

CHIC CONFERENCE & EXHIBITION 2026

JOINING THE DOTS

MAIN STAGE

Chaired by: *Mark Easton*, Journalist

CHIC 



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& Exhibition

PART B

CHIC CONFERENCE & EXHIBITION 2026



JOINING THE DOTS

Building Safety Fact or Fiction

Chaired by: **Mark Easton**, Broadcaster

Amanda Long, CEO, CCPI

David Guy, Assistant Director, ARK Consultancy

Keith Plowman, Fire Engineer, Global HSE



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CODE FOR CONSTRUCTION PRODUCT INFORMATION



AMANDA LONG
Chief Executive, CCPI
Chair of the Board, CHIC

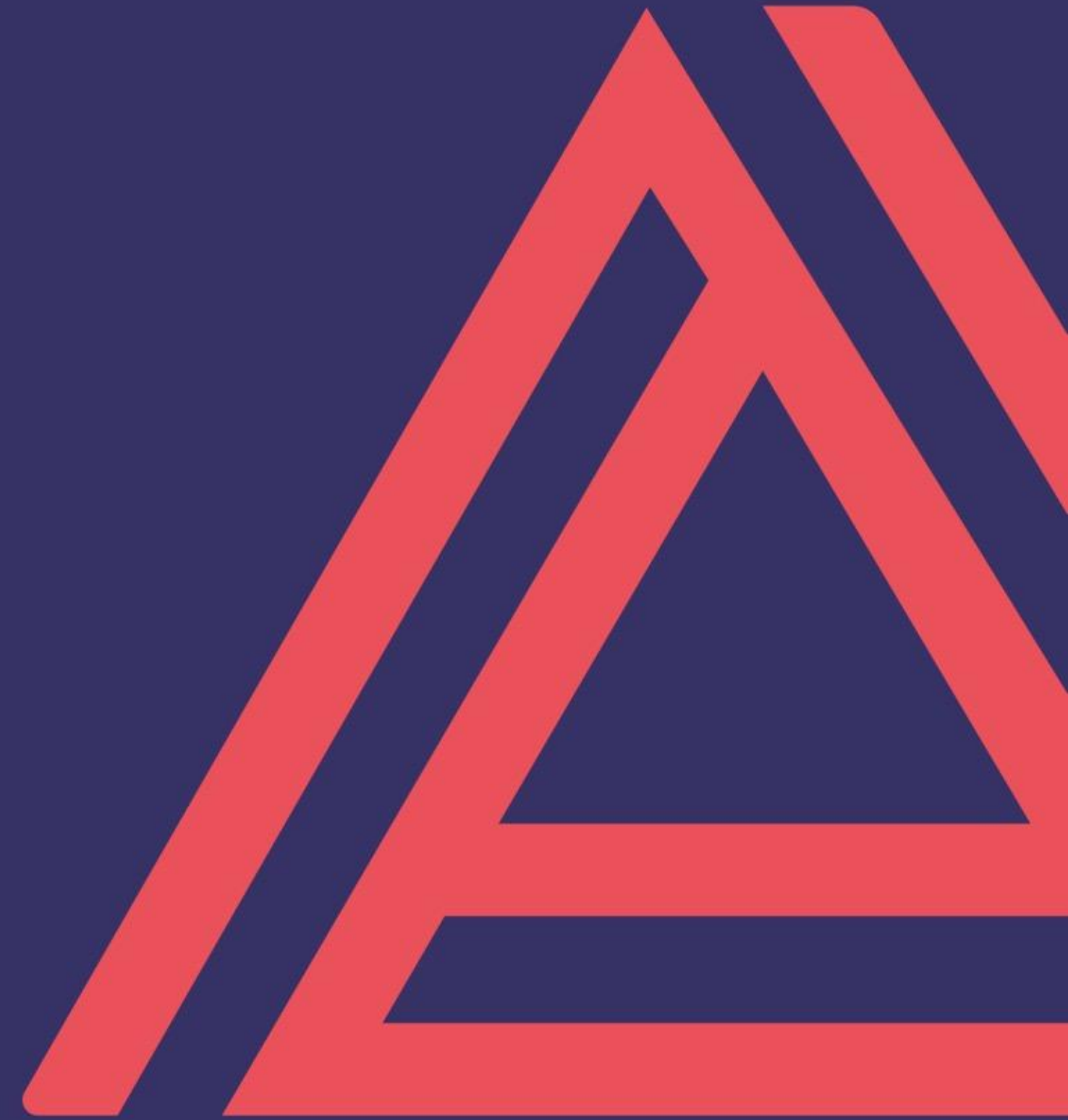


CHIC Conference

Building Safety: Fact, Fiction
or False Confidence?

David Guy, Assistant Director

June 2026



Building Safety: Fact, Fiction or False Confidence?

DOCTOR WHO IS FICTION. BUILDING SAFETY CANNOT BE. Six hats. Six angles. One shared mission: safer homes



THIRD DOCTOR

TENTH DOCTOR

TWELFTH DOCTOR

FIFTH DOCTOR

FOURTH DOCTOR

ELEVENTH DOCTOR



EVIDENCE

What can we prove?



TRUST

Do residents feel safe and listened to?



RISK

Where could false confidence sit?



PROGRESS

What has genuinely improved?



DELIVERY

Can risk become action?



LEADERSHIP

Who joins the system together?

THE BUILDING SAFETY ACT CHANGED THE FRAMEWORK. THE TEST IS IF IT HAS CHANGED PRACTICE, CULTURE & RESIDENT SAFETY?



**3RD DOCTOR: THE
INVESTIGATOR: EVIDENCE,
SCIENCE & FACTS**



White Hat : Evidence



CAN WE PROVE THE ACT HAS IMPROVED CONTROL?

ARK VIEW: “The Act has strengthened evidence expectations, but evidence only matters if it proves risk is understood, owned and controlled.”

KEY FACT: CURRENT STANDARD – ACCURATE, UP-TO-DATE AND EVIDENCED UNDERSTANDING OF HOMES REQUIRED

- From “*we think*” to “*show the evidence*”
- Information must support decisions, not just compliance
- Condition, repairs, complaints and compliance need to connect
- Golden thread information must help control risk
- Evidence should show action taken, checked and closed

The Act has improved the evidence test, but organisations still need to prove evidence is being used to control risk.



**10TH DOCTOR: THE HUMAN LENS:
EMPATHY, URGENCY & TRUST**



Red Hat : Trust



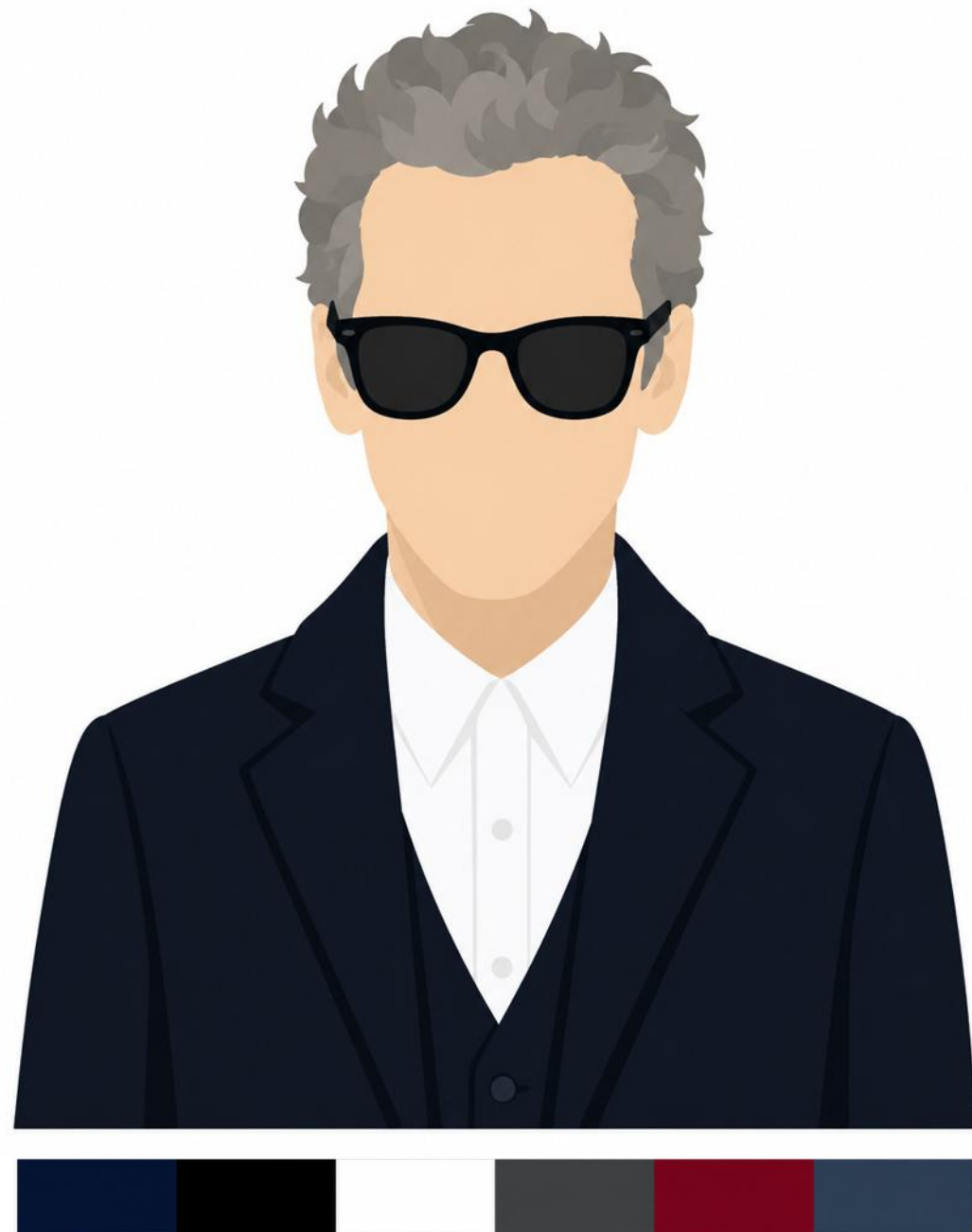
DO RESIDENTS FEEL THE DIFFERENCE?

ARK VIEW: “The Act has strengthened the resident voice, but residents judge change through communication, disruption, delay, repairs and if anyone listens.”

KEY FACT: 2024/25: 7,082 OMBUDSMAN DETERMINATIONS (UP 30%) & 2025/26 Q1 = 2,270 DETERMINATIONS

- From *“we told residents”* to *“residents understood and trusted it”*
- Complaints and repeat reports are safety intelligence, not noise
- Communication must explain risk, action, timings and ownership
- Resident concerns should lead to decisions, updates and action
- Trust is tested by what residents experience, not what systems record

The Act has raised expectations on resident engagement but trust only improves when residents see action.



**12TH DOCTOR : THE
CHALLENGER: SCRUTINY,
RISK AND HARD TRUTHS**



Black Hat : Risk



WHERE COULD FALSE CONFIDENCE STILL EXIST?

ARK VIEW: “False confidence appears when activity, dashboards and assurance reports are mistaken for risk reduction.”

KEY FACT: 2025: GOVERNMENT IDENTIFIED 5,613 11+ METRE BUILDINGS WITH UNSAFE CLADDING (51% HAD NOT YET STARTED REMEDIATION)

- From **“risk is known”** to **“risk is actually reducing”**
- Stronger regulation does not auto. remove unresolved risk
- Dashboards must expose what is stuck, delayed, unfunded or unclear
- Assurance should test blockers between evidence, funding, scope and delivery
- Known risk should not sit safely in a report whilst residents wait

The Act has raised expectations on resident engagement but trust only improves when residents see communication and action.



**5TH DOCTOR : THE OPTIMIST :
PROGRESS, FAIRNESS AND
HONEST CHALLENGE**



Yellow Hat : Progress



WHAT HAS GENUINELY IMPROVED SINCE THE ACT?

ARK VIEW: “The sector has moved. Expectations are clearer, scrutiny is stronger and safety is more visible, but progress is varied across the sector.”

KEY FACT: 2025/26 Q1 –Q2: REPAIRS ACTIVITY FELL FROM 58% TO 55% OF COMPLAINTS, BUT REMAINED THE TOP CATEGORY

- From “*safety as compliance*” to “*safety as a core landlord focus*”
- Repairs/ building condition remain the best test of resident experience
- Progress is visible only when issues are fixed earlier and communicated better
- Culture change is learning from complaints not when findings
- The test is what changes in homes, not what change in reports

The Act has shifted safety up the agenda, but improvement must be consistent and visible.



4TH DOCTOR: THE PROBLEM-SOLVER: INVENTION, SYSTEMS AND ACTION



Green Hat : Delivery



IS RISK BEING TURNED INTO ACTION?

ARK VIEW: “The next test is delivery assurance: known risks must become funded, completed, checked and evidenced action.”

KEY FACT: JUNE 2025: REMEDIATION STARTED OR COMPLETED ON 2,490 IDENTIFIED 11+ METRE BUILDINGS

- From “*risk is known*” to “*risk is actually reducing*”
- Duties do not solve funding, access, scope, competence or capability
- Risk stalls when no one is clear on the next decision or owner
- Residents need clear timescales, updates and evidence or completion
- Delivery is only complete when work is checked, evidenced and explained

The Act has created stronger duties, but safer homes depend on delivery keeping pace.

Blue Hat : Leadership



ARE STAKEHOLDERS WORKING TOGETHER WELL ENOUGH?

ARK VIEW: “The Act has clarified duties, but safer homes depend on if stakeholders work as one system with residents.”

KEY FACT: 2029 TARGET: EVERY 11+ METRE UNSAFE CLADDING BUILDING REMEDIATED, MUST BE GIVEN A COMPLETION DATE, OR LANDLORDS FACE PENALTIES

- From “*clearer roles*” to “*joined up responsibility*”
- Safety risk crossed landlords, boards, contractors, consultants, funders, regulators and residents
- Leadership means knowing what is stuck, who owns it, and what decision is needed
- Reports should trigger action, not just provide comfort
- The system is safer only when evidence, trust risk, progress and delivery connect

The Act has clarified roles, but leadership must make sure those roles connect in practice.



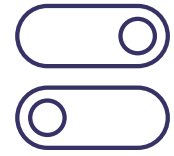
**11TH DOCTOR : THE
COORDINATOR – TEAMWORK,
LEADERSHIP AND SYSTEM
CONTROL**



Building Safety: Home is not a work of fiction

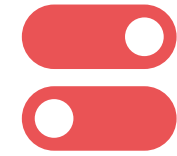
THE BUILDING SAFETY ACT HAS MADE A DIFFERENCE. But the job is not done until residents experience safer homes.

**Doctor
Who is
fiction.
Building
safety
cannot
be.**



FROM:

- Framework change
- Evidence collected
- Residents informed
- Risk recorded
- Progress reported
- Compliance assurance
- Individual roles



TO:

- Practice changed
- Evidence used
- Residents listened to
- Risk reduced
- Real change in homes
- Delivery assurance
- Joined-up responsibility





Keith Plowman

Fire Engineer
Global HSE

Thank you for your time.

David Guy

Assistant Director

dguy@arkconsultancy.co.uk





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COMING UP

10:45 – 11.45

Data, Surveys & AI

Intelligent or Artificial?



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Data, Surveys & AI Intelligent or Artificial

Chaired by: **Mark Easton**, Broadcaster

Kieran Colgan, Director, ARK Consultancy

Kishore Rajendran, Account Director for Housing, Microsoft

Phil Shelton, CEO, Housing AI



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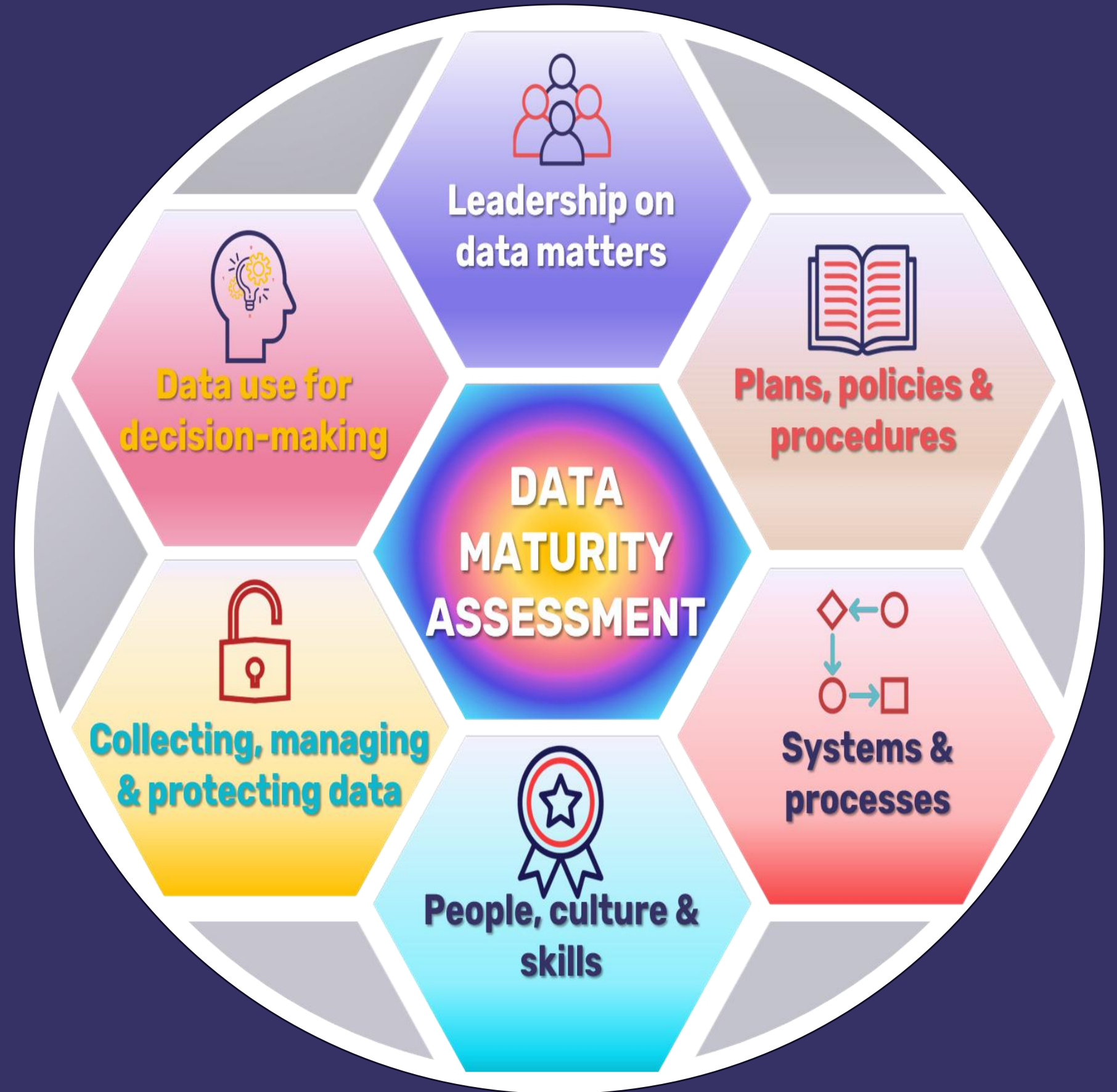
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**From jumpers
for goalposts to
data-led asset
decisions**



Real progress on data collection

HOUSING MANAGEMENT VISITS

BUILDING SAFETY

- Annual gas Servicing
- EICR (5 yearly)
- Asbestos condition inspections
- Fire Risk Assessments
- Lift / stairlifts Inspections
- Water Hygiene
- Tall Building Management
- Other Building Safety Maintenance (e.g. lightning conductors, car park barriers, sewage tanks)

PROPERTY MAINTENANCE

- Repairs (pre & post)
- Void Inspections
- Transfer or exchange inspection
- Structural Surveys
- DMC Surveys
- Disrepair HHSRS or other complaints

PLANNED MAINTENANCE

- Stock Condition Survey (5 years including HHSRS)
- Block Surveys (5 years?)
- Communal or Estate Surveys
- Play equipment
- Tree Surveys
- Pre-Works validation surveys, contract management & sign-off surveys

DECARBONISATION

- Energy Performance Certificates
- RDSAP Calculations
- Energy Surveys (detailed)
- Energy Assessments & Design
- Property Performance Monitoring

EMERGING NEEDS

- External Wall Insulation - MVHR
- Flooring Insulation
- Heat Pump Conversions
- Decarb Enabling Works
- Low Energy Lighting
- Solar Panels
- Environmental Monitoring
- Preventative / IoT tech

CONTRACTOR VISITS

c. 30 survey touch points for Asset Managers

Data collection is the
start not the end!

Actively using data to
improve VFM, prevent
problems & drive better
decisions & asset use

Managing our assets

Do it MY WAY!

JACK CHARLTON
IRELAND

RIGHT!



Managing our assets



Do it
with
DATA!

GARETH SOUTHGATE



Data-led 'asset' decisions

HARRY MAGUIRE
5-2-2021 | 1,85m | 77 kg
MANCHESTER UTD (ENG)

OLD & OUTDATED

TRENT ALEXANDER-ARNOLD
7-10-1998 | 1,75 m | 72 kg
REAL MADRID CF (ESP)

COSTLY TO MAINTAIN

PHIL FODEN
28-5-2000 | 1,71 m | 70 kg
MANCHESTER CITY FC (ENG)

TOO MANY 'REPAIRS'

ANTHONY GORDON
24-2-2001 | 1,83m | 65 kg
NEWCASTLE UNITED FC (ENG)

NEEDS INVESTMENT

JORDAN HENDERSON
17-6-1990 | 1,82m | 80 kg
BRENTFORD FC (ENG)

'SAFE' & COMPLIANT

HARRY KANE
28-7-1993 | 1,88m | 86 kg
FC BAYERN MÜNCHEN (GER)

IN DEMAND

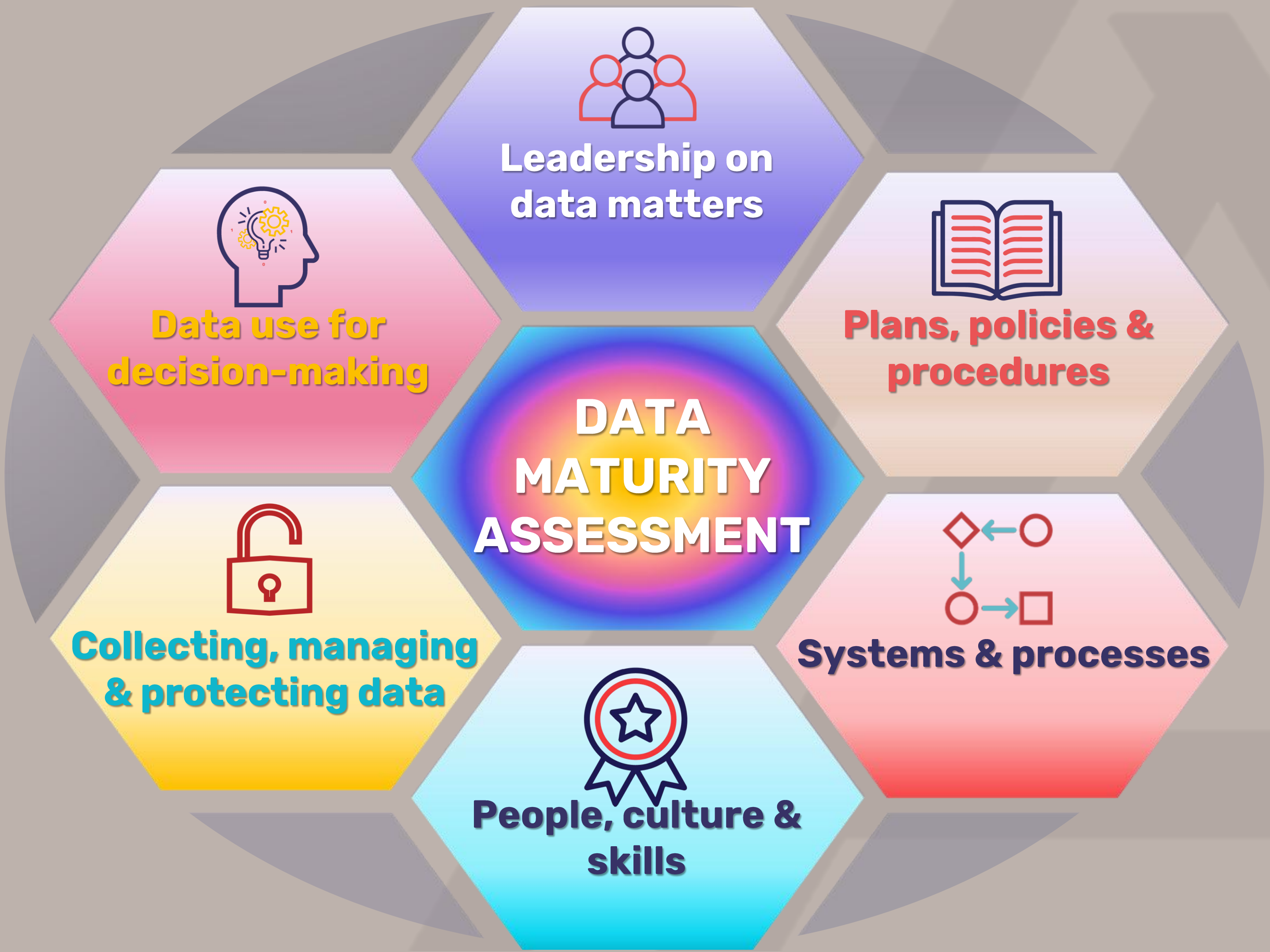
JUDE BELLINGHAM
29-6-2003 | 1,86m | 75 kg
REAL MADRID CF (ESP)

FIT FOR THE FUTURE

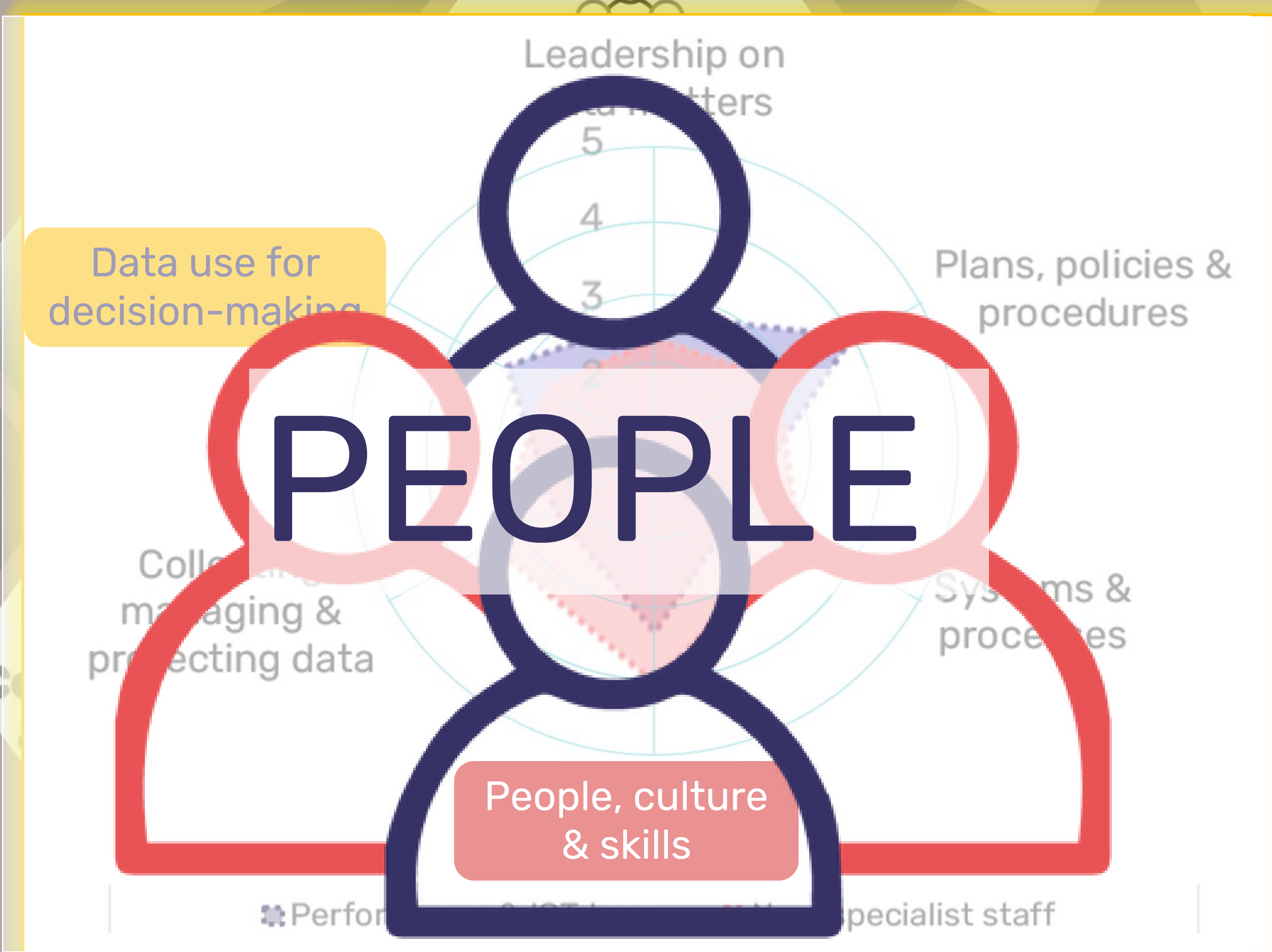
MARCUS RASHFORD
31-10-1997 | 1,88m | 80 kg
FC BARCELONA (ESP)

INTENSIVELY MANAGE

Assessing data maturity



Assessing data maturity



Data use for decision-making

PEOPLE

People, culture & skills

Plans, policies & procedures

Collection, managing & protecting data

Systems & processes

Performance specialist staff

Lessons Learned

It's not about more on your plate its about **the right things** on your plate
(to **drive better decisions**)

Leaders must really understand data
- **data literacy** & producing high-quality visualisations/dashboards are
now **core competencies**

Leaders must define the 'real-world' **question/problem FIRST** - analysis then gathers relevant information

Lessons Learned

Data cleansing can lead to data **corruption** - introducing or amplifying **bias** (averages lie & **outliers matter!**)

Data analysts must be supported to understand our complex **'real-world'**

N.B. **Torture** data enough & it'll tell you whatever **you want to hear!**

Data quality is **everyone's responsibility**

Kieran Colgan

kcolgan@arkconsultancy.co.uk





Apps and agents

AI platform

Data

Infrastructure

 **Developer tools**

Microsoft Foundry

The AI app and agent factory



Models



Agent Service



IQ



Tools



Machine Learning



Control Plane

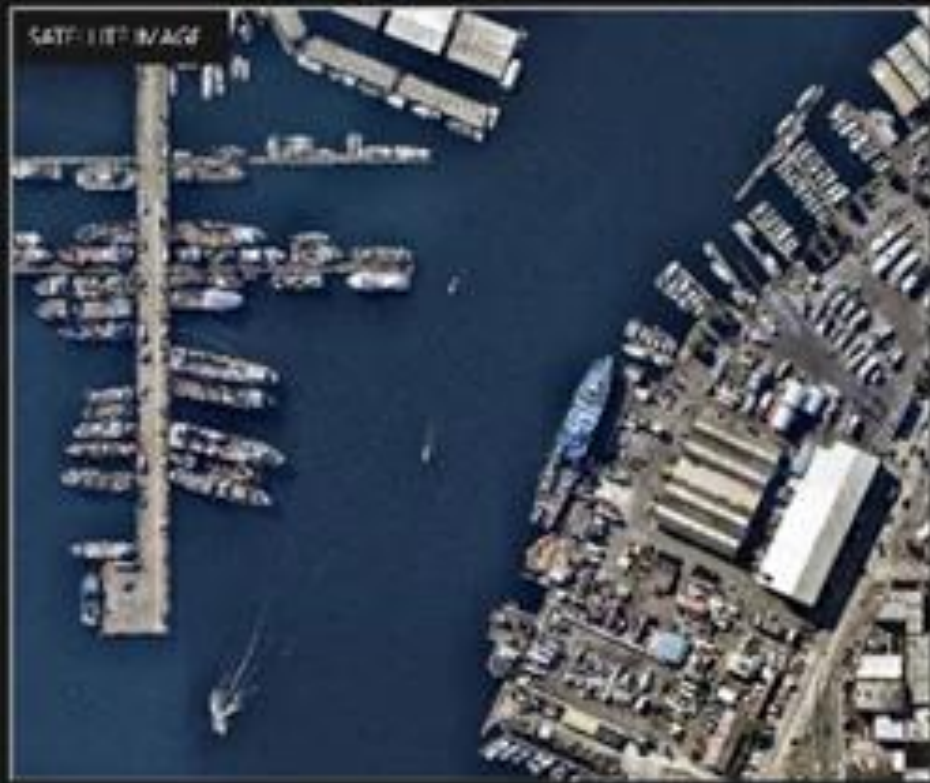
Cloud

Edge

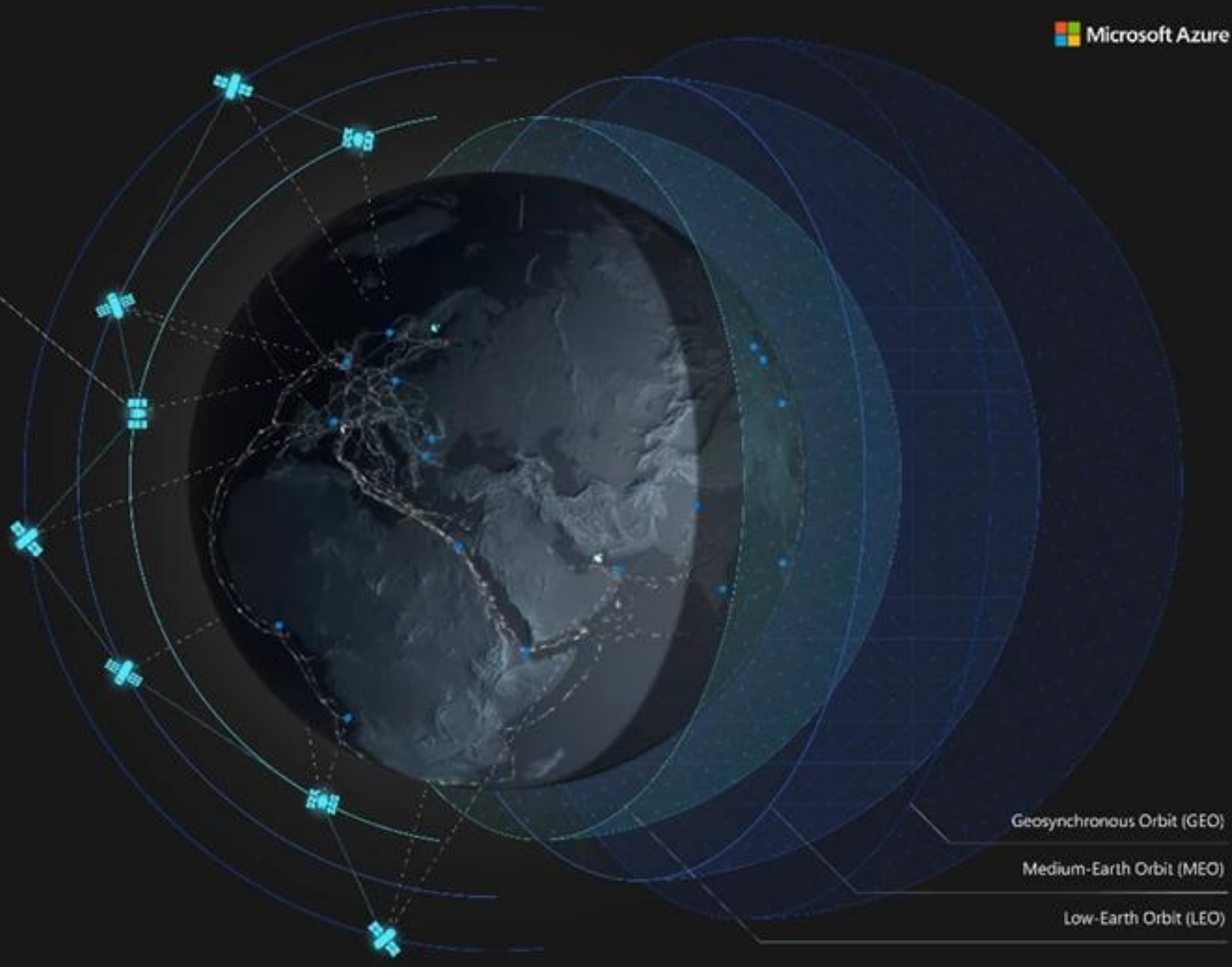
Security, compliance, and governance

A satellite in orbit over Earth with a dotted line indicating its path.

