



AGENDA FOR THE HOUSING SCRUTINY COMMITTEE

Members of the Housing Scrutiny Committee are summoned to Committee Room 5, Town Hall, Upper Street, N1 2UD on, **8 October 2015 at 7.30 pm.**

John Lynch
Head of Democratic Services

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Despatched : 30 September 2015

Membership 2014/15

Councillor Michael O'Sullivan (Chair)
Councillor Dave Poyser (Vice-Chair)
Councillor Raphael Andrews
Councillor Alex Diner
Councillor Aysegul Erdogan
Councillor Una O'Halloran
Councillor Mouna Hamitouche MBE
Councillor Flora Williamson
Rose Marie MacDonald (PFI Managed Tenants)
Jim Rooke (Directly Managed Tenants)

Substitute Members

Councillor Gary Heather
Councillor Olly Parker
Councillor Alice Perry
Councillor Gary Doolan
Councillor Rakhia Ismail
Councillor Jenny Kay
Councillor Angela Picknell
Councillor Nurullah Turan

Quorum: is 4 Councillors



A. Formal Matters

Page

1. Apologies for Absence
2. Declaration of Substitute Members
3. Declarations of Interests

If you have a **Disclosable Pecuniary Interest*** in an item of business:

- if it is not yet on the council's register, you **must** declare both the existence and details of it at the start of the meeting or when it becomes apparent;
- you may **choose** to declare a Disclosable Pecuniary Interest that is already in the register in the interests of openness and transparency.

In both the above cases, you **must** leave the room without participating in discussion of the item.

If you have a **personal** interest in an item of business **and** you intend to speak or vote on the item you **must** declare both the existence and details of it at the start of the meeting or when it becomes apparent but you **may** participate in the discussion and vote on the item.

***(a) Employment, etc** - Any employment, office, trade, profession or vocation carried on for profit or gain.

(b) Sponsorship - Any payment or other financial benefit in respect of your expenses in carrying out duties as a member, or of your election; including from a trade union.

(c) Contracts - Any current contract for goods, services or works, between you or your partner (or a body in which one of you has a beneficial interest) and the council.

(d) Land - Any beneficial interest in land which is within the council's area.

(e) Licences- Any licence to occupy land in the council's area for a month or longer.

(f) Corporate tenancies - Any tenancy between the council and a body in which you or your partner have a beneficial interest.

(g) Securities - Any beneficial interest in securities of a body which has a place of business or land in the council's area, if the total nominal value of the securities exceeds £25,000 or one hundredth of the total issued share capital of that body or of any one class of its issued share capital.

This applies to **all** members present at the meeting.

4. Minutes of Previous meeting
5. Chair's Report
6. Order of Business
7. Public Questions

1 - 6

B. Scrutiny Items	Page
1. Capital Programming: Witness Evidence	
a. Asset Management, Planning and Prioritisation	7 - 18
b. Evidence from Residents	19 - 66
c. Evidence from Ward Councillors	67 - 70
d. Key Performance Indicator Data <i>(Breyer included; Mears to follow)</i>	71 - 98
e. Building Inflation Data	99 - 100
f. Witness Evidence Plan and SID	101 - 104

C. Urgent Non Exempt Matters

Any non- exempt items which the Chair agrees should be considered urgently by reason of special circumstances. The reasons for urgency will be agreed by the Chair and recorded in the minutes.

D. Exclusion of Public and Press

To consider whether, in view of the nature of the remaining items on the agenda, any of them are likely to involve the disclosure of exempt or confidential information within the terms of the Access to Information Procedure rules in the Constitution and if so, whether to exclude the Public and Press during discussion thereof.

E. Exempt Reports (if any)

The next meeting of the Housing Scrutiny Committee will be on 16 November 2015

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London Borough of Islington

Housing Scrutiny Committee - 7 September 2015

Minutes of the meeting of the Housing Scrutiny Committee held at Committee Room 4, Town Hall, Upper Street, N1 2UD on 7 September 2015 at 7.30 pm.

Present: **Councillors:** O'Sullivan (Chair), Poyser (Vice-Chair), Andrews, Diner, O'Halloran, Hamitouche (in part), and Williamson

Co-opted members: Jim Rooke

Councillor Michael O'Sullivan in the Chair

105 **APOLOGIES FOR ABSENCE (Item A1)**

Apologies for absence were received from Rose Marie Macdonald and Councillor Mouna Hamitouche MBE (for lateness).

106 **DECLARATION OF SUBSTITUTE MEMBERS (Item A2)**

None.

107 **DECLARATIONS OF INTERESTS (Item A3)**

None.

108 **MINUTES OF PREVIOUS MEETING (Item A4)**

RESOLVED:

That the minutes of the meeting held on 13 July 2015 be confirmed and the Chair be authorised to sign them.

109 **CHAIR'S REPORT (Item A5)**

The Chair advised that his press release about One Housing Group had appeared in the letters page of the Islington Tribune. The Committee noted the Chair's intention to also contact the Homes and Communities Agency about the matter, expressing the Committee's concerns with the conduct of the organisation and lack of engagement with the Committee. It was noted that One Housing would be invited to a future meeting of the Committee.

The Chair provided an update on government housing strategy, noting the Chancellor's announcement that social housing rents were to decrease by 1% per year for the next four years. The Chair commented on the financial impact this would have on local authorities and housing associations.

It was noted that the Responsive Repairs team was seeking to engage with members about their casework. Members wishing to discuss the repairs service were asked to liaise with the relevant officers.

110 **ORDER OF BUSINESS (Item A6)**

The Chair advised that item B2, Capital Programming Witness Evidence, would be considered before item B1, RSL Scrutiny.

111 PUBLIC QUESTIONS (Item A7)

The Chair outlined the procedure for public questions and the filming and recording of meetings.

112 RSL SCRUTINY (Item B1)

Ziggy Crawford, Chief Executive of Barnsbury Housing Association, provided a presentation to the Committee on the Association's work in the Borough. A discussion was had during which the following main points were made –

- Barnsbury was a small housing association, providing only 253 rented homes in the Borough. The organisation did not provide homes for sale or leasehold, and specialised in providing housing to tenants with low levels of household income.
- It was thought that the organisation's size made Barnsbury different to other housing providers. Although it did not have the same level of resources available to larger housing associations, Barnsbury was able to provide certain services that may not be effective at a larger scale, and was better placed to tailor its services to its residents. For example, Barnsbury organised regular trips for residents, held coffee mornings, and administered a food bank and a bursary for school uniform and other education costs.
- Although Barnsbury was small, it was investing in property and had a number of homes either recently-purchased or in development.
- It was reported that an independent survey of Barnsbury residents was carried out every three years. The last survey was conducted in 2014 and the organisation received an overall satisfaction rating of 89%. The Committee welcomed this figure; however Barnsbury considered that further work was required to improve satisfaction. 89% of respondents also expressed satisfaction with their neighbourhood which was considered positive. The organisation had benchmarked performance against other organisations and performed generally favourably.
- Barnsbury charged social rents with an average service charge of £6.78 a week. It was explained that the organisation sought to keep service charges as low as possible, especially in light of the relatively high rents charged on London properties; however this was becoming increasingly difficult in newer properties. For example, it was advised that some of the organisation's new homes acquired under Section 106 contributions came with a significant service charge for the maintenance of additional features, such as electronic security gates.
- The organisation only offered lifetime tenancies, except for some key worker tenancies. This was expected to change with legislation being proposed to restrict the availability of lifetime tenancies. Similarly, the organisation had not sold any properties, however may be required to under pending Right to Buy legislation.
- The organisation spent approximately £800,000 each year managing its assets. In the previous financial year Barnsbury achieved a surplus of £170,000; all surpluses were regularly used to fund investment and the acquisition of new properties.
- It was anticipated that the organisation would need to borrow to finance any further development, as the organisation was only able to attract 30% grant funding from the Homes and Communities Agency for development schemes.
- The organisation benchmarked its wages against other housing associations and paid slightly above average, although it was noted that the Chief Executive was paid below average.
- Barnsbury was concerned about the impact of welfare reform on its residents and had recently invested £10,000 per annum on money advice services.
- The organisation did not expect to have large numbers of residents exercising the new Right to Buy. It was not anticipated that many residents would be affected by the new Pay to Stay rules, which required housing associations to charge tenants in

London earning over £40,000 near market rent, although it was foreseeable that some families, especially those with adult children, could be affected by the policy.

- The organisation expressed concern with the impact of the 1% annual rent reduction for social housing tenants for the next four years. This was expected to reduce the organisation's financial resources by £300,000.
- The organisation considered itself to have a positive relationship with the Council and made use of the Council's nominations scheme, however suggested that the Council could work further to stimulate the development of social housing.
- Although Barnsbury had plans to acquire new properties, and recognised the role and financial strength of larger housing providers, it had no aspiration to become a significantly larger housing association. It was suggested that smaller associations tended to have higher levels of resident satisfaction, lower levels of anti-social behaviour, and benefitted from a more personal community development dynamic.
- The organisation confirmed that it carried out separate tender exercises for each capital works project.
- Barnsbury hoped that the satisfaction of its residents would increase as a result of making improvements to its repairs service.
- A discussion was had on the impact of welfare reform and other central government welfare and housing policies. It was commented that organisations such as Barnsbury did not have any experience of dealing with leaseholders under Right to Buy schemes and such changes may have a significant impact on how smaller housing associations operate.
- Following a question, it was advised that Barnsbury had not explored the possibility of de-registering from the Homes and Communities Agency to avoid changes to housing legislation; however de-regulation was considered to be very high-risk.

The Committee thanked Barnsbury for their attendance.

113

CAPITAL PROGRAMMING: WITNESS EVIDENCE (Item B2)

Damian Dempsey, Group Leader – Quantity Surveyors, presented the report which provided an introduction to the scrutiny review topic, information about guarantees, and details of how the service monitors performance. A discussion was had during which the following main points were made –

- The Committee was advised of the different types of works carried out. The Council's cyclical improvement scheme assessed properties on a seven year cycle, and works were then carried out only when required. This applied to all estate properties, and the approximately 1,000 street properties managed by Partners for Islington.
- It was confirmed that kitchens and bathrooms were replaced in accordance with the Decent Homes Standard, and other works were carried out as required.
- The Committee noted the capital works programme procurement arrangements, including how the current contracts were tendered. Due to the value of the Council's capital works programme, the Council was required by legislation to advertise its contracts across Europe through the OJEU. All of the Council's works contracts valued over £4,322,012 were subject to the regulations. It was commented that due to the high-value of the works contracts, smaller local firms were generally not in a position to apply, and such opportunities tended to attract larger multi-national companies.
- The Council had sought to foster a 'partner' relationship with its contractors, through which the Council and the contractors maintained a close working relationship.
- The Council's capital works contracts were 'design and build' contracts, through which the contractor both designed and carried out capital works. This was intended to achieve value for money by both reducing the Council's staffing costs and saving

on professional consultancy fees. It was noted that the Contractor's role as a designer was reflected in its rates.

- Officers advised that the benefit of procuring two main contractors to provide the entire capital works programme was that there was no need to tender for each capital improvement individually. This was considered to provide significant savings over the duration of the contract. Under the current contractual arrangements the Council was only required to agree to works, whereas procuring works individually or on a smaller scale would require greater input from the Council and therefore increased resources.
- The Committee was advised of the consultation work carried out by the Council's capital works team, including statutory consultations with leaseholders carried out under Section 20 of the Landlord and Tenant Act. Through 'scope of works' consultative meetings tenants and leaseholders were able to help determine which works were carried out to their properties. The Council also held resident meetings prior to works starting to advise of the works programme, set up details, and other relevant information. Throughout the duration of the works the contractor then engaged residents through newsletters.
- Officers emphasised that the rates set out in the Council's capital works contracts were fixed and could not be amended during the contract, aside from an annual inflationary increase. Although leaseholders were able to challenge the extent of the works, they were not able to challenge the cost for those works set out in the contract.
- It was advised that both capital works contracts were let to the same time period; an initial four year term, followed by two optional three year terms. As the contracts were let in 2010, the contracts were currently in their first optional three year term and the Council would soon be deciding whether to continue these into the second three year term. Any contractual continuation would be on the terms and conditions agreed when the contract was initially let in 2010. Officers noted that it was possible to separate the contracts, extending one and re-tendering the other, if desired.
- It was noted that areas with tenant management organisations or tenants and residents associations tended to have greater levels of engagement with capital works consultations than areas without such bodies. The Committee queried if more could be done to encourage participation from residents and leaseholders in areas with no TMO or TRA, as they appeared to be under represented in important consultations. It was commented that although engagement with such bodies was the primary method of encouraging engagement, all affected residents were sent letters advising of 'scope of works' meetings, although these did tend to yield a low level of response. It was suggested that capital works teams could work further with area housing offices to encourage resident engagement.
- It was noted that the capital works team also consulted officers in the area housing offices and the repairs and maintenance team when planning works.
- It was explained that the large organisations which bid for capital works contracts made use of their own supply chains as these offered the contractors best value. As a result the contractors rarely used local small and medium sized businesses as suppliers. Officers advised that it was not feasible to contractually require organisations bidding for capital works contracts to make use of local supply chains. However, the Council was attempting to encourage the use of local labour through contractual performance indicators. It was noted that local labour usually took the form of labourers as opposed to tradespeople.
- A member reported very positive feedback on a subcontractor which carried out capital works to a local estate. The member considered it a shame that the subcontractor received little recognition, while the main contractor received the credit for the works. It was also considered regrettable that the Council could not specify for the subcontractor to carry out more works in the borough. Officers

Housing Scrutiny Committee - 7 September 2015

advised that they were aware of the good work carried out by certain subcontractors, however due to the large scale of the capital works contracts such firms were unlikely to become a primary contractor.

- It was queried if the Council imposed penalties or sought compensation for residents when works were not carried out to agreed performance standards. It was advised that, although the Council did challenge contractors on performance and had received damages payments for instances of poor performance, there were no contractual conditions which required the contractors to make such payments. It was explained that previous contracts had such penalty clauses however these were removed from the council's capital works contracts in the mid-2000s when the authority was seeking to foster a more collaborative, partnership approach. The Committee expressed concern with the lack of contractual penalties. It was advised that officers had already noted this as a concern and would seek to rectify this in future contracts.
- It was queried why capital works contracts could not be broken into smaller contracts to increase competition and allow smaller local firms to bid for works. It was explained that such an approach would require a significant increase in staff resources to scope and procure capital works. Officers noted that the current capital works contracts represented value for money as they were tendered in 2010 at a low point in the market.
- Officers confirmed that the Council did not carry out any capital works 'in house', however when works were assessed it was always considered if an 'in house' repair could be carried out as opposed to a capital investment.
- Following a query by a member of the public, officers explained that the contractors' schedules of rates could not be published on the Council's website for reasons of commercial confidentiality. The member of the public suggested that publishing the contractual rates and details of individual capital works would enable leaseholders to calculate their own costs and would subsequently lead to a reduction in the number of leaseholders challenging service charges.
- It was confirmed that officers and contractors presenting at consultative meetings should be willing to provide their contact details to residents.
- A resident advised of his experiences of assisting TMOs in tendering for their own capital works, suggesting that it was cheaper to tender for works on a smaller scale.
- In response to a query by a member of the public, it was advised that prior to carrying out Section 20 consultations with leaseholders the Council and its contractors carried out 'schedule of works' meetings, sent indicative cost letters, and then carried out surveys and calculated costs before holding the Section 20 consultative meeting.

The Chair thanked Damian Dempsey for his attendance.

RESOLVED:

That the report be noted.

The meeting ended at 9.15 pm

CHAIR

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Report of the Corporate Director of Housing and Adult Social Services

Meeting of	Date	Ward(s)
Housing Scrutiny Committee	8 October 2015	All

Delete as appropriate	Exempt	Non-exempt
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SUBJECT: Asset Management, Planning and Prioritisation

1. Synopsis

- 1.1 To advise the Committee on how the Council's housing assets are managed and how capital works are planned and prioritised.

2. Recommendations

- 2.1 That the content of the report and its appendix be noted.

3. Background

- 3.1 As part of the Committee's review of Capital Programming, the Committee has expressed its intention to consider how the Council's housing assets are managed and how capital works are planned and prioritised. This information is appended to this report; and officers will be present at the meeting to answer members' questions. The Housing Asset Management Strategy is also appended, which sets out the approach Islington takes when deciding what types of long term investment are needed in our homes and estates to ensure they remain places where people want to live for years to come.

4. Implications

Financial implications:

- 4.1 The council has a finite amount of money to spend on its homes and housing services and needs to make sound and sometimes difficult choices about what types of major works and improvements it invests in to meet its priorities and those of local residents who, through rents and service charges,

provide the primary sources of income for this purpose.

The Finance department is responsible for reporting on the whole of the council's budget including Housing 'Capital'. Regular council-wide monitoring reports are considered by the Executive and the Policy and Performance Scrutiny Committee. The Finance department is responsible for monitoring the resources available for funding the HRA 30 year Business Plan. Annual funding is allocated through the HRA Business Planning process. Specific financial advice is given as and when appropriate.

Legal Implications:

- 4.2 The legal department assist with procurement and contract documentation. Specific legal advice is also given as and when required.

Environmental Implications

- 4.3 The Council wants a fairer Islington and to achieve this it has the following objective within the Corporate Plan 2015-19:

- Ensure effective management of council housing.

The primary housing assets of Islington Council are its council homes. The Council considers there to be five main parts to its residential assets which it needs to maintain and improve. These are:

- The interior of our homes
- Making homes energy efficient
- Ensuring homes are free of damp and problem condensation
- The exterior of our homes
- Communal areas and our estates.

The Council is in the process of drafting a Seasonal Health and Affordable Warmth Strategy which will have implications for council housing.

The planning system in Islington is guided by the Core Strategy and related documents. These documents set out the agreed planning objectives for Islington and as such have a key influence on the maintenance of the Council's housing assets. Relevant policies include:

- promoting neighbourhoods that support a sense of wellbeing, specifically; to reduce health inequalities in the borough by encouraging healthier choices including, (but not limited to), the use of open spaces, play opportunities and access to both high quality sports facilities and health care facilities
- minimising the borough's contribution to climate change and ensuring we are able to cope with the effects of a changing climate
- reducing Islington's impact on the environment by using resources, including energy, water and other materials, as efficiently as possible
- promoting waste minimisation, re-use, recycling, composting and resource efficiency over landfill
- delivering high quality, multi-functional green infrastructure alongside development throughout the borough.

The Council must, in procuring repairs and maintenance contracts, ensure through the contract that they meet environmental legislative requirements and the corporate objective to deliver the service efficiently by minimising energy usage.

