

Overview & Scrutiny Committee

Monday 23 July 2018

7.00 pm

Ground Floor Meeting Room G01B - 160 Tooley Street, London SE1 2QH

Membership

Councillor Bill Williams (Chair)
Councillor Maria Linforth-Hall (Vice-Chair)
Councillor Humaira Ali
Councillor Peter Babudu
Councillor Victor Chamberlain
Councillor Helen Dennis
Councillor Tom Flynn
Councillor Jon Hartley
Councillor Alice Macdonald
Councillor Margy Newens
Councillor Jason Ochere
Martin Brecknell
Lynette Murphy-O'Dwyer

Reserves

Councillor Jack Buck
Councillor James Coldwell
Councillor Eleanor Kerlake
Councillor Sunny Lambe
Councillor Michael Situ
Councillor Cleo Soanes
Councillor Ian Wingfield
Councillor David Noakes
Councillor Jane Salmon

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Contact Shelley Burke on 020 7525 7344 or email: Shelley.burke@southwark.gov.uk

Members of the committee are summoned to attend this meeting

Eleanor Kelly

Chief Executive

Date 13 July 2018



Overview & Scrutiny Committee

Monday 23 July 2018

7.00 pm

Ground Floor Meeting Room G01B - 160 Tooley Street, London SE1 2QH

Order of Business

Item No.	Title	Page No.
PART A - OPEN BUSINESS		
1.	APOLOGIES	
2.	NOTIFICATION OF ANY ITEMS OF BUSINESS WHICH THE CHAIR DEEMS URGENT	
	In special circumstances, an item of business may be added to an agenda within five clear working days of the meeting.	
3.	DISCLOSURE OF INTERESTS AND DISPENSATIONS	
	Members to declare any interests and dispensations in respect of any item of business to be considered at this meeting.	
4.	LEDBURY ESTATE - MANAGEMENT RESPONSE TO RECOMMENDATIONS OF THE INDEPENDENT REVIEW OF THE LEDBURY	1 - 105
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7.	KNIFE CRIME REVIEW REPORT	119 - 144
8.	EHCP MINI REVIEW REPORT	145 - 148

9. WORK PROGRAMME

DISCUSSION OF ANY OTHER OPEN ITEMS AS NOTIFIED AT THE START OF THE MEETING.

PART B - CLOSED BUSINESS

DISCUSSION OF ANY CLOSED ITEMS AS NOTIFIED AT THE START OF THE MEETING AND ACCEPTED BY THE CHAIR AS URGENT.

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Date: Date Not Specified

EXCLUSION OF PRESS AND PUBLIC

The following motion should be moved, seconded and approved if the sub-committee wishes to exclude the press and public to deal with reports revealing exempt information:

“That the public be excluded from the meeting for the following items of business on the grounds that they involve the likely disclosure of exempt information as defined in paragraphs 1-7, Access to Information Procedure rules of the Constitution.”

4	Date: 23 July 2018	To: Overview and Scrutiny Committee
Report title:	Ledbury Estate - Management response to recommendations of the independent review of the Ledbury	
From:	Ferenc Morath, Head of Investment, Asset Management	

Recommendation

1. Overview and Scrutiny Committee (OSC) is asked to note the contents of this report.

Background

2. Following the issues that have arisen at Ledbury Estate, where the four tower blocks are being decanted as a result of fire safety and structural issues, RSM were instructed to carry out an independent investigation into the repairs history of the four tower blocks. This report has now been completed, copy attached as Appendix A and there are a set of 18 recommendations made for actions relating to all the housing stock. A management response has been made to each of the recommendations and this is attached as Appendix B. Each of the responses to the recommendations has been given a clear deadline which will be closely monitored by the Director of Asset Management and reported to the Lead Cabinet member for Housing Management and Modernisation on a quarterly basis.
3. There may be some financial implications to the recommendations particularly as regards recommendation 4 in relation to EDMS where additional licences will be required and once these are known they will be reported to the Lead Cabinet member as part of the regular reporting.
4. In terms of longer term financial implications, there may be t certainly be further works identified as Type 4 (intrusive) Fire Risk Assessments (FRA's) are carried out across the borough.



LONDON BOROUGH OF SOUTHWARK

Ledbury Estate: Review of repairs history

FINAL

May 2018

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The matters raised in this report are only those which came to our attention during the course of our review and are not necessarily a comprehensive statement of all the weaknesses that exist or all improvements that might be made.

Recommendations for improvements should be assessed by you for their full impact before they are implemented. This report, or our work, should not be taken as a substitute for management's responsibilities for the application of sound commercial practices. We emphasise that the responsibility for a sound system of internal controls rests with management and our work should not be relied upon to identify all strengths and weaknesses that may exist. Neither should our work be relied upon to identify all circumstances of fraud and irregularity should there be any.

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This report is released to our Client on the basis that it shall not be copied, referred to or disclosed, in whole or in part (save as otherwise permitted by agreed written terms), without our prior written consent.



We have no responsibility to update this report for events and circumstances occurring after the date of this report .
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Farringdon Street, London EC4A 4AB.

For confidentiality reasons, the individual property addresses considered in this report have been replaced with the words 'one flat' or 'a flat'. For example, in the analysis of the testing sample reviewed at page 20.

1 EXECUTIVE SUMMARY

1.1 Background

There are four tower blocks in the Ledbury Estate, being Bromyard House, Peterchurch House, Sarnsfield House and Skenfrith House. All four blocks were built between 1968 and 1970 by Taylor, Anglian, Woodrow (TWA), the same contractor who built the 23-storey flats at Ronan Point, one of which suffered a partial collapse due to a gas explosion in 1968.

1.2 Key conclusions from the Arup's report

The following section has been taken from the report issued by Ove Arup & Partners Limited (Arup) in November 2017 and outline certain extracts as far as they may be relevant background to this report;

Phase 1: In July 2017, Arup was appointed by Southwark Council (the Council) to carry out a visual investigation into the structure of four tower blocks, after residents reported cracks appearing in the ceilings, floor and walls. This investigation concluded that these cracks were actually gaps between the precast concrete panels and were not a cause for structural concern.

Phase 2: Following the conclusion of the Phase 1 assessment, Arup was commissioned by Southwark Council to assess whether the four tower blocks on the Ledbury Estate were robust enough to withstand a gas explosion without incurring disproportionate collapse.

In the absence of documentation on record specifically relating to the Ledbury Estate, all information for this scope of work had to come from intrusive and visual investigations.

It was concluded that the buildings were not sufficiently robust to resist a gas explosion without incurring disproportionate collapse, and the decision was made by Southwark Council, in **August 2017**, to remove piped gas from the four tower blocks on the Ledbury Estate.

Phase 3: Arup was instructed to carry out further intrusive investigations to understand if the details already investigated are also applicable to two other buildings and in other flats. The intrusive investigations were carried out in **19 flats across the estate** and the report was issued in **November 2017**, which stated that:

- The structure of the buildings is in good condition. No significant deterioration has been found of either the concrete or the embedded steel reinforcement;
- The structure of each building meets wind loading requirements as defined by current building codes;
- As previously identified, the buildings do not fully comply with the recommendations for the prevention of disproportionate collapse in the 2012 guidance produced by Building Research Establishment (BRE) and the Department of Communities and Local Government [2]. This means that an extreme event such as a gas explosion could lead to the collapse of part of the building.

Therefore, Arup recommended that structural strengthening measures should be incorporated into the buildings. It was also acknowledged that in turning off the gas in the blocks, the main risk has been removed.

At the time of writing this report, multiple options were being considered by the Council in response to the findings from the Arup's report.

1.3 Objective of this review

The Overview & Scrutiny Committee (O&SC) received the interim Ledbury Estate Update report and the Tenants & Residents Response at its meeting on **11 September 2017**. Following this they have recommended that the Council carries out a full, thorough and independent review of the repairs history of the Ledbury Estate. Following this recommendation from O&SC, RSM was appointed to perform a review of repairs history at the Ledbury Estate.

The purpose of this review was to assess the Council's processes and controls to identify, report and respond to the repairs and maintenance issues at the Ledbury Estate. The purpose of this review **was not to** perform an engineering review or to assess adequacy or quality of the repairs worked carried out, nor was it to assess the safety of the buildings.

To conduct this review, we focused on the documentation made available to us by the Council and the Council's processes and controls with a view to:

- **Ascertain** various sources which are used to bring issues to the Council's attention. This assessment included means by which the tenants report the issues as well as proactive means used by the Council to identify the issues themselves;
- **Analyse** the issues reported to the Council during a specified period (see Table 1);
- **Understand** the process for identifying, reporting, monitoring and solving issues once the Council is made aware of them; and
- **Assess** the Council's response to reports of various issues at Ledbury Estate. This also included an assessment of the current processes to identify the issues by the Council.

Our scope was divided into three main parts: Phase 1 was a high-level diagnosis of various sources available to the Council to identify repairs issues, Phase 2 involved agreeing the level of detailed testing with the head of O&SC; and Phase 3 included detailed review of the repairs history at Ledbury which has been reported through all the sources identified as part of Phase 1. This report details our observations from all three phases.

1.4 Our key conclusion and main observations

There are policies, procedures and controls to deal with reporting and resolving of repairs issues and mechanisms to identify wider systemic issues, however these procedures and controls failed to identify the full extent of the current issues at the Ledbury Estate. Our observations as to why this may have happened and where current process can be improved are outlined below.

1.4.1 Processes for identifying wider issues from repairs, complaints and Members Enquiries

Once the repair has been logged by the contact centre, the responsibility to fix the repairs issue rests wholly on the contractor (Mears for Ledbury). Per section 11 of the Preliminary within Mears contract, *"In order to facilitate continuous improvement in the service provided to the residents, the Service Provider shall identify, and bring to the attention of the Client Representative, repetitive repair orders to individual blocks or entire estates."* We understand that the contractor can raise such matters at the monthly contract meetings. However, from our review of the monthly minutes provided, the gaps and cracks issues within Ledbury were not discussed.

The cause of the repair is often not documented by the contractors (or the Council when they become involved) within iWorld. Therefore, we are not able to confirm if the wider cause is considered at the time of carrying out the repair.

We noted issues with the current system where the repairs being marked as complete when they are not, and repairs being completed which do not address the original issue etc. We have also noted the closing of Member's enquiries and complaints prior to a resolution being completed. We have been informed that this is due to different completion deadlines for complaints, Members Enquiries and general works orders.

1.4.2 Wider Risk Assessment

We did not note any risk-assessment/investigation carried out by the Council in the past to identify whether the buildings within the Ledbury Estate were built with the appropriate gas fixings despite a lack of documentation provided to the Council on transfer of the building from the GLC in the 1980's (now the GLA). The Council relied on the BRE report that was written to identify the issues at Ronan Point and not to provide confidence in Type B Taylor, Anglian and Woodrow buildings.

