

## MUNICIPAL YEAR 2018/2019 REPORT NO.

### ACTION TO BE TAKEN UNDER DELEGATED AUTHORITY

### OPERATIONAL DECISION OF:

Sarah Cary, Executive  
Director of Place

### REPORT OF:

Executive Director  
Place

Agenda – Part:

KD Num: KD4803

Subject: Property MOT project

Wards: All

Contact officer and telephone number: Garry Knights

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### 1. EXECUTIVE SUMMARY

- 1.1 Annually we undertake circa 42,000 repairs to our 10,500 housing properties, equating to circa 4 individual jobs per property each year.
- 1.2 A significant number of these repairs are low value repairs which occur across our properties, items such as leaking taps, loose/broken door handles and broken electrical face plates.
- 1.3 To provide a better service for our customers, and improve value for money, taking a more planned approach to low level repairs is essential, and this paper sets out the Property MOT approach which will aid in achieving this as well as giving us the capacity to respond rapidly to residents in the case of service failure or dissatisfaction.
- 1.4 The approach has been discussed and noted at Cabinet on the 14<sup>th</sup> November 2018 as part of a wider paper on Housing Repairs.

### 2. RECOMMENDATIONS

- 2.1 To approve the establishment of the Property MOT team
- 2.2 To note the set-up expenditure of circa £10k and ongoing annual expenditure of £360k which will be funded from the HRA. This investment will deliver a payback in terms of customer satisfaction, reduced repairs and contractors costs.

### **3. BACKGROUND**

- 3.1** The property MOT approach is cyclical maintenance approach aimed at reducing the high cost and high resident impact of day to day responsive repairs. On an agreed cyclical programme (typically 3-4 years) each property is visited, and a standard checklist of items is checked, and small works will be completed. These checks will tackle problems before they become a repair and essentially improve the condition of the entire property.
- 3.2** A typical MOT will take 1-2 hours and will mean all potential day to day repairs will be completed in one visit, this reduces both disruption for residents and minimises the risk of tenants not being in when operatives attend. The MOT team would only tackle the small jobs, any larger jobs would be raised, and appointments made for another visit.
- 3.3** Whilst this is an approach which should be used to address all stock initially it would be targeted towards high-end and low-end users of the repairs service. By tackling these customers, we can tackle either problem properties or residents who use a disproportionate amount of repairs resource.
- 3.4** In addition, we intend to introduce quarterly customer satisfaction testing, in cases of dissatisfaction, and where appropriate we will be able to address repairs speedily through the MOT service. This will be an important part of our offer helping us to drive up satisfaction levels.
- 3.5** We would expect to see a significant reduction in the number of repairs post an MOT, however we would of course continue to offer repairs. Experience has shown that properties which have had an MOT will only report 1 responsive repair each year, a potential saving of £288 each year per property.
- 3.6** This approach carries several added benefits, it supports the wider preventative approach we are seeking to adopt – for example it will help to identify vulnerable tenants who may have wider needs that are unknown to us. It also will help us to identify where we need to take enforcement action such as damage to properties.
- 3.7** The approach would be to initially set up a small team of directly employed multi skilled operatives (3 teams of 2) plus an office-based officer to manage the team and their diaries. We would aim to undertake 4 MOTS per team per day, if we work on a conservative 40-week year (allowing for downtime, holiday, sickness etc) this would allow us to undertake circa 2,400 MOTS annually.

- 3.8 Although the team would be primarily tasked with MOTs we would be able to use the team to address any urgent repairs when the term contractors do not have capacity. This is an opportunity to test an in-house repairs service ahead of any full commitment to that model.
- 3.9 The establishment of this service also provides some resilience should our existing contractors fail to show continued performance improvements or decide to withdraw the service once the future delivery model has been determined.