Resident Impact Assessment:

- 4.4 The Council must, in the exercise of its functions, have due regard to the need to eliminate discrimination, harassment and victimisation, and to advance equality of opportunity, and foster good relations, between those who share a relevant protected characteristic and those who do not share it (section 149 Equality Act 2010). The council has a duty to have due regard to the need to remove or minimise disadvantages, take steps to meet needs, in particular steps to take account of disabled persons' disabilities, and encourage people to participate in public life. The council must have due regard to the need to tackle prejudice and promote understanding.

An appropriate proportion of the costs of a capital works contract will be recoverable from the

leaseholders of the relevant properties pursuant to the service charges provision of their leases, subject to the consultation requirements of Section 20 of the Landlord and Tenant Act 1985. Due to this resident impact, decisions on major works should not be taken until leaseholder consultation has been completed.

5. Reasons for the recommendations / decision:

5.1 The Committee is asked to note this report and appendices.

Signed by: Simon Kwong
Director Property Services

20 September 2015

Appendices:

- Witness Evidence

Background papers:

None.

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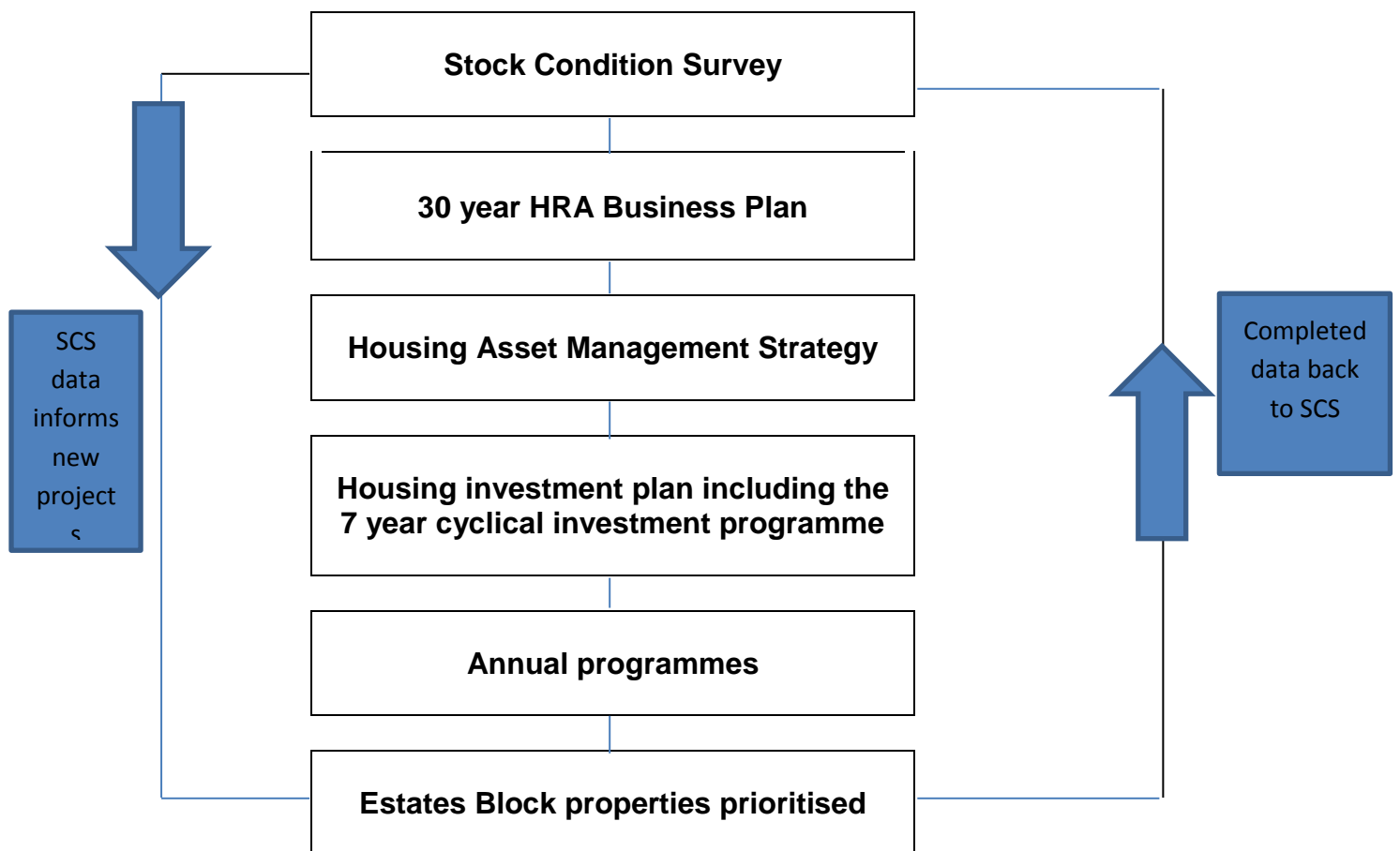
Housing Scrutiny Committee 2015/16

Asset Management, Planning and Prioritisation

CONTENTS:

1) Flow Chart

Introductory flow chart to show how housing assets are managed and how capital works are planned and prioritised



2) Introductory information on several areas set out in the SID:

How the Council's housing assets are managed and how capital works are planned and prioritised.

Stock Condition Survey (SCS)

The Council holds data on its properties which has been collected over time following previous improvement and maintenance programmes and from stock condition surveys. The most recent significant survey undertaken was in 2010 and was carried out by a specialised consultancy firm (Ridge). The survey consisted of 100% external and 10% internal inspections.

The SCS provides an indication of the life expectancy of the assets and components within the housing stock. This data is updated as annual programmes are completed and revised component life expectancy forecasts determined. This is important as we use the age of each of the various components to predict the amount we need to invest in our homes and the estates in the future.

For example:

We install windows with a 20 year life span and we need to make sure we set aside enough money to replace the windows in 20 years time when they come to the end of their life.

However, it is of note that components can fail earlier or last longer than the manufacturer's assessment of component life spans.

30 years HRA Business Plan

This SCS data is fed into the council's 30 year Housing Revenue Account (HRA) Business Plan to help identify what level of resources the council need to deliver investment in the council's housing stock.

The Housing Business Plan 2013-2043 sets out the detail of the income streams available to the HRA that pay for the majority of investment works. It also documents the areas of expenditure on housing services which the council is committed to delivering. As the HRA is now self-financing the council must ensure it receives enough income (e.g. rents and services charges) to cover its expenditure (e.g. repairs, housing services, debt repayments and major works etc.)

Housing Asset Management Strategy

The asset management strategy sets out the approach Islington takes when deciding what types of long term investment are needed in our homes and estates to ensure they remain places where people want to live for years to come.

The aim of effective asset management is to use our limited resources in ways which maintain and improve our housing stock to provide places where people will want to live whilst delivering value for money to our tenants who pay for this investment.

The purpose of the asset management strategy is to set out how the council will prioritise works funded from capital resources, known to tenants and leaseholders as 'major works'.

In practical terms the strategy will help the council:

- decide how best to use the funds it has available to spend on different types of major works.
- prioritise which types of works should be done ahead of other types, for example estate environment works before new kitchens and bathrooms.

The decisions made as a result of the strategy should ensure that the funds spent by the council on improvement works deliver its strategic objectives more effectively; have the most positive impact on residents and help avoid spending money on works which have little long term benefit.

The council considers there to be five main parts to its residential assets which it will need to maintain and improve as part of a strategy and form a medium term plan (7 years). These are:

- The interior of our homes

The council will maintain the inside of its homes to a good standard by ensuring they are safe, capable of meeting the current and future needs of residents and are homes in which people want to live.

Utilities (e.g. water pipes, gas pipes, electrical wiring), Kitchens and Bathrooms.

- Making homes energy efficient

The council will provide efficient heating systems and well insulated homes to ensure they are both comfortable to live in and affordable to heat.

Individual heating systems, Communal heating systems and Insulation.

- Ensuring homes are free of damp and problem condensation

Residents told us preventing and resolving dampness in our properties is one of their top priorities. The council will ensure all our homes are free of damp. The council will also work with residents to help resolve problem condensation in their homes.

- The exterior of our homes

The council will maintain the outside of our council blocks to a good standard by ensuring they are wind and water tight, safe, durable and accessible to current and future residents.

Roofs (including guttering), Walls, Windows, Doors and Lifts.

- Communal areas and our estates

The council will maintain the communal areas within the boundaries of our estates to a good standard by ensuring they are safe, durable, accessible and attractive.

Grounds maintenance and Estate lighting.

7 Year Investment Plan

Housing investment plan including the 7 year cyclical investment programme.

The investment plan draws on the following:

- A) Housing strategy
- B) Business Plan
- C) Property Data

The table below shows the key priorities for our long term investment plan. The main driver is the 7 year inspection cycle where all properties are visited (surveyed) to determine when works are required. An assessment is made as to whether a property requires renewal or whether repair and maintenance will deliver a further 7 years life expectancy. Properties may be brought forward or put back in the cycle depending on condition. It is acknowledged that scaffolding costs are significant element of repairs and maintenance, therefore a cost benefit analysis is undertaken to ensure a value for money approach.

Annual programmes and typical budgets

<u>PROGRAMME</u>	<u>DESCRIPTION</u>	<u>Ave £M's per year</u>
<u>CYCLICAL IMPROVEMENT</u>	Properties inspected every 7 years and only included when works are require (could be 7 / 8 /9+ years). Works include, external repair and communal decoration's and any 'life' expired building components, i.e. roofs / windows.	20.0
<u>STREET PROPERTIES</u>	Ditto.	1.0
KITCHENS	Replace according to Islington standard over 20 years old (Decent Homes standard = 30 years). May need to review.	2.0

BATHROOMS	Replace according to Islington standard over 30 years old (Decent Homes standard = 40 years) May need to review.	2.3
<u>MECHANICAL WORKS</u>		
DOMESTIC GAS	Replace life expired individual boilers with new energy efficient boilers	2.5
COMMUNAL BOILERS	Replace life expired components based on Technical Officers recommendations	2.0
COMMUNAL VENTILLATION	Replace life expired components based on Technical Officers recommendations	0.3
<u>ELECTRICAL WORKS</u>		
DOMESTIC ELECTRICS (RE-WIRES)	Replace life expired components based on Technical Officers recommendations	Inc in K&B's
COMMUNAL LIGHTING	Replace life expired components based on most vulnerable blocks first (high rise). Based on recommendations from Lakanal report recommendations	0.5
ESTATE LIGHTING	Replace life expired components based on Technical Officers	0.4
CCTV MAINTENANCE	Replace life expired components based on Technical Officers recommendations	0.3

DOOR ENTRY MAINTENANCE	Replace life expired components based on Technical Officers recommendations	0.4
LIFT PROGRAMME	Replace life expired components based on Technical Officers recommendations	1.2
<u>WATER</u>		
DRY RISERS	Replace life expired components based on Technical Officers recommendations	0.2
BOOSTED WATER SETS	Replace life expired components based on Technical Officers recommendations	0.1
SPRINKLE	Replace life expired components based on Technical Officers recommendations	0.1
WATER TANKS	Replace life expired components based on Technical Officers recommendations	0.1
<u>OTHER</u>		
SMOKE DETECTORS	Replace life expired components based on Technical Officers recommendations	Inc K&B's
TV AERIALS	Replace life expired components based on Technical Officers recommendations	0.1

TENANT COMPACT / ENVIROMENTALS	Decentralised budget for Housing Panels to decide on environmental work	0.5
FIRE SAFETY WORKS	Upgrade or replace Front Entrance Doors, based on most vulnerable blocks first (high rise & complex layout blocks). Based on recommendations from Local Government Association report following Lakanal House and Shirley Towers fire incidents	1.5

Estates, Block, properties

All properties are included in the Cyclical Improvement programme (CIP) where all properties are inspected within a 7 year cycle as per 7 year investment plan and only included when works are required (could be 7 / 8 /9+ years). Works include, external repair and communal decoration's and any 'life' expired building components, i.e. roofs / windows and where relevant internals works like kitchens / bathrooms and associated boilers and electrics where required. Small amounts of environmental works are often included.

Other (M&E) programmes are prioritised based on repair history and technical officer's recommendations and are generally run as stand alone contracts i.e. Lifts, Door Entry and Lighting.

Information from the stock condition survey, repairs history and local knowledge is collated as part of the briefing process for technical officers.

When works are complete they are fed back to the Stock Condition database to allow for recalculation of components life expectancy and thereby allow the 30 year HRA Business Plan planning to continue.

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Housing Scrutiny Committee

8 October 2015

Capital Programming Scrutiny Review

Witness Evidence: The Views of Residents

As set out in the Scrutiny Initiation Document, two objectives of the review are:

- To measure the satisfaction of tenants and leaseholders with capital programming;
- To consider how works are planned, prioritised, and communicated to tenants and leaseholders.

To enable these objectives to be met, the Committee agreed that it would consider the views of tenants and leaseholders as part of the review. The following two reports are submitted to the Committee as evidence which indicates the levels of satisfaction and engagement with capital works.

- **The Residents' Improvement Taskforce: Report to Housing Executive on Major Works Consultation (January 2014)**

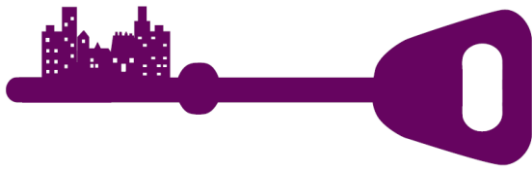
The Residents' Improvement Taskforce previously carried out an in-depth review of major works consultation, the results of which were reported to the Housing Executive in January 2014. This report made a number of recommendations, which covered areas such as the format of public meetings and the quality of available information.

This report is attached, together with the associated action plan, which was last reviewed by officers in September 2015.

- **Major Works Survey – Pilot Scheme (September 2015)**

The Council's Resident Engagement Team carried out a major works survey in August and September 2015 which received views from a sample of residents on their satisfaction with capital works before they commence, during the works, and after the works are completed.

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Report of: The Residents' Improvement Taskforce

Meeting of	Date	Agenda Item
Housing Executive	16 January 2014	

SUBJECT: Residents' Taskforce major Works Consultation Service Review

1. Summary

- 1.1 Major Works Communication was identified by residents as a priority area for review at the first Taskforce meeting on 4 December 2012. This report sets out the processes and recommendations of the second service review by the Residents' Improvement Taskforce.
- 1.2 This second review was undertaken by the Residents' Champions supported by the Residents' Review Panel volunteers and facilitated by the Resident Engagement Team.

2. Purpose of review

- 2.1 All Taskforce service reviews aim to improve the service delivered to residents. All reviews aim to reflect the Islington Fairness Commission objectives to make Islington a fairer place to live and work by producing fair policies, fair practices and fair people.
- 2.2 This service review looked at the communication between the landlord, contractors and residents during major works programmes.
- 2.3 Inconsistencies with the major works communication process were highlighted as an issue at resident's meetings and Taskforce surgeries. The review therefore aims to improve the consistency of the major works communication process to make it more consistent for all residents.

3. Terms of reference for the review

- 3.1 This review looked at how effective the consultation and communication for residents is throughout the major works process with specific reference to the timing of each stage of the consultation process.
- 3.2 The review looked at the procedures that are in place for residents when things go wrong and what residents can do if they are not happy with the work that has been carried out or the way they have been consulted.

3.3 The review looked at residents' satisfaction with the major works consultation process and the quality and effectiveness of the satisfaction surveys that are carried out.

3.4 The type of major works included internal works (kitchen and bathroom replacements), external works (cyclical improvement works) and Mechanical and Electrical (communal heating and lifts).

4. Recommendations

4.1 Improve the clarity, quality, timing and consistency of the information provided to residents so that they are able to influence the scope of the proposed works.

This includes:

- a) Taking a more imaginative approach to planning public meetings to make them more attractive to a wider range of residents.
- b) Ensuring the major works survey provides value for money, is relevant to residents and is effective and useful.
- c) Improving the monitoring of procedures so there is more confidence that they are being followed.
- d) Improving the quality and timing of information sent to leaseholders.

4.2 Sustained good communication whilst on site and after care.

This includes:

- e) Ensuring lessons are learnt from complaints and that they are monitored effectively, and dealt with consistently.
- f) Improving the quality of letters and written explanations of the snagging and defects procedures.
- g) Better consideration of vulnerable and disabled resident's needs.
- h) The major works sections of the website should be reviewed with input from residents.
- i) There should be a bigger presence of the Resident Liaison Officer on site with a greater flexibility in their role.

4.3 More details about Taskforce suggestions for improvements for each of their recommendations are set out under point 8 and appendix 4.

5 Service review methodology

5.1 Working with the Resident Engagement Team, the Residents' Champions have established a methodology for carrying out service reviews. Whilst each Taskforce service review might be a little different, in general, they will follow the same basic steps which include the following:

- Identify and agree the scope of the review
- Identify and agree specific objectives for the review
- Identify the information and evidence that will be required
- Identify who will need to be involved, how and when
- Gather the evidence
- Evaluate the evidence
- Reality checking: speak with staff, residents and other relevant stakeholders
- Agree recommendations and draft the report

A summary of the approach taken for the review of major works communication is set out below:

5.2 Scoping the review

5.2.1 The Taskforce presented their plans for the scope of the review to the Director of Property Services and Director of Operations on 12 June 2013. This set out the areas of the major works consultation process that would be included in the review as well as the areas that would not be considered.

5.2.2 The scoping document sets out the terms of reference for the review as well as the timescales and methodology. The full scoping document was published on the website and is attached as Appendix 1.

5.3 Developing the review timetable

5.3.1 A timetable for the review was agreed with the Taskforce and is attached as Appendix 2.

5.4 Identifying and gathering evidence

5.4.1 The Taskforce identified the documents required for the desktop review which was to better understand the major works communication process. Below are some examples of the documents requested and reviewed:

- Consultation procedures
- Sample letter templates
- Sample complaints
- Surveys and results
- Major Works pages on the council's website

5.5 Reality checking

5.5.1 To test the desktop research, the Taskforce met with residents, staff and contractors. In each case some initial questions were scripted to find out how the

service was working on the ground. The scripted questions served to provide a starting point for these meetings and are attached as Appendix 3.

5.5.2 Residents were involved in the review process and shared their experiences of the major works process during a leaseholder focus group and two focus groups held during site visits to estates where major works were taking place. The Taskforce attended a number of public consultation meetings. There was also a meeting with the Housing Disability Panel.

5.5.3 Residents looked at sample complaints to pick up on common themes.

5.5.3 Meetings were held with the two main contractors responsible for major works and with one communal heating contractor:

- Breyer (Major Works Contractor)
- Mears (Major Works Contractor)
- CBS Ltd. (communal heating)

5.5.4 A series of meetings were held with council staff involved in delivering major works programmes, to better understand the process, the challenges and ideas for service improvements. The meetings included both senior management and staff. Full details of the meetings and who was involved can be seen in Appendix 2.

6 Equality & diversity

6.1 As part of the review, the Taskforce engaged with a range of residents from the Resident Involvement Register. The Taskforce also attended a meeting with the Housing Disability Panel to gather views and issues from residents.