Enhance Asset Inspections Through Geospatial Capabilities



Machine Learning



Geosynchronous Orbit (GEO)
Medium-Earth Orbit (MEO)
Low-Earth Orbit (LEO)





Original Image



Image after Turing process

AIRBUS



Using machine learning to deliver retrofit at scale

Phil Shelton

CEO, HousingAI



Transform-ER

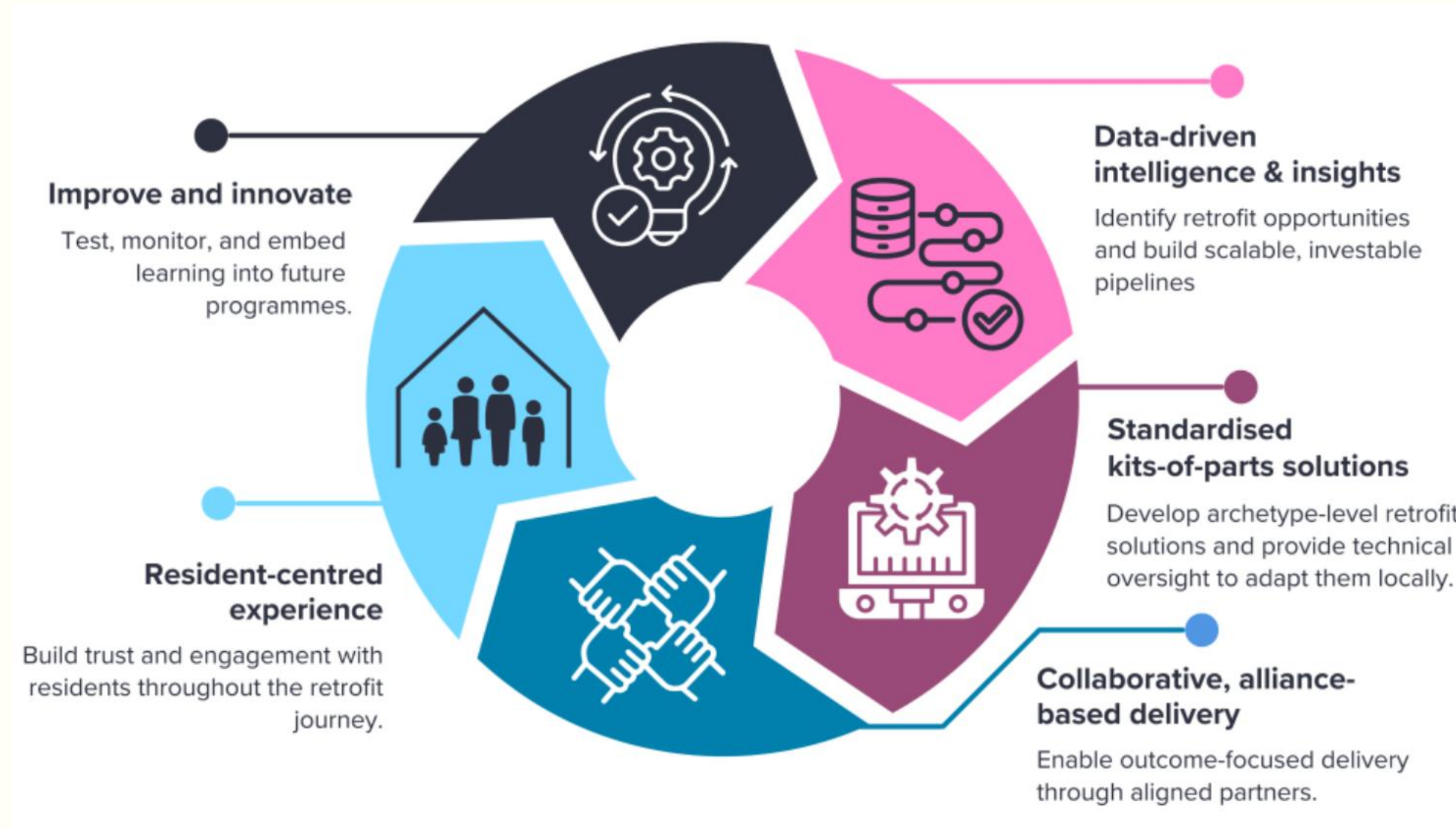


<https://transform-er.org/>

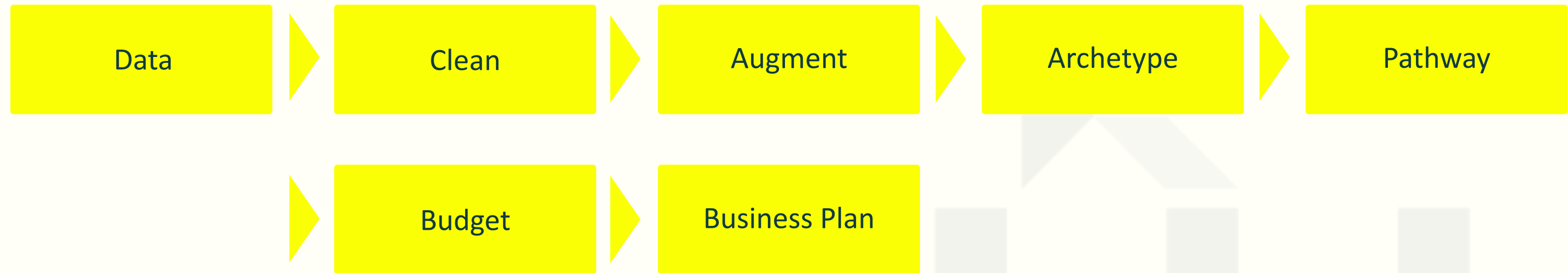
 HousingAI



Transform-ER



The stages of the problem



Raw data provided by associations needs to be transformed into a business plan integrating grant programmes (e.g. WHW3)

Cleaning the data

What is a UPRN? More importantly, what is an address?

FLAT 1 Hannah House, Hunnyhill, Newport, Isle of Wight

2A The Drive, Banstead, Surrey

Thatch House, Furlong, Guildford, Surrey



Cleaning the data

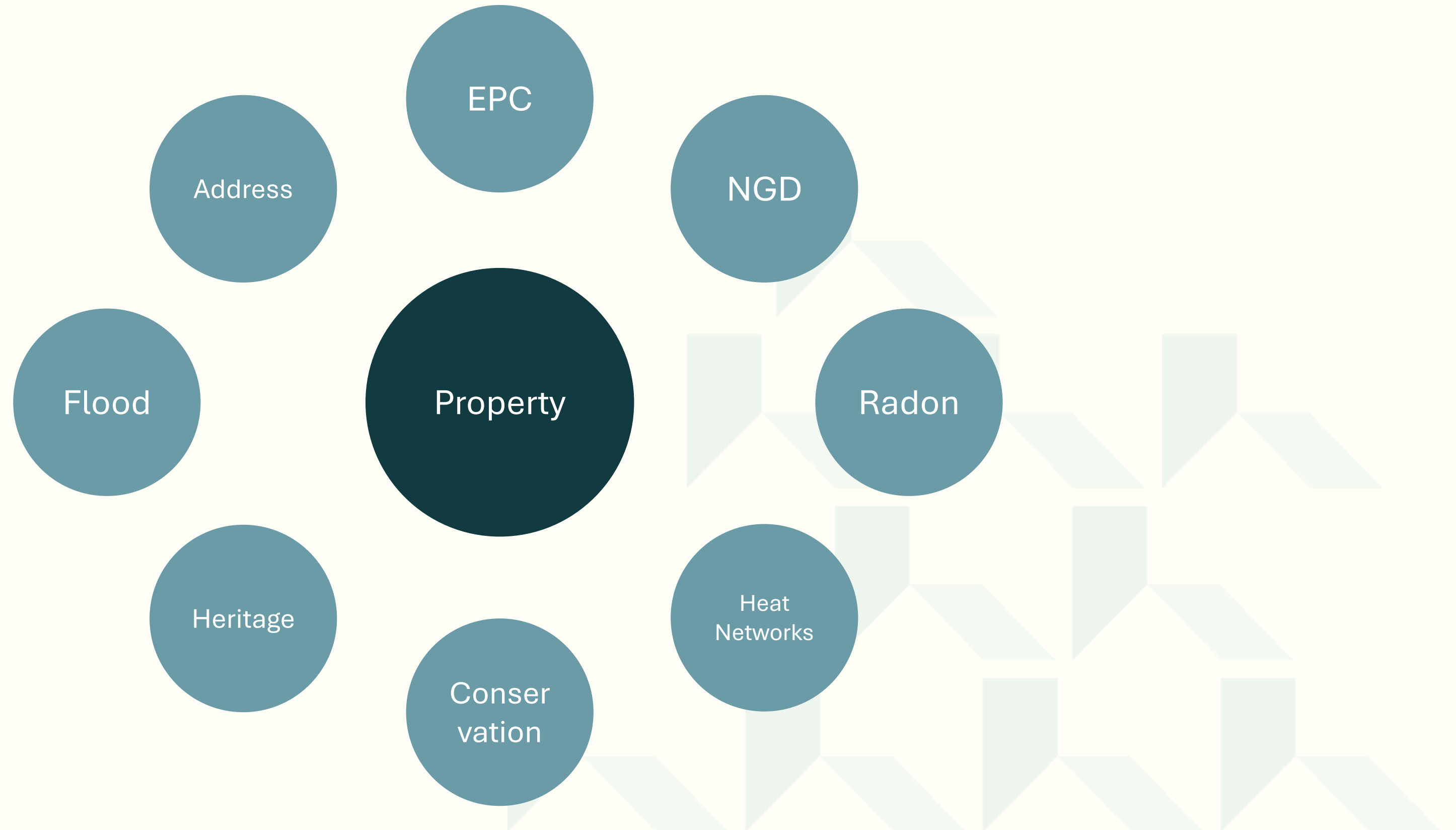
What is a UPRN? More importantly, what is an address?

1. Ingest all properties from client data and identify the address part and the postcode
2. Load all address data from Ordnance Survey for the postcode
3. Identify the road name and work left for the building, work right for the town
4. Use a weighted scoring mechanism
5. Allow the user to override decisions: identify duplicates, missing data, no match, etc.

Get the national UPRN for the property from OS.

Augmenting the data

So much data 😊



Archotyping the data

Training machine learning model to recognise houses



Age band
Construction type
Connectivity
Building type



Finding the pathway

Running simulations through RdSAP calculator to identify best measures

A pathway is a series of measures (e.g. EWI, PV, etc) that combine to move a property to a target EPC value

The calculation engine was able to run hundreds of variations on each property to find the best combination

The user could specify a precise series of measures, or allow the system to suggest them based on pathway templates that focussed on a specific outcome



The outcome

Retrofit at scale in a fraction of the time of manual methods

The system enabled a user to process thousands of properties, augment and improve their data, identify the archetype, calculate the best pathway to net zero and assess the viability of the whole in a business plan.



The problems

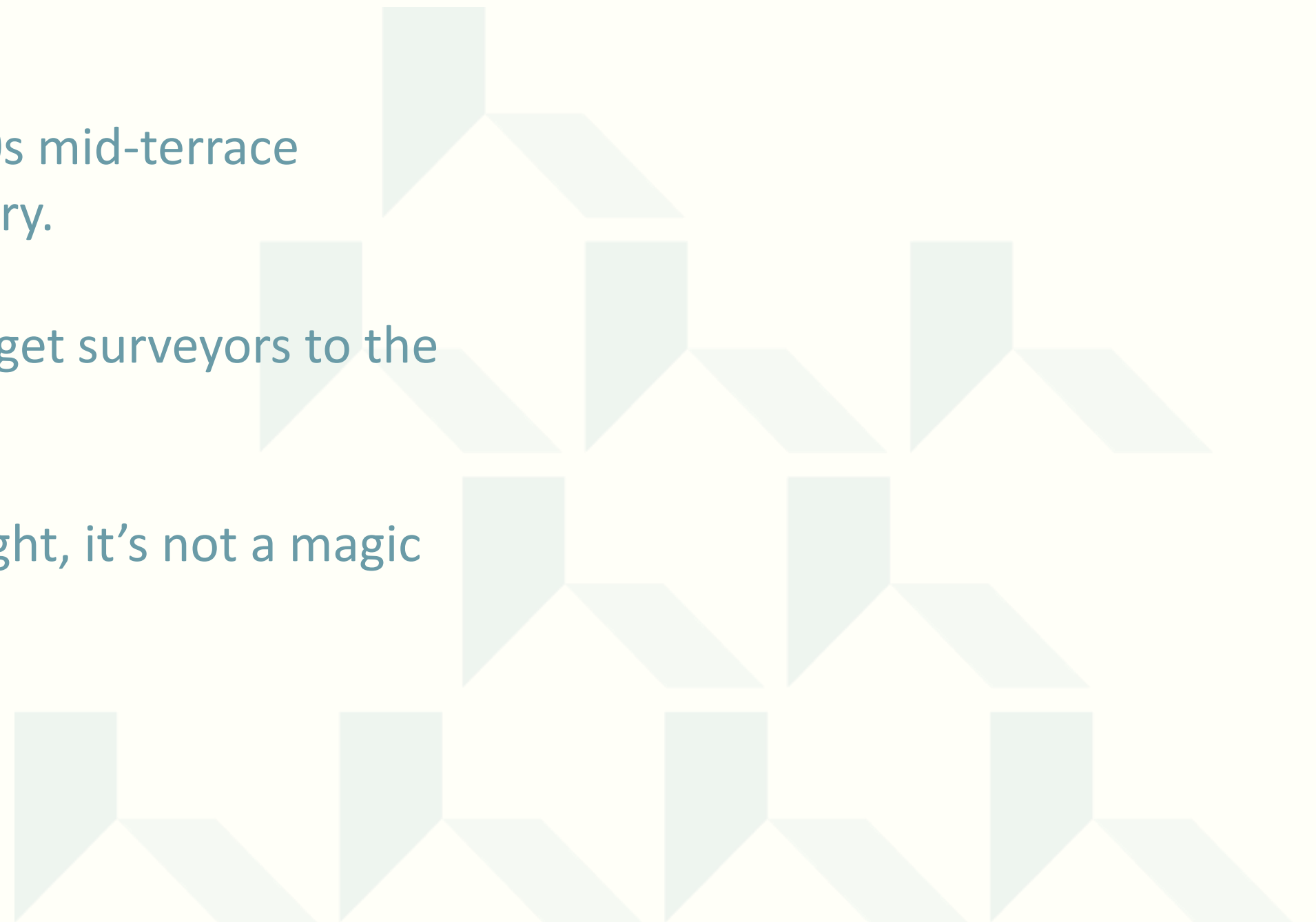
Data, you knew it was going to be data!

If the EPC says cavity wall and it's actually solid, the model won't know

An archetype is not a property. Two 1960s mid-terrace properties can have a very different history.

It doesn't replace surveys, but it does target surveyors to the right properties

These systems still require human oversight, it's not a magic bullet (just very cool!)





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COMING UP

12:00 – 13.00

Damp, Mould & Disrepair

Prevention or Reaction?



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Damp, Mould & Disrepair Prevention or Reaction

Chaired by: **Mark Easton**, Broadcaster

Lucy Mullineux, Senior Associate Partner, Baily Garner

Matthew Wilson, Partner, Clarke Wilmott

Joanne Scarlett, Head of Performance & Improvement,
Riverside Group



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Damp, Mould & Disrepair Prevention or Reaction? CHIC Conference 2026

3rd June 2026



Baily Garner – An introduction

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BUILDING SERVICES ENGINEERING
BUILDING SURVEYING
COST CONSULTANCY
ENERGY AND ENVIRONMENTAL
INDEPENDENT CERTIFIER
PROJECT MANAGEMENT
QUALITY CONTROL INSPECTORS

**BUILDING
SUCCESS
DELIVERING
QUALITY**

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London SE9 5DY



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Birmingham B3 1PX



Manchester
15 Oxford Court
Manchester M2 3WQ



Leeds
New Station St
Leeds LS1 4JB



Sectors

Residential
Education
Commercial
Regeneration & mixed use
Emergency services
Sustainability
Care
Health



Toolkits



Toolkits



Prevention or Reaction?

The repeating themes:



Treating damp without the diagnosis



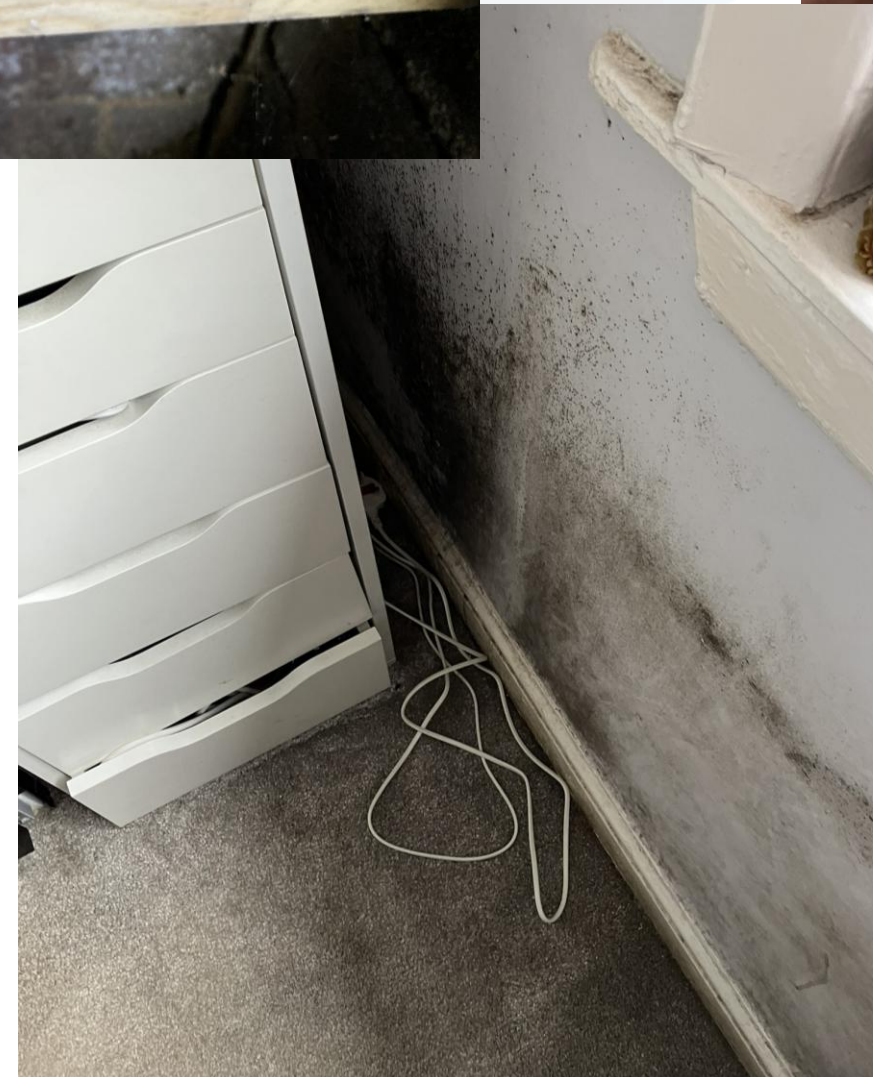
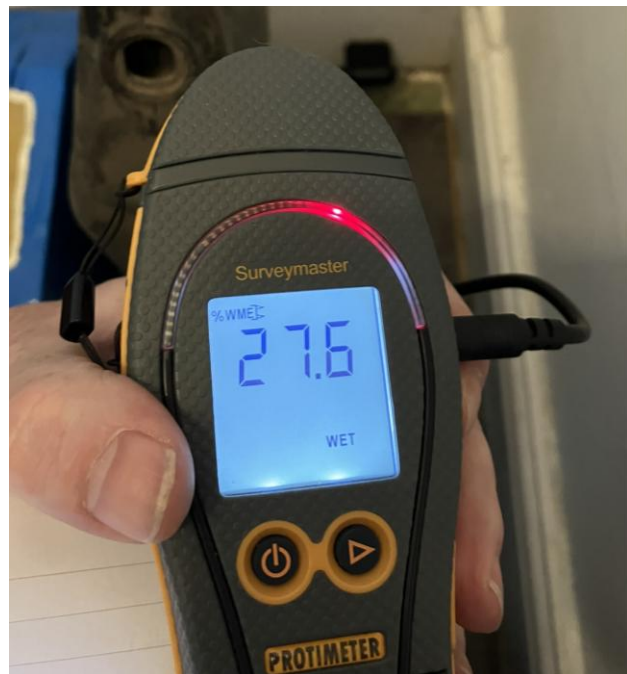
Incorrect diagnosis



Poorly designed and or installed EWI and other retrofit measures

Case Study

- Mould growth
- Defective cement-based render
- Blocked sub-floor ventilation
- No mechanical ventilation
- No trickle vents



Case Study

Diagnosis

- Penetrating damp
- Wet rot to floor joists
- Condensation damp

Cause

- Incorrect application of cementitious render
- Lack of sub floor ventilation
- Lack of mechanical / passive ventilation

Remediation

- Remove the render and allow to dry
- Reinststate sub floor ventilation and replace rotten joists
- Introduce mechanical and passive ventilation

Case Study

- EPS EWI installed
- Blocked sub-floor ventilation
- No mechanical ventilation
- Injected DPC
- Timber rot
- Perpetuation of damp!



Themes

- Cultural and behavioural change?
- Treatment without diagnosis?
- Lack of impartiality?
- Getting the specification right?
- The mould wash trap!
- Time for investigations?

Housing Ombudsman Report

Findings from Housing Ombudsman Severe Maladministration Report, October 2025:



11 instances of a mould wash carried out, with no further works



10 instances where interventions didn't solve the issue, resulting in repeat cases



Scan to view the
Toolkit

*clarke
willmott

Damp, Mould & Disrepair – Prevention or Reaction

clarkewillmott.com

Drive for Change

*clarke
willmott

Housing
Ombudsman Service

Spotlight on:
Damp and mould

It's not lifestyle

October 2021

Housing
Ombudsman Service

Housing Ombudsman Service
One year on follow up report: Spotlight
on damp and mould – it's not lifestyle

Regulator of
Social Housing

Awaab's Law:
Improving Social
Tenants Rights

MONDAY 27 OCTOBER 2025



Homes (Fitness for
Human Habitation)
Act 2018

CHAPTER 34

Explanatory Notes have been produced to assist in the
understanding of this Act and are available separately

Great Service... Great People...

clarkewillmott.com

The Balancing Act

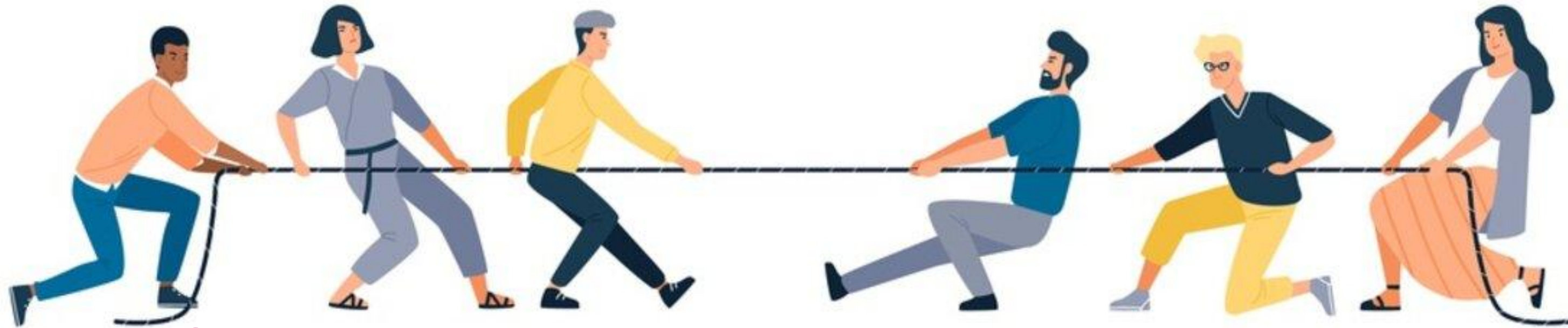
*clarke
willmott

Improvements

Policy

Budget

Education



Stock Knowledge

Investigate

Recording

Repairs



Great Service... Great People...

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Offices

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Great service... Great people...

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Damp, Mould, Disrepair Prevention or Reaction

Joanne Scarlett

Head of Performance & Improvement



Where are you?



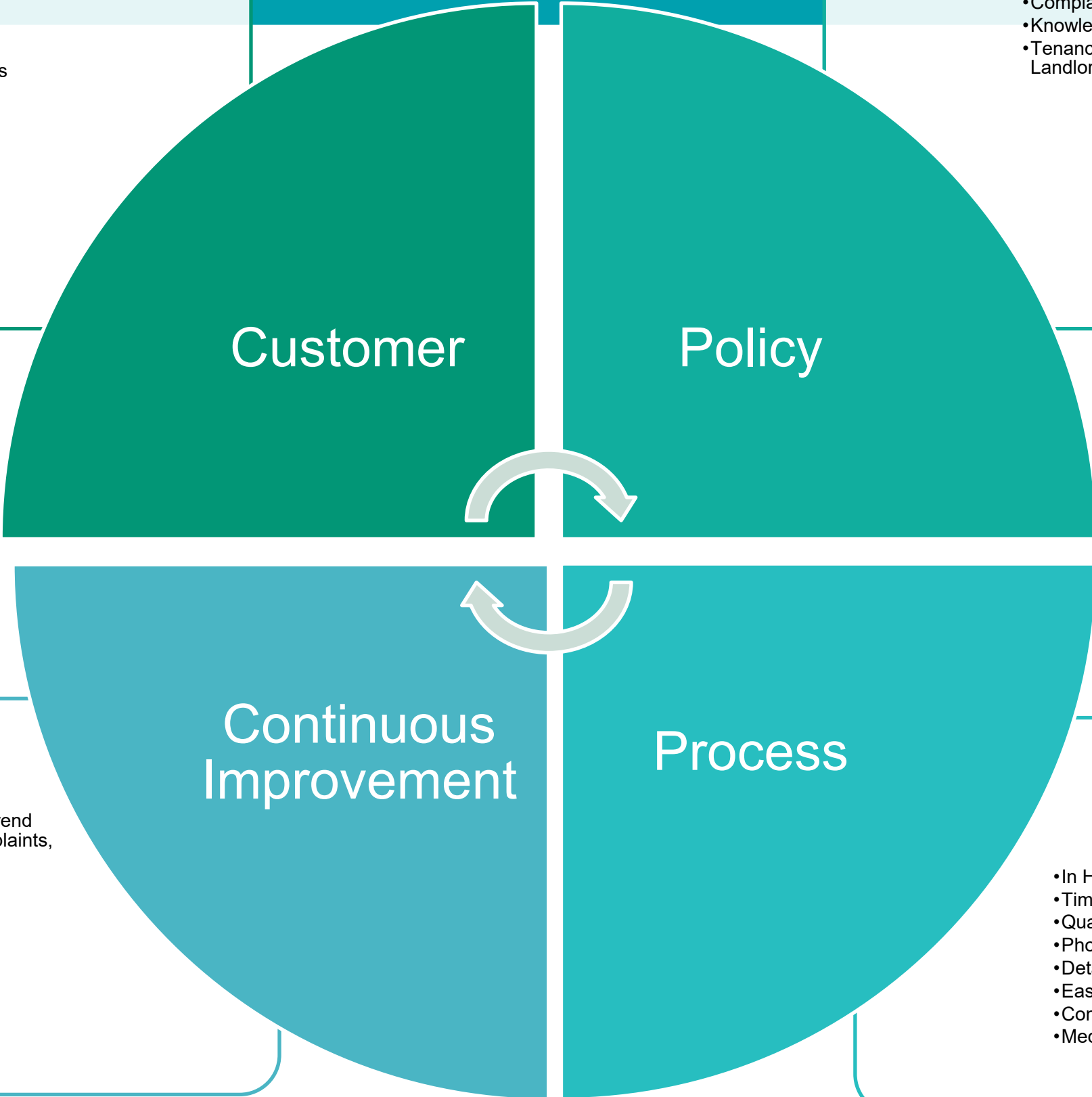
What do you need to change?



Alternative Dispute Resolution - Principles

- Choice
- Act early
- Transparency
- Pro-active communication
- Acknowledge service disappointments
- Tailor services to identified vulnerabilities
- Follow up review
- Transactional Survey

- Financial Redress Policy
- Compliance with Pre-Action Protocol
- Complaints Code
- Knowledge and information Management
- Tenancy Obligations for customers and Landlords - Injunctions



- Insight - Service Improvements and trend analysis – Poverty, investment, complaints, hotspots, CMCs
- ADR Clinics
- Document sharing platform
- Customer Scrutiny

- In House v Expert Survey
- Timelines – realistic & clear
- Quantum & Liability
- Photographic Evidence
- Detailed Pre and Post Inspection
- Easy to contact
- Confirm future repairs
- Mediation

GENERAL - EXTERNAL

Case Study

LOC received 21 July

Front & rear doors -drafts and water penetration.
Hall & kitchen - Damp to walls, flooring and damaged decoration.
Living room - Damp to bay window and chimney breast, degraded plaster and damaged decoration.
Pre-inspection appt scheduled with surveyor.

Pre Inspection 22 July

Doors to be replaced.
Kitchen floor damaged **agreed reimbursement.**
No damp & mould present-**defect liability denied.**
Additional defect identified - rear gutter joint to be re-made and sealed
Form of Authority signed.

Opposing solicitor

Pushback email received following ADR notification from TRG. Shared Form of Authority and advised we would only communicate with customer on this issue.

Post Inspection 26 Sept

Marked as a pass and customer confirmed she was happy with the repairs.

