



AGENDA FOR THE HOUSING SCRUTINY COMMITTEE

Members of the Housing Scrutiny Committee are summoned to Town Hall on, **3 February 2022 at 7.30 pm.**

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Despatched : 26 January 2022

Membership

Councillor Michael O'Sullivan (Chair)
Councillor Marian Spall (Vice-Chair)
Councillor Valerie Bossman-Quarshie
Councillor Theresa Debono
Councillor Osh Gantly
Councillor Phil Graham
Councillor Jason Jackson
Councillor Gulcin Ozdemir
Dean Donaghey (Resident Observer) (Co-Optee)
Rose Marie McDonald (Resident Observer) (Co-Optee)

Substitute Members

Councillor Gary Heather
Councillor Sara Hyde
Councillor Anjna Khurana
Councillor Roulin Khondoker
Councillor Matt Nathan
Councillor John Woolf
Councillor Mick Gilgunn

Quorum is 4 Councillors



A. Formal Matters

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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

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7. Public Questions

For members of the public to ask questions relating to any subject on the meeting agenda under Procedure Rule 70.5. Alternatively, the Chair may opt to accept questions from the public during the discussion on each agenda item.

B. Items for Decision/Discussion	Page
1. Scrutiny Review - Final Report , Reintegration Programme of PFI 2 Services	7 - 52
2. Mini Scrutiny Review - Communal Heating Final Report and Draft Recommendations	53 - 70
3. Triage System - End of Call Surveys	71 - 74
4. Work Programme 2021/22	75 - 76

C. Urgent non-exempt items (if any)

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

D. Exclusion of press and public

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 press and public during discussion thereof.

E. Confidential/exempt items **Page**

F. Urgent exempt items (if any)

Any 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.

The next meeting of the Housing Scrutiny Committee will be on 21 March 2022

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London Borough of Islington

Housing Scrutiny Committee - 6 December 2021

Minutes of the meeting of the Housing Scrutiny Committee held at Council Chamber, Town Hall, Upper Street, N1 2UD - Islington Town Hall on 6 December 2021 at 7.30 pm.

Present: Councillors: O'Sullivan (Chair), Bossman-Quarshie, Debono, Gantly, Graham and Jackson

Co- opted Members: Rose Marie MacDonald and Dean Donaghey

Also Present: Councillor Dairmaid Ward

Councillor Michael O'Sullivan in the Chair

313 APOLOGIES FOR ABSENCE (Item 1)

Apologies were received from Councillor **Spall, Ozdemir and Bossman-Quarshie for lateness**

314 DECLARATION OF SUBSTITUTE MEMBERS (Item 2)

There were no declarations of substitute members

315 DECLARATIONS OF INTERESTS (Item 3)

There were no declarations of interest

316 MINUTES OF PREVIOUS MEETING (Item 4)

RESOLVED:

That the minutes of the meeting held on **11 November 2021** be confirmed as an accurate record of proceedings and the Chair be authorised to sign them.

317 CHAIR'S REPORT (Item 5)

The Chair stated that a meeting had been held with GEM, which had been constructive, and it had been agreed that the Council would work with GEM and residents in order to improve communication issues to ensure residents got a better service in future, and that performance improved

Reference was made to the availability of spare parts and that the GEM contract did not cover spare parts, however GEM had offered to assist and this would be looked at in the future

The Chair stated that Housing contracts could be subject of a scrutiny review for the Committee at a future date

318 **ORDER OF BUSINESS (Item 6)**

The Chair stated that the order of business would be as per the agenda

319 **PUBLIC QUESTIONS (Item 7)**

The Chair outlined the procedure for Public questions

320 **MAJOR SCRUTINY REVIEW - PARTNERS IMPROVEMENT - WITNESS EVIDENCE (Item B1)**

Ms. Portia Msigmanga, Charteris Road co-op was present and gave witness evidence to the Committee

During the evidence the following main points were made –

- Noted that Portia had been a tenant since 1992 and that she had had a number of repairs carried out on her roof since that time. She expressed concern at the number of repairs to her roof that had taken place during that time, and the length of time scaffolding had been erected at the property, which must be costly to the Council. The Chair stated that scaffolding had been the subject of a scrutiny review and that the review could be circulated to Members
- Noted that she had raised a formal complaint with the Council but had not yet received a response, nearly a year later. The Director of Corporate Housing stated that if she was provided with details she would investigate this
- Noted that some tenants seemed concerned to report repairs, although she had not experienced concerns of this nature when contacting the Council
- In response to a question it was stated that all Council owned properties were available to view on the Council website
- Noted that cyclical repairs were taking place on street properties
- In response to a question it was stated that discussions were taking place with regard to staff transferring to the Council under TUPE from Partners and that a report on progress would be submitted to the next meeting
- Discussion took place as to installation of fire alarms and it was stated that this would be investigated

RESOLVED:

(a) That the scrutiny review on scaffolding be circulated to Members of the Committee for discussion at the March meeting of the Committee

(b) That a report on progress of TUPE staff transfer from Partners be submitted to the next meeting of the Committee

The Chair thanked the witness for attending

321 **HOUSING FIRE SAFETY UPDATE (Item B2)**

Maxine Holdsworth, Corporate Director Housing and Stuart Fuller, Head of Housing Safety and Compliance were present and outlined the report

During consideration of the report the following main points were made –

- Noted Fire Safety Act 2021 is likely to be effective from October 2022. The legislation will impose new duties on the Council as a landlord

Housing Scrutiny Committee - 6 December 2021

- Noted the Council monitors fire safety developments through a number of meetings, as outlined in the report
- The Council has reviewed its investment plans, and refocused them to ensure there are sufficient resources in the building safety programme, ensuring all aspects of building safety are being addressed within a 5 year programme
- A programme of fire safety improvements to the Communal Areas of the Council's high rise residential blocks commenced in 2020
- Noted that the programme to install interlinked smoke/heat detectors, and warning systems in the Council's directly managed properties and Partner street properties is now underway, and gaining momentum
- Noted the employee training and development taking place, and enforcement action taking place from the London Fire Brigade, and the actions being taken in respect of enforcement action on the notice relating to Godfrey House
- FED programme – Council has ongoing programme to replace fire doors that do not meet current fire safety standards or comply with relevant guidance. This was paused due to national concerns about composite, glass reinforced plastic doors, however, since November 2019 the Council has installed 2882 fire doors. There are currently 1136 FED replacements outstanding, which are due to be completed by September 2022
- Noted that visits can be arranged by the Fire Brigade for elderly and vulnerable tenants to advise on fire safety
- Noted that there were payment plans in place for replacement of doors for leaseholders
- In response to a question it was stated that with regard to paragraph 5.2 of the report that monthly reports of all FRA activity for the preceding month, including outcomes from FRA, summary of actions arising, monitoring of overall FRA actions outstanding and tracking of high risk actions could be circulated to Members
- It was noted that training for staff was taking place following the Godfrey House fire and the view was expressed that fire safety training for all staff should be undertaken on a yearly basis
- Reference was made to the boxes containing detailed information for the Fire Brigade on plans for estates in case of fire and that details of these and vulnerable residents are also kept on the Council database which was available at all times
- In response to a question the Executive Member Housing stated that he was in discussions with Housing Associations in regard to improving fire safety in their properties
- Reference was made to paragraph 5.7 of the report in relation to FRA actions in low rise properties and it was stated that an analysis of planned actions could be circulated to Members when available
- The view was expressed that with regard to safeguarding the quicker the Fire Brigade knew information about vulnerable residents in the event of fire the better and measures to improve this should be looked at
- Discussion took place as to whether FP60 or FP30 fire doors should be installed and it was stated that the Borough Fire Commander could be invited to a future meeting of the Committee to discuss fire safety issues
- Discussion took place as to the responsibility for replacing internal doors to properties and it was stated that tenants were advised not to remove internal doors, however if they did this they would need to replace them if they vacated the property, as the Council would not let a property without any such doors being replaced due to fire risks. Tenants were advised to keep doors closed at night

RESOLVED:

- (a) That the Borough Fire Brigade Commander be invited to a future meeting of the Committee to discuss fire safety

- (b) That the report be noted and that the details referred to above in relation to FRA actions be circulated to Members when available

The Chair thanked Maxine Holdsworth and Stuart Fuller for attending

322 **QUARTERLY REVIEW OF HOUSING PERFORMANCE Q2 (2021/2022) (Item B3)**

Councillor Diarmaid Ward, Executive Member of Housing was present and outlined the report

During consideration of the report the following main points were made –

- Noted the number of planning permissions for new Council housing was on target at this point. The number of new council homes started on site was ahead of schedule with 30 homes rather than the 21 planned that quarter
- Number of affordable new homes completed by the Council is on target, however figures are not available for developers at this point
- Noted that number of homeless decisions made in target timeframe and number of households in nightly booked temporary accommodation were not on target
- Noted that number of homeless preventions is off target at this point in the year, and weekly performance monitoring is taking place and best practice training to support staff in meeting this challenging target
- Number of people sleeping rough is off target however the rough sleepers found in the most recent counts have only been sleeping rough for one or two weeks
- Percentage of all lettings provided to Council tenants securing a transfer indicator shows that 169 residents have been supported to move into more suitable accommodation, and whilst this is off target the gap is relatively small
- Percentage of LBI repairs fixed first time is above target but it is a not like for like comparison with the previous year
- Rent arrears as a proportion of rent roll for LBI is on target and arrears have remained stable
- Rent arrears as a proportion of the rent roll for Partner properties is slightly off target
- In response to a question it was stated that there were 14000 on the Council housing waiting list but many would never be eligible for Council housing due to the fact that they did not have enough points
- In response to a question as to when the new properties on the Redbrick Estate would be tenanted it was stated that the contractors had stated that these should be completed for occupation in January and viewings were taking place
- Reference was made to the recent heating problems on the Redbrick Estate and compensation awarded to tenants which had been credited to rent accounts rather than tenants being able to use this money in other ways. The Executive Member Housing stated that he would discuss this matter with officers
- A Member referred to the number of families housed with children under 18 in temporary accommodation and the Executive Member stated that he would e mail Members following the meeting with this information

RESOLVED:

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That the Executive Member Housing be requested to circulate details to Members as to how many families with children under 18 are housed in temporary accommodation

The Chair thanked Councillor Ward for attending

323 **WORK PROGRAMME 2021/22 (Item B4)**

RESOLVED:

That the report be noted

The meeting ended at 9.35 p.m.

CHAIR

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Housing Scrutiny
Planning for the end of the PFI
Partners in 2022

Major Review

FINAL REPORT OF THE
HOUSING SCRUTINY COMMITTEE

London Borough of Islington
3 February 2022

EXECUTIVE SUMMARY

The decision to scrutinise the Council's work in relation to the PFI 2 transfer of properties to the Council from April 2022

The Committee received evidence from witnesses, and was assured that good progress is being made to ensure a successful transfer, and our recommendations are detailed below

1. Introduction

1.1 The Committee commenced the review in 23 November 2020, with the overall aim to ensure that there are robust processes in place, that there is an orderly and effective transfer of Partner properties in 2022, and that the properties are transferred in an acceptable manner in terms of repairs.

1.2 The Committee also agreed to the following objectives:

To scrutinise the capacity of the Council to administer the direct management /maintenance of properties and to ensure that the necessary data required is in place for the transfer of such properties.