7 Findings

7.1 On examining the evidence and conducting interviews the taskforce members carrying out the review found that the following areas of the major works consultation process needed improvement:

7.1.1 From the focus groups residents reported that too much jargon is used in written communication. They were not always kept informed when dates changed or when scaffolding was being put up. Residents said they would like meetings to be managed better so that individuals don't take over, encouraging everyone to have their say. Residents fed back that they felt more thought could be given to public consultation meetings and the way they are run to make them more appealing.

7.1.2 Leaseholders would like better information about what is planned over future years. They feel that staff should spend more time familiarising themselves with the estate and involve estate services and residents at an early stage. Roles and responsibilities should be clearer and more information should be put online including some Frequently Asked Questions. They would like to know about planned works and potential costs earlier.

7.1.3 The focus group with the housing disability panel revealed that disabled resident's needs are not always taken into account. The lack of consultation for environmental works can have a negative impact on disabled residents. The panel revealed that the defects and snagging processes were not clear and disabled

residents would like to be present when works are signed off. More care needs to be given when disabled residents belongings are moved, failure to place things back in the right place can have a big impact on residents, particularly those who are visually impaired.

- 7.1.4 Contractors reported that they did not always receive names, contact details and disability and communication requirements due to data protection issues. If all this information was passed to the contractor at the start of the contract it would save time and ensure resident's needs are taken into account. Contractors would also like this information for environmental as well as internal works. They would like to improve the relationship they have with the consultation officers and be introduced to TRAs and other formal groups early on. The contractors explained that complaints are reported differently to the council and this should be aligned.
- 7.1.6 Staff interviews revealed that it is difficult to go to leaseholders with very accurate costs early on as the scope of works can change due to consultation with residents. Tenants could be given more information about costs and invited to leaseholder meetings. Staff agreed that residents should be involved in developing the website pages. Discussion revealed that it could be useful to have greater flexibility in the role of the Resident Liaison Officer (RLO).
- 7.1.7 The Taskforce looked at the major works satisfaction survey and the costs involved. They were not confident the survey provided value for money and were not clear what was done with the results. They felt the survey questions were not meaningful for residents or easy to understand.
- 7.1.8 The Taskforce looked at some sample complaints and felt some residents struggled to make a clear complaint which affected how it was dealt with. It wasn't clear if any staff had an overall view of all complaints to identify trends or reoccurring issues.
- 7.1.9 Both residents and staff agree the website needs to be improved. The pages are hard to navigate, not all information is up to date or relevant to residents. The Taskforce were not confident that the review of the website was being given a high enough priority.

8 Conclusion and reasons for recommendation

- 8.1 The Taskforce recommendations are based on the evidence and feedback provided by residents, staff and contractors during the review. Set out below are some of the suggestions for improvements which the Housing Executive should consider when reviewing the action plan staff have developed.

The primary aim of the action plan is to find solutions to the areas highlighted for improvement by the Taskforce. Where suggestions for improvements are difficult, not practical to implement, or would not provide value for money officers will look at alternatives they can implement in order to achieve the aim that has been highlighted by the Taskforce.

- a) **A more imaginative approach should be taken to planning public meetings to make them more attractive to a wider range of residents.**

The council should work with TRAs and other resident's groups to plan public meetings and think of alternative ways to encourage people to attend with sufficient resources made available to do this. All venues should be accessible and local and all minutes should be put on the website.

- b) **Ensure the major works survey provides value for money, is relevant to residents and is effective and useful.**

The survey needs to be evaluated to ensure it provides value for money and that the questions are relevant and useful so that residents and staff know it is worth carrying out. More use of the website should be made to publicise results and changes that are made, as a result of the survey, so that residents are aware of improvements that have been made. The defects card could be improved to ensure residents have a better understanding of the defects process.

- c) **Improve the monitoring of procedures so there is more confidence that they are being followed.**

Procedures should have tighter monitoring so that residents can be confident they are being followed and there should be consistent timescales on all contract types. More use of the website could be made to share a resident friendly version of the procedure so residents can better understand the process. Contact information of all residents should be shared with the contractor, in particular details of disabled or vulnerable residents.

- d) **Improve the quality and timing of information sent to leaseholders.**

To avoid potential Leaseholder Valuation Tribunals the information and timing of information shared with leaseholders should be improved. Surveys could be less generic and more specific for individual blocks and adequate evidence should be provided.

- e) **Ensure lessons are learnt from complaints and that they are monitored effectively and dealt with consistently.**

Guidelines on how to make an effective complaint should be developed to help those residents who find it hard to make a complaint. It would be beneficial for one team to oversee all complaints about major works so that lessons can be learnt. The way complaints are dealt with should be constant.

- f) **Improve the quality of letters and written explanations of the snagging and defects procedures.**

Letters could be more friendly by being reviewed by the reader's panel and addressed to named individuals. It could be beneficial for tenants to receive an 'indicative costs' letter as well as leaseholders and for this letter to be sent earlier in the process.

- g) **Better consideration of vulnerable and disabled resident's needs.**

It is essential that contractors are aware of disabled and vulnerable residents so that their individual needs can be fully considered. There needs to be closer consideration given to the needs of vulnerable and disabled residents when it comes to both internal and environmental works.

- h) **The major works sections of the website should be reviewed with input from residents.**

The strategy and timetable in developing the major works pages of the website should be shared with residents. Resident's ideas about what information is available are essential to ensure it contains the information they want to see.

- i) **There should be a bigger presence of the Resident Liaison Officer on site with a greater flexibility in their role.**

Work could be done to improve the relationship between contractors and the consultation officers with an opportunity for consultation officers to feedback on performance. There should be more flexibility in the way the council and contractors communicate with residents which would be supported by the opportunity to alter the role of the RLO officer depending on the needs of the estate. If residents are more involved in signing off works there will be more understanding and a reduction in dissatisfaction.

9. Next steps

- 9.1 The Taskforce recommendations will be built into an action plan which will be drafted by council officers for consideration of the Housing Executive at their meeting in May 2014.

10 Acknowledgments

- 10.1 The Taskforce would like to thank the residents that took the time to share their views and experiences, providing positive input and ideas for improving the communal repairs service.
- 10.2 The Resident's Champions would like to thank the Review Panel volunteers for their time, commitment, ideas and support during this review.
- 10.3 The Taskforce would also like to thank all of the staff, managers and contractors that participated in the review for their cooperation and positive input.

Appendices:

- Appendix 1 – Major Works Communication Scoping Document
- Appendix 2 – Major Works Communication Service Review Timetable
- Appendix 3 – Scripted questions for reality checking meetings
- Appendix 4 – Major Works Communication Recommendations

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Appendix 1 – scoping document

Resident Improvement Taskforce

Service Review Scoping Document

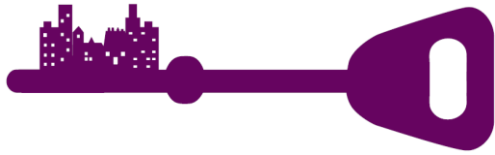
This document is completed at the beginning of every Resident Improvement Taskforce (Taskforce) service review and is referred to throughout the review process. The completed scoping document informs the Service Review Timetable.

1. Title of Service Review	Major Works Consultation Review
2. Purpose of the review	<p>All of the Taskforce service reviews set out to improve the service delivered to tenants and residents. All reviews should reflect the Islington Fairness Commission objectives to make Islington a fairer place to live and work by producing fair policies and fair practices.</p> <p>This service review will look at the consultation and communication process between the landlord, contractor and residents prior to major works being identified until the end of the defects period.</p>
3. Taskforce Review Group members	<p>Theresa Coyle MBE (Residents' Champion) Peter Owen (Residents' Vice-Champion) Violet Oruwari-Mccabe (Residents' Vice-Champion) Chris Graham- Review Panel Member Tracey Willoughby - Review Panel Member Susanne Lamido - Review Panel Member Annabel Goulding - Review Panel Member Angela Picknell - Review Panel Member Georgia Constantinou - Review Panel Member Nicola Eyidah - Review Panel Member Luigi Indri - Review Panel Member Yvonne Quinn – Review Panel Member</p>
4. Expected timescale for the review	From 12 June 2013 – January 2014 Housing Executive
5. Terms of reference for review	<ul style="list-style-type: none"> • This review will examine how effective the consultation and communication for residents is throughout the major works process with specific reference to the timing of each stage of the consultation process. • The review will look at the procedures that are in place for residents when things go wrong and what residents can do if they are not happy with the work that has been carried out

	<p>or the way they have been consulted.</p> <ul style="list-style-type: none"> • The review will look at resident’s satisfaction with the major works consultation process and the quality and effectiveness of the satisfaction surveys that are carried out. • The type of major works to be covered in the review will include internal works (kitchen and bathroom replacements), external works (cyclical improvement works) and Mechanical and Electrical (communal heating and lifts).
<p>6. Key areas of enquiry – desktop research required</p>	<p>Listed below are documents and evidence requested by the Taskforce. Additional evidence may be requested during the review, following the initial desktop review and feedback from staff or residents.</p> <p>Where performance data or sample complaints are requested they should cover the period from April 2012 to present date.</p> <ul style="list-style-type: none"> • What level of investigation is there into identifying works • Staffing structures relating to major works, highlighting areas of responsibility (specifically who is responsible for the different stages of major works). • How does the leaseholder consultation team work with the wider consultation team? • Customer care and performance standards relating to major works • Complaints handling procedure. • Information on major works on the internet. • Customer satisfaction surveys relating to major works. • Major works procedures including contractor and sub-contractor responsibilities. • Major works complaints including sample complaints. • Process for snagging/defects. • Major works programme. • Any post works inspection data. • Samples of letters and communications with residents at each stage for both tenants and leaseholders • Samples of leaflets and newsletters sent to residents regarding the major works process • Evidence of consultation carried out prior to going on site. • Evidence where residents have an opportunity to make decisions on fixtures and fitting. • What information are residents about the quality of fixtures and fittings • Site set up regarding accessibility. • How the council consult with vulnerable residents. • How the council work with adaptations. • Details of meetings/drop ins. • How do the council consult and communicate with disabled residents. What processes are in place?

7. Key areas of enquiry – reality checking	<ul style="list-style-type: none"> • Mystery shoppers – attending consultation meetings • Staff interviews • Resident focus groups • Benchmarking major works consultation procedures/letters etc • Satisfaction surveys • Interview contractors • Comparison with other housing providers
8. Who will we speak to?	<ul style="list-style-type: none"> • Director of Property Services • Head of Property Support Services • Head of Capital Programming • Group leader capital works • Consultation manager • Consultation team • LVT Officer • Contractors – RLOs etc • Home Ownership manager • Leaseholder Major Works Consultation Team Leader • LH calculation and sales team leader • Estate Service Co-coordinator
9. Potential visits	<ul style="list-style-type: none"> • Onsite where major works are taking place • Consultation meetings • Any registered providers delivering best practise in terms of consultation
10. Possible co-optees	Non required for this review
11. Equality & Diversity	<p>The Taskforce will ensure that a representative sample of residents is consulted during the review and will liaise with a range of community groups.</p> <p>An initial screening / risk assessment template will be completed as part of the review with a full Equality Impact Assessment undertaken as part of the action plan.</p>
12. Risks	The review must ensure that any recommendations do not compromise the council's position in recharging leaseholders. Legal services will review recommendations before they are finalised.
13. Expected outcomes of the review	<p>The review will aim to:</p> <ul style="list-style-type: none"> • Improve the consultation and communication with residents during programmed major works. • Improve satisfaction with the consultation process • Increase the number of residents who attend consultation meetings
14. Communications – how the review will be publicised?	<ul style="list-style-type: none"> • Scoping document published on the website • Final report published on the website • Article summarising report, recommendations and outcomes in autumn edition of Your Home

	<ul style="list-style-type: none"> • Action plan (agreed by Housing Executive) published on the website • Press release
15. Council Officers involved in the review	Helen Taplin – Resident Improvement Taskforce Coordinator Lee Farrow - Resident Improvement Taskforce Coordinator Nalini Trivedi – Resident Engagement Officer Jacqueline Robinson – Resident Engagement Manager
16. Reporting arrangements to Residents Improvement Taskforce	An interim report will be presented at the Taskforce meeting on 2 October 2013 with a full report on 23 January 2014
17. Reporting arrangements to Housing Executive	An update will be given at the Housing Executive meeting on 7 November 2013 and the final report and recommendations will be presented at the Housing Executive meeting on 16 Jan 2014.
18. Ongoing reporting arrangements	Any extraordinary meetings will be timetabled during the course of the review.



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Appendix 2



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Major Works Communication Review - Reality Checking Timetable

w/c	Date	Task	Where	Staff	Champion	Panel Member
-----	------	------	-------	-------	----------	--------------

AUGUST 2013

19 Aug	19					
	20					
	21	Deadline for desktop templates	Send to Helen Taplin	HT	ALL	ALL
	22	Reality Check - Morgan Mansions Consultation Meeting	Town Hall 6.30-8pm		n/a	4 panel members
	23					

w/c	Date	Task	Where/When	Staff	Champion	Panel
26 Aug	26					
	27					
	28	Taskforce meeting to write interview questions	HH 6.30-8.30pm	HT/HB	ALL	ALL
	29	Reality Check – Half Moon major works progress meeting	Half Moon Community Centre 7-8pm	n/a		TBC
	30					

SEPTEMBER 2013

Page 34

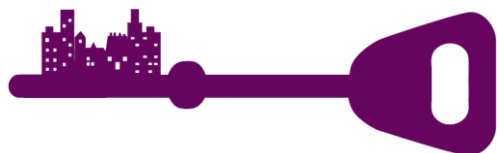
2 Sep	2	Housing Executive	Town Hall 6 – 8pm	HB	1 champion	All welcome
	3	Staff interview - Director and Consultation Manager	HH 10 -11.30am	Jacqu.	2 champions	1 panel member
		Staff interview - Contractor	HH 12-1pm	Nalini	2 champions	
		Consultation Manager – procedure reality checking	HH 1.30 2.00	n/a	2 champions	
	4	Staff interview - Asset management	HH 10.30-11.30	Helen	2 champions	
		Staff interview - Home ownership manager and LVT officer	HH 11.45- 12.45	Wendy	2 champions	
		Staff interview - Leaseholder consultation Team Leader and Operations Director	HH 2 – 3pm	Nalini	2 champions	1 panel member
	5	Staff interview - Consultation Team	HH 2 – 4pm	Helen	2 champions	1 panel member
		Disability Panel	Laycock Street 1pm-3pm	Wendy/ Jacqu.	1 champion	n/a
		Staff interview - Heads of Service	HH 5 - 6 pm	Helen	2 champions	

9 Sep	9					
	10	Staff interview - Customer Excellence Manager (complaints) – Vicki Bates	HH 10 – 11am	Lee	2 champions	
	11	Contractor interviews Breyers – 10-10.45 Mears - 11-11.45 Communal heating contractor - 2.00-2.45	HH Room 11	Helen/ Lee	3 champions	2 panel members

	12					

16 Sep	16	Leaseholder focus group Weston Rise section 20 meeting 6-8pm – Weston Rise Community Centre, 187 Pentonville Road, N1 9NZ		Jacqu.	1 champion	
	17	Deadline for interview notes Clifton Court Pre-commencement meeting 7–8.30pm – Durham Road Community Rooms, 86 Durham Road, N7 7DU	Staff to send notes to HT	HT	n/a	n/a
	18	Onsite visit and focus group Aubert Court Estate	10 – 12.30 Aubert Court Community Centre	Nalini	1 champion	2 panel members
	19					
	20	On site visit and focus group Half Moon	HM Crescent Community Centre 10 – 12.30pm	Helen	1 champion	2 panel members

23 Sep	23	New North Road Estate Section 20 meeting 6-8pm – Islington Town Hall				
	24					
	25	Helen to send out all evidence gathered to Taskforce for them to consider before meeting on 9 October		Helen	All	All
	26					
	27					



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Staff Interview Questions

Background

The Residents' Improvement Taskforce was set up to improve housing services by involving residents directly in reviewing services. Major Works Consultation has been identified by residents as the second service area for review.

This review will look at the communication and consultation that takes place between the landlord and tenants and residents during the major works process.

As part of the review the Taskforce have reviewed a number of documents to better understand the Major Works Consultation process.

We would like to find out more about your involvement in the Major Works Consultation process and your ideas for improving the service.

1.0	Director of Property Services and Consultation Manager
1.1	What is your role in the consultation process for Major Works?
1.2	What do you do with the feedback from the consultation meeting feedback forms and the cards that are sent out when works are completed?
1.3	Who is responsible for the website pages? How do you make sure the website is useful for residents? How are state profiles on the website developing?
1.4	Do you consult with residents about whether they feel the work is necessary?
1.5	Do staff who make decisions on whether major works take place have the technical qualifications to do so? Do they provide evidence to residents to support whether works are necessary?



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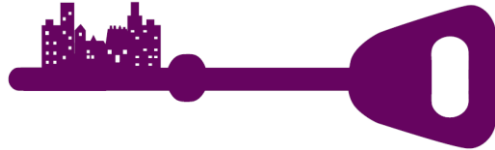
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Page 37

2.0	Contractor leads
2.1	What role do you play in monitoring how the contractors communicate with residents?
2.2	How do you monitor complaints made to the contractor?
2.3	What clauses in the contract ensure the contractor communicates well with residents? What penalties are available if they fail to communicate effectively?

2.4	How do you monitor the conduct of sub-contractors and how they communicate with residents?
2.5	What do you think could be done to improve communication with residents during major works?



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We would like to find out more about your involvement in the Major Works Consultation process and your ideas for improving the service.

3.0	Asset Manager and Housing Business Plan Manager
3.1	What is your role in the process for Major Works?
3.2	What process do you use to decide when cyclical work needs to be carried out?
3.3	Who makes the decision?

3.4	Who decides what constitutes cyclical works?
3.5	How do you prove everyone's home has been maintained?
3.6	What happens to street properties that are managed by the council?
3.7	What do you think could be done to improve communication with residents during major works?



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We would like to find out more about your involvement in the Major Works Consultation process and your ideas for improving the service.

4.0	Home Ownership Manager and LVT Officer
4.1	What is your role in the consultation process for Major Works?

4.2	How do you justify to leaseholders what works needs to be carried out?
4.3	What do leaseholders do if they feel work is unnecessary?
4.4	What methods do you use to encourage leaseholders to get involved in the consultation process?
4.5	What can be done better to avoid tribunal cases? How can we raise the level of involvement to avoid potential tribunal cases?
4.6	What do you think could be done to improve communication with residents during major works?



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We would like to find out more about your involvement in the Major Works Consultation process and your ideas for improving the service.