First contact 22 July

Offer accepted but was sceptical due to failed promises and numerous repairs. Form of Authority discussed.

Special requirements

Asked customer to obtain 2 quotes for flooring, due to the shade needed as not available via Riverside contractor.

Resolution Letter 30 July

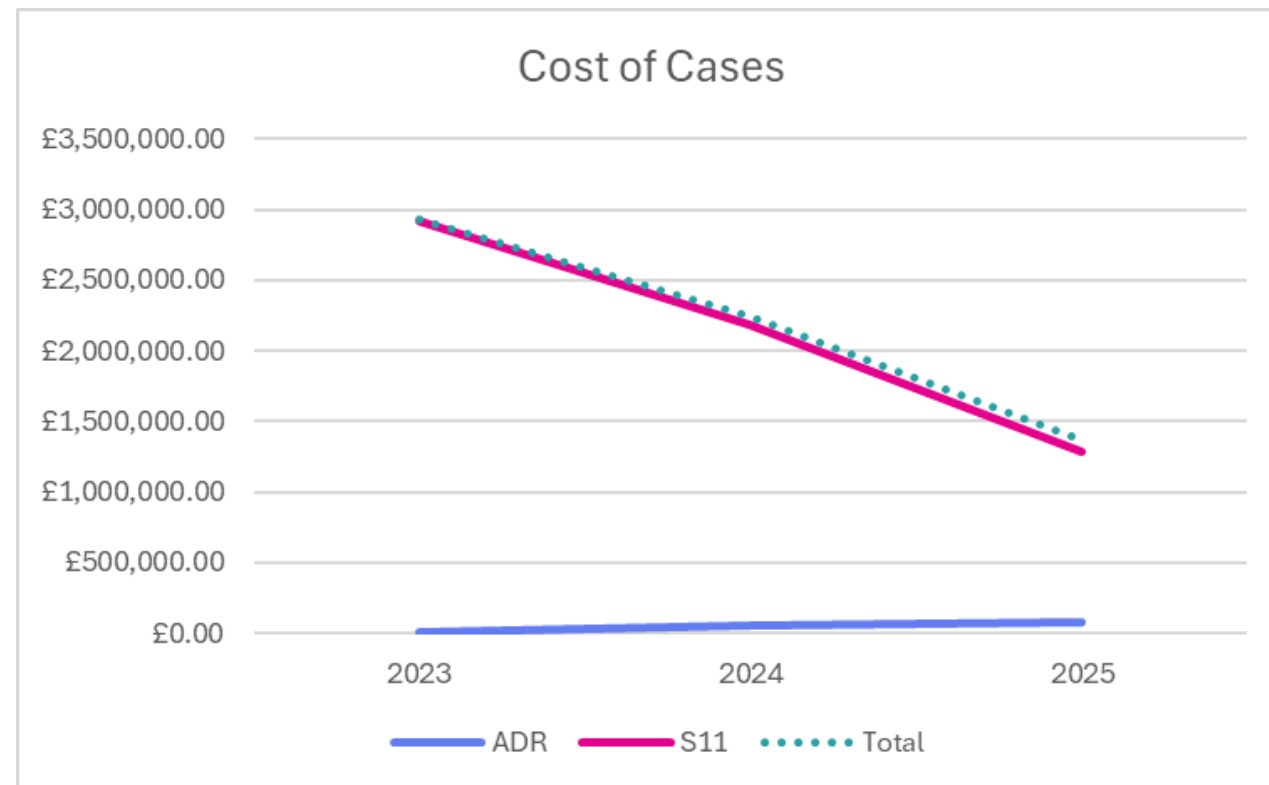
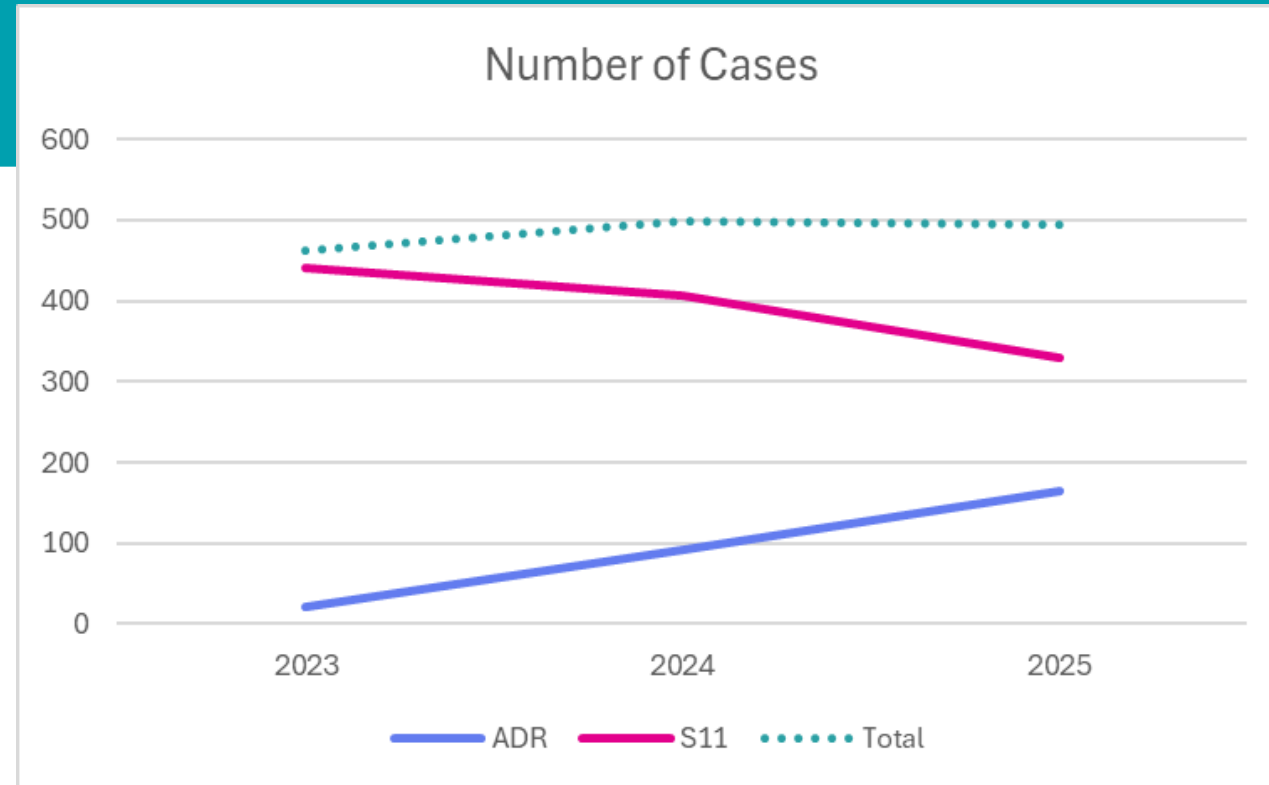
Outlined agreed resolution and repairs including work start and end dates: 12 Aug-16 Oct. Arranged for contractor to show style choices for doors.

Financial Redress

£1,702 for damaged flooring.
Customer feedback:

"Thank you so much for all you have done to help me. I can't thank you enough and this means a lot"

Effectiveness (Dec 23-25)



No. Cases	ADR	S11	Total
2023	21	441	462
2024	92	406	498
2025	165	329	494

£	ADR	S11	Total
2023	£9,247	£2,922,429	£2,931,676
2024	£52,419	£2,186,728	£2,239,147
2025	£79,519	£1,289,141	£1,368,660

Working Days	ADR	S11
2023	122	380
2024	137	233
2025	55	141



Moving from reactive to preventative

Ventilation Standard

Focus on Building Pathology

Competency training

Internal knowledge

Learning from repeated failure

“Own it, Make it easy, See the Person”



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COMING UP

14:00 – 15.00

What is Strategic Asset Management

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CHIC CONFERENCE & EXHIBITION 2026



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What is Strategic Asset Management?

Chaired by: **Mark Easton**, Broadcaster

John Fisher, Chief Executive, CHIC

Dave Binns, Director, Michael Dyson Associates

Ian Davies, Executive Director of Quality Homes, East Midlands Housing



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WHAT IS STRATEGIC ASSET MANAGEMENT IN THE SOCIAL HOUSING SECTOR?

John Fisher, Chief Executive

www.chictd.co.uk



'SHARP RISES IN MAINTENANCE SPEND'

BETTER LATE THAN NEVER!

Sector = >4.4m homes

**Spend is approaching where it should be – but
are we efficient?**

STRATEGIC ASSET MANAGEMENT – WHAT IS IT?

Dictionary Search

STRATEGIC – the identification of **long-term** or overall aims and the means of achieving them

Wikipedia

ASSET MANAGEMENT – is a systematic process of **developing, operating, maintaining, upgrading and disposing of ASSETS** cost effectively

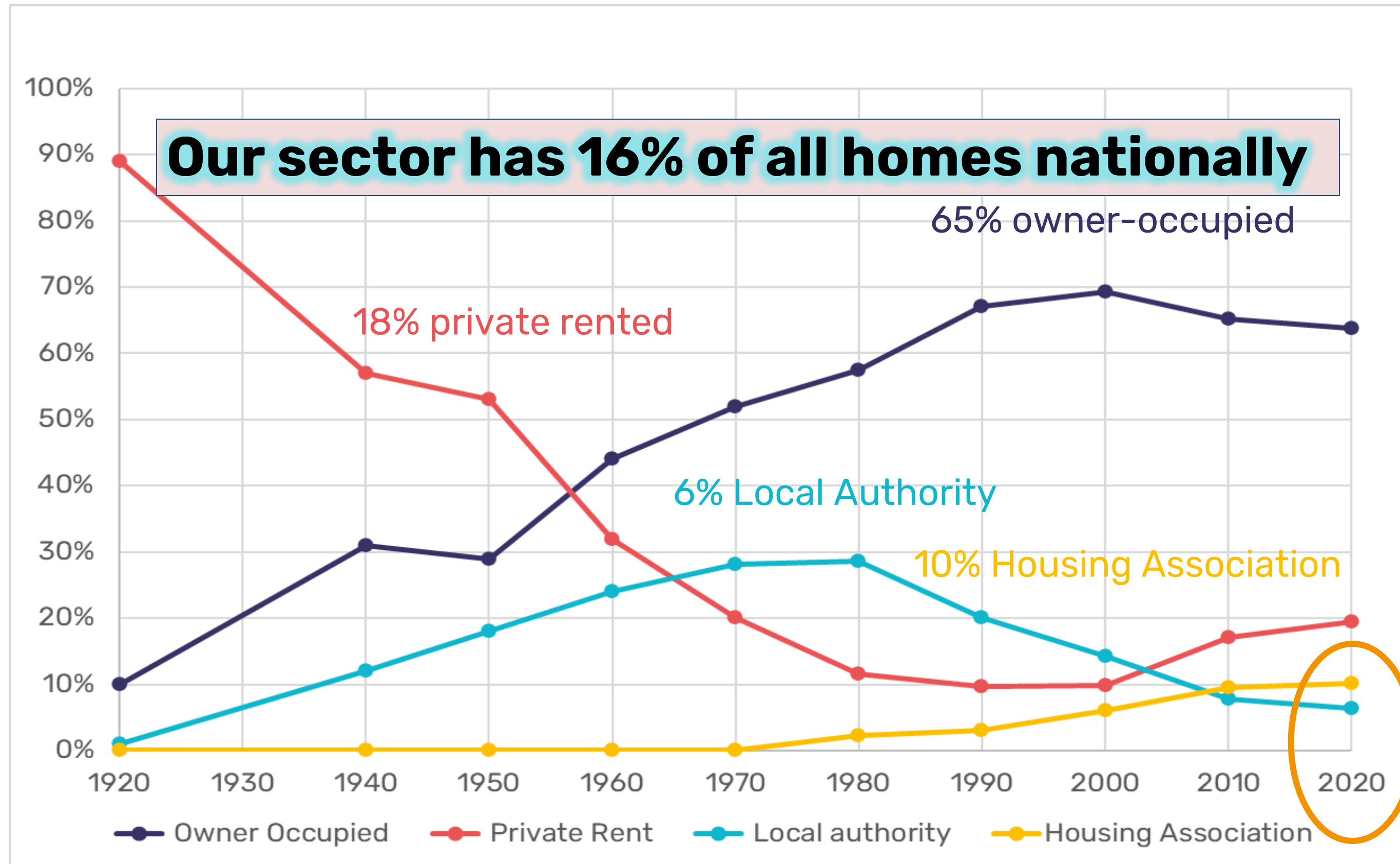


FOR CHIC'S MEMBERS
A LONG TERM
PLAN FOR INVESTING
IN
AND MAINTAINING
THEIR CUSTOMERS
HOMES



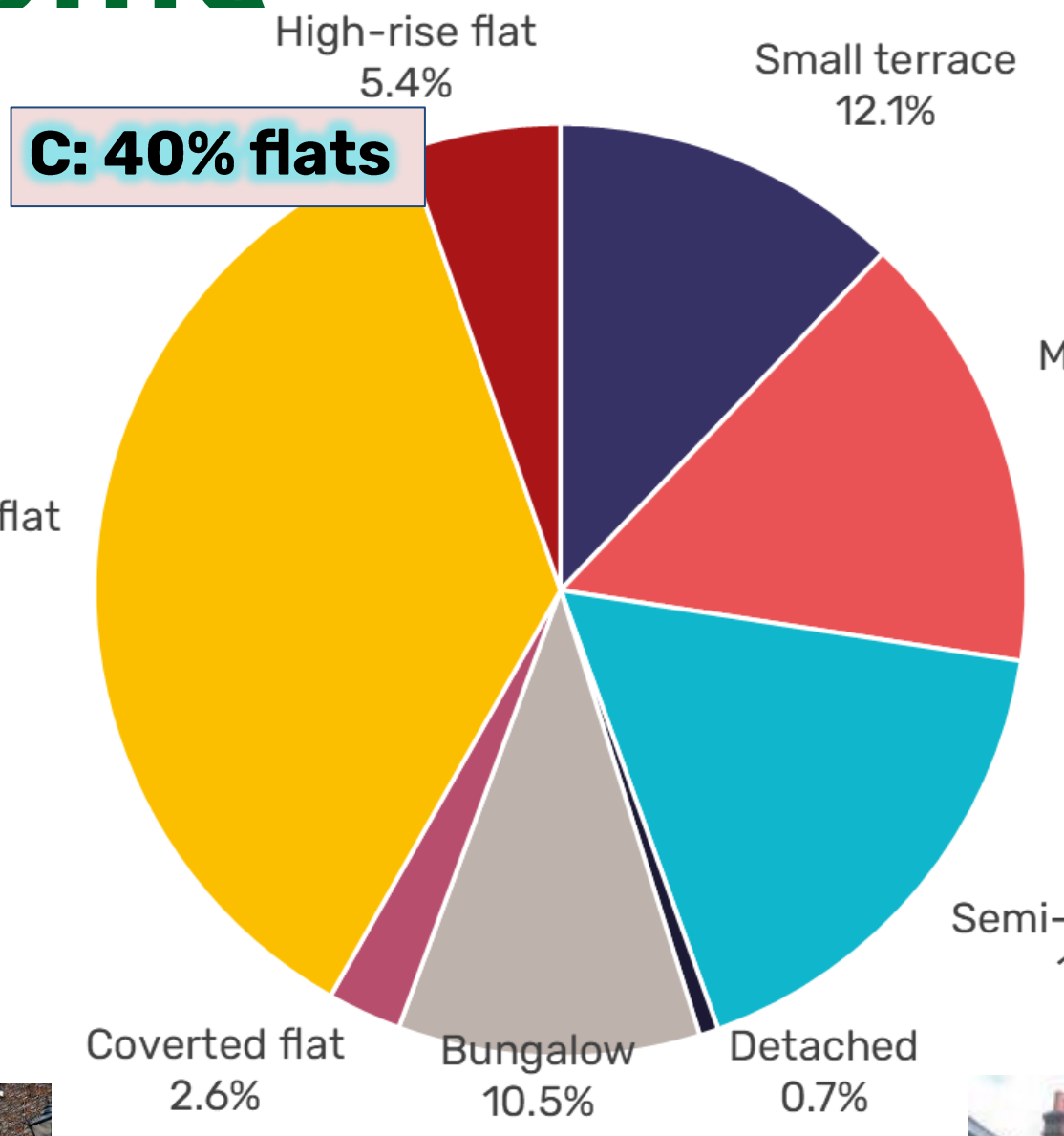
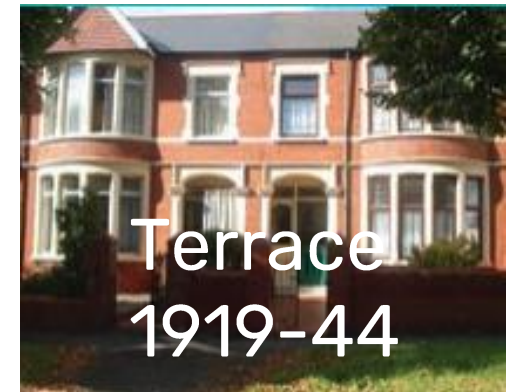
Planned	Responsive	Cyclical	Other
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Social Housing 'Market' - £15bn spend per annum

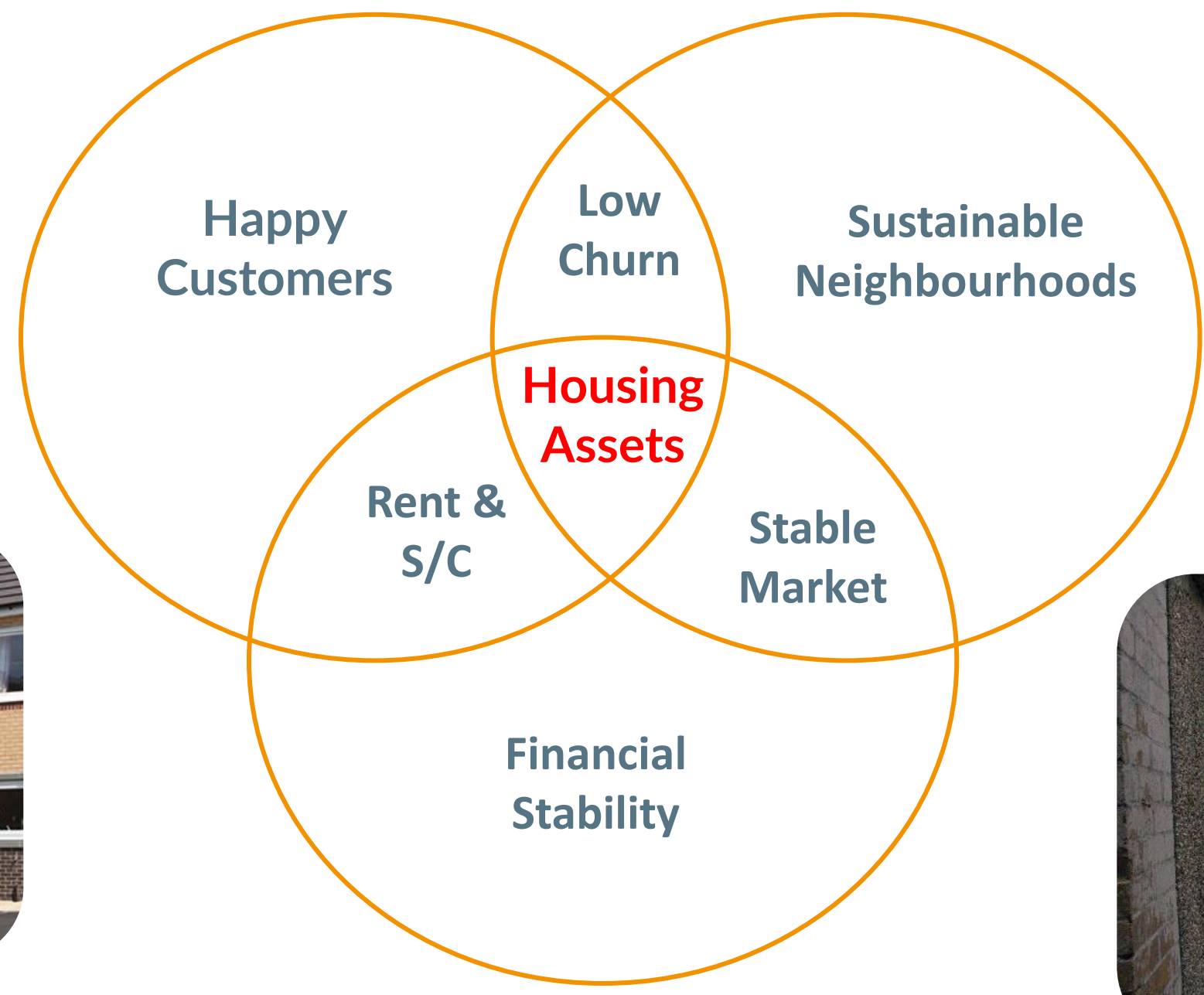


Social housing stock – It's Complex (and some quite old)

Built with a 60 year life – and lots built in the 1960's !



HOUSING ASSETS ARE CORE TO BUSINESS SUCCESS



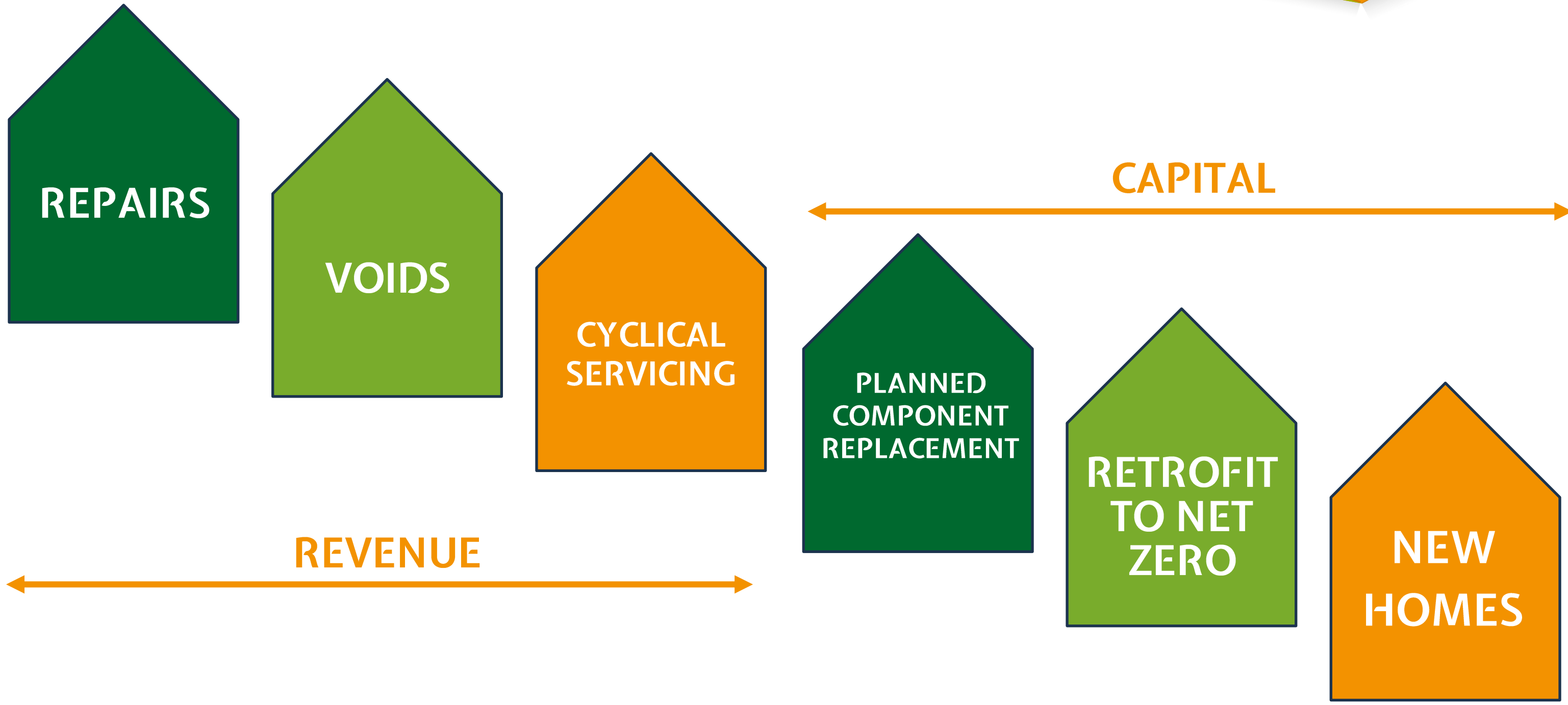
Asset Management

HIGH

LOW

VOLUME

UNIT COST



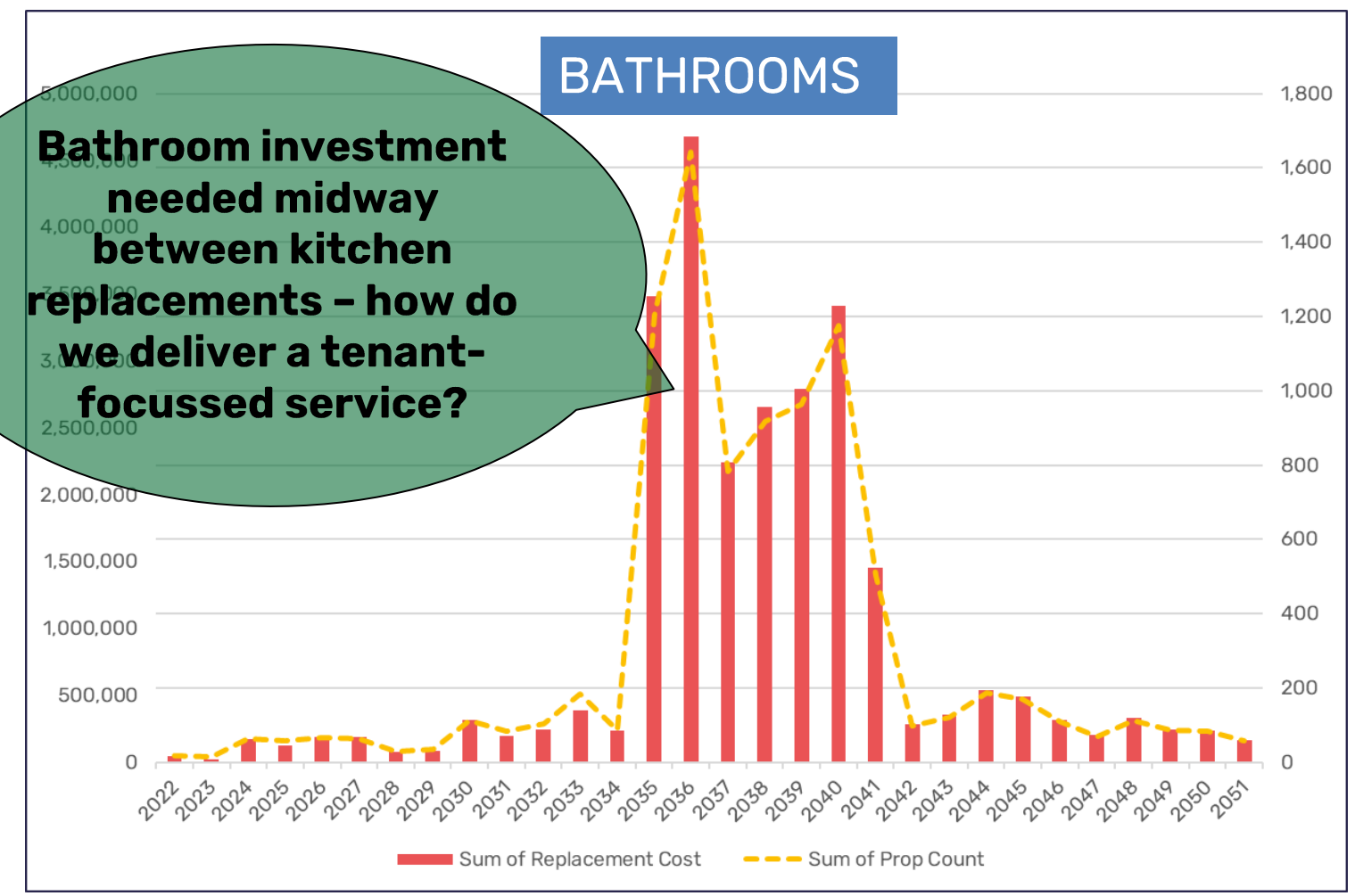
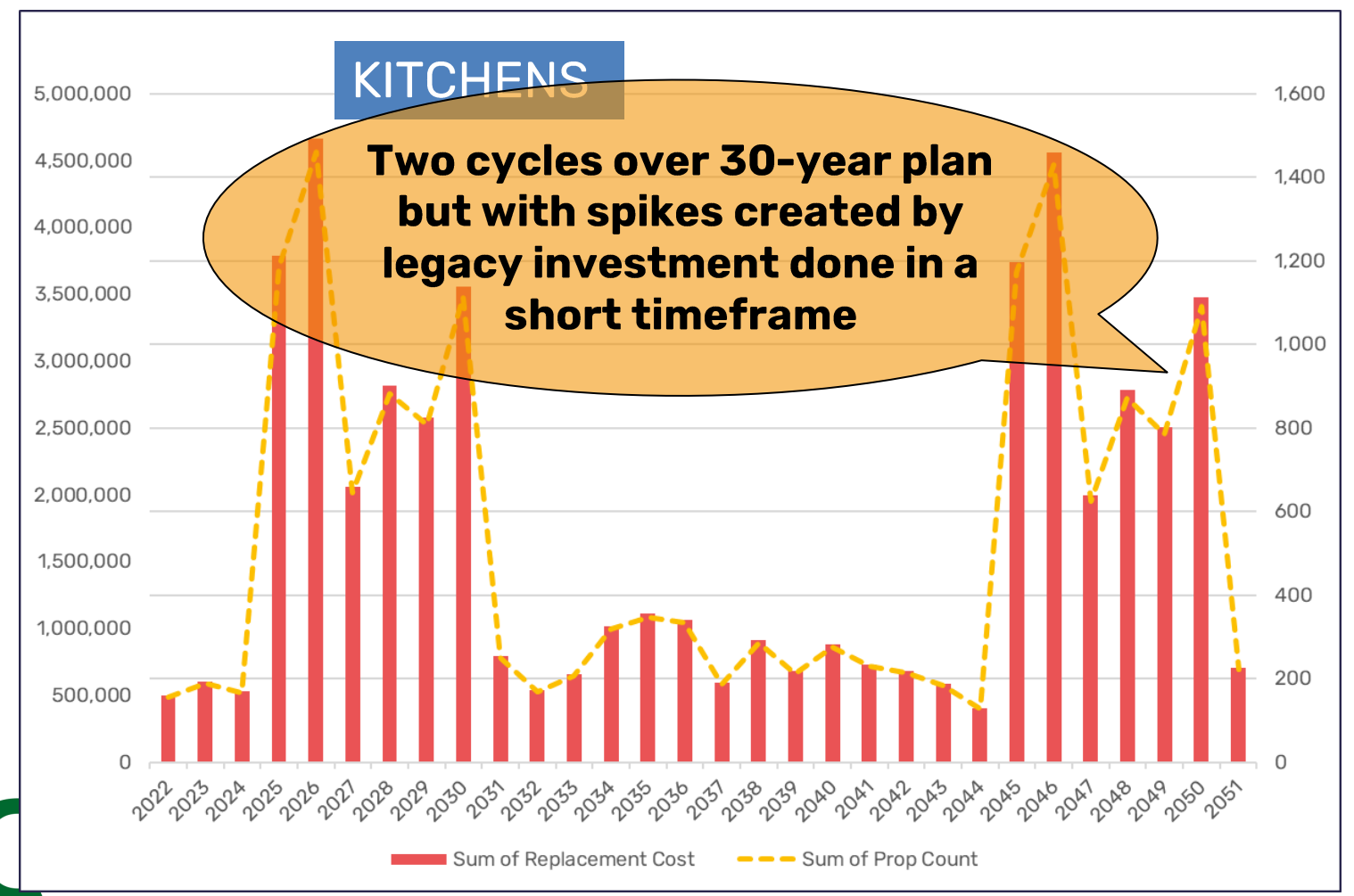
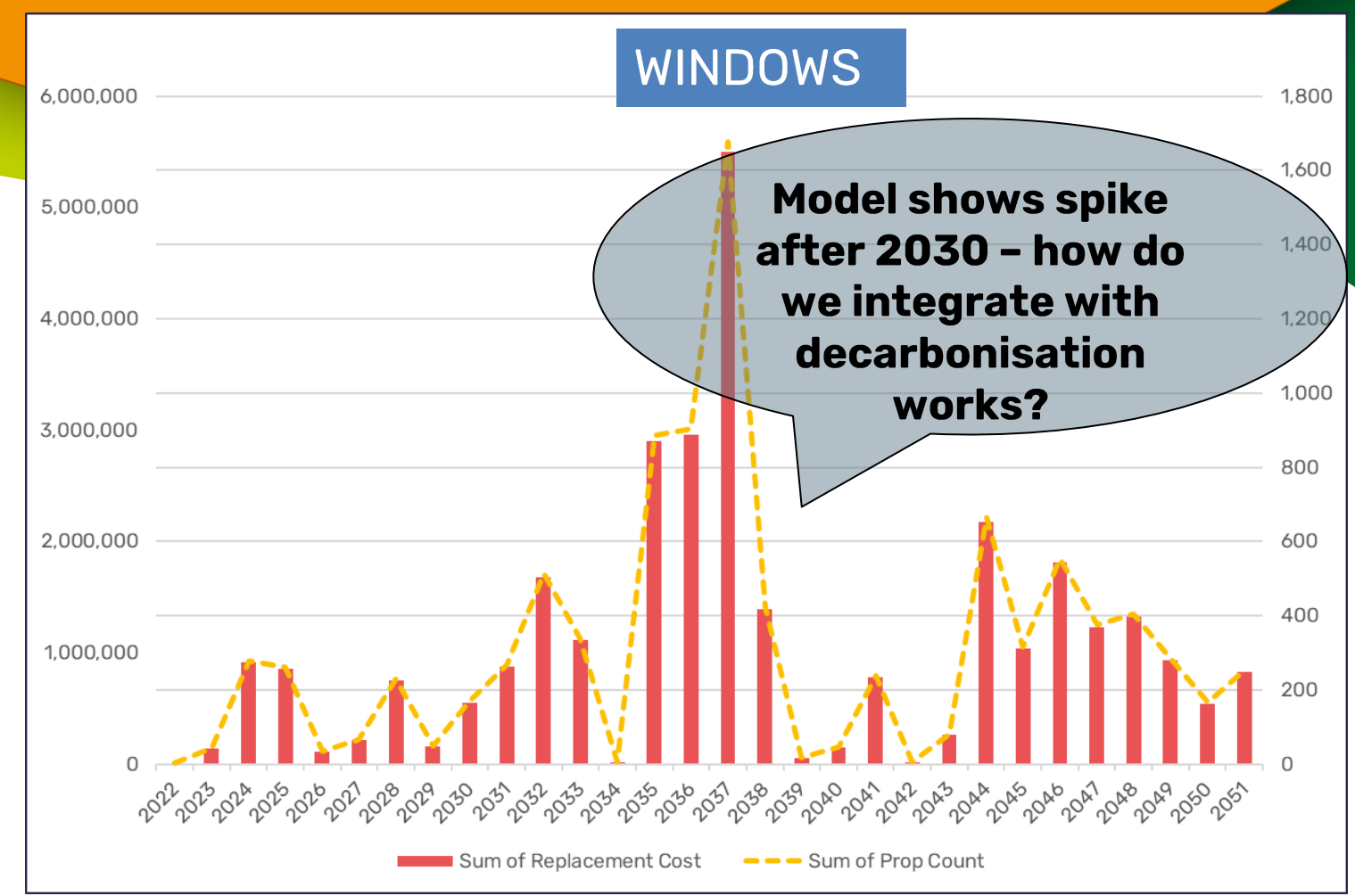
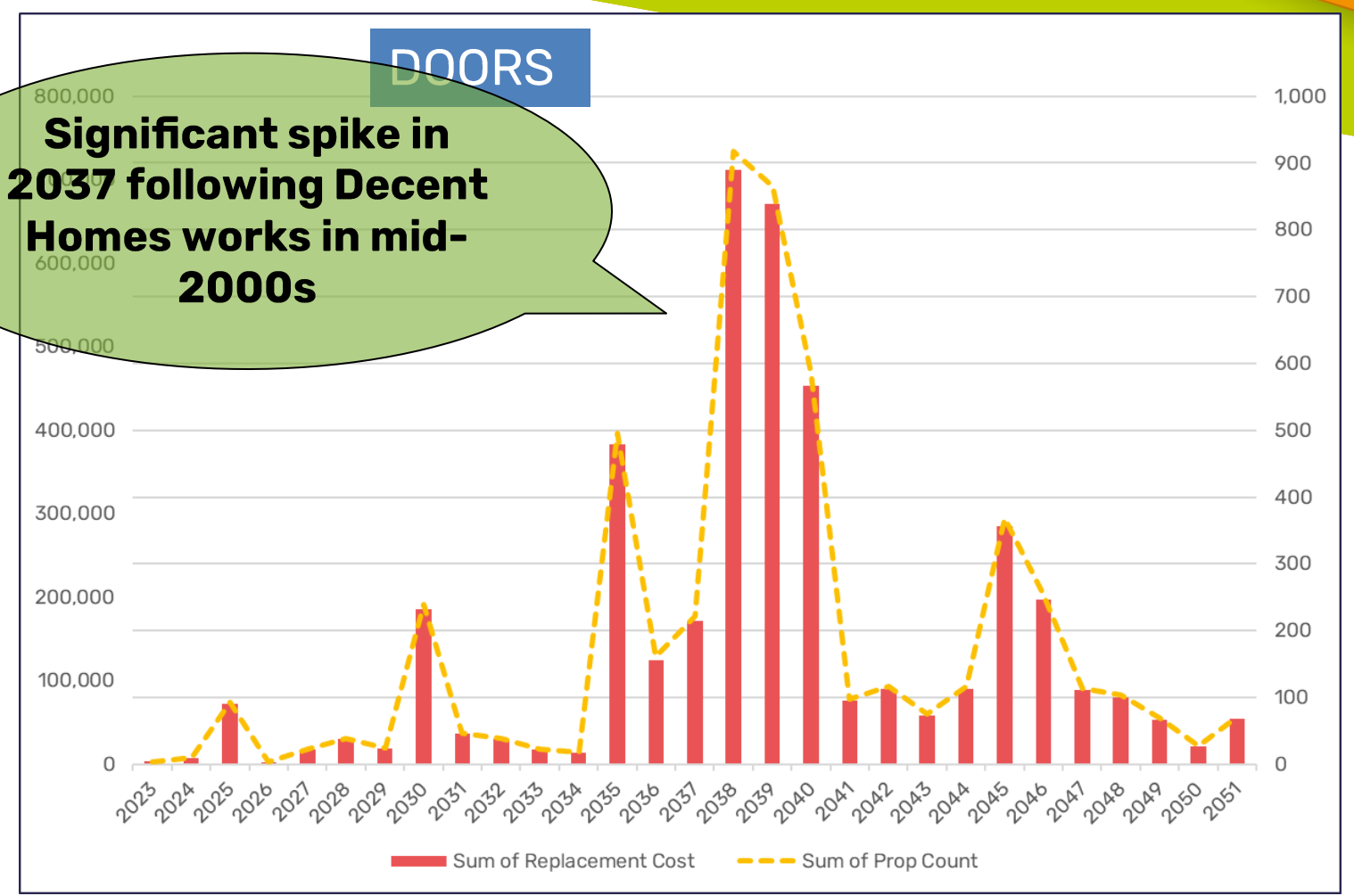
LOW