2. Recommendations

2.1 That the transfer of PFI 2 properties from April 2022 be communicated to residents as soon as possible, to ensure that they are aware of the transfer, and for relevant contact details of Council officers post April 2022 for the reporting of repairs/issues to be made available

2.2 That the Council ensure that an effective scaffolding plan is put in place, in order to ensure that scaffolding is available for works to PFI 2 properties, and ensure this is linked in to cyclical maintenance, and net zero carbon 2030 works, to ensure efficiency and value for money

2.3 That staff transferring under TUPE be informed of their pension entitlements, and given suitable advice on transfer of pensions and options available

2.4 That regular updates be submitted to the Executive Member Housing and the Executive on the digital information transfer plan which is being put in place to transfer information from Partners to the Council, and that the system is ready for transfer from April 2022. In addition it should be ensured that historic data is transferrable for use by Housing management

2.5 That the Committee welcome the excellent work to date that has taken place on the PFI 2 transfer by the EM Housing and officers, in order to ensure a smooth process

takes place for residents and the Council

- 2.6 That a progress report on the PFI2 transfer be submitted to the Committee, prior to transfer, to identify any outstanding issues and to assess progress of the transfer to date

3. Main Findings

- 3.1 The Committee received evidence during the review, and considered documentary evidence
- 3.2 Evidence from Octavia Housing Association
 - 3.2.1 The Committee also received evidence from Octavia Housing Association, a Housing Association that had similar experience of dealing with street properties of the type that would be returning to the Council, following the transfer of PFI2 properties from Partners
 - 3.2.2 Octavia informed the Committee that in relation to their street properties, issues such as sub-letting, lack of communication with residents, and lack of keys being available in order to get access for works had been experienced. Properties were also often not suitable for disabled access, as often properties were not on the ground floor.
 - 3.2.3 Octavia had a 7/8 year cyclical programme, and it was found that this is more cost effective than day to day repairs, and there were two main contractors engaged to carry out the works. Victorian properties are difficult to carry out repairs on for a variety of reasons. In addition, with regard to planned cyclical maintenance this could provide an opportunity to provide external wall insulation, however it was noted that effective communication with Planning is required in this regard.
 - 3.2.4 The main problems encountered with street properties include roofing works, costs of scaffolding, thermal efficiency, cold/dampness and condensation, and ensuring that staff were trained in responding to condensation issues, and advice was offered to tenants through the Green Energy Doctor service. Often there were also structural issues as many of the properties had been built on London Clay, and there are often issues with external party walls. Noise is also often a problem and whilst Octavia had installed floating floors these had not proved particularly effective
 - 3.2.5 The cost of scaffolding was raised as an issue, as it is often more difficult to erect this on Victorian properties, especially where there is no side access. There is also a high cost to retrofitting homes, and this could be in the region of £20/30k per flat. There would also need to be compliance with fire regulations, which meant that flats had to be accessible. Octavia would be installing a front lobby system in properties so that access can be obtained for works, where necessary

- 3.2.6 Octavia stated that there were not any significant problems with heating in street properties, as they all had gas boilers. Communal heating tends to be installed on newer schemes, and in supported housing blocks
- 3.2.7 The Committee examined the transfer of the PFI Partner properties in April 2022, in order to ensure that there is a smooth transfer back to the Council and that all measures are in place to facilitate this
- 3.2.8 The Committee heard evidence that the PFI Integration Board met regularly and this included the Executive Member Housing, the Director of Housing, Director of Homes and Communities, Property Services, Housing Needs and Strategy and Integration Programme Manager, Heads of Service, representatives of other key partners, including legal, finance and IT. The Committee noted that there were 9 work streams and a Programme Manager had been appointed to whom the workstreams reported to, in order to ensure milestones and delivery targets are met.
- 3.2.9 As stated above the PFI 2 Contract ends with Partners in April 2022, and the properties would come back to the Council. Consultation had taken place, and 92% of residents had been in favour of the properties reverting back to Council control
- 3.2.10 The Committee were also informed that a survey of properties was taking place, to ensure that these properties were handed back in a good state of repair, as tenants had stated that Partners often did not complete satisfactory repairs. The Council had engaged an expert contractor to carry out the condition survey to ensure that work was of a satisfactory standard. Whilst Partner properties should have been completed to the Decent Homes Standard, there is a need to ensure that such information is provided, in order to ensure that qualitative repairs had been carried out by Partners, as well as having quantitative data available
- 3.2.11 The Committee expressed their concern that Partner tenants have had a number of issues with Partners repairs. The Committee were informed that some cyclical repairs had not been undertaken, 3 years after they had been scheduled, and that when repairs had been undertaken the quality of repairs was not satisfactory, and the Committee felt that this situation should be monitored

3.3 Evidence on Partners Handback Survey – Saf Khan LBI Housing and Richard Hand, Ridge Consultants

- 3.3.1 The Committee heard evidence that there are 2 PFI street properties contracts with Partners for Improvement, referred to as PFI 1 and 2
- 3.3.2 PFI 1 began in 2003, and is a 30 year contract, which will end in 2033. PFI 2 began in 2006, and is a 16 year contract and will end in April 2022
- 3.3.3 PFI 2 contract contains 1831 Street properties or blocks with 4002 homes, 2788 tenanted homes, and 1224 leasehold homes. The handback survey was measured against contractual standards

- 3.3.4 The Committee were informed that a Handback survey that had been carried out which enabled the Council to ensure properties are returned in line with contract requirements, and that any repairs identified are carried out by Partners before the end of the contract period. The value of the repairs are held in a retention fund until the repairs are completed. The Council clerk of works signs off repairs on a monthly basis, and the value of completed repairs reimbursed to Partners. The value of any repairs not completed will be retained by the Council
- 3.3.5 The Committee noted that Ridge Consultancy was procured to undertake the surveys on behalf of the Council, and the period of the survey was 6 months. Ridge employed a specialist team to undertake the stock condition survey, and worked with a number of varied clients
- 3.3.6 314 basement flats were surveyed, and 940 other flats and homes were surveyed. Nearly all 1831 roofs, and external surveys, were completed by the end of April
- 3.3.7 The Committee was informed that 5% of external surveys identified a repair, 9% of roof surveys identified a repair, 46% of internal surveys had identified a repair, and no repairs had been found in 56% of homes surveyed. The total value of repairs identified were £446k
- 3.3.8 A schedule of rates was used to price the repairs, and 41 homes related to £151k of the total value of the repair costs, 53% of repairs cost less than £100, and 75% of repairs cost less than £250. The Committee noted the breakdown of costs per repair
- 3.3.9 The Committee also noted the 3 key categories of repairs identified for repairs, as repairs to windows, dampness problems and roof repairs/renewals
- 3.3.10 Window repairs account for 398 individual works at 270 homes, including missing window restrictors, stays, locks, catches, handles, draught seals and other significant repairs include ease and adjust windows, rot, sash cords and renewal/overhaul of windows. The overall value of window repairs amounts to £70537.77 or £177 per repair
- 3.3.11 Damp repairs were carried out in 265 homes, with one instance spotted externally. In addition to damp repairs there will also in some cases the need to redecorate repair, damp survey costs, issues of condensation, temporary repairs, and these accounted for 203 of the 497 repairs identified. Penetrating damp, high meter readings, and water ingress are clear signs of damp/water penetration, and account for 36% of the damp related issues found. Damp issues are predominantly found in basement and ground floor properties, and 21% of homes surveyed identified damp of some kind
- 3.3.12 Roof repairs – most repairs identified on the roofs related to missing, slipped or broken tiles and account for 70% of repairs. The roof photographs show the roofs to be in generally good condition. The largest single costs are scaffolding costs, which

account for 79% of the total roof repair costs.

- 3.3.13 The Committee noted that the next steps to be taken included writing to tenants of basement homes, where access had not been provided, to encourage tenants to raise damp issues, continue to monitor repairs being conducted by Partners, and hold them to complete works to the required standards, focus on all high value repairs and get them signed off, delay payment on high value damp works to ensure all issues fully resolved, and to continue to monitor volumes of repairs being carried out, and timescale for completion by Partners to the end of the contract. In addition, work with Property Services will take place in order to ensure Council retained repairs identified are completed
- 3.3.14 The Committee were informed that Ridge Consultants who had undertaken the surveys were specialists in undertaking stock condition surveys, and had carried out an onsite visual assessment of year of installation, quantity, remaining life and +PFI specific repairs and combined these with schedule of rates and lifecycles and put these into the LBI SAM database
- 3.3.15 Ridge consultants had a 30 year business plan, aligned to other LBI stock had been undertaken and data cloned to provide a 100% output with first renewal and lifecycle repeats
- 3.3.16 Ridge had also undertaken a stock profile, and this consisted of 2663 dwellings, of which 1231 surveyed, 1432 cloned. 1387 blocks (100%) plus review of upshot images were carried out in an extremely challenging year due to the pandemic and access issues
- 3.3.17 The Committee noted that the common issues found were typical of London street properties, better than average condition, evidence of works undertaken, and there is need to continue to maintain such properties. Some issues with dampness, subsidence, window repairs, removed window restrictors etc, that is internal decorations had been found
- 3.3.18 The survey findings also estimated that there would be £162m of costs over 30 years, including leaseholder block costs, low catch up total, and these improvements included £32.4m of wall insulation, excluding revenue allowance, and this equates to £60.8k per unit, however this reduced to £48.7k if wall insulation was excluded. These surveys were conducted free of charge for tenants and leaseholders
- 3.3.19 The Clerk of Works is responsible for signing off repairs, and Partners were providing detailed photographic evidence of completed repairs. The Committee noted that monies were retained in a retention fund until the Council were satisfied repairs had been completed satisfactorily, and this included dampness works
- 3.3.20 Where roofing works were deemed necessary for Health and Safety reasons these would be carried out by Partners, otherwise if they were minor they would be dealt with as part of the future cyclical maintenance programme

3.3.21 The Committee therefore recommend that an effective scaffolding plan be put in place by the Council, in order to ensure that scaffolding is available for works to PFI 2 properties, and that this is linked into cyclical maintenance, and net zero carbon 2030 works, to ensure efficiency and value for money

3.3.22 The problem of draughty homes was also considered. It was noted that this was an issue the Council would need to address in the future with its net Zero carbon targets, however this had not been raised as a specific issue in the survey. There had been issues with window defects that could contribute to draughty homes, and some issues with boiler pressure had been raised. The Committee noted that Green Homes funding has been obtained for a pilot scheme, and this would look at the issues with street properties, in conjunction with University College London . The Committee was also informed that Partners were providing information on boiler replacement and CP12 certification

3.4 Evidence from Matt West and Robert Matthison

3.4.1 The Committee also received evidence from Matt West Assistant Director of Property Services, and Robert Matthison Interim Head of Capital Projects

3.4.2 The Council are preparing to purchase an additional 30 vans, and vehicles to service new staff. Contracts will include clauses to include PFI stock, and discussion were taking place about transfer of work

3.4.3 It was noted that a large number of boilers are at the point of reaching end of life, so there will be considerable boiler replacement in the first few years of transfer. PFI 2 properties will be integrated into the newly formed street properties, team and there will be a dedicated in house team to manage the works

3.4.4 There will be an initial pilot for 5 street properties in July 2021, and information and data will be used to formulate a programme for future years

3.4.5 Members were of the view that the transfer of PFI 2 properties from April 2022 should be communicated to residents as soon as possible, in order to ensure that they are aware of the transfer, and that relevant contact details of officers to report repairs/other issues are made available

3.4.6 The Committee would also like to recognise the excellent work up to date that has taken place on the PFI2 Partner properties by the Executive Member Housing and Council officers to ensure that a smooth transfer takes place

3.5 Evidence from Jon Cumming Digital Services and Rob Willis Law and Governance Digital Services

3.5.1 The Committee received evidence from Jon Cumming, Director of Digital Services on Digital Transformation and from Rob Willis, Law and Governance in respect of the TUPE transfer of TUPE staff

