

# Public Document Pack



## **OVERVIEW & SCRUTINY COMMITTEE**

Thursday, 30 January 2020 at 7.30 pm  
Conference Room, Civic Centre, Silver  
Street, Enfield, EN1 3XA

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Councillors : Susan Erbil (Chair), Tolga Aramaz, Guner Aydin, Sinan Boztas,  
Bernadette Lappage, Achilleas Georgiou (Vice-Chair), Edward Smith and Lee David-  
Sanders

Education Statutory Co-optees: 1 vacancy (Church of England diocese  
representative), Tony Murphy (Catholic diocese representative), Alicia Meniru & 1  
vacancy (Parent Governor Representative).

Enfield Youth Parliament Co-optees (2)  
Support Officer – Claire Johnson (Governance & Scrutiny Manager)  
Elaine Huckell (Governance & Scrutiny Officer)

## **AGENDA**

### **1. WELCOME & APOLOGIES**

### **2. DECLARATIONS OF INTEREST**

Members of the Council are invited to identify any disclosable pecuniary,  
other pecuniary or non-pecuniary interests relevant to the items on the  
agenda.

### **3. LEADER UPDATE ON COUNCIL PRIORITIES**

To receive an update from the Leader of the Council.

### **4. MODERN SLAVERY STRATEGY (Pages 1 - 20)**

To receive the report of the Director of Health & Adult Social Care.

### **5. ENFIELD REPAIRS DIRECT (Pages 21 - 46)**

To receive the draft report of the Director of Housing & Regeneration.

### **6. DATES OF FUTURE MEETINGS**

To note the dates of future meetings as follows:

Business meetings of OSC –  
Thursday 13 February 2020  
Thursday 2 April 2020

Provisional Call-In dates  
Thursday 6 February 2020  
Wednesday 4 March 2020  
Thursday 26 March 2020  
Tuesday 28 April 2020

**MUNICIPAL YEAR 2019/2020 REPORT NO. 205****MEETING TITLE AND DATE:**30<sup>th</sup> January 2020**REPORT OF:**Director of Health and  
Adult Social Care

Contact officer and telephone number:

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**Agenda – Part:1****Item: 4****Subject: Modern Slavery Strategy****Wards:****Key Decision No:****Cabinet Member consulted: Cllr Alev  
Cazimoglu****1. EXECUTIVE SUMMARY**

The Modern Slavery Act 2015 was introduced to combat modern slavery and associated vulnerabilities within the UK and sought to consolidate previous offences pertaining to trafficking and slavery.

To ensure that LBE is adhering to its duties under the MS Act 2015, we have been actively working on the following:

- Online and face to face training for LBE staff
- External training provided to social care providers
- Appointment of Modern slavery lead within adult social care and champions within the teams- with additional training to support them in this role
- Signing of the Charter against Modern Slavery- 17th October 2018
- The formation of a Modern Slavery Strategy Board Chaired by Bindi Nagra and comprising of adults, children, Community Safety, police, safer neighbourhoods, housing and health.
- Modern Slavery Conference 16th May 2019 and 13<sup>th</sup> May 2020
- Formation of a Modern Slavery Team commencing on 20<sup>th</sup> January 2020

The Modern Slavery Strategy 2019-2022 online public consultation ended on 8<sup>th</sup> November 2019 and collected 41 individual responses and lots of positive feedback from council departments, user groups and partnership forums. The responses were overwhelmingly positive and generated some twitter responses from members of the public and Non-Government Organisations.

**2. RECOMMENDATIONS**

Cabinet is asked to note the comments of this report and approve the publication of the strategy, dissemination and communication of key messages.

### **3. BACKGROUND**

The Modern Slavery Act 2015 places new duties on to local authorities as first responders to provide the necessary support and protection to potential victims of modern slavery. This role will continue to be met by the respective Multi Agency Safeguarding Hubs in Adult and Children services.

This Act also sets out measures for a more effective response to issues relating to the alleged perpetrators; including stronger law enforcement, harsher punishments for perpetrators, measures to protect and support victims and with the overall aim to reduce incidents of modern slavery and human trafficking. To achieve this, Enfield Council will be working jointly with Enfield & Haringey BCU (Met Police) to develop a team to ensure compliance with the Act and to disrupt the criminal activity and prosecute the gang members responsible.

This plan has been set for a 3-year period due to the Act being in its infancy and the current consultations that are underway by central government. This will enable Enfield Council to make changes in line with central government when necessary.

The strategy aims to be free from jargon and in plain English. This is in line with Care Act and Modern Slavery Act requirements. The document has been constructed in a way which will enable it to support the consultation and also help to raise awareness about Safeguarding Potential Victims of Modern Slavery.

Enfield will be encompassing the governments 4P's to aid our approach: Prevent, Protect, Pursue, Prepare.

- Prevent - Raising Awareness, Intelligence gathering and reporting, Disruption and intervention
- Pursue – Investigate and prosecute
- Protect - Short, medium and long-term protection and support for the vulnerable
- Prepare – Have arrangements in place to facilitate above and undertake major operations

#### **Key Considerations:**

The Strategic Safeguarding Team have completed training for over 300 council employees and continues to support local business to understand the importance of thorough worker checks and employee rights. The Strategic Safeguarding Team has also developed online training modules for staff to keep their knowledge base up to date. This training has now been made compulsory for all new staff members across the whole council.

A modern slavery lead has been appointed and has been in post since August 2018 and sits in the Strategic Safeguarding Team. Due to the complexities surrounding modern slavery, there continues to be a need for all departments to remain involved from social services to housing to community safety. To ensure cross departmental working a Modern Slavery Board was established on 5<sup>th</sup> November 2018 and continues to be chaired by the Director for health and Adult Social Care. The Board meets every six weeks to lead in completing audit tool kits, discussing training development for front line staff with possible opportunities for shared training days. The Board also takes forward specific pieces of work, which are of interest to the group, and will improve the safety and response to reports of harm to adults at risk.

The first ever Modern Slavery Conference was held at the Dugdale Centre on 16<sup>th</sup> May 2019. This event was supported by the Director for Health and Social Care and Cllr Cazimoglu who both took the time to speak at the event. Due to the success of the event another one has been scheduled for 13<sup>th</sup> May 2020 and will be extended to local businesses along side practitioners.

Enfield is the first borough and council nationally to implement a Modern Slavery Team with the local police unit. The team will run alongside existing safeguarding teams. The team will consist of a team manager and two council investigators. They will be supported by two civilian police officers and a Detective Inspector. The objective of the Modern Slavery Team is to look at contextual modern slavery issues by establishing patterns and trends and to jointly investigate gangmasters and criminal behaviours at a higher level. Concerns for potential victims will continue to be referred to the respective Multi Agency Safeguarding Hubs (MASH) for enquiries to be completed. Or if the level of risk is very high the case will be referred to the police immediately. Due to these initiatives that have been implemented by Enfield Council, Sharon Burgess and Fiana Centala were nominated for an Anti-Slavery Day Award by the Human Trafficking Foundation. The Modern Slavery Team idea has been shared with other local authorities and Enfield's model has been picked up by Haringey and Waltham Forest.

Enfield has been trying to improve practice and coordinate a joined-up approach with counterparts in London. This saw the establishment of the London Modern Slavery Leads group which is chaired by Sharon Burgess who is the Head of Safeguarding and Principal Social Worker at Enfield Council. This group is supported by the London Councils and the Human Trafficking Foundation.

#### **4. ALTERNATIVE OPTIONS CONSIDERED**

The Modern Slavery Act 2015 places new duties on to local authorities as first responders to provide the necessary support and protection to potential victims of modern slavery. This role will continue to be met by the respective Multi Agency Safeguarding Hubs in Adult and Children services.

## **5. REASONS FOR RECOMMENDATIONS**

With the commencement of the 3-month consultation, there is an opportunity to raise awareness about modern slavery and for Enfield residents to contribute to the priorities that the Modern Slavery Team will be focussing on.

## **6. COMMENTS FROM OTHER DEPARTMENTS**

### **6.1 Financial Implications**

There will be two PO1 posts created which will cost £100k (on current pay scales), with on costs and £20k training costs, totalling £120k as a result of this scheme.

In the Medium Term Financial Plan, there is an investment of £120k to fund the scheme. This will be included as part of the Budget Report and Medium Term Financial Plan to full Council in February 2020.

### **6.2 Legal Implications**

The Modern Slavery Act 2015(MSA) is aimed at combating crimes of slavery and human trafficking. The MSA recognises that businesses have a role to play in tackling these crimes. Section 54 of the MSA requires commercial organisations having a turnover of £36 million or more to publish an annual slavery and human trafficking statement. The statement must disclose what steps the organisation has taken to ensure that human trafficking is not taking place in any of its supply chains or its businesses. The procurement of goods and services will be part of a business' supply chain. As such, a customer should consider whether to include wording in their supply agreements that prohibits the use of forced or trafficked labour.

Although section 54 of the MSA only applies to organisations that meet the turnover threshold, smaller organisations can choose to make a statement voluntarily. The updated Home Office guidance, Transparency in Supply Chains etc. A practical guide), encourages all businesses, regardless of turnover, to be open and transparent about their recruitment practices, policies and procedures regarding modern slavery and human trafficking, and to take steps that are consistent and proportionate with the organisation's sector, size and operational reach (paragraph 3.14, Transparency in Supply Chains etc. A practical guide).

Organisations making a voluntary statement may wish to include the items suggested in section 54 of the MSA, which includes information on: Structure: The way the organisation is structured, its business and

supply chains; Policies: Its policies (if any) relating to modern slavery and human trafficking; Due diligence :its due diligence processes relating to slavery and human trafficking; Risk: The parts of its business and supply chains at risk of slavery and human trafficking and the steps taken to manage that risk; Effectiveness: Its effectiveness in ensuring that slavery and human trafficking is not taking place in its business or supply chains, measured against appropriate performance indicators; Training: Details of training provided for its staff on slavery and human trafficking.