HIGH



IT'S COMPLEX!

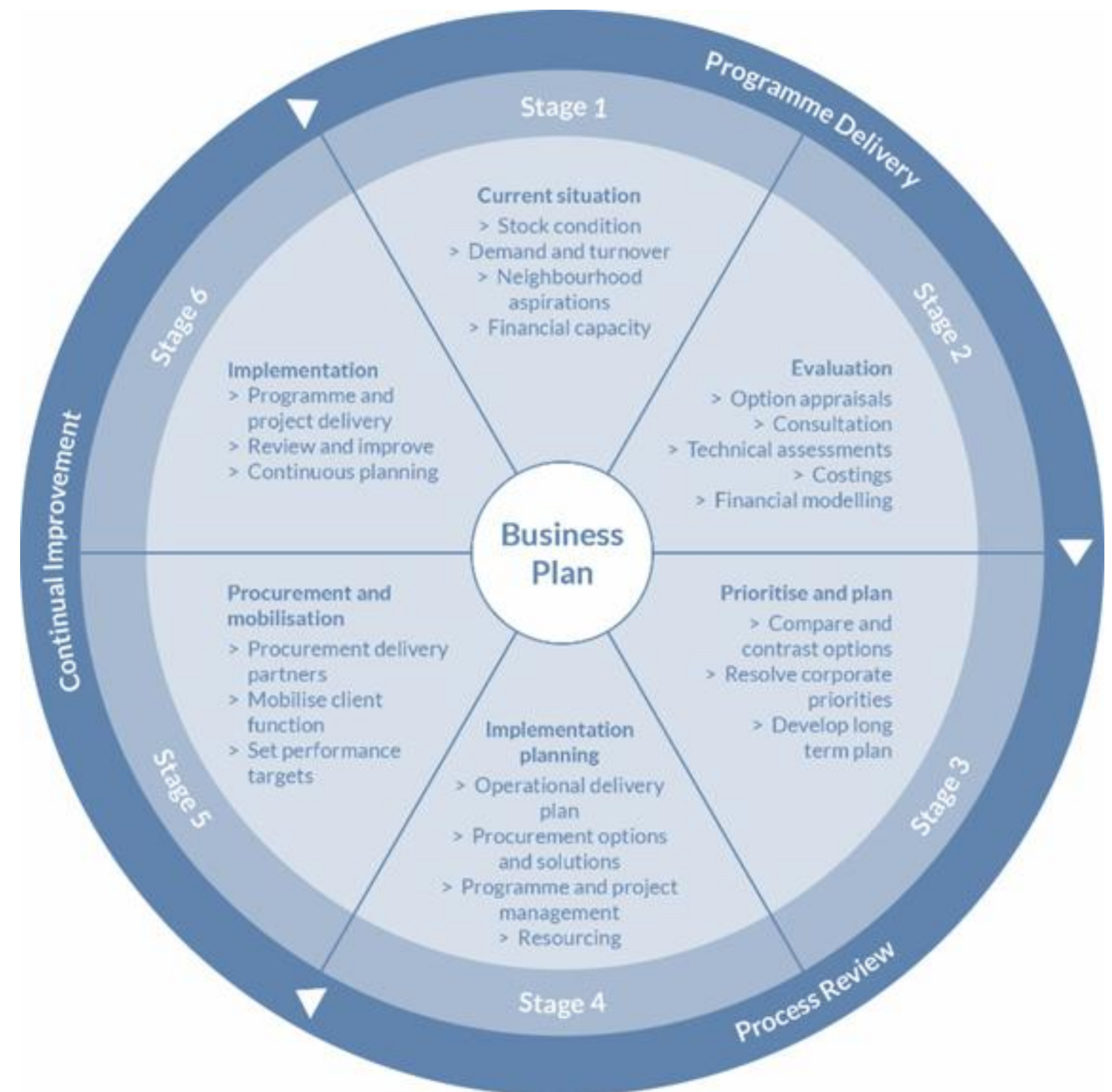
Delivery challenges



ARK's Asset Management Wheel

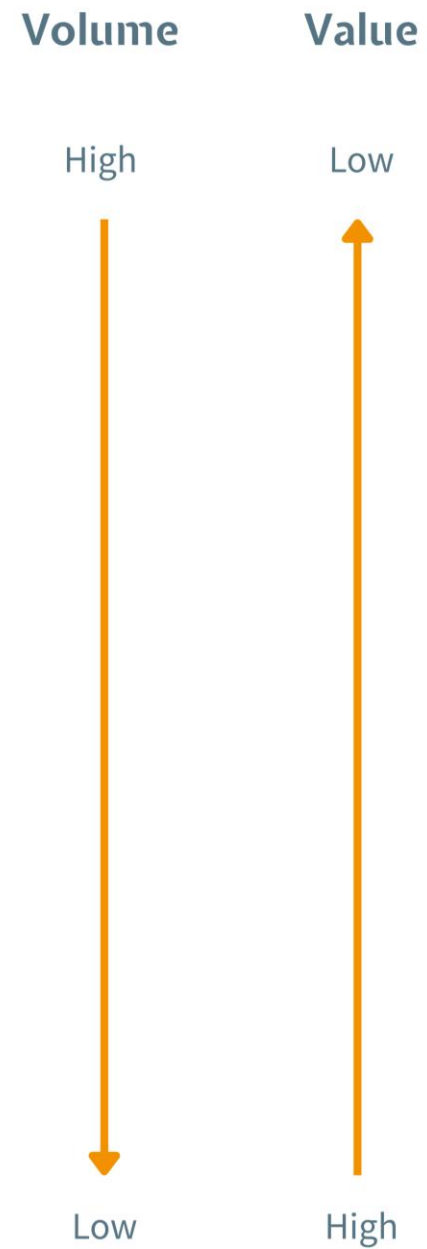
Simplistically, this requires that an organisation:

- **Understands** how its assets currently perform
- **Sets realistic aspirations** for asset performance and customer satisfaction
- **Agrees** what resources are available
- **Establishes** the options for delivering its plans
- **Prioritises and plans** future investment priorities efficiently
- **Implements and monitors** the agreed strategy.

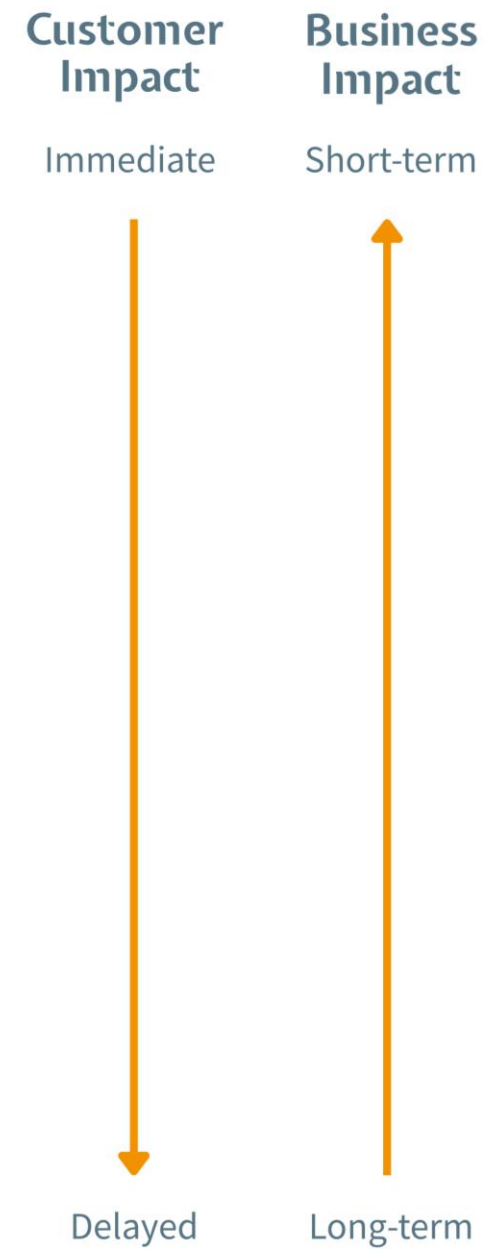


Asset Management Spend

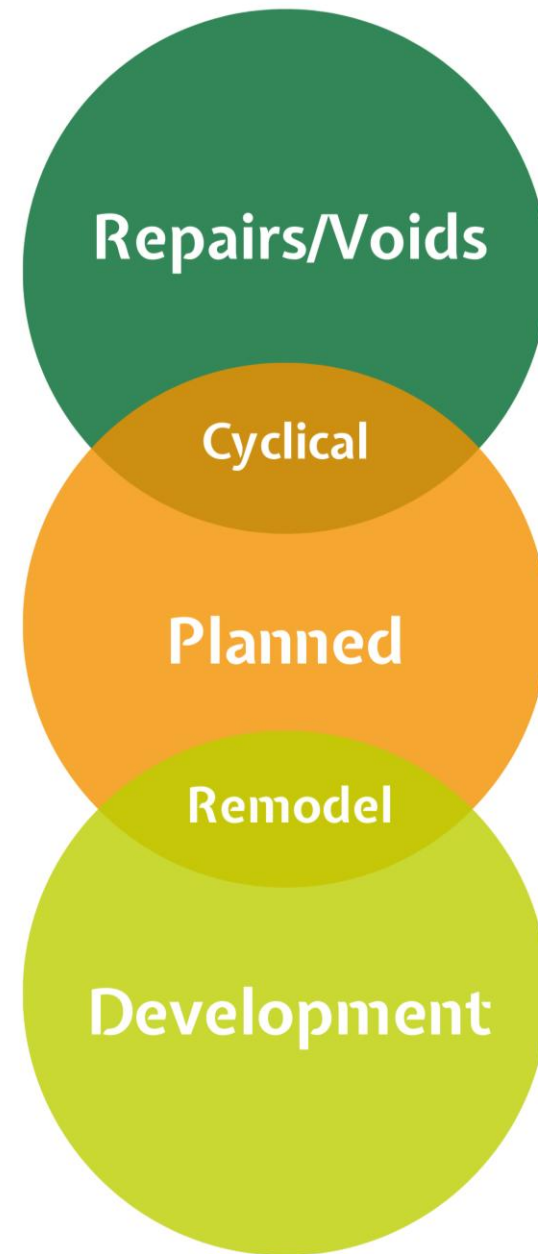
QUANTITY



IMPACT



£ PUPA



878

889

1,469

3,236

+ Retrofit

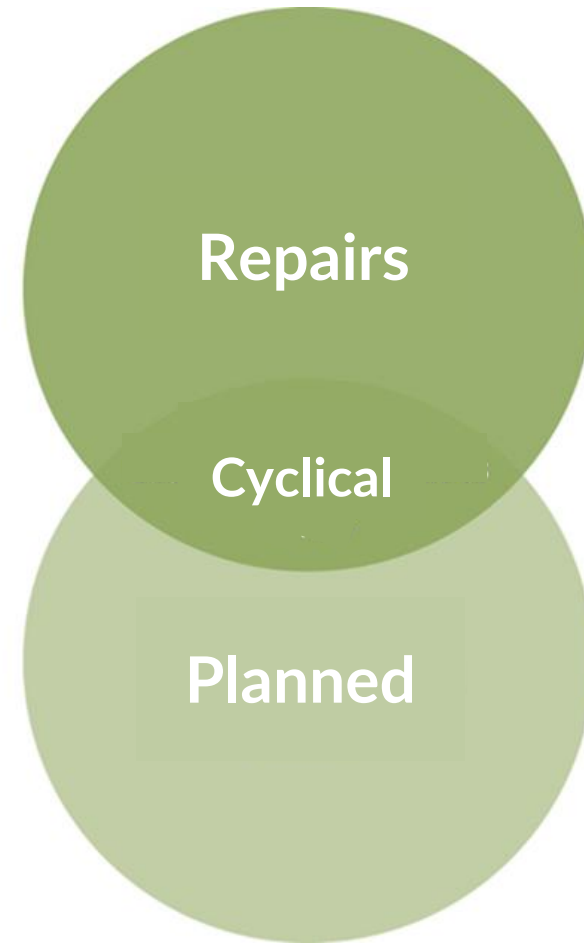
764

£4,000pa

£76 per week?

>50% of rental income

Delivering All Asset Management Services Needs A Contractor – DLO/IHC or External



**In
People's
Homes**



**Building
Homes for
People**



Services for Customers (Tenants & Leaseholders)

All about getting:

The right person/people

To the right property

At the right time

With the right skills

And the right materials

And tools

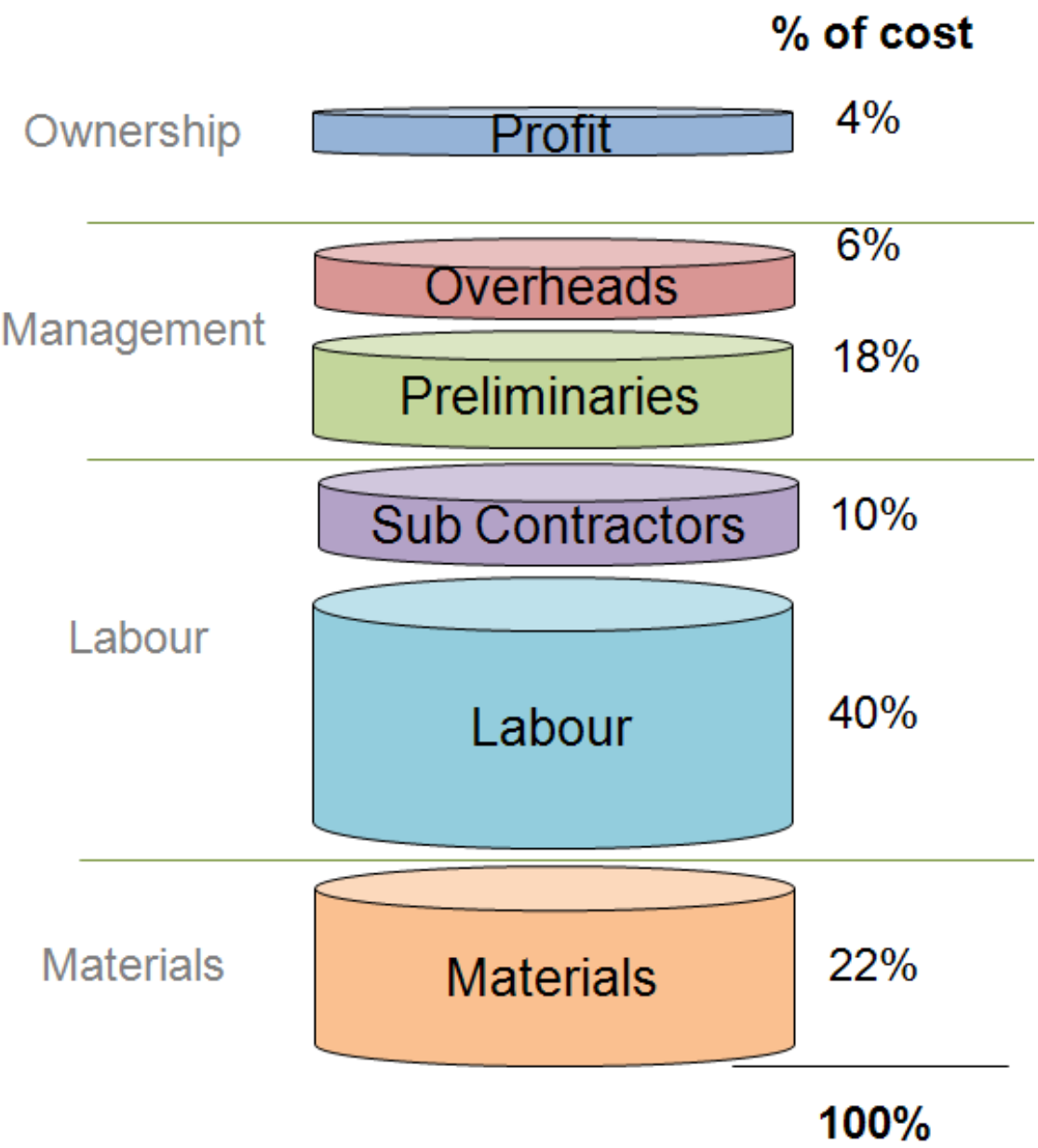
And permits

QUITE SIMPLE REALLY?



Contractor Cost Profile

Construction + Logistics

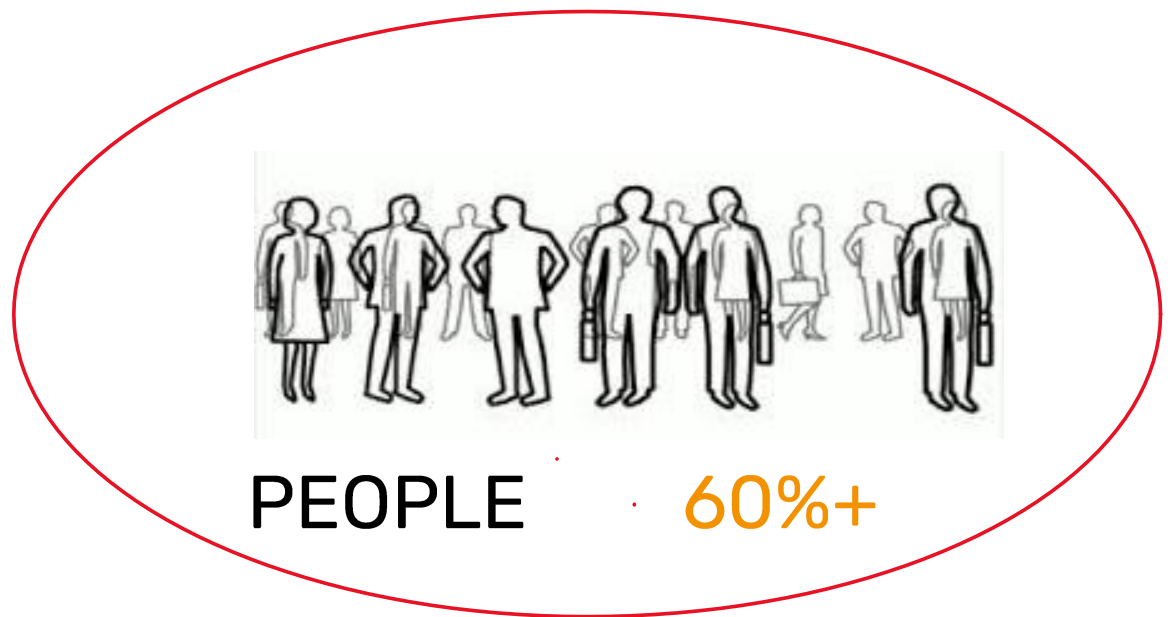


Governance

Management & Systems

Delivery

Supply Chain



PEOPLE 60%+



MATERIALS 22%



VEHICLES 8%

90%+

**A Market Employing c. 200k People
(+ Clients and Suppliers)**

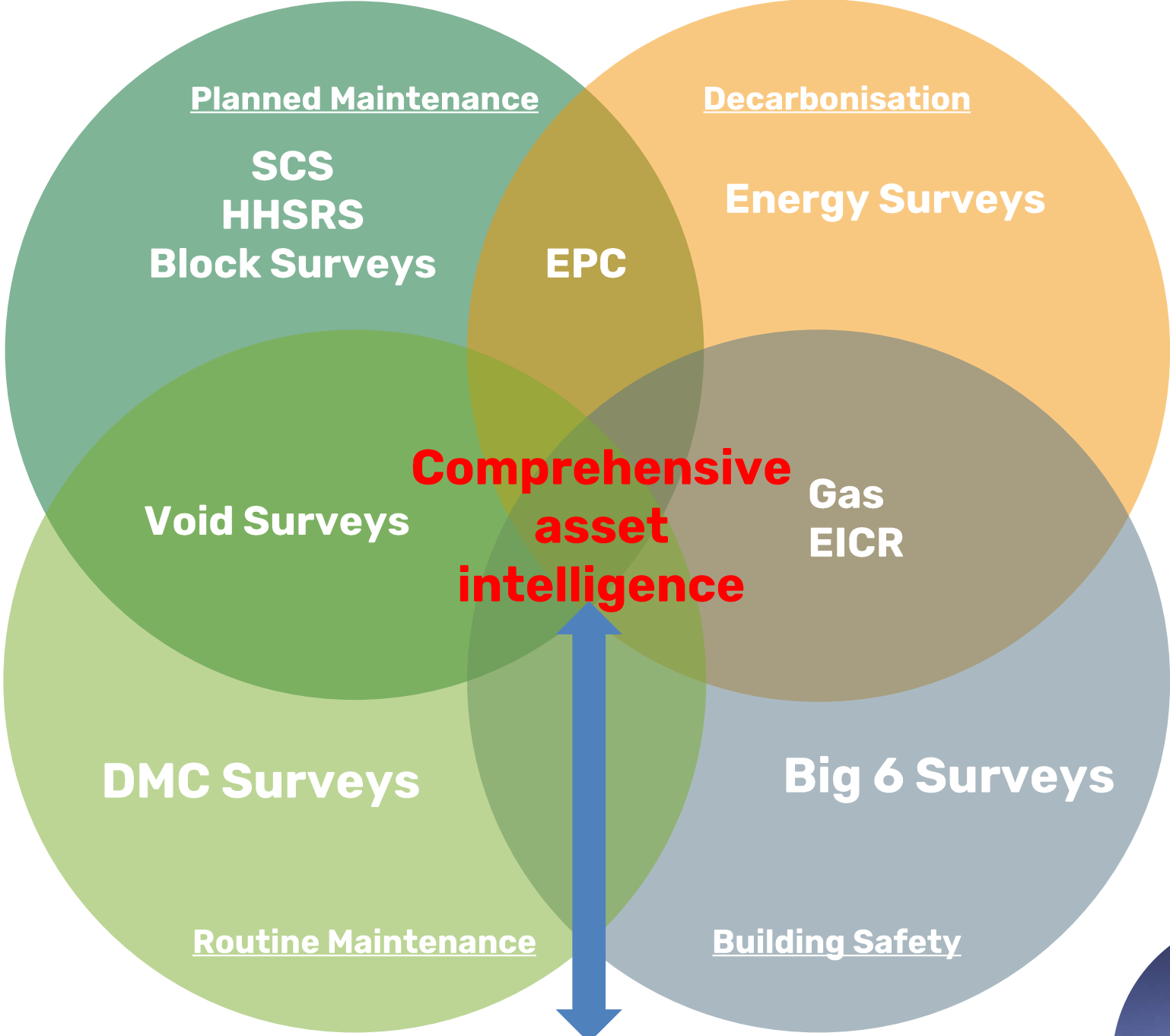


Asset Management Golden Thread



Collecting Information - Surveying

All data in 1 place?



How many surveys do we need?

Informed Asset Management

A 'Quinquennial Inspection'?