- 3.5.2 The aim of the Digital Transformation project is a project to migrate the records, and data from Partner organisations into the equivalent systems in LBI by 4 April 2022. These partner organisations were United Living for Gas, Rydon for repairs, Hyde for management of service charges.
- 3.5.3 The Committee was informed that it is important to ensure the systems accommodate the growth in transactions, with no loss of performance. The key PFI contract end date is the 4 April 2022, but there is a need to factor in other significant dates, and allow for a long 'run in'. It is also necessary to provide incoming staff with Islington IT equipment in order to transfer effectively.
- 3.5.4 Digital Services recognises the importance of this project to the Council, the PFI2 partners and particularly residents. Dedicated resource in the form of a project manager, and a data analyst, has been put in place. In addition, technical specialists will be working with the vendor community to ensure a successful transition. The Committee were advised of the Data migration conceptual plan timeline, and the high level summary of data matching activity.
- 3.5.5 The Committee noted that there were a number of challenges, such as the issue of time drift, where data captured by Partners has drifted from LBI roots over 15 years. In addition, the contractual end terms of the PFI2 contract requirements for data are dated, and do not include enforceable standards for repatriation. Partners are working with Digital Services to deliver a good standard of data transfer.
- 3.5.6 Digital Services is confident that the system data will be in place by time of transition. There are concerns about how some scanned documents within the repairs system are stored, and how easily they can be migrated into Council IT systems, and linked to the right property. Members noted that although these are mainly historic documents, which should not affect ongoing repairs, it would be useful to track back on specific property issues. This will need to split scanned documents, with tenancy files to support information and storage and access standards. This restructuring will require manual work over some time.
- 3.5.7 The Committee was informed of the progress so far, that it has successfully engaged key internal and external stakeholders, communicated key data items and documents identified to Partners, and work has commenced to transfer these into Council core systems. A Universal property number has been identified, as the key latching point against which all data and documents required from external partners should be indexed, in order to facilitate loading. Commitments have been obtained from Partners against LBI timescales, and details of the plans to achieve this within the stated timescale have been provided by some of the Partner sub-contractors.
- 3.5.8 Initial test data has been received from United Gas repairs and reviewed by Digital Services.
- 3.5.9 In terms of resource planning, consultancy days have taken place with the providers of LBI core systems, in order to prepare the systems for bulk loading. Additional capacity and new servers, staff to assist with data and document loads/testing to

match, and process unstructured documents, separation of amalgamated documents and e-filing of the separated documents will be provided. A key unknown will be need to be resolved in the coming months – how to separate historic/closed data versus live data, dynamic loading and processing of active cases into Council systems, completion of overdue clarifications from Partners regarding record types and volumes, in order to allow the technical Solution Design to be completed

- 3.5.10 The Digital Services component is on track, and progressing on schedule. This is highest priority of the Leadership team recognising the importance to the Council and residents, and the merging of 3 sets of data into a fourth will be challenging, and will require compromise. Digital Services will retain everything in case of emergency, and there will always be the information 'haystack'. Systems are perfectly capable of scaling to meet the load, and expert advice will be taken. Data migrations are never easy, and understanding the data is as important as transferring it. Success will come from the strong collaboration between Digital Services, Housing staff and Partners. The Committee noted that with regard to the data to be in-putted onto the system, housing staff would be involved in the process to ensure relevant data is inputted
- 3.5.11 It was also noted that there was a recovery plan in place especially if the migration to the new system developed problems, that a large amount of testing will have been carried out prior to migration. In relation to data that needed to be provided on gas safety checks, arrangements were in place to ensure regulations were complied with
- 3.5.12 The Committee noted that as the transfer of digital information is vital to ensure the success of the transfer, that the Executive Member Housing and Executive receive regular updates on the transfer information plan from Partners, and that the system is ready for transfer from April 2022, and that historic data is transferrable for use by Housing management

3.6 TUPE transfer of staff

- 3.6.1 The Committee was informed that a TUPE transfer happens when an organisation, or part of it, is transferred from one employer to another, or a service is transferred to a new provider for the same client – a service performed in-house is contracted out, an already contracted out service is moved to a new contractor, a contracted service is taken back in-house
- 3.6.2 Employees automatically transfer to a new employer, and the transfer is on existing terms and conditions. This includes the transfer of accrued rights, pension rights – additional protection under separate legislative provisions, and employees can object to a transfer, in which case they are treated as resigning, and will not transfer. An employer will inform and consult with recognised trade unions, or elected representatives, about the transfer and any measures – measures are changes to working practices, and there is a requirement for compensation of up to 13 weeks gross pay for each employee for failures

- 3.6.3 Prior to transfer there needs to be employee liability information provided, and the new employer needs to plan for incoming employees to minimise disruption, good practice considerations – induction and orienteering, equipment and working areas check, training needs
- 3.6.4 With regard to Employee Liability information, this details the identities of transferring employees, terms and conditions of employment, information on any disciplinary procedure or grievance procedure within the previous 2 years, information on any legal action, and information about any collective agreement
- 3.6.5 TUPE protects against changes to employment terms and conditions, and harmonisation, unless these improve terms and conditions. This ensures that the new employer cannot amend terms of employment to the detriment of employees, if the sole or principal reason is the transfer. It can also not dismiss employees where the sole or principal reason is the transfer. There is limited scope to vary terms of employment, or dismiss transferring employees where there is an economical, technical or organisational change in the workforce. For economic, technical or organisational change reasons, there must be a change in the workforce, for example a restructuring or redundancies
- 3.6.6 The Committee was informed that discussions would be taking place with Trade Unions on the transfer, and it was expected that about 30/35 staff would transfer over
- 3.6.7 The Committee recommend that staff transferring under TUPE be informed of their pension entitlements, and given suitable advice on transfer of pensions and options available
- 3.6.8. The Committee also received evidence from Portia Msimang a tenant at Charteris Road co-operative, where repairs were undertaken by the Council. A number of issues were raised including the length of time scaffolding was erected and poor communication with tenants on repairs and that this should be improved in future

4. Conclusions

- 4.1 The Committee noted the evidence given to the review and that the handover of Partner PFI 2 properties appeared to have been handled effectively and efficiently by the Executive Member Housing and Council officers. In addition, the handback survey has identified the majority of the issues that the Council will need to be aware of following the transfer to plan effectively for the future. The Digital transfer of information is essential to the smooth transfer and the Committee feel that this should be kept under regular review and testing to ensure that this is completed in time for the transfer and is effective
- 4.2 The Committee would like to thank witnesses that gave evidence in relation to the scrutiny and The Executive is asked to endorse the Committee's recommendations.

MEMBERSHIP OF HOUSING SCRUTINY COMMITTEE 2021/22

Councillors: Mick O'Sullivan – Chair
Marian Spall – Vice Chair
Troy Gallagher
Phil Graham
Gulcin Ozdemir
Jason Jackson
Theresa Debono
Valerie Bossman-Quarshie
Osh Gantly

Rose Marie McDonald – PFI Managed Tenants
Dean Donaghey – Directly Elected Tenants

Substitute Councillors:
Councillors : Gary Heather
: Sara Hyde
: Anjna Khurana
: Roulin Khondoker
: Matt Nathan
: John Woolf
: Mick Giglunn

MEMBERSHIP OF THE HOUSING SCRUTINY COMMITTEE – 2020/21

Councillors:

Councillor Michael O'Sullivan (Chair)
Councillor Marian Spall (Vice-Chair)
Councillor Theresa Debono
Councillor Troy Gallagher
Councillor Phil Graham
Councillor Mouna Hamitouche MBE
Councillor Gary Heather
Councillor Gulcin Ozdemir

Co-opted members:

Rose-Marie McDonald – PFI Managed Tenants
Dean Donaghey – Directly Managed Tenants

Substitutes:

Councillor Santiago Bell-Bradford
Councillor Alice Clarke-Perry
Councillor Vivien Cutler
Councillor Osh Gantly
Councillor Sara Hyde
Councillor Jenny Kay
Councillor Roulin Khondoker
Councillor John Woolf

Acknowledgements:

The Committee would like to thank all the witnesses who gave evidence to the review.

Officer Support:

Karen Lucas/ Ian Swift – Interim Director & Director- Housing Needs and Strategy
Hannah Bowman –
Ola Adeoye/Peter Moore – Democratic Services

Witnesses

Octavia Housing

Hannah Bowman –Head of Strategy, Improvement and Partnership

Portia Mssiminga – Charteris Road Co-operative

Harry Weston TMO

Jon Cumming – Head of Digital Services
 Rob Willis – Law and Governance
 Ridge Consultants – Richard Hands
 Saf Khan, Matt West, Robert Matthieson – LBI Housing

Appendix A

SCRUTINY REVIEW INITIATION DOCUMENT (SID)
Review: Planning for the end of the PFI Partners properties in 2022
Scrutiny Review Committee: Housing Scrutiny Committee
Director leading the review: Ian Swift
Lead Officer(s): Hannah Bowman
Overall aim: To ensure that there are robust processes in place to ensure that there is an orderly and effective transfer of Partner properties in 2022 and that properties are transferred in an acceptable manner in terms of repairs
Objectives of the review: <ul style="list-style-type: none"> • To scrutinise the capacity of the Council to administer the direct management /maintenance of properties and to ensure that the necessary data required is in place for the transfer of such properties
How is the review to be carried out: <u>Scope of the review</u> The review will focus on: To examine the survey being carried out in relation to the current state of repair of Partner properties and measures that Partners have taken during the contract to undertake necessary repairs

The principles behind the transfer of Partners staff under TUPE arrangements
 The risks and experience needed to manage Partner properties given that street properties require a different management skills to those of Estate properties
 An assessment to undertake whether copy keys to Partner properties need to be held centrally by the Council for emergency purposes
 An assessment of future planned maintenance works and implications on HRA funding due to termination of the PFI contract

Types of evidence:

PFI Interim Board
 Partners

Other Local Authorities/organisations with experience of management/maintenance of Local Authority properties
 Karen to determine remainder of witnesses

Programme

Key output:	To be submitted to Committee on:
1. Scrutiny Initiation Document	23 November 2020
2. Draft Recommendations	21 September 2021
3. Final Report	3 February 2022

Evidence

- On

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Update on PFI 2 services reintegration

Housing Scrutiny Committee – 3rd February 2022

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Hannah Bowman

Assistant Director, Housing Strategic Business Planning and
Investment



Programme progress overview

- Overall the programme is progressing well, with significant progress against key milestones and the closing down of issues encountered along the way.
- We are working closely with Partners, Hyde, Rydon and United Living on the transfer of services
- Organisational structures are in place for the delivery of services
- The data transfer has progressed well
- TUPE discussions are on-going with the 4 organisations from which staff are transferring, meetings with TUs have taken place and meetings with individual staff are taking place during February and March
- Induction plans are developed
- The programme is entering its final phase as we reach the 8 weeks to service transfer stage
- Receiving teams are working on detailed case handovers for key areas of work, such as litigation cases, disrepair cases, complex tenancy management, advance arrears cases etc.

Programme progress overview

- The risk profile of the programme has significantly reduced, with only a few remaining higher risk items
- These risks include concerns about the retained PFI1 structure, a peak of repairs being needed at handover, not being well prepared for the TUPE transfer and transfer of data and their retained risk status reflecting the impact mainly rather than likelihood at this point.
- Most risks have been mitigated through preparation for the transfer, working through of issues to resolution, the handback survey and subsequent works and sharing of information from Partners to the council's receiving services.

Programme progress overview

- We are closely monitoring the delivery of the hand back survey works
- Sums have been retained for 1253 repair at 895 homes identified by the survey and outstanding on the 11th January 2021
- Each month complete repairs are checked and sums paid back to Partners for completed works
- At the end of December 2021 402 repairs were outstanding at 283 homes – 68% complete, 32% remaining
- Access due to the covid continues to be a problem for completion
- Damp cases and major works are being closely monitored to ensure they are being progressed
- Rydon will continue to carry out these works until the end of the contract
- Sums will be retained at the end of the contract for any incomplete works



Update on transferring staff



TUPE update

	No. of staff on TUPE list	Teams transferring to
Rydon	32	Housing Direct, Survey Team, Customer Services Team, Direct Works Team,
United Living	4	Gas Maintenance Team
Hyde	18	Tenancy Services, Income Team, Home Ownership, Legal Services
SPV	8	Complaints teams, Housing Direct, HPS Administrative Team, Finance, Business Support Teams
Total	62	



TUPE update

- HR are running through due diligence checks with the respective HR representatives from each subcontractor to ensure that those on the list have TUPE rights. A final list of transferring staff will be issued 28 days before the transfer date in line with the regulations
 - Meetings have taken place in November with Rydon, Hyde and Partners staff to welcome them to the council and to explain the process underway
 - ^{Page 2}Collective consultation with the council's unions took place at the end of January running through the council's proposals for integrating the transferring staff
 - 1:1 meetings will be offered to all staff identified on the TUPE list during February with the receiving service leads
 - Group meetings will be held with staff from each subcontractor to talk through any HR related question that transferring staff have
- 

TUPE update

- Partner organisations; Hyde, Rydon and United Living will receive 'Measures Letters' that will set out any changes the council are proposing to implement to transferring staff at the point of transfer – including items such as location, pay date, annual leave year, sick pay entitlement and auto-enrolment into the Local Government Pension Scheme.
- Staff will be provided with FAQs to help inform them about the transfer and answer questions they may have.
- Site specific inductions are being planned for all transferring staff who will receive IT equipment, briefings and training they need to work with us, as well as information about uniforms and vans where applicable.
- Staff will receive welcome letters closer to the date of transfer with individual information about where they should report to on their first day and who will be welcoming them.