A number of international instruments require the UK government and its agencies, to combat human trafficking. The Modern Slavery Act 2015 creates defences for victims of human trafficking. Defences may fall under: The European Convention for Human Rights, 1953 (Article 4 prohibits slavery and forced labour), the government's Updated National Action Plan on Modern Slavery and The United Nations Guiding Principles. Other relevant legislation is the EU Trafficking Directive 2011, the Council of Europe Convention on action against trafficking in human beings, the Housing act 1996, **the Care Act 2014 and the Homelessness Reduction Act 2017.**

## **7. KEY RISKS**

Risks have been considered and are included within other sections of this report. The aim of the strategy is to mitigate risks. Once the team is formed, they will actively manage their risks on an ongoing basis. Foreseeable risks include:

- Check for anti-slavery clauses in contracts with suppliers and making amendments where necessary.
- Incorporating anti-slavery compliance into other Council policies and standard procurement terms.
- Supply chains including service users who manage their own personal budgets and care homes/domiciliary companies

Awareness-

- Public awareness
- Housing and social care support if the potential victim declines NRM support

## **8. IMPACT ON COUNCIL PRIORITIES – CREATING A LIFETIME OF OPPORTUNITIES IN ENFIELD**

### **8.1 Good homes in well-connected neighbourhoods**

Joined up and targeted approaches to carrying out checks on Houses of Multi-Occupancy (HMOs) across the county to look for signs that occupants could be subject to modern slavery or human trafficking will help raise living conditions and lead to more prosecutions under the Modern Slavery legislation and rogue landlords.

## **8.2 Sustain strong and healthy communities**

This proposal will help deliver on protecting those most in need by continuing to deliver the services and safeguarding measures they rely on by working with the Police and other partners to make Enfield a safer place to live, work and study whilst ensuring a robust response to crime

## **8.3 Build our local economy to create a thriving place**

Enfield is London's second largest industrial location and as such is potentially exposed to more possible cases of modern slavery. By completing thorough checks, we can improve the experiences of those working and living in Enfield.

## **9. EQUALITIES IMPACT IMPLICATIONS**

The options available have been considered for their potential impact on equalities. The aim of the team would be to run and review performance data on a quarterly basis demographics of those whom are referred to a service. It is expected that the running of a Service to statutory requirements will provide the necessary checks to ensure those whom due to age and/or disability (including mental health) are provided with the appropriate and least restrictive care and treatment where necessary and appropriate.

## **10. PERFORMANCE AND DATA IMPLICATIONS**

This report has set out the increasing pressure on the local authority as a result of modern slavery not naturally sitting within a specific service; resulting in reduced NRM referrals and mixed messages to professionals.

## **11. PUBLIC HEALTH IMPLICATIONS**

Safeguarding of adults at risk is recognised as a significant public health issue; preventing abuse and promoting of choice will increase wellbeing within these populations.

The priorities in the draft we will work with local people and partners to promote an approach that concentrates on improving the quality of life for the adults concerned; being safe is only one of the things people want for themselves and there is a wider emphasis on wellbeing. The strategy emphasizes prevention of abuse and work within services that provide care to evidence engagement with those who use services.

**Background Papers**

*Modern Slavery Strategy 2019-2022*

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# Enfield Modern Slavery Strategy 2019-2022



<b>Scope</b>	Enfield aims to identify victims, support them with their care and support needs. Have community safety services in place to disrupt gang masters and ensure our supply chains are free from modern slavery.
<b>Approved by</b>	To be approved by the Cabinet
<b>Approval date</b>	TBC
<b>Document Author</b>	Adult Safeguarding Services
<b>Document owner – Corporate</b>	
<b>Document owner – Portfolio Holder</b>	Cllr Alev Cazimoglu
<b>Governance Board</b>	Enfield Safeguarding Adults Board
<b>Review</b>	The SEND Strategy Board will review this strategy on an annual basis and develop the strategy as required.

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## Message from Cllr Alev Cazimoglu

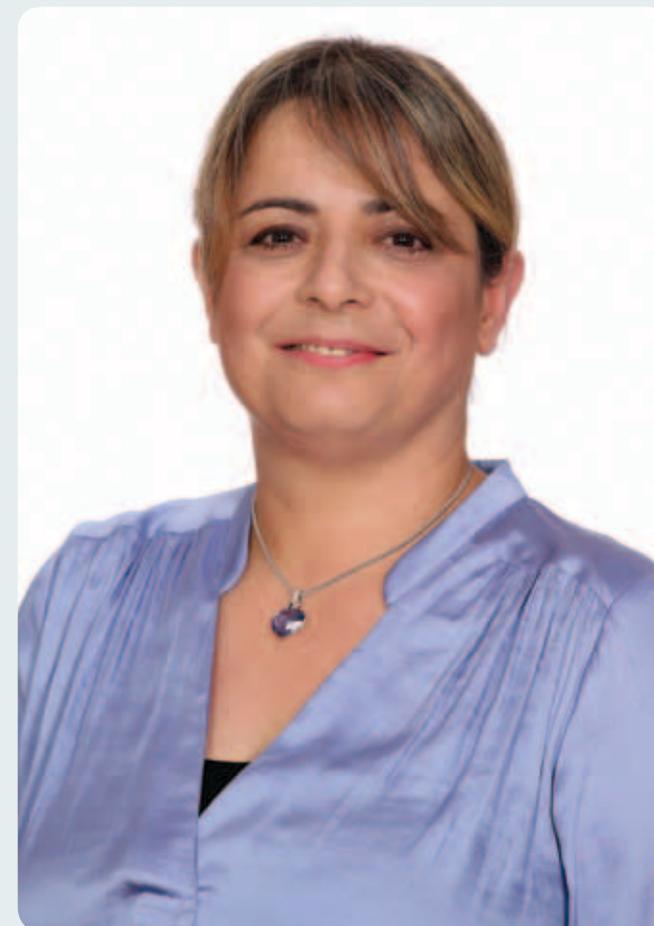
**I am proud to present our Modern Slavery Strategy on behalf of Enfield Council which shows concerted and coordinated action.**

Here in Enfield we have been working with a wide-range of partners to step up the fight against modern slavery. We recognise that trafficking, slavery and exploitation are not issues from the past. The scale of this hidden crime is significant. The National Crime Agency estimates that in 2017 over 5,000 people were referred to British authorities as potential victims of slavery. This includes over 2,000 children.

The purpose of this strategy is to set out our strategic approach to tackling what can be quite entrenched problems. By working with our partners, we can continue to develop comprehensive and targeted action to support potential victims and send a clear message to the perpetrators that these crimes will not be tolerated.

We must do all we can to protect and support potential victims. Enfield as a community, has a responsibility to ensure that its children, young people and adults are empowered and offered the best protection possible. This document will act as a reference point for everyone who lives and works in the borough and provide useful guidance on how to support those in need.

**Councillor Alev Cazimoglu**  
Cabinet Member for Health & Social Care



# Introduction

**This Strategy sets out Enfield Council's approach to tackling modern slavery and its new duties with the introduction of the Modern Slavery Act 2015. This Act imposes an obligation on local authorities to notify the Secretary of State if they have reasonable grounds to believe a person may be a victim of human trafficking or slavery.**

Enfield Council has completed training sessions with its workforce and ensured that its staff has access to online training to support them with being able to recognise the signs of possible modern slavery.

Enfield Council signed up to the Charter Against Modern Slavery which aims to establish ethical labour sourcing practices in our supply chain and establish robust recruitment practices.

Building on that this strategy sets out Enfield Council's approach to effectively tackle the problem of modern slavery and human trafficking. It reinforces our commitment to continually reduce modern slavery cases and protect and support victim's reintegration into the society.



This strategy comprises of:

1. **Prevent** – preventing people from engaging in modern slavery.
2. **Pursue** – prosecuting and disrupting individuals and groups responsible for modern slavery.
3. **Protect** – strengthening safeguards against modern slavery by protecting vulnerable people from exploitation and increasing awareness and resilience against this crime.
4. **Prepare** – reducing the harm caused by modern slavery through improved victim identification and enhanced support and protection.

This strategy is interrelated with the following strategic documents and should be read in conjunction with them.

1. Enfield Corporate Plan 2018-2022
2. Enfield Modern Slavery Policy and Procedures
3. Safeguarding Adolescents from Exploitation and Abuse 2019-2021 (under development)
4. National Modern Slavery Strategy 2014
5. Enfield Preventing Homelessness and Rough Sleeping Strategy (under development)

# Vision and priorities

Our vision is to **protect our communities from modern slavery and human trafficking**. We will reduce the number of modern slavery cases and provide protection to the victims. Building on the 4Ps framework stipulated in the Government's Modern Slavery Strategy 2014, we will achieve this vision by focusing on the following six priority outcomes:

1. **Increased awareness and understanding of modern slavery, human trafficking and exploitation.**
2. **Integrated training and development opportunities, practice tools, guidance and resources for professionals.**
3. **Increased support and protection for people who are being exploited, and those at risk of exploitation.**
4. **Greater success in detection, disruption and prosecution.**
5. **Empowered communities to participate and engage in tackling modern slavery and trafficking.**
6. **Development of a Modern Slavery team who will ensure that data is managed and appropriately scrutinised to help identify trends to target the perpetrators of these heinous crimes.**

## Context

Modern slavery is about being exploited and completely controlled by someone else, without being able to leave. It includes human trafficking, slavery, servitude and forced or compulsory labour.