From the information provided to the review team, we have not seen any evidence to suggest that the assessment criteria, as stated within the, "Handbook for the structural appraisal of Large Panel System (LPS) dwelling blocks for accidental loads" which was issued with by the Communities and Local Government in 2012, was applied to the Ledbury Tower, prior to the work carried out by Arup in mid-2017.

The risk register for the Housing Department does not include risks relating to wider issues and mainly focuses on compliance risks and issues. From conversations with management, structural issues are deemed to be a very rare occurrence and so there is very little holistic risk-assessment for each property.

1.4.3 Stock Condition Survey

The Council sees the key method of structural issue detection to be through stock condition surveys performed by the Major Works team. The scope of the stock condition surveys is not sufficient to identify structural/wider issues like those currently being experienced at the Ledbury Estate. This is because the stock condition surveys are non-intrusive, may not be carried out at a property within a 10-15-year period and are completed by visual inspection from the ground floor or roof. The surveyors can add notes outside their scope and management are confident that these surveys should highlight any structural issues. However, we have not been able to substantiate this.

The other assurance that the Council have relied on were the stock condition surveys carried out on two blocks in the Ledbury Estate prior to the completion of the Warm, Dry, Safe (WDS) Major Works projects in 2015 (Bromyard and Sarnsfield). Management have confirmed that there was no indication of any structural issues found as part of these surveys. However, it is highly likely that the Council only carried out non-intrusive surveys which may not have picked up the structural issues within the estate. The process for dealing with structural issues within Major Works is not clear as a structural issue was noted during major work which was carried out in 2015/16 at the Ledbury Estate. The issue was identified by the project manager of the mastic project, but we have not been able to validate how this issue was resolved.

1.4.4 Fire-Assessment

Historically, the fire risk assessments carried out at Ledbury were Type 1. These are basic fire risk assessment which focuses on communal areas and are required for satisfying the fire regulations. Type 1 are unlikely to have picked up the type of structural issues present within Ledbury Estate due to its focus on communal areas and non-intrusive nature. Although some structural issues have been identified within these assessments, especially where they were deemed large enough to breach fire regulations for the prevention of the spread of fire and smoke between flats and communal areas.

We have been informed that, unless there is a reason to suspect deficiencies in structural fire protection, a Type 1 inspection will normally be sufficient. We note that Type 2-4 fire assessments are more intrusive in nature and tend to cause disruption to residents. Nevertheless, we are aware that the Council is carrying out more Type 4 fire assessments now. In addition, the Council have also introduced a new process for completing fire risk assessments in Apex, which appears to include an increased number of, and wider ranging questions to be responded to by the assessor.

1.4.5 Knowledge sharing

Several teams are involved in maintaining the Council's housing estate i.e. Repairs, Investment and Engineering. We are aware that there are forums whereby information and intelligence can be shared between teams. The Repairs team attend briefing meetings with the Investment team during planning for major works programmes. However, we have not seen any direct evidence of the above forums and process being utilised for information sharing on the Ledbury Estate. It is possible that the necessary information on the Ledbury repairs history was shared informally i.e. e-mails/conversations etc. However, where formal mechanisms are not used to share information, and gather intelligence from individual team remits, there is a risk that underlying issues may not be picked up.

We understand that communal officers undertake monthly inspections, pre- and post-inspections of work and will refer any wider concerns such as structural issues to the technical team for a surveyor or engineer to assess. Information is shared with the insurers and if applicable with the investment team/ others in Asset Management. However, we are not aware of any formal mechanism to record the wider intelligence gathered from this inspection regime. As a result, there is a risk that the knowledge is lost over time and, if the Technical Quality Officer leave the Council.

1.4.6 Lack of documentation

We have noted that the retention of supporting evidence, including the notes written for repairs, inspections, complaints, legal and disrepair cases, Members enquiries and resident's meetings appears to be sporadic and inconsistent. This means that a review of the history of repairs, complaints and claims against the Council may not have all the necessary documentation stored within the systems.

This has also impacted our testing, as for **49 repairs** and **four** complaints there was not enough documentation on the systems reviewed by us to conclude whether the repairs reported were indicative of wider structural issues. We were also not able to conclude whether any wider issues have been missed within the Major Works projects due to some key documents not being stored within the systems reviewed by us.

1.4.7 Timely resolution of repairs issues and complaints

The Council has put in place target periods for completion of works, closing of complaints, issuing of response to claims and queries. We noted some instances where these targets are not being met. However, we are aware that the completion times are monitored via KPIs and reviewed monthly at contract meetings as overdue works order volumes.

2 RECOMMENDATIONS

Ref	Recommendation	Management Response	Responsible Person	Deadline
Recommendations to improve high-level process to identify and rectify wider issues within the Council's housing portfolio				
1	The Council should introduce a system of flagging repairs within iWorld that may relate to potential structural indicators. This could be through types of SORs raised on works orders, key words in repair descriptions, the training of contact centre staff and contractors to identify these. Where the repairs are completed by a contractor, the Council should ensure these requirements are fully met by the contractor.			
2	The Council should consider a separate risk assessment for its tower blocks/estates to capture historical construction issues, wider compliance requirements and issues raised through implementing the 1 st recommendations.			
3	The Council should review their current process to identify wider structural and other issues on an on-going basis and take appropriate actions to address any gaps identified. This review should include an assessment of the current scope of stock condition surveys, fire-assessment, inspection regime and liaison between the teams to identify where improvements can be made to identify and rectify the Ledbury type gaps and cracks issues on a timely basis.			
4	The Council should implement a common file sharing system in which multiple teams can store and access key documents relating to repairs, complaints, disrepair cases and members enquiries.			
Recommendations to improve reporting, recording and resolving issues within iWorld				
5	The Council should implement a formal process to record and share key concerns from the monthly inspections and pre- and post-inspection regime to ensure that the critical information is			

not lost over time, especially if the Technical Quality Officer leave the Council.

- 6 The contractors/in-house team should be required to:
- document the cause of the repair within iWorld; and
 - report on any wider issues as part of the monthly contract meetings.

- 7 Consideration of the wider issues should be included as a standard agenda item at the monthly meetings with the contractor to encourage wider thinking about the causes of repairs.

- 8 The Council should set a minimum level of information to be included within the notes of each repair and that pictures from any complicated repairs are saved down to a common drive to add depth to the evidence of what work has been performed.

Recommendations to improve reporting, recording and resolving issues through complaints

- 9 Deadlines (currently 15 days) for dealing with the complaint are reviewed and a policy is introduced for extending the deadline if necessary.

- 10 Supporting pictures and documented reasons for delays are added to iCasework where possible.

Recommendations to improve reporting, recording and resolving members enquiries

- 11 If possible, enquiries are not closed or are monitored until the full response has been sent to the Members and the full conclusion of each issue within the enquiry has been reached and documented on iCasework.

Recommendations to improve Major Works documentation/process

- 12 A stipulated document list be created to ensure that appropriate documentation is included within each Major Works file and the file structure is consistently applied across all Major Works schemes.



- 13 A project issues tracker is built into an electronic system such as Apex to ensure actions are documented and completed.
- 14 A register of Resident, Contractor and Consultant meetings is kept, and that minutes of these meetings, and other key correspondence are documented and saved down to the file.
- 15 Where possible, consider more intrusive investigations into the existing structure as part of the stock condition surveys.
- 16 Communication with the Engineering or Repairs department to attempt to identify any issues that they are facing is formally documented prior to any Major Works project taking place.

Recommendations to improve Fire Risk Assessments

- 17 Asses the current policy to complete Type 4 fire-assessment and complete these on a rotational basis where practically possible.
- 18 The Engineering Department introduce a KPI regarding the resolution of identified fire risks.

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3 BACKGROUND AND OUR SCOPE

3.1 Introduction

Concerns were raised by residents over gaps and cracks that have appeared in properties across the Ledbury Estate. These were first identified during a joint meeting with the residents and the London Fire Brigade in June 2017, that was organised in the wake of the Grenfell Tower tragedy. At this meeting a tenant highlighted a large crack and gaps in her flat. Following this, the Council performed their own investigation as well as appointed Ove Arup & Partners Limited (Arup) to undertake a structural assessment of the four tower blocks on the Ledbury Estate.

3.2 Our Scope

The Overview & Scrutiny Committee (O&SC) received the interim Ledbury Estate Update report and the Tenants & Residents Response at its meeting on **11 September 2017**. Following this they have recommended that the Council carries out a full, thorough and independent review of the repairs history of the Ledbury Estate. Following this recommendation from O&SC, RSM was appointed to perform a review of repairs history at the Ledbury Estate.

The purpose of this review was to assess the Council's processes and controls to identify, report and respond to the repairs and maintenance issues at the Ledbury Estate. The purpose of this review **was not to** perform an engineering review or to assess adequacy or quality of the repairs worked carried out, nor was it to assess the safety of the buildings.

To conduct this review, we focused on the documentation made available to us by the Council and the Council's processes and controls with a view to:

- **Ascertain** various sources which are used to bring issues to the Council's attention. This assessment included means by which the tenants report the issues as well as proactive means used by the Council to identify the issues themselves;
- **Analyse** the issues reported to the Council during a specified period (see Table 1);
- **Understand** the process for identifying, reporting, monitoring and solving issues once the Council is made aware of them; and
- **Assess** the Council's response to reports of various issues at Ledbury Estate. This also included an assessment of the current processes to identify the issues by the Council.

3.3 Our Approach

We have split the above work in to three distinct phases as shown below. This report contains our detailed findings from all three phases:

Phase 1: High-level diagnostic:

We worked with the operations managers within the Council's housing team to understand the sources in which the issues could be identified; process and systems for tenants and leaseholders to report the issues; and systems and process within the Council to record and resolve the issues, including maintenance of clear audit trail of records and all forms of communications.

Phase 2: Agree detailed scope of work

We discussed our findings from Phase 1 with the Chair of the Overview & Scrutiny Committee to agree data sources to be reviewed, the period for detailed testing and next steps.

Phase 3: Detailed review

In the context of the agreed scope during stage 2 above, we performed the following procedure to understand the repairs history at the Ledbury estate;

- Perform analysis of the repairs reported within key sources to identify any trends.
- We assessed the Council's application of internal processes to identify, rectify and record repairs issues on a sample basis. The size of the sample has been set out in Table 1.
- Consider whether the Council's approach to identify and resolve the repairs issues at Ledbury was in line with the Council's policies and procedures.
- Assess if the issues identified are limited to Ledbury Estate, or can have wider implications across other housing estates.

3.4 Limitations of our work

In performing this work, we have relied on the information and representations given to us by the Council. We have provided an overview of the Council's processes and controls to report and fix the repair issues at the Ledbury Estate and the extent to which the established processes were adhered to within the context of the assignment.