Islington Digital Services Data migration update

Jon Cumming
Director of Digital Services

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Three sets of data are required from Partner systems - each to be ingested into Islington's systems in 3 data tranches – historic, last year, and the final month's data.

- Data has been analysed from 42 different partners system
 - ✓ Checked for accuracy, quality, cross referenced in preparation for import into Islington systems
 - ✓ Import processes testing has been completed
 - ✓ Extract 1, historic covering 2006 - 2020, data transfers have been completed. This represents about 90% of all data.
- Final system testing is in progress
- Extract 2, the last year, covering 2020 - 2021, is in progress. This represents about 9% of data.
- Import of data into live Islington systems will run throughout February
- 99% of partners' data will be within Islington by 4th April 2022

Transfer of the last month (the remaining 1%) of Partners' data, will be completed during April 2022.

- Planning session for the handover of work in progress with Partners' Housing, Repairs and Gas teams has been completed
- Planning session for the final data extracts has been completed
- Final data extracts are to be run by partners w/c 4th April
- The data will be transferred to Islington from all partners
- Import of final data sent into Islington systems
- Final data matching comparison will be completed
- Confirmation that no further data transfers are required for missing data
- IT data transfer systems closed and decommissioned

Staff from external partners will join Islington on the 4th April 2022.

- Role types have been identified within Housing, Repairs and Servicing areas to confirm required IT equipment, software and licencing
- 100 Laptops have been purchased, built and set aside in our stores ready for deployment. (Any excess will be used for general issue.)

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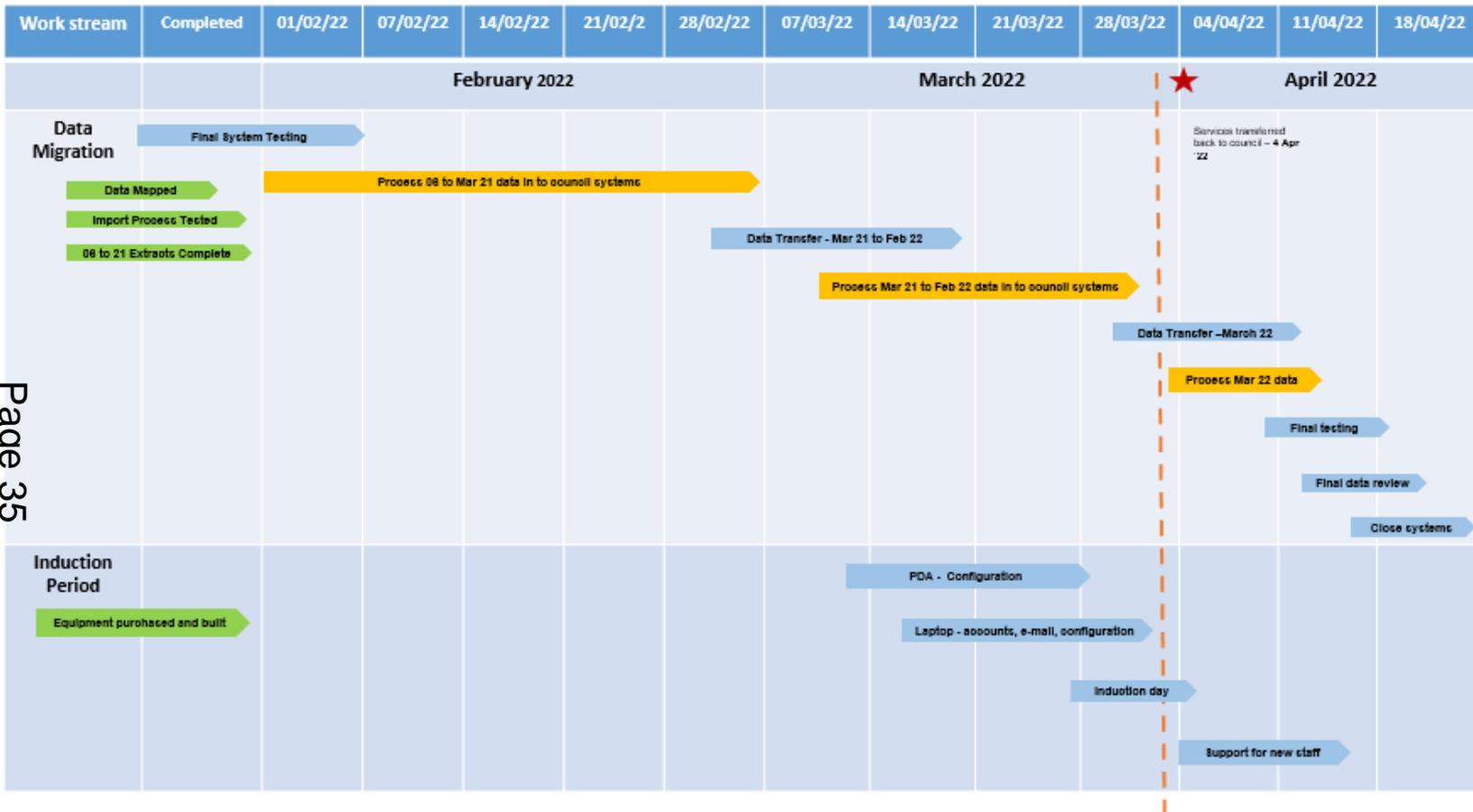
Working with Repairs Teams to set up mobile devices for field operatives

Final configuration of equipment will commence from 9th March for all new starters (when names known)

- There will be an on-site induction day for handover of IT equipment which will also verify access to Islington systems and resolve any outstanding technical issues
- Additional targeted support will be provided over the following week



Data Migration Timelines



The Data Migration aspects of the overall programme are running to schedule with the expected level of quality & accuracy in preparation for the contract handover.

- Data transfers are on track with accuracy and cataloguing exceeding the benchmark
- Laptops and general IT equipment has been provisioned and set aside ready for issue to new staff
- Planning for the final transition is documented & tested



Communications Update

Lynn Stratton
Head of Strategy, Marketing and
Communications



Objectives

- Ensuring residents in PFI2 properties are informed and have their questions answered about PFI2 ending
- Ensuring PFI2 residents know how to report repairs before, during and after the PFI2 contract coming to an end
- Ensuring LBI and Partners' staff are kept up to date about the PFI2 contract ending, and any implications for them and their work
- Ensuring new staff or new staff teams understand what is expected on day one once the PFI2 contract ends
- Ensuring we take a partnership approach with Partners around communications so that messages are joined up

Audiences

Residents

- All tenants in PFI2 properties
- All leaseholders in PFI2 properties
- Non-resident leaseholders in PFI2 properties
- PFI1 tenants and leaseholders

Staff

- LBI Project Team and Partners' Project Team
- LBI and Partners' HR departments
- LBI and Partners' repairs staff, home ownership, tenancy management and gas safety staff
- Frontline LBI staff who signpost residents

Members:

- Cllr Ward
- Executive Members
- All members

Stakeholders

- Unions
- Local media

Oct 2021

- Early Oct 21 - letter to all PFI2 residents
- 18 Oct 21 - article in Partners Gazette – working alongside Partners comms team

Dec 2021/
Jan 2022

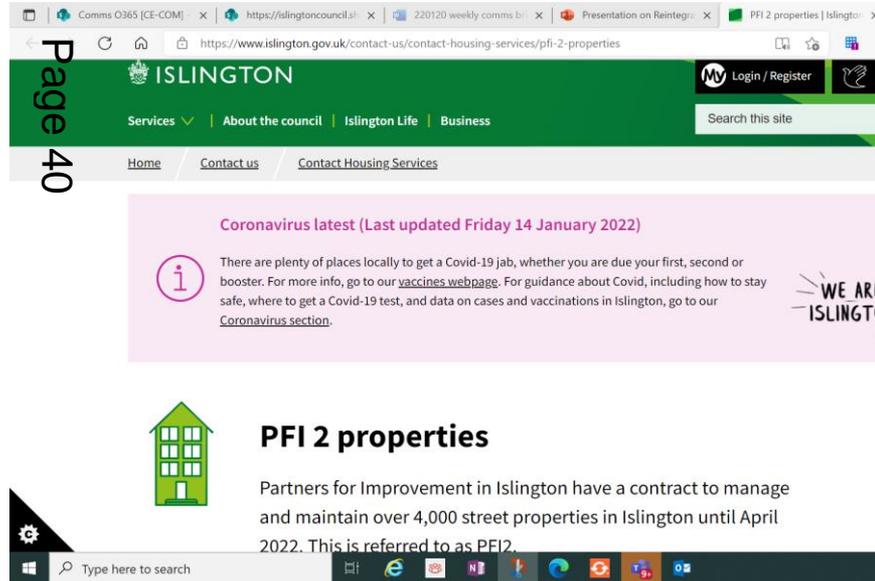
- Updates to council website and Partners website (ongoing)
- Partners ran a consultation with PFI1 Residents forum to ask them what's important to help them plan their way forward for their 'new' service. They are sharing the results with us
- Jan/Feb 22 - article in Partners Gazette
- Presentations from HR to the new staff who may be joining the council

Mar/Apr
2022

- Media briefing
- Article in Partners Gazette
- Letter to all PFI2 residents
- Council and Partners website updates
- New e-bulletins
- News item in IslingtonLife magazine

Partners Gazette October 2021 and council website: www.islington.gov.uk/PFI2

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The screenshot shows the Islington Council website with the following content:

- Browser tabs: Comms 0365 [CE-COM], https://islingtoncouncil.s..., 220120 weekly comms bi..., Presentation on Reinteg..., PFI 2 properties | Islington
- Address bar: https://www.islington.gov.uk/contact-us/contact-housing-services/pfi-2-properties
- Header: ISLINGTON, Login / Register, Search this site
- Navigation: Home, Contact us, Contact Housing Services
- Section: Coronavirus latest (Last updated Friday 14 January 2022). Text: "There are plenty of places locally to get a Covid-19 jab, whether you are due your first, second or booster. For more info, go to our [vaccines webpage](#). For guidance about Covid, including how to stay safe, where to get a Covid-19 test, and data on cases and vaccinations in Islington, go to our [Coronavirus section](#)."
- Section: PFI 2 properties. Text: "Partners for Improvement in Islington have a contract to manage and maintain over 4,000 street properties in Islington until April 2022. This is referred to as PFI2."



The cover of the Partners Gazette Residents' Newsletter for October 2021 features the following elements:

- Logo: "PARTNERS gazette" in white on an orange background.
- Text: "Residents' Newsletter October 2021" in the top right corner.
- Section Header: "Important changes" in large blue font.
- Main Text: "On 4 April 2022, Islington Council's PFI2 contract will come to an end. This means that Islington Council will take over the management of all PFI2 homes from Partners. The main change will be reporting repairs or other housing issues to the council instead of to Partners."
- Left Column Text: "Only residents living in PFI2 homes will be affected by this change. Anyone living in a PFI1 property will NOT be affected, and PFI1 properties will continue to be managed by Partners. If you are unsure if you live in a PFI1 or a PFI2 property you can find out by checking your address on Islington Council's website; visit www.islington.gov.uk/contact-us/contact-housing-services and
- Right Column Text: "scroll down to 'in this section' and then search the PFI1 and PFI2 housing indexes. For now you should continue to report repairs and all housing related issues to Partners in the same way. Islington Council will be writing to all PFI2 residents with more information, including details of how to contact the council for services nearer the time."
- Bottom Banner: "In this issue... register YOUR"

October 2021 letter to tenants and leaseholders

A change to who manages your home

On 4 April 2022, Partners' 'PFI2' contract with Islington Council will come to an end. This means that Islington Council will take over the management of your home from Partners. The main change for you will be reporting repairs and any other housing related issues to the Council instead of to Partners.