Modern Slavery is an international crime, affecting an estimated 29.8 million people around the world. It is a global problem that transcends age, gender and ethnicities. Slavery is a 'hidden' crime, often perpetrated by Organised Criminal Groups. The UN calculates that Human Trafficking is the third most profitable crime after the drugs and arms trades.

### Types of modern slavery

**Human trafficking** is the act of moving people to other locations for the purpose of exploitation. Children, young people and adults can be trafficked, from abroad, within the UK, between cities or just from one street to another. Unaccompanied children and young people from outside the UK (including children who are seeking asylum, European Economic Area national children and migrant children not seeking asylum) can be some of the most vulnerable children in the country.

**Forced Labour** is about people being forced to work under the threat of violence and for no pay. They are treated as property and exploited to create a product for commercial sale.

**Domestic Servitude** refers to employees working in private homes who are forced or coerced into serving and/or fraudulently convinced that they have no option to leave.

**Sex Trafficking** involves women, men or children that are forced into the commercial sex industry and held against their will by force, fraud or coercion.

**Bonded Labour** is when individuals that are compelled to work in order to repay a debt and unable to leave until the debt is repaid. It is the most common form of enslavement in the world.

**Child Labour** refers to any enslavement – whether forced labour, domestic servitude, bonded labour or sex trafficking – of a child.

**Forced Marriage** is when women and children are forced into marriage for a range of reasons including exploiting the rights conferred on them by citizenship or for domestic servitude.

**County Lines or Movement of Drugs** is defined as how gangs and criminal networks from towns, use children, young people and vulnerable adults to deliver class A drugs to customers in county and rural areas. This often involves vulnerable people being subject to deception, intimidation, violence and grooming.

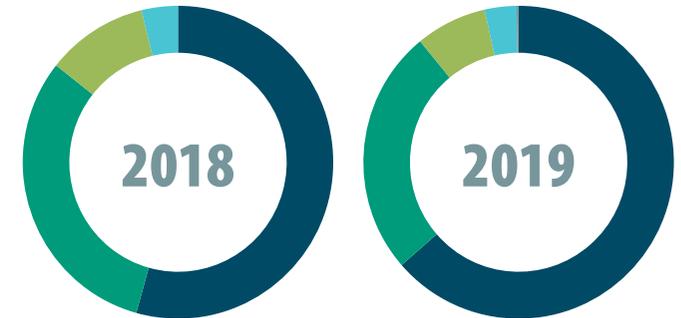
## National picture

The Government estimates that there are as many as 13,000 people in modern slavery in the UK. Large numbers are trafficked into the UK from abroad, mainly from Vietnam, Nigeria, Romania, Albania, and Poland, but many British nationals live in slavery here too.

Anyone can become a victim of modern slavery, and in all types of exploitation, victims can be women, men, girls or boys. In 2018, a total of 6,985 potential victims of modern slavery were identified and referred for support in England and Wales. This is an increase of 36% from 2017 (5,138). The majority of potential victims (3,857; 55%) reported that they were exploited as an adult and 3,128 (45%) were referred for exploitation as a child.



## Exploitation Type, England (July-September)



533 (54.3%)	• Labour exploitation	936 (63.6%)
307 (31.3%)	• Sexual exploitation	375 (25.5%)
104 (10.6%)	• Domestic servitude	109 (7.4%)
37 (3.8%)	• Unknown	49 (3.3%)
0 (0.0%)	• Organ harvesting	3 (0.2%)
<b>981 (100%)</b>	<b>Total</b>	<b>1,472 (100%)</b>

## Enfield picture

In Enfield, the picture is different from that of national level when it comes to the types of reported cases of modern slavery. The biggest form of referred cases of human trafficking is for the purpose of sexual exploitation (71%) followed by domestic servitude (16%) and forced labour at 13%.

Enfield saw the first 'county lines' case where the offenders were convicted under Modern Slavery law in April 2018. The perpetrators were jailed for ten years.

# Delivering our priorities

We will deliver our vision in collaboration with a number of different services and partners. The engagement and partnership of communities, charity organisations and voluntary sector is key to maximise the impact of our interventions.

We have recently signed up to the Charter Against Modern Slavery which aims to establish ethical labour sourcing practices in our supply chain and establish robust recruitment practices.

We have developed online training for Enfield Council staff to improve understanding of modern slavery, recognising the signs and what to do about it, including the use of the National Referral Mechanisms (NRM).

Enfield Council also chairs the London Modern Slavery Leads Group which is run with the support of the Human Trafficking Foundation. This group is crucial in developing local and national legislation to keep victims at the forefront of any changes while pushing for more prosecutions under the Modern Slavery Act 2015.

Enfield is working closely with the Independent Anti-Slavery Commissioner (IASC) Dame Sara Thornton to ensure that Enfield continues to work on the Independent Anti-Slavery Commissioner's Strategic Plan 2019-2021 and meet the following four priorities: Improving victim care and support, Supporting law enforcement and prosecutions, Focusing on prevention and Getting value from research and innovation.

We have developed links with local agencies to provide additional support in conjunction with the NRM minimum 45-day reflection and recovery period.

This is an ongoing practice to ensure that a comprehensive range of services are available to effectively support individuals throughout their recovery period.

The following priorities will reinforce and continue to deliver our commitments in protecting our residents from the harms of modern slavery, engaging at various levels of service delivery.



Enfield Against Modern Slavery Charter

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## **1 Increased awareness and understanding of modern slavery, human trafficking and exploitation.**

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We will support and promote campaigns to raise awareness of modern slavery and trafficking across the borough.

We will facilitate direct engagement across service and partner agencies to aid understanding of each other's roles and activities, knowledge of issues and approaches to support victims, and wider mechanisms for ongoing sharing of best practice.

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## **2 Integrated training and development opportunities, practice tools, guidance and resources for professionals and practitioners**

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We will establish networks of best practice champions represented across all partner organisations to ensure consistency and sharing of new policy, practice and learning.

We will further engage with private sector to encourage transparency in supply chain and eliminate/reduce labour exploitation.

We will use ongoing analysis and intelligence to develop and deliver training to the broader services and workers most likely to encounter potential victims in their routine businesses. The purpose of the training will be to increase their confidence in identification of concerns and how to respond.

We will deliver comprehensive training on identification and how to support victims, to professionals and services, whose role is to directly safeguard victims and prevent further harm.

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## **3 Increased support and protection for people who are being exploited, and those at risk of exploitation**

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We will engage service users in an open and honest way, at all stages of the development of our approach to tackling the issues faced.

We will use ongoing reviews of information obtained and demand for services to ensure that our support provision continues to meet the needs of the individual.

We will monitor and review our responses to ensure they are coordinated and consistent with best practice to address harm at the earliest intervention.

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## **4 Greater success in detection, disruption and prosecution**

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We will be training recruiters and procurement officers to recognise, prevent and report forced labour, labour trafficking and other hidden third-party labour exploitation.

We will develop specific training for relevant professionals in how to support the systemic gathering of intelligence and evidence required to identify, challenge and ensure successful prosecution of criminality.

We will develop the intelligence and data analysis capacity of frontline services and a complex safeguarding infrastructure to increase systemic identification of risk factors, flags and evidence to support targeted activity to challenge perpetrators. This includes more effective and efficient information sharing.

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## **5 Empowered communities to participate and engage in tackling modern slavery and trafficking**

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We will engage third sector, non-governmental organisations (NGO) and other community groups and organisations directly, to raise awareness of issues, and the approach to responding.

We will develop community champions through our engagement with organisations, and we will support our own workforces to recognise their role as members of the communities in responding to and tackling issues in their communities.

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## **6 Development of a Modern Slavery Team**

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The team would be able to provide a targeted response to areas of concern within the community by working closely with other departments within Enfield Council and external partners. The joint response would aim to ensure that a swift and targeted approach was utilised to ensure that the criminal elements were exposed and the gangmasters faced prosecution.

# Action Plan

The 2019-20 financial year will see the start of the Modern Slavery Strategy. This will be a three year strategy, and it is our opportunity to better understand what residents of Enfield feel are the important issues that need to be addressed if we are to tackle modern slavery effectively.

Year 1	Year 2	Year 3
<ul style="list-style-type: none"> <li>• Complete an awareness raising toolkit for Modern Slavery and develop a methodology to engage within the local authority and statutory partners</li> <li>• Dedicated section for Modern Slavery on the new Enfield Safeguarding website</li> <li>• Deliver a conference for local businesses and third sector organisation and professionals by May 2020</li> <li>• Formation of a Modern Slavery Board</li> <li>• Develop modern slavery pathways for the local authority</li> <li>• Data collection from all Enfield systems and police systems with a view to increase criminal prosecutions and identification of victims</li> <li>• Dedicated email for modern slavery</li> </ul>	<ul style="list-style-type: none"> <li>• Develop partnership working with the police</li> <li>• Enfield Awareness Raising Roadshow</li> <li>• Awareness raising as above and to include businesses and community groups</li> <li>• Data collection from all Enfield systems and police systems</li> <li>• Develop working relationships with voluntary agencies</li> </ul>	<ul style="list-style-type: none"> <li>• General awareness raising across Enfield</li> <li>• Develop a modern slavery victims group</li> <li>• Increase offer to victims from Enfield voluntary sector</li> <li>• Working with national businesses</li> <li>• Working with non-Government agencies to develop a dedicated centre of support here in Enfield</li> </ul>



# Governance and implementation

The Enfield Safeguarding Adults Board will oversee the implementation of this Strategy. The Safeguarding Adults Services will report on the progress of the implementation of Action Plan to the Board on quarterly basis.