We have only reviewed the documentation provided to us by the Council and have not undertaken any exercise to check the completeness of the documents provided.

We are not qualified to provide legal and structural engineering advice. Therefore, we are not qualified to comment if the Council's response to fix the repairs issues was adequate or not and have not accordingly provided any legal and/or engineering advice.

The observations made in this report are based upon the information made available to us to date from the Council.

Save as set out in the engagement letter, the observations in this report should not be quoted, referred to or shown to any other parties without our prior consent in writing. If unauthorised persons choose to rely upon any of these findings they do so at their own risk.

4 THE LEDBURY ESTATE AND PREVIOUS WORK

4.1.1 Specification

There are four tower blocks in the Ledbury Estate being:

- Bromyard House – This is a 14-storey block built in 1968 that contains 56 flats.
- Peterchurch House – This is a 14-storey block built in 1970 that contains 56 flats.
- Sarnsfield House – This is a 14-storey block built in 1969 that contains 56 flats.
- Skenfrith House – This is a 14-storey block built in 1969 that contains 56 flats.

The estate falls in to the Peckham (and Camberwell) District located in the south of the Borough.

4.1.2 Historical Structural Issues and the BRE report

The blocks at Ledbury were built by the same contractor, Taylor, Anglian, Woodrow (TWA), who built the 23-storey flats at Ronan Point, one of which suffered a partial collapse due to a gas explosion in 1968. This collapse led to a change of structural engineering design and regulatory standards, and a new Government circular was issued in 1968 requesting that all blocks of similar construction be assessed. This would suggest that all the blocks at the Ledbury Estate were assessed per these regulatory standards.

A BRE report dated 1985 titled “The Structure of Ronan Point and other Taylor Woodrow – Anglian buildings” [1] examined the reasons for the collapse at Ronan Point. This report identified that there were two types of TWA buildings, “Type A”; identical to the towers at Ronan Point and then “Type B” which BRE reported to have a different means of connecting the precast panels. Ledbury Estate is listed in this report (named Commercial Way) and is identified as being a “Type B” building. The report stated that Type B Buildings are “Less likely to have been poorly constructed and that their design was checked, and construction supervised by independent consultants”.

In 2012 BRE published the “Handbook for the structural appraisal of Large Panel System (LPS) dwelling blocks for accidental loads” [2]. This report specified that for this type of building, it must satisfy any one of three criteria for the regulatory standards to be met. These criteria are: (1) adequate provision of horizontal and vertical ties; (2) adequate collapse resistance for foreseeable accidental loads and actions (defined as 34kPa for a block with piped gas or 17kPa for a block with bottled gas); or (3) alternative paths of support that can be mobilised to carry the load. The estate was assessed against this criteria by Arup and their findings were reported in their November report.

5 SOURCES OF REPAIRS ISSUES AND SAMPLE SIZE

Following the work undertaken as part of Phases 1 and 2 of this review, we agreed the following testing periods with the head of O&SC:

1. **iWorld:** For period between **1996 and 2012**, Ledbury related data was collated from iWorld with a view to understand any trends in terms of types of repairs etc.
2. **iWorld:** Review the Ledbury related incidents within iWorld between **2013 and 2017** in more detail on a sample basis. For structural related issues, the supporting documentation were collated and reviewed to confirm that the incidents were dealt with in accordance with the Council's policies and procedures.
3. **Others:** For all other information sources i.e. Disrepair Claims, Member's enquiries, Major works files, various risk assessments etc, we reviewed the data from the last five to seven years, depending on access to data and retention of documents.

The following table sets out further details around the data sources selected for review, including the method in which issues can be raised, the substantive sample size agreed with the Council for testing of each source, and the availability of data for testing. It should be noted that our sample selection approach was skewed towards structure related incidents.

Table 1: Sample approach

Data source	Method of flagging structural issues	Details	Sample size / data availability
iWorld	Residents alert the Contact Centre via telephone, e-mail, or the Council website.	iWorld is the system for tracking and completing normal repairs. The system includes the following information: <ul style="list-style-type: none"> • The original description of the repair from the resident. • The timeline of the issue. • The notes of each visit/inspection by the Council or contractors, as well as notes on completion/ cancellation of the repair. 	125 cases to be selected from the population skewed towards potential structural issues as well as a small random sample covering the whole population.
Monthly Council Inspections	Inspections are planned on a rota and residents are free to attend.	A member of the repairs and maintenance technical team performs an inspection of the grounds and communal areas of each block on a 4-6-week rota depending on the estate.	All reports will be reviewed (dating back to December 2014), with any structural issues identified sampled for the appropriate follow up testing (iWorld or review of Major Works files).
iCasework	Complaints Disrepair claims / Arbitration cases Member enquiries	The iCasework system is set up to hold the following information: <ul style="list-style-type: none"> - Letters of claim and support for this - Copies of an initial FOI request. - The audit trail of the case; detail of any works raised with references and the progress through the schedule of works. - Technical team survey report. - Technical Survey feasibility reports. 	<u>Complaints</u> - 8 items dated from April 2012 selected, with a further 39 cases reviewed for relevance. <u>Disrepair claims</u> – 12 items dated from October 2016, with a further 35 items reviewed for relevance.

Data source	Method of flagging structural issues	Details	Sample size / data availability
	Freedom of Information Requests (FOI)	<ul style="list-style-type: none"> - Schedule of Works to rectify the complaint/claim. - FOI data provided to the requestor. 	<p><u>Member enquiries</u> – 6 items dated from April 2014, with a further 9 items reviewed for relevance.</p> <p><u>FOI requests</u> – all 5 items available (dated from September 2015).</p>
Disrepair Claims Spreadsheet and Disrepair Files	Disrepair claims – sent to Council Legal or Repairs teams' inboxes	<p>The disrepair claims spreadsheet provides the details of recorded disrepair claims. It includes details of the caseworker and technical officer for the property.</p> <p>The Disrepair Files are saved on the housing shared drive (G Drive). There is duplication of the data on iCasework, but it includes information for cases started prior to the full implementation of iCasework in October 2016.</p>	As above; 12 items dated from October 2016. Cross-referenced from iCasework to the spreadsheet and disrepair files.
Major Works Files/ EDMS and Apex	Residents meetings Technical inspections / surveys Repairs history review Stock condition surveys	<p>The major works files are used to store:</p> <ol style="list-style-type: none"> 1. Stock Condition Survey Feasibility Reports and consultant reports 2. Technical Survey Feasibility Reports 3. Residents Meeting Minutes 4. Schedules of Works 5. Contract Tenders 6. Contractor completion certificates 7. Consultant/contractor correspondence 8. Defects logs 9. Review of the repairs history 10. Project manager trackers of issues 11. Details of any emergency works <p>EDMS is the electronic file storage system used by the repairs and maintenance team. This system holds:</p> <ul style="list-style-type: none"> - Technical inspection photos and notes - Technical Survey Reports <p>The Apex system acts as the stock records system. It includes a brief description of each property, a list of all its fixtures, the estimated useful life of each fixture, each fixtures installation date, expected replacement cost of each fixture, a high-level description of recent major works, noted regarding future major works to be completed and fire risk assessment actions.</p>	<p>All relevant files reviewed. There are five major works projects from 2011 onward that have available data. All documents prior to this are unavailable or in deep storage.</p> <p>All relevant files reviewed. Varying levels of data available from 1996 onward.</p> <p>Apex is a live system. Reports for each block in its current state reviewed.</p>
Fire Risk Assessments	Fire Compliance surveys	These show all the survey findings and recommended actions.	All reports from 2010 were reviewed with any structural

Data source	Method of flagging structural issues	Details	Sample size / data availability
			issues identified sampled for the appropriate follow up testing (iWorld or review of Major Works files)

6 REVIEW OF REPAIRS HISTORY WITHIN IWorld

6.1.1 Description

iWorld is the system for tracking and completing normal repairs and acts as the issue resolution process in the Repairs and Maintenance team. Residents can raise repair issues to the Council, which could include any indications of structural issues. Staff in the Council's contact centre are trained in how to respond to calls reporting repairs and have prompts to help identify each issue built into the iWorld system. We have observed the training booklets given to contact centre staff for this process.

A flowchart setting out the lifecycle process from a repair being reported to the Council, through to completion of any required works, is included at **Appendix A**.

6.1.2 Our approach

The records on iWorld dates to **1996**, and we have carried out trend analysis on the total population (for Ledbury Estate) since April 1996 to understand repairs trend at the estate. In addition, a sample size of 125 repairs was agreed with the Chair of the Overview and Scrutiny Committee for detailed testing. It was also agreed the substantive testing would focus on repairs from **2013 to 2017** to give us reasonable coverage.

6.1.3 Methodology adopted to identify and analyse repairs trends and sample testing from iWorld

When a repair is reported to the Council, an order number is raised in the iWorld system. An order number may include multiple types of work i.e. a plumbing repair and a ceiling repair, therefore elements of work are identified through individual unique schedule of rates references ('SORs'). As the SOR identifies the type of work required specifically, we have carried out our analysis on these, rather than order numbers.

Our analysis found that 33,829 orders were placed with the Council and recorded on iWorld from 1996 to 2017, relating to the Ledbury estate. These orders may contain multiple schedules of rates (SORs) where more than one element of work is carried out to rectify the issue. This is reflected in the total number of SORs, which is 69,493; an average of 2 SORs per order placed.

The Council applies a coding system against the individual SORs, to identify the type of work required. Our analysis identified 2931 codes across the dataset of 69,493 SORs. Due to the volume of codes, we have grouped these into nine broader categories; one of which is what we have identified as 'potential structural issues'. This process of categorisation has allowed us to identify a total of 1,428 SORs from the total population of 69,493 from 1996 to 2017 that may relate to structural issues.

When repairs are recorded on the iWorld system, they are referenced through their order number i.e. the collective group of works that need to be carried out to rectify an issue. Our testing has therefore referenced **order numbers** and not SORs, but it should be noted that the individual case we are testing may not encompass all aspects of work to be carried out if some relate to structural issues and some do not.

We noted **69,493 SORs** on the Ledbury tower blocks since April 1996. These are recorded against 2,931 unique SOR 'codes'. The code identifies the category of work at a high-level. As this is a substantive volume of codes, we have sought to condense these into broader categories and as such have considered the following nine core areas of repairs.