NOT JUST ABOUT THE HOMES



COMMUNITIES AND HOUSING INVESTMENT = CHIC

Data, Data, Data

BLOCK

SCHEME

TENURES

CLIENT GROUP

MARKET		
Sub-Category	Tests	Core Tests
Affordability	11	5
Local Market	5	-
Neighbourhood	1	1
Deprivation Index	3	1
	20	7

FINANCE		
Sub-Category	Tests	Core Tests
Financial Performance	10	8
Asset Performance	8	6
Asset Investment	6	6
Decarbonisation Costs	6	2
Capital Values	4	2
	34	24

PEOPLE		
Sub-Category	Tests	Core Tests
Customer Perspective	11	7
Staff Perception	6	5
Social Factors	11	4
	28	16

ASSET		
Sub-Category	Tests	Core Tests
Asset Suitability	12	9
Energy Performance	12	5
Location	4	1
Tenure	2	1
Facilities	2	1
	32	17

BEDROOMS

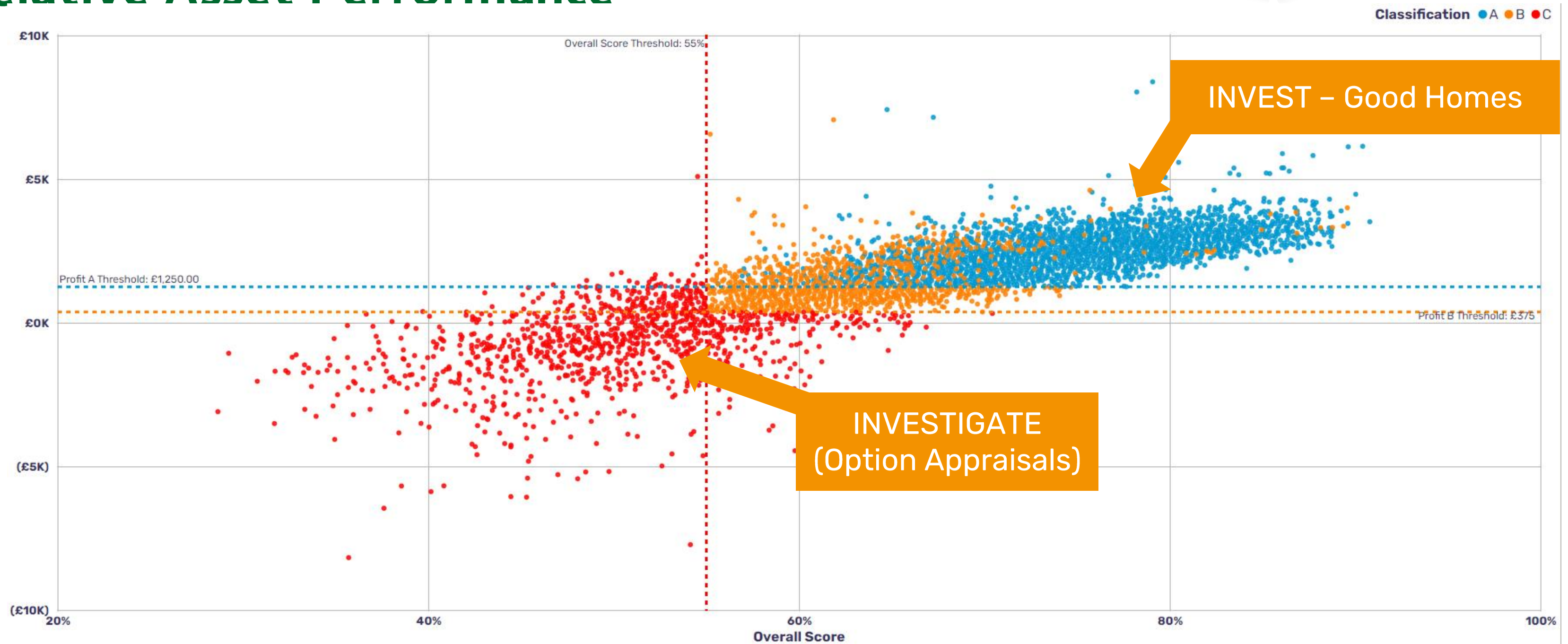
RENT

SERVICE CHARGE

GIS CO-ORDINATES

114 DATA TESTS / > 60 CORE

Using Data Intelligently – Relative Asset Performance



ARK's ASAP Model uses multiple data sets to test relative property performance



ARK Strategic Asset Performance Model (ASAP) - Helps analysis and planning

- Contents Page
- Scheme Summary
- Property Summary
- Filter Reset
- Scheme Report
- Property Report
- Scheme Filters
- Property Filters

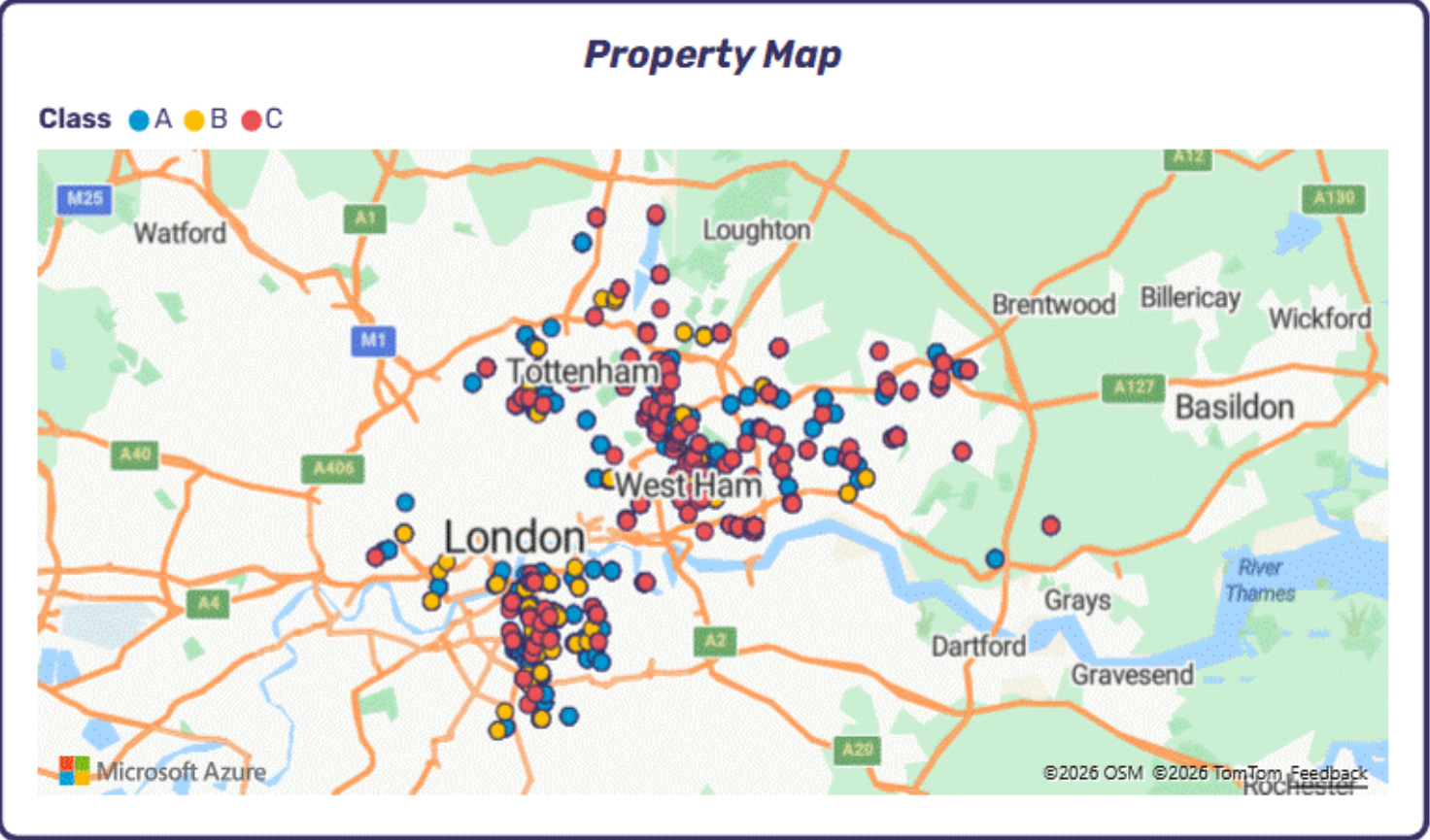
Property Count

Class A	Class B	Class C	Total
1,648	668	637	2,953

Scheme Count

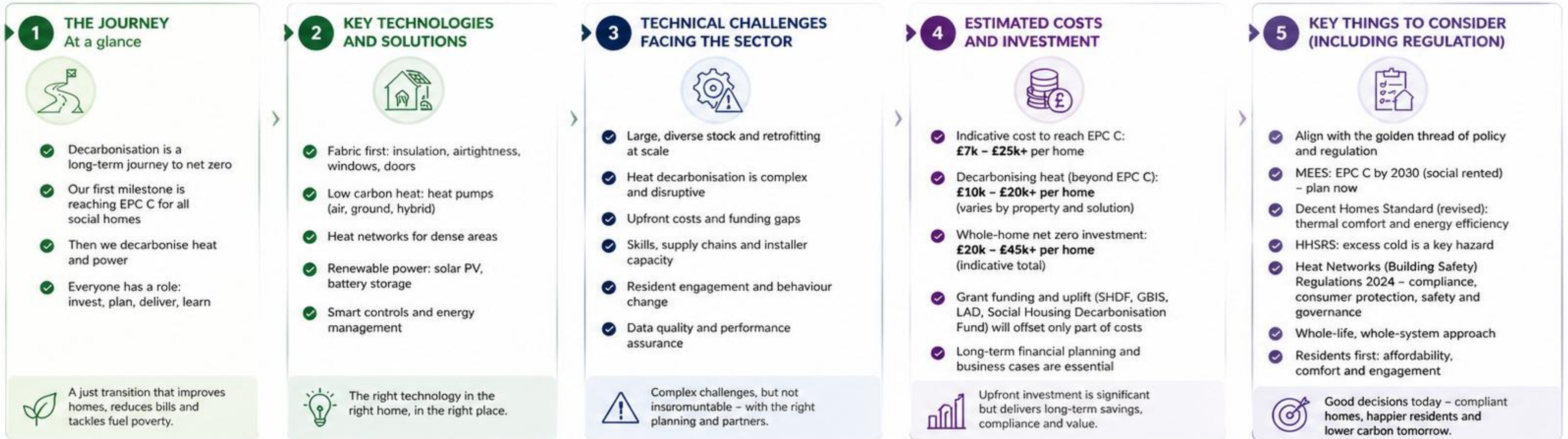
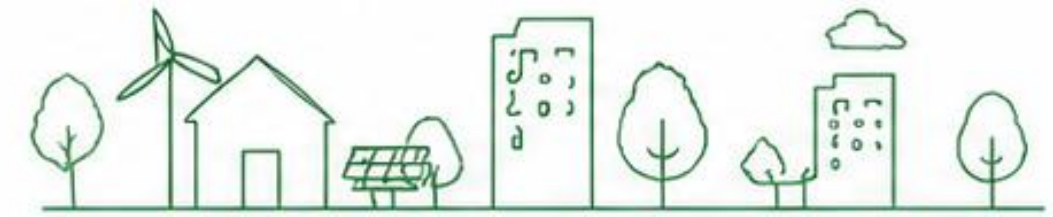
Class A	Class B	Class C	Total
165	68	76	309

Property Classification All	Scheme Classification All	
Scheme Name All	Address All	
Core Footprint? All	Estate All	
Construction Type All	Archetype All	
Property Type All	Local Authority All	
Neighbourhood Multiple selections	Town All	
Postcode Region Multiple sele...	PostCode All	Postcode Area All

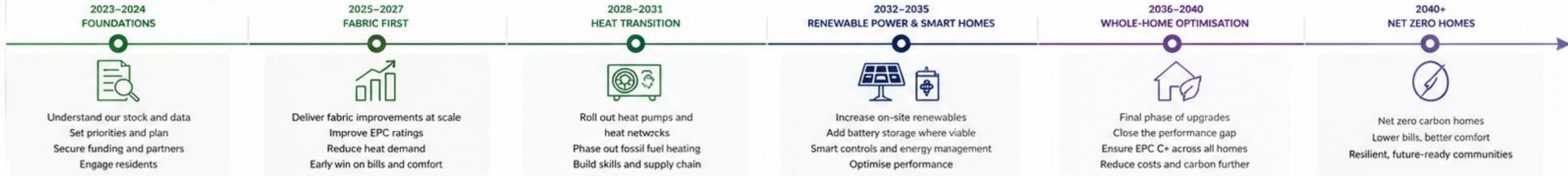


The Road to Decarbonisation and Net Zero

A practical pathway for social housing – better homes, lower bills, stronger communities



OUR INDICATIVE PATHWAY TO NET ZERO



LET'S GET YOUR VIEWS!

Your perspective helps shape our plan. Take part in one of the quick interactive polls.

OR

SHOW OF HANDS

Which area do you think is the biggest priority for our organisation right now?

A. Fabric first
 B. Fossil fuel heating
 C. Heat networks
 D. Smart controls and energy management

OR OR

HEADS OR TAILS!

Will we reach EPC C for all social homes by 2030?

HEADS – Yes, we can!
 TAILS – Not without challenges



★ WHAT SUCCESS LOOKS LIKE

- Compliant, efficient, comfortable homes
- Lower bills for residents
- Reduced carbon emissions
- Stronger, more sustainable communities



Plan Long Term– Focus On Value

Cost

	Cost	Fitting Cost	Life	No. in 30 Years	30 Year Cost
	£40	£120	5 Years	7	£1,120
	£90	£120	15 Years	3	£630

Value

44% Less

Client Competence?

Director of Property Services

Head of Investment Planning

Head of Repairs/Voids

Head of Planned Maintenance

Head of Building Safety/ Compliance

Surveyors

Inspectors/ Contract Managers

Project Managers

Specialist Surveyors/ Managers

CLIENT

ARK SERVICES

Client Property Services Structure

IHC (DLO) or Contractor

IHC & Contractors

Specialist Contractors (IHC Gas & EICR)

CONTRACTOR

CHIC SERVICES

Merchants

Materials Suppliers

Materials/ Merchants



Strategic Asset Management

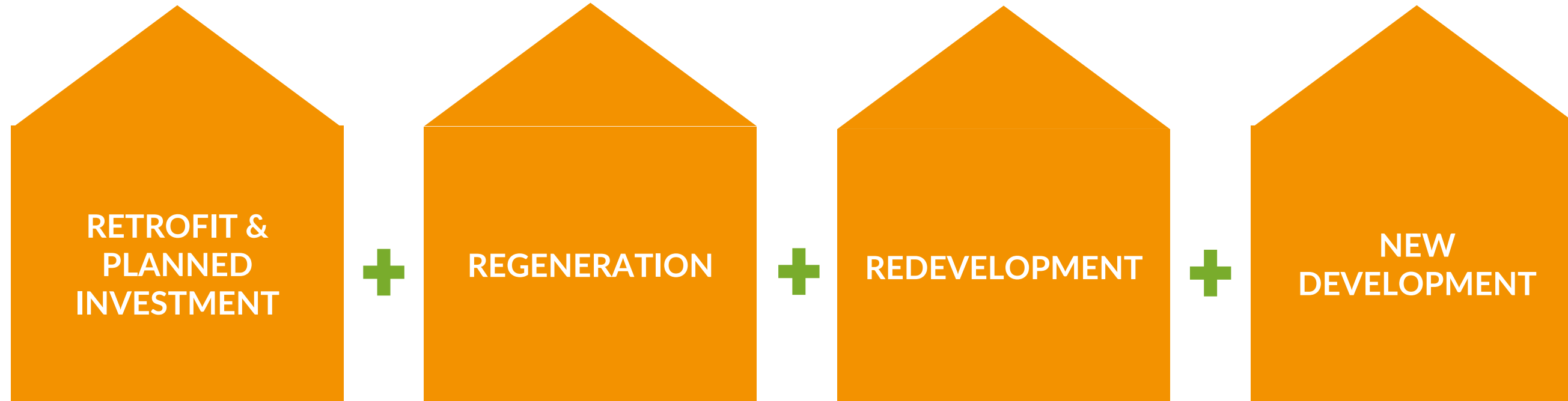
- Landlords need a **long term (30 – 40 year) asset management strategy**, balancing revenue and capital spend
- Decarbonisation and building safety works need to be overlaid with routine maintenance and investment – creating a **long term contractor order book**
- **But – only invest in homes which people will want to live in (ASAP model)**

Procurement

- A balanced long term order book = **sustainable work for contractors and the supply chain**
- And, **investment in training and employment**
- **Collaborative procurement = aggregated volume and procurement efficiencies**

Create the 30 Asset Management Plan

Capital Spend (Investment)



ASSET MANAGEMENT STRATEGY AND INVESTMENT PLAN

SMART PROCUREMENT

GREAT HOMES IN BALANCED COMMUNITIES

CLOSING THOUGHTS

The Good:

- ✓ More spend on peoples' homes
- ✓ Grenfell & Awaab's Law have shaken the sector up

WIP:

- ? Data = more Intelligence
- ? Focus on value, not cost
- ? Super surveys
- ? Collaborative procurement = Efficiencies
- ? Separate materials form labour
- ? Make construction an attractive sector

Outcomes:

Better, healthier, warmer homes in thriving communities



STRATEGIC ASSET MANAGEMENT

THANK YOU



 enquiries@chicld.co.uk

 0121 759 9990

 www.chicld.co.uk



Dave Binns **MCIOB CIHCM**
Director



Michael Dyson
associates ltd

Introduction – Who is MDA? Who am I?

- Multidisciplinary Housing Consultancy in Holmfirth
- Est. in 1980, Limited since 1995
- UK wide operation with 75+ staff
- **Asset Management**
 - Stock Condition Surveys, Non-Traditional Houses, HRB / Structural Investigations, BSC Support
- **Contract Administration**
 - Employer's Agent, Contract Administration, Project Management, QS, COW, Cost Consultancy
- **Architecture & Design**
 - New-build, Cladding and Fire Remediation, HRBs, Options Appraisals, Retrofit Consultancy Support (Designer, Assessor, Co-ordinator)





Investing in Homes, Residents and Resilience

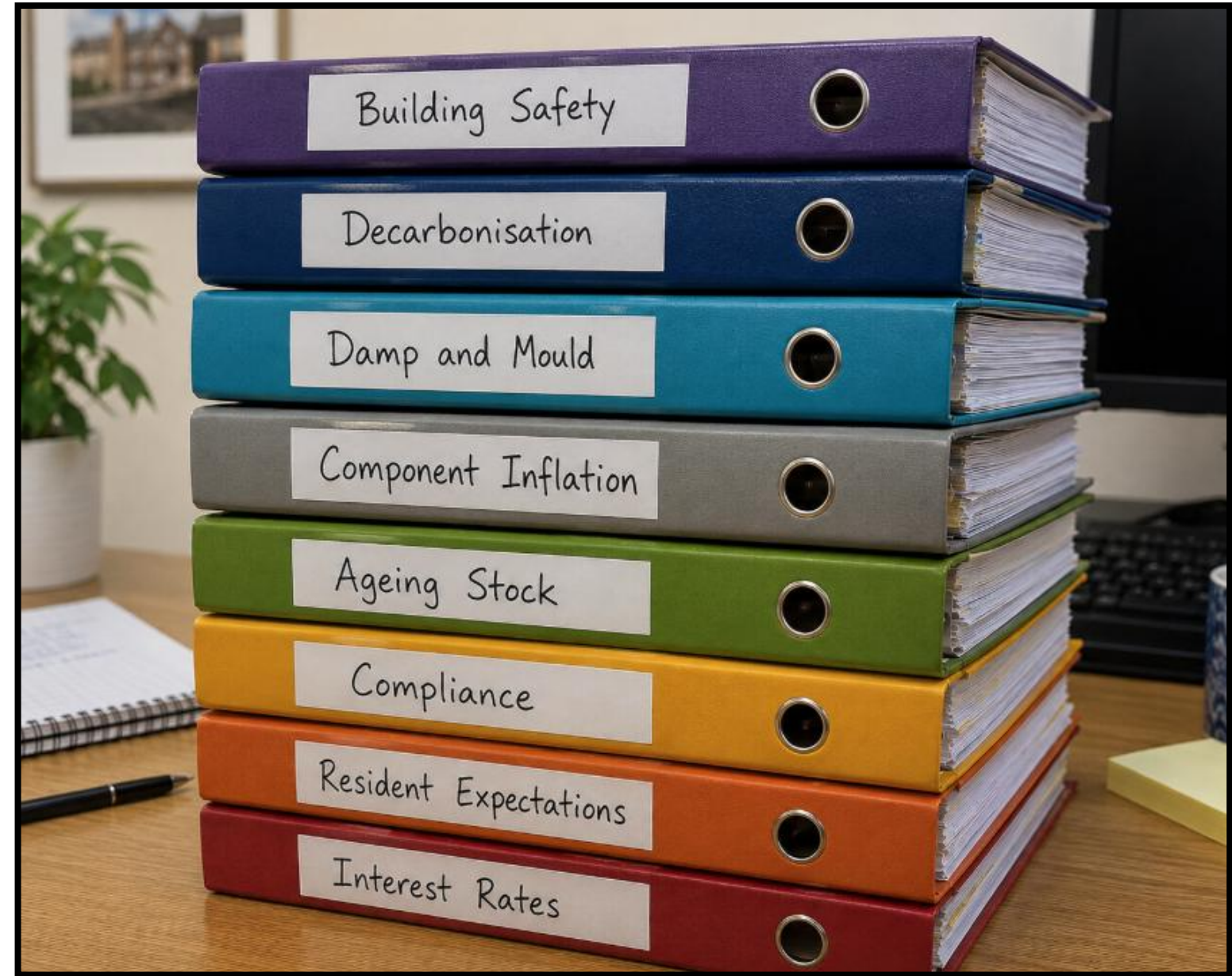
What do I know about Strategic Asset Management?





The Investment Puzzle

Are you spending more?
Shifting goal posts
What's the next crisis?



Beyond Repairs..

It's not about fixing homes. It's about making long-term investment decisions

- Residents + Assets + Financial Stability = Asset Management
- Understand stock performance
- Plan over the long-term
- Know when to invest (or repurpose/dispose)
- Use data to drive investment decisions





Better Data = Better Decisions

- Stock Condition Surveys
- EPC / Energy Data /Retrofit Assessments
- Compliance Data
- Reactive Repair Data
- Resident Feedback
- Lifecycle Modelling/Scenario Planning

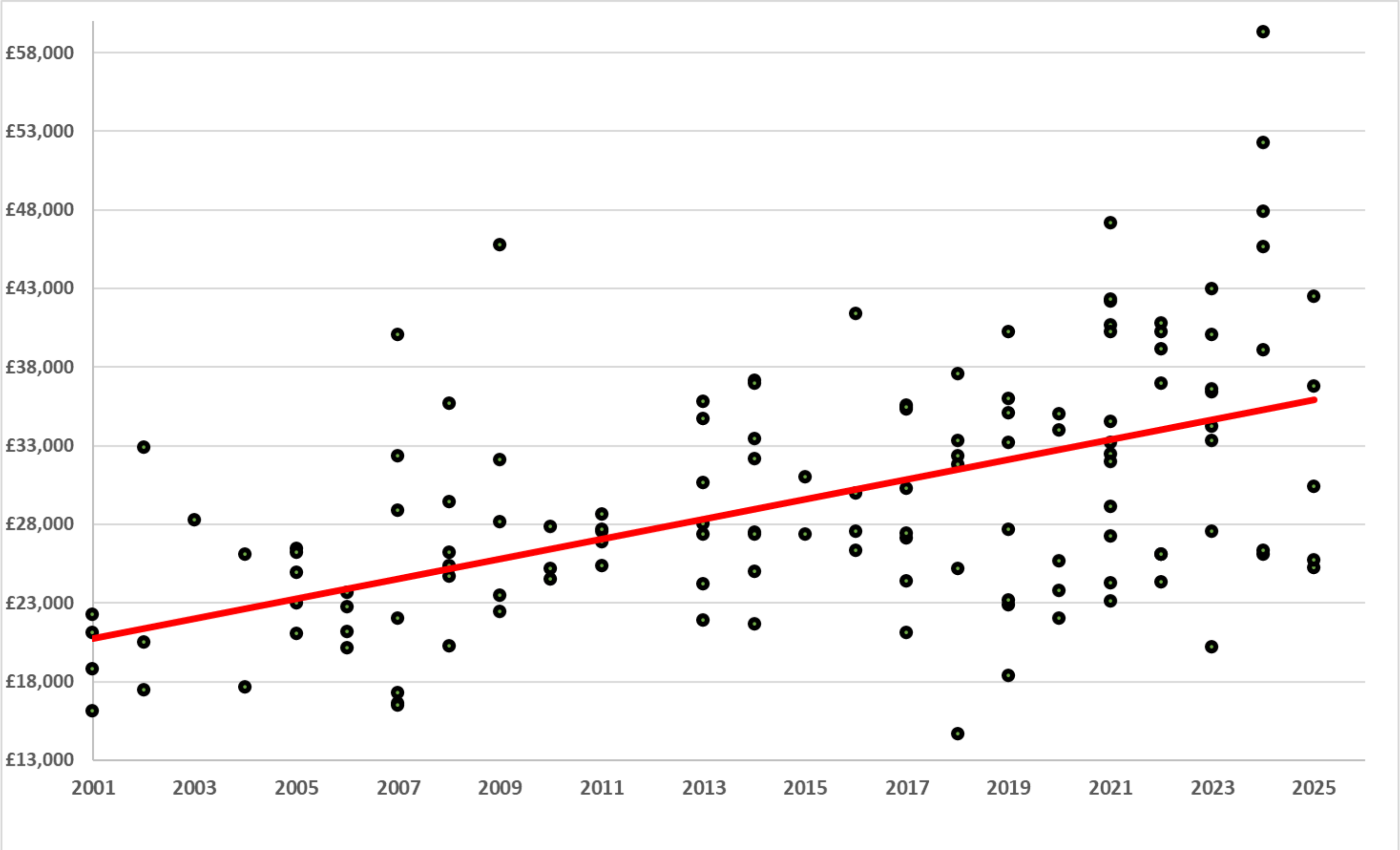


25 Years of Stock Condition Surveys

- Over 900,000 properties surveyed (20% of UK total!)
 - 216,000,000 cells of data
 - 93% access rate
 - 392 projects
 - 211 clients
-
- What does 25 years of data look like?



30 Year Planned Maintenance Profile Summary



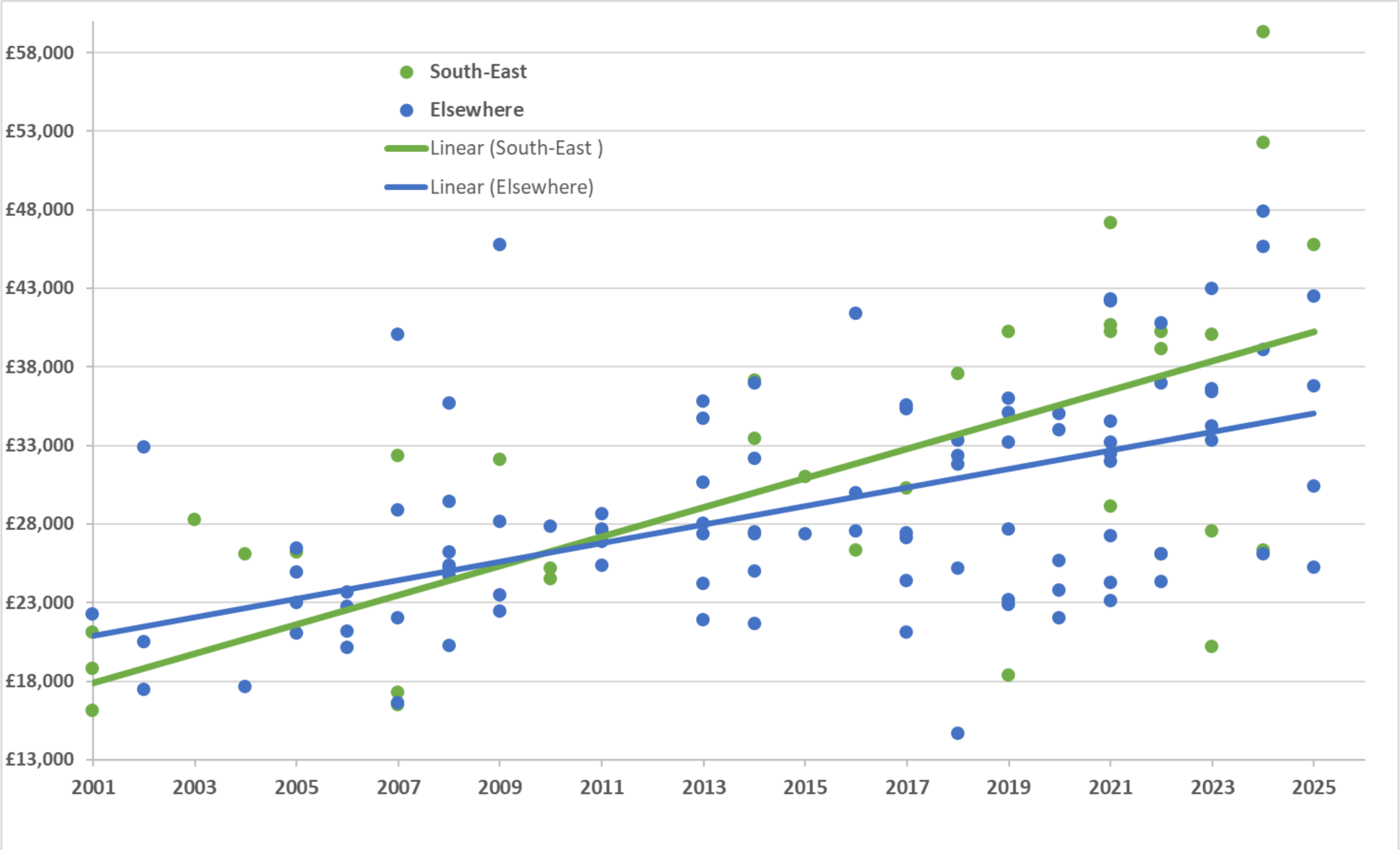
- Excl. Prelims, fees, contingencies, VAT
- 2001 - £19,737
- 2025 - £34,108
- 43% increase

Dave Binns MCIQB CIHCM
Director



Michael Dyson
associates ltd

30 Year Planned Maintenance Profile Summary



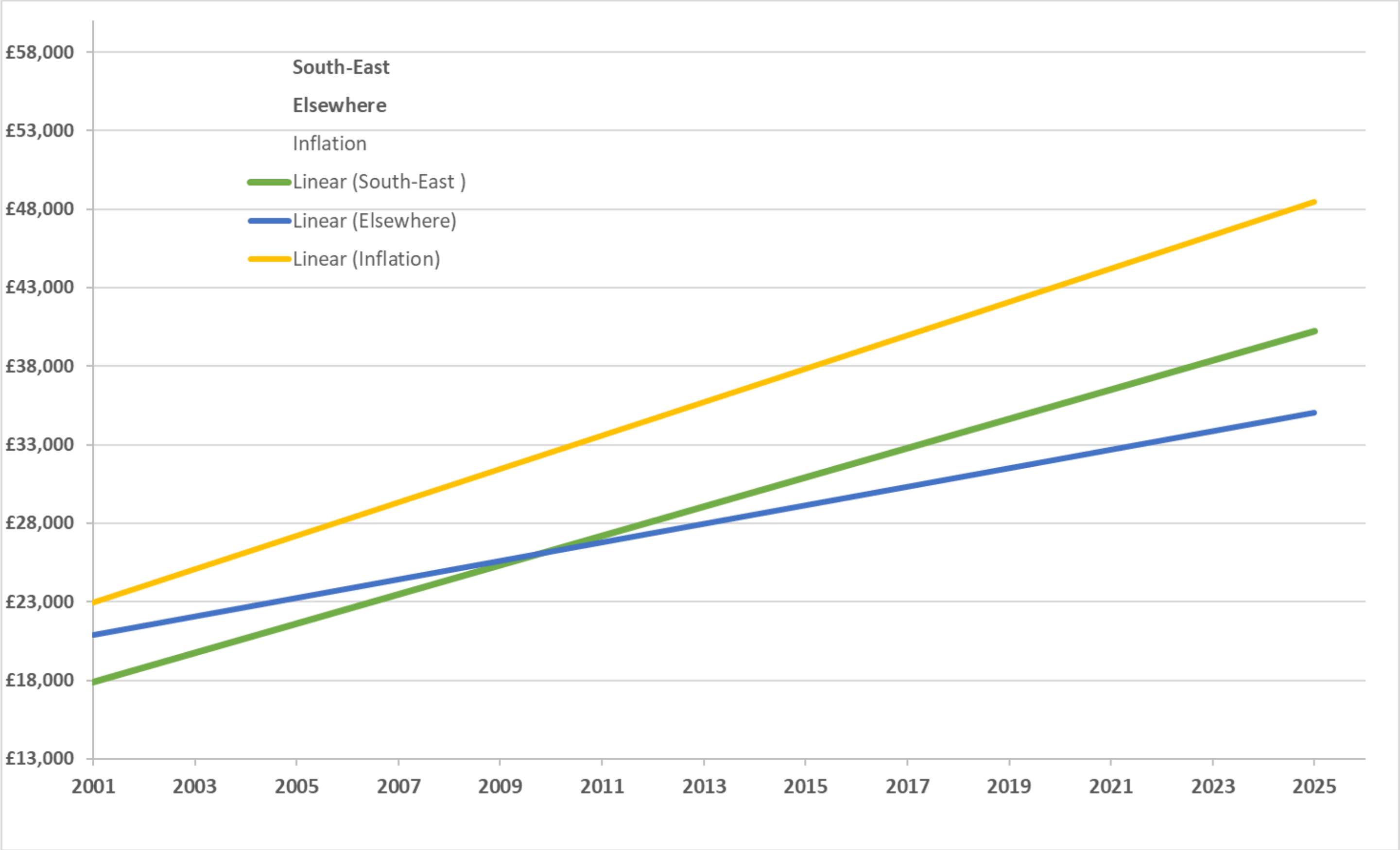
- Excl. Prelims, fees, contingencies, VAT
- 2025 SE - £45,744
- 2025 Els. - £31,200
- 32% higher in SE

Dave Binns MCIQB CIHCM
Director



Michael Dyson
associates ltd

30 Year Planned Maintenance Profile Summary



- Excl. Prelims, fees, contingencies, VAT
- Inflation rising faster than investment
- What does this mean?