Enfield Council retains responsibility as the lead co-ordinating organisation. All other relevant organisations and partners, including NHS bodies; the Departments of Social Security, Employment and Training; the Police and Probation Services undertake their legal duties in relation to safeguarding of adults and minors. Police forces, in particular, have a key role in identifying and combating modern slavery. This strategy will be accompanied by an annual action plan that will detail the specific actions that need to be taken across the partnership to achieve our planned results.



## Legislative framework

The Government's approach to tackling modern slavery has been heavily shaped by a number of international laws, conventions and protocols which the UK has opted into, ratified or is already bound by, including the:

- 1950 European Convention on Human Rights (ECHR)
- United Nations Protocol to Prevent, Suppress and Punish Trafficking in Persons, especially Women and Children (Palermo Protocol 2000)
- Council of Europe Convention on Action against Trafficking in Human Beings 2005 (ECAT)
- EU Directive on Preventing and Combatting Trafficking in Human Beings and Protecting its Victims Directive 2011 (the Anti-Trafficking Directive).

In March 2015 the Coalition Government enacted the Modern Slavery Act 2015. The Act aims to consolidate and clarify existing modern slavery and human trafficking offences and increased the maximum sentences for committing these offences.

## The National Referral Mechanism

The National Referral Mechanism (NRM) provides a framework to identify, refer and record potential victims of modern slavery.

There are five stages in identifying a potential victim and their journey through the NRM.

1. Identification of a potential victim (PV)
2. Referral into NRM by a first responder
3. Reasonable grounds decision
4. Support for victim with a positive reasonable grounds decision
5. Conclusive grounds decision by a competent authority

## How to report suspicions?

There is a legal duty for first responders such as the police or local authority employees to report victims of modern slavery to the Secretary of State. Cases involving children must always be reported.

Adult victims need to provide consent for the referral to be made if they have capacity. If consent cannot be obtained, the first responder still has the duty to notify the Home Office and can do so using the MS1 form. Copies of referral forms can be found here: [www.gov.uk/government/publications/human-trafficking-victims-referral-and-assessment-forms](http://www.gov.uk/government/publications/human-trafficking-victims-referral-and-assessment-forms)

If you would like to discuss your concerns with social services, please contact:

- The **Enfield Multi-Agency Safeguarding Hub Adults** on **020 8379 3196**
- The **Enfield Multi-Agency Safeguarding Hub Children** on **020 8379 5555**
- The **Modern Slavery Helpline** on **0800 0121 700**
- The **Police** on **101** or **CrimeStoppers** on **0800 555 111**

**Remember in an emergency, when someone is being abused, call the police on 999**



**MUNICIPAL YEAR 2019/2020 REPORT NO.****MEETING TITLE AND DATE:**

Cabinet  
12th February 2020

**REPORT OF:**

Executive Director Place

Director of Housing and Regeneration  
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<b>Agenda - Part:</b>	<b>KD Num:5070</b>
<b>Subject: Enfield Repairs Direct</b>	
<b>Wards: All</b>	
<b>Cabinet Member consulted: Cllr Needs</b>	

**1. EXECUTIVE SUMMARY**

- 1.1. In June 2019 Cabinet approved the in-sourcing of the Housing repairs service, with a soft start planned for April 2020.
- 1.2. This report sets out the good progress made to date, the design of the service and the service standards which support the delivery of the service.
- 1.3. It also seeks approval of the relevant policies which underpin the service, defining clear tenant and landlords' responsibilities, timescales for delivery of repairs and compliance and clear approaches to other relevant areas of the service which will be published.

**2. RECOMMENDATIONS****Cabinet;**

- 2.1. Agrees the proposed service model for Enfield Repairs Direct at appendix 1 and to monitor performance through the indicators highlighted in section 9.
- 2.2. Approves the Housing Repairs, Maintenance and Planned works Policy at appendix 2 which sets out what is in the scope of the service and what is the responsibility of the tenants and leaseholder.
- 2.3. Agrees the Housing Compliance Policy at appendix 3 setting out our standards for ensuring we meet our legal obligations and ensure residents safety.
- 2.4. Delegates to the Director of Housing and Regeneration in consultation with the Cabinet Member for Social Housing further operational arrangements to support the delivery of the service as necessary.

- 2.5. Notes the business plan shown in appendix 5
- 2.6. Note the branding as shown in appendix 4
- 2.7. Agrees the charging policy for works delivered outside of the Council's responsibilities under the Repairs Policy.

### **3. BACKGROUND AND CURRENT POSITION**

- 3.1. Cabinet agreed to take direct responsibility for the delivery of the day to day repairs service in June 2019 (KD4868). This report provides an update on progress and seeks approval to the service model and policy which outlines the service to be delivered. This project sits within the wider Better Council Homes programme which is seeking to transform the Council Housing Service in line with the Good Growth Housing Strategy through investment in the quality of homes and in the service supported by a new housing ICT system.
- 3.2. We have been working closely with contractors as part of the demobilisation process to sustain service standards. We propose to partially demobilise the service by April 2020 with the contractors providing back up provision as necessary for a further 6 months.

#### **The current service is performing as follows:**

External Contractors – job completed on time in December 2019 is at 85%

#### **MOT team**

The pilot MOT service which commenced in January 2019 has delivered the following improved outcomes:

- In excess of 2400 MOTS completed (including property checks, minor repairs and stock condition surveys)
- Customer satisfaction with MOTS in excess of 94.7%
- Follow on jobs undertaken in excess of 1100
- In addition to the above, the MOT team has also supported the council in delivering the winter rough sleeper initiative, various health and safety fire risk related works and assistance to the borough wide smart meter rollout programme.

### **4. DESIGNING THE SERVICE MODEL**

The new service has been designed to respond to feedback from residents and Members, from knowledge of the housing stock arising from the stock condition

survey and to reflect best practice and the requirements under the Homes Standard of the Regulator for Social Housing. Customer Feedback included:

- Calls should be answered quickly by knowledgeable staff who diagnose issues and can book a convenient appointment slot.
- The repairs service needs to be more reliable and achieving a high level of first-time fix.
- Keep residents informed, communication is key
- Improve on-line offer for reporting of repairs and provision of information for self-help.
- Provide an enhanced repairs service for our vulnerable residents.
- Better recruitment, retention and training of local staff.
- Staff must be provided with the right tools, with well-equipped van stock so they can do the job on the first visit
- We must tackle long term issues in the housing stock, its bigger than just day to day repairs.
- Support residents who want to self-help.

The proposed service model attached at appendix 1 summarises the offer, standards and service outcomes. The full model will be implemented on a phased basis as follows:

- Housing Resolution Centre by the end of February 2020.
- Improved booking of repairs on-line via an incremental improvement over the next year.
- Responsive Repairs by April 2020.
- Rapid Intervention by April 2020.
- MOT service is already being offered.
- Active Asset Management is already being delivered (as evidence by the intelligence led 30-year business plan) and will continue to be developed with the introduction of a new Housing Asset Management strategy in June 2020 and continuation of stock survey programme.

We anticipate that it will take 12 months to fully bed the new service in. It is proposed that Cabinet will keep the performance under review by receiving quarterly reports on:

- Appointments made and kept.
- First time fix rate.
- Customer satisfaction with the Repairs Service.

It should also be recognised that whilst it has been designed to deliver the improvements identified it also provides additional benefits. For example, there will be a rapid intervention service capable of responding to any major problems or failings in services that occur from time to time.

The Repairs Policy at appendix 2 sets out what is in the service scope and our timescales for completing repairs and what is a tenant/leaseholder responsibility where we will provide advice and guidance on how to maintain the home.

Whilst it is clear that a number of the issues are caused by the current arrangements for responsive repairs, a significant part of customers dissatisfaction is with the longer term, larger issues in their homes, for example end of life failing infrastructure, Decent Homes works and damp and mould problems. We have the reviewed Housing Property Services team to ensure it is fit for purpose and has the right areas of focus, roles, capacity and skills sets to tackle all of the areas in the future. The following features are included.

## **5. A Housing Resolution Centre**

To ensure the success of the new service it is acknowledged that improved access to reporting repairs and to ensuring their resolution is an integral part of the new solution. We will therefore embed within the housing service a Housing Resolution Centre diagnosing repair requirements, agreeing responsibilities, scheduling the works and seeking feedback on completion.

The service will be made up of operatives who will be given specialist housing training to provide a one stop solution for all housing related issues and help eliminate the handoff of calls for customers with multiple housing related issues.

This will be co-located with the repairs and other housing services in Edmonton which will allow for greater knowledge exchanges and collaboration between the teams.

This team will also promote all available contact channels to give our residents maximum choice in how and when they choose to engage with us, in particular with an improved on-line reporting and tracking facility.

The role of Head of Service Quality (Council Housing) will be created to develop and implement a framework for driving up resident satisfaction with Council housing services ensuring compliance with the standards of the Regulator for Social Housing.

It will also be responsible for the development of an overarching performance measurement framework, collection and response to customer insight, resident satisfaction, testing, complaints, prevention and learning.

As this role utilises insight from across Council Housing and has oversight of the end to end customer journey this role will provide the day to day management and supervision of the Housing Resolution Centre.

## **6. Repairs and maintenance – direct delivery**

The direct delivery team will deliver all day to day repairs alongside a task force to deliver MOTs, targeted approaches to areas, estates or buildings and difficult to solve issues including damp and mould and disrepairs cases.