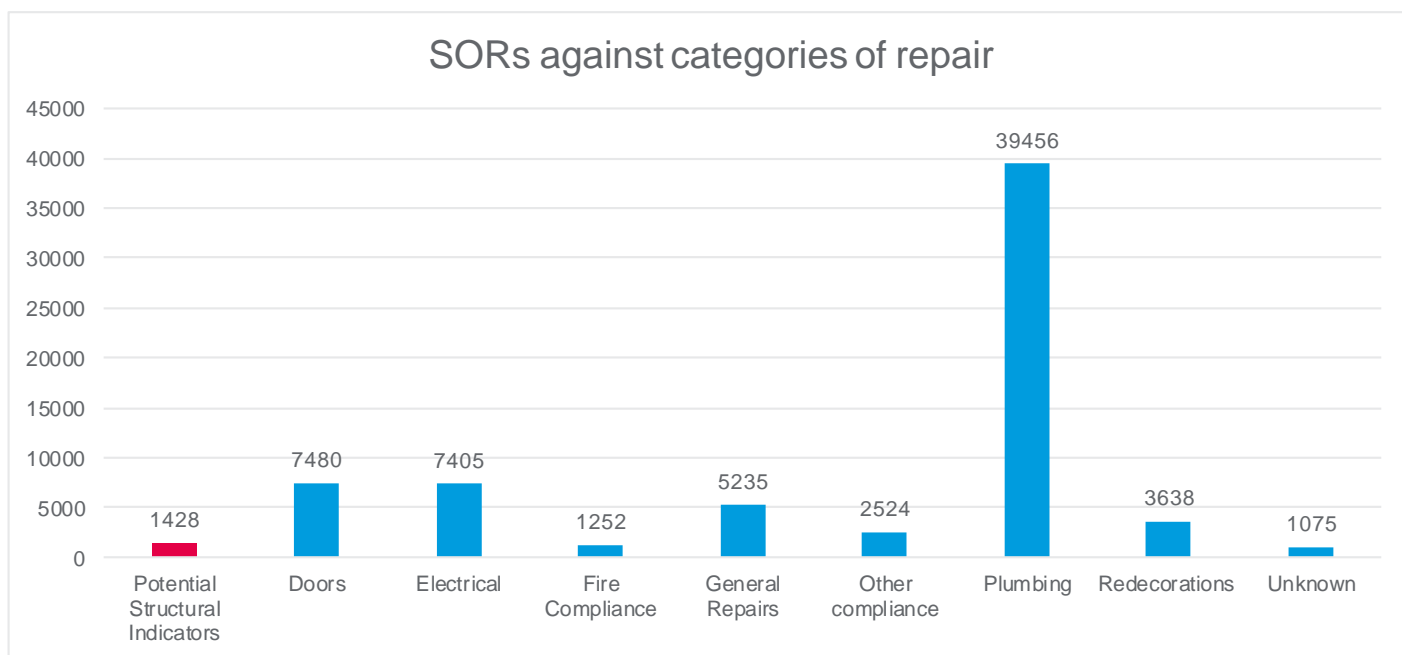
- Potential structural indicators
- Electrical
- General repairs
- Plumbing
- Doors
- Fire compliance
- Other compliance
- Redecorations
- Unknown

A key point to note in relation to these categories is that we have found that assignment of repairs to the categories was not consistent across the board, therefore the trend analysis cannot be guaranteed to be wholly accurate. By way of example, one SOR code may be used for repairs that may be seen to be structural, and for repairs that are not.

6.1.4 Trend Analysis of Schedule of Rates (SORs): April 1996 onward

The following key trends were noted from our analysis of the repairs history since 1996 within iWorld:

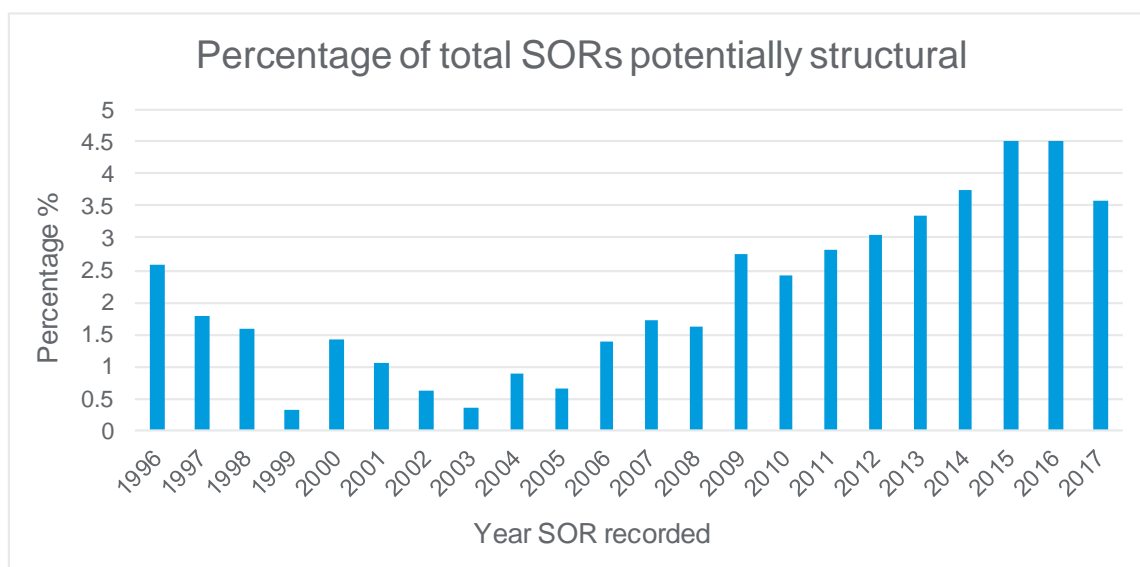
Figure. 1: Analysis of the 69,493 SORs per nine repair categories since April 1996



Approximately **57%** of the SORs raised related to internal plumbing issues. These were the most likely repairs to be raised, as any leaks from plumbing leaks will affect various flats in the building and so may be reported to the Council by multiple tenants. We have also noted that repairs to doors and electrics are also relatively high (**11%** of the population). Potential structural indicators make up **2%** of the total SORs raised on the system since April 1996.

In Figure 2 below, we have carried out an analysis of the 1,428 SORs identified as potential structural indicators in Figure 1, to consider the year-on-year proportionate relationship to the total 69,493 SORs from 1996 to 2017.

Fig. 2: Potential structural SORs from 1996 to 2017, as a percentage of total SORs recorded



The overall trend identifies an increased proportion of potential structural indicators from 2010 onward. The percentage of potential structural indicators raised annually from 1996 to 2017 varies from 0.3% to 4.5%, with the higher percentage being identified in the last five years.

6.1.5 Substantive testing: 2013 to 2017

Analysis and prioritisation of SOR categories:

From our initial analysis, the 1,428 SORs noted as being potential structural indicators, (around 2% of the population) have been analysed and prioritised for the substantive testing from April 2013 onward. We have prioritised the seven categories per the analysis below.

Fig. 3: Analysis and prioritisation of SORs indicating potential structural issues:

The prioritisation of categories across 'very high', 'high', 'medium', and 'low', is our judgment of the potential for structural issues to be included within each category. However, it should be noted that this subjective judgment may differ from the that applied by a qualified surveyor or engineer.

Category	Number of SORs	Percentage of Population	Priority	Explanation
Ceiling - Plaster/Plaster board	138	10%	Medium	Cracks and gaps in the plaster or plasterboard could be indicative of the structural movement. This has been classified as medium priority for testing as many of these repairs may have been caused by damage from water leaking from flats above, due to plumbing issues. This was confirmed from a small sampled view of information on the iWorld system and from discussions with the Council as part of the review.

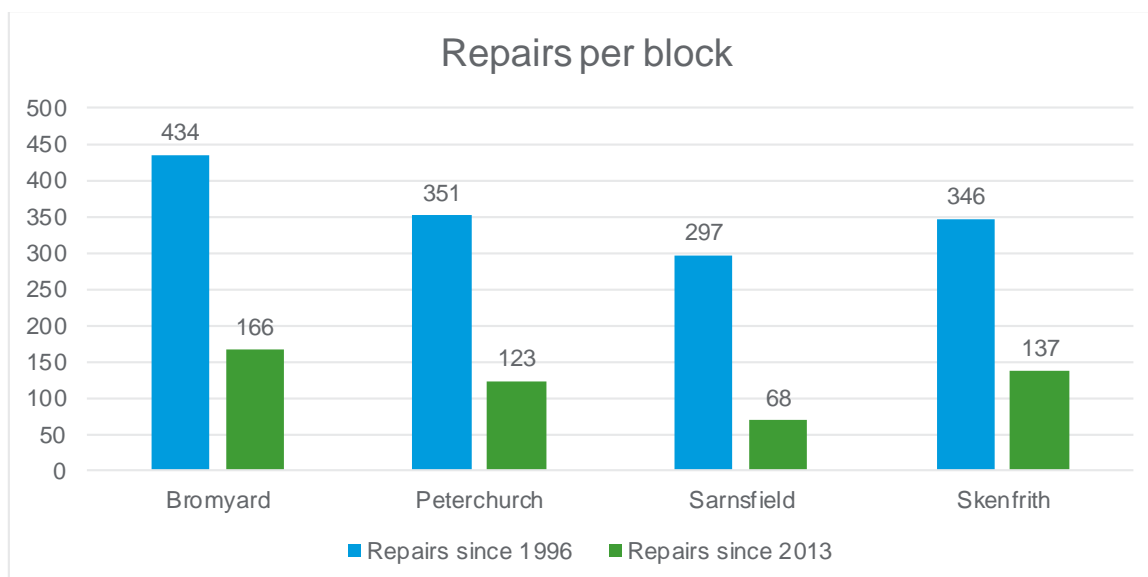
Category	Number of SORs	Percentage of Population	Priority	Explanation
Roof	51	4%	Medium	Cracks and gaps in the roof could be indicative of the structural movement as noted with current issues at Ledbury. This has been classified as medium priority for testing as a sample reviewed indicated that some of these repairs are likely to have been caused by storm damage, as well as general wear and tear.
Scaffolding	28	2%	High	Scaffolding is expected to be used to repair the external walls of the tower blocks, which could include issues relating to structural integrity. This has been classified as high priority as it is expected that most repairs will relate to structural issues, the mastic repairs required which are now recognised as a potential indicator of wider structural issues. It is noted that some repairs in this category related to guttering.
Walls – Architrave,	27	2%	Very High	We have been informed through our review that architraves could have been used to cover gaps and cracks between walls and ceilings. We have therefore classified this as very high priority for our testing.
Walls - Brickwork,	20	1%	Very High	Repairs to brickwork could be an indication of structural issues, particularly where cracking is present, and so these have been classified as very high priority for testing.
Walls - Cladding	1	0%	Very High	Repairs to external cladding could be an indication of structural movement as they relate to the external integrity of the building, and so these have been classified as very high priority for testing.
Walls - Ducts	48	3%	Medium	Repairs to wall ducts is carried out for many reasons such as vandalism, wear and tear but may also be an indication of structural movement. From a small sample of repairs reviewed, it was noted that some of these repairs may also relate to plumbing issues, therefore these have been classified as medium priority for testing.
Walls - Joints	23	2%	Very High	Movement in wall joints at the point where the concrete panels meet can be an indication of wider structural movement, and so these have been classified as very high priority for testing. This is in line with the analysis carried out by Arup.
Walls – Plaster/Plaster board	457	32%	High	Cracks and gaps in the plaster or plasterboard could be indicative of the structural movement as has been identified at Ledbury. This has been classified as high priority for testing as whilst some of these repairs may have been caused by damage from water leaking from flats above due to plumbing issues, a small sample tested suggests that this is not always the case.
Windows - Replaced	635	44%	Medium	Windows may be required to be replaced or re-sealed due to structural movement in the building. However, from a

Category	Number of SORs	Percentage of Population	Priority	Explanation
				sample tested, it was identified that many of these repairs relate to replacing defective handles and frames, and so it has been classified as medium priority for testing.
Total	1,428			

Analysis of SORs by residence block:

As a pre-cursor to the substantive testing of repairs from April 2013 onward, we have analysed the 1,428 potential structural indicators on a residence block basis. Whilst the comparison does not indicate a significant variation between the four tower blocks, we have noted that Bromyard House has seen a slightly higher number of potential structural indicator SORs reported compared to the other three blocks.