5.0 Director of Operations and Leaseholder Consultation Manager

5.1	What is your role in the consultation process for Major Works?
5.2	Do you consult with leaseholders about whether they feel work is necessary?
5.3	What do leaseholders do if they feel works are unnecessary?
5.4	How are leaseholders informed about delays?
5.5	How do you inform leaseholders what their rights are concerning the defects period?
5.6	Does someone from the leaseholder consultation team attend all consultation meetings?
5.7	What methods do you use to encourage leaseholders to get involved in the consultation process?
5.8	What do you think could be done to improve communication with residents during major works?



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The Residents' Improvement Taskforce was set up to improve housing services by involving residents directly in reviewing services. Major Works Consultation has been identified by residents as the second service area for review.

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We would like to find out more about your involvement in the Major Works Consultation process and your ideas for improving the service.

6.0	Heads of Service
6.1	What is your role in the consultation process for Major Works?
6.1	Who is responsible for the major works pages on the website? How often are they reviewed? How do you make sure they are useful for residents?
6.2	We have some questions regarding the Kwest survey – a) Does the survey provide value for money? b) Do you look at other providers to carry out the survey? c) What do you do with the results of the survey? d) The number of surveys carried out since 2011/12 has dropped significantly, what is the reason for this?
6.3	How are cyclical works managed for Street Properties that are managed by the council? Have decent homes works been completed for these properties?
6.4	What do you think could be done to improve communication with residents during major works?

Page 42



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We would like to find out more about your involvement in the Major Works Consultation process and your ideas for improving the service.

7.0	Customer Excellence Manager (complaints)
7.1	What is your role in the consultation process for Major Works?
7.1	How are complaints filtered on the online complaints form?
7.2	Who do complaints go to after being filtered?
7.3	What training do staff have in dealing with complaints?
7.4	How do you know if something is still in the defects period and what do you do if it is?
7.5	How do you make sure vulnerable residents are understood by staff when they make a complaint?
7.6	If a resident wants to make a complaint about a member of staff, how can they be confident it is dealt with professionally and not by the manager who they might be friends with?
7.7	What do you think could be done to improve communication with residents during major works?

Page 43



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Background

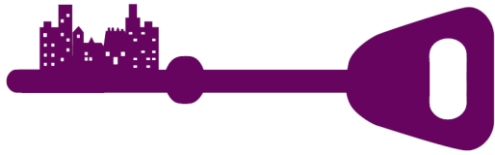
The Residents' Improvement Taskforce was set up to improve housing services by involving residents directly in reviewing services. Major Works Consultation has been identified by residents as the second service area for review.

This review will look at the communication and consultation that takes place between the landlord and tenants and residents during the major works process.

As part of the review the Taskforce have reviewed a number of documents to better understand the Major Works Consultation process.

We would like to find out more about your involvement in the Major Works Consultation process and your ideas for improving the service.

8.0	Consultation Team
8.1	What is your role in the consultation process for Major Works?
8.2	How do you check and monitor complaints made to the contractor and the responses that are given? How regularly do you monitor them?
8.3	How do you explain to residents what their right are during the defects period?
8.4	Who from the council monitors the snagging process? Who does the snagging and who ensures it gets done?
8.5	Have the tone of some letters been changed as a result of complaints that have been made?
8.6	How are residents informed of delays?
8.7	How do you monitor that standard letters are being used? How often are letters reviewed?
8.8	What different methods do you use to encourage residents to get involved?
8.9	How do you ensure that signage is put up on estates telling residents about the works being carried out?
8.10	What do you think could be done to improve communication with residents during major works?



You are the key to a better housing service

Background

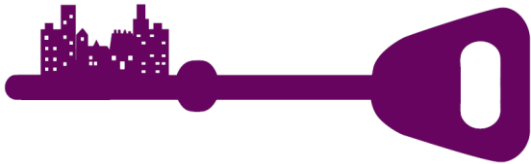
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As part of the review the Taskforce have reviewed a number of documents to better understand the Major Works Consultation process.

We would like to find out more about your involvement in the Major Works Consultation process and your ideas for improving the service.

9.0	Contractors
9.1	What is your role in the consultation process for Major Works?
9.2	What training do staff have in dealing with customers?
9.2	Do you produce a regular newsletter to residents?
9.4	How do you make sure vulnerable residents are understood by staff when they make a complaint?
9.5	How do you tell residents about their rights during the defects period and what do you tell them?
9.6	How are residents informed about the delays?
9.7	What do you think could be done to improve communication with residents during major works?



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Appendix 4 - Recommendations

Aim	Recommendation		Detail
<p>Improve the clarity, quality, timing and consistency of the information provided to residents so that they are able to influence the scope of the proposed works.</p>	<p>A more imaginative approach should be taken to planning public meetings to make them more attractive to a wider range of residents.</p>	1	Details of people who complain should be collected and actively encourage these people to attend consultation meetings.
		2	Send meeting minutes to all residents who attend and ensure they are always put on the website/notice boards. Ensure all staff are consistent in doing this.
		3	Some resources should be set aside to encourage more people to attend meetings and make them more friendly and interesting. Training and support in engaging residents in an imaginative, more fun and positive way and on how to conduct meetings effectively.
		4	Half Moon should be used as a good example. Half Moon had clear and useful signage, the site office was in community centre, and they were effective at organising and running meetings.
		5	Tenants should be 're-consulted' when there are changes to major works programmes resulting from consultation with leaseholders.
		6	Plan consultation meetings with TRAs/interested residents groups using different ways to get people involved.
		7	Ensure that venues are accessible and make full use of local venues.
		8	Investigate making more use of mobile phone numbers for texting, for example to let people know about upcoming meetings.
		9	Residents should be consulted if changes need to be made to parking spaces on site.
	<p>Ensure the major works survey provides value for money, is relevant to residents and is effective and useful.</p>	10	Survey questions should be reviewed and assess whether the survey provides value for money.
		11	A summary for residents should be published.
		12	Advertise and monitor what has been done as a result of the survey.
		13	The defects card should be reviewed, returned in an envelope and better explain the defects period.

	Improve the monitoring of procedures so there is more confidence that they are being followed.	14	Procedures for all contract types should show clear and consistent timescales.
		15	Review how following the procedures is monitored.
		16	A resident friendly procedure to be put on the website, written in conjunction with residents.
		17	All contact information, including information about disability and vulnerability, should be sent to the contractor prior to works starting.
	Improve the quality and timing of information sent to leaseholders.	18	To avoid potential Leaseholder valuation Tribunals the dialogue with leaseholders should start as early as possible.
		19	Improve information given to potential leaseholders including potential costs and some FAQs.
		20	Review and improve the information provided to new leaseholders including plans for upcoming years.
		21	The pledge needs to be marketed more widely and effectively.
		22	Consider more ways including technology (e.g. Skype) to include and involve absent leaseholders in consultations.
		23	Surveys should be less generic and more specific for individual blocks before indicative costs are sent.
		24	Adequate evidence should be provided to support decisions and this information should be available online.
25	Consider a 'pre-indicative cost' letter. The earlier the dialogue begins with residents ahead of major works, the better.		
Sustained good communication whilst on site and after care	Ensure lessons are learnt from complaints and that they are monitored effectively and dealt with consistently.	26	Develop clear guidelines for residents on making a complaint and what information to include.
		27	Develop clear guidelines on how to make a complaint about a communal improvement.
		28	A complaint about major works should not be signed off until all work to rectify the problem has been completed.
		29	The Consultation Team should be more involved in major works complaints and possibly oversee all major works related complaints.
		30	The Consultation Team should regularly review the onsite complaints book.
		31	Clear roles and responsibilities should be set out between the contractor and council in dealing with complaints. Residents need to be clear about who they should go to first. This should be set out in newsletters, at meetings and in the introductory pack of information provided.

		32	Take steps to ensure contractor and council complaints procedures are aligned.	
		33	Encourage proactive approaches from staff to resolve issues as they arise, dealing with issues early and taking ownership.	
		34	Contractors need to be clearly accountable for their sub-contractors and monitoring should be improved.	
	Improve the quality of letters and written explanations of the snagging and defects procedures.		35	All letter templates should be reviewed by the reader's panel and made more polite and friendly and written in plain English.
			36	Letters should all be addressed to a named individual and contain a named contact.
			37	Letters should be sent out two weeks in advance of planned works/changes.
			38	Staff should receive further training in writing letters in plain English.
			39	There should be clearer communication around snagging and defects including clear definitions of each and when and how they will be happening.
			40	Investigate sending tenants (as well as leaseholders) an indicative unit costs letter (with the caveat costs can change).
			41	Investigate giving leaseholders indicative costs earlier.
	Better consideration of vulnerable and disabled resident's needs.		42	Ensure that aids and adaptations are taken into account when carrying out major works.
			43	Information to identify vulnerable and disabled residents should be provided consistently to contractors for environmental works as well as internal works. Ensure this is shared at an early stage to allow for effective planning and engagement.
			44	Ensure vulnerable and disabled residents are clear about the snagging and defects procedures.
			45	Ensure vulnerable and disabled residents are consulted fully with when internal works are carried out so belongings are put back in the correct place.
	The major works sections of the website should be reviewed with input from residents.		46	Include residents in redesigning the website including the GIS system. Ask residents what they want to see on the website.
47			Devise a strategy and timetable for the website review which should be shared with residents.	
48			Estate profiles should include minutes of meetings.	
49			Make the Asset Management and Capital Improvement Plan available on the website.	
50			The website should have clear, regularly updated information which allows residents to see what works are planned for their estate and when.	
		51	A site manager or RLO should be available on site 9-5pm or contactable on a Freephone number.	

	There should be a bigger presence of the Resident Liaison Officer on site with a greater flexibility in their role	52	Offer up community centres as respite from noisy works.
		53	RLO should phone the operative on the day of the appointment to remind them.
		54	Where there is no TRA other formal groups should be used for the walk about, if neither then other residents should be invited.
		55	Communication needs to be improved between contractors and the Council's consultation officers. Build on relationships at key meetings and more presence on the estates by council consultation officers during works.
		56	Consultation officers should give feedback on contractor performance for performance indicators.
		57	The council should have the ability to change the emphasis of the contractor RLO job description on a project by project basis so that tasks can be tailored accordingly to best meet the needs of residents.
		58	Introduce a system to identify and introduce RLOs/contractors to TRAs and TMOs at an early stage of the works.
		59	Offering flexible times to discuss options with residents particularly those who work 9-5pm
		60	There should be a clear process for signing off major works that includes residents. Individuals and TRA should be invited to a walkabout to sign-off works

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Update V28 3rd March 2015 _ Review No 2 September 2015

Action plan 2014/15 Resident Taskforce review Major Works

Page 51

Service Area	Objective	Required outcome/success criteria	Actions	Responsible Officer/ Team	Target date	Milestones/ progress
1 COMPLAINTS	Develop clear guidelines for residents on making a complaint during and after completion of Major Works programme	Improved resident information on the major works complaints process	1.1 Develop clear guidelines on how residents can make a complaint about Major Works	Consultation Team & Customer Excellence Team (CEXT)	June 14	<p>Clear guidelines are set out on the Islington Council Webpages and promoted in our Contractors newsletters which are issued to residents monthly whilst improvement works are taking place on site.</p> <p>See links below: http://www.islington.gov.uk/about/contact-complaints/involvedcomplaints/Pages/complaints.aspx</p> <p>\\Lbiuser01\users03\brenda rodney\Brenda Rodney\2012-2013 Cyclical improvements\BP22 - CLERKENWELL\NEWSLETTER\Newsletter - Phase 22 - Brunswick Estate June 2014 - Issue 11.pdf</p> <p>Consultation Team now include information at resident meetings regarding the complaint process.</p> <p>17/6/2014 milestone completed 15/4/15Reviewed and Being done 14/9/15Reviewed and Being done</p>
		Improved resident satisfaction in rectifying major works complaints.	1.2 Major works complaints should not be signed off until all work to rectify the problem has been completed.	Customer Excellence Team	June 14 Sept 14	<p>The Customer Excellence Team will request the re-inclusion of the “follow up” task within the CR7 complaint monitoring system Monthly report on complaints against contractors and property services to be issued to the Consultation Team to ensure complaints are monitored, lessons are learnt and follow on actions are resolved</p> <p>15/7/2014 Milestone Completed 15/4/15Reviewed and Being done 14/9/15Reviewed and e-mail sent to CEXT</p>
		Improved roles and responsibilities for contractors and the council	1.3 The Consultation Team should be more involved in major works complaints and with the Customer Excellence Team monitor all major works related complaints.	CEXT & Consultation Team	June 14	<p>Consultation officers actively assist in collating the responses</p> <p>Following meeting on the 16.06.14 The Customer Excellence Team have now agreed to ensure a copy of the final response is sent to Consultation Team so the details can be recorded.</p> <p>17/6/2014 milestone completed 15/4/15Reviewed and Being done 14/9/15Reviewed and e-mail sent to CEXT</p>

Service Area	Objective	Required outcome/success criteria	Actions	Responsible Officer/ Team	Target date	Milestones/ progress	
1 COMPLAINTS	Develop clear guidelines for residents on making a complaint during and after completion of Major Works programme	Improved service from staff to address residents issues at an early stage of complaint	1.4 The Consultation Team should regularly review onsite complaints book	Consultation Team and Capital Program Delivery Team	June 14	This is incorporated in Site meetings see item 3.1 under heading Community Issues example in link below: <u>\\Lbiuser01\users03\$\brenda rodney\Brenda Rodney\2012-2013 Cyclical improvements\BP22 - CLERKENWELL\Scheme 22 Meeting Notes March 2014.pdf</u> 17/6/2014 milestone completed 15/4/15Reviewed and Being done 14/9/15Reviewed and Being done	
		Improved monitoring and learning from complaints referencing major works made by residents on site and through the Islington Council complaints scheme.	Contracts to be reviewed following completion to discuss where lessons can be learned to improve services.	Capital Program Delivery Team Group Leaders	October 14 January 15 March 2015	Internal survey monkey questionnaires to be sent to staff involved in projects. (Responses are collated and sent to Christine Short for review) Resident Engagement Team to develop a template review process for this. Meeting to be convened end of Jan 15 15/4/15Reviewed follow up JR 14/9/15Reviewed and Being done	
	Develop clear guidelines for residents on making a complaint during and after completion of Major Works programme	Residents should be aware how and who to contact when making a complaint both during and after Major Works take place.	1.5 Review roles and responsibilities and ensure that both are complementary between contractor and the Council in dealing with resident complaints.	Consultation Team Customer Excellence Team	Sept 14	the complaints process is highlighted at public meetings and also on the newsletters and webpage Sept 2014 completed 15/4/15Reviewed and Being done 14/9/15 Reviewed and Being done	
						1.6 Review current information provided on the complaints process at introductory meetings and resident information packs.	Consultation Team and Group Leader's
				1.7 Encourage staff to resolve issues at an early stage and to take ownership of situations.	All involved in major works programme	Aug 14	This is on-going and reiterated at Site Meetings and Team Meetings. 17/6/2014 milestone completed 15/4/15Reviewed and Being done 14/9/15Reviewed and Being done

Service Area	Objective	Required outcome/success criteria	Actions	Responsible Officer/ Team	Target date	Milestones/ progress	
2 LETTERS	Improve written communications with residents undergoing major works improvement programmes	Improved resident satisfaction with communications issued to residents before, during and after major work improvement programmes	2.1 All letter templates to be reviewed by the SDT and Taskforce Team to ensure they are polite, friendly and written in plain English.	Resident engagement Team & Taskforce Team	June 14 Oct 14 January 15	<p>Under Review by the Resident Engagement Team and residents</p> <p>http://hfisdlsrv01/qms/html/rc.htm</p> <p>http://hfisdlsrv01/qms/html/rcfra.htm</p> <p>Milestone Completed December 2014 15/4/15Reviewed and Being done 14/9/15Reviewed and Being done</p>	
			Staff training to be provided for all relevant staff in letter writing and plain English principles	Resident Engagement Team	June 14 Oct 14 January 15	<p>Resident Engagement Team to investigate online training for all staff involved in Major Works.</p> <p>This is online.</p> <p>Milestone Completed January 2015 15/4/15Reviewed and Being done 14/9/15Reviewed and Being done</p>	
			2.2 Review timescales for resident letters and ensure that all be sent out addressed to a named individual	Resident engagement Team	Sept 14	<p>Team refer to latest information when sending out mail merges from Islington. We do not have names for tenants of non-resident leaseholders.</p> <p>http://izzi/library/Pages/housing-A-to-Z.aspx?AdditionalPath=/Home</p> <p>4/7/2014 Milestone completed 15/4/15Reviewed and Being done 14/9/15Reviewed and Being done</p>	
		Improved resident understanding of snagging and defects procedures and timescales	Earlier notifications for tenants and leaseholders on indicative costs	2.3 Review current communications around snagging and defects including clear definitions of each and when and how they will be happening.	Consultation Team/Resident Engagement Team	Sept 14 Oct 14	<p>Under Review by the Consultation Team and Resident Engagement Team and residents</p> <p>Procedure developed by CPD</p> <p>Milestone completed November 14</p> <p>15/4/15Reviewed and Being done 14/9/15Reviewed and Being done</p>
				2.4 Investigate current good practice of aftercare booklets currently issued to residents on internal works to see if the format can be replicated for issue for external works	Service Development Team	Sept 14	<p>Door entry instructions and aftercare booklets for window and boiler installation provided.</p> <p>15/4/15Reviewed and Being done 14/9/15Reviewed and Being done</p>

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Service Area	Objective	Required outcome/success criteria	Actions	Responsible Officer/ Team	Target date	Milestones/ progress
2 LETTERS	Improve written communications with residents undergoing major works improvement programmes	Residents should be able to understand what works are taking place where they live.	2.5 Investigate if tenants (as well as leaseholders) can be sent an indicative unit costs letter (with the caveat costs changed).	Aiden Stapleton in conjunction with Kevin Byrne	Sept 14	Following discussion between the Consultation Team and Housing Investment Team it has been agreed that Indicative costs will only be issued to leaseholders , as there is no added value providing this information to tenants. Currently investigating putting this information on website in line with leaseholders pledge point 6 17/6/2014 milestone completed 15/4/15Reviewed and Being done Once indicative costs are sent to Leaseholders an update is sent to tenants informing them of the scope of works 14/9/15Reviewed and Being done
			2.6 Investigate if leaseholders can be given indicative cost earlier	Consultation Team, in conjunction with Project Manager (CR) Homeowners hip & Group Leader.	Sept 14	This has been looked and it is not possible to get indicatives costs out any sooner. 17/6/2014 milestone completed 15/4/15Reviewed and Being done 14/9/15Reviewed and Being done
3 PROCEDURES	Improve procedures to show consistent approach in terms of monitoring and timescales as well as contractor information.	Improve resident satisfaction with the communications on major work improvement programmes	3.1 Review procedures for all contract types so that they show clear and consistent timescales.	Group Leader, Consultation Team, Housing Investment	June 14 Sept-14	Consultation Officers prompt Project Managers prior to each stage of the contract process. Delays, any changes in scope of works or designs are also sent out to residents. PSF are updated monthly. Reviewing M&E and Cyclical programme timescales Sept 14 Milestone completed 15/4/15Reviewed and Being done 14/9/15Reviewed and Being done
			Improved monitoring of contracts by managers	3.2 Review how current contracts are monitored by managers and when.	Group Leaders and Project Mangers Capital program Delivery Team & Consultation Team.	June 14
		Improved website information	3.3 Investigate a resident co-produced resident friendly procedure to be put on the website.	Resident Engagement Team	Sept-14 Oct 14	Webpages went live from the 2 nd June 2014. Under Review by the Resident Engagement Team with residents Task force decided improvement works to your home to be the most apt name for the website Milestone completed October 14 15/4/15Reviewed and Being done 14/9/15Reviewed and Being done
		Improved information to contractor before commencement of works	3.4 Ensure that information is issued to contractors before works commence	Housing Investment Team & Capital program Delivery Team	June 14	Housing Investment provides information to Capital Programme Delivery. The Project Manager issues this to the contractor. Repairs History is now to be included. A check sheet is being used to ensure all agreed information has been passed across. 23/6/2014 milestone completed 15/4/15Reviewed and Being done 14/9/15Reviewed and Being done