If you are receiving this letter it means that you live in a PFI2 property and will be affected by the change. We are working closely with Partners to make this a smooth transition, and we look forward to providing you with our high quality housing services directly. Some of the staff who currently work for Partners will be coming to work at Islington Council, so you may still see the same people carrying out work to your home.

This change is all part of Islington Council's commitment to run high quality services 'in house' – in partnership with, and accountable to you.

Partners will continue to manage your home until 4 April 2022, and for now you should continue to report repairs to them in the same way as you have done previously. We will write to you again nearer the time with more information. You can find further details on our website at www.islington.gov.uk/HousingServices

March 2022 letter to tenants and leaseholders

A change to who manages your home

On 4 April 2022, Partners' PFI2 contract with Islington Council will end. From this date the council will take over the management of your home. You are receiving this letter because you live in a PFI2 property and you are affected by this.

The main change for you will be reporting housing issues like repairs or questions about your tenancy to the council instead of to Partners.

We are working with Partners to make this a smooth transition. Some of the staff who currently work for Partners will be coming to work at Islington Council, so you may still see some of the same people dealing with issues to your home.

We look forward to providing you with our high quality housing services directly from April. This change is all part of Islington Council's commitment to run services 'in house' – in partnership with, and accountable to you.

You can find further information about the PFI2 changes on our website www.islington.gov.uk/PFI2. If you have any questions about this, please get in contact.



FAQs for residents

- How will future planned redecoration and repairs works be carried out to PFI2 properties?
- If I have an ongoing repair or live casework that Partners are managing, will Partners complete this after April 2022?
- Will I need to change my standing order or Direct Debit to pay my rent?
- If I have an ongoing anti-social behaviour or domestic abuse case that Partners are managing, will Partners complete this after April 2022?

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General FAQs

- How do I report a repair to the council?
- What happens if I accidentally report my repair to the wrong place?

FAQs for leaseholders

- I am in the middle of paying for work when the transfer takes place, who will I pay, the council or Partners?
- Will I need to change my standing order or Direct Debit to pay my service charge?
- What happens if I am in arrears for my service charge payments?
- Will my annual service charge bills stay the same?
- Will Partners still charge me after April 2022?
- Will my annual service charge increase?
- Why is the service charge bill I receive estimated?
- How will major works carried out by the council be charged for leaseholders?
- I'm moving and want to rent out my home, what do I need to do?

We're working alongside our **HR and internal comms teams** to support new colleagues

- **Staff who will be TUPE'd over**

- There are a mix of repairs and back office staff from three separate organisations coming over to the council. We are working with HR on presentations to staff working at partner organisations on what to expect when they come and work at Islington Council. We may not know full details about who will be joining us until a month before they arrive

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- We'll be supporting HR and housing colleagues to create 'first day' packs, sort out name badges, uniforms etc to welcome joining staff

- **Existing council staff**

- Briefings for relevant housing teams, managers and front-line staff to ensure they are prepared to welcome new colleagues and can explain the changes to residents
- Wider comms in all staff e-bulletins and the intranet to include welcome message and mark the return of the service

Service Delivery Update – Repairs and Gas Services

Page 4
Matt West

Service Director, Housing Property
Services



Responsive repairs update

Delivery Model:

- Official start date 4th April
- Responsive Repairs delivery through TUPE operatives (PFI Repairs Teams)
- OOH, Drainage, Roofing, Surveying, Adaptations, Asbestos, Gas and Voids services will incorporate the PFI properties
- Delivery will be supported by current Property Service Teams (i.e. repairs, surveying) and external contractors
- Order raised through Housing Direct
- Compliancy work: electrical test, emergency lighting and fire detection (delivered via current contractors)

Cut Over dates:

- Confirmed with Partners:
- Routine 20-day orders (raising/booking orders from 28th March)
- Emergency/Urgent orders (4th April)
- Voids handover 22nd March



Responsive repairs update

Provisions in place:

- Induction 4th April (Brewery Rd/Station Rd)
- Day 1-2: induction, training, driving tests, collecting of equipment & vehicles, ID badges
- Day 3-5 : corporate induction, job shadowing
- In stock: H&S bags, asbestos kits, PPE, uniform
- Currently on order: Vehicles, PDA's, Laptops, Tools

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Expected impact on services and additional demand:

- Agreed WIP to be sent Friday 1st April (potentially 400-600 orders)
- HD to work weekend (2nd -3rd April) raising and booking orders from WIP
- Contractors to assist delivering WIP orders and support the PFI in-house team



Responsive repairs update

Complex cases/disrepair handover:

- Cut over dates confirmed 1st April
- New lawyers shadowing from March
- Fortnightly call over meetings taking place now
- High profile jobs discussed on a case-by-case basis at present
- Legal cost cover for damages/ fees still in negotiation

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1:1 discussions with TUPE staff:

- All TUPE staff (Partners, Rydon, United Living, Hyde) will have group sessions with HR and Property Services management in February
- 1:1 meetings will be held with all TUPE staff and Property Services management February/March



Service Delivery Update – Homes and Communities

Head of
Housing
Partnerships
and
Income
and
Homeownership

Helena Stephenson and Sean Scott
Head of Housing Partnerships and Head
of Income and Homeownership



Homes and Communities update

Tenancy Services – reporting to Head of Housing Partnerships

- 12 TUPEing staff. Delivery model – lift and shift with restructure in 6 – 12 months
- Existing triage team will continue to provide single front door and transactions service to transferring tenants and Housing Advisory team will slot into the triage team from April as roles closely align to this function
- Staff will move into a new Street properties team
- This team will also include the newly created Risk Assurance team, which will carry out fire safety inspections for these tenancies
- Restructure planned for 6 – 12 months, once staff have bedded in and it has become clearer how best to integrate the structures
- 1 – 2 – 1 meetings with incoming staff planned for Feb. Head of Service and Director to lead
- Full induction programme and warm welcome planned for incoming staff – induction packs, training, shadowing etc



Income and Homeownership Services

- Lift and shift of staff
- Account team moving into Income Team and will be included in restructure planned for early 22/23.
- Service Charge Related Posts will report to Home Ownership Unit
- Preparation for handover of ongoing issues and complex cases commenced in Dec 21 with regular meetings and information exchanges between LBI & Partners
- Meetings have been scheduled on 18 & 21 Feb for staff transferring with the Team Manager and Head of Income & Home Ownership

Tenancy Services – casework handover

- Fortnightly 'warm handover' meetings started in January. Aim is to call over all open casework, Hyde to close where possible and where issues are ongoing, ensure that all notes are up to date, actions are clear and handover is seamless
- Key casework areas include:
 - ASB / DVA casework, hoarders & other safeguarding concerns
 - Cases with vulnerability / potentially violent flags
 - Households in temporary accommodation due to risk / repairs reasons
 - Pending successions, assignments, use and occupation accounts, mutual exchanges
- Planning for handover of open transactional service requests (e.g. permissions) and viewings / sign ups etc
- Purpose is to gauge current demand for services, act as a back up to data transfer process and to be prepared should any key staff not TUPE as expected





Scrutiny Review on Communal Heating Mini-Review

FINAL REPORT OF THE HOUSING SCRUTINY COMMITTEE



London Borough of Islington
December 2021

EXECUTIVE SUMMARY

The Committee considered the Council's communal heating systems, given the problems this causes to residents when there is a communal boiler failure.

The Council considered evidence from a number of witnesses, detailed at Appendix A below

RECOMMENDATIONS:

1. That subject to compliance with procurement rules, there should be standardised parts and equipment procured for communal heating systems so that spare parts/replacement parts are available and kept in stock in case of breakdown . Consideration should also be given to an inhouse team to be trained and available for emergency repairs call out.
2. That the council maintain a risk register of boiler plant, and where faults have occurred/likely to occur, and to maintain records in order for the Council to have a history of repair and likely replacement parts that will need to be available in the event of breakdown
3. That in light of the government regulations for end point metering/installation of heat pumps, the Council should explore the possibility of personalised heat tariffs for tenants to reduce fuel poverty . The Committee recognises that the introduction of end point metering/heat pumps, as a result of government legislation, will increase costs for some tenants, and that this introduction should be communicated to tenants in order to ensure tenants are aware that some bills are likely to increase
4. That the future development of new build properties should as be energy efficient as possible, in order to meet net zero carbon 2030, and to have adequate budgets in place in order to achieve this. The council do not want recurring costs in heating plant/repairs, and any risk register adopted should include new build as well as existing plant
5. That the Committee recommend clerk of works inspections, and supervision of works, should be increased in frequency, in order to ensure that plant is installed correctly, and that contract clauses ensure that any subsequent failures of any plant installation are legally enforceable by penalty clauses
6. That whilst the committee do not feel hydrogen technology is well enough advanced, and is unsuitable at present, this situation should be kept in review in the future, if it is shown that heat pump technology is not able to be installed for certain properties, and as hydrogen technology progresses
7. That an investigation be carried out in to the insulation of certain blocks, especially certain tower blocks, where the fabric of the building leads to a substantial heat loss. This is to ensure that any possible remedial action takes place during the major works programme, and adequate heating is able to be put in place to ensure tenants dwellings heating is as effective as possible

8. That the committee welcome the investigation being carried out on the automatic resetting of boiler plant, in order that residents are not without hot water/heating whilst an engineer comes to reset the system, and trust that this is available as soon as possible. In addition, where the fabric of the building allows for substantial heat loss , the resiting of the sensor/s to measure the temperature should be installed in different areas, including external walls of tower blocks to measure average heat temperature in such blocks
9. That the committee note that work is taking place with GEM on the BMS system, and the One Serve System, in order to ensure maximum integration, and sharing of information between the Council and GEM, and that this should be expedited as soon as possible
10. That the Council maintain information on those tenants who have heat pumps installed to ensure that when there is a change of tenancy , that the council are aware of such changes so that heat tariiffs can be adjusted accordingly
11. That further information be provided to leaseholders about the support available to assist them where there is a low carbon solution alternative that is less expensive than a traditional system
12. That the Council promote awareness on the benefit of the Bunhill 2 network, particularly amongst those residents who have been affected by the Bunhill 2 installation works
13. That greater awareness be promoted across different platforms of the dates proposed that the communal heating system is due to shut down for the summer months

1. Introduction

- 1.1 The Committee commenced the review on 12 January 2021, with the overall aim to evaluate the communal heating service provided to approximately 4,000 properties throughout the borough, to identify opportunities for further development and improvement in service delivery, and to consider potential low-carbon alternatives and their implications.
- 1.2 The Committee also agreed to the following objectives:
- a) To evaluate the performance of Islington Council's communal heating services, and to make recommendations on how this may be improved.
 - b) To review examples of gaps and failures in service provision, identifying what went wrong to prevent recurrences going forward.
 - c) To consider if the systems and processes in place are optimal, and if there is scope for further improvement.
 - d) To evaluate how Services communicate with residents, and to identify opportunities for further development, and improvement.
 - e) To consider and evaluate potential options for using low-carbon heating technologies as an alternative to gas-fired communal heating systems.
 - f) To consider communal heating charges and the communal heating season.

2. Main Findings

- 2.1 This report sets out an overview of the Islington communal heating service, the communal boilers, and the homes that they supply. It also includes data on breakdowns, the age of boilers, recent and ongoing difficulties which is detailed along with future plans, and future aspirations.
- 2.2 The Council has responsibility for maintaining its communal heating systems serving circa 4700 homes across the borough, and employs contractors to deliver this service. Our previous contractors, Mitie Property Services, did not perform to satisfaction, and the contract was taken over by the Mears Group in October 2018, forming a new company – Mears Property Services (MPS). Council officers consider that the Council enjoys a good and productive working relationship with the Mears Group, who deliver a substantial part of our main capital programme. The Islington team worked hard with MPS to resolve the contractual problems inherited from the previous contractor, mainly around insufficient resourcing levels, and knowledge of our boiler plant rooms. Unfortunately, problems were not getting resolved with the contractor and despite formal contractual escalation processes being implemented, six months' notice was served in November 2019 to terminate the contract. The Council has learned lessons from this episode, particularly around the procurement process itself.