Fig. 4: Comparative analysis of repairs per block; total vs 2013 onward



We have reviewed the percentage of each of the seven SOR categories reported for Bromyard House, and there has been no trend of note identified. We have also reviewed the five individual apartment residences with the largest number of reported repairs since 2013 to identify if there are any further trends.

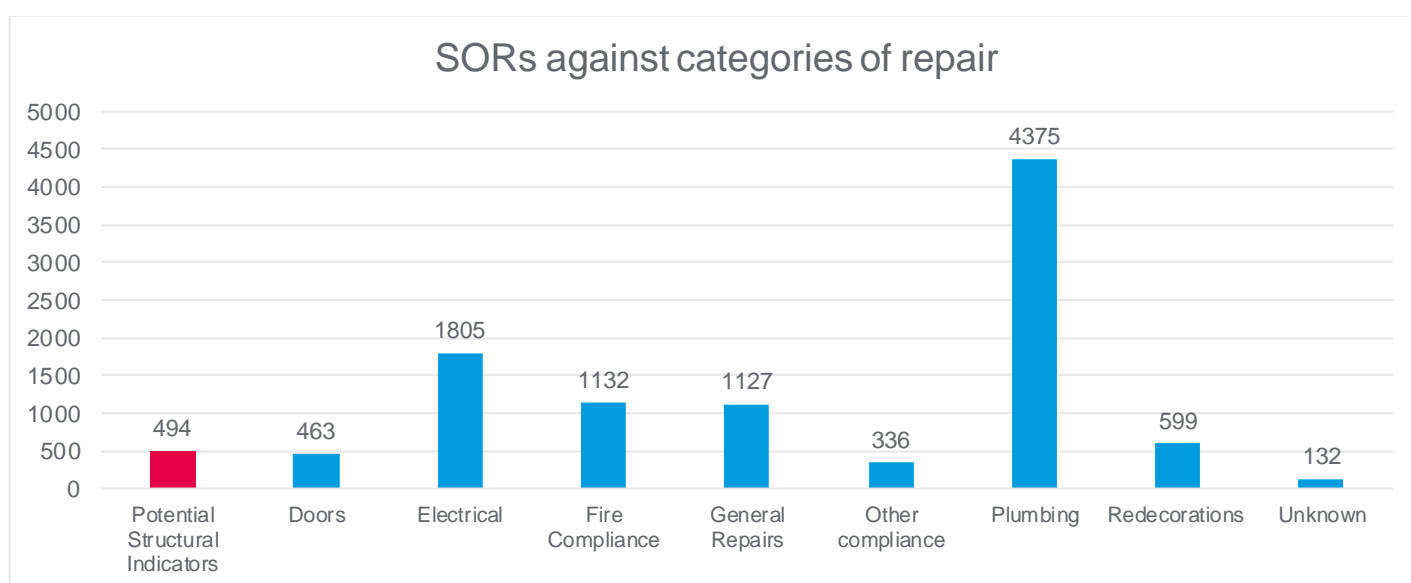
- **Bromyard House communal area** had 36 repairs reported. We have noted a much larger proportion of Roof (10), Ceiling (9) and Scaffolding (5) repairs than the general population within this sample. However as these are repairs that would only be raised against the communal areas this appears to be reasonable.
- **Sarnsfield House communal area** had 17 repairs reported. We have noted a much larger proportion of Roof (7) and Scaffolding (5) repairs than the general population within this sample. However, as most of the window repairs related to internal windows and the other repairs would only be raised against the communal areas this appears to be reasonable.
- **One flat** had 6 repairs reported. No trends have been noted within this dwelling as the proportion of each category of repair appears to be consistent with that of the general population.
- **One flat** had 8 repairs reported. No trends have been noted within this dwelling as the proportion of each category of repair appears to be consistent with that of the general population.

- **One flat** had 5 repairs reported. No trends have been noted within this dwelling as the proportion of each category of repair appears to be consistent with that of the general population.

Trend Analysis of SORs: April 2013 onward

Due to the significant volume of information available we have been asked to focus our substantive testing on repairs since April 2013. We have therefore performed a similar analysis on the data from this period to that performed on the full dataset (see Figure 1).

Fig. 5: Analysis of SORs per nine repair categories from 2013 to 2017

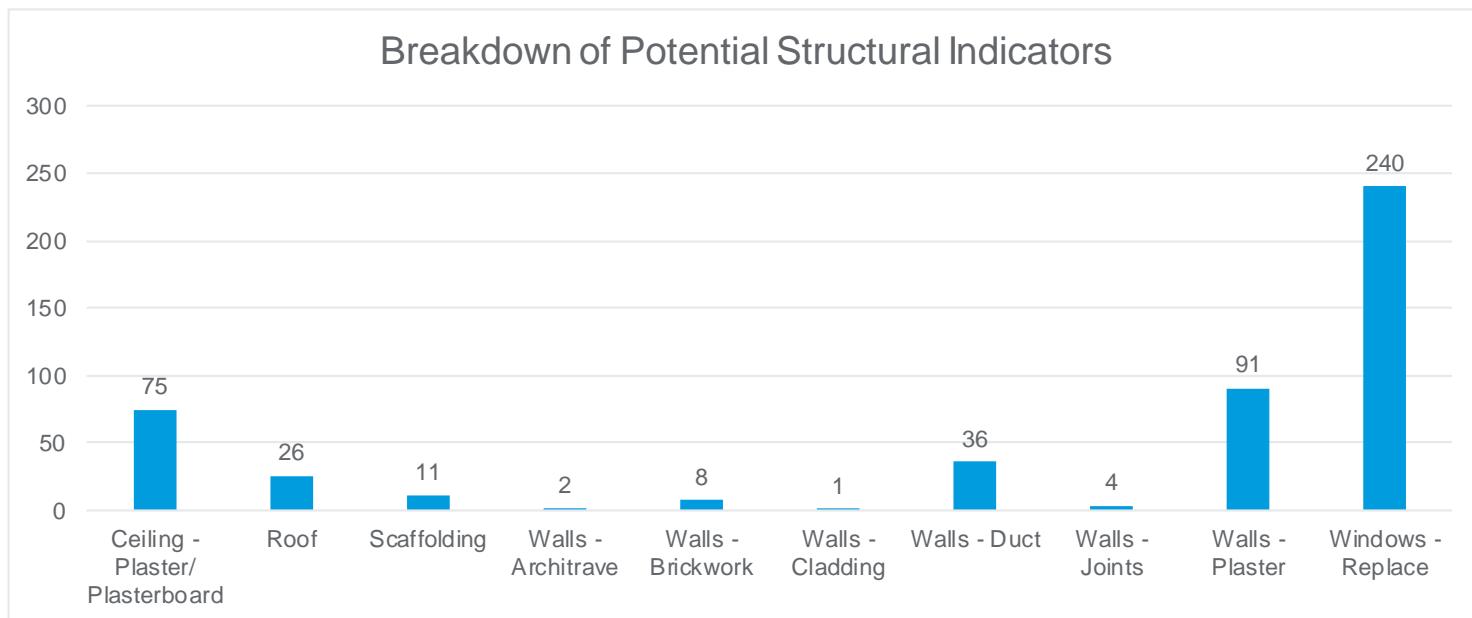


Key observations

- Internal plumbing issues are the largest category of repairs, as with the full dataset, which we understand is consistent with similar buildings across the Borough.
- There is a significant increase in the percentage of fire compliance repairs, with 1132 of the total 1252 raised since 1996 occurring after April 2013. We note that this appears reasonable from the increase in compliance and detail in the fire risk assessment surveys that we have noted in section 13.
- There is an increase in the percentage of potential structural indicators from 2% in the entire population to 4.7% since 2013, which supports our proposed scope to focus our testing on the last five years. This increased percentage highlights that the reporting of potential structural indicators i.e. gaps, cracks has become more prominent in recent years. This could also relate to the categorising of SOR codes which have changed over the years of iWorld's operation.

From the above analysis, we have noted **494 SORs** that could be indicators of structural issues. We have performed further analysis into this section of the data to identify how these SORs are distributed across the 12 categories of potential structural indicators as set out at **Fig.3** above.

Fig. 6: Categorisation of potential structural indicators



We note a decrease in the proportion of wall plaster repairs from 27% in the total population to 14% since April 2013. This likely relates to the categorising of SOR codes which have changed over the years of iWorld's operation.

6.1.6 Testing completed

We have performed a review of 125 (25%) of the 494 cases of interest as identified above in Fig.5. The size of the sample has been selected based on the priority we have allocated to each category identified above at Fig.3. 103 cases have been selected from the seven categories of potential structural indicators, and 22 cases have been randomly selected from the wider sample to reflect the full remit of repairs. The sample is broken down as follows:

Fig. 7: Analysis and prioritisation of SOR categories indicating structural issues

Category	Priority	Total Repairs	Percentage to test	Sample Size
Ceiling - Plaster/Plasterboard	Medium	75	10%	8
Roof	Medium	26	10%	3
Scaffolding	High	11	33%	4
Walls – Architrave,	Very High	2	100%	2
Walls - Brickwork,	Very High	8	100%	5*
Walls - Cladding	Very High	1	100%	1
Walls - Ducts	Medium	36	10%	4

Walls - Joints	Very High	4	100%	4
Walls – Plaster/Plasterboard	High	91	33%	33
Windows - Replaced	Medium	240	16%**	39
Random other	Low	1978	2%	22
Total		2,472		125***

* Although the total SOR repairs for this category is eight, there are only five unique works orders to test.