Service Area	Objective	Required outcome/success criteria	Actions	Responsible Officer/ Team	Target date	Milestones/ progress
4 CUSTOMER FEEDBACK SURVEY	Improve Customer feedback and learning for major works improvement programmes.	Review of current feedback mechanisms	4.1 Review survey questions and assess if current method provides value for money.	Resident Engagement Team	July 14 Oct 14 January 15	Under Review by the Resident Engagement Team with residents 15/4/15Reviewed and Being done 14/9/15Reviewed and Being done
			4.2 Publish feedback and actions taken from feedback on the website.	Consultation Team	Jun 14 Nov 14	Under Review by the Consultation Team This is dependent on feedback being analysed Ongoing 14 Milestone completed 15/4/15Reviewed and Being done 14/9/15Reviewed and Being done
			4.3 Review the defects response card and method for return	Resident Engagement Team	July 2014 January 15	Under Review by the Resident Engagement Team with residents ** Included in report to PSMT in 4.1 21/1/2015 Milestone completed 15/4/15Reviewed and Being done 14/9/15Reviewed and Being done
5 COMMUNICATING WITH VUNERABLE RESIDENTS	Improve service to vulnerable residents when major works programmes are being delivered	Improved satisfaction from vulnerable residents when they are undergoing major works improvements	5.1 Review how aids and adaptations are taken into account when carrying out major works.	Resident Engagement Team & Consultation Team	Oct 14	Where aids and adaptions are required customers are referred to OT 30/6/2014 Milestone completed 15/4/15Reviewed and Being done 14/9/15Reviewed and Being done
	Improve information provided to contractors where works involve vulnerable residents	Improved customer care standards from contractors especially when accessing homes where there are vulnerable residents	5.2 Review the timescales and improve the information provided to contractors on vulnerable and disabled residents	Resident Engagement Team & Consultation Team	Oct 14	Updated information to be sent to contractors at the start of contract on site as information at commissioning stage may be out of date 30/6/2014 Milestone completed 15/4/15Reviewed and Being done 14/9/15Reviewed and Being done
	Improve information is provided to vulnerable residents.		5.3 Review information provided to vulnerable and disabled residents about snagging and defects procedures	Resident Engagement Team & Consultation Team	Oct 14	Under Review by the Consultation Team and Resident Engagement Team and residents ** Procedure developed by CPD Milestone completed November 14 15/4/15Reviewed and Being done 14/9/15Reviewed and Being done

Service Area	Objective	Required outcome/success criteria	Actions	Responsible Officer/ Team	Target date	Milestones/ progress
5 COMMUNICATING WITH VULNERABLE RESIDENTS CONT.	Improve customer care provided by contractors for vulnerable residents.	Vulnerable residents provided with the required customer service levels to meet their needs.	5.4 Review contractor customer care standards	Resident Engagement Team	Oct 14 January 15	Under Review by the Resident Engagement Team and residents** VR list supplied to contactors at start of project Jan 2015 milestone completed 15/4/15Reviewed and Being done 14/9/15Reviewed and Being done
6 WEBSITE	Improve resident information on the Islington website	Increased number of residents accessing the major works area of the website.	6.1 With residents review the major works area on the website. Publish plans for and outcomes of review.	Service Delivery, Consultation Team, Housing Investment Team.	Oct 14 January 15	Under Review by the Resident Engagement Team and residents** Website reviewed Jan 2015 Milestone completed 15/4/15Reviewed and Being done 14/9/15Reviewed and Being done
			6.2 Investigate how estate profiles can include minutes of meetings	Consultation Officer	Oct 14	Consultation Team add minutes to the relevant block on work on your home webpages. Minutes of public meetings are sent to all residents at their postal address. 30/6/2014 Milestone completed 15/4/15Reviewed and Being done 14/9/15Reviewed and Being done
			6.3 Provide the Asset Management and Capital Improvement Plan on website	Housing Investment Team	June 14 Sept 14	All information now available on Website 25/7/2014 Milestone completed 15/4/15Reviewed and Being done 14/9/15Reviewed and Being done
			6.4 Ensure that the website has clear, regularly updated information which allows residents to see what works are planned for their estate and when	Consultation Officer/Housing Investment and Homeowners hip Team	June 14 October 14	All information now available on Website 25/7/2014 Milestone completed 15/4/15Reviewed and Being done 14/9/15Reviewed and Being done

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Service Area	Objective	Required outcome/success criteria	Actions	Responsible Officer/ Team	Target date	Milestones/ progress
7 CONSULTATION MEETINGS	Improve the format and attendance at consultation events	Improve information, publicity and attendance at estate consultation events. Improve information, publicity and attendance at estate consultation events.	7.1 Ensure that all residents are actively encouraged to attend estate consultation meetings.	Consultation Officer, Service Development, Housing Investment & Capital Programme Delivery Team.	Sept 14	<p>Training has been provided to consultation n staff to improve customer involvement.</p> <p>Sept 14 15/4/15Reviewed and Being done 14/9/15Reviewed and Being done</p>
			7.2 Review how minutes are issued and publicised to all residents. Ensure a consistent approach instigated	Service Development Team	Jun 14	<p>Guidance note produced</p> <p>7/7/2014 Milestone completed</p> <p>15/4/15Reviewed and Being done 14/9/15Reviewed and Being done</p>
			7.3 Work with the Residents Engagement Team to explore how residents can be encouraged to attend meetings and make them more friendly and interesting. Also how to engage TRAs/estate groups	Consultation Officer, Service Development Team & Homeowners hip	Sept 14	<p>Training has been provided to consultation staff to improve customer involvement.</p> <p>Sept 14 15/4/15Reviewed and Being done 14/9/15Reviewed and Being done</p>
			7.4 Investigate good practice seen by Taskforce at Half Moon re: resident consultation events and on site information	Consultation Officer, Service Development Team & Homeowners hip	June 14	<p>This practice has been adopted.</p> <p>We have used the facilities of the TMO for site meetings and resident consultation</p> <p>17/6/2014 milestone completed 15/4/15Reviewed and Being done 14/9/15Reviewed and Being done</p>

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Service Area	Objective	Required outcome/success criteria	Actions	Responsible Officer/ Team	Target date	Milestones/ progress
7 CONSULTATION MEETINGS CONT.	Improve the format and attendance at consultation events	Improve information, publicity and attendance at estate consultation events	7.5 Review how residents are 're-consulted' where there are changes to major works programmes.	Resident Engagement Team	April 14 & on-going Sept 14	Under Review by the Resident Engagement Team and residents Residents are written to where there are delays in getting projects on site Sept 14 milestone completed 15/4/15 Reviewed and Being done 14/9/15 Reviewed and Being done
			7.6 Plan consultation meetings with TRAs/interested resident groups using different ways to get people involved.	Resident Engagement Team	Dec 14	Under Review by the Resident Engagement Team and residents Look at communicating via email and or text Awaiting contract where electronic addresses are available for all residents Milestone completed December 2014 15/4/15 Reviewed and Being done 14/9/15 Reviewed and Being done
			7.7 Review checklist with staff to ensure that venues are accessible and make full use of local venues	Consultation Officer & Resident Engagement Team	Sept 14	This is already being done where CO's liaise with CDSO 1/7/2014 Milestone completed 15/4/15 Reviewed and Being done 14/9/15 Reviewed and Being done
			7.8 Investigate how to use current media techniques to let residents know about upcoming meetings.	Consultation Team	Dec 14	Under Review by the Consultation Team and Resident Engagement Team Digital Display boards now being used and have proven to be very successful on the Finsbury Estate. Monthly newsletters are being used by contractors and Estate digital notice boards are being used where available Sept 14 milestone completed 15/4/15 Reviewed and Being done 14/9/15 Reviewed and Being done
8 ONSITE	Improve resident communications when major improvement works are on site	Improved access for residents to key staff and facilities when a major works programme is on site	8.1 Increase and publicise availability for residents to consultation officers, site managers and RLOs.	Capital Programme Delivery		Contract Project sign Boards erected whilst works on site. 17/6/2014 milestone completed 15/4/15 Reviewed and Being done 14/9/15 Reviewed and Being done
			8.2 Investigate the provision of Freephone number.	Consultation Officer		Contractors have free phone numbers in place. 17/6/2014 milestone completed 15/4/15 Reviewed and Being done 14/9/15 Reviewed and Being done

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Service Area	Objective	Required outcome/success criteria	Actions	Responsible Officer/ Team	Target date	Milestones/ progress
8 ONSITE CONT.	Improve local estate knowledge to enhance contractor knowledge and improve	Improved local information for contractors, estate services and consultation staff	8.3 Review local facilities are used for respite during works.	Consultation Officer/Capital Delivery and Service Development Team	Dec 14	<p>Being provided wherever possible such as the Andover Estate. Formatted Table</p> <p><i>Use of on-site facilities as in Half Moon co-op</i></p> <p><i>27/6/2014 Mears use the caretaking facilities at Treaty Street.</i></p> <p><i>Benefits of using local amenities are weighed up for each contract</i></p> <p>30/6/2014 Milestone completed</p> <p>15/4/15 Reviewed and Being done 14/9/15 Reviewed and Being done</p>
	Improve resident communications when major improvement works are on site	Improved support from RLO's and contracted staff	8.4 Review on site appointment process, flexible appointments and include how residents sign off work.	Capital Programme Delivery and Consultation Officer	Dec 14 – on-going	<p>Contractors are generally flexible and will accommodate residents as much as possible.</p> <p>The leaseholder pledge lays out how residents are to be included at final walk around with project team</p> <p>Milestone completed November 14</p> <p>15/4/15 Reviewed and Being done 14/9/15 Reviewed and Being done</p>
	Improve local estate knowledge to enhance contractor knowledge and improve.	Improved support from RLO's and contracted staff	8.5 Review process for pre work walkabouts to include local reps, estate services and contractors.	Capital Programme Delivery/ Service Delivery and Consultation Officer	June 14	<p>The Consultation Officer organises this.</p> <p>17/6/2014 milestone completed</p> <p>15/4/15 Reviewed and Being done 14/9/15 Reviewed and Being done</p>
		Improved access for residents to key staff and facilities when a major works programme is on site	8.6 Review the process of how each RLOs work is agreed so that a more local service is delivered.	Group Leaders from capital Program Delivery Team	Sept 14	<p>Each contract has a RLO allocated all of whom are contacted by phone or e-mail. An 0800 number is also provided</p> <p>Sept 14 milestone completed 15/4/15 Reviewed and Being done 14/9/15 Reviewed and Being done</p>

Service Area	Objective	Required outcome/success criteria	Actions	Responsible Officer/ Team	Target date	Milestones/ progress
		<p>Improved appointments process for residents.</p> <p>Improved local information for contractors, estate services and consultation staff</p> <p>Improved support from RLO's and contracted staff</p> <p>Improved sign off process with estate representatives and improved satisfaction in this area</p>	8.7 Review the sign off process for estate works with residents	Capital Programme Delivery/ Service Delivery and Consultation Officer	Dec 14	<p>PS Ops protocol includes sign off process. Consultation Officers coordinate the contract Sign off and walkabout arranged with TRA or steering group members prior to the practical completion being agreed.</p> <p>Milestone completed October 14 15/4/15Reviewed and Being done 14/9/15 Reviewed and Being done</p>
9 LEASEHOLDERS	Improve communications with leaseholders when there are major work improvement programmes	Increased satisfaction from leaseholders before, during and after major works programmes	9.1 Review timescale for contacting leaseholders before works begin.	Resident Engagement Team	Dec 14	<p>Procedures are in place to notify Leaseholders at the earliest opportunities.</p> <p>Information is available on website for future CIPs works.</p> <p>Leaseholders are invited to Scope of works meetings.</p> <p>Indicative costs letters are sent out.</p>
		Improved information and methods of information provision to leaseholders		Home Ownership Services	July 14	<p>Section 20 meetings are held when notice of estimate is sent out.</p> <p>Leaseholders are invited to pre-commencement meetings.</p> <p>4/7/2014 milestone completed -</p> <p>15/4/15Reviewed and Being done 14/9/15 Reviewed and Being done</p>
		Improved information on non- resident and sub-letting leaseholders				
		Improved website information for leaseholders	9.2 Review current information provided to potential leaseholders including potential costs, some FAQs and projected plans	Home Ownership Team	July 14	<p>Website information updated with relevant information</p> <p>Milestone achieved September 2014 15/4/15Reviewed and Being done 14/9/15 Reviewed and Being done</p>

Service Area	Objective	Required outcome/success criteria	Actions	Responsible Officer/ Team	Target date	Milestones/ progress
LEASEHOLDERS CONT.	Improve communications with leaseholders when there are major work improvement programmes	Improved publicity regarding the leaseholder Pledge	9.3 Ensure the Pledge is marketed more widely and effectively.	Home Ownership Team	July 14	Link is provided to webpage 15/4/15Reviewed and Being done 14/9/15 Reviewed and Being done
		Increased satisfaction from leaseholders before, during and after major works programmes	9.4 Review contact methods for leaseholders	Home Ownership Team	July 14	Under Review by the Home Ownership Team This is to be promoted under a HOU article on Your Home newsletter Sept 14 15/4/15Reviewed and Being done 14/9/15 Reviewed and Being done
		Improved information and methods of information provision to leaseholders	9.5 Include and involve absent leaseholders in consultations	Service Development Team	July 14	Procedure for dealing with Non-resident Leaseholders has been agreed. http://izzi/library/Pages/housing-A-to-Z.aspx?AdditionalPath=/Home 4/7/2014 milestone completed 15/4/15Reviewed and Being done 14/9/15 Reviewed and Being done
			9.6 Review surveys so they are less generic and more specific for individual blocks and before indicative costs are sent.	Capital Program Delivery	July 14	Information being provided on block by block basis July 2014 15/4/15Reviewed and Being done 14/9/15 Reviewed and Being done
			9.7 Review ways to make initial/indicative costs more realistic from the outset.	Capital Program Delivery	Dec 14 Feb 2015	Costs are based on Borough-wide averages they can only be rough estimates as they are based on past projects. February 2015 milestone completed 15/4/15Reviewed and Being done 14/9/15 Reviewed and Being done
			Improved information on non- resident and sub-letting leaseholders	9.8 Review current database of non-resident and sub-letting leaseholder	ICT	Dec 14

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Report Author	Team	Job Title
Wendy Gajadhar	Resident Engagement Team	Resident Engagement Officer

Name of Meeting	Date of Meeting	Agenda item	Status
Housing Scrutiny Committee	8 October 2015	B1	Witness Evidence

Major Works Survey - Pilot Scheme

1. Synopsis

- 1.1 This report provides information about how Housing Services measures the satisfaction of residents who have had major works carried out to their property or block. Previously surveys were conducted by an external provider following practical completion of the works being carried out. This previous survey was over 30 questions long.
- 1.2 In August and September 2015, the Resident Engagement team trialled a shorter survey and made questions more relevant to stages of work being carried out. A list of questions is set out at Appendix 1. It is intended to continue measuring resident satisfaction on this basis.
- 1.3 As part of the new survey arrangements, residents were contacted at various stages of the work being carried out, as follows:
- Before works started
 - During works
 - After practical completion.
- 1.4 The Capital Programme team provided details of properties on estates with work about to commence (Adams Place/Miranda Estate); works that are currently ongoing (Mayville Estate and Whitehall Mansions) and works after practical completion (New River Green Estate/Elthorne & Hillside Estate). Residents were contacted via telephone.

2. Recommendations

- 2.1 That the survey methods used and questions asked by the Resident Engagement Team be noted, including the intention to continue carrying out surveys across the three stages of works.
- 2.2 That the Committee consider the findings of the pilot survey carried out in August/September 2015, including levels of satisfaction and consultation engagement.

3. Background

- 3.1 In 2014 a full review took place of Property Services customer feedback surveys that were either delivered in-house or by an external provider. The review also evaluated survey costs, reporting mechanisms and timescales.
- 3.2 It was agreed that the Resident Engagement Team would trial carrying out the telephone surveys across a sample of residents where works were being carried out, at the three stages of work listed in section 1.2 (above).

4. Survey Results

The following are the results of the pilot survey carried out during August/September 2015

Findings – Works about to commence

- 4.1 Adams Place (19 households surveyed)
- 72% tenants 28% leaseholders.
 - 97% Received information.
 - 100% were given the opportunity to discuss works.
 - 11 people attended the public meeting from the households surveyed.
 - 100% found the information given at the public meeting helpful.
- 4.2 Miranda Estate (23 households surveyed)
- 81% tenants 19% leaseholders.
 - 100% Received information.
 - 100% were given the opportunity to discuss works.
 - 17 people attended the public meeting from the households surveyed.
 - 100% found the information given at the public meeting helpful.

Findings – During the works

- 4.3 Mayville Estate & Whitehall Mansions (5 households surveyed)
60% Tenants 40% Leaseholders
- 100% received information from Islington Council or contractor
 - 100% know who to contact if issues arise
 - 100% happy with the works
 - 100% happy with the information provided by the contractor
 - 100% happy with the information provided by Islington Council

Findings – The work after practical completion

- 4.4 New River Green Estate (11 households surveyed)
- Cleaning up after works – 73% Good 14% Fair 13% Poor
 - Politeness of Contractors – 53% Good 8% Fair 39% Poor
 - Access Required – For those who had to provide access, 100% said adequate arrangements were made and 100% kept to arrangements.
- 4.5 Elthorne & Hillside Estate (17 households surveyed)
- Cleaning up after works – 79% Good 5% Fair 16% Poor
 - Politeness of Contractors – 72% Good 3% Fair 25% Poor
 - Access Required – For those who had to provide access, 100% said adequate arrangements were made and 100% kept to arrangements.