- 2.3 The council procured a new provider, with GEM Environmental Services formally taking over responsibility for the maintenance of the communal heating service from May 2020.
- 2.4 Prior to commencement of their formal contract, GEM agreed to assist with the maintenance of communal boilers from October 2019 until the contract was officially in place. This was extremely valuable to Islington, as it assisted in covering the period of greatest risk (over the Christmas and new year holiday period) and more or less all the winter months. Since the autumn of 2019, GEM have proved to be a valuable partner, taking a proactive and helpful approach. Since formally taking over the contract, they have worked closely with the in-house engineering team to ensure any legacy issues from the previous provider has been effectively managed. They have done extensive work, and dealt with substantial challenges linked to connecting communal heating plant rooms to the Bunhill 2 Energy Centre. This work is out of the scope of the GEM contract with the council for which they were appointed. Work to the Bunhill2 network has necessitated a substantial increase in resources, and management time from GEM, with little notice and this meant that much of the work planned for them on the boiler plant has not taken priority. Connection to the Bunhill2 Energy Centre has and continues to be a council priority. To address this issue further steps were taken to appoint additional specialists, and contractors, to assist on the Bunhill2 project.
- 2.5 Despite the focus on the Bunhill2 project, GEM have managed to service all of the Islington boiler plant rooms as directed by the contract, and achieve 100% compliancy in terms of gas safety notices.
- 2.6 The Committee were of the view that the Council should promote awareness of the Bunhill2 network, particularly with the residents affected by the Bunhill 2 network installation works.
- 2.7 The Committee also recommend that the Council should promote greater awareness across different platforms of the dates proposed when the communal heating systems on estates is due to shut down for the summer months

3. Repairs Data:

- 3.1 In April 2018, a decision was made to manage the new communal heating contract on a new IT system called One Serve. One Serve is an industry-leading service software package, which allowed details of works undertaken to be collected and shared, updated and monitored allowing for improved business processes and a good customer experience. There is also an expectation that the new IT system would

undergo a period of observation in order to identify improvements, which should be made to further improve the service.

- 3.2 An Excel spreadsheet from One Serve has been generated to provide asset information on boiler plant in the communal heating plant rooms and repair callouts. The table is self-explanatory, and will provide a greater understanding of the communal heating systems throughout the borough, and is attached at Appendix C to the report
- 3.3 The Committee noted that work is taking place with GEM on the BMS (Building Management System) and the One Serve systems, in order to ensure maximum integration, and sharing of information between the Council and GEM, and that this should be expedited as soon as possible
- 3.4 Islington currently has 57 plant rooms, providing a communal heating service to approximately 4700 homes. Most of the plant rooms provide heating, and hot water. In most cases hot water is provided to individual storage tanks within dwellings. This system is described as "individual" in column I of the enclosed spreadsheet. Although this is sometimes considered old technology, the design ensures that residents have some supply of hot water, even if the main boiler breaks down. Heat Interface Units (HIUs) have recently become more popular for communal heating systems, as they can provide hot water on demand at mains pressure and they provide greater efficiency over traditional systems. However, unless there is suitable space in the plant rooms for communal hot water storage, HIUs will not include stored hot water so, although very efficient, they can result in almost instant loss of hot water in the event of boiler breakdown.
- 3.5 Information on the age of the boilers and infrastructure (pipework and radiators) is also set out in the spreadsheet (Appendix C). Due to the format in which information is collected, specific detail on breakdowns is difficult to represent accurately. On the first tab of the spreadsheet details of significant breakdowns that have caused an outage for five days or more since April 2018 are included, (five days being the trigger point for the council paying residents compensation). It should be noted that there have been relatively few occasions where this situation has arisen.
- 3.6 The total number of responsive call outs received is also provided in the second tab of the spreadsheet. In contrast to major breakdowns this appears surprisingly high. There are many thousands of callout orders, and significant time and resource would be required to interrogate the detailed narrative on each call out, in order to determine the exact nature of the problem. Further work to the One Serve system will be required to enable capture of more specific information from data fields. From past experience when a communal plant fails, communications are received from

many residents, as would be expected. Each call will be recorded in the data provided as a further possible callout.

- 3.7 In addition to system failures, a portion of call outs will also be received from individual flats where the problem is local to just one flat, and in some cases just one radiator (eg. a curtain draped around the thermostatic radiator valve can stop the radiator from warming up). So caution must be exercised when interpreting this data. Increased calls generally occur at the end of the communal heating season when communal heating is switched off for the summer
- 3.8 The Committee are of the view that subject to procurement rules, there should be a standardised parts and improvements procured for communal heating systems in order that spare parts/replacement parts are available and kept in stock. Consideration should also be given to an in-house team that can be trained and available for emergency repairs call out
- 3.9 The Committee feel that the Council should also maintain a list of boiler plants, and where faults have occurred/likely to occur and the Council have a history of repairs and likely replacement parts that will need to be available in the event of breakdown

4. Evidence received from Rob Jack of London Borough of Hackney

Rob Jack, Mechanical and Electrical Manager, L.B.Hackney gave evidence to the Committee on the communal heating systems in operation at Hackney

- 4.2 Hackney has 68 plant rooms serving 3308 properties consisting of both tenants and leaseholders
- 4.3 The efficiency of the pipework and materials in individual properties was insufficient, and 47% of the plant rooms serviced only 11% of the properties, and 32 of these plant rooms only serviced 361 properties. L.B.Hackney are seeking to rationalise the number of plant rooms and a review has been carried out to ascertain the most efficient way of servicing the properties
- 4.4 The Committee were informed that the communal heating systems at L.B.Hackney were maintained by the DLO, however during the pandemic a contractor had assisted
- 4.5 The Committee noted that there had been no significant issues with the failure of communal heating systems in the previous 12/18 months, and work is taking place with a consultant to ascertain the best method of providing heating to tenants/leaseholders in the future. The Consultant had recommended heat pumps and a heating network, however these would take a long time to install and also could be prone to breakdown for a number of reasons

- 4.6 Another option was green hydrogen, but at the moment this was expensive and it did meet net Zero Carbon requirements
- 4.7 The Committee were of the view that whilst they did not feel that hydrogen technology is well enough advanced at present, this situation should be kept under review in the future, if it is shown that heat pump technology is not able to be installed for certain properties
- 4.8 The Committee noted that Council communal heating system is the cheapest option over a 40 year period, and there is no intention to replace these at the moment but to rationalise them. Members were informed that the boilers in the plant rooms were not used constantly in order to preserve their life and risk of breakdown as back up boilers were available
- 4.9 The Committee were informed that in relation to new build properties in L.B. Hackney these are serviced by a communal boilers, but there is a back-up system boiler in the event of the boiler failing, however from 2025 individual gas boilers could not be installed

5. Comparison with evidence from London Borough of Hackney with London Borough of Islington

- 5.1 Information and evidence presented to Housing Scrutiny Committee from LB Hackney referred to 32 out of their total of their 68 boiler plants supplying just 361 properties. This is an average of just 11 properties per boiler plant. In other words, nearly half their boiler plants are serving approximately 11 properties each. Where situations like this arise, a communal boiler plant is not economically viable, as the capital costs associated with the plant are disproportionately high when broken down per property.
- 5.2 In Islington there are only 13 boiler plants that serve 20 units or less, 10 boiler plants, which serve between 50 and 100 units and 14 boiler plant, which serve 100 or more units.

6. Evidence from Simon Kwong, Housing Director and Garrett McEntee, Technical Services Manager

- 6.2 It was noted that in Islington there were 4700 homes connected to the communal heating system, and that there are opportunities to utilize energy from the existing Communal Heating plant, and also the Bunhill Heat and Energy plant. Heat could be generated from the Communal Heating Plant, and pumped into local housing estates connected to communal heating systems. This will help address targets set in the Energy Conservation Act 2000 and to eradicate fuel poverty. It will also help to reduce levels of greenhouse gases

- 6.3 The benefits of communal heating include, helping to support the objectives in the current corporate plan, decent and affordable homes, making homes easier to keep warm and more affordable to heat due to the installation of communal heating system, and help break the cycle of fuel poverty
- 6.4 It is generally recognized that communal heating, in conjunction with decentralized energy schemes, will provide a more economical source of heating and hot water than individual boilers. Paying a flat rate also enables tenants to budget more easily, as the heating costs are included in the monthly service charge. Communal heating also used consistently less energy than an individual heating system by a range of 7.5%-11%. Communal heating also reduces the risk of illnesses associated with condensation or dampness, which can have negative health impacts
- 6.5 The disadvantages of communal heating are that significant upfront capital investment costs are needed, there is potential to generate substantial bills for leaseholders living in blocks where works are carried out, it is difficult to provide a fair and equitable service where blocks vary in terms of energy requirements, and there is a balance to be achieved between service provided and energy costs and CO2 emissions. In addition, complex engineering projects can result in long lead in times, and crucially can be subject to catastrophic failure when there is a breakdown, creating hardships for residents connected to the communal system. Reaction times to breakdowns can be slow due to the complexity of the infrastructure equipment
- 6.6 The Committee noted that with regard to new builds, all new build developments are required to contribute to the development of decentralized energy schemes, including by connecting to the current district heating networks, where these exist, within the proximity of the development
- 6.7 The Committee were of the view that future development of new properties should be as energy efficient as possible, in order to meet net Zero Carbon 2030, and to have adequate budgets in place in order to achieve this. The Council do not want recurring costs in heating plant/repairs, and any risk register adopted should include new build as well as existing homes
- 6.8 The Committee also are of the view that Clerk of Works inspections, and supervision of works, should be increased in frequency, in order to ensure that any plant is installed correctly, and that contract clauses are put in place in order that any contract clauses ensure that subsequent failures of any plant installations are legally enforceable
- 6.9 In addition in the light of Government regulations for end point metering/installation of heat pumps, the Council should explore the possibility of personalized heat tariffs for tenants to reduce fuel poverty. The Committee recognizes that the introduction

of end point metering/heat pumps, as a result of Government legislation will increase costs for some tenants, and that such introduction should be communicated to tenants in order to inform them some bills are likely to increase

- 6.10 The Committee are also of the view that the Council should maintain information on those tenants who have heat pumps installed, to ensure that where there is a change in tenancy, that the Council are aware of such changes so that heat tariffs are adjusted accordingly
- 6.11 In addition the Committee recommend that further information be provided to leaseholders about the support available, where there is a low carbon solution that is less expensive than a traditional system
- 6.12 There is a 7 year future programme of works, and an asset management plan process prioritization of future works, in collaboration with other programmes of work. There is also the need to identify the feasibility, condition, and lifespan criteria to identify need and stakeholder involvement in future programmes
- 6.13 The Committee noted that there were certain blocks, especially tower blocks, where the fabric of the building leads to a substantial heat loss. This is to ensure that any possible remedial action takes place in the major works programme, or where new heating systems installed, so that tenants heating systems are as effective as possible
- 6.14 The Committee was informed that recent problems on one particular estate on the resetting of the boiler system on the estate after a fault had led to delays to the switching back on of the system. The Committee welcome the investigation being carried out to reset such boiler systems automatically, rather than an engineer being called out in future, in order that residents are not without heating/hot water for as shorter time as possible. In addition, where the fabric of the building allows for substantial heat loss, the resiting of sensor/s to measure the temperature should be installed in different areas, including external walls of tower blocks, to measure the average temperature in such blocks

7. Conclusions

- 7.1 The Committee have explored the current communal heating systems in place in Islington and the problems that tenants have experienced with breakdowns, that have often led them to being without heating and hot water, in some cases, for an unacceptable period of time.
- 7.2 The Committee's recommendations, if adopted by the Executive, should ensure that where these breakdowns occur tenants are not without heating or hot water for such long periods and measures are in place for a much speedier repair to the system to take place. In addition the Committee felt that heat loss to dwellings, especially in tower blocks was an important issue to be addressed, and remedial

works taking place where possible where major works were planned to maximise efficiency savings and disruption to tenants.

- 7.3 The Committee would like to thank witnesses that gave evidence in relation to the scrutiny and The Executive is asked to endorse the Committee's recommendations.