**A higher percentage of repairs were tested due to the proportionately high number of repairs identified in this category.

*** Additional samples have been included for these categories as they have been reviewed as part of work on other data sources.

The samples within each category have been picked using key word searches for the terms gaps, cracks and mastic, with a random method used to pick any remaining samples to complete the full sample size.

Objective of our testing;

The purpose of our testing was to confirm if the Council complied with internal process for recording and dealing with the repairs; and if the repairs tested were dealt with adequately. Our testing has therefore involved:

- Reviewing whether the Council's process for managing these repairs has been followed;
- Assessing whether the appropriate timeframes for the completion of each repair were met by the contractor;
- Reviewing the notes in iWorld and other similar repairs to the same property to identify whether there is a risk that a structural issue could be present. This has involved reviewing the repair descriptions, the notes of each visit and inspection and a context report for each property showing all the repairs logged for that property; and

The detailed testing record is included for reference at **Appendix B**. Our observations and recommendations are set out below, which consider the above elements of the approach in turn.

6.1.7 Assessment of whether internal processes have been applied

Process for identifying and reporting issues and repairs

Our review has established that the process for identifying and reporting issues and repairs is mostly through the resident reporting repairs to the Council through the contact centre, who will then raise an iWorld repair. The Council can raise these also, and will do this following monthly estate inspections, fire risk assessments or caseworkers managing a complaint, Member's/Council enquiry or a legal/disrepair case. We have noted evidence of this throughout our testing detailed in **Appendix B**.

Process for recording issues and repairs

The process for recording these issues is via a service request in the iWorld system. There is limited ability to highlight wider issues except from the notes added to the works order. It is noted that the contractor is responsible for resolving issues, but these are managed by the repairs team via post inspections, valuations and complaints which should highlight any themes or concerns.

Process for rectifying issues and repairs

The process for rectifying any issues is via logging of these repairs in iWorld. It is the responsibility of the contractors to manage the repairs that are logged into iWorld via the contact centre. The Council's Technical Quality Officers

(TQO) carry out the post-inspection of completed jobs (10% of internal repairs) to ensure the work was carried out to required quality standards. The results from these inspections are discussed at the monthly contract meetings.

Consideration of the robustness of this approach

We have noted that the iWorld process has been followed for all repairs tested per our approach set out above. However, we have noted some issues with the robustness of the process. It was observed that in the following ways some repairs have been closed prior to the issue being resolved:

- **Appendix B sample number 14, 15 and 58:** The works orders were closed without any work to repair the cracks detailed in the repair description or notes for these three repairs. We have not identified any follow up works orders to correct these issues.
- **Appendix C ref no. 5:** A complaint related to iWorld cases 14 and 15 noted in the above observation, states that on two occasions the contractor marked works orders for cracks as completed. We were not able to confirm if the works orders were complete. The contractor failed to raise a new works order to solve the problem. Further details of case 14 and 15 are provided below:
 - Case 14 (raised in May 2014) was for inspection only, but the need for further work was noted after the inspection; this work is stated to be completed under the same works order.
 - Case 15 was raised in February 2015 for the same issue as case 14 above. However, there is no connection between this case and case 14 on the system, which suggests that the resident had to raise the issue again.

Due to unsatisfactory conclusion of case 14 and 15, the resident raised the complaint in September 2015 which we tested in Appendix C ref no.5. However, we were not able to confirm actions taken by the Council after the complaint was lodged.

- **Appendix B ref nos. 31, 46, 106 and 119:** We have noted that the repairs were marked as complete prior to the works being completed in these four cases. Of these, we note that one was marked as complete without evidence of any work completed, two were awaiting an asbestos survey and the last had a new works order raised. Follow up works orders would have had a new deadline for completion and therefore it would be unlikely that the works were completed within the original deadline. This is a control weakness of the iWorld system.
- **Appendix B ref nos.13, 28, 35, 42, 52 and 107:** We note that these six repairs were cancelled without any works being completed. Five of these cancellations were authorised by the Council, to which ref no. 52 has a description of large cracks, ref no. 35 describes a movement in architrave and ref no. 107 suggested that Major Works were planned to complete a roof repair, but planned roof repairs were not evident from our testing of Major Works files.
- In support of the above observation, during high-level analysis as part of Phase 1 of our review we noted that two other works orders pre-dating our testing period, were both cancelled without the Council's approval despite indicating the structural issues present in those two properties.

It is our understanding from discussions with Council staff that it is no longer possible for the contractor to cancel works orders without Council approval.

Completion deadlines

We have noted that the deadline for works order completion is often not being met. Of the 125 repairs tested, 56 were not completed within the stipulated time, although some of these delays were due to access issues. Four of the 56 repairs were still not complete at the point of our testing, being open for at least four months, with two suggesting potential structural issues in relation to failure of mastic seals (Appendix B ref nos. 19 and 20). One of these repairs has been open since February 2017. No reason for the delay in these repairs is provided.

6.1.8 Assessment of the approach to identify and resolve wider issues

From the 125 repairs tested we have noted 17 repairs which we believe to be potential indications of structural issues. Of these 17, we have noted 10 which relate to cracks in the external walls of properties (two of which expanded in hot weather indicating movement in external concrete panels), six relate to leaking mastic joints, and one relates to the movement of an architrave in the corner of a room (potentially hiding gaps and cracks between the walls).

Fig. 8: Summary results of testing for 17 repairs with potential structural issues

Appendix B Ref No.	iWorld description of the repair incident (as reported by the resident)	Identified by the Council	Further Works Required	Repair Cancelled
9	Cracks in the wall	No	No	No
11	Major cracks in the wall	No	Yes	No
35	Movement in the architrave	No	No	Yes
37	Failing mastic seals	No	No	No
52	Deep cracks in the wall	No	No	Yes
82	Failing mastic seals	No	Yes	No
85	Failing mastic seals	No	Yes	No
86	Failing mastic seals	No	Yes	No
91	Cracks in the wall that expand in hot weather	No	Yes	No
94	Large crack in the wall	No	No	No
95	Cracks in the wall that expand in hot weather	No	No	No
112	Possible structural damage to the bedroom window	Yes	No	No
113	Very large crack in the wall	Yes	No	No
114	Structural damage to the bedroom window	Yes	No	No
19	Failing mastic seals	No	No	No
119	Leaks coming from above the window	Yes	No	No
20	Failing mastic seals	No	No	No

Analysis of 17 repairs with structural issues:

Of the 17 repairs, 13 repairs have been completed but no clear indication if the wider 'structural' issue at hand were considered. This could be seen to be treating the symptom and not considering the overall cause. This has led to seven of these 13 repairs requiring further repairs to be raised to complete further works, as the 'symptoms continue to appear'.

Of the seven repairs requiring further work, four related to cracks in walls and three related to leaking mastic joints. It is also noted that two of these repairs were cancelled by the Council due to lack of access to the property, one of which related to deep cracks.

It is observed that a potential reason for why these structural indicators have been missed is due to the Council's limited input into the normal repairs process. Currently the responsibility to clear and report wider issues from these repairs sits with the contractor. However, based on our review of the evidence, it is not clear if the contractor has discharged this obligation effectively.

The remaining four repairs, all of which were raised in June and July 2017, have been identified as structural issues by the Council. All four of these have been categorised as issues with the brickwork or plaster, with three leading to the commissioning of a report by Sinclair Johnston Structural Engineers. The other repair has been flagged as a structural issue to be cleared once the actions from the final Arup report have been finalised.

We have noted that only nine of the 17 repairs were completed on time.

Analysis of remaining 108 repairs:

Of the remaining 108 repairs tested, not enough information was included within iWorld for 49 cases to adequately determine if any wider issues were identified.

Of the 49 repairs, 25 relate to cracks in the wall plaster or leaks through the wall plaster. Again, we have noted that one of these repairs had to be recompleted, whilst three repairs were marked as complete without raising further works even though the issue was not fixed. Eleven of these repairs related to issues with windows, with seven relating to the mastic window seals. Four of these repairs related to the erecting of scaffolding, with the remaining two relating to roof damage with one repair being closed, referring to future Major Works to which we cannot find any further information.

6.1.9 Conclusion

Testing has identified that the Council's processes have in some instances, been unable to identify the wider cause or problem associated with repairs. We are not aware of any process to understand wider implications of the individual issues, especially if they are reoccurring. In line with the contract, the responsibility to fix and alert the Council to wider issues has been transferred to the contractor. However, we were not able to ascertain if this obligation was discharged effectively.

Due to limited documentation and records within the systems tested, we were not able to conclude if cause of repairs were adequately considered by the Council and any wider issues were shared with all relevant parties. In general, we have noted that the level of documentation of repair works completed, progress made or thought processes behind the cause of the repair is limited and can vary dependent on who has managed the repair.

There have been some process issues noted with the management of repairs, particularly in relation to works orders being marked as complete, either without works being documented and no follow up works orders to rectify repairs being demonstrated, or prior to works being complete. There are also cases where the works did not attempt to repair the original works order description and no documentation as to why, was noted. There is also an issue around repair deadlines not being met; this was observed in approximately 45% of the sample tested.