Final Thoughts

A strategic asset management is all about choices

- Have difficult conversations
- Reactive maintenance is the most expensive strategy
- A poor decision today is an expensive liability tomorrow

The homes you invest in today determine resident outcomes, organisational resilience and the long-term sustainability of your organisation *and* the sector itself

Thank you



Dave Binns MCIQB CIHCM
Director



Michael Dyson
associates ltd

Strategic Asset Management

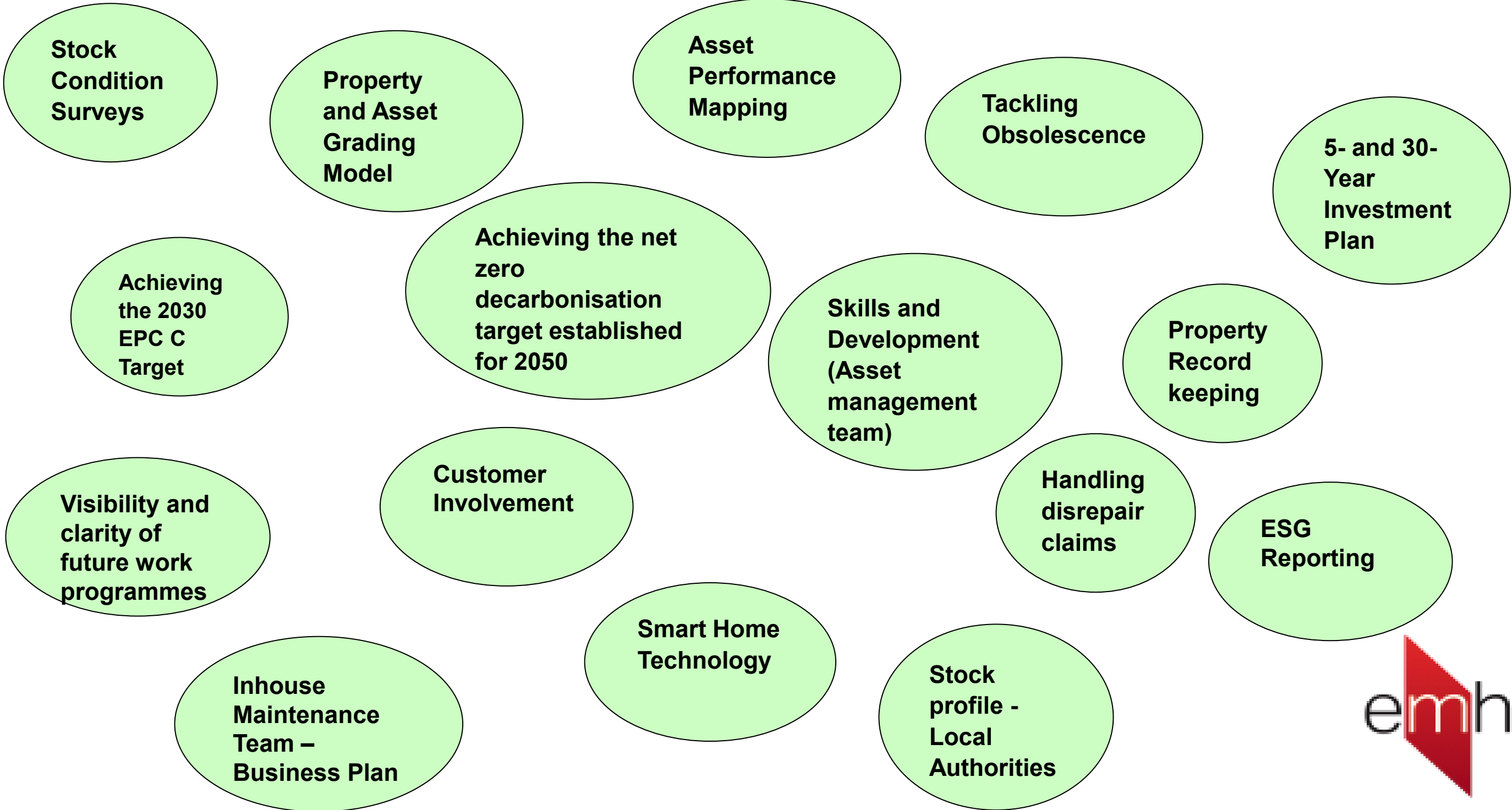
Ian Davies - FCIOB
Executive Director of Quality Homes-Emh
Vice Chair – CHIC



Our journey

- June-August 2021 - New Asset Management Strategy (AMS) written with 5 year action plan with 3 guiding principles:
 - Invest
 - Divest
 - Disinvest
- Engaged with internal colleagues through the period of writing the strategy
- Linked to the Development and ESG strategies
- Consulted with engaged residents – Hearing the voice of our residents
- Achieved Board approval in September 2021
- Following a procurement exercise to obtain consultancy support for a large scale stock condition survey programme along with asset grading model and performance mapping services set out in the AMS, ARK Consultancy was appointed
- 5 year 16-point action plan

5-year, 16-point action plan elements- Key focus on “Knowing our homes”



Key interdependencies

- Stock condition survey (SCS) programme commenced in April 2022- Board approval to enhance programme from 6,500 to 8,500 in 2022/23
- Further commission of SCS programme in 2023/24 C.6,000 – Resulting in all assets having a survey not older than 5 years at the end of 2023 to current
- EPC survey programme of 1600 in 22/23
- Further 1,000 EPC surveys in 2023/24 - Resulting in all assets having a certificate not older than 10 years at the end of 2023 to current – Key element of our bids for grant funding
- MRI Asset module integration as part of wider group MRI implementation programme to replace Orchard/Keystone
- Property Services Repurposing exercise to address Legislative and Statutory requirements – Building safety/compliance, fire safety, decarbonisation, customer experience – Tenant Satisfaction Measures (TSM's), Consumer Standards, Better Social Housing Review - Regulator of Social Housing new regime inspection Housing Ombudsman.

What has the AMS achieved

- Assurance to Board and ELT on levels of investment at component level for years 5 -30 including EPC C position
- Holistic approach on disposals which doesn't just focus on property investment/costs-ASAP
- New disposal strategy
- New Voids policy
- New Repairs and Maintenance and Pest Policy
- Migration of Building Safety function into the Strategic Asset Investment team from the Corporate Health and Safety Team
- A wider review and re-purposing of the Property Services directorate
- Board approval for a 3-year Business Plan to grow the Internal Maintenance Service following a VFM exercise 44% to 80% by value
- Recognition regionally and nationally for our commitment to energy efficiency
- Improved resident satisfaction –TSM >11% (Satisfaction in last 12 months and time taken)
- Increase in capital investment- Based off robust insight
- Progression for me 😊

What next

- We have commenced writing our new 2026-2031 AMS
- Considers new corporate plan which is currently in development
- Continue with approved disposal approach
- Consider regeneration of key schemes
- Continue to grow our resident engagement
- Preparedness for next RSH inspection -2027/28
- Consider impact of new DHS/MEES
- Embed a continuous improvement structure and framework to demonstrate VFM and enhance resident experience further
- Growth of Internal Maintenance Service over next 2 years
- Procurement exercise for outsourced works and merchant supplies
- Active approach for future grant finding

Thank you to our sponsor!



**BROAD
OAK
GROUP**



**CHIC Conference
& Exhibition**



CHIC Conference
& Exhibition



CHIC CONFERENCE & EXHIBITION 2026

SPONSORED BY:



COMING UP

15:30 – 16.30

The Journey to Net Zero

The UK &

The Housing Sector



JOINING THE DOTS

CHIC CONFERENCE & EXHIBITION 2026



JOINING THE DOTS

The Journey to Net Zero – The UK & the Housing Sector

Chaired by: **Mark Easton**, Broadcaster

Gemma Brookes, Head of Asset Optimisation, Orbit Group

Jon Daley, Head of ESG, G2M Group

Chris Chapman, Strategic Accounts Director, Broad Oak Group



CHIC Conference
& Exhibition



**BROAD
OAK
GROUP**

The Journey to Operational Net Zero: An Orbit Case Study



Individual Property Data

EPC Link [Google Link](#) [MyMaps](#)

ActiveH EPC info

SAP Score	Band	Year
71	C	2018

Social Rented

Listed Grade (Blank)

Conservation Area

Not in a CA

AONB (Blank)

Property Age

1948

No. of Bedrooms

3

SCS Inspection

Savills

Inspection Carried out by

2018

Year

Block asset ref	Block address
X	X

Parity Calculated Figure

SAP Score SAP Band

72.43 C

PitchedNormalLoftA... Gas: Mains Gas

Roofs Main Fuel

100% Double glazin... Boiler: A rated

Glazing Heating

SystemBuilt: External

Walls

Attribute Name	Type	Fit Year	Replacement Year
Bathroom	Bathroom - Bath Only/no shower	2013	2046
DHS - Loft Insulation (76)	UP TO 199MM	2011	2018
Doors - Additional	UPVC	1989	2029
Doors - Front	Composite	2009	2039
Heating Equipment - Boiler	Condensing boiler	2017	2032
Kitchen	Premier	2013	2035
Main Roof Covering	Concrete Tiles	2005	2028
Main Wall Structure	PCC Panels	1948	
Roofline	UPVC	2012	2041
Wall Insulation	EXTERNAL WALL INSULATION NON CAVITY	2017	
Windows	DG UPVC	2000	2031

Project/Group Number

PPM Program Number

LA Strategy

Core (650+)

Click scheme code below to activate drill through buttons

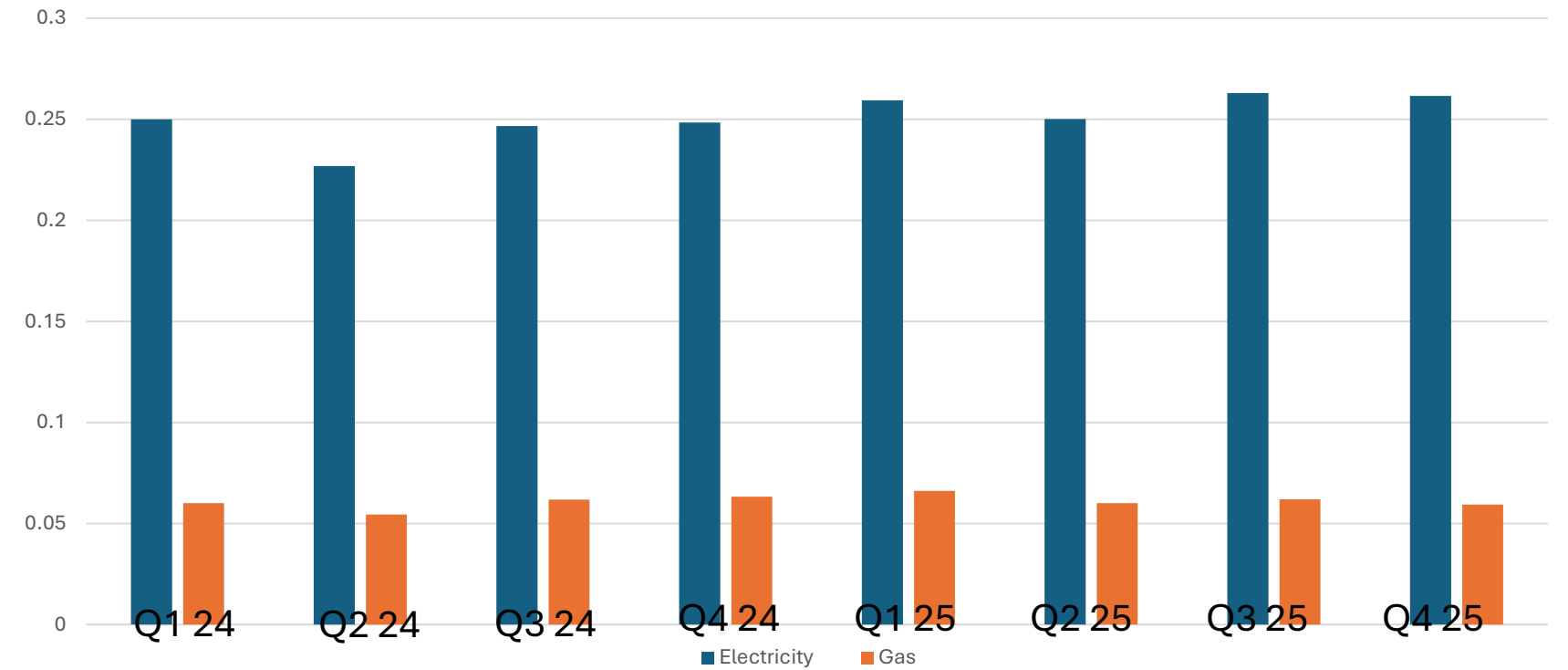
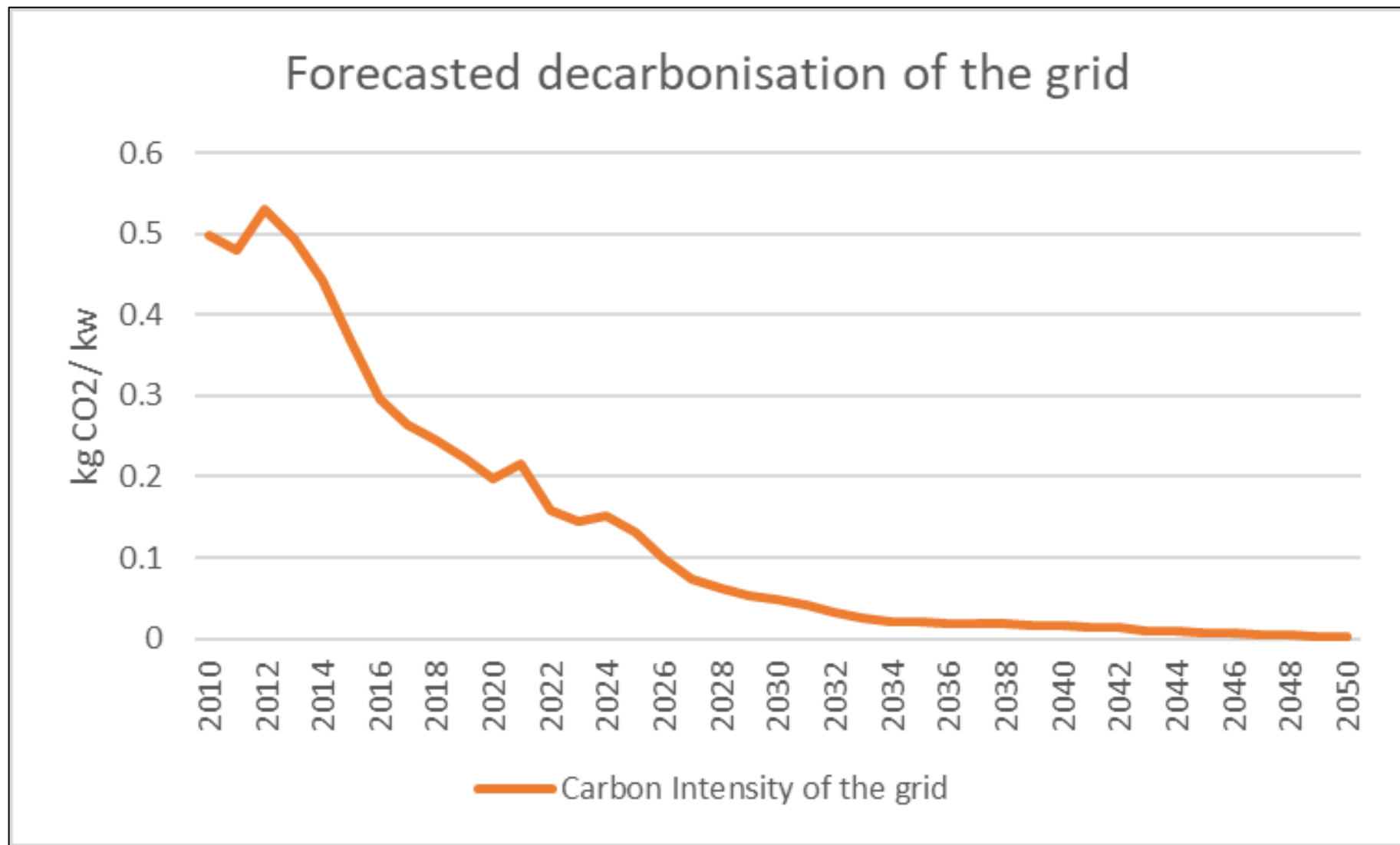
00863 Lesney Farm Houses

Property Passport (EPC C)

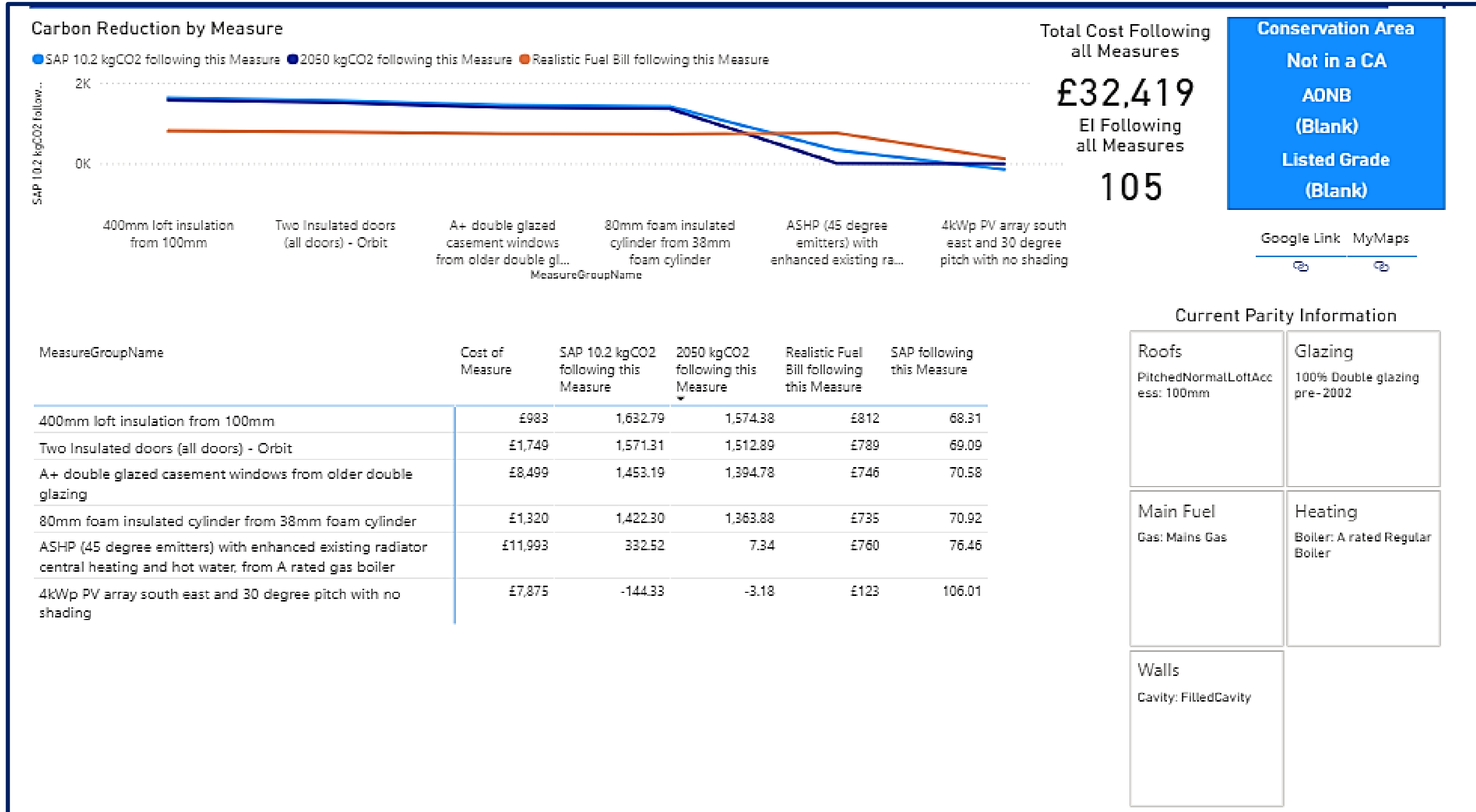
Scheme Detail

Plan Description	Status
South 2024-2028 Cyclical Decorations	Ordered
South 2024-2028 Resurfacing Works	Planned
South/East 2024-2028 Pitched Roof Plan	Planned

Macroenvironment Data



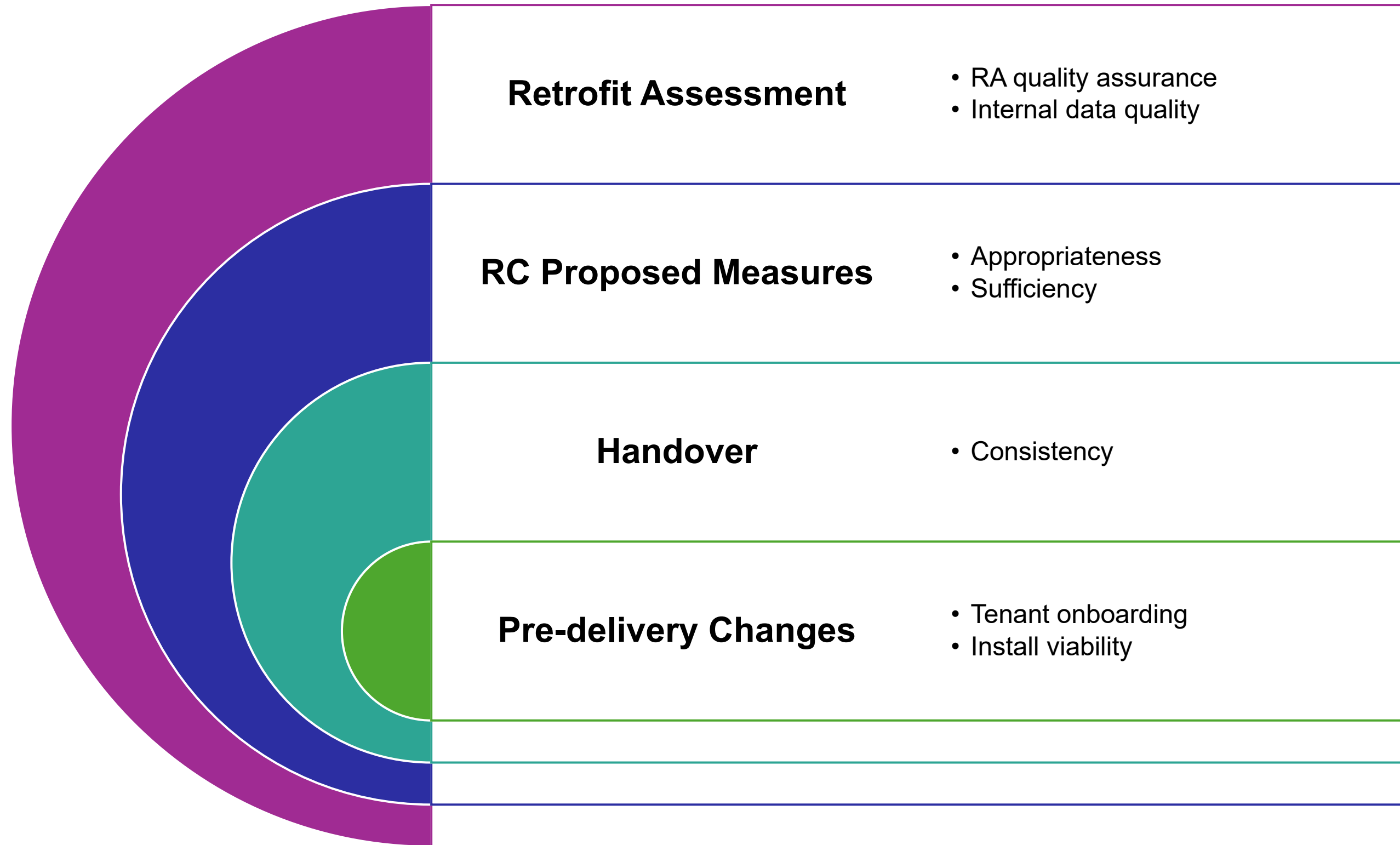
Blending Outcomes



Scheme Based Data

<table border="1"> <thead> <tr> <th>Asset Type</th> <th>No.</th> </tr> </thead> <tbody> <tr><td>BLOCKS</td><td>5</td></tr> <tr><td>CORE</td><td>10</td></tr> <tr><td>ESTATE</td><td>1</td></tr> <tr><td>FLATS</td><td>60</td></tr> <tr><td>Garage Non-Rentable</td><td>60</td></tr> <tr><td>STORE</td><td>10</td></tr> <tr><td>Total</td><td>146</td></tr> </tbody> </table>	Asset Type	No.	BLOCKS	5	CORE	10	ESTATE	1	FLATS	60	Garage Non-Rentable	60	STORE	10	Total	146	<table border="1"> <thead> <tr> <th>Build Year</th> <th>No.</th> </tr> </thead> <tbody> <tr><td>1975</td><td>49</td></tr> <tr><td>Total</td><td>49</td></tr> </tbody> </table>	Build Year	No.	1975	49	Total	49	<p>ActiveH EPC Data</p>	<p>Parity Calculated EPC Data</p>	<p>PM</p>	<p>COPS</p>	<table border="1"> <thead> <tr> <th>EPC Expiry Year</th> <th>No.</th> </tr> </thead> <tbody> <tr><td>2027</td><td>10</td></tr> <tr><td>2028</td><td>20</td></tr> <tr><td>2029</td><td>1</td></tr> <tr><td>2031</td><td>1</td></tr> <tr><td>2032</td><td>4</td></tr> <tr><td>2033</td><td>6</td></tr> <tr><td>2034</td><td>2</td></tr> <tr><td>Expired</td><td>5</td></tr> </tbody> </table>	EPC Expiry Year	No.	2027	10	2028	20	2029	1	2031	1	2032	4	2033	6	2034	2	Expired	5	<table border="1"> <thead> <tr> <th>Status</th> <th>Count</th> </tr> </thead> <tbody> <tr><td>Let</td><td>60</td></tr> <tr><td>Total</td><td>60</td></tr> </tbody> </table>	Status	Count	Let	60	Total	60																																																																																																																																																																																																																																																																																																																	
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Managing the Programmes



Tools



SAP Data Audit

IOE Audit

Street Review

Change Logs

Conclusion

- Importance of data to develop operational net zero strategy.
- Place based approach to retrofit projects.
- Alignment of wider strategies.
- Importance of data management.

Thank you



The Journey to Net Zero



Jon Daley

Head of ESG G2M Group

Jon.d@g2mgroup.co.uk



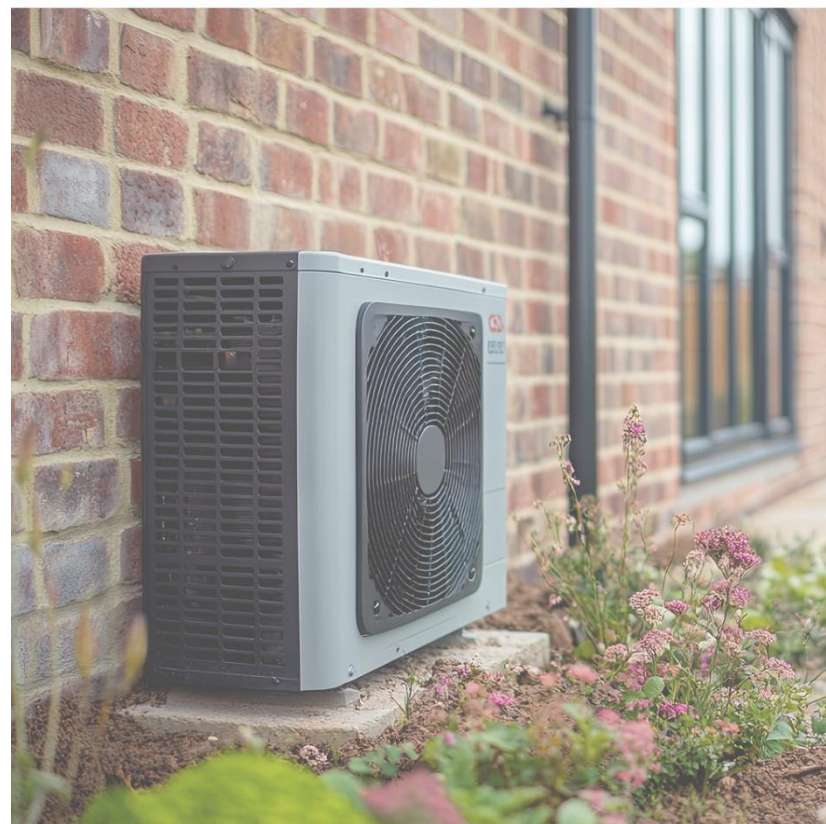
Who We Are



What We Do



Who I Am



THE JOURNEY TO NET ZERO

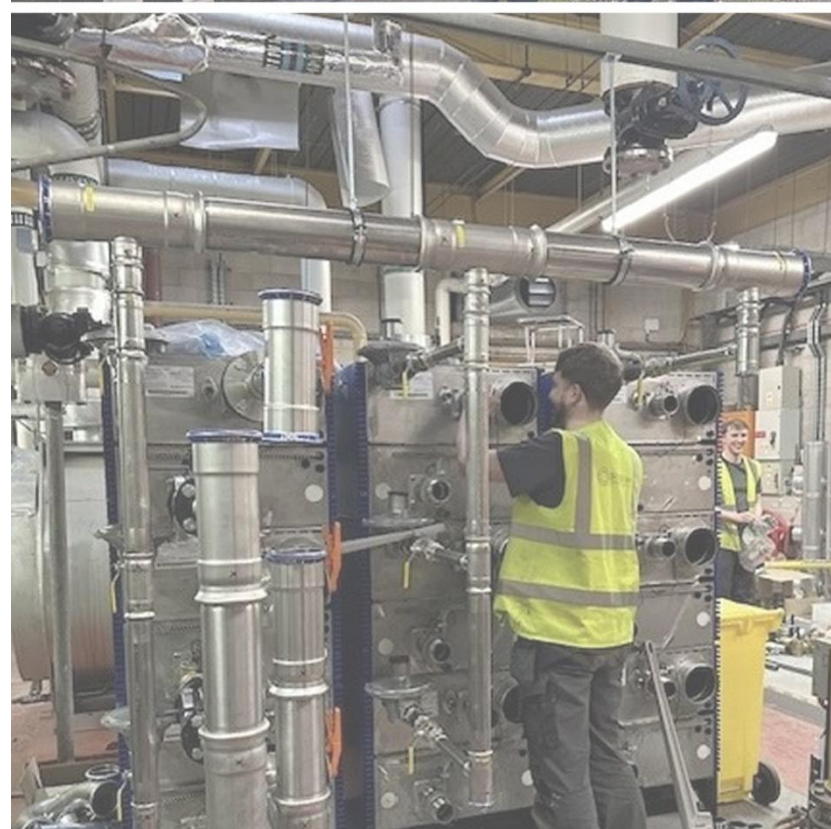
Delivering large scale retrofit

Chris Chapman – Strategic Accounts Director



DELIVERING TO CLIENTS OBJECTIVES

- Install measures to meet the Housing Associations brief
- Achieve EPC band C
- Reduce energy bills for tenants
- Replace fossil fuels (oil & LPG)
- Deliver safe, compliant installations



MAXIMISING VALUE

- Make funding go further
- Use modelling and scoring to guide decisions
- Focus on best results per £ spent
- Unlock additional funding



RESIDENT CONFIDENCE

- Clear resident engagement
- Minimise disruption
- Improve comfort and affordability
- Turnkey delivery from start to finish
- Remove delays & bottlenecks



HELP MANAGE THE POT

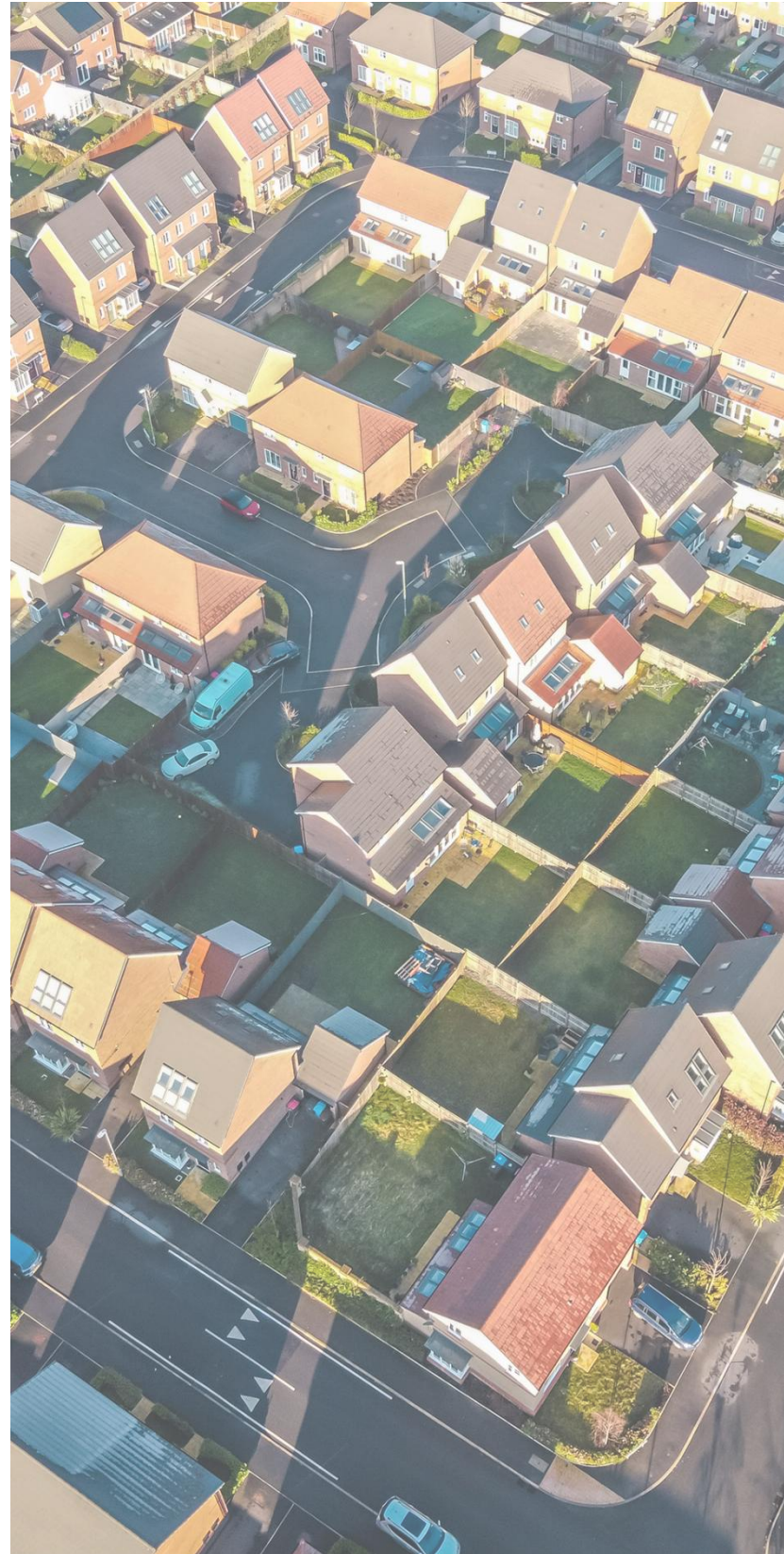
- Blending the funds to maximise opportunity
- Managing compliance
- Compiling evidence
- RISE and portal support
- Phase requests, Change requests (PCR's) and RAR's (Reasonable assurance reports)



TRUSTED HOUSING PARTNERS

Broad Oak delivers retrofit programmes for housing providers across the region.

- Platform housing group
- Connexus
- Citizen housing
- Bromsgrove district housing
- Wrekin housing group
- Housing Plus Group



BROAD OAK GROUP



Broad Oak is ready to support the region's installation ambitions.