APPENDIX A

MEMBERSHIP OF THE HOUSING SCRUTINY COMMITTEE 2021/22

Councillors:

Michael O'Sullivan
Marian Spall
Theresa Debono
Phil Graham
Valerie Bossman-Quarshie
Gulcin Ozdemir
Jason Jackson
Osh Gantly
Rose Marie McDonald – PFI Managed Tenants
Dean Donaghy – Directly Managed Tenants

Substitute Councillors:

Gary Heather
John Woolf
Mick Gilgunn
Sarah Hyde
Matt Nathan
Roulin Khondoker

MEMBERSHIP OF THE HOUSING SCRUTINY COMMITTEE – 2020/21

Councillors:

Councillor Michael O'Sullivan (Chair)
Councillor Marian Spall (Vice-Chair)
Councillor Theresa Debono
Councillor Troy Gallagher
Councillor Phil Graham
Councillor Mouna Hamitouche MBE
Councillor Gary Heather
Councillor Gulcin Ozdemir

Co-opted members:

Rose-Marie McDonald – PFI Managed Tenants
Dean Donaghey – Directly Managed Tenants

Substitutes:

Councillor Santiago Bell-Bradford
Councillor Alice Clarke-Perry
Councillor Vivien Cutler
Councillor Osh Gantly
Councillor Sara Hyde
Councillor Jenny Kay
Councillor Roulin Khondoker
Councillor John Woolf

Acknowledgements:

*The Committee would like to thank all the witnesses who gave evidence to the review.
Rob Jack – L.B.Hackney, Simon Kwong, Garrett McEntee, - LBI Housing, Paul Harris, Harry
Weston Co-op*

Officer Support:

*Simon Kwong, Garrett McEntee – LBI Housing
Ola Adeoye/Peter Moore – Democratic Services*

SCRUTINY REVIEW INITIATION DOCUMENT (SID)
Review: Review of Communal Heating
Scrutiny Review Committee: Housing Scrutiny Committee
Director leading the review: Simon Kwong/ Matthew West, Director Housing Property Services
Lead Officers: Christine Short / Robert Matthison (Head of Capital Programme Delivery) & Garrett McEntee
<p>Overall aim:</p> <p>Mini Review: to evaluate the communal heating service provided to approximately 4,000 properties throughout the borough, to identify opportunities for further development and improvement in service delivery, and to consider potential low-carbon alternatives and their implications.</p>
<p>Objectives of the review:</p> <ul style="list-style-type: none"> • To evaluate the performance of Islington Council's communal heating services, and to make recommendations on how this may be improved. • To review examples of gaps and failures in service provision, identifying what went wrong so as to prevent recurrences going forward. • To consider if the systems and processes in place are optimal, and if there is scope for further improvement. • To evaluate how services communicate with residents, and to identify opportunities for further development and improvement. • To consider and evaluate potential options for using low-carbon heating technologies as an alternative to gas-fired communal heating systems. • To consider communal heating charges and the communal heating season.
<p>How is the mini review to be carried out:</p> <p><u>Scope of the mini review</u></p> <p>The review will (in written reports and likely one or two meetings) focus on:</p> <p>Providing information on the scope of the service as well as performance information. Examples of gaps and failures in service provision, and any lessons learned from these. Potential system and process improvements Whether there are lessons to be learned from comparable boroughs which provide a similar service.</p>

New low-carbon heating technologies and any cost/benefit analyses for these.

Types of evidence:

Written evidence from officers

Performance data

Witness evidence from another borough operating a similar service.

Additional Information:

To consider any useful comparators as part of a 12 month review if required.

In carrying out the review the committee will consider equalities implications and resident impacts identified by witnesses. The Executive is required to have due regard to these, and any other relevant implications, when responding to the review recommendations.

Programme

Key output:	To be submitted to Committee on:
1. Scrutiny Initiation Document	12th January 2021
2. Draft Recommendations	11 November 2021
3. Final Report	11 November 2021

Appendix C

Boiler house	Blocks served	Compliance		Communal Service provided	Hot water source	No of dwellings	No of Leaseholders	Estimated pipework and radiator installation date	GEM Dilapidation surveys			- data collated		Communal heating maintained by other
		Annual service date	No of boilers						Estimated Boiler Installation date	Contractor Condition Assessment	Plant Survey date	No of boiler house breakdowns (4+ days) since 1 April 2018	Breakdown dates	
ADAMS PLACE COMMUNAL BOILER	Adams Place	21/12/2020	4	heating & hot water	Decentralised/individual	42	11	2013/14	2013	Fair/good	07/07/2020	2	16 Sept 2019 (5 days) 22 Oct 2019 (5 days)	
AUBERT COURT BOILER HOUSE	Aubert Court	06/10/2020	3	heating & hot water	Decentralised/individual	98	26	10+ years	15+ years	Fair	06/06/2020	0		
BARNABAS HOUSE BOILER HOUSE	Barnabas House	02/10/2020	4	heating & hot water	Centralised/Communal	36	19	10+ years	10 years	Fair	12/03/2020	1	3 Oct 2020 (7 days)	
BERESFORD LODGE COMMUNAL BOILER	Beresford Lodge	10/09/2020	4	heating & hot water	Decentralised/individual	16	2	10+ years	10+ years	Fair/Poor	30/06/2020	0		
BEVIN COURT BOILER HOUSE	Bevin Court, Holford House	22/12/2020	3	heating & hot water	Decentralised/individual	130	37	10+ years	2004 - 2009	Fair	16/07/2020	0		
BRAITHWAITE HOUSE BOILER HOUSE	Braithwaite House	07/10/2020	2	heating & hot water	Decentralised/individual	108	22	2012/2013	2013	Good	23/07/2020	0		
BRUNSWICK ESTATE BOILER HOUSE	Brunswick Close, Emberton Court, Mulberry Court, Wyclif Court	05/03/2020	4	heating only	n/a	243	36	10+ years	2018	Fair	20/03/2020	0		
BUXTON ROAD BOILER HOUSE	Ashbrook Road, Holland Walk, Buxton Road, Scholefield Road, Mowatt Close	04/12/2020	3	heating & hot water	Decentralised/individual	337	146	2012/13	2008	Fair	05/06/2020	4	14 Aug 2018 (6 days) 20 March 2019 (6 days) 23 April 2019 (4 days) 14 Oct 2019 (4 days)	
1-20 CALSHOT STREET COMMUNAL BOILER	1-20 Calshot Street	17/09/2020	2	heating & hot water	Decentralised/individual	20	0	10+ years	10+ years	Fair	02/06/2020	0		
21-40 CALSHOT STREET COMMUNAL BOILER	21-40 Calshot Street	17/09/2020	2	heating & hot water	Decentralised/individual	19	3	10+ years	10+ years	Fair	02/06/2020	0		
41-60 CALSHOT STREET COMMUNAL BOILER	41-60 Calshot Street	17/09/2020	2	heating & hot water	Decentralised/individual	19	4	10+ years	10+ years	Fair	02/06/2020	0		
61-93 CALSHOT STREET COMMUNAL BOILER	61-93 Calshot Street	17/09/2020	2	heating & hot water	Decentralised/individual	32	0	10+ years	10+ years	Fair	02/06/2020	0		
COATBRIDGE HOUSE COMMUNAL BOILER	Coatbridge, Airdrie Close	08/10/2020	2	heating & hot water	Decentralised/individual	21	19	10+ years	2003	Fair	10/06/2020	0		
COATBRIDGE NORTH BOILER HOUSE	Coatbridge House	09/10/2020	2	heating & hot water	Decentralised/individual	90	13	10+ years	2003	Fair	19/06/2020	0		
1-20 COLEMAN MANSIONS COMMUNAL BOILER	1-20 Coleman Mansions	16/11/2020	1	heating & hot water	Decentralised/individual	20	6	2012/2013	2012	Fair	19/06/2020	0		
21-40 COLEMAN MANSIONS COMMUNAL BOILER	21-40 Coleman Mansions	16/11/2020	1	heating & hot water	Decentralised/individual	20	9	2012/2013	2012	Fair	19/06/2020	0		
2 DALMENY AVENUE	2 Dalmeny Avenue, Bramber House, John Barnes Library	scheduled for w/c 3 May	3	heating & hot water	Decentralised/individual	16	0	2019/20	2019/20	VGood				
DAREN COURT COMMUNAL BOILER	Daren Court	30/11/2020	8	heating & hot water	Centralised/Communal	90	7	2009	2009	Fair	09/07/2020	0		
DELHI OUTRAM COMMUNAL BOILER	Brydon Walk, Wheeler Gardens, Outram Place, Bingfield Street, Haverlock Street, Copenhagen Street, Delhi Street, Campbell Walk, Vibart Walk, Lawrence Place,	10/11/2020	16	heating & hot water	Decentralised/individual	247	106	10+ years	2016	Fair	16/06/2020	0		
DOVER COURT ESTATE BOILER HOUSE	Romford House	scheduled for w/c 3 May	3	heating & hot water	Decentralised/individual	70	0	2019/20	2019/20	VGood				
DUNCOMBE ROAD COMMUNAL BOILER	St Johns Way, Duncombe Road, Mulhern Road, Ashbrook Road	22/09/2020	16	heating & hot water	Decentralised/individual	234	105	10+ years	15+ years	Fair/Poor	05/06/2020	0		
EARLSFERRY WAY BOILER HOUSE	Earlsferry Way	23/09/2020	3	heating & hot water	Decentralised/individual	89	34	10+ years	20+ years	Fair/Poor	02/06/2020	0		
FINSBURY ESTATE BOILER HOUSE	Michael Cliffe House, Patrick Coman House	20/01/2021	6	heating & hot water	Decentralised/individual	328	44	2015/2016	2015	Good	24/03/2020	0		
GOODINGE BOILER HOUSE	Goodinge Road, Belle Isle, Mary Telby	scheduled for w/c 3 May	3	heating & hot water	Decentralised/individual	23	4	2019/20	2019/20	VGood				
HALF MOON CRESCENT BOILER HOUSE	Halfmoon Crescent	22/01/2021	3	heating & hot water	Decentralised/individual	32	17	10+ years	10+ years	Fair	20/03/2020	1	7 Dec 2018 (5 days)	
HATHERSAGE COURT	Hathersage Court	12/05/2020	4	heating & hot water	Decentralised/individual	69	15	2020	2019/2020	V. Good				
1-15 HALTON MANSIONS COMMUNAL BOILER	1-15 Halton Mansions	23/04/2020	3	heating & hot water	Decentralised/individual	16	3	2013/2014	2014	Fair	16/06/2020	1	23 Sept 2020 (7 days)	
17-39 HALTON MANSIONS COMMUNAL BOILER	17-39 Halton Mansions	23/04/2020	3	heating & hot water	Decentralised/individual	24	4	2013/2014	2014	Fair	16/06/2020	0		
57-72 HALTON MANSIONS COMMUNAL BOILER	57-72 Halton Mansions	23/04/2020	3	heating & hot water	Decentralised/individual	16	5	2013/2014	2014	Fair	16/06/2020	0		
73-96 HALTON MANSIONS COMMUNAL BOILER	73-96 Halton Mansions	23/04/2020	3	heating & hot water	Decentralised/individual	16	5	2013/2014	2014	Fair	16/06/2020	0		
97-112 HALTON MANSIONS COMMUNAL BOILER	97-112 Halton Mansions	23/04/2020	3	heating & hot water	Decentralised/individual	16	4	2013/2014	2014	Fair	16/06/2020	0		
HAZELVILLE ROAD COMMUNAL BOILER	Hazelville Road, Westacott Close, Partington Close, St Johns Way	15/09/2020	4	heating & hot water	Decentralised/individual	337		10+ years	2019	Good	19/06/2020	0		
HENFIELD CLOSE COMMUNAL BOILER	Henfield Close	17/12/2020	6	heating & hot water	Decentralised/individual	75	31	2013/2014	2014	Good	23/03/2020	0		
HERONGATE HOUSE COMMUNAL BOILER	Herongate House	09/10/2020	3	heating & hot water	Decentralised/individual	34	0	10+ years	2007	Fair	30/06/2020	0		
JESSOP COURT COMMUNAL BOILER	Jessop Court	30/11/2020	3	heating & hot water	Decentralised/individual	41	15	10+ years	10+ years	Fair	16/06/2020	0		
LOCKHART CLOSE COMMUNAL BOILER	Lockhart Close	17/10/2020	3	heating & hot water	Decentralised/individual	32	12	2012/2013	2012	Good	07/07/2020	1	9 Dec 2020 (4 days)	
1-20 LYON HOUSE COMMUNAL BOILER	Lyon Street	09/11/2020	3	heating & hot water	Decentralised/individual	20	0	2015	2015	Good	25/06/2020	0		