7 MONTHLY COUNCIL INSPECTIONS

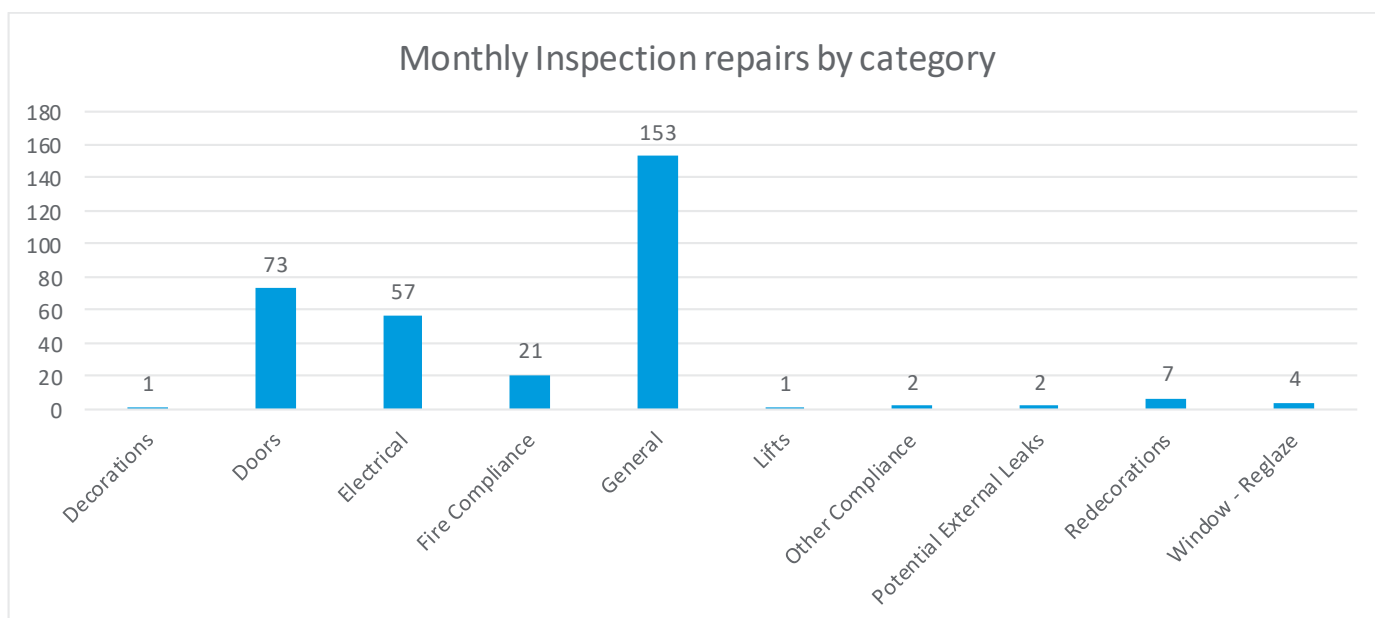
7.1.1 Description

A member of the Repairs and Maintenance technical team perform an inspection of the grounds and communal areas of each block on a 4-6-week rota depending on the estate. The inspection is open to residents to join. All noted repairs are logged within a word document, for these to be raised into iWorld or escalated to the Investment team by the member of staff completing the inspection. The scope of these visual inspections is to conduct a review for lighting, electrical, door entry, window glazing and regulatory compliance issues, as well as common defects.

7.1.2 Sample and trend analysis

We had access to Council inspections completed since **November 2014**. Within these inspections we have noted 321 repairs were raised for Ledbury Estate which have been categorised across ten categories in **Figure 9** below:

Fig. 9: Categorisation of repairs raised through monthly inspections



Around half of the repairs (153) related to general repairs, a considerable number related to the repairs of doors (73), lights and other electricals (57) and fire compliance (21). Six repairs of interest have been noted and were tested as part of the iWorld sample of 125 cases. Two of these related to potential external leaks, while four related to re-glazing of windows.

A trend noted is that the inspections appear to be raising fewer repairs as time goes on, with 147 raised in 2015, 75 raised in 2016 and then only 58 in 2017 to date.

7.1.3 Testing completed

We have performed a review of the six repairs of interest noted above. These have all been dealt with through the normal repairs process and have been managed in the iWorld system. Our testing has therefore involved:

- Tracing the repair noted in the monthly inspection report to an iWorld works order;
- Reviewing whether the Council's system for managing these repairs has been followed;

- Assessing whether the appropriate timeframes for the completion of each repair were met by the contractor; and
- Reviewing the notes in iWorld and other similar repairs to the same property to identify whether there was a risk of wider issues.

The detailed results of this testing are included within **Appendix B** for reference, along with the other iWorld testing.

7.1.4 Assessment of whether internal processes have been applied

Process for identifying repairs

The process for identifying repairs is via a member of the Repairs and Maintenance technical team performing an inspection of the grounds and communal areas of each block. This has been performed monthly in the case of the Ledbury Estate. The inspections are intended to be open to residents, but the reports for Ledbury do not identify if any have attended.

Process for recording repairs

The process for recording these repairs is via a monthly inspection report. Each repair includes a description, a photo of the damage and a works order reference for the logging of the repair into iWorld. From the sample tested, this process is being applied by the Council.

Process for rectifying repairs

The process for rectifying these repairs is via logging them into iWorld. It is the responsibility of the inspector to do this, and we have noted the iWorld works order reference displayed in the inspection report to prove these. All work is then expected to be completed as part of a later inspection, and this is also loaded into iWorld.

7.1.5 Assessment of the approach to identify and resolve wider issues

Our testing has confirmed that the identification of wider issues is not within the scope of these inspections, with no prompt included within the template report. From our review of the documents, we were not able to ascertain if due consideration is given to the underlying cause of the repairs noted during the inspections.

7.1.6 Our conclusion

The visual inspections are carried out and any issues noted are logged within iWorld. The scope of these inspection does not appear to include consideration of wider issues.

8 COMPLAINTS

8.1.1 Description

Residents can raise complaints directly to the Council regarding any issue they have. This is via an e-mail, letter or by phone and is received into the customer resolution team who log the complaint into iCasework, which acts as the central system for the logging of complaints, disrepair cases, member's enquiries and Freedom of Information requests. The complaint is then assigned to the appropriate department to deal with it, who in turn assign the complaint to an appropriate caseworker.

Role of the complaint caseworker

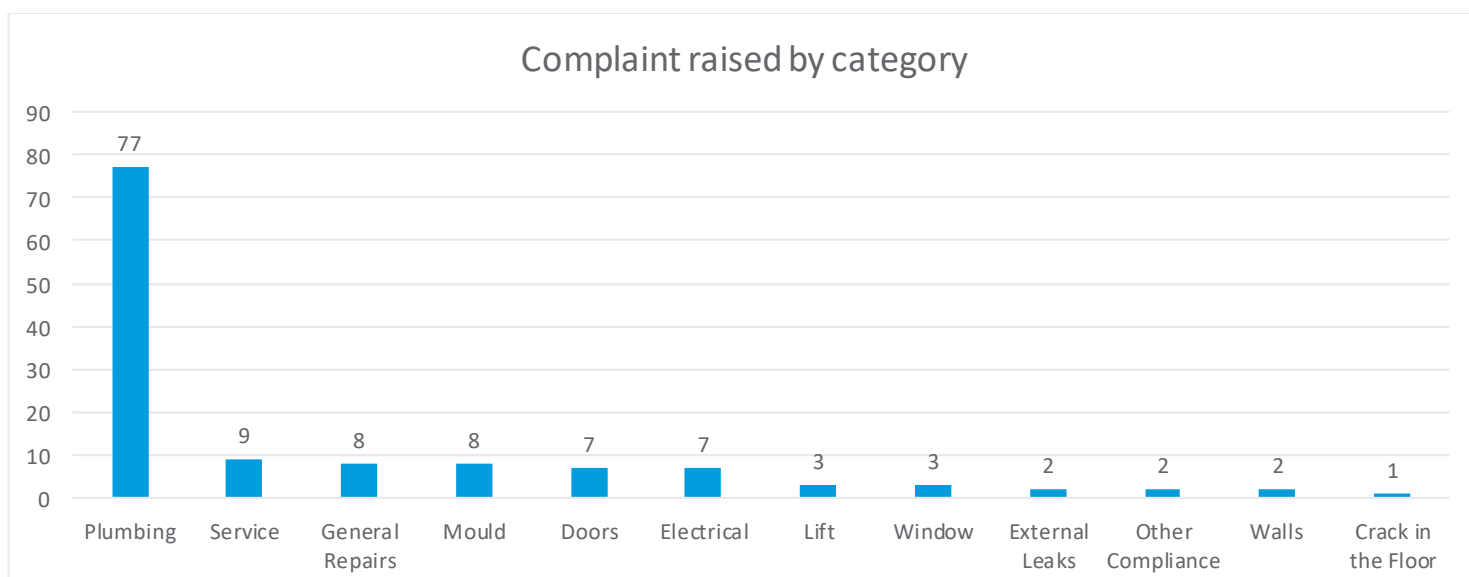
- Perform some investigation into the complaint, by first contacting the resident to gain a better understanding of the complaint.
- May request a survey to be completed by one of the technical team or by a building/consultant surveyor to get a better understanding of the issue.
- Any repairs that are required from the investigation to be logged into the iWorld system, if they fall within the repairs and maintenance contractors remit, and notes of the service request and works order numbers included within iCasework.
- Where repairs do not fall with the contractor's remit, they are escalated to the Investment Department, if it is deemed that the works would be high-cost or require a project manager, or will be managed by the Repairs Department, with notes on what has occurred being added to iCasework to follow.
- The caseworker is responsible for creating a clear audit trail within iCasework and for the progress of clearing the complaint and may be required to chase the progress of the required works.

The time frames for complaint resolution is to contact the resident within **three days of logging** the complaint and **15 days** for the Council to agree a resolution to the complaint.

8.1.2 Sample and trend analysis

We have had access to complaints issued since **April 2011** on the iCasework system. Within this period 129 complaints were raised which related to the Ledbury tower blocks.

Fig. 10: Categorisation of repairs raised through complaints



Of the total 129, eight are deemed to potentially relate to structural issues with the rest relating to plumbing issues (77), Service (9), General Repairs (8), Mould & Damp from lack of ventilation (8) whilst other issues made up the remaining 19 cases. Of the eight cases of interest we have noted three relating to Windows, two to External Leaks, two to Walls and one to a Crack in the Floor.

We have not noted any specific trends in the number of complaints raised per month, year, flat or block due to the small amount of data available. We did note two complaints relating to structural issues being raised for a flat within Peterchurch House, but these complaints both related to the same issue.

The average time to complete a complaint across the full sample of 129 complaints is 34 days. This is significantly longer than the target 15-day period and is caused by approximately 50% (64/129) of the complaints not being resolved within the target timeframe.

8.1.3 Testing completed

We have performed a review of all eight cases of interest identified above. These enquiries have all been dealt with through the normal process and have been managed in the iCasework system. Our testing has therefore involved:

- Reviewing the work performed on the case by the caseworker and reviewing all documentation saved to the case to determine if the processes have been followed;
- Assessing the caseworker's response to the enquiry and judging whether it is deemed to be adequate using our understanding of what information is available;
- Tracing any repairs noted in the case on iCasework to an iWorld works order;
- Reviewing whether the Council's system for managing these repairs has been followed; and
- Assessing whether the appropriate timeframes for the completion of each repair were met by the contractor.

The detailed results of this testing are included within **Appendix C** for reference, along with the other iCasework testing.

8.1.4 Assessment of whether internal processes have been applied

Process for identifying structural issues and repairs

The process for identifying these issues is via a member of the appropriate team investigating each case to identify the cause of customer complaints and attempt to resolve them. The process for this is to contact the resident directly and to perform a site inspection if deemed necessary. For all cases tested we have noted some evidence of an onsite inspection and the resident being contacted.

Process for recording issues and repairs

The process for recording these issues is via a note or attached document in the iCasework system. If any repairs are required, these will then be loaded on to the iWorld system with a works order number referenced in the case. There is a 15-day target period for resolution of complaints. We have noted that there have been no documented pictures within the iCasework system to support inspections within the systems. However, we have been informed that the pictures are held locally by the technical staff.

