

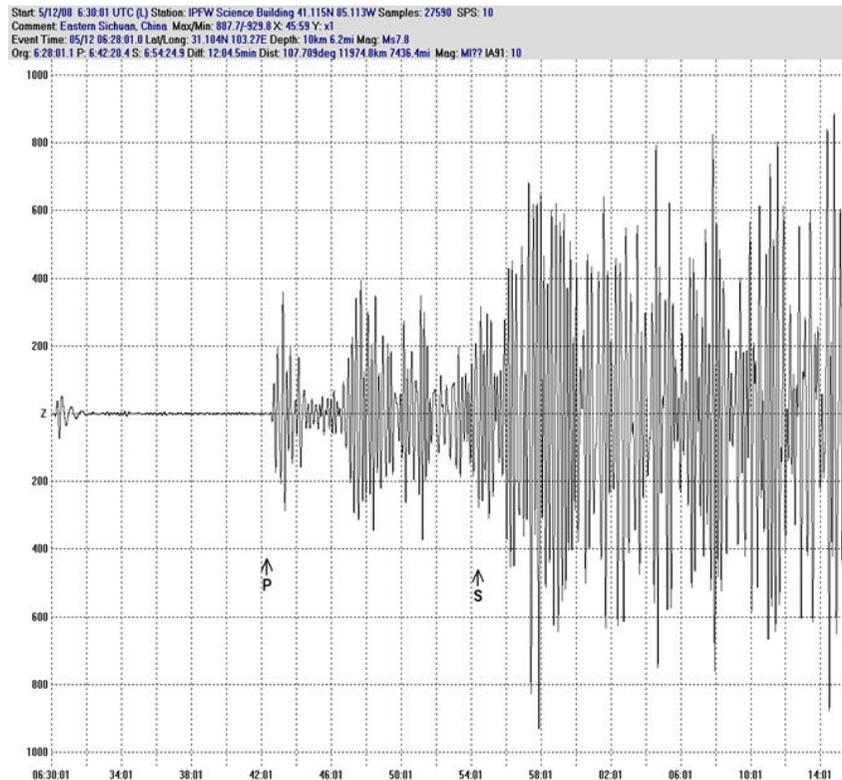
# Meeting the challenge - collaboration: different strokes

## Agency Managed Services

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**co-op**  
H O M E S

# What challenge?



## The Government ...

- Fundamental questions about role and future contribution of housing associations
- Strong belief we're simply not doing enough
- Not enough new homes, high cost services and 'fat cat' salaries
- Social housing supporting worklessness and benefit dependency
- Too many housing associations – 'big is beautiful'

# What does this all mean?

- We need to:
  - become leaner organisations, demonstrably able to compete with the larger associations on VFM and quality
  - consider alternative delivery models (e.g. mergers, acquisitions, collaborations and outsourcing)
  - continue to add value to our local communities and local authority partners
- Staying as we are is not an option
- Agency services are:
  - A viable alternative to mergers and can work independent of or alongside joint procurement
  - A potential long term partnership



# Why consider agency managed services?

- You retain independence:
  - Clear & transparent contract
  - Formal performance management framework
  - Retention of data ownership
- Maintains your sovereignty - keeps you in control of your assets and services
- It can be relatively quick to set up
- Provides a tailored service to meet your organisation's specific needs:
  - An experienced and skilled team at your disposal including access to specialist support e.g. H&S, Communications, IT and HR.
  - Back up for employee and contractor absences
  - 24/7 emergency cover
  - No employer's liability
  - Back office and / or front office services



# What are the likely concerns?

- Perceived loss of direct control
- The 'thin end of the wedge'?
- Employees' welfare
- Quality control
- Relationship with residents



# Any mobilisation issues?

- Is TUPE relevant?
- Requires:
  - a robust action plan
  - prompt transfer of data / information – preferably electronic
  - agreement on meeting dates, report deadlines and KPI's
  - agreement over initial length of contract, review and notice periods
- Site visits and introductory meetings between the two organisations
- Building up knowledge and trust



# The 'small print'

- What's included? (all inclusive, core services with potential additional services and fees or one-off support?) E.G:
  - Additional attendance at meetings
  - Minute taking
  - Third party costs such as court fees, membership fees for the Housing Ombudsman etc.
  - Assistance with investigations into complaints against the organisation, its officers, board members
  - Formal, tailored training
  - Development and maintenance of a long term financial model and asset management plan
  - Planned & cyclical maintenance contract scoping, procurement and management
  - Specialist support (e.g. health and safety) and project management



# The future...



## Over the next 5 years ...

- More organisations will take up agency services
- Preference for back office and specialist support services – but can be scaled up
- A credible alternative to mergers
- Improved VFM – links well with joint procurement
- Number of agency service providers will decrease as quality improves and scale increases

**Any questions?**

**Thank You**