Thank you to our sponsor!



**BROAD
OAK
GROUP**



**CHIC Conference
& Exhibition**



CHIC Conference
& Exhibition



**BROAD
OAK
GROUP**

SPONSORED BY:



Amanda Long

Chair of CHIC Board



CHIC Conference
& Exhibition

SPONSORED BY:



Thank you for attending CHIC CONFERENCE & EXHIBITION 2026!



CHIC CONFERENCE & EXHIBITION 2026

JOINING THE DOTS

THOUGHT LEADERSHIP STAGE

Chaired by: *Vicky Spratt*, Journalist

CHIC 



CHIC Conference
& Exhibition

PART B

CHIC CONFERENCE & EXHIBITION 2026

JOINING THE DOTS

Future Skills & Social Investment

Chaired by: *Vicky Spratt*, Journalist

Emma Macaulay, Senior Social Value Manager, CHIP

Sarah Forrest, Senior Partnerships Manager, Construction Youth

Claire Saint, Senior Leader, Bounce Back

CHIC 



CHIC Conference
& Exhibition

PART B

Thank you to
our sponsor!

PART B



CHIC Conference
& Exhibition



‘CHIC allocates 10% of its annual turnover to delivering its social value objectives, both with direct spend and through donations to CHIP’

DIRECT SPEND

Employing the Social Value Manager, Social Value Coordinator and a graduate apprentice.

Social Value Manager

Emma Macaulay



Social Value Coordinator

Matthew Maycroft



Graduate Apprentice

Mihir Janve



INDIRECT SPEND

The time spent by the CHIC team on social value.



An annual charitable contribution to CHIP @ 4% of turnover.

Contractual Commitments

Unlocking added value through all contracts that are procured through CHIC.

A minimum 1% of annual contract turnover must be committed to social value.

Added Value

CHIC's team commits to delivering our own social value objectives, including voluntary work and raising funds for local causes.

Local Employment Groups

A commitment to partnering with Local Employment Groups (LEGs), to support those distant from the workplace into sustained employment.

Community Chest Fund

We support CHIC members communities by providing grants to local projects with clearly identified objectives.

Annual Awards

Every year we celebrate social value by recognising the great work that is being delivered by our partners and of individual learners.



The graphic features the letters 'CHIP' in a large, purple, sans-serif font. To the right of the letters is a green arrow pointing upwards and to the right. Below the arrow, there is a small icon of three stylized human figures in purple. The entire graphic is set against a black background.

Contractual Commitments

Every contract procured through CHIC must deliver a minimum 1% of turnover to social value...

2024/25

Part of this social value delivery included a wide range of apprenticeships and training opportunities for both young people and residents.

76

Apprenticeships

89

Local Project Jobs

64

Work Placements

138

Training
Opportunities



2024/25

**£1,213 raised at CHIC
Sponsored Walk**

**£4,120 raised at
CHIP Awards Event**

**£1,358
Volunteering
Hours**

**£6,000 raised at
CHIC Golf Day**



CHIC is a Patron of YouthBuild UK



...youth building...building youth...

Engaging with organisations and employers in the construction industry to encourage them to offer work opportunities to disadvantaged young people.



YBUK Young Builder of the Year Awards.

In education 14 – 18 years

In training/employment 18 – 24 years



Local Employment Groups (LEGS)

CIFEP



CHIP sources organisations which support vulnerable individuals into employment pathways.

Identify suitable employment pathways for each individual.

I.e.,

- Mentoring**
- Training Courses**
- Equipment**
- Specific Requirements i.e., CSCS Cards**
- Apprenticeships/Qualifications**

Individuals living with disabilities

NEETS

Homelessness

Ex-offenders

Older People

Ex-armed Forces

CHIP sends the agreed sponsorship funds to the organisation as the individual progresses through their pathway. This is supported by reports and case studies that CHIC can share with members.



Creating partnerships with local employment groups to support individuals distant from the workplace, in securing training, qualifications and employment.

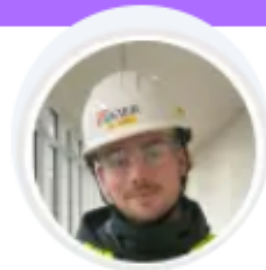






“

My apprenticeship lets me gain real-world experience on-site with industry professionals. It's given me financial freedom and confidence—helping me grow personally and professionally, all without the burden of student debt.



Dan | Apprentice Site Supervisor

Quality Practitioner Level 4

“

“When I left college, university didn't feel right for me, I wanted to learn on the job. I saw this opportunity and jumped at it. I love that each day is different, from site walks to quality checks, team briefings to checking deliveries.”



Phobe | Apprenticeship

Site Supervisor

Learners supported through BESAS

Community Chest Fund (CCF)



Community Chest Fund (CCF)

Tech With No Limits

Supporting with fundamental digital skills for disabled and older individuals, offering free courses for local businesses.

RecycleIt!

Recycling broken and unwanted tech equipment and giving it away for free to support disadvantaged individuals into work.



Youth interested in construction can access apprenticeships, training programmes, and non profit initiatives that provide hands-on experience, career guidance and safety education.

Supporting individuals into employment pathways...

Community Chest Fund (CCF)

Examples of other supported projects...

ARK @ Egwood

Helping individuals overcome social isolation, build self-confidence, and improve both their mental and physical health and wellbeing.

Delivering activities to reduce isolation and improve mental health to get veterans in a position where they feel useful and can rebuild their lives.

Cardiff Community Housing

Improving a community hub to create a vibrant, inclusive and resourceful community hub, where residents have access to services, educational opportunities, and social engagement.

Veterans Hub

Emerge 3RS

To reduce poverty and social isolation by providing training opportunities to long-term unemployed, facing barriers to employment.

Open House

Provide a weekly open access youth club to keep young people off the streets and engaged with positive adult role models & enrichment activities.

Edshift

An arts-based organisation supporting children and young people affected by domestic abuse, using art as both a therapeutic tool.

Gaia Giving

Creating a Community Garden to reduce loneliness and isolation, improve mental wellbeing, and build a stronger, more resilient and connected community.



Communities and Housing
Investment in People

Thank you



Photo courtesy of Jericho Social Enterprises



CONSTRUCTION
YOUTH TRUST



Future Skills & Social Investment

Construction Youth Trust

Construction Youth Trust's (CYT) Mission



- Social mobility is at the heart of our work, and we prioritise supporting young people from low-income backgrounds and underrepresented groups.
- CYT inspires and enables young people to overcome barriers and achieve their full career potential.
- We do this by connecting young people with opportunities offered by our network of 200+ employer partners in the built environment sector.
- We help young people (aged 14-25) develop their confidence and skills and discover opportunities never previously presented to them.



87% of CYT's **50** partner schools have above average Free School Meal eligibility

Why are organisations like CYT needed?



Social mobility in the UK is stagnant and youth unemployment continues to rise.

- Nearly **1 million** young people in the UK are NEET.
- University traditionally seen as a driver of social mobility, but c. **700,000 UK graduates** are out of work.
- Apprenticeships offer an alternative but **access to high value opportunities is unequal** - only **5%** of degree level apprentices were eligible for free school meals.
- In addition, the number of apprenticeship starts each year in the UK construction sector is **only around half the 50,000 additional workers needed** annually to meet industry demand.



It may be harder now than at any point in over half a century to move up if you are born in a position of disadvantage.

Institute of Fiscal Studies

How CYT addresses these challenges



We deliver **intensive coaching** programmes centred on:

1. Careers Inspiration Activities

- Q&As with industry volunteers
- Introductions to **relatable** role models
- Team challenges – *Building Future Skills*
- Site and workplace visits

2. Work Readiness Masterclasses

- CV workshops with experts from industry
- Mock interviews with hiring teams
- Application guidance specific to the role of interest

3. Connections to Hiring Employers

- Insights days developed in partnership with hiring teams
- Tailored work experience linked to real job opportunities



CYT's Reach & Impact



50 long-term school partners across London

1000+ young people supported through intensive programmes annually

70%+ from disadvantaged backgrounds

80% CYT supported young people secure employment or education opportunities relevant to their career goals

21% of the young people we support on our *Pathways* coaching programme secure apprenticeships, **triple the national average for 16-18 year olds**



From Setback to Success: How James Got Back on Track



“

I've now been in my apprenticeship for two months and everyone is really supportive. They feel like family - I wake up in the morning and look forward to working with them.

**James, Lewisham,
Level 3 Plumbing Apprenticeship**



Victoria's *Pathways Journey*



“
I'm really excited to have green skills as part of my career. Sustainability is an ever-growing part of the sector and I'm excited by what it might bring in my own future career.”



Victoria as a **student** at one of our sessions on the programme.

Victoria as a **sustainability apprentice**, stood with other alumni at our Thinking Differently event.

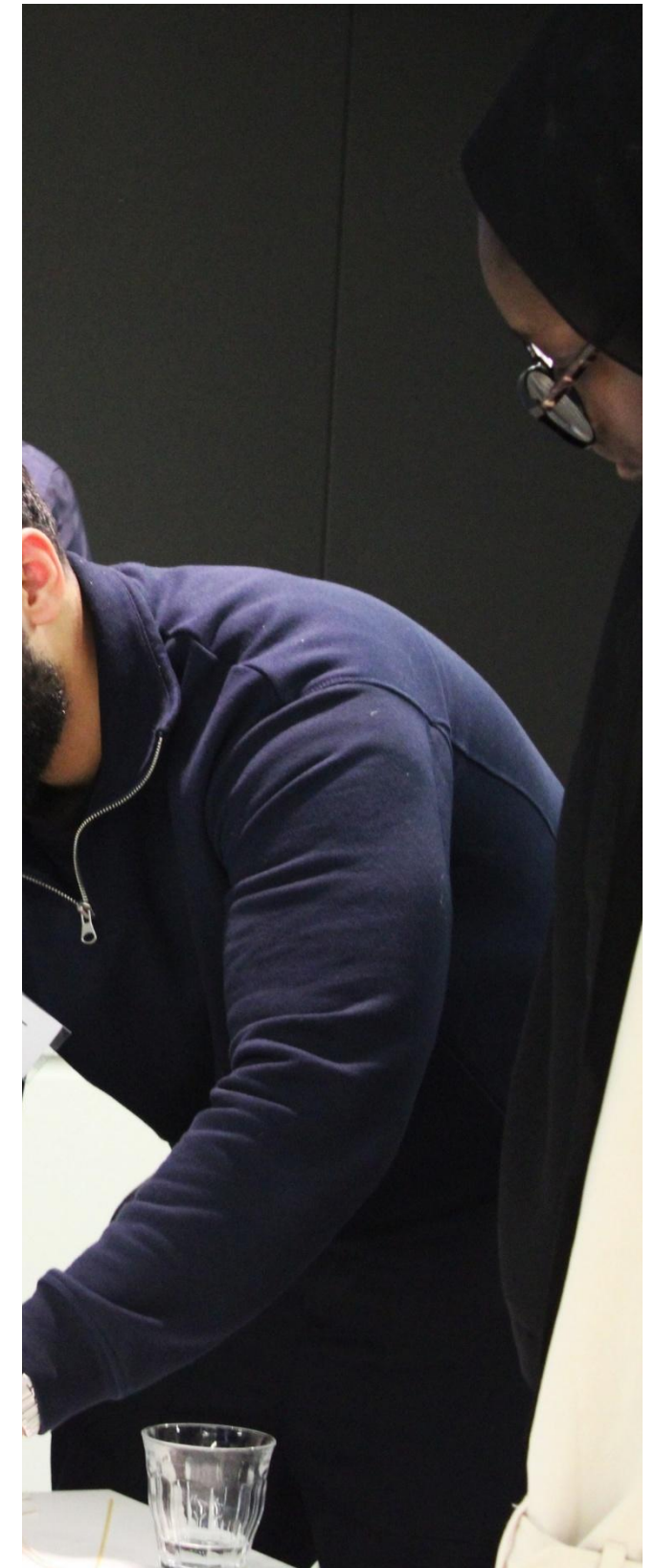


The support we offer industry

- Long-term relationships with schools located in high-growth developments.
- Pool of motivated young people who are passionate about the industry.
- Expertise in working with people from diverse backgrounds.
- Insights from young people to help you attract, recruit and retain talent.



**Thinking
Differently**
about Future Talent
Insights Report



Insights from young people – attracting and retaining talent



Attract

- You can't be what you can't see
- Talk about pay and progression

Recruit

- Work experience works

Retain

- Train and carefully select the line managers of entry level staff



Insights from young people – attracting and retaining talent



How you can get involved



In-kind support

Work with the young

- Jobs/...



JOHN LYON'S CHARITY



Wates Family ENTERPRISE TRUST



BARRATT — LONDON —



The London Community Foundation



- Direct
- Charit
- Events – e.g. golf days, runs, cycles etc.

HELICAL



Frawley Legacy Award



Thank you!



If you would like to learn more about how you can collaborate with CYT to drive lasting change, please contact us by scanning the QR code below.



Future Skills & Social Investment

Our sector needs to attract and train new talent to meet our maintenance, investment and newbuild aspirations.

What are we doing to recruit and develop our future workforce and how do CHIC and CHIP help?

Emma Macaulay – CHIC Social Value Manager





**bounce
back.**

Working inside and out

Future Skills and Social Investment

Claire Saint

Head of Bounce Back Training & Employment Services

About **Bounce Back**

- ✓ It all began with a **great idea in 2010**. A social enterprise that trained and employed people leaving prison as painters and decorators.
- ✓ We now work **both in and out of prison**, with a focus on supporting people with a history of or at risk of offending, or substance use, to change the direction of their lives.
- ✓ Over the last decade, **we've helped over 10,000 young people and adults** to improve their life choices, by accessing our diversion, education, training & employment services.



Services working in harmony to provide end-to-end solutions for participants

Diversionary Services

Providing holistic support that addresses specific challenges, open-up new opportunities and bright futures.

Training Services

Providing training and skills that meet employers needs and create more choices for participants

Employment Services

Providing end-to-end employment support that will enable participants to secure and retain jobs with prospects



Bounce Back – Responding to Need

- The UK faces a widening gap between labour shortages and workforce readiness
- The construction sector alone requires an estimated 260,000 additional workers by 2030, yet many individuals remain excluded from opportunity
- At the same time, pressures within the criminal justice system—including early releases, overstretched probation services, and limited prison education
- This challenge is extending into the youth justice system, with rising numbers of young people entering police custody, often linked to serious youth violence
- Bounce Back responds directly to all these challenges by bridging the gap between justice and employment systems. Enabling employers to access a broader, work-ready talent pool

Bounce Back – Impact and Influence

Through support from partners like Communities & Housing Investment Consortium and CHIC's charitable foundation Bounce Back

- ✓ **In 2025/26**, supported **2,482 individuals**—a 48% increase on the previous year—demonstrating significant growth in both reach and demand
- ✓ **808 individuals** progressed into employment, training, or education, entering key sectors such as construction, hospitality, and retail—areas facing acute workforce shortages.
- ✓ **223 learners** whilst serving a prison sentence completed City & Guilds accredited training in Painting & Decorating, Dry Lining, Multi-skills and Tiling
- ✓ In the community **166 learners** accessed accredited training gaining qualifications including Level 1 Painting & Decorating, Health & Safety, CSCS, Traffic Marshall, and Introduction to Rail

Sustainable Employment - Barriers to success

Lack of world of work preparation

Breakdown of support pathways

Decline in mental health

Consistent hours

Lack of mentorship

Change in devices

Recalls/Reconvictions

Participant Journey – D

- ❑ 51 years old - multiple theft and burglary convictions with repeated custodial sentences
- ❑ Lacking in confidence & PTSD from prison
- ❑ Successfully completed CSCS and Level 1 P&D and enrolled on self employment workshop to support with gaining UTR and submitting correct tax returns
- ❑ Secured employment in P&D struggled with team working went independent struggled with isolation and continuity of work
- ❑ Recalled to prison
- ❑ Upon release secured Trainee Lighting Control Engineer with Bounce Back Employer

**bounce
back.**



Sector challenges

- ❑ An immediate need for more people , with the right skills entering and progressing within the sector
- ❑ Ageing workforce
- ❑ Competition from other sectors
- ❑ Insufficient diversity and inclusion across workforce

Future workforce readiness depends on **system wide collaboration, sustained investment and embedding skills into every contract.**

1. Strengthen long-term partnerships with education providers
2. Improve the attractiveness of the sector (pay, perception, progression)
3. Embed diversity and inclusion as a core workforce priority
4. Measure outcomes consistently and transparently

Together CHIC and CHIP create a powerful ecosystem embedding social value into procurement and investment. What role can you play?

'Simply knowing there is someone on the end of the phone if I am having a bad day is the difference from me going back inside'

'I have never earned LEGITIMATE MONEY SO SHOWING MY MUM THAT FIRST PAYS LIP CHANGED EVERYTHING'

'You gave me the safe space to be my true self'

'My daughter said I go to school like her - I said I go to school FOR HER'

'It's hard work but hopefully it will be worth it - thanks for always believing it was possible'

**bounce
back.**



Be part of the solution!

**bounce
back.**

Working inside and out



PART B

CHIC CONFERENCE & EXHIBITION 2026

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COMING UP

10:45 – 11.45

Customer Services

Personal or Virtual?



CHIC Conference
& Exhibition

JOINING THE DOTS

CHIC CONFERENCE & EXHIBITION 2026



JOINING THE DOTS

Customer Services Personal or Virtual?

Chaired by: *Vicky Spratt*, Journalist

Sheron Crystal, Procurement Manager, CHIC

Jenny Osbourne, Chief Executive, TPAS

Wayne Gethings, Chief Executive, Housing Plus Group



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Customer Services - Personal or Virtual

Sheron Crystal

www.chicltd.co.uk

From a Tenant and Scrutiny Perspective



The World We're In Now

- Everything needs an app or a password
- Online repairs reporting
- Digital tenancy management

All
MEANT to improve customer
services



The Question We Need to Ask

Has digital improved customer services....
Or has it unintentionally left some tenants feeling
isolated, unheard or even rejected?

My Experience as a Tenant

- I have used the systems
- I have reported issues the “Right Way”



Where Customer Services Starts to Break Down

- Chasing for updates on issues/queries reported
- Repeating the same issue
- Misdiagnosis
- Delays with no explanation
- Feeling like I'm not being heard



The Impact on Tenants

- Frustration builds
- You start to disengage
- You feel ignored or sometimes even rejected
- Then assumptions get made i.e. “they don’t care about their properties”
- When actually – the tenant feels that what they have reported has not been heard



What Is Customer Service, Really?

- It's how tenants tell you something isn't right
- It's how standards are maintained
- It relies on clear communication both ways
- It works best when there's shared responsibility

Why Customer Service Really Matters

- It's not just about fixing an issue
- It affects the condition of the home
- It impacts tenant pride and wellbeing
- It shapes the environment people live in
- It reflects the landlord's standards

CUSTOMER SERVICE
MATTERS

What's Missing

The personal side of Customer Service

- Empathy
- Reassurance
- Feeling acknowledged
- A human response



My Role as Chair of Scrutiny

- Tenant –Led Scrutiny is an independent assurance function operating within the expectations of the Consumer Standards set by the Regulator of Social Housing
- **We operate with a degree of independence**
- We hold the landlord to account for the services they provide - Acting as a ‘critical friend’
- **Provide independent challenge from a tenant perspective**
- Identifying areas where services can be improved – e.g. Reviewing data from Tenant Satisfaction Measures (TSM) survey
- **Provide evidence-based recommendation to improve services and outcomes**



The Key Question

Are tenants being heard.....
Or just processed?

Personal vs Virtual

The Reality – It's not either/or – it's BOTH

- Virtual or digital alone can feel impersonal
- Personal alone can lack efficiency
- Offer choice – digital where it works, personal where its needed
- Balance is where success sits



**It's whether the services provided
TRULY work for tenants**

Shared Responsibility

- Tenants do have a role to play
- Housing associations have a duty to respond
- Partnership approach is key



What Good Customer Service looks like

- Clear and consistent communication is important
- Regular updates without chasing
- Feeling heard first time
- No need to repeat issues/queries
- Respect on both sides



Customer Services - Personal or Virtual?

THANK YOU

 enquiries@chicld.co.uk

 0121 759 9990

 www.chicld.co.uk

Jenny Osbourne MBE

Chief Executive



Wayne Gethings
Chief Executive

**OWN
IT**

Make it happen

IMPROVE IT

Move things forward

**Show understanding
and compassion**

**LIVE
IT**

**We create places people
are proud to call home**

**Housing
Plus Group**



**6,000 customer voices
were heard**

Place based leader

Doing more for residents and communities

Resilience and capacity

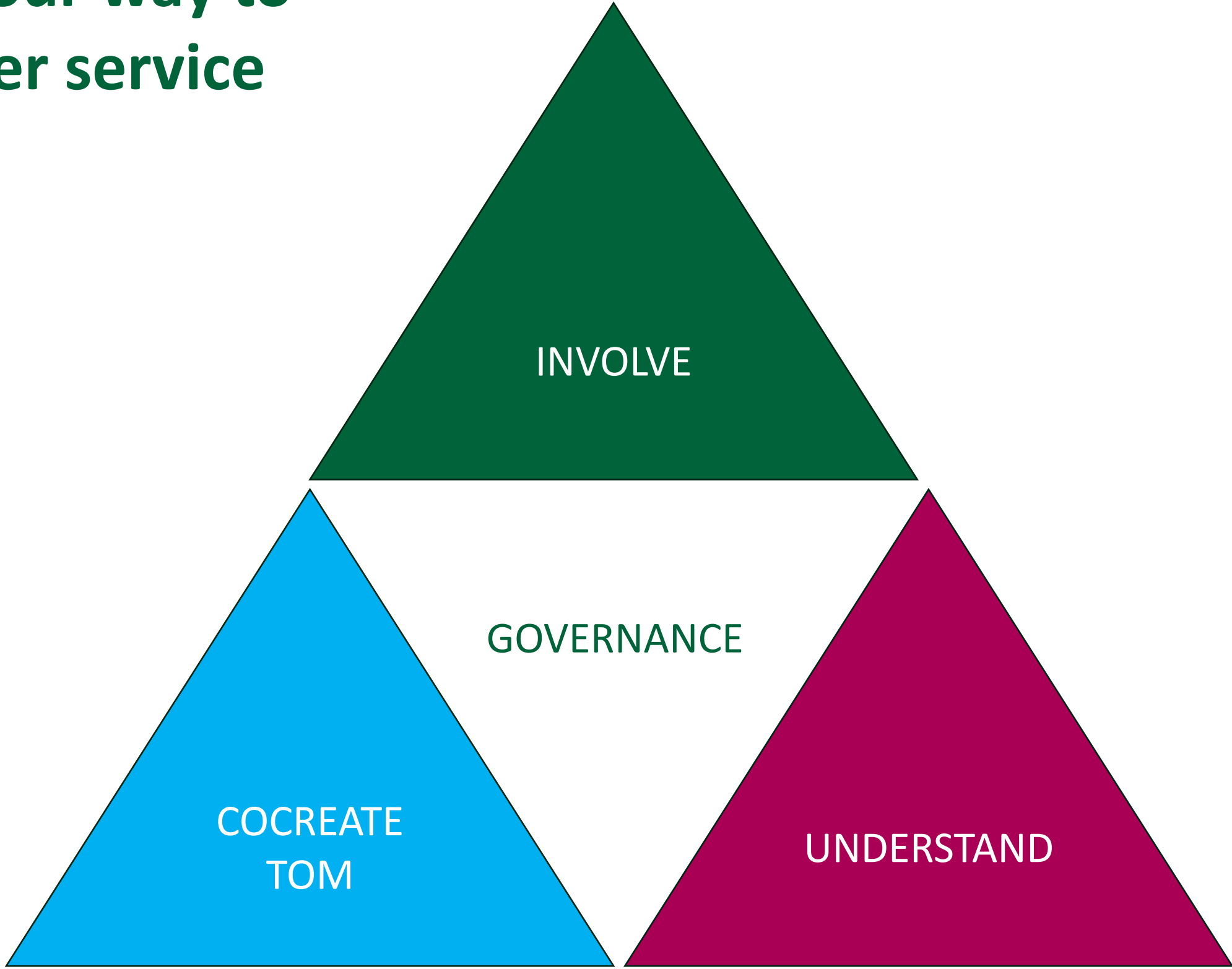
Great place to work



6Th January
2025



Triangulate your way to great customer service



Wayne Gethings
Chief Executive

**OWN
IT**

Make it happen

IMPROVE IT

Move things forward

**Show understanding
and compassion**

**LIVE
IT**

**We create places people
are proud to call home**

**Housing
Plus Group**



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CHIC CONFERENCE & EXHIBITION 2026

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COMING UP

12:00 – 13.00

Newbuild & Regeneration

1.5m New Homes – Really?

JOINING THE DOTS



CHIC CONFERENCE & EXHIBITION 2026

JOINING THE DOTS

Newbuild & Regeneration 1.5m New Homes – Really?

Chaired by: **Vicky Spratt**, Journalist

Sarah Davey, Head of Development, CHIC

Dave Dargan, Chief Executive, Starship Group

Alex Goodfellow, Chief Executive, Donaldsons

CHIC 



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Newbuild & Regeneration

Delivering the Government target of 1.5m homes

Sarah Davey

www.chicltd.co.uk

Where are we?

- As of March this year and since July 2026 England has delivered roughly only 342,000 net additional homes
- This is just under 25% of the 1.5m target with about one third of the parliamentary term lapsed
- To hit 1.5m homes by 2029 England alone needs to average 300,000 homes per annum

Key reasons why we are below the trajectory:

- ✓ High interest rates
- ✓ Planning delays
- ✓ Shortage of skilled labour
- ✓ Increasing material costs further accelerated by the war!

Can MMC help?

MMC is one of the strongest tools available to accelerate the delivery and materially help the UK get closer to the 1.5m homes target but only if government, Homes England and local authorities create stable, long term pipeline and standardised approach

How?

Speed – factory built components reduce time on site by 30 -50% enabling more predicable delivery and faster completions

Skills substitution – reduces reliance on traditional trades and directly addresses the skills crisis

Quality & Compliance – precision manufacturing enabling better consistency for building safety and easier compliance with new regulatory regimes

Resilience to market volatility – factories operate all year round, smoothing delivery even when weather or on site conditions slow traditional build

But

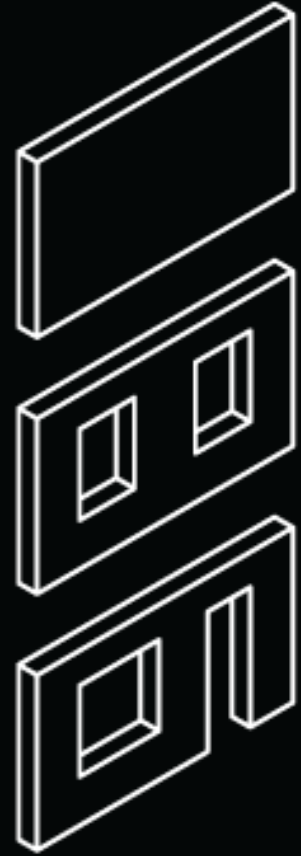
**MMC on its own won't close the gap
but with the right policy environment it
can be major accelerator!**

THANK YOU

 enquiries@chicld.co.uk

 0121 759 9990

 www.chicld.co.uk



BUILDING THE FUTURE
INDUSTRIALISING AND DIGITISING
CONSTRUCTION

DAVE DARGAN
FOUNDER AND CEO

Starship 



50 years of offsite timber frame.

Why now is the moment
for housing providers.

Price alone does not determine success

- Quality, performance is key for successful and sustainable projects.
- Social value and environmental benefit is paramount.

The shift to Most Advantageous Tender means quality, social value and environmental benefit are now formally evaluated criteria.

From bid-stage promises to KPI-measured outcomes — publicly reported, with consequences for non-delivery.

And it changes everything about how suppliers to the public sector need to think about what they build, and how.



THE CASE FOR OFFSITE TIMBER

A smarter financial argument.

01 Faster programme

Up to 30% faster build — lower prelims and finance exposure.

02 Predictable delivery

Factory precision eliminates site variability. Costs are known. Programmes are met.

03 Lower running costs

Fabric-first performance reduces occupant energy costs

THE CASE FOR OFFSITE TIMBER

Built to perform. Built to last.

Carbon stored in every home.

Timber frame is a carbon store — locking CO₂ into the building fabric for the lifetime of the home.

Fabric-first. Heat pump compatible.

Sigma II closed panel consistently achieves designed U-values in practice. When the fabric performs, Air Source Heat Pumps actually work as intended.



Up to 80% less site waste.

Factory precision-cut panels - no material waste and low site waste, reduced skip costs, haulage and landfill.

Future Homes Standard ready today.

Designed and tested to meet the Future Homes Standard — no retrofit risk, fully compliant. Your homes are ready when the regulation arrives.

How timber frame wins and benefits.

The Procurement Act 2023 evaluates on Most Advantageous Tender — not cheapest.

Economic

Faster build programme. Land efficiency. Lower prelims. Cost certainty evidenced and measured.

Environmental

Embodied carbon advantage. 80% less site waste. Fabric-first performance. Future Homes Standard compliant.

Social

Local jobs. Apprenticeships. Supply chain. Measurable KPIs.

Delivery confidence

50 years of doing this. Design to installation. One partner. Accountability built in — not bolted on.



New Kingsland · Credit: Emmett Russell Architects

**Real impact.
Measurable. Reportable.**

Local jobs
through regional
construction and
installation

UK SME supply
chain —keeping
spend in local
economies

Families in
completed
homes faster with
lower running
costs

STRUCTURAL STANDARDISATION

A new affordable housing range.



Designed by housebuilding architects.

Layouts that meet recognised space standards, with future proofed service zones, an engineered core that simplifies construction, reduces cost and provides performance and programme certainty.

Minimum 55% pre-manufactured value.

Each home benefits from precision, quality and consistency of offsite manufacturing, supporting faster build times and predictable delivery.

Structural standardisation. Fully flexible design.

Structural systems enables any materials and finishes to align with planning and preferred design Optimised land use, plot depths for efficiency and repeatability at scale.

Smarter Inside. Fabric performance.

Performance designed and built in from day one for Building Regs compliance, durability and low energy homes.

PRODUCT

Sigma II Closed Panel.

Performance-assured. Not just faster.

Factory-fitted insulation

Designed U-values consistently achieved in practice — not just in the specification.

Optimised for ASHP

Low temperature heating systems perform as intended when the fabric is right.

Consistent as-built performance

Reduces variability compared to site-installed insulation. Every time.

Digital design to manufacture

BIM-integrated workflow — precision from screen to site.





Siddington, Cirencester
Stonewood Homes · 60 homes ·
Closed panel Sigma II



New Kingsland
Mixed tenure development · Emmett
Russell Architects

PROOF IN PRACTICE

Homes built.
Communities delivered.

TRAINING AND SUPPORT

We build capability.

Timber frame learning programme

Digital learning providing best practice guidance from design, planning, commercial to site installation and follow on trades.

Expert guidance

We work alongside clients from the earliest design stages. Our experience becomes your team's experience.

Support throughout for all teams

Workforce development that can be measured and delivered 24/7 for site, design, commercial and operational teams.

You're doing great David
Continue learning

This is your plan, all the programmes, modules and lessons that will help you to develop your skills.

Start where you last left off or select a new lesson to expand your knowledge. Each lesson has been designed to make learning easy so choose one and lets get started.

My Game Plan

Module Title	Category	Duration	Progress
An introduction to offsite	INTRODUCTION : Module 1	13 Minutes	0%
Low carbon building	INTRODUCTION : Module 2	20 Minutes	0%
Introducing timber frame	INTRODUCTION : Module 3	47 Minutes	0%
Building in timber	INTRODUCTION : Module 4	47 Minutes remaining	90%
Project timelines	COMMERCIAL : Module 2	17 Minutes remaining	20%
Timber frame differences	COMMERCIAL : Module 3	44 Minutes	0%
Prelims	COMMERCIAL : Module 4	11 Minutes	0%
Build programme	COMMERCIAL : Module 5	9 Minutes	0%
Scope of work	TECHNICAL : Module 1	6 Minutes	0%

The question isn't why timber frame.

It's when are you planning to start.

donaldsontimbersystems.com



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CHIC CONFERENCE & EXHIBITION 2026

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COMING UP

14:00 – 15.00

What Helps Efficient Contractor Service Delivery?

JOINING THE DOTS



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CHIC CONFERENCE & EXHIBITION 2026



JOINING THE DOTS

What Helps Efficient Contractor Service Delivery?

Chaired by: **Vicky Spratt**, Journalist

Steve Porter, Director of Assets & Procurement, Wales & West Housing

Sandip Shergill, Director of Procurement, Notting Hill Genesis

Richard Hughes, Senior Partnerships Director, AxisCLC



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Steve Porter

Director of Asset Investment & Procurement
Wales & West Housing Group



Procurement

We're on a journey



How the work works



Why the culture works



When procurement shines





Efficient Service Delivery

Sandip Shergill

Director of Procurement

Notting Hill Genesis

3rd June 2026



What helps efficient Contractor Service Delivery?

