



# Update on PFI 2 services reintegration

Housing Scrutiny Committee – 3<sup>rd</sup> February 2022

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
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# Update on transferring staff



# TUPE update

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



## Progress and success of data migrated and tested


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 4<sup>th</sup> 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 4<sup>th</sup> 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 4<sup>th</sup> 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.)
  - Working with Repairs Teams to set up mobile devices for field operatives
  - Final configuration of equipment will commence from 9<sup>th</sup> 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
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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

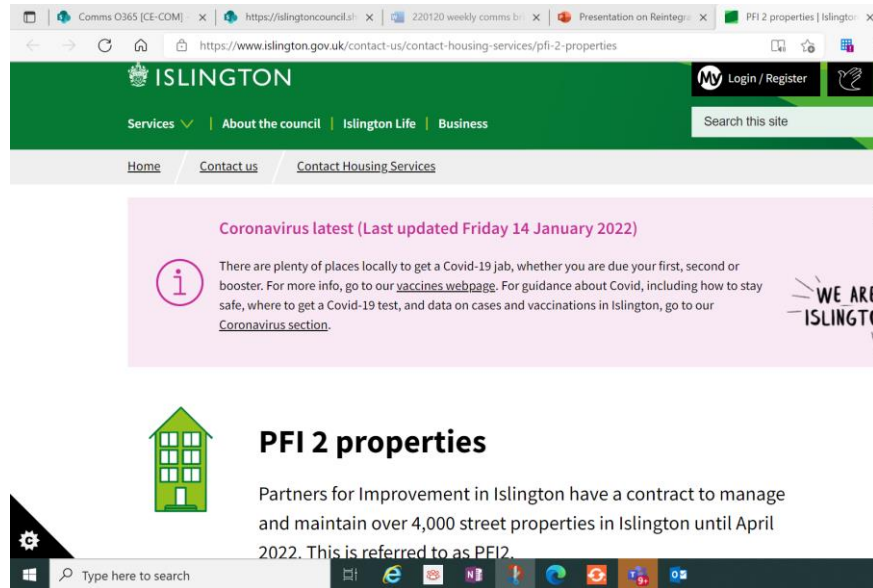
Dec 2021/  
Jan 2022

- 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](http://www.islington.gov.uk/PFI2)



Comms 0365 [CE-COM] X | <https://islingtoncouncil.s...> X | 220120 weekly comms bi... X | Presentation on Reinteg... X | PFI 2 properties | Islington X

<https://www.islington.gov.uk/contact-us/contact-housing-services/pfi-2-properties>

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**Coronavirus latest (Last updated Friday 14 January 2022)**

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](#).

**PFI 2 properties**

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.

WE ARE ISLINGTON



**Partners** **gazette**

Residents' Newsletter  
October  
2021

## Important changes

**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.**

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](http://www.islington.gov.uk/contact-us/contact-housing-services) and

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.

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](http://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](http://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?

## 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
- 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

Matt West

Service Director, Housing Property  
Services




# Responsive repairs update

## **Delivery Model:**

- Official start date 4<sup>th</sup> 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 28<sup>th</sup> March)
  - Emergency/Urgent orders (4<sup>th</sup> April)
  - Voids handover 22<sup>nd</sup> March
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# 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

## **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
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# Responsive repairs update

## **Complex cases/disrepair handover:**

- Cut over dates confirmed 1<sup>st</sup> 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

## **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

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