- 6.1. The repairs teams will be broken down into three area-based teams geographically assigned to the North East, South East and West of the borough (although can work cross borough in time of high demand). Each of the areas is based around the stock numbers and density, this will minimise journey times for operatives and will allow teams to get to know both the stock in their areas and also the residents. These teams will each consist of a repairs manager who has responsibility for performance of their team and the service, a working chargehand who will be responsible for checking the quality of works plus a number of multiskilled operatives. Each team will also have a trades apprentice as part of our *grow our own* objective.
- 6.2. The direct delivery teams will complete all responsive emergency and urgent works and the smaller routine works which do not require large amounts of plant or equipment, with the exception of works to gas heating systems which will continue to be provided by external contractors. The teams will also be providing an out of hours emergency service. As well as undertaking the repairs, operative will be tasked with identifying other issues, either with the property or tenants and will either signpost tenants to how they can obtain additional help or raise the issue with the appropriate teams in the council.
- 6.3. The model is based around delivering 40,000 repairs per year plus 2000 MOTs, this represents 3.81 repairs per property per year. We have however built into the five-year model a reduction in the number of jobs which will be a result of the MOTs, significant investment programmes and the reintroduction of cyclical programmes to 2.93 repairs per property per year.
- 6.4. The MOT/rapid response team will continue to target high- and low-end users of the repairs service and offer additional help to vulnerable tenants as required. They will also provide target interventions on estates, undertaking communal MOTs on a cyclical basis and targeted approaches as necessary.
- 6.5. We will also start to robustly enforce both the rechargeable repairs policy and the landlords consent policy, ensuring that residents who abuse their homes are made accountable and that the safety and integrity of our properties is not compromised.
- 6.6. The direct delivery team will also mobilise to offer a chargeable service offering, which will provide additional potential income stream for the service and help generate efficiency benefits from increased scale of the overall service.
- 6.7. We will be developing our offer over time but initially will be looking to offer our service to leaseholders and other customers on commercial terms. The basis for this service will be on labour materials and overhead costs with a 30% operational contribution margin. Initially this offering will be limited to work areas where the service has additional capacity and direct resource and will not detract from delivery to our core customers, but as we continue to develop the commercial offering, we will look to increase resource as necessary.

## 7. Planning team

- 7.1. The delivery team will be supported by a team of intelligence led planners who will organise the works, ensure sufficient resource is available to complete the works, arrange special materials and liaise with tenants if appointments or works are changed.
- 7.2. This team will work closely with the Housing Resolution service (located together in Edmonton) to provide answers to customers at the first point of call. This close relationship, and the upskilling of the Housing Resolution staff is essential to make the service work effectively for our customers.

## 8. Repairs and Maintenance - Contracted delivery

- 8.1. To provide a full service we are procuring a number of support contracts for larger works which our direct teams will not deliver or for specialist and high risk activities which are better deliver by the external market. These include scaffolding, asbestos surveying and removal, large roofing works, cyclical works including decorating, works to gas appliances and all compliance services
- 8.2. A break down of the anticipated support contracts is show below:

Work stream	Estimated value (2020/21)
Specialist Sub-contractors (e.g. asbestos works, scaffolding, roofing repairs, metal work)	£1,100,000
Cyclical Programmes (e.g. external decorating, drain clearance)	£1,100,000
Planned repairs (e.g. fire risk works, large concrete works, large fencing works, boiler repairs)	£1,985,000
Voids (HRA properties)	£1,750,000
Compliance (e.g. gas servicing, electrical checks, legionella)	£4,540,000
Planned asbestos surveys	£525,000

- 8.3. Whilst we will be looking to continue to bring some of these services in-house in the future this approach allows us to hone our processes, ensure a manageable recruitment need and minimise risk as we implement the service. This team has been built to provide enough contract management and surveying support to ensure quality is maintained and the contractors work within the KPIs for the service. It also ensures we can manage some of the cyclical programmes which have previously been stopped, which has led to the deterioration of our properties.
- 8.4. This team is also responsible for the overall performance of the repairs service, essentially acting as the client to manage performance, provide

financial control and identify and implement continued business improvement. Whilst we have built a conservative efficiency gain into our business plan, this team will be tasked with ensuring that we outperform the plan.

## **9. Housing Landlords Compliance**

- 9.1. Of high importance is our continued commitment to ensure the safety of our residents in their homes. For the majority of our compliance activities (gas servicing, electrical checks, legionella etc) we will continue to out-source to specialist contractors on a risk-based approach.
- 9.2. For Fire risk activities our Resident Safety Director has developed a series of property standards and a clear approach to identifying fire related works, a tracking system and a reporting mechanism to provide assurance. Additionally, a clear set of demonstratable material and workmanship standards has been developed to ensure the quality of fire related works in our properties. Fire related works will be delivered by our direct delivery teams where appropriate, and external contractors for larger more complex works packages.
- 9.3. We have built sufficient specialist skills and the capacity within the team to ensure 100% compliance and tackle any issues which arise.
- 9.4. We have also invested in additional modules on our housing asset management system (APEX) which will allow us to fully track our compliance activities and enable clear reporting and tracking of activities.
- 9.5. The detailed approach toward compliance is shown in our Housing compliance policy, appendix 3.

## **10. Asset management**

- 10.1. One of the significant reasons for the poor performance of repairs has been the lack of long-term asset management approaches over the last few years. Our stock condition data was old, and we were not undertaking programmes or work which tackled issues based on asset life and component replacement need, but more around areas and block approaches.
- 10.2. We have now completed a 25% stock condition survey and will continue to survey all of our properties over the next few years. An Asset Management Strategy for Council Housing will be submitted by June 2020 (subject to the publication of the Social Housing White paper which may require us to adopt a new standard) which will address all statutory and regulatory requirements, as well as the wider changes on Building Safety which the Hackett report will require, the forthcoming changes to the decent homes standard which requires us to consider our properties in their wider context (environmental improvements, tackling ASB etc) and the impact of meeting a zero carbon agenda by 2050 (with the likely ban on the installation of fossil fuel burning appliances in 2025).
- 10.3. This intelligence led technical team will ensure we have one point of truth for all of our HRA assets, we understand their needs over the next 30 years, and we have appropriate plans in place. They will lead on the replace not repair

approach, working closely with the repairs teams to identify properties in which elements have become beyond economic repair (BER) and add to works programmes. They will also offer a full building surveying service to properly diagnose and solve problems, create and own the standards for our properties, deal with HRA land licencing and sales and provide technical support on landlord consent applications.

## 11. Planned Works

- 11.1. The planned works team are responsible for the full procurement and delivery of the capital works programmes of circa £195 million over 5 years, including all of the fire related works programmes, fed from our fire risk assessments. The team will work closely with repairs and asset management teams to deliver works which support 100% on all compliance measures, including decent homes and have in place flexible contracts in place which allow us to quickly tackle problems if they arise.
- 11.2. In order to facilitate the delivery of sizable approaches we have taken a short-term approach of simplifying packages and working with smaller companies to deliver these programmes, whilst engaging larger contractors on more complex works which better reflect their skill sets and access to supply chains.
- 11.3. Over the next year we will be developing and implementing a five-year mixed delivery procurement strategy, which will target the local economy and allow us to bring projects quickly to site, whilst ensure an appropriate level of risk is maintained. This will also include the provision to directly deliver some of these works as we increase our in-house service.
- 11.4. To date it has been difficult to recruit the technical officers into this team, but we have worked closely with our HR colleagues to develop a recruitment approach and have introduced a number of roles which have a clear career progression, again taking the *grow our own* approach.

## 12. IMPLEMENTATION

The existing maintenances contracts end in April 2020 and as approved by Cabinet a phased approach to implementing the new service is being taken.

## 13. Progress made against our mobilisation plan as follows:

**Recruitment** - We have fully developed the team structure and required number of operatives based on an analysis of the repairs history we hold. Looking at the number of jobs and type of works plus an analysis of complaints and MEQs we believe this is the required structure to deliver the service. There will be three area-based teams each consisting of a repair's manager, a chargehand, 12 operatives and an apprentice.

The existing MOT service will continue as part of the rapid response team which will consist of a repair manager, a chargehand, 9 operatives and an apprentice.

Where possible we are recruiting multiskilled operatives who each have a lead trade (carpenter, plasterer, decorator etc), however Electricians tend to be more single trade and accordingly each team will have at least one electrician.

The planning team has been developed to support the teams, with 4 planners (one allocated to each team) plus a senior planner to oversee the planning and provide cover as required.

Overseeing the direct delivery team is the introduction of a new Head of Service reporting directly to the Head of Housing Property Services.

This structure and changes in the existing structure has gone through a consultation process with unions and staff and is being implemented. A core principle of this structure of the service has been to protect the knowledge retained in our existing permanent workforce whilst creating a structure which can deliver change.

In order to deliver the phased implementation, we have directly recruited a number of the staff on a temporary basis, this has allowed us to test the quality and skills of operative, ensuring they understand the importance of customer service and have the softer skills necessary for these roles.

We have been working with the HR and recruitment teams to take a temp-to-perm approach where appropriate and we are working with contractors to ensure our TUPE obligations to the existing contracted workforce are met.

**Branding** - We have worked with the insourcing Stakeholder Group to develop the branding which clearly associates the service with Enfield council whilst giving the service a clear commercial identity. (see appendix 4). All vehicle will be branded accordingly, and all operatives will be required to wear branded uniforms to make it easy for our customers to identify them. The preferred name of the service is Enfield Repairs Direct (ERD).

**Housing Resolution Service** - We have been working with the corporate call centre teams to develop an embedded Housing Resolution Service using the same telephone platform. The dedicated team will be based in Edmonton, we have worked with the Build the Change programme to provide the infrastructure in the Edmonton office and with the L&D team develop an enhanced housing specific training programme.

We will employ a Head of Service Quality (Council Housing) role to manage the operational functions of the Housing Resolution Service and act as the client in the relationship with the corporate call centre.