MACCLESFIELD HOUSE COMMUNAL BOILER	Macclesfield House	22/01/2021	2	heating & hot water	Centralised/Communal	65	15	10+ years	2020	Vgood		2	23 Oct 2019 (5 days) 14 June 2020 (4 days)	
NEWBERRY HOUSE COMMUNAL BOILER	Newberry House	14/10/2020	4	heating & hot water	Decentralised/individual	54	35	10+ years	2010	Fair/Poor	02/06/2020	0		
PARTRIDGE COURT COMMUNAL BOILER	Partridge Court	07/10/2020	2	heating & hot water	Decentralised/individual	13	3	10+ years	20+ years	Fair	21/07/2020	0		
24-58 PAUNTLEY STREET COMMUNAL BOILER	Pauntley Street	10/12/2020	3	heating & hot water	Decentralised/individual	42	17	2013/2014	2014	Good	23/03/2020	0		
41 PONDER STREET BOILER HOUSE	Centurian Close	26/06/2020	2	heating & hot water	Decentralised/individual	8	36	2019/20	2019/20	VGood				
PRESIDENT HOUSE	Kings Square Central Street, EC1V	N/A		Block served by Rahere House boilers heating & hot water	Centralised/Communal	94	36	10+ years	2020	Vgood				
QUAKER COURT COMMUNAL BOILER	Quaker Court	08/10/2020	3	heating & hot water	Decentralised/individual	16	37	10+ years	10+ years	Fair	23/07/2020	0		
RAHERE HSE BOILER HOUSE	Kings Square Central Street, EC1V	21/01/2021	3	heating & hot water	Centralised/Communal	97	13	10+ years	2020	Vgood		0		
STEADMAN COURT	Steadman Court, Redbrick Estate, Old Street, EC1V	24/01/2021	4	heating & hot water	Decentralised/individual	53	21	2018/2019	1999	Fair/good	28/08/2020	0		
RIVERSDENE COMMUNAL BOILER	Riversdene	26/03/2020	2	heating & hot water	Decentralised/individual	35	5	10+ years	2008	Fair	30/06/2020	0		
SALTDENE COMMUNAL BOILER	Regina Road	25/09/2020	3	heating & hot water	Decentralised/individual	42	7	10+ years	2008	Fair	05/06/2020	1	22 March 2019 (4 days)	
SANDERS WAY COMMUNAL BOILER	Bretton House, Sanders Way	23/09/2020	3	heating & hot water	Decentralised/individual	146	31	2018/2019	2004	Fair/good	19/06/2020	0		
SPA GREEN ESTATE COMMUNAL BOILER	Sadler House, Tunbridge House, Wells House	29/09/2020	3	heating & hot water	Centralised/Communal	132	43	10+ years	2004	Fair/Poor	24/03/2020	0		
ST LUKES ESTATE COMMUNAL BOILER	Godfrey House, Paterson Court, Newland Court	19/01/2021	4	heating & hot water	Decentralised/individual	226	84	10+ years	2012	Good	20/03/2020	1	22 Dec 2020 (7 Days)	
STAFFORD CRIPPS ESTATE COMMUNAL BOILER	Parmour Court, Cotswold Court, Sapperton Court	23/01/2021	5	heating & hot water	Centralised/Communal	180	45	2008/2009	2013	Fair/good	17/03/2020	2	24 Dec 2018 (4 days) 21 March 2019 (6 days)	21
VICKERY/BARTHOLOMEW COMMUNAL BOILER	Bartholomew Court, Redbrick Estate, Old Street, EC1V	24/01/2021	7	heating & hot water	Decentralised/individual	60	32	2018/2019	2019	Vgood	21/07/2020	0		
STRANRAER HOUSE COMMUNAL BOILER	Stranraer Way	09/11/2020	2	heating & hot water	Decentralised/individual	72	21	10+ years	2003	Fair	19/06/2020	0		
TURNPIKE HOUSE BOILER HOUSE	Turnpike House	21/01/2021	4	heating only	n/a	163	26	10+ years	2018-19	Fair	17/03/2020	0		
WOODSTOCK HOUSE COMMUNAL BOILER	Woodstock House	23/10/2020	2	heating & hot water	Centralised/Communal	27	12	10+ years	10+ years	Fair/Poor	30/06/2020	0		
COWDENBEATH PATH	Harry Weston Estate - 11 blocks	CO-OP responsible.	3	heating & hot water	Decentralised/individual	124	76	40+ years	2014	Fair/Good	15/01/2020			Maintained by Co Op
BRICKWORKS	Ivy Hall		2	heating & hot water	Decentralised/individual	23	0	2017/18	2017/18	VGood				
KINGS SQUARE PHASE 1	Eva Martin Crt, Tardew Court, Kings Square Central Street, EC1V	turnpike	3	heating & hot water	Decentralised/individual	47	0	2018/19	2018/19	VGood				

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Report of: Jo Murphy – Service Director – Homes and Communities

Meeting of	Date	Ward(s)
Housing Scrutiny Committee	3 February 2022	All

Delete as appropriate		Non-exempt
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Subject: Housing Triage and Enquiries Service – End of call surveys

1. Synopsis

1.1 This report provides an update to the Housing Scrutiny Committee about this review.

2. Recommendations

2.1 That the report be received.

3. Background

3.1 In January 2021, the Housing Scrutiny Committee started their review of the Housing Triage and Enquiries Service. The SID was agreed by the committee on 12/01/21 and evidence was submitted to the committee on 02/03/21. This initial evidence focused on explanations of the duties of the Triage Service and Enquires Service.

3.2 This report provides an update to the committee on end of call surveys that the Triage Team have been carrying out since October 2021, to help assess satisfaction with the service.

4.0 End of call surveys

4.1 When a resident end a telephone call with the Triage Service, they are automatically given the option to complete a short survey asking six questions about the service they have received, using the keypad on their phone.

4.2 The six questions are:

	Question	Answer Option
1.	How satisfied are you with the service you received following your telephone call with Islington Council?	Satisfied/Neutral/Unsatisfied
2.	How would you rate the officer who helped you?	Very helpful/Neutral/Unhelpful
3.	How satisfied are you with the information provided during the call?	Satisfied/Neutral/Unsatisfied
4.	Did you feel your enquiry was resolved?	No/Yes
5.	Did you try to find the information on the council's website before calling the service?	No/Yes
6.	How likely are you to recommend the council's services?	Very likely/Neutral/Very unlikely

4.3 End of call survey results – results are an amalgamation of satisfactions scores across all six questions

Month	Positive response	Neutral response	Negative response
October	67%	11%	22%
November	68%	12%	20%
December	71%	12%	17%
January (partial)	70%	11%	20%

4.4 As can be seen from the table above, positive responses to the questions have generally risen since the end of call surveys started in last October.

5.0 Update on call handling performance for Housing Triage Team

- The team currently has two performance indicators for call handling
 - 80% of calls answered
 - No more than 20% of calls abandoned (by caller)

5.1 The table below and on the next page sets out performance against these indicators and shows a general trend of improvement over the past year, in both call answering and call waiting time.

Month	% of calls answered	Target met? (80%)	% of abandoned	Target met? (20%)	Call waiting time
Jan-21	74%	N	26%	N	56 sec
Feb-21	78%	N	22%	N	1 Min
Mar-21	77%	N	23%	N	1 Min 33 Sec
Apr-21	76%	N	24%	N	54 Sec
May-21	82%	Y	18%	Y	35 Sec
June-21	86%	Y	14%	Y	45 Sec
July-21	90%	Y	10%	Y	24 Sec

Month	% of calls answered	Target met? (80%)	% of abandoned	Target met? (20%)	Call waiting time
Aug-21	95%	Y	5%	Y	8 sec
Sept-21	94%	Y	6%	Y	6 sec
Oct- 21	93%	Y	7%	Y	7 sec
Nov -21	94%	Y	6%	Y	7 sec
Dec-21	93%	Y	7%	Y	6 sec

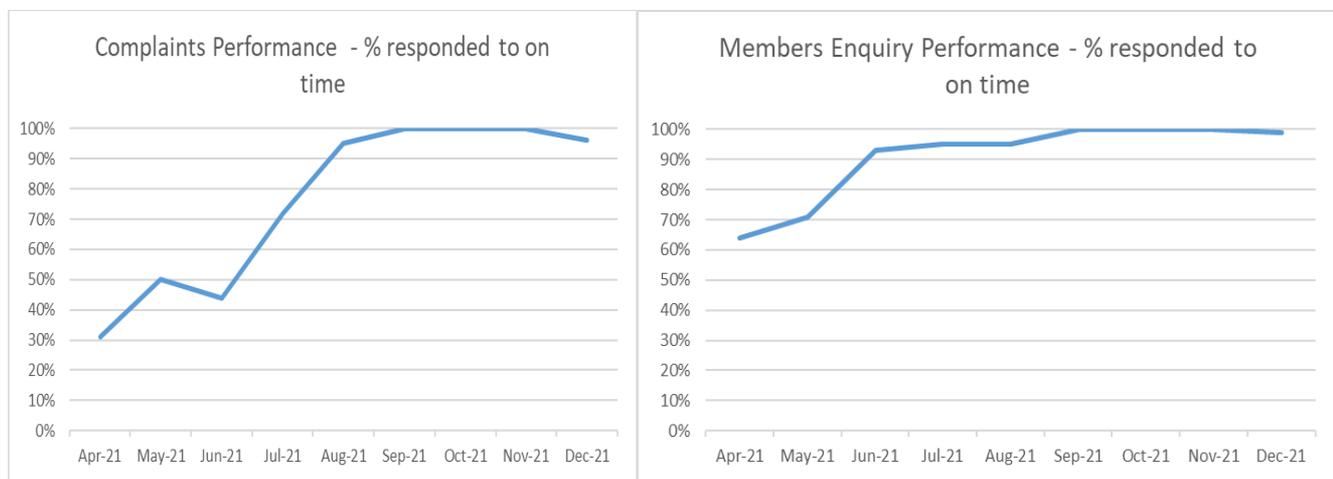
5.2 As can be seen from the table above, the percentage of calls answered in target and call waiting times have shown significant improvement

6.0 Update on performance for Enquiries Team (complaints and members' enquiries)

6.1 Improvements to the service

- The Housing Feedback team introduced KPIs in quarter 2 for performance in relation to response times. These have been set as 90% for formal complaints and 95% for members' enquiries.
- Regular learning from complaints meetings are now being held to discuss service improvements as a result of complaints and to share learning and best practice across the department.
- Performance has significantly improved, with the service consistently meeting its KPIs for formal complaints since August 2021 and for Members' Enquiries since July 2021.
- The resident Complaints Satisfaction Survey was launched on 1 August, 2021. Response rates to date have been low, and we are exploring other mechanisms for obtaining feedback on our service.

The tables below show a general trend of improvement over the past year



7.0 Dip sampling exercise

7.1 The Triage Team will start "dip-sampling" of calls in March 2022. This will be checking a sample of calls for quality monitoring purposes. A further report can be brought to committee after that date, if required, with analysis of the dip-sampling exercise.

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WORK PROGRAMME 2021/2022

3 FEBRUARY 2022

- 1) Scrutiny Review: Partners Improvement – Final Report and Recommendations
- 2) Mini Scrutiny Review – Communal Heating –Final Report and Draft Recommendations
- 3) Triage System – End of Call Surveys
- 4) Work Programme 2021/22

21 MARCH 2022

- 1) Fire Brigade
- 2) Future Scrutiny Topics - 2022/23
- 3) Work Programme 2021/22

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