement: Assisting the procurement team to select the appropriate contractor
- Project Managing the Mobilisation Projects: Cost model, contract documents and the business plan
- Quarterly Commercial Reviews: Cost audits and best value review of the Joint Venture delivery

Cost Benefit Analysis: Incorporating historic cost review of responsive repairs and voids delivery




Competitive Dialogue Procurement: Assisting the procurement team to select the appropriate contractor

**Progress to date**

- Pre-qualification Questionnaire – 20 Contractors
- Invitation to submit Outline Solutions – 8 Contractors
- Invitation to Participate in further dialogue – 4 Contractors
- Invitation to Submit Detailed Solutions – 2 Contractors
- Preferred Bidder

The competitive dialogue process incorporated evaluation of the contractors detailed solutions including scrutiny of their 3 year JV detailed balance sheets and budgets



Project Managing the Mobilisation Projects: Cost model, contract documents and the business plan



Impart links managed the contract negotiations on behalf of TCHG including the maintenance contract, shareholders agreement and the articles of association. Impart links also Negotiated and formulated the cost model changing from a traditional Schedule of rates delivery to price per repairs and price per void. All work involved working with the shareholders to create the business plan including mission, vision and values, key drivers and joint venture structure and reporting protocol.

Quarterly Commercial Reviews:

Quarterly reviews are undertaken to assess the appropriateness and reasonableness of the actual cost in line with the cost model and to forecast the anticipated final cost and surplus. A review of the Joint Ventures compliance with the business plan objectives, key performance indicators and the promises made at tender is also completed.