Report author: Wendy Gajadhar, Resident Engagement Officer
Telephone: 0207 527 4117
Email address: Wendy.Gajadhar@islington.gov.uk

Appendix 1 – Major Works Survey Questions: phases one to three

Phase 1 - Before the improvement work began

- Q1 Which of the following are you?
- Leaseholder
 - Tenant
 - Other
- Q2 Have you received any information about the major works?
- Yes
 - No
- Q3 Were you given the opportunity to discuss the improvement work before they started?
- Yes
 - No
- Q4 If you attended a public meeting, did you find this meeting helpful?
- Yes
 - No
- Q5 Was the information you received helpful
- Yes
 - No

Phase 2 - During the Works

- Q1 During the course of the work, are you receiving any information from Islington Council or the Contractor?
- Yes
 - No
- Q2 If you have any concerns during the course of the work, do you know who to contact?
- Yes
 - No
- Q3 Are you happy with the works that were done?
- Yes
 - No
- Q4 Are you happy with the information the contractor provided you?
- Yes
 - No
- Q5 Are you happy with the information Islington Council provided you?
- Yes
 - No

Phase 3 - After the work has been completed

- Q1 Thinking about the recent works, how would you rate the following:
- | | Good | Fair | Poor |
|-----------------------------------|--------------------------|--------------------------|--------------------------|
| Cleaning up after works were done | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Politeness of Contractors | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

Q2 During the recent works, if access was required to your property;

Did the contractors make adequate arrangements with you to call?

Yes No

Did they keep to their arrangements?

Yes No

Q3 Were you happy with the Customer Service provided by Islington Council?

Yes No

Housing Scrutiny Committee

8 October 2015

Capital Programming Scrutiny Review

Witness Evidence Submitted by Councillors

As set out in the Scrutiny Initiation Document, the Committee agreed that it would receive witness evidence submitted by ward councillors. All members of the Council were contacted and invited to provide witness evidence, particularly relating to consultation, communication, and satisfaction.

The appended evidence has been received from Councillor Martin Klute, who has also provided the following covering comment:

"It sounds like the borough QS makes up a figure for the works based on a schedule of rates for a 'typical block', then tells the pre-appointed contractor how much it's going to cost. There is no challenging of either the initial costing process, which is vague and generalised to say the least, and no competitive tendering to ensure best value for the works.

Also, I don't see how residents can be expected to "engage with the works consultation process" when they still don't have an accurate schedule of what works are required and proposed to be carried out."

Subject: Re: 042308 - Major Works Enquiries
 From: [REDACTED]
 Date: 17/12/2012 12:55
 To: [REDACTED]@islington.gov.uk
 CC: "Klute, Martin" <Martin.Klute@islington.gov.uk>

Dear [REDACTED]

Thank you for your reply and our follow up phone conversation this morning. I look forward to further information in respect of question 2 and new question 3.

As I indicated during our conversation, I remain concerned with the process that has been followed to date. Specifically, the lack of further consultation with residents following the poorly attended initial meeting (due to the incorrect date on the initial letter and lack of detail about what the meeting was about) where officers indicated they would look at the issue but LBI policy was to repair rather than replace windows and the submission of a planning application. I still hold the view that the process has not been managed to an appropriate standard and this will result in additional cost for the authority and residents.

I also think it is important that you clarify to all residents our conversation this morning in which you stated that a deed of variation could still be obtained once a Section 20 notice has been issued. I understand from one neighbour they have received contradictory advice from Islington Leaseholders Association/LEASE in a public meeting that was held in the Town Hall on the 12th December. I don't think it is satisfactory to expect residents to contact you to discuss these issues directly when they are also receiving information from other legitimate sources. Will you write to residents to clarify this point?

I reserved the right to consider applying for a DOV once the S20 has been issued and I will be in contact with you again if I require further information on this specific point.

Kind regards,

On 13/12/2012 [REDACTED]@islington.gov.uk wrote:

Dear [REDACTED]

I write further to your email sent to [REDACTED] regarding the proposed Major Works affecting your block. Your email was passed to my team to co-ordinate a response to the questions raised, which I am now in a position to do for the majority of the points made. I apologise for the delay in

responding to you.

You list your points of concern as a numbered list, and I have collated our responses to those in the same format - but for the sake of clarity, I have repeated your initial question first.

1) The LBI policy states that Leaseholder feedback should be sought where possible before an indicative costing letter is sent out. This has not happened. How do you plan to address this point before the S20 is issued as it is clear the agreed scope has not effectively captured the views of residents?

The consultation with residents for this project was initiated on 27 June, when members of Islington's project team met with residents to discuss the scope of works. All residents affected by the project were written to, inviting them to attend this meeting. The overwhelming majority of residents present at the meeting on 27 June made strong representations to the effect that the current windows were at the end of their useful life, and should be replaced. Therefore, the views of all residents, regardless of tenure, were sought and taken account of from the outset of the design process, and almost five months prior to the issue of the Indicative Costs Letter.

2) You have not addressed my question with regards to costs associated with the planning application and design of the proposed new windows.

This process has happened before the consultation period has commenced therefore no costs associated should be passed onto residents. Please can you confirm that this is correct?

We are continuing to investigate this issue with our colleagues within Property Services, and I hope to respond to you shortly in respect of this matter.

3) I still remain unclear about the surveys that have already been undertaken at the site. You have mentioned in your email that Islington staff/contractors have visited the site. However, it seems that the freshly painted metal railings have been overlooked. I do not understand how this could have taken place? Please can you send me copies of these surveys as I requested in my previous email?

Site surveys have indeed been undertaken, and the proposed scope of works reflects the findings of those surveys. Please note, however, that further detailed surveys are on-going, and that the final scope of works will reflect the results of these detailed surveys. Once surveys are complete they will form the basis of a detailed task price, and full details will be available for leaseholders to view. In the meantime the scope of works and costs that you have been sent are indicative and based on borough averages. Please be assured that no painting will be instructed to railings that have been very recently painted.

Additional Questions:

1) Firstly, I would like to place on record that I am formally objecting to the proposed cost which is quite extraordinary. I own a 1 bedroom flat with 3 windows and have communal responsibility for a further window. I cannot understand how the proposed work can come anywhere near the 11-12k suggested.

Your objection has been duly noted. However, I would like to clarify a few things to do with the cost of works. As the Indicative Costs Letter makes clear, the estimate of £11,000 - £12,000 represents a very rough guide on the potential cost of works. Once the scope of works has been finalised, formal Section 20 consultation will then follow. This marks the start of a 30-day period within which leaseholders can make observations based on the notice they have received, inspect documents relating to the project and

attend a meeting called for leaseholders to discuss the works ahead. The notice will state what works are to be carried out, why we are carrying them out and an estimate of how much you will be recharged for the works. This amount will also represent the maximum which can be recharged in respect of the works as described in the notice. We will endeavour to address all leaseholder concerns throughout the major works process.

2) Please can you provide me with a breakdown of how the cost was calculated?

The Indicative Costs letter attempts to give an idea of cost as an early

indication, and encourage leaseholders to engage with the works consultation process. However, we do not have detailed back-up information for the costs indicated within the letter. The block cost used was calculated by Islington's Quantity Surveyor for the project, based on the size of the building and scope of works. This is provided to us as a simple statement of communal cost for a given building, which we then turn into a ranged statement for each leaseholder by dividing that figure by the amount of units in the building.

3) The letter refers to 'my block'. I don't live in a block. Last year the service charges for my property and others were calculated on the basis the whole street was designed as a high rise building that shared an entrance. This is not the case and was subsequently corrected. Please can you confirm what constitutes the 'block' that is referenced in the letter?

Major works is usually recharged to the building within which a leasehold property is situated. However, I will undertake to investigate this matter further with our legal department, and I will write to you again when I have further information.

4) Please can you confirm the number of bids you will be seeking for this work to ensure it is appropriately costed.

The proposed works will be carried out under a Qualifying Long Term Agreement, set up after consultation with all leaseholders in 2010. This arrangement was entered into pursuant to Landlord and Tenant Act 1985, Commonhold and Leasehold Reform Act 2002 and Schedule 3, Service Charges

(Regulations) 2003. The long term agreement was subject to an open tendering exercise, and advertised in the Official Journal of the European Union.

Ultimately, this means that there is only one statutory stage of consultation and that we will not be seeking bids for this individual programme of works.

I trust that the responses I have provided thus far have been useful, but if I can be of further assistance in this or any other matter, please do get in touch.

Kind regards,

██████████
Major Works Officer (Consultation)
Home Ownership Unit
Islington Council
3rd Floor, Highbury House, London N5 1RN
Tel: ██████████
Alternative Contact ██████████

www.islington.gov.uk<<http://www.islington.gov.uk>>

How to find us:

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ISLINGTON



CYCLICAL IMPROVEMENT PROGRAMME

QUARTERLY CORE GROUP REPORT

SEPTEMBER 2015

KEY PERFORMANCE SUMMARY – CONTENT PAGE

KPI 1 – Time, Completion Within Time Agreed.....	3
KPI 2 – Customer Satisfaction.....	5
KPI 3 - VFM – Cost Savings.....	8
KPI 4 – Training and Development.....	9
KPI 5 – Health & Safety.....	11
KPI 6 – Percentage of Local Labour.....	13
KPI 7 – Additionality.....	14
KPI 8 – Local/BME Firms.....	17
KPI 9 – Defects.....	18
KPI 10 – Waste.....	19
KPI 11 – Cost Predictability.....	3
KPI 12 – Complaints.....	20
Risk Register.....	22

KPI 1 – Time, completion within time agreed

TARGET SCORE:- 100%.

Please see attached spreadsheet.

KPI 11 – Cost Predictability

TARGET SCORE:- +/- 2%.

Please see attached spreadsheet.

KPI 1 Time, Completion Within Time Agreed and KPI 11 Cost Predictability

LBI Document

Scheme Title	Project Manager	Service Provider	Task Price	Forecast Final Cost	Start on Site (Actual)	Practical Completion (Estimated)	Practical Completion (Actual)	Contract Period	Confirmed Contract Period (Task Order)	Contract Period including any Extension of Time	Actual Duration	Extension of Time (if applicable)	KPI One - Predictability of Time	KPI Eleven - Predictability of Cost
B P15 Margery St Estate		Breyer	£1,129,384	£1,251,582	13-Aug-12	21-May-15	21-May-15		58	62	144	4	233	111
B P30 Paget St/Hermit St		Breyer	£139,436	£212,883	24-Mar-14	18-Sep-15			39	39	78	0	197	153
B P30A Woodbridge St 18-28		Breyer	£26,115	£30,313	24-May-14	25-Sep-15			30	30	70	0	232	116
B P32 Fieldway Crescent/Branston		Breyer	£575,750	£575,750	08-Jun-15	14-Dec-15		34	32	32	27	0	84	100
B P34 Mayville Estate		Breyer	£1,926,227	£2,300,772	11-Aug-14	27-Nov-15			48	43	68	0	157	119
B P35 New River Green Estate		Breyer	£3,295,720	£2,950,336	02-Mar-15	29-Feb-16		52	65	65	52	0	80	90
B P43 Pleydell Estate		Breyer	£1,658,122	£1,658,126	23-Feb-15	11-Jan-16			52	52	46	0	88	100
B P45 Bennett Court		Breyer	£931,026	£931,026	18-May-15	30-Mar-16			48	48	45	0	95	100
B P46 Dovercourt Estate		Breyer	£1,480,248	£1,480,246	19-Jan-15	15-Jan-16			56	56	52	0	91	100
B P56 K&B's 14-15 South/East		Breyer	£570,530	£696,112	03-Nov-14	17-Jul-15			30	30	37	0	122	122
B P34A Bronte House - Structural Works		Breyer	£134,744	£134,744	01-Sep-15	13-Oct-15			6	6	6	0	100	100

Breyer Group Plc Insertion

Scheme Title	Project Manager	Service Provider	Task Price	Forecast Final Cost	Start on Site (Actual)	Practical Completion (Estimated)	Practical Completion (Actual)	Contract Period	Confirmed Contract Period (Task Order)	Contract Period including any Extension of Time	Actual Duration	Extension of Time (if applicable)	KPI One - Predictability of Time	KPI Eleven - Predictability of Cost
B P36a Jersey and Guemsey		Breyer	£589,441	£489,876	01-Oct-14	30-Apr-15	30-Apr-15	30	30	30	30	0	100	83
B P37 Andover Estate Pilot		Breyer	£351,499	£184,579	20-Sep-15	17-Dec-15	17-Dec-15	13	13	13	13	0	100	53
B P44 Whitecross Estate		Breyer	£400,251	£267,165	01-Jan-15	30-Jun-15	30-Jun-15	26	26	26	26	0	100	67

130

100

KPI 2 – Customer Satisfaction

TARGET SCORE:- Tenants 93%.

No Report from LBI

Please see attached RSS spreadsheet and compliment register.

No:	Contract Number	Phase	Customers Address	RLO	Date	Format	Comments
1	110406	BP56 K&B	██████████	██████████	01/05/2015	RSS	██████████ was very helpful
2	110402	BP36a Jersey and Guernsey	██████████	██████████	01/05/2015	RSS	The window man was good and polite
3	110402	BP36a Jersey and Guernsey	██████████	██████████	01/05/2015	RSS	Not much to say but happy with the work
4	110402	BP36a Jersey and Guernsey	██████████	██████████	01/05/2015	RSS	All good overall service
5	110402	BP34 Mayville Estate	██████████	██████████	08/05/2015	RSS	Very Good job and workers are skillful and polite
6	110402	BP35 New River Green Estate	██████████	██████████	13/05/2015	"RSS Thank you"	Very good Work
7	110402	BP34 Mayville Estate	██████████	██████████	18/05/2015	RSS	Job well done both inside and out. Rooms feel warmer
8	110402	BP34 Mayville Estate	██████████	██████████	20/05/2015	RSS	Exceptional Team! Very pleased by there competence and attitude. It was a pleasure to work with all of them.
9	110402	BP34 Mayville Estate	██████████	██████████	20/05/2015	RSS	I'm well satisfied
10	110402	BP34 Mayville Estate	██████████	██████████	22/05/2015	Verbal-Resident engagement	Happy with the works
11	110402	BP34 Mayville Estate	██████████	██████████	22/05/2015	Verbal-Resident engagement	Happy with all the works
12	110402	BP34 Mayville Estate	██████████	██████████	26/05/2015	Verbal-Resident engagement	Totally happy with the works
13	110402	BP34 Mayville Estate	██████████	██████████	27/05/2015	Verbal-Resident engagement	Generally happy with the work and work area
14	110403	BP45 Bennett Court Estate	██████████	██████████	27/05/2015		SM AND RLO are really friendly and helpful
15	110402	BP35 New River Green Estate	██████████	██████████	03/06/2015	"RSS Thank you"	Good Service, very friendly
16	110402	BP34 Mayville Estate	██████████	██████████	04/06/2015	RSS	workers very polite and helpful
17	110402	BP34 Mayville Estate	██████████	██████████	04/06/2015	RSS	very happy with the door painting operative was very professional
18	110402	BP34 Mayville Estate	██████████	██████████	04/06/2015	RSS	Resident very happy with all members of staff and work carried out
19	110402	BP34 Mayville Estate	██████████	██████████	04/06/2015	RSS	Resident happy with painting works carried out to the building
20	110402	BP34 Mayville Estate	██████████	██████████	04/06/2015	RSS	Resident very satisfied with the contracted works and the workmen. Resident not happy with the length of time scaffold was up and the blocking of light
21	110402	BP34 Mayville Estate	██████████	██████████	04/06/2015	RSS	Resident very happy painting of the front door and the politeness of staff
22	110403	BP44 Whitecross Estate	██████████	██████████	09/06/2015	Formal	Good Job Well Done.
23	110403	BP44 Whitecross Estate	██████████	██████████	15/06/2015	Formal	Good Attitude and cooperative,well done breyer staff. Thank you.
24	110403	BP44 Whitecross Estate	██████████	██████████	15/06/2015	Formal	Very happy,noise and inconvenience keep to a minimum. Happy with work done on the balcony although the front of the building looks the same. Completely happy with all the Breyer Group staff excellent x .
25	110402	BP34 Mayville Estate	██████████	██████████	19/06/2015	RSS	Really Happy J
26	110402	BP34 Mayville Estate	██████████	██████████	20/06/2015	Telephone message	Just want to say if you can thank your boss and all the staff at Breyer's I had a lovely afternoon at the little do they gave. I got a West Ham shirt for my son and I've a little goody bag. Me, ██████████ and family had a lovely, lovely time, they worked very hard and it was very, very nice. If you would like to pass the message on Thanks ██████████ speak to you later Bye".
27	110402	BP34 Mayville Estate	██████████	██████████	20/06/2015	verbal compliment	Very good event the residents are enjoying it
28	110403	BP45 Bennett Court Estate	██████████	██████████	24/06/2015	verbal compliments	RLO/SM very friendly and polite.
29	110403	BP45 Bennett Court Estate	██████████	██████████	26/06/2015	verbal compliments	SM/RLO really friendly and kind
30	110403	BP45 Bennett Court Estate	██████████	██████████	26/06/2015	verbal compliments	SM/RLO really friendly and kind
31	110402	BP35 New River Green Estate	██████████	██████████	30/06/2015	"RSS Thank you"	Very Happy with service.
32	110403	BP45 Bennett Court Estate	██████████	██████████	30/06/2015	Residents give verbal compliments	SM/ RLO/Subbies hard working and respectful
33	110403	BP45 Bennett Court Estate	██████████	██████████	30/06/2015	Residents give verbal compliments	SM/ RLO/Subbies hard working and respectful
34	110402	BP35 New River Green Estate	██████████	██████████	30/06/2015	1	Very happy with service thus for