The corporate team currently use the Lagan CRM system to monitor customer contact but are looking to introduce a new system which will correctly classification calls for accurate analysis of customer demand and develop strategies to drive up avoidable contact.

Until the new system is in place Housing will introduce a CRM module as part of the Civica CX implementation in April which will give Housing one point of view of our Housing customers and allow us to fully track the multiple needs of our customers.

**Systems and IT interface** - We have tested, procured and implement the IT system to support the delivery of the service. This is a stand-alone product which can work independently from other systems but in order to provide full visibility we are working on the integration with Civica CX, our new housing management system which will go live in May 2020.

This system provides a full mobile working solution, using standard phone devices and allows operative to see their jobs, including resident details, property information sect, record the progress of the job, including uploading photographs before, during and after the works and book following on jobs with the resident whilst on site. It also allows managers to identify service failures in real time, for example missed appointments, jobs missing their timescales or low customer satisfaction and therefore deal with them immediately before they become a compliant.

Whilst we have ensured that the system can be largely implemented independently from other systems there are a number of key risks which remain;

Risk	Mitigation
IT resource available for configuration and support	Specialist support has been recruited and budget was included in implementation costs
System not suitable	Requirements developed and an initial trial period was undertaken prior to full procurement and implementation
Integrations not developed	Manual workaround has been identified if necessary
Mobile devices not available	Working with IT to ensure devices are available as and when required

**Training and development** - To ensure the new repairs service starts positively and improvement is seen by both the workforce and residents, an extensive training and induction programme is being developed. This will cover all Enfield Repairs Direct, Housing Resolution Centre Staff and back office teams. Priorities within the programme include:

- Customer Service Excellence.
- Systems Use- Civica, Service Connect,
- Risk Assessments and Health and Safety including lone working
- Equality and Diversity.

- Development of an operating manual to provide guidance and practical support to operatives out in customer homes.
- The Enfield Council Behaviours.
- Management Training (Managers)
- Contract Management (Managers)

All new starters are completing the induction and complete a full skills analysis, this will enable individual development plans to be created and support the continuous professional development of our workforce.

**Supply chains development and procurement** -We have worked with our procurement colleagues and some external consultants to put in place the support contracts required for the successful delivery of the service. We have in place a materials, tools and PPE contract with Travis Perkins who have a large depot in the centre of our district, each of our Repairs managers will also have a P-card for ad-hoc material purchases. We have also putting in place a number of contracts for scaffolding, asbestos, large fencing and concrete works and the new compliance contract which will support the service. These are currently going through the appropriate procurement and sign off routes.

**Fleet** - We have used the current corporate fleet contracts to purchase the full fleet required, which will be fully branded to provide visibility. This is included in the HRA capital business plan. All servicing and maintenance will be provided by the corporate teams as an annual package undertaken at the Morson road depot, operative will also refuel their vehicle at Morson Road. The corporate team already have robust approach to monitoring fuel use and ensure there is no mis-use of fuel or their vehicles and as such we will be adopting their control systems

**Governance and Control** - We have developed a full suite of process maps, policies and schemes of delegation to provide a clear governance and control structure within the new service. At all stages we have worked with the internal audit teams as a critical friend to agree the appropriate control measures and have requested an internal audit within the first quarter of operation to provide assurance that these processes are embedded in the service, are being followed and are fit for purpose. Operationally the Housing management team are overseeing the continued performance and the Insourcing Stakeholder Group, chaired by the portfolio holder for social housing, which is made up of councillors, residents and leaseholders will continue to monitor the service against its core objectives.

## 14. FINANCIAL

The cabinet paper in June 2019 approved the expenditure of £1.2m for the implementation of the in-sourced service and approval to deliver the service within the existing budgets. The current spend on implementation is included in the appendix as is the five-year business plan for the service will provides a full cost forecast. This has been considered by our finance teams.

We have included a realistic level of service improvement which will repay the £1.2million initial investment by year four but will be aiming to outperform this. We believe that we will see efficiency savings from two core areas;

- as we embed the service, fully develop the IT system and gain a greater understanding of the type of works and products we expect to be able to deliver the service more effectively.
- the improved asset management approach, the introduction of the proactive MOT, cyclical programme and a full capital programme will see a reduction in the number of repairs required.

The five-year Business Plan is shown in appendix 5

## **15.COMMENTS FROM OTHER DEPARTMENTS**

### **15.1. Legal Implications**

15.2. The Council has the power under the Housing Act 1985 to provide housing and to alter, enlarge, repair or improve its housing stock. It also has a number of statutory and contractual obligations to its tenants and leaseholders to ensure that the structure of their homes and the communal areas are kept in repair and that in its tenants' homes and the communal areas are kept in proper working order. The in-sourcing of repairs and maintenance gives the council greater control of day to day HRA spending and means there is the potential for more flexibility in implementing new initiatives and service improvements with the proposed policies and business plan in this report.

Residents have been kept informed of the changes through the Customer Voice group.

15.3. Pursuant to Part III, Schedule 6 of the Housing Act 1985, repairing obligations are placed on the Council as Landlord in respect of properties held on leases after having been sold under the Right to Buy scheme. The Council's standard form of residential Lease with leaseholders further set out these obligations.

15.4. The Council has a general power of competence under section 1(1) of the Localism Act 2011 to do anything that individuals may do, provided it is not prohibited by legislation and subject to Public Law principles. This power encompasses the power to enter into contracts. In addition, Section 111 of the Local Government Act 1972 permits local authorities to do anything which is calculated to facilitate, or is conducive or incidental to, the discharge of their functions.

15.5. There are to be a number of contracts that are planned to be awarded to support the new inhouse Enfield Repairs Direct service. These include the Repairs and Maintenance - Contracted delivery contracts, the Planned Works

contracts, contracts for scaffolding, asbestos, large fencing and concrete works, the new compliance contract. For each of these types of contracts the Council must comply with all requirements of its Constitution, Contract Procedure Rules (“CPRs”) and the Public Contracts Regulations 2015 (“Regulations”) as appropriate, depending on the value of each contract.

15.6. For any contracts to be awarded with a value that exceeds £250,000 this is a Key Decision and the Council must comply with the Key Decision procedure.

15.7. Attention should be drawn to the Council’s Public Sector Equality duty (PSED General Duty) under the Equality Act 2010 when making decisions.

## Procurement

15.8. To be supplied

## Property Implications

No corporate property implications considered at this time

## 16. KEY RISKS

<b>RISK</b>	<b>MITIGATION</b>
Mobilisation/demobilisation	
Ineffective service mobilisation	The insourcing Project Board has been established and sits under the wider Better Council Homes Programme enabling oversight of all strands of the programme and in particular the co-dependencies.
IT infrastructure and integrations not in place and working to deliver a smooth customer experience.	The Civica Project Team is fully resources and working with property services to deliver the interface between Service Connect. An extension of Northgate is being managed to ensure there is a smooth transition and the legacy system remain live.  Back up arrangements with existing contractors procured
The existing contractor’s performance dips significantly during the demobilisation period	Continue to work closely with the existing contractors to help manage the de-mobilisation. In addition, the MOT team are being deployed to support interventions around service failure during this period.

Cost overruns	The project board provides financial control over the mobilisation budget.
<b>Service development:</b>	
Available workforce on LBE pay grades and contracts	The roles have been market tested. Building the team capacity over time through the extension of the MOT service.
TUPE (poor quality transferred or no transfer)	Legal requirement, limited ability to influence Scaling up of MOT service gradually provides some capacity. HR is supporting the TUPE process.
Business support to mobilise the individual elements, especially around HR, Procurement and IT	HR and IT are represented on the Project Board. In addition, procurement is supporting the supply chain requirements including vans, materials and sub-contractors.
External competition for staff	Job descriptions have been subject to job evaluation. Phased recruitment campaign to build capacity over time. Internal recruitment campaign to be delivered
Suitable back office support	Key back office roles have been recruited to in order to support the delivery of the expanding MOT / Rapid Intervention Service and ensure effective training and induction prior to mobilising the broader responsive repairs offer.
Internal processes are not dynamic enough to support the pace required to develop the service	Work with governance teams to understand key milestones and potential bottlenecks. The delivery programme will need to be developed to reflect this.
<b>Service delivery:</b>	
Reputational risk for service failures fall directly on LBE	Ensure quality of staff, systems, quality control measures are in place ahead of go live including a clearly documented staff manual with guidance and templates. Rapid Intervention Service also helping to address issues relating to service failure building back trust and reducing reputational risk / damage.
Poor quality control	Service Connect enables a balance between

Failure to successfully integrate core systems	Reporting and escalation through programme board is in place. Northgate will be retained so the legacy system will be available if required.
Delivering and evidencing value for money	Develop a core KPI suite and benchmark against others, ensure measures reflect Economy, Efficiency and Effectiveness
All H&S matters	Comprehensive H&S training matrix has been developed, tool box talks and risk assessment role specific completed
Fleet and driving issues	Adequate policies and controls have been developed and in place
Maintaining the right supply chain	Ensure suitable procurement exercise undertake, due diligence and mobilisation.

## 17.IMPACT ON COUNCIL PRIORITIES - CREATING A LIFETIME OF OPPORTUNITIES IN ENFIELD

### **Good Homes in Well-Connected Neighbourhoods**

The service will support the wider asset management strategy and resident safety programme in delivering well maintained homes which meet the requirements of our residents, help residents stay in their home and tackle fuel poverty.

### **Sustain Strong and Healthy Communities**

Our service will give us the flexibility to tackle both individual homes and the communities in which residents live. By taking a proactive approach to responsive repairs we will be able to help tackle anti-social behaviours and give residents pride in their communities.

### **Build our Local Economy to Create a Thriving Place**

We will focus on supporting residents into work opportunities within the service and using the local supply chain to support the service.