- Involvement in mobilising significant contracts (Repairs, Planned Investment, Development projects) and demobilising too – seen the good and the not so good.
- A good tender return will get you through the door – strong relationships and good performance are key to maintaining progress and building a pipeline of opportunities.
- Focusing on the strategic drivers of both the buyer and supplier organisations beyond the contract, understanding the direction of travel – help unlock further opportunities.

Market dynamics

- Becoming a **client of choice** is critical in a competitive market with high demand—this means actively supporting contractors, fostering strong relationships, and enabling them to succeed.
- Suppliers are the **face of your organisation** to customers and residents. Service quality across repairs, estate management and planned investment directly shapes how your organisation is perceived, making these relationships strategic rather than transactional.
- The introduction of the **Procurement Act** brings increased transparency, with contracts over £5m requiring publication of core KPIs and performance measures—placing greater emphasis on accountability and consistent delivery.

Other themes?

- What else builds success?
- **Clear communication** – managing risks and issues in a coherent and efficient way
- **Building trust** – this takes time, invest in relationship, manage capacity and only take on what you can truly deliver on.
- **Profit** is not a dirty word – what else can the buyer and supplier do differently to drive better value & better outcomes for residents and customers.
- **Collaborate** for mutual value
- **Be honest** – integrity goes a long way, focus on long term continuity



Property Maintenance National Service

We provide the essential property maintenance services that keep your critical buildings and the UK's social infrastructure safe, compliant and running efficiently.





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& Exhibition

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CHIC CONFERENCE & EXHIBITION 2026

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COMING UP

15:30 – 16.30

Procurement Act 2023

How have we changed?

JOINING THE DOTS



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JOINING THE DOTS

Procurement Act 2023 - How Have We Changed?

Chaired by: *Vicky Spratt*, Journalist

Andrea Leigh, Associate, Trowers & Hamlins

Jayne Stringer, Group Procurement Manager, Connexus

Ian Mackinnon, Head of Strategic Procurement, CHIC



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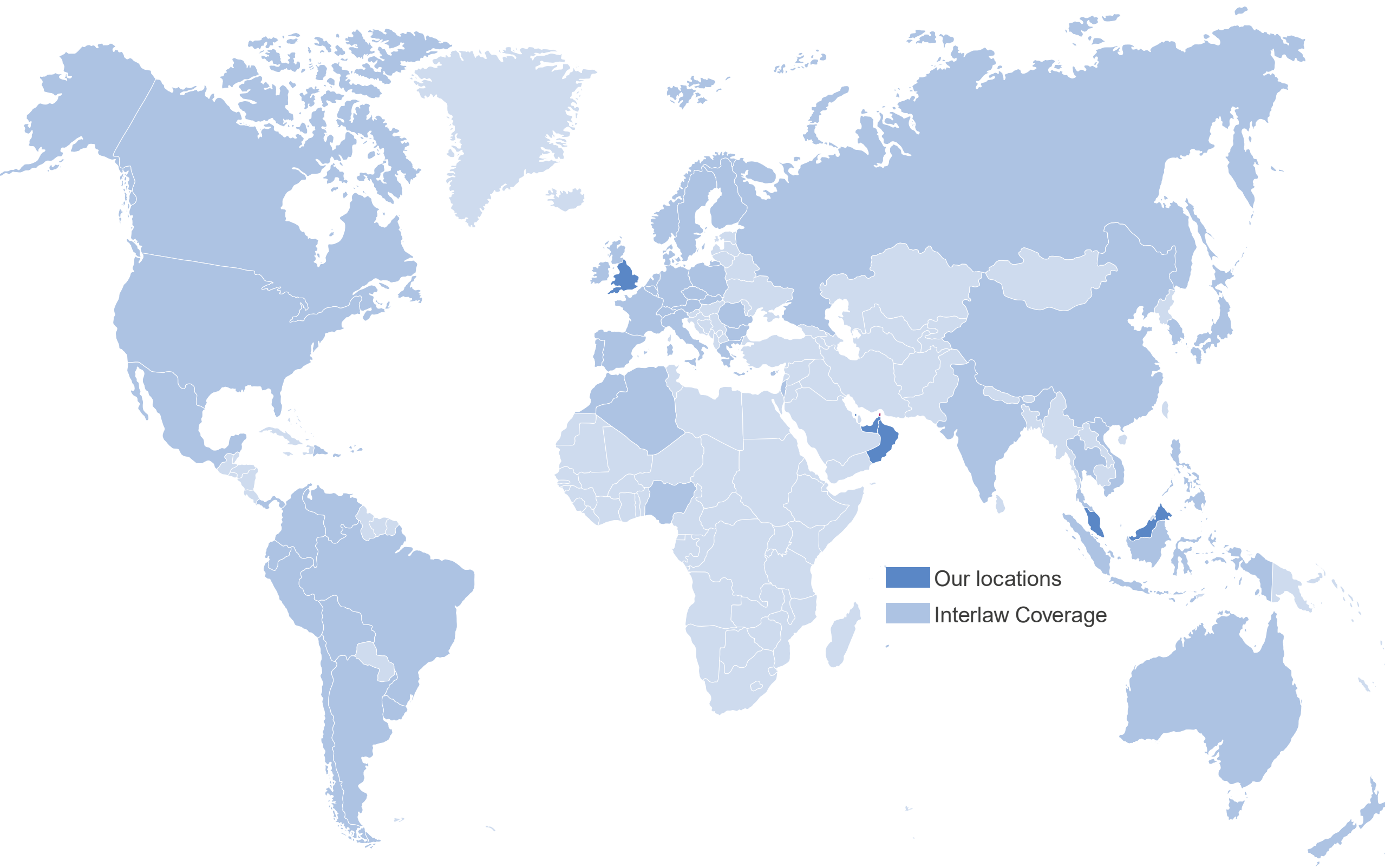
CHIC Conference
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Procurement Act 2023 - How Have We Changed?

Andrea Leigh, Senior Associate

3 June 2026



 **1100**
STAFF

11 OFFICES 
INTERNATIONALLY

 **170+**
PARTNERS

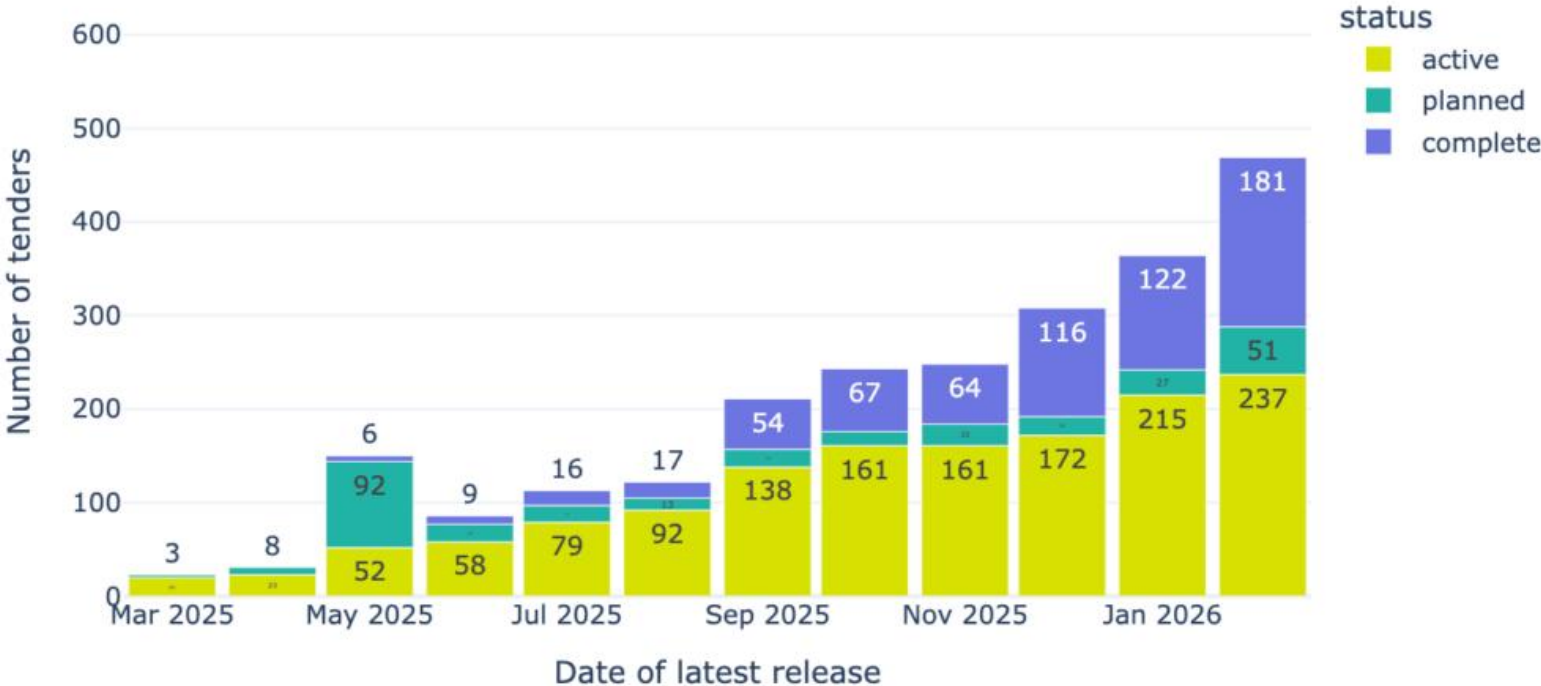
SUPPORT IN
150 **CITIES** 
WITH
INTERLAW

Procurement Act: where are we now?

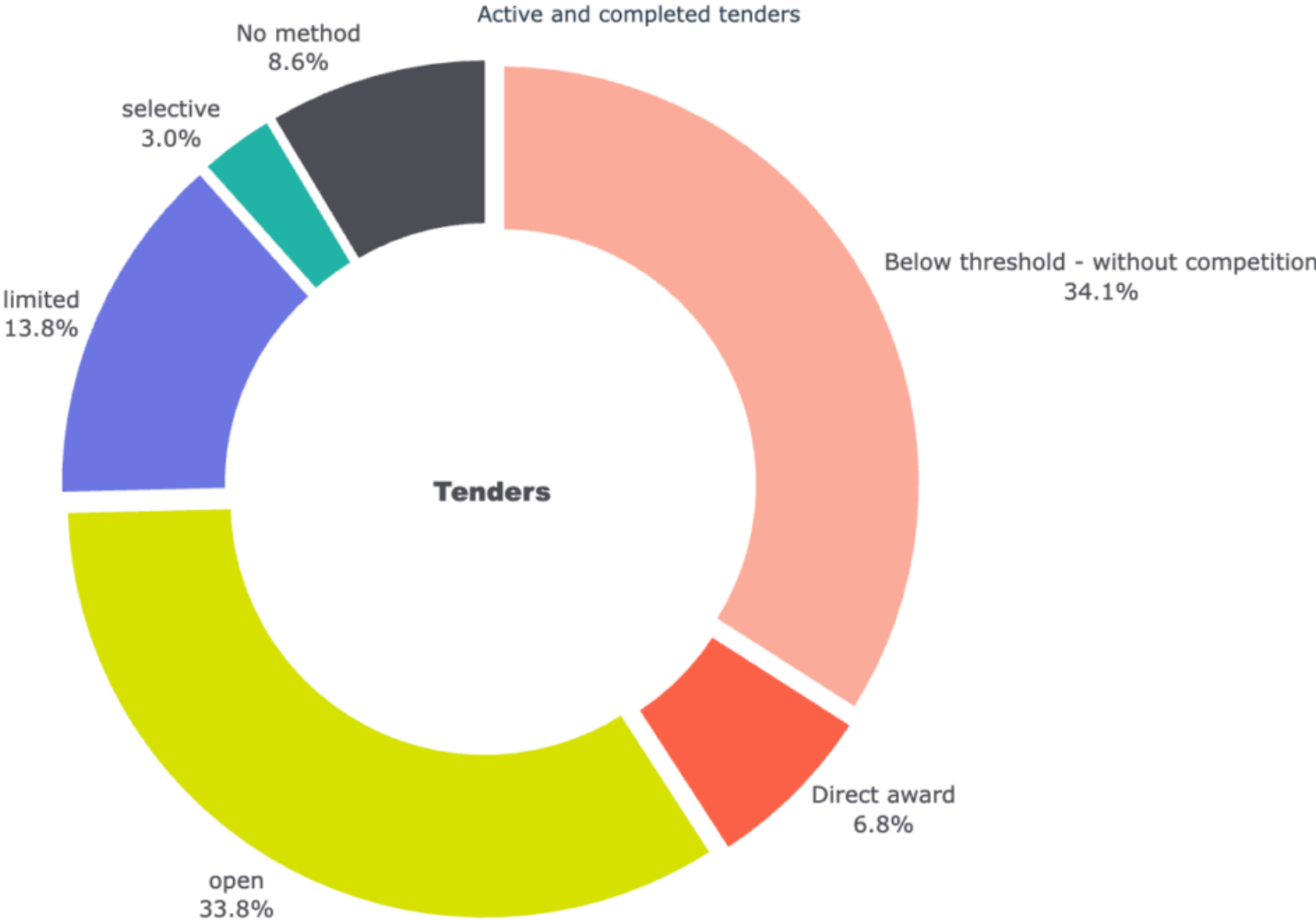
- One of the most significant reforms to public procurement law in the UK for a decade
- Implementation date: 24 February 2025

Number of competitive flexible procedures

Excludes withdrawn, cancelled and unsuccessful procedures



Share of tenders by procurement method



Charts source: <https://www.open-contracting.org/>

Summary of the key changes

Greater emphasis on "value for money"

- MEAT → MAT
- Does price no longer matter?
- No definition of "value for money"

Increased notification regime

- multiple notices
- Almost all compulsory
- Will need suppliers to support their CA clients

Combined legislation for all public contracts

- Utilities, defence, concessions all in one Act
- But already have multiple secondary legislation
- Plus a guidance-heavy approach

Notices

- 8,045 pipeline notices
- 9,394 pre-market engagement notices
- 1,269 planned procurement notices
- 17,881 tender notices
- 5,437 transparency notices
- 11,750 contract award notices
- 33,873 contract details notices
- 6 contract performance notices
- 23 dynamic market establishment notices

Parkingeye Limited v Velindre University NHS Trust & Anor

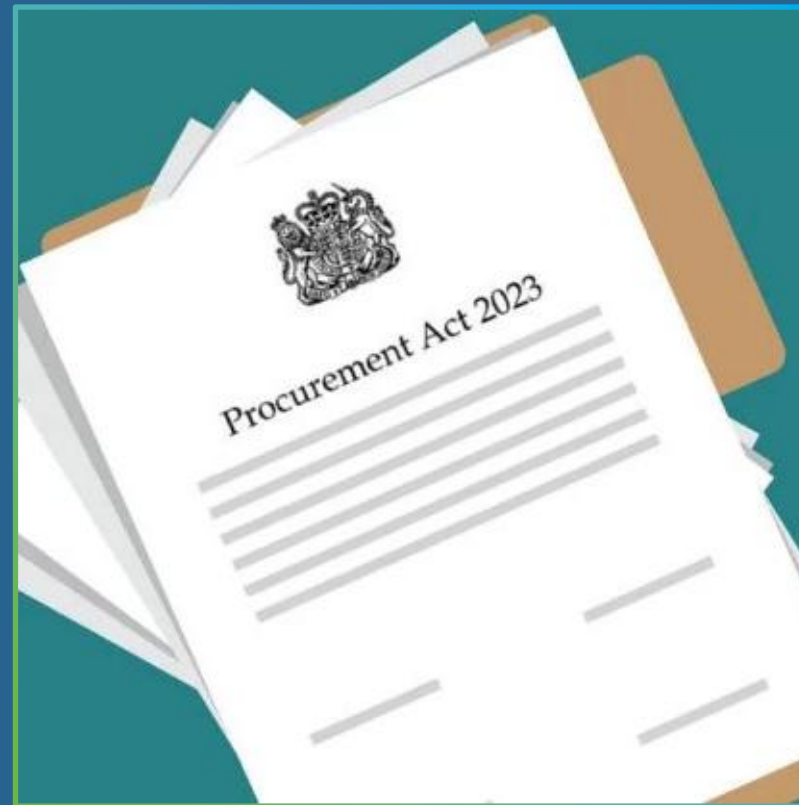
[2026] EWHC 1019 (TCC)

- First decision under the Procurement Act 2023
- Regarding automatic contract suspension (s.101(1) PA23)
- Established that the PA23 test is materially different from PCR 2015 approach (and *American Cyanamid*)
- Adequacy of damages no longer a decisive gateway
- General favour of maintaining suspension in most cases?
- Need to build in challenge period into complex procurements?
- Government guidance is persuasive but not authoritative



Jayne Stringer- Group Procurement Manager

**IN HOMES YOU CAN BUILD
ES BUILD A LIFE IN HOMES**



Procurement Act 2023- How Have We Changed?



Administrative Burden

- Small team
- Number of notices increased from 6 to 17
- Finding data can be challenging
- Assessment Summaries- good step for transparency for bidders and to help them grow, however requires training of scorers and time to write effectively





Pre-Market Engagement

- Positive feedback from the supply chain
- Meet the Buyer events
- One to one calls
- Helps to get the best out of the Procurement process





Competitive Flexible Procedure

- Positive change- allows us to design our own process and add appropriate steps to get the best outcome for the business
- Can mean a longer overall process so timescales need to be considered in planning
- Process needs to be proportionate





Competitive Flexible Procedure

Example- Internal Audit Services Provider Procurement

- Initial PME- Although different, welcomed by bidders as a fresh approach
- Flipped what we would normally do and started with a presentation / interview stage and then written submissions and price
- Also changed price methodology





Social Value

- Focus on this through the Act- decision on how to weight this element
- Can be a lack of understanding from smaller bidders
- Need to ensure that we as Social Housing Providers are calling off the promises made by bidders and they are delivering for our Customers and Communities





Frameworks

- Increase in the use of Frameworks
- Can help with the administrative burden especially for smaller teams
- Consider level of support given
- Supports Social Value delivery





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Group Procurement Manager

Connexus Homes Limited



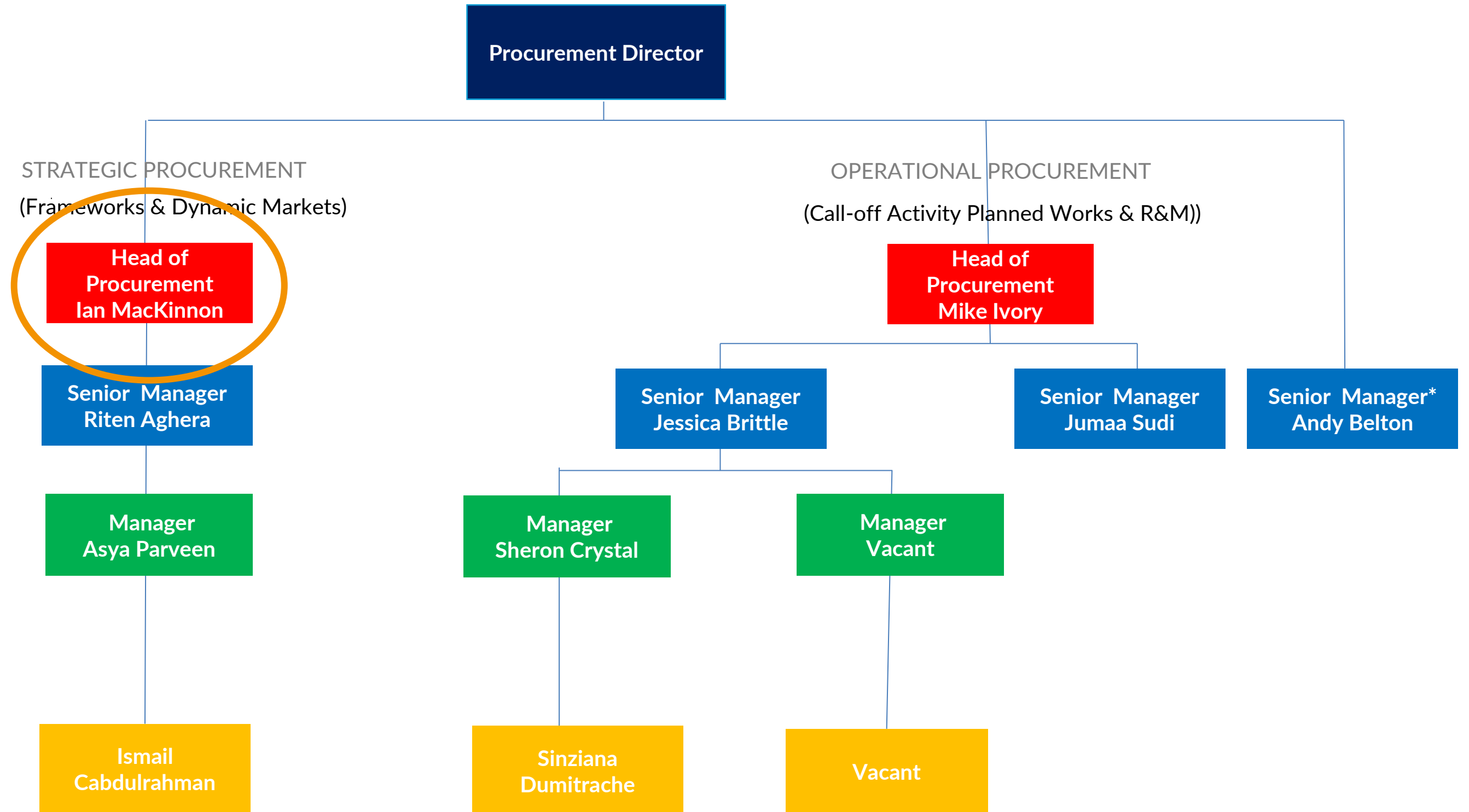
PA23 The First Year in Practice CHIC's Perspective

CHIC Procurement

www.chicltd.co.uk

CHIC PROCUREMENT TEAM - INDIVIDUAL POSTS [12]

- Director (1)
- Head of Procurement (2)
- Senior Manager (3)
- Manager (3)
- Officer (3)



About CHIC

Helping you deliver efficient and compliant procurement



315

members
across the UK



1,500+

supply chain
partners



45+

routes to market
available



3m+

homes across
the UK supported



1,201

Call off
Contracts



£331m

Member
Spend this
year



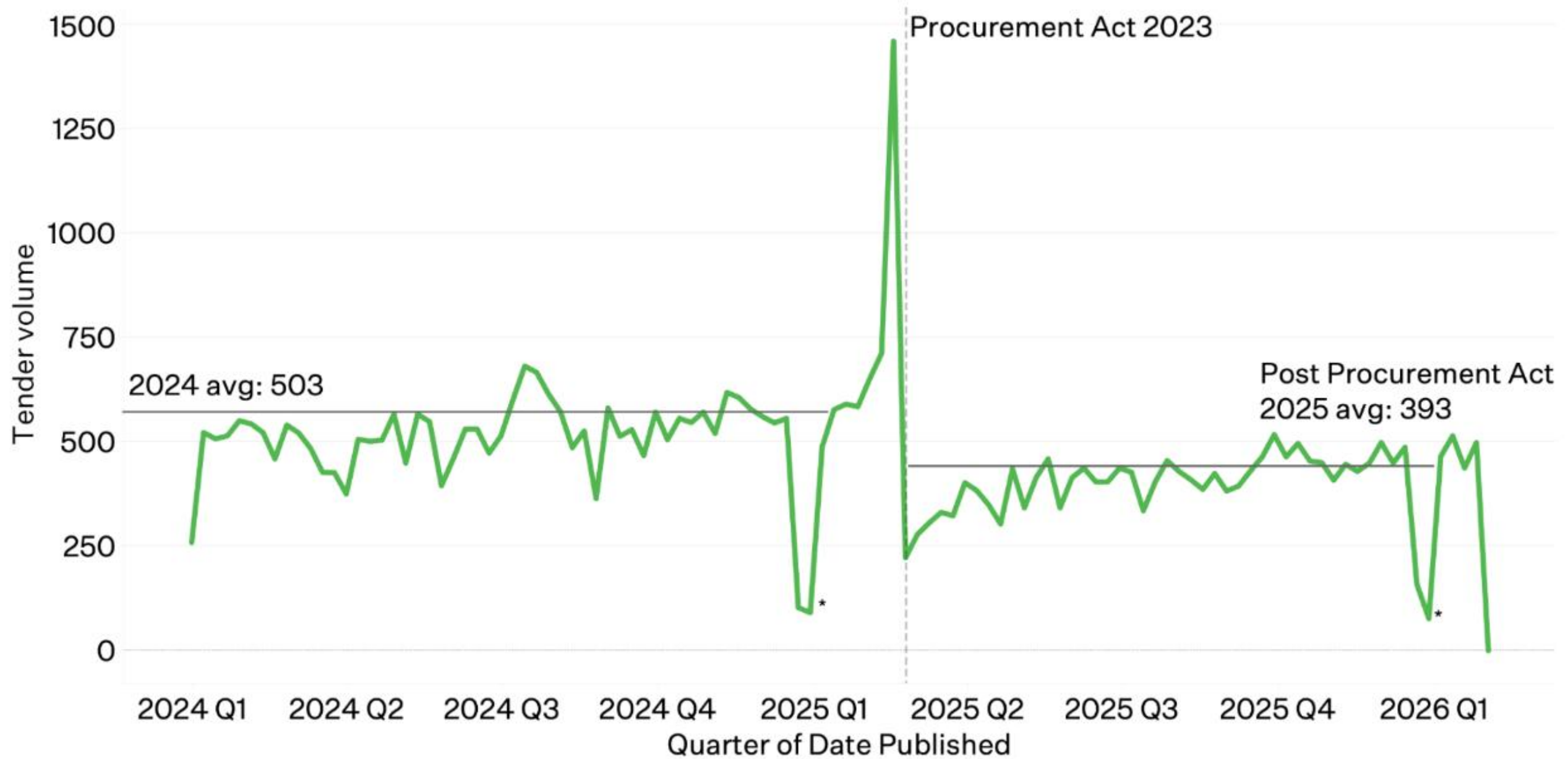
So what have we learned about implementing the Procurement Act and how has CHIC embraced the new flexibilities and requirements?

Scope

Key changes:

- How frameworks—open and closed—are being used
- How competitive flexible procedures are being adopted
- MEAT to MAT
- KPI Reporting
- How dynamic markets compare to the old DPS model

Volume of tender notices published per week, 1st Jan 2024 - 2nd Feb 2026



*Christmas week

[One Year of the Procurement Act: What's Changed?](#)

Open vs Closed Frameworks: How Are They Being Used?

What the Act Changed

The Act formally defines both frameworks and open frameworks. Open frameworks allow new suppliers to join at set intervals, maintaining competition and supporting SME access.

What we've seen in practice:

Open 8-year frameworks

Only **20%** of 1,390 UK notices for 'open' frameworks

Are they fully understood? **CHIC is not sure yet**

Open vs Closed Frameworks: How Are They Being Used?

Closed frameworks remain dominant for call-offs (legacy from PCR2015 existing frameworks).

What about moving forward?

Closed 4-year Frameworks

Appears to still be the preferred model as **80%** of new **1390** UK Notices are advertised as 'closed'.

Why?

- Confidence
- Stability
- Appropriateness
- Administrative burden
- Flexibility – or is it?

At CHIC we are still considering if open frameworks will add flexibility or just more work for all

Competitive Flexible Procedures: Are They Being Embraced??

What the Act Allows

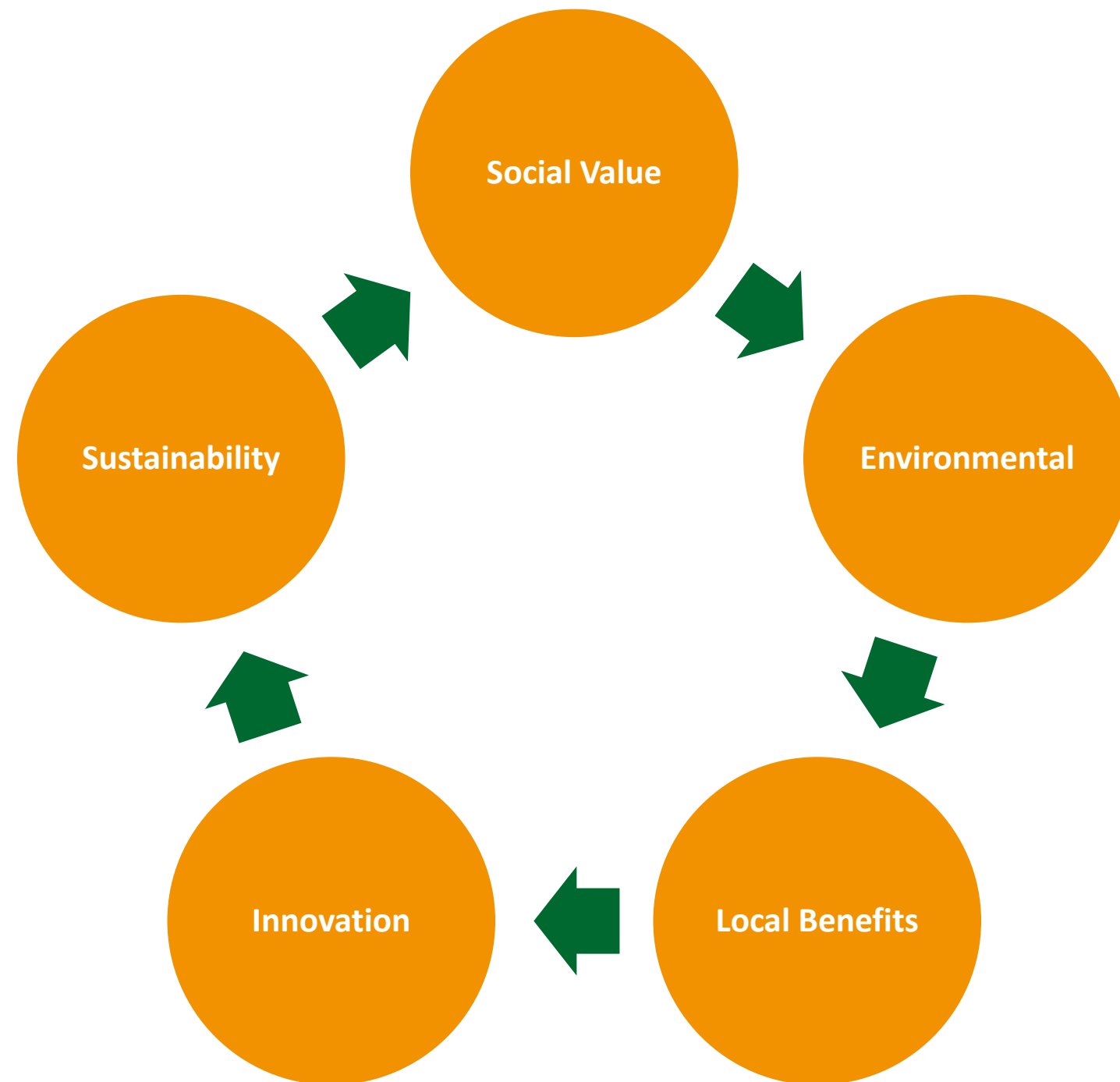
The Act replaces the old restricted and competitive dialogue procedures with a single **Competitive Flexible Procedure**, giving contracting authorities freedom to design processes tailored to the market and the complexity of the requirement.

What CHIC has Learned

- Cautious Adoption
- Use is Increasing
- Early Adopters Reporting Benefits

MEAT to MAT

Has this changed the perception of value within the market?



KPI Reporting

What the Act Defines

PA2023 requires contracting authorities to set at least 3 KPIs and report these publicly at least once per annum for Contracts over £5m.

These must be included as part of the Contract Details notice.

CHIC has developed a suite of KPIs following the structure below:

Level 1 – Framework & Contract Management

Level 2 – Call-off - Standard Contract KPIs

Level 3 – Call-off - Optional Contract KPIs

Dynamic Markets vs DPS: What's Changing?

Section 20 Consultation



legislation.gov.uk

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Landlord and Tenant Act 1985


UK Public General Acts > 1985 c. 70 > Service charges > Section 20



Guidance

Guidance: Below-Threshold Contracts (HTML)

Updated 5 November 2025



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Procurement Act 2023

UK Public General Acts > 2023 c. 54 > PART 6 > Section 85

Dynamic Markets vs DPS: What's Changing?

From DPS to Dynamic Markets

- Dynamic markets replace the old Dynamic Purchasing System (DPS), offering a more flexible and transparent mechanism for ongoing supplier admission?
- Why? Value, tender list, section 20 leaseholder consultation...
- Reduction in procurement thresholds brings more projects in scope
- Dynamic Markets cannot be used for below threshold projects.

For CHIC?

- Progressive replacement of the sectors largest DPS with Dynamic Markets
- Increase in projects due to reduced threshold
- We now need a third way (approved lists) for below threshold non framework projects

What CHIC has learned overall

Key Lessons

- Flexibility requires capability.
- Governance must evolve.
- Market engagement is essential.
- Collaboration is critical.

How Far Has the Sector Embraced the Act?

- **Moderate adoption** in year one, with strong interest but uneven implementation
- **Growing confidence** in open frameworks and dynamic markets
- **Steady increase** in competitive flexible procedures
- **Limited progression** in moving Procurements from DPS' to DM.

The sector is moving in the right direction, but full maturity will take several years.



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