

# Enterprise

maintaining the infrastructure of the UK

## Case Study: Kirklees Neighbourhood Housing

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### Enterprise skills used on the KNH initiative:

- Gas Engineers
- Controls Electricians
- Pipe Fitters
- Ground Workers
- Concrete Layers
- Brick Layers
- Roofers
- Carpenters
- Plumbers
- Electricians
- Plasterers
- Painters & Decorators
- Glaziers
- Pavers
- Locksmiths



### Background

Enterprise has been successfully handling building maintenance and regeneration projects for Local Authorities and housing associations throughout the United Kingdom for over 25 years.

Due to Enterprise's capabilities and skills, matching those required by Kirklees Neighbourhood Housing, Enterprise was chosen as one of five partners to work alongside Kirklees to deliver a substantial programme of modernisation and repair.

Close consultation and liaison with work groups and tenants helped convince Kirklees that Enterprise had the capabilities and the skills to deliver large scale programmes of work to consistent standards and with confidence, and the contract was subsequently awarded.



### Initial Situation

Kirklees was one of eight authorities nationally to be given approval to establish an Arms Length Management Organisation (ALMO) in 2002. The ALMO is now better known as Kirklees Neighbourhood Housing, and its challenge is:-

"To bring all homes up to a decent standard within the resources available, and to the satisfaction of the tenants by April 2006."

The Project initiated in April 2002, with the completion date targeted at March 2005. The aim was for four private company partners to bring 27,000 homes up to a decent standard by 2006 for an approximate value of over £40 million for a five year life cycle.

Enterprise plc was awarded approximately £8 million per annum's worth of work.

### Customer requirement

Years of under investment in the 1990's had resulted in approximately 25% of the stock falling below the government's 'decent homes standard,' with a further 20% considered to be only marginally above the standard.

The poor condition of original stock in Kirklees included:-

- 6,800 properties had external components in urgent need of repair and replacement
- 19,800 properties had kitchens over 15 years old and therefore likely to fall below the decent standard
- 19,700 bathrooms were over 30 years old and therefore fell below the decent standard
- 18,700 properties lacked double glazing
- 11,200 properties lacked central heating
- 8,400 properties suffered from dampness or severe condensation.

The partnership's main objective was to improve the condition of this stock, and bring all homes in Kirklees up to a decent standard.

### The Response

Kirklees Neighbourhood Housing's solution was to create a 'virtual company.' This 'virtual company' comprised of Tenant Associations, Kirklees Neighbourhood Housing, the DSO of Kirklees MBC and four private companies as constituent partners.

The mission of the 'virtual company' was to alleviate the growing decay, and to return all homes to the decent homes standard by 2006. The aim of the company was also to achieve Best Value for the residents of Kirklees. This was to be achieved through the effective use of collaborative working practises and partnering, with minimum disruption to the tenants.



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### Results and Successes

We are adopting a Partnering Agreement with Kirklees which:

- Is based on commonly understood and agreed joint objectives
- Facilitates integration of the planning, commissioning and construction activities
- Is non-adversarial with measures to avoid conflict
- Promotes joint problem solving and sharing good practise between partners
- Shares risks appropriately



### Partnership Working

Through its constitution the virtual company has joined all partners together to perform for the common good, regardless of the disparate individual aims of each organisation.

True mutuality and transparency has been achieved, and inflationary labour rates have been kept at bay as collectively the virtual company orders materials, specialist contractors and additional labour. This is agreed into the supply chain, which prevents competitive bartering.

The virtual company recognises the sensitivities of the community and social and economic regeneration is integral to the scheme. It is proposed to create a stronger economy, better able to meet the needs of the local community and develop measures to promote social inclusion. Enterprise is assisting Kirklees to fulfil these objectives by using local suppliers and increasing the opportunities for employment and training.

Aaron Mason is a good example of Enterprise contributing to the local economy. Aaron is a 24 year old tradesman who Enterprise helped to form a new company called AWM Limited. The company was set up in November 2003, and now has 35 operatives and a turnover of £60,000 a week.

Enterprise leads the Regeneration and Training group and helps the retraining programme. We also work alongside local colleges to match funding and maintain links between the Decent Homes Strategy and other key economic projects within the Kirklees Borough



### Residents

Key to the success of Enterprise delivering Local Authority and Housing Association initiatives is its ability to understand the needs of wide ranging communities and work with residents in situ.

At Enterprise we are committed to understanding the needs of residents and ensuring that we listen to them, understand them, and involve them in the process. On the Kirklees project, our work is measured against an agreed suite of Key Performance Indicators (KPI's). The satisfaction of the Kirklees residents is one of the KPI's measured, and through consultation techniques, such as resident committees and focus groups, their views are heard and represented on the Strategic Board of the Company.



### Summary of Achievements

Enterprise has successfully developed and integrated a new bespoke IT system for Kirklees called WorkManager Property Maintenance. The fully integrated IT network electronically processes and distributes work information both internally and externally to clients and contractor partners.

Enterprise's Quality Assurance System has been implemented across the whole partnership.

Enterprise has enjoyed a strong working relationship with Kirklees, and tenants continue to benefit from the work being done by this virtual company.

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