## 18.EQUALITIES IMPACT IMPLICATIONS

The service has significant opportunity to promote fair access, diversity and inclusion and should have been subject to a full equality impact assessment covering each of the protected characteristics covered under the Equality Act 2010 to include reference to how we will:

- Diversify the workforce.
- Our enhanced offer for vulnerable residents.
- Aids and adaptations.
- Language barriers.
- Responding to issues relating to disability.
- Domestic Violence.
- Hate Crime.

## **19. PERFORMANCE AND DATA IMPLICATIONS**

A full suite of KPIs is under development reflecting a broad range of measure for the service. These include:

### **Housing Resolution Centre:**

- Calls answered in 30 seconds.
- % of calls handed off to planners or property teams.
- Repairs appointed at first point of contact.
- Abandonment rate.
- % of repairs transactions online.

### **Responsive Repairs:**

- Appointments Made and Kept.
- Emergency attend within 2 hours, completed within 4 hours.
- Urgent within 48 hours.
- Routine within 90 working days (average 15 days).
- Pass rate post inspections.
- First Time Fix.

### **Rapid Intervention Team:**

- Number if property MOT's completed.
- Customer Satisfaction with MOT service.
- Average number of repairs completed per MOT.
- Average number of follow-on works per MOT.
- Average number of days to complete follow-on works arising from a MOT.
- % of works from estate inspections completed on target.

### **Compliance: the full suite as already published**

### **Productivity / VfM Measures:**

- Average no of repairs per property per annum.
- Average cost per property of repairs.
- Average cost for each of emergency, urgent and routine repairs.
- % of works to sub-contractors.
- Average number of jobs per operative per day.
- Open Jobs (Work in Progress Report).
- Number of cancelled jobs.

**Customer Satisfaction:**

- Satisfaction with last repair.
- Satisfaction with Repairs Service.

**Complaints:**

- Complaints as a % of jobs raised.
- % Complaints responded to within target.
- % Members Enquiries completed within target.

Customer satisfaction will be measured at the end of every job, our new IT system will send a satisfaction survey to every resident, via text, email or post and the responses collated, where resident are unhappy with the service they will be contacted by a repairs manager to understand the issue and rectify where necessary.

These measures will be embedded within the Council Housing Property Services performance reporting framework to offer assurances of compliance against the regulatory Home standard.

They will be monitored operationally by the Head of Housing Property Services and strategically by the Director of Housing and Regeneration and reported to the Executive Directors and other appropriate groups.

## **20. HEALTH AND SAFETY IMPLICATIONS**

The health and safety of the service will be embedded as part of our culture. All staff will be appropriately qualified and competent in the task assigned. A mandatory training register will be monitored and reviewed for compliance during staff performance management meetings. A training matrix has been developed for role specific requirements.

Task specific risk assessments have been developed and issued to staff and are regularly reviewed. Also provided via the mobile application for each task is a requirement for a dynamic risk assessment to be completed on site by trade staff. This will be supported by a safe system of working and tool box talks.

All work that are covered by CDM requirements will be completed under the under the 2015 legislation.

The corporate H&S team will be invited to complete regular advisory audits and the British Safety Council will provide an annual independent audit of the service.

All staff with supervisory duties will be required to be IOSH managing safely qualified and will complete all mandatory training as directed by the corporate H&S policy.

## **21. PUBLIC HEALTH IMPLICATIONS**

Tenants living in social housing are often amongst the most vulnerable residents in the borough. Housing is a key element within wider determinants of well-being, meaning that good housing is essential for good mental and physical wellbeing. We know that poor quality of housing can be a cause of significant health issues such as asthma, as well as a contributing factor in issues such as poor mental health. Nationally published literature also indicates that accidents in the home, often associated with poor housing conditions, are also contributory factors to falls among older people, injuries among children, and other accidents. In creating a service that is able to maintain excellent levels of housing maintenance in a timely manner we will contribute towards providing home environments that promote resident's wellbeing.

## **22. HR IMPLICATIONS**

The proposal outlined has significant HR implications and includes a service provision TUPE, substantial recruitment and impact on current teams within the LBE.

## **23. TUPE**

The TUPE regulations require that the impacted staff are: informed and consulted by their employer; are advised that the transfer is going to take place and approximately when; informed of the implications of the transfer; measures need to be consulted on and agreed and it is also best practice to allow 30 days for consultation with the staff and their representatives. Formal consultation will be led by the current employer as the "transferor" in the transfer arrangements.

There will need to be close communication between the outgoing employer and LBE as the incoming employer to ensure that joint consultation takes place; employee liability information is received by the LBE 28 days prior to the transfer and all due diligence protocols are adhered to etc.

There may also need to be engagement with the HR Business Systems and Payroll teams depending on the specifics of the protected employment terms and conditions of the incoming staff.

The transferring employees will also need to be set up on the MI Portal system and complete standard paperwork and employment checks required of all employees.

## **24. Recruitment**

24.1. As the MOT team and Enfield Repairs Direct team are new roles, they will require new fully evaluated job descriptions and person specifications and will be recruited to in accordance with LBE processes. Consideration will need to be given to the volume of recruitment in particular the time it can take to get relevant DBS clearances which may be required as a significant number of posts involve entering residents' homes.

24.2. Consideration will need to be given to the current team and any changes that there may be in in the scope of current roles and current teams. Should there

be any substantive changes this will need to be reflected in revised and re-evaluated JDs and employees and unions will need to be fully informed and consulted with. There is the possibility that this could put current staff at risk.

**24.3. Housing Resolution Centre**

The creation of an embedded Housing Resolution Service based at Edmonton will need to be completed in collaboration with the current Customer Service team. Moving forward these two teams will need to work closely together to ensure we deliver excellent service for all our customers and that the two strands of Customer Service complement not duplicate each other.

24.4. The current Customer Service job descriptions include some elements of housing query resolution however have a wider remit that encompasses a broad range of customer queries. It is possible that a new job description will be required for the Housing Resolution Service should these call handlers not be answering more general queries or that the current Customer Service job description may need to be amended to reflect the needs of the new service.

24.5. Any significant change to a job description will need to be evaluated and may change the grade of that post and will clearly have implications for the post holder and the service budget.

24.6. The current Customer Service team is based at Thomas Hardy House and the proposal is for the new Housing Resolution Service to be based at Edmonton.

24.7. Any current employees impacted by the creation of the Housing Resolution Service will need to be kept informed and, depending on the scope of the changes, formal consultation may be required which may put employees at risk.

**25. General**

As a result of the proposals outlined in this report there will be an increase in the number of office-based employees located at Edmonton Green. Thought will need to give to the facilities provided within the workspace at Edmonton and the impact on those currently based there.

This increase in permanent employee headcount will also have wider long-term implications across the core LBE employee support services such as payroll, Occupational Health, IT and HR.

**26. NEXT STEPS**

The Insourcing Stakeholder group will continue to monitor the performance of the service against the objectives and we see this as a core governance control measure.

We will continue to improve the service, ensuring we deliver the objectives identified by residents, whilst looking at how we can continue to develop the service further in the future.

Once the service is embedded for our residents we will be looking at;

- Developing a leaseholder chargeable repairs service.
- Developing a commercial service which can be offered to other landlords.
- Look to bring other works streams in-house, including voids works, decent homes work, cyclical programmes and larger planned maintenance works.

All decisions will be considered in terms of ensuring an appropriate level of risk to the council and our tenants is maintained and will not detract from the core service offer to our customers.

## 27. APPENDICES:

- Appendix 1 - Service on a Page
- Appendix 2 - Repairs and Maintenance policy
- Appendix 3 - Housing Compliance policy
- Appendix 4 - Branding
- Appendix 5 - Business Plan