35	110402	BP34 Mayville Estate	██████████	██████████	01/07/2015	RSS	Resident very happy with operatives and the works carried out to the building
36	110402	BP34 Mayville Estate	██████████	██████████	01/07/2015	RSS	Resident very happy with attitude of contractors. Very friendly and helpful.
37	110402	BP34 Mayville Estate	██████████	██████████	01/07/2015	RSS	Resident very happy with works carried out and operatives were very helpful
38	110403	BP45 Bennett Court Estate	██████████	██████████	02/07/2015	RSS	RLO true asset to the company
39	110402	BP34 Mayville Estate	██████████	██████████	06/07/2015	RSS	J
40	110402	BP34 Mayville Estate	██████████	██████████	06/07/2015	RSS	Resident very happy with works carried out
41	110403	BP45 Bennett Court Estate	██████████	██████████	06/07/2015	RSS	Resident buys us chocolate's every week
42	110402	BP34 Mayville Estate	██████████	██████████	06/07/2015	RSS	thank you
43	110403	BP45 Bennett Court Estate	██████████	██████████	07/07/2015	RSS	Very happy with workmen and site team
44	110403	BP44 Whitecross Estate	██████████	██████████	09/07/2015	RSS	Happy with work except noise a nuisance sometimes but I guess necessary to complete the works
45	110402	BP34 Mayville Estate	██████████	██████████	09/07/2015	RSS	Good work , well done
46	110403	BP45 Bennett Court Estate	██████████	██████████	13/07/2015	RSS	SM/RLO so friendly and helpful
47	110402	BP34 Mayville Estate	██████████	██████████	21/07/2015		Overall very good job and friendly staff. But not all of them.
48	110402	BP34 Mayville Estate	██████████	██████████	22/07/2015	RSS	Well doned
49	110402	BP35 New River Green Estate	██████████	██████████	22/07/2015	1	Satisfied
50	110402	BP35 New River Green Estate	██████████	██████████	23/07/2015	1	Very Helpful
51	110402	BP35 New River Green Estate	██████████	██████████	23/07/2015	1	Great
52	110403	BP45 Bennett Court Estate	██████████	██████████	24/07/2015	RSS	They are great workers and nice and polite
53	110403	BP45 Bennett Court Estate	██████████	██████████	27/07/2015	RSS	RLO has very good attitude towards me
54	110402	BP35 New River Green Estate	██████████	██████████	27/07/2015	1	Helpful Gentlemen
55	110403	BP45 Bennett Court Estate	██████████	██████████	30/07/2015	Resident gave verbal Compliment	RLO/ is so helpful and friendly. SM is polite says morning everyday we glad that we have you guys on our estate
56	110403	BP45 Bennett Court Estate	██████████	██████████	03/08/2015	verbal compliments	RLO is so helpful and polite
57	110403	BP45 Bennett Court Estate	██████████	██████████	05/08/2015	RSS	RLO amazing service very polite.
58	110403	BP44 Whitecross Estate	██████████	██████████	06/08/2015	RSS	██████████ & ██████████ have been very helpful
59	110402	BP35 New River Green Estate	██████████	██████████	06/08/2015	RSS	I just wanted to send you a message regarding one of your RLO ██████████. All I can say is WOW she has helped to get my Mum & Dad get a new front door ██████████ she has been as a support there for them since the start of the works. She is so polite helpful & bubbly she is an absolute credit to your team I wish everyone was like her. Nothing seems to be a trouble for her & she goes out of her way to help, she is very approachable She is amazing!
60	110402	BP35 New River Green Estate	██████████	██████████	12/08/2015	RSS	Polite service, quick work
61	110402	BP35 New River Green Estate	██████████	██████████	17/08/2015	RSS	Very Lovely and hard worker
62	110402	BP35 New River Green Estate	██████████	██████████	07/09/2015	RSS	Wonderful

KPI 2 Customer Satisfaction

Breyer Group Plc Document - RSS Summary

DATE: 01/05/2015 - 18/09/2015

Contract Number	Contract Name	Number Received into HO	Q1 %	Q2 %	Q3 %	Q4 %	Q5 %	Q6 %
110402	New River Green Estate	41	91.71%	93.90%	93.90%	94.15%	93.17%	94.15%
110402	Mayville Estate	225	78.62%	83.69%	79.64%	76.52%	77.67%	75.54%
110403	Whitecross Estate	40	92.8%	98.5%	96.3%	93.3%	93.5%	93.0%
110403	Bennett Court Estate	38	97.6%	98.9%	98.7%	99.5%	99.5%	99.7%
Average Total on the individual questions			90.18%	93.76%	92.12%	90.85%	90.95%	90.61%
Average total of all six questions			91.4%					LBI TARGET 93%

Page 78

QUESTIONS ASKED:

- Q1: HOW SATISFIED ARE YOU WITH THE INFORMATION PROVIDED BY BREYER ABOUT THE WORKS
- Q2: HOW SATISFIED ARE YOU WITH THE ATTITUDE AND POLITENESS OF OUR STAFF
- Q3: WERE YOU GIVEN ADEQUATE NOTICE OF APPOINTMENTS FOR THE WORKS
- Q4: WAS YOUR PROPERTY LEFT IN A CLEAN AND TIDY CONDITION
- Q5: HOW SATISFIED ARE YOU WITH THE SERVICE PROVIDED BY BREYER
- Q6: HOW SATISFIED ARE YOU WITH THE FINISHED PRODUCT

KPI 3 - VFM – Cost Savings

TARGET SCORE:- 2% savings in the first year, review for subsequent years.

- 16/17 schemes currently being surveyed; lessons learnt from previous VFM to be applied.
- Proposal to use MEWP to the front elevation of Lagonier House on BP43 resulting in a saving of **£7,045** (compared to scaffolding) along with reduced tenant disruption

KPI 4 – Training and Development

TARGET SCORE:- 1 Apprenticeship per £1.5m of project spend

- KPI Target 2014/15 – Status: 100% achieved.
- KPI Target 2015/16 – Status: 7 B/fwd. 4 new starters from August = 100% attainment

CSR Programme:

Key targets for 15/16 include:

Employment and Training	Apprenticeships
	Get Set for Work
	Long Term Unemployed
	Ex-offenders: On hold
	Diversity
Additionality	Engaging with schools
	DIY Workshops
	Community Events

Apprenticeships



Breyer Group has been shortlisted as one of London's best Apprenticeship Employers in the regional final of the National Apprenticeship Awards 2015.



Breyer Group Apprentice, [REDACTED] has also been shortlisted as one of London's best Apprentice of the Year in the regional final of the National Apprenticeship Awards 2015.



Breyer Group has been named as one of London's best Apprenticeship Employers in the regional final of the National Apprenticeship Awards 2013.



2015/16 Cohort

Image	Apprentice Name	Supporting detail
[REDACTED]	[REDACTED]	<ul style="list-style-type: none"> • Resident Liaison Officer • Employment start date: Dec 2014 • Course start date: Jan/Feb 2015
[REDACTED]	[REDACTED]	<ul style="list-style-type: none"> • Quantity Surveyor • Employment start date: Dec 2014 • Course start date: Mar 2015

		<ul style="list-style-type: none"> • Customer Care • Employment start date: Oct 2014 • Contract extended until September 2016
		<ul style="list-style-type: none"> • Site Supervisor (Team Leading, L2) • Employment start date: Oct 2014 • Progressed to a Trainee • Course start date: Jan/Feb 2015
		<ul style="list-style-type: none"> • Business Administrator • Employment start date: Sept 2014 • Course start date: Oct 2014
		<ul style="list-style-type: none"> • Business Administrator • Completion (Level 2) • Progression onto Level 3 Management course in 2015
		<ul style="list-style-type: none"> • Site Manager • Employment start date: June 2015 • Course completion date (Level 3): July 2015

Supporting Notes

- All the above-named apprentices are based on Breyer Sites within the borough of Islington.
- All apprentices are Islington residents
- All candidates have come via Business Development Officer. Business Employment Support Team. Islington Council

Additional Support for Apprentices

- Employment and Training Officer: [REDACTED]
- Monthly 1-2-1 meetings
- Employee Assistance Programme
- Career Goals Workshop
- Additional support is being provided to support learners with learning barriers

Get Set for Work

- W/exp placements

Long Term Unemployed

- Raising Awareness, Interest, Desire to gain employment within Construction

Ex-Offenders

- On-hold

Registered with a Learning Disability

- Breyer to consider opportunity and create a bespoke role with the opportunity for the candidate to obtain their CSCS card.
- 3 CV's issued. Breyer to respond

KPI 5 – Health & Safety

TARGET SCORE:- 90%.

We received an average score of 92.7% over the last quarter on inspections received from LBI.

Breyer Group H&S advisors inspect all live sites on a fortnightly basis along with weekly inspections carried out by project managers and the contract manager.

Our current focus is on asbestos and lead related issues and this is our main discussion point within our monthly internal H&S site management meetings.

The spreadsheet received from LBI is attached.

KPI 5 Health and Safety

LBI Document

Breyer	Start On Site Act	Practical Completion Act	Apr-15	May-15	Jun-15	Jul-15	Aug-15	Sep-15	Score
Paget St/Hermit St	24/03/2014								
Woodbridge St 18-28	24/05/2014								
Mayville Estate	11/08/2014		90%						OK
K&B 14-15 South / East	03/11/2014								
Dovercourt Estate	19/01/2015			81%	96%	95%			Excellent
Whitecross Estate	09/02/2015	26/06/2015	95%						Excellent
Pleydell Estate	23/02/2015		97%	90%	95%	95%			Excellent
New River Green Estate	02/03/2015		96%		96%	97%			Excellent
Fieldway Crescent / Branston	08/06/2015								
Bronte House - Structural Works	17/08/2015								
Bennett Court	18/05/2015			94%	91%	90%			Excellent

<p>Target Score 90% = Excellent 75 - 89% = Ok 0 - 74% = Poor</p>
--

KPI 6 – Percentage of Local Labour

TARGET SCORE:- Minimum 35% of employees are to be defined as local.

Employees On Site		139
	Postcode	
Direct Employees (53)		
1 – ██████████	N4	
2 – ██████████	N1	
3 – ██████████	EC1	
4 – ██████████	N14	
5 – ██████████	N7	
6 – ██████████	N1	
7 – ██████████	N5	
8 – ██████████	WC1	
9 – ██████████	N1	
10 – ██████████	N5	
11 – ██████████	N19	
		11
Sub Contractors (93)		
Various	Islington	57
Local Labour Percentage		37.8%

KPI 7 – Additionality

TARGET SCORE: - £20,000

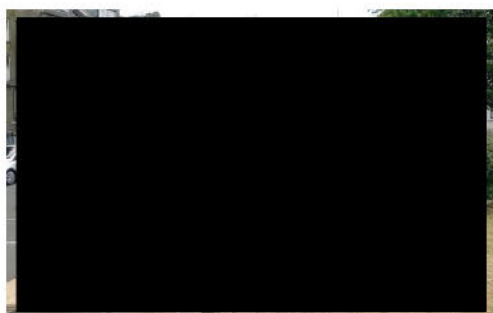
Community Events

29th May 2015: Soul in the City (Underneath Noll House, Andover Estate)



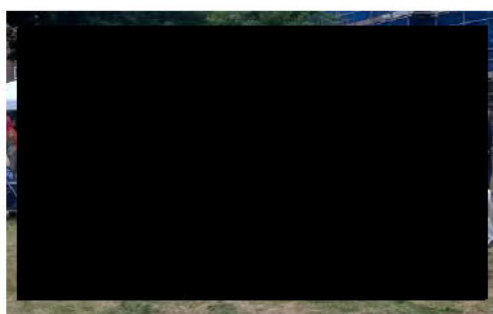
To engage with residents and ensure that all attendees enjoyed the session, a life size mock was used with the session focused on: P&D, tiling and patch work repairs, and also on low level plumbing such as unblocking sinks and bleeding a radiator to improve efficiency. Also covered was how to put shelving up, how to change a light bulb, and understanding a Fuse Board.

20th June: Mayville Estate Fun Day



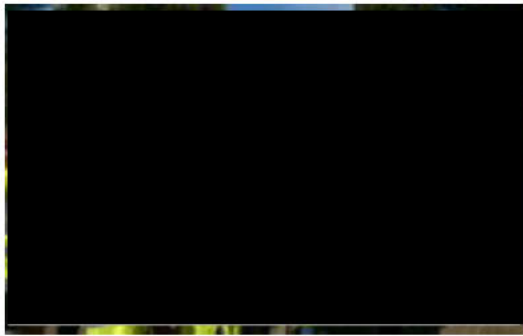
This event was a complete success judging from the many favourable comments we had from residents, some advising us to conclude activities at 6:00pm rather than 4:00pm. We had 180 - 200 people in attendance, including [REDACTED] who was very chuffed with the event and freebies given to residents. We had some 40 children involved with the sports

activities that took place from 10:30am right up to 4:10pm, only having respite from their exertions to grab a bite to eat from our food court and popcorn stand.



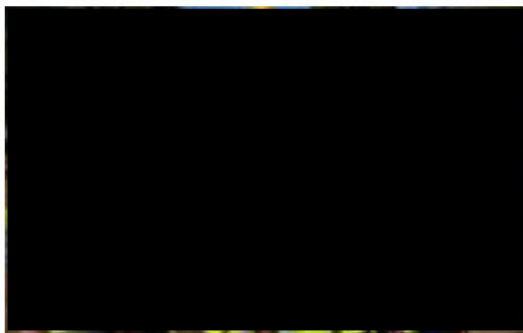
Many enjoyed the healthy option of making their own smoothie and as a result there were long queues to pedal the smoothie bike. Face painting and a bouncy castle held the attention of those youngsters not interested in sports. There was many a smile and laughter being heard throughout the day, particularly when the Bob the Builder song was being played and three of our labourers were ambushed into singing – we have never seen them move so quickly as when they exited the arena to avoid having to sing!

20th – 26th July: Dover Soul – The Big Build



Our Team at LBI recently got involved in the hugely successful Dover Soul Community Event (held at the Dover Court Estate, Islington) which culminated with a BBQ on Sunday 26th July.

As part of Breyer Group's contribution to the success and promotion of the event we printed off invites and promotional merchandise. We also arranged the provision of a bouncy castle for the Sunday of the event.



It was a joy to see all the happy, smiling faces of the children and adults who got involved. Our Team supported around 70 children per day, with all children well behaved, focused and fully engaged with the various activities available.

As part of the event's 'Big Build' theme, on Tuesday 21st July we carried out a workshop which was aimed at highlighting the dangers of construction sites to children. During the workshop there was a Q & A session and some of the questions asked by the youngsters showed a great depth of knowledge well beyond their years. Each of the children experienced being an Operative for 45 minutes wearing PPE. All knew the reason for such protective equipment – amazing really as the age range was 5 years up to 12 years old! Our message must be sinking in!!

Many of the children were very keen to meet the Considerate Constructor Scheme Mascot 'Ivor Goodsite' (██████████ - RLO) who was pinched several times by some of the youngsters who were not convinced he was real! Who would think that?!!

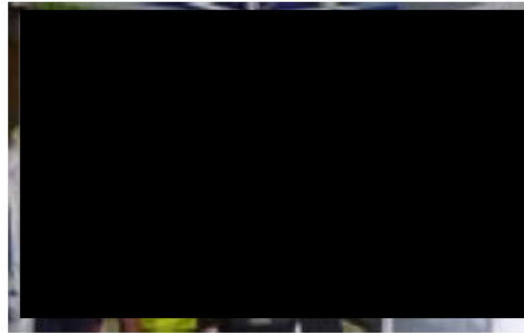
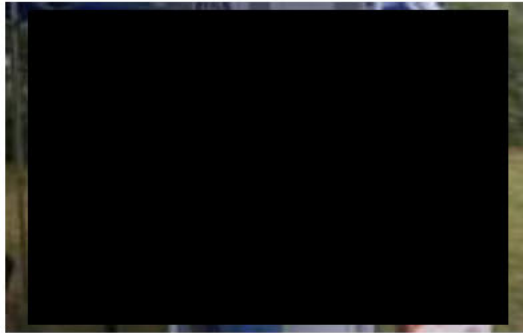
31st July: King Square Park Fun Day



The Kings Square Fun Day, organised by Islington Council, was a great success; some 350 – 400 attendees enjoyed the beautiful weather and the various activities on offer. There was a preponderance of children, mothers and grandmothers at the event as the event was mainly geared towards the children.

Face painting and a 'make your own smoothie' bike generated considerable support from the young visitors whilst the Breyer Group DIY stall was visited by a large number of women who enjoyed the practical advice and

training they received by our operatives. Many of these women gave positive feedback along the lines of they had learnt something new which in turn they would be able to apply in their everyday lives.



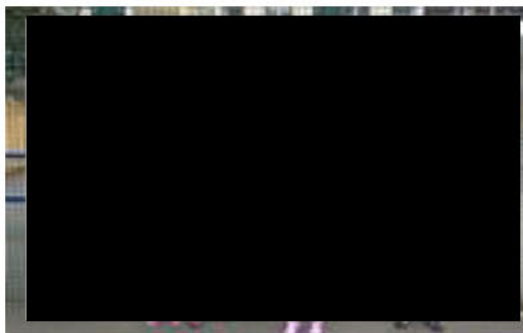
5th September: Pleydell Estate Community Fun Day



Breyer Group was privileged to support the Pleydell Estate Community Fun Day by providing football coaching and a football competition between the hours of 1:00pm - 6:00pm. The team also assisted in setting up on the day.

Despite the negative weather forecast for the day the event was a complete success with much resident engagement

taking place and tremendous interaction between our team and the children who thoroughly enjoyed themselves.



The chairman of the TMO and a number of residents expressed their gratitude to RLO [REDACTED] [REDACTED] for Breyer Group's presence and support of the event "which made the kids day".

The mother of a young girl who lives in [REDACTED] called to say that her daughter has requested that [REDACTED] becomes her personal football coach

and she now wishes to join a football team, which made her mother laugh a lot.

Breyer Foundation



Breyer Foundation has funds available for a Community Project that requires financial support. The initiative must satisfy the objects of the charity (available upon request).

KPI 8 - Local/BME Firms

TARGET SCORE:- two BAME firms to be added to the supply chain a year.

We are purchasing sanitary ware and all rainwater goods from the local branch of PTS at their branch in North Road.

We are purchasing our general building supplies from Islington branches of Travis Perkins.

We are currently employing the following contractors / suppliers:

- The Islington Flooring Company
- The Crittal Window Company
- Franchi
- The Flooring Group
- Cleaners of Highbury
- John's Gardening Centre

KPI 9 – Defects

TARGET SCORE:- Less than 10%.

A dedicated team is in place to react to any defects reported within the period.

Once the phase end of defect letters have been sent out by LBI and defects identified, the team then close out prior to the issue of Certificate of Making Good Defects.

Currently we are piloting a system where LBI record all known defects on a 'capture all' defects log which is sent to Breyer Group on a weekly basis. This log is then updated by Breyer Group's team throughout the week and sent back to LBI with applicable updates.

KPI 10 – Waste

TARGET SCORE:- 75%.

We are in receipt of monthly waste reports from both Powerday and Isle of Dogs Skip Hire.

We have summarised the waste as follows across all sites:

Project	Waste removed Tonnes	Waste Recycled Tonnes	Recycled Waste %
BP28 Percival & Triangle	0.5	0.4	80.0%
BP34 Mayville Estate	9.1	8.9	99.0%
BP35 New River Green Estate	1.8	1.7	93.3%
BP43 Pleydell Estate	1.3	1.2	92.0%
BP44 Whitecross Estate	4.0	3.9	93.3%
BP45 Bennett Court Estate	40.7	40.7	100.0%
BP46 Dover Court Estate	3.2	3.1	93.0%

Overall Score For Recycled Waste – 93.0%

KPI 12 - Complaints

TARGET SCORE:- 0.

Please see attached spreadsheet which has recorded both formal and informal complaints.

