

**MUNICIPAL YEAR 2019/2020 REPORT NO. 194**

**MEETING TITLE AND DATE:**

Cabinet  
12th February 2020

**REPORT OF:**

Executive Director Place

Director of Housing and Regeneration

[Joanne.drew@enfield.gov.uk](mailto:Joanne.drew@enfield.gov.uk)

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| <b>Agenda - Part: 1</b>                            | <b>Item - 9</b> |
| <b>Subject: Enfield Repairs Direct</b><br>KD: 5070 |                 |
| <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 tenants and leaseholders.
- 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 are working to mobilise 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**

4.1. 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, it's bigger than just day to day repairs.
- Support residents who want to self-help.

4.2. 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.

4.3. 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.

4.4. 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

4.5. 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.

4.6. 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**

- 5.1. 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.
- 5.2. 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.
- 5.3. 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.
- 5.4. 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.
- 5.5. 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.
- 5.6. 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.
- 5.7. 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.
- 5.8. As we develop this service, we may need to implement new direct telephone numbers, email addresses and web pages. All changes will be publicised to all existing and new residents and leaseholders once they have been agreed and implemented.

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

- 6.1. 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. (See appendix 6)

- 6.2. 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.
- 6.3. 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.
- 6.4. 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.
- 6.5. 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.
- 6.6. 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.
- 6.7. 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.
- 6.8. 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 which reflect our costs. 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 delivered 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 shown 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

10.3. This strategy will be subject to the publication of the Social Housing White paper which may require us to adopt a new standard, and which will address all statutory and regulatory requirements, as well as the wider changes on Building Safety which the Hackett report will require.

- 10.4. This strategy will also address 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).
- 10.5. 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.
- 10.6. 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 is 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 maintenance 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:

- 13.1. **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.
- 13.1.1. 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.
- 13.1.2. 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.
- 13.1.3. 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.
- 13.1.4. Overseeing the direct delivery team is the introduction of a new Head of Service reporting directly to the Head of Housing Property Services.
- 13.1.5. 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.
- 13.1.6. 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.
- 13.1.7. 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.
- 13.2. **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).

13.3. **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.

13.1.8. 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.

13.1.9. 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.

13.1.10. 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.

13.4. **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.

13.4.1. 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.

13.4.2. 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 |

|                              |  |
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| 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   |

13.5. **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)

13.5.1. 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.

13.6. **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.

13.7. **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

13.8. **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

14.1. 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.

14.2. 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.

14.3. 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 The Procurement and Commissioning Hub will support the Service needs to ensure that the continued outsourcing of compliance works, major works programme and voids is undertaken to ensure procurement compliance alongside the development of the commissioning strategies to drive best outcomes.
- 15.9 Any procurement to support the delivery of the 'Future of Responsive Repairs Service including the 'Better Council Homes' programme for Housing will be undertaken in accordance with the Councils Contract Procedure Rules and the Public Contracts Regulations (2015).
- 15.10 Consideration of the use of any Framework Agreement must first be approved by the Procurement and Commissioning Hub and it is essential that any procurement follows the framework process to remain compliant. Use of

Frameworks Agreements must always be considered alongside all alternative procurement options and routes to markets,

15.11 The award of contracts, including evidence of authority to award, promoting to the Councils Contract Register, and the uploading of executed contracts must be undertaken on the London Tenders Portal including future management of the contract.

## Property Implications

No corporate property implications considered at this time

## 16. KEY RISKS

| <b><u>RISK</u></b>   | <b><u>MITIGATION</u></b>   |
|--|--|
| <b><u>Mobilisation/demobilisation</u></b>  |  |
| 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.<br>An extension of Northgate is being managed to ensure there is a smooth transition and the legacy system remain live.<br><br>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.<br>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><u>Service development:</u></b>   |  |
| Available workforce on LBE pay grades and contracts  | The roles have been market tested.<br>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<br>Scaling up of MOT service gradually provides some capacity.<br>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.<br>Phased recruitment campaign to build capacity over time.<br>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.<br>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.<br>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
- Appendix 6 – Repairs structure