PL 19.139 C  
Appendix 1\_ Service



PL 19. 139 C  
Appendix 2 Repairs



PL 19.139 C  
Appendix 3\_Housing



PL 19.139 C  
Appendix 4\_Brandin



PL 19.139 C  
Appendix 5 \_ Busine

## Delivering Better Council Homes through a high quality and customer focused in-house repairs service

Housing Resolution Centre		Repairs		Service Outcomes
<b>Service offer</b>	<p><b>Service Features:</b></p> <ul style="list-style-type: none"> <li>Our Customer Service Team will provide flexible based repairs reporting provision via online, mobile app, email, and telephones during office hours.</li> <li>Extended service 8am-6pm</li> <li>24/7 out of hours reporting for emergencies</li> <li>Co-located with planners and surveying teams</li> <li>Accurate diagnostics resulting in right appointment with the right trade supporting right first time principles</li> <li>Multi skilled agents able to deal with a full range of housing and property related enquiries</li> <li>We will provide a range of appointments to be booked at the time of reporting. appointments will be available for AM, PM, and to avoid school run</li> <li>Face to face reception offer from Edmonton Green library to support self serve</li> <li>SMS appointment confirmation and on route message</li> </ul> <p><b>Repairs online:</b></p> <ul style="list-style-type: none"> <li>Web chat during office hours</li> <li>Take requests for repairs 24 hours a day, 7 days a week, via online repairs reporting portal.</li> <li>Easy to use self diagnostic tool</li> <li>Book a convenient appointment slot online and confirmation of appointment</li> <li>Proactive advice on caring for your home</li> </ul>	<p><b>Scheduling Team</b></p> <ul style="list-style-type: none"> <li>Ensure right operatives get to the right property at the right time (right man, right van, right plan)                             <ul style="list-style-type: none"> <li>Co-ordinate follow-on works to ensure successful job completion</li> <li>Keep customers updated on scheduling works</li> <li>Manage sub-contractor resources</li> </ul> </li> </ul>		<ul style="list-style-type: none"> <li>Customer Satisfaction with Repair Service 80% (STAR)</li> <li>Satisfaction with last repair 95% (Transactional)</li> <li>50% reduction in customer complaints</li> <li>40% of repairs transactions online</li> <li>90% First Time Fix</li> <li>95% Appointments Made and Kept</li> <li>Satisfaction with your home 75%</li> <li>Average no of repairs per property per annum &lt; 3.2</li> <li>Average cost per property of repairs below £400</li> <li>No of apprenticeships delivered 4</li> <li>% of works to sub-contractors &lt; 20%</li> <li>100% compliance</li> </ul>
		<p><b>Responsive Repairs (DLO)</b></p> <ul style="list-style-type: none"> <li>Service delivered through 3 area based teams covering West, North East and South east</li> <li>Highly skilled multi-trade operatives delivering high quality repairs</li> <li>Comprehensive van stock</li> <li>Complete work in one visit where possible</li> <li>Provide advice and guidance on tenants responsibilities and self care</li> <li>Real time customer satisfaction checks</li> <li>Keep our residents informed</li> <li>Follow-on works agreed and appointment made prior to the operative leaving the property</li> </ul>	<p><b>Rapid Intervention:</b></p> <ul style="list-style-type: none"> <li>Complex works affecting more than one property or requiring multiple visits</li> <li>Complex cases requiring additional customer support</li> <li>Requires diagnostic and multi skilled solutions</li> <li>Dealing with issues of damp and mould</li> <li>Complaints resolution and legal disrepair</li> <li>Works identified through estate inspections and walkabouts</li> <li>Target hoarding and victim support measures</li> </ul>	
		<p><b>Repairs (Sub-contractors)</b></p> <ul style="list-style-type: none"> <li>Specialist works:</li> <li>Gas</li> <li>Asbestos</li> <li>Roofing works</li> <li>Water Safety</li> <li>Lift Servicing / Repairs</li> <li>Fire Safety works</li> <li>Out of Hours Emergency works</li> <li>Additional works during periods of high demand</li> </ul>	<p><b>MOT Service:</b> Proactive property inspections targeting:</p> <ul style="list-style-type: none"> <li>High and low demand repair properties</li> <li>Vulnerable residents</li> <li>Intelligence led from staff</li> <li>Referrals for major works / Aids and Adaptations</li> <li>Improved stock condition data</li> </ul>	
<b>Service Standards</b>	<ul style="list-style-type: none"> <li>90% of repairs appointed at first point of contact</li> <li>80% calls answered in 30 seconds</li> <li>Abandonment rate &lt; 5%</li> <li>% of calls handed off to planners or property teams &lt;10%</li> <li>Complaints as a percentage of calls handled</li> </ul>	<p>We will carry out repairs within the following timescales:</p> <ul style="list-style-type: none"> <li>Emergency attended within 4 hours</li> <li>Urgent within 48 hours</li> <li>Routine within 90 working days (average 15 days)</li> <li>95% pass rate post inspections</li> </ul>	<ul style="list-style-type: none"> <li>% of estate inspection repairs completed in time</li> <li>Customer Satisfied with major works</li> <li>MOT's Completed</li> <li>Average No repairs completed per MOT</li> <li>Follow-on works per MOT</li> <li>Satisfaction with MOT Service</li> <li>Successful resolution of complaints and legal disrepair cases</li> </ul>	

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# ENFIELD REPAIRS DIRECT



**ENFIELD REPAIRS DIRECT**

**ENFIELD Council**

A contractor will call you within 10 working days to arrange a convenient time to undertake the work.

**Dear Resident,**  
We attended your property today to carry out the following repair(s):

We found the following/hook the following action:

In order to resolve this repair issue further repairs by Southwark Council are recommended

A new appointment had been recommended

Date: \_\_\_\_\_ Time: \_\_\_\_\_

If you do not receive a call from us within his time period please contact the repairs team to request a new appointment at a date and time when you will be present.

You may be liable for a missed appointment without giving reasonable notice that you cannot attend.

Further repairs by Enfield Council are not recommended. Any additional information:

**ENFIELD REPAIRS DIRECT**

**ENFIELD Council**

- ▶ Easy to report
- ▶ Provide convenient appointments
- ▶ When possible complete the work in one visit
- ▶ Produce a high quality repair
- ▶ Deliver a repairs - plus housing repairs service
- ▶ Keep our residents informed
- ▶ Ask for feedback and continually improve our service





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Council

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Further repairs by Enfield Council are not recommended  
Any additional information:

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**Dear Resident,**  
We attended your property today to carry out the following repair/repairs:

We found the following/hook the following action:

In order to resolve this repair issue further repairs by Southwark Council are recommended

A new appointment had been recommended

Date: \_\_\_\_\_ Time: \_\_\_\_\_

**ENFIELD**  
Council

## ENFIELD REPAIRS DIRECT

- ▶ Easy to report
- ▶ Provide convenient appointments
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## Enfield Repairs Direct - 5 year business plan



Assumed annual inflation for indexation	2%
Contribution to SLA % of salary cost	10%
Number of properties	10500

	Year						Total
	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	
<b>Efficiency saving (staff and material) (1)</b>			4.50%	6.00%	7.00%	8.00%	
<b>Expense Items</b>							
<i>Start Up cost</i>							
Approved cost	-£ 1,200,000						
<i>Employee Costs</i>							
Trades Operatives inc on-cost (2)		-£ 2,127,674	-£ 2,074,482	-£ 1,991,503	-£ 1,891,928	-£ 1,778,412	-£ 9,863,999
Back Office staff inc on-cost (2)		-£ 629,476	-£ 613,739	-£ 589,190	-£ 559,730	-£ 526,146	-£ 2,918,281
Uniforms PPE		-£ 10,000	-£ 9,750	-£ 9,360	-£ 8,892	-£ 8,358	-£ 46,360
Training		-£ 65,000	-£ 32,000	-£ 32,000	-£ 32,000	-£ 32,000	-£ 193,000
<i>Infrastructure</i>							
ICT and phone, data		-£ 61,040	-£ 45,000	-£ 45,900	-£ 46,818	-£ 47,754	-£ 246,512
Materials (2)		-£ 555,000	-£ 541,125	-£ 519,480	-£ 493,506	-£ 463,896	-£ 2,573,007
Tools		-£ 55,000	-£ 20,000	-£ 20,000	-£ 55,000	-£ 55,000	-£ 205,000
<i>Transport and plant</i>							
Capital repayments		-£ 151,429	-£ 151,429	-£ 151,429	-£ 151,429	-£ 151,429	-£ 757,143
Fuel (2)		-£ 203,520	-£ 198,432	-£ 190,495	-£ 180,970	-£ 170,112	-£ 943,528
Servicing, maintenance, insurance (2)		-£ 67,310	-£ 65,627	-£ 63,002	-£ 59,852	-£ 56,261	-£ 312,052
Insurance (2)		-£ 42,400	-£ 43,248	-£ 44,113	-£ 44,995	-£ 45,895	-£ 220,651
Specialist subcontractors		-£ 1,100,000	-£ 1,000,000	-£ 900,000	-£ 800,000	-£ 700,000.00	-£ 4,500,000
Contribution to SLA		-£ 275,715	-£ 268,822	-£ 258,069	-£ 245,166	-£ 230,456	-£ 1,278,228
Contingency		-£ 200,000	-£ 204,000	-£ 208,080	-£ 212,242	-£ 216,486	-£ 1,040,808
<b>Total Expense</b>	<b>-£ 1,200,000</b>	<b>-£ 5,543,564</b>	<b>-£ 5,267,654</b>	<b>-£ 5,022,620</b>	<b>-£ 4,782,527</b>	<b>-£ 4,482,205</b>	<b>-£ 26,298,570</b>
<b>Income</b>							
Rechargeable repairs			£ 50,000	£ 51,000	£ 52,020	£ 53,060	£ 206,080
<b>Budget</b>							
Current Budget - Repairs		£ 4,800,000	£ 4,896,000	£ 4,993,920	£ 5,093,798	£ 5,195,674	£ 24,979,393
Current Budget - MOT		£ 500,000	£ 510,000	£ 520,200	£ 250,000		£ 1,780,200
<b>Total Budget</b>	<b>£ -</b>	<b>£ 5,300,000</b>	<b>£ 5,406,000</b>	<b>£ 5,514,120</b>	<b>£ 5,343,798</b>	<b>£ 5,195,674</b>	<b>£ 26,759,593</b>
<b>Financial Performance</b>							
Annual Surplus/Deficit	-£ 1,200,000	-£ 243,564	£ 188,346	£ 542,500	£ 613,291	£ 766,529	
Cashflow		-£ 1,443,564	-£ 1,255,218	-£ 712,718	-£ 99,426	£ 667,103	£ 667,103
Internal rate of return							10.77%
<b>KPIs - demonstrate efficiency savings</b>							
Unadjusted costs (no indexing)		-£ 5,543,564	-£ 5,110,432	-£ 4,763,756	-£ 4,413,287	-£ 3,964,165	
Total number of jobs		40000	38200	35908	33394	30723	
Repairs per property		3.81	3.64	3.42	3.18	2.93	
Average cost per job (inc MOT)		-£ 138.59	-£ 133.78	-£ 132.67	-£ 132.16	-£ 129.03	
Average cost per property (unadjusted)		-£ 527.96	-£ 486.71	-£ 453.69	-£ 420.31	-£ 377.54	
% of responsive repairs subcontracted		21%	18%	16%	15%	13%	

## Notes

- (1) Reduction in the number of jobs as MOT, cyclical and planned programme develop  
(2) Reduction from indexation and efficiency impact, staff reduction or reallocation

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