#### **IMPLEMENTATION PLAN**

<b>Action</b>	<b>Owner</b>	<b>Target</b>
Establish employment contracts and terms	GK/HR	November 2018
Staff recruitment	GK/RC/HR	December 2018
Procure tools and materials supplier	RC/Procurement	December 2018
Develop and implement H&S requirements including training matrices	GK/BN	January 2019
Procure uniforms and PPE	RC/Procurement	January 2019
Develop back office process including appointment approach	GK/RC	December 2018
Establish and approve KPIS	JD/GK	January 2019
Develop MOT checklists	GK/RC	December 2018
Establish van stock	RC	January 2019
Determine and approve branding	JD/GK	December 2018
Publicity and information	JD/IW	January 2019
Liaison with Customer Services	GK/RC	December 2018
Go live		January 2019

**Owners names**

JD – Joanne Drew – Director of Housing and Regeneration  
 GK – Garry Knights – Head of housing property Services  
 RC – Ryan Collymore – Housing property Services Manager  
 HR – Human Resources  
 JM – Julian Minta – Fleet operations manager  
 BN – Bob Newbiggin - CDM Consultant  
 IW – Ian Wallace – Council Housing Communication manager

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

None considered at this time

#### **5. REASONS FOR RECOMMENDATIONS**

This approach will support and enhance the improvements being made to the repairs service via other routes and to improve the customer experience of residents in our properties.

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

##### **6.1 Financial Implications**

The MOT service will be funded from existing budgets in the HRA.

Item	Estimated Cost (per annum)
6 multiskilled trades (inc on-cost)	£270,000
1 planner (inc on-cost)	£40,000
Vehicles (inc signage)	£21,000 (lease)
Materials	£30,000
Uniforms tools etc	£3,000
Health and safety, PPE, training etc	£2,000
Misc other (, IT, recruitment etc)	£4,000
<b>Total</b>	<b>£370,000</b>

These costs are included within the 30-year HRA Business Plan

##### **6.2 Legal Implications**

6.2.1 The Council has power under Section 111 of the Local Government Act 1972 to do anything which is calculated to facilitate, or is conducive or incidental to, the discharge of any of its functions.

6.2.2 Additionally, the Council has power under Section 112 of the Local Government Act 1972 to appoint such officers as it thinks necessary for the discharge of its functions. One of the functions of the Council is as a local housing authority and as such it has a duty to carry out repairs on its properties.

6.2.3 Officers will need to ensure that they consult with the Council's HR team and with unions on the proposal to establish new posts.

6.2.4 The decision to establish the Property MOT team is a Key Decision as set out in the Council's Constitution (see Part 4 (Rules of Procedure), Chapter 4.6, para 14) as the proposed expenditure is above £250,000. As such, it will need to comply with the Council's governance process including publication of the decision in the Forward Plan.

### 6.3 Property Implications

Not applicable

## 7. KEY RISKS

Risk	Mitigation
Difficulties in employing staff	Use of specialist agencies and appropriate employment packages
H&S	A full assessment will be undertaken and development of appropriate procedures, risks assessments and method statements will be implemented
Financial	The schemes should self-fund from existing budgets by reducing day to day repairs in the medium term. The repairs task force will be presented with financial performance.
Poor Performance	A set of KPIs will be established to be used to monitor the project.

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

**8.1 Good homes in well-connected neighbourhoods -**  
the MOT service will ensure the highest possible quality of homes is provided to our customers

**8.2 Sustain strong and healthy communities -**  
well maintained homes and neighbourhoods will help to improve lives for our residents who in turn may invest in their local communities

**8.3 Build our local economy to create a thriving place –**  
where possible local labour and supply chains will be used to deliver the service

**9. EQUALITIES IMPACT IMPLICATIONS**

No assessment has been undertaken as the repairs service is open to all residents of LBE council housing.

**10. PERFORMANCE AND DATA IMPLICATIONS**

The performance of the MOT team will be monitored by the repairs task force and regular updates to the portfolio holder for Council Housing.

**11. HEALTH AND SAFETY IMPLICATIONS**

A full H&S assessment will be undertaken (and document suite established) to include all risk assessments, safe working practices, PPE and relevant training as part of the mobilisation stage of the MOT project.

**12. HR IMPLICATIONS**

Additional staff will be recruited to deliver the MOT service, this will be funded from existing budgets

**13. PUBLIC HEALTH IMPLICATIONS**

Housing is a fundamental determinant of health as evidenced by that those without homes have a life-expectancy some 30 year lower than the national average. Good quality homes are associated with higher life expectancies and better health. Ultimately these repairs should therefore improve public health through the provision of better quality housing.

**Background Papers**

None.