PHASE	WORKS	May-15					Jun-15					Jul-15					Aug-15				
		Received	Closed	Response			Received	Closed	Response			Received	Closed	Response			Received	Closed	Response		
				24hr	7day	10day			24hr	7day	10day			24hr	7day	10day			24hr	7day	10day
BP28 - Percival Estate	Externals	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1	0	0	0	0
BP30 - Paget Street & Hermit Street	Externals	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
BP30a - Woodbridge Street	Externals	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
BP32 - Fieldway & Branston	Externals	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
BP34 - Mayville Estate	Externals	3	3	1	1	1	4	3	0	3	0	2	2	0	2	0	1	1	1	0	0
BP35 - New River Green Estate	Externals	1	1	1	0	0	0	0	0	0	0	4	3	1	1	1	1	1	0	0	1
BP36 - Channel Islands Estate	Externals	0	0	0	0	0	1	1	0	1	0	0	0	0	0	0	0	0	0	0	0
BP36a - Jersey & Guernsey	Externals	0	0	0	0	0	0	0	0	0	0	1	1	0	0	1	0	0	0	0	0
BP37a - Andover Estate Pilot	Externals	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
BP43 - Pleydell Estate	Externals	0	0	0	0	0	0	0	0	0	0	2	1	0	1	1	1	1	0	0	1
BP44 - Whitecross Estate	Externals	2	2	1	1	0	1	1	0	0	1	1	1	1	0	0	0	0	0	0	0
BP45 - Bennetts Court	Externals	0	0	0	0	0	1	1	0	1	0	1	1	0	1	0	0	0	0	0	0
BP46 - Dover Court Estate	Externals	1	1	0	0	1	4	4	2	1	1	2	2	1	1	0	0	0	0	0	0
BP56 - K & B Phase 2	Internals	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
TOTAL		7	7	3	2	2	11	10	2	6	2	13	11	3	6	3	4	3	1	0	2

Explanation of Complaints

BP34 Mayville Estate - 3 of the 4 complaints came from [redacted] concerning length of time works were going on and length of time scaffolding had been up. The other [redacted] was concerning damage to items in garden. Cheque is currently being processed within our accounts department. [redacted] was protracted investigation as resident was unable to substantiate his claims. Investigation concluded 11/08/2015
 BP46 Dover Court Estate - Various complaints regarding scaffolders, causing damage. Discussion took place with their supervisors - contracharged and residents

Explanation of Outstanding Complaints

BP35 New River Green Estate - the complaint at [redacted] is still unresolved - Joint visit by [redacted] after resident's unreasonableness in allowing us to close this complaint down - Letter to be sent to close down complaint.
 BP43 Pleydell Estate - the complaint at [redacted] is outstanding. we've agreed with the resident to resolve this issue once the decoration works to the rear elevation of [redacted] has been completed.

Explanation of Outstanding Complaints

BP28 Percival Estate - [redacted] - Letter to be sent out 22/09/2015 Meeting took place with resident took place [redacted] - Resident aware that the investigation & resolution would take longer than 10 days

Complaints Received: 35
 Complaints Closed: 31

Remedial Decoration Programme almost complete two properties to finalise. One of which was due to holiday

Risk Register

Please see attached spreadsheet.

RISK REGISTER
Agreed 26 May 2015

Ref :	Risk	Likelihood of Risk (High, Medium Low)	Impact of Risk	Risk Owner	Risk Management Action	Action Period/ Deadline
1.0 0	Political					
1.02	Change in Gov't Policy towards Funding	Low	Less work	Client		Ongoing
1.03	Leaseholder resistance to works being carried out, in particular re-charging of costs.	High	Delay to programme and consequent impact on capital and revenue costs. Delay in getting order out.	Client	1: Robust procedure in place to be reviewed regularly	Ongoing
2.0 0	Economic					
2.01	Increase in building indexation over budgeted provision	Low	Insufficient resources to complete programme.	Client & Service Provider	1: Good programme management by Islington Council to maximise efficient delivery of programme 2: Use of alternative products 3: Source additional funding from Central Gov't and/or Local Gov't 4: Review the specification and scope of works	Ongoing
2.04	Progress against Programme	High	Under spend in financial period	Client & Service Provider	Recruitment of additional staff (i.e. Group Leader for QA, M&E inspectors and Project Managers)	
2.06	Inaccurate stock condition information	Low	Impact on budget and delivery of programme within required timescale	Client & Service Provider	Check stock	
2.09	Client Brief - lack of clarity or changes to original scope of works	Medium	Additional cost and delay to the project	Client	Work on joint surveys with Partner.	
2.10	Importance of on time and accurate valuations assessments and feedback.	Medium	Contractor account undervalued causing an accrual of large values on account.	Client & Service Provider	Service provider to ensure accurate and on time. Client to ensure feedback received one week in advance of due date.	Monthly
3.0 0	Social					
3.02	Failure to maximise opportunities for employing local labour/training	Medium / High	Failure to realise community benefits	Client	1: Review targets for constructors for the employment of local labour/ training	Ongoing
3.03	Failure to engage the wider community and disadvantaged groups	Low	Customer dissatisfaction, poor publicity, inability to carry appropriate works, failure to maintain 3* status	Client & Service Provider	1: Continued Consultation through resident steering groups and public meetings 2: Ensuring consultation is carried out in the most appropriate way, I.e. language and type of media. 3: Improving the quality of information material issued to residents. Improving communication on	Ongoing

Ref :	Risk	Likelihood of Risk (High, Medium Low)	Impact of Risk	Risk Owner	Risk Management Action	Action Period/ Deadline
					site.	
4.0 4.01	Technical The lack of available skilled resources to undertake the programme (constructor, client and consultant)	Medium	Failure to deliver the programme	Client & Service Provider	1: Up skill existing staff into positions where resources are low 2: Promotion of local labour and training 3: Collaborative development of programme between client and constructor	Ongoing
4.02	Failure to retain adequate staff resources	Medium	Failure to deliver the programme. Lack of continuity in service delivery. Costly in terms of recruitment	Client & Service Provider	1: Improve industrial relations 2: Implementing individual partners policies for retaining staff	Ongoing
4.03	Failure to attract additional staff resources as and when required to cater for fluctuations in the programme	Medium	Failure to deliver the programme. Lack of continuity in service delivery. Costly in terms of recruitment	Client & Service Provider	1: Early notification of projects and programme to allow early recruitment 2: Use of interim and agency staff 3: Use other constructors and wider supply chain 4: Collaborative development of programme between client and constructor	Ongoing
4.05	Failure of key supply chain	Medium	Failure to deliver programme. Low levels of customer satisfaction	Service Provider	1: Establishment of integrated supply chain across framework 2: Constructors to undertake monitoring of supply chain	
5.0 5.01	Environmental Failure to maximise the benefits of environmental initiatives	Medium	Islington Council not contributing to a greener environment. Not complying with 'Green' best practice.	Client	1: Carrying out energy audit on all schemes 2: Appointment of Islington Council 'Climate Control Coordinator' to progress the 'Green' agenda 3: Inclusion of environmental factors in the selection of supply chain	Ongoing
6.0 6.01	Legal Major changes in legislation in relation to H&S, Environmental, Employment, Building Control, Planning Policy Guidance	Low	Potential increase in cost and programme	Client & Service Provider	1: Incorporate all changes prior to Islington Council placing orders 2: Islington Council to seek additional funding	Ongoing

Ref :	Risk	Likelihood of Risk (High, Medium Low)	Impact of Risk	Risk Owner	Risk Management Action	Action Period/ Deadline
6.03	The Term Partnering Contract does not allow the time required to deliver the entire programme of cyclical work	Low	Re-tendering and associated costs. Delay in programme. Potential re-negotiation subject to standing orders and EU Rules. New learning curves for potential new partners	Client	1: Re-visit programme of work	Ongoing
7.0 7.01	Service Delivery Lack of recovery of financial burden on service provider incurred as a result of programme slippage	High	Year 1 spend not achieved and residents promises not met due to last start on site. Partnering processes and procedures not fully understood and implemented Delays to programme.		11/12 programmes are complete. 12/13 need to be agreed and adhered to.	
7.02	Failure of the arrangements in forming effective relationships with the whole Partnering Team.	Low	Failure to deliver projects to required budgets, standards of quality and on time. Failure to deliver value for money, through over specification.	Client & Service Provider	1: Improvement of relationships through dialogue and set date for 'Lesson Learnt' workshop.	Ongoing
8.0 8.02 8.03 8.04 8.05	Reputation Service Provider not fully understanding the client base with which they will be working Administration and IT - by appointing 2 service providers, different approaches may be adopted to administration, communication Surveys - delay between scoping survey and subsequent design surveys and the works Complaints - high number unresolved	Low Low High Low	Reduced resident satisfaction and potential discrimination for minority groups Increase in administration of the scheme, lack of a uniform approach in communication with residents creating confusion and reduction of satisfaction Works should follow reasonably promptly after the survey visit or resident dissatisfaction may result Negative resident satisfaction. Poor KPI scores	Service Provider	1: Contractors proposal' meetings 2: 13/14 programme, accuracy improved from previous years.	
9.0 9.03 9.04	Staffing and Resources Staff lack necessary skills and do not have the ability to Partner. Changes of staff to project teams	Medium Medium	Poor output and partnering benefits not achieved Lack of continuity for current staff / possibility of relocation. Poor output, poor quality of works, lessons learnt not retained. New staff are brought in	Client & Service Provider Client & Service	Recruitment of additional staff (i.e. Group Leader for QA, M&E inspectors and Project Managers)	On-going

Ref :	Risk	Likelihood of Risk (High, Medium Low)	Impact of Risk	Risk Owner	Risk Management Action	Action Period/ Deadline
			and do not yet understand the processes.	Provider		
10.0	Asbestos	Medium			<ul style="list-style-type: none"> Establish and implement procedures. 	On-going
11.0	Planning Failure to respond on time Failure to do it appropriately Breakdown in communication with Planning team. Planning application rejected	High	Failure to deliver the programme. Lack of continuity in service delivery. Increase in costs, delay to programme, incorrect scope of works, low levels of resident satisfaction, poor team morale	Client & Service Provider	<ul style="list-style-type: none"> Regular planning meetings held Escalate problems if unresolved Application delayed Fast tracking to take place 	On-going
12.0	Fire Risk Assessment work	Medium	Quality of work	Client & Service Provider	<ul style="list-style-type: none"> Mears and Breyer to meet separately with Client on site 	

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Housing Scrutiny Committee

8 October 2015

Capital Programming Scrutiny Review

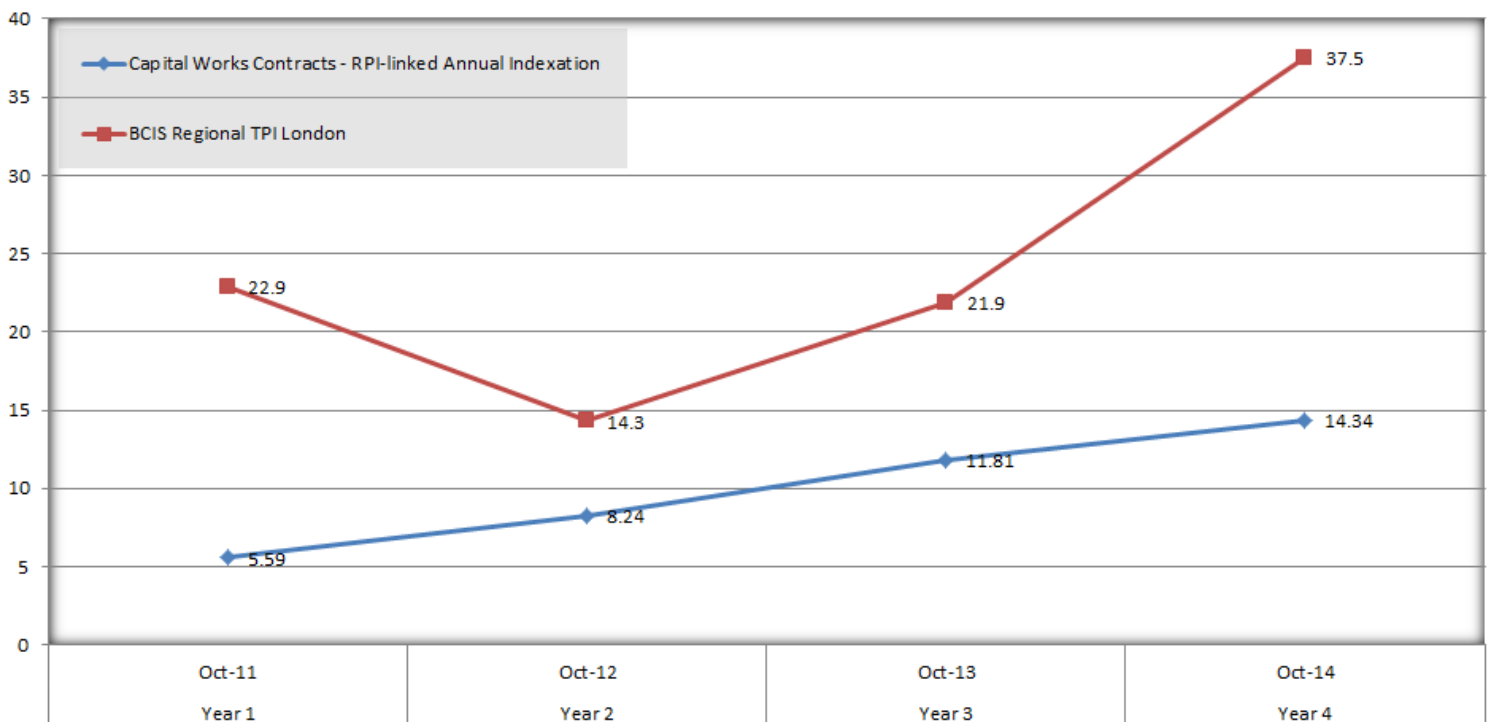
Witness Evidence: Inflation Comparison

Set out below is a comparison between the annual indexation the Council has been paying to its capital works contractors throughout the duration of the current contracts, and what the Building Costs Information Services (BCIS) Tender Price Index (TPI) shows for the same period.

The BCIS TPI is produced for the Department for Business, Innovation and Skills and enables building cost inflation to be measured on a regional basis.

The below information indicates that if the council was to tender on annual or more frequent basis then it would not achieve the same value for money as was achieved by carrying out the large scale tendering exercise in 2010.

	Capital Works Contracts - RPI-linked Annual Indexation	BCIS Regional TPI London
Year 1 (Oct-11)	5.59	22.9
Year 2 (Oct-12)	8.24	14.3
Year 3 (Oct-13)	11.81	21.9
Year 4 (Oct-14)	14.34	37.5



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Agenda Item 1f

Housing Scrutiny Committee 2015/16

Capital Programming – Witness Evidence Plan

Aim: To investigate how contractors are selected; to look at opportunities for using local labour; to explore who determines what works are undertaken.

7 September 2015		
Who / What	Organisation / Purpose	Other key information
Damian Dempsey, Group Leader, Quantity Surveyors – Report / Presentation	Report providing introductory information on several areas set out in the SID.	To include: <ul style="list-style-type: none"> the different types of work carried out, how capital works contractors are procured, the roles of the council acting as a client and a delivery team, how works are communicated to tenants and leaseholders, the overall costs of the service.
Guarantee policies and other written evidence	Providing information on the guarantees received on capital works, roofs, windows, cavity wall insulation, etc.	
Key performance indicator data	To provide the Committee with the latest performance indicator data; to discuss the usefulness of this data; and to consider how the performance of the service can be best evaluated.	To include the known levels of local employment used by the capital works contractors, in accordance with SID.

8 October 2015		
Who / What	Organisation / Purpose	Other key information
Tenants and leaseholders	To inform the Committee of their views on capital programming. In particular, how works are planned, prioritised and communicated.	The views of tenants and leaseholders to be received through – <ul style="list-style-type: none"> Residents' Improvement Taskforce Major Works Consultation (January 2014) and up-to-date action plan. Results of major works telephone survey (September 2015). Summaries of ward councillor case work.
Ward councillors		
Andrew Hunter, Programme Manager (Housing Investment) and Aiden Stapleton, Consultation & Asset Manager – Report / Presentation	To advise the Committee on how the Council's housing assets are managed and how capital works are planned and prioritised.	

Updated key performance indicator data	To provide the Committee with the updated performance indicator data; to discuss the usefulness of this data; and to consider how the performance of the service can be best evaluated.	To include the known levels of local employment used by the capital works contractors, in accordance with SID.
Building inflation data	To provide a general overview of inflation in the building trade, and how this has increased since the capital works contracts were let in 2010.	

16 November 2015		
Who / What	Organisation / Purpose	Other key information
Representatives of the Council's capital works contractors	Mears Projects and Breyer Group. To provide the Committee with the contractor's perspective of the Council's capital programming.	Contractors may be able to compare their experiences of working with other local authorities, the different types of contract they carry out, further information on their use of local labour, and their own planning, prioritisation and communication processes.
Benchmarking information	To make comparisons with the capital works programmes of other local authorities and housing providers.	

Site visit:

Members may wish to carry out a visit to a capital works site.

Key dates:

Draft recommendations: 18 January 2016

Final report: 29 February 2016

SCRUTINY REVIEW INITIATION DOCUMENT (SID)

Review: Capital Programming

Scrutiny Review Committee: Housing Scrutiny Committee

Director leading the review: Simon Kwong

Lead Officers: Christine Short and Damian Dempsey

Overall aim: To investigate how contractors are selected; to look at opportunities for using local labour; to explore who determines what works are undertaken.

Objectives of the review:

- To identify the different types of capital works carried out
- To evaluate how the Council's capital works contractors are procured
- To consider the costs associated with the capital works programme
- To measure the satisfaction of tenants and leaseholders with capital programming
- To consider how works are planned, prioritised, and communicated to tenants and leaseholders
- To consider if capital works can be used to drive local employment
- To identify any areas for improvement

How is the review to be carried out:

Scope of the Review

The review will focus on:

1. Capital Works

- The types of capital works carried out
- Planning processes and asset management data base
- How capital works are prioritised
- Who determines what works are undertaken

2. Procurement of Contractors

- Procurement processes
- Types of contract available
- The quality of completed works and guarantees
- Comparisons with other local authorities and registered providers

3. Local Labour

- Conditions contained within contract
- How much local labour is currently used
- Other options available to encourage this

Types of evidence:

1. Documentary evidence including
 - Contextual report/presentation
 - Service policies and strategies
 - Service evaluations and performance indicators
2. Witness evidence including
 - Officer presentations
 - Representatives of the Council's capital works contractors
 - The views of tenants, leaseholders and ward councillors, including unmediated written evidence
3. Possible site visit

Additional Information:

Programme	
Key output:	To be submitted to Committee on:
1. Scrutiny Initiation Document	13 July 2015
2. Draft Recommendations	18 January 2016
3. Final Report	26 February 2016