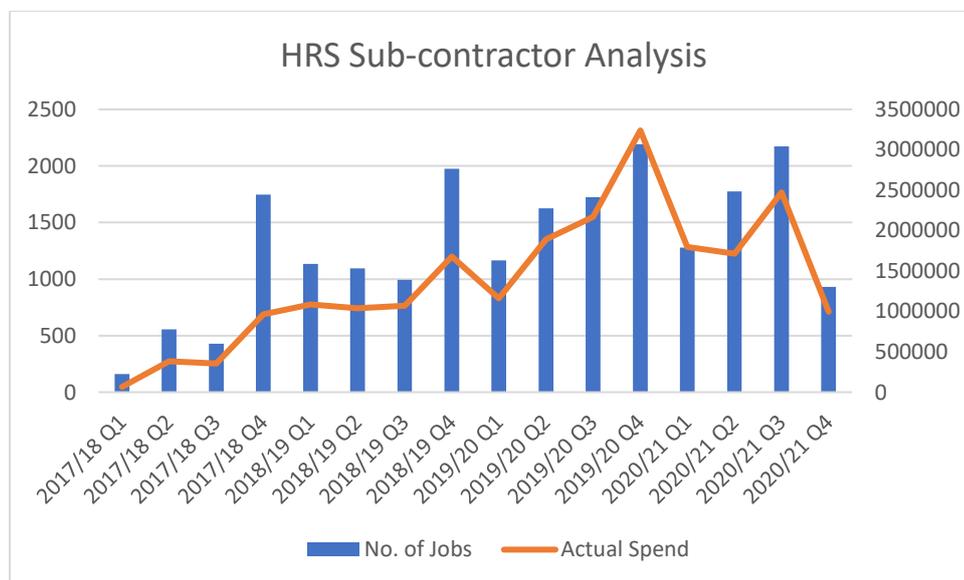


## Homes for Haringey Repairs Service – Subcontractor use

### 1. BACKGROUND

- 1.1 Homes for Haringey delivers its repairs and maintenance service through an in-house direct labour organisation, Haringey Repairs Services (HRS). The only exception to this is the gas servicing and repairs contract, which was reviewed in 2019 and the decision was taken to continue to deliver this through contractors.
- 1.2 In April 2020, the delivery of the Hard FM services for the Councils building was transferred from Amey contractors to be delivered by HRS.
- 1.3 Specialist contracts including lift maintenance, door entry-phone systems, water hygiene and alarms across both the Homes for Haringey and Council portfolio are delivered through sub-contractors.
- 1.4 The graph below shows the use of sub-contractors within HRS since 2017/18. In 2019/20 there was shift in delivery from the direct labour workforce to use of subcontractors within HRS, although this still only represented 16% of the number of jobs being delivered. Since the new management team started in HfH Property Services Directorate this has been reviewed and has significantly reduced.



- 1.5 HRS carry out circa 52,000 repairs per annum. Whilst subcontractor usage has reduced within the current financial year, work to the value of £6.9m was carried out by subcontractors in the year 20/21 representing approx. 16% of all HRS repairs.

- 1.6 There was a circa 10% reduction in the volume of repairs which were completed in 20/21 from previous years, most of this will be attributable to the pandemic, as was the increased use of sub-contractors. Now that we are returning to normal working practice, a full review of use of supply-chain is being undertaken.
- 1.7 It should be acknowledged that some of the subcontractor work has been required due to the specialist nature of the works such as fire safety works in terms of provision of fire doors as well as specialist drainage work on Broadwater Farm estate.

## **2. Current position**

- 2.1 There is backlog of outstanding repairs which were not completed due to restricted working practices during the pandemic, to effectively complete these we will need to use sub-contractors. However, going forward we wish to return to pre-pandemic use of contractors, maximising wherever possible the use of internal resources.
- 2.2 All repairs which encompass the core trades will be carried out by HRS direct labour force, with the caveat that in times of peak demand, subcontractors may be utilised. Peaks in demand would normally occur to exceptional circumstances for example, inclement weather causing an increase in roof leaks or due to staff shortages as a result of sickness or an inability to recruit to specific roles as a result of market demands.
- 2.3 Works of a specialist nature such as scaffolding provision, asphalt roofs, excavation, and replacement of underground drainage, will be carried out by subcontractors. This is either due to the equipment, accreditation required, the health and safety implications or due to historically low demand of the type of work rendering it not practicable to deliver with the HRS workforce.
- 2.4 Currently all works relating to gas, including gas heating and hot water repairs along with the annual servicing of gas installations are carried out by subcontractors. The first break in the contract is in 2022 and a review is currently being undertaken as to whether to bring some or all of these works in-house when the break in the contract takes place.
- 2.5 Now that the delivery of the FM service has been in-house for a year and HfH has better understanding of the works required, we are moving to a more integrated delivery model. The works that have been sub-contracted to date such as decorating, and glazing will be delivered in-house moving forward.
- 2.6 Electrical testing to date has also been delivered by 3<sup>rd</sup> parties and this is area that will be brought in-house once a resourcing plan and TUPE implications are fully understood.

## **2.7 Maximising use of HRS**

- 2.7.1 Analytical work is being undertaken to understand the base service demand across all areas of the repairs and maintenance service so that the staffing levels in HRS can be matched to this demand which will reduce the reliance on sub-contractors.
- 2.7.2 Historically, there has been some internal production of windows and doors. However, due to the level of certification required post-Grenfell for these items this is one area where outsourcing will increase going forward as the certification requirement is too onerous for effective and timely delivery.
- 2.7.3 Work is currently underway in carrying out a skills evaluation of every member of the workforce to identify any gaps in core skills so that upskilling can be carried out. This will assist in increasing productivity and first-time fix rates, enabling the team to carry out more repairs and further reduce reliance on sub-contractors whilst increasing customer satisfaction.
- 2.7.4 Within HRS, we have an ageing workforce with the average age being 56. This is common within the construction and maintenance industry whereby there has been a falling number of entrants into the industry including apprenticeships. HRS will focus on employing local residents to core trades, including offering training opportunities where required. Also, back-office staff when required and will work with local colleges to develop staff to achieve core competencies to enable HRS to become a local employer of choice and increase customer satisfaction and improve efficiencies.

### 3. Conclusion

Homes for Haringey are committed to maximising the use of HRS to provide a quality service to the residents of Haringey. The table below details a timeline of key activities and milestones to assist in achieving this.

Date	Activity
<b>September 2021</b>	Commence utilisation of new subcontractors to assist with peaks in demand and specialist works
<b>September 2021 - ongoing</b>	Review volume of repairs reported on a weekly and monthly basis to identify resource requirements
<b>September 2021 - ongoing</b>	Maximise productivity of existing staff to reduce reliance on supply-chain
<b>November 2021</b>	Electrical testing review and in-sourcing
<b>November 2021</b>	Review Gas contracts and report on recommendations