Process for rectifying issues and repairs

The process for rectifying any issues is via logging the repairs into iWorld. It is the responsibility of the caseworker/technical officer/surveyor to do this and we have noted the iWorld works order reference displayed in the iCasework notes. We have also noted that all iWorld repairs to be completed for these claims are flagged in the system and are able to be stipulated with a tighter completion date target.

We understand that the complaints closure requires the case officer to categorise the cause of all complaints and technical officers involved would be expected to consider wider issues. However, based on our sample testing, we were not able to substantiate this.

Consideration of the robustness of this approach

All eight of the complaints tested failed to meet the complaint response deadline set by the Council. On observing one case (App C, ref no. 1), this was due to additional works being required being added to the case prior to an agreement being reached. From the cases we have tested it appears unreasonable to complete the repairs within the 15-day window. This has led to cases (i.e. App C, ref no. 7) closed prior to the completion of the work which increases the risk that the complaints may not be adequately dealt with.

Issues with the robustness of the process of dealing with complaints have been identified as follows:

- It is not clear whether complaint App C ref no. 2 ever received an acknowledgement of their complaint. This appears to have been corrected in later cases as we believe that the system is now automated.
- The response to a complaint does not initially attempt to solve the original complaint, and instead raised works orders from the issues they observed during the onsite inspection. This led to an additional complaint (App C ref no. 3) being raised by the same resident.

We have also noted the following issues with the repairs system from a review of the complaints:

- When reviewing complaint App C ref no. 5, it became clear that the contractors visiting the site twice for two separate reported repairs identified that a roof leak was the cause of the issues with the plaster but failed to request further works to be raised to fix the cause of the leak.
- In relation to complaint App C ref no. 8, despite the resident informing the Council that the leak was due to a problem with his window seal, two plumbing contractors were sent to review the leak on two works orders who both also agreed that the works related to mastic works.
- Works order App B ref no. 19 remains open after the contractors visited on 21st June 2017. We noted that instructions were issued to close the works order on the 27th July 2017 stating, "work is no longer required". However, no explanation was provided for why the work is no longer required. At the time of our review, no date has been recorded within the "completed section" of iWorld.

8.1.5 Our conclusion

There is evidence to suggest that the level of detailed documentation within the systems we tested, in relation to investigations into complaints, is not sufficient to conclude whether wider issues were considered when the complaint is reviewed by the Council.

The current deadlines for dealing with complaints appears tight and does not allow time for consideration of the potential for structural issues. Reasons for delay in relation to the resolution of complaints is not documented in all instances; and pictorial evidence is not stored within the systems reviewed to support the inspection carried out. We understand that the complaint closure requires the case officer to categorise the cause of all complaints and the technical staff involved would be expected to consider wider issues. However, we were not able to substantiate this for the complaints tested as part of our sample.

9 DISREPAIR CLAIMS

9.1.1 Description

Disrepair or Arbitration cases are legal cases taken out against the Council by residents of Council-owned properties for failing to provide the agreed upon living conditions. Claims could be made for structural and safety issues meaning that they are a key source for identifying potential structural issues. These will either be issued to the Council's solicitors or will be forwarded to the disrepairs team or legal teams inbox by the claimant's solicitors or through the online arbitration process. A manager within the Disrepair team will then allocate a caseworker from within their team.

Recording and processing of the claim

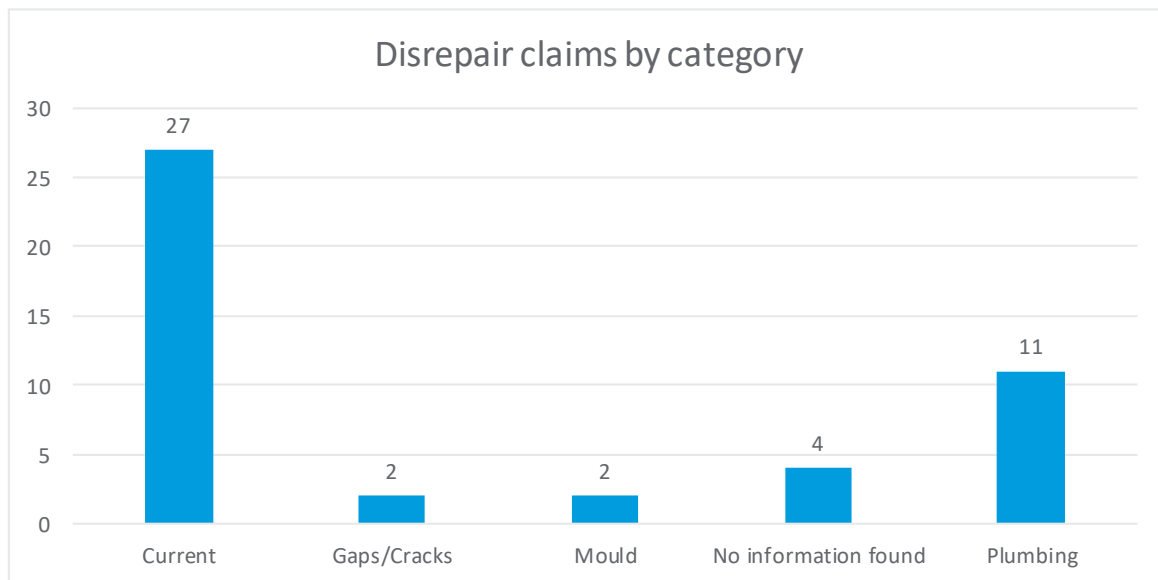
- The caseworker loads the claim into iCasework and a separate spreadsheet which tracks the progress of each claim.
- The Disrepair team manage the rectifying of the issues in the claim, by first performing some investigation into the root causes. This will involve a review of the properties service requests and repairs history within iWorld and performing an onsite inspection with one of the technical team. The investigation, including any intrusive surveys, will only be ordered to pick up indications that the Council have breached the regulations as included in the disrepair claim.
- The Council provides the claimants solicitors with a full disclosure of the all relevant information relating to the property and block. This will involve report of repairs from iWorld and complaints through iCasework.
- The Disrepair team create a schedule of works to be performed to correct the issues, (where none are deemed necessary the disrepair claim will be closed). The schedule of works will then be sent to the claimant's solicitors with photos to ensure that these are agreed prior to beginning the works.
- If the elements of the schedule of works relate just to normal repairs, a service request will be added in iWorld. If any works are deemed to be of more significance, these will be passed onto the Investment team to be included within the next Major Works programme at the location.
- A full audit trail will be included in iCasework as per the process noted in the complaints process. Repairs put through the iWorld system will be flagged as disrepair actions and will have a higher priority code than normal repairs, with a deadline as stipulated by the caseworker.
- The Disrepair team follow through all repairs and Major Works to ensure that these are completed in reasonable time and a final inspection will be completed to ensure the issues have been corrected.

Prior to the use of iCasework, all disrepair claims were managed using the spreadsheet alone. Instead of using iCasework to store information, all documents were stored on the shared Housing drive.

9.1.2 Sample and trend analysis

We have been given access to legal and disrepair claims issued **since July 2009** on the iCasework system or logged in the legal and disrepair spreadsheet. Within this period, 46 legal disrepair claims have been issued that relate to the Ledbury Tower blocks.

Fig. 11: Categorisation of repairs raised through disrepair claims



Of the 46 enquiries, 29 are deemed to potentially relate to structural issues with the rest relating to Plumbing issues (11), Mould & Damp from lack of ventilation (2) whilst four cases were noted on the legal and disrepair spreadsheet to which we could find no supporting information. Of the 29 cases of interest, 27 were received after summer last year; two of these regarding potential gaps and cracks in the walls.

The current on-going issues around gaps and cracks has resulted in a significant increase in the number of claims issued year-on-year, with 28 claims being issued in 2017 compared to 7 legal and 5 arbitration cases pre-2017.

9.1.3 Testing completed

We have performed a review of both cases that included the term gaps or cracks in their description and have tested a random sample of 10 of the 27 cases relating to the current issues at Ledbury to give a representative sample between the blocks. These enquiries have all been dealt with through the normal process and have been managed in the iCasework system. Our testing has therefore involved:

- Reviewing the work performed on the case by the caseworker and reviewing all documentation saved to the case to determine if the current processes have been followed;
- Assessing the caseworker's response to the enquiry and judging whether it is deemed to be adequate using our understanding of what information is available;
- Tracing any repairs noted in the case on iCasework to an iWorld works order;
- Reviewing whether the Council's system for managing these repairs has been followed; and
- Assessing whether the appropriate timeframes for the completion of each repair were met by the contractor;

The detailed results of this testing are included within **Appendix C** for reference, along with the other iCasework testing.

9.1.4 Assessment of whether internal processes have been applied

Process for identifying issues

The process for identifying issues is via a member of the legal and disrepair team investigating each case to identify any evidence of Council breaches and attempting to resolve this with the appropriate party. For all cases tested we

have noted evidence of an onsite inspection being completed or scheduled. We have been informed that the historic repairs review is undertaken with legal services for all disrepair cases and forms part of the arbitration cases as a matter of course. However, we were not able to substantiate this for the items we tested as part of our sample, although other examples were provided by the Council. Due to legal reasons, we were not able to access all the documents and information for the on-going claims.

Process for recording issues

The process for recording issues is via a note or attached document in the iCasework system. If any repairs are required, these will then be loaded on to the iWorld system with a works order number referenced in the case.

Process for rectifying issues

The process for rectifying any issues is via logging these repairs into iWorld. It is the responsibility of the caseworker to do this and we have noted the iWorld works order reference displayed in the iCasework notes. We have also noted that all iWorld repairs to be completed for these claims are flagged in the system and are able to be stipulated with a tighter completion date target.

Consideration of the robustness of this approach

During our initial investigations into each claim we have noted four cases in which no documentation of the claim could be located by the Council. It is noted that all cases are now required to be inputted into the iCasework system and that this should be a historic issue. There still appears to be a problem with documentation however, with case App C ref no. 9 having very little supporting information for the progress of the claim, and no evidence of the caseworker's review of the properties' service requests or repairs history within the systems reviewed.

We have also noted that there have been no documented pictures to support the inspections within iCasework, which would also provide useful additional evidence to support the Council's work. We have been informed that all 10 of the claims relating to the current issues at Ledbury have been inspected and have completed reports and schedules of work, many of which are already complete. We have also noted that in case App C ref no. 10, the completion of the repairs to treat the mould took 17 months to close. No reason for the lack of progress in this case has been documented.

9.1.5 Our conclusions

The Council assigns a dedicated legal disrepair surveyor to all disrepair cases to produce a report and schedule of work and identify and report on potential structural related issues. We have been provided examples to demonstrate how the legal team review the previous repairs history. The process appears to be reasonable, however we were not able to substantiate this for Ledbury specific cases because the information and documentation are not always stored in one place. In some cases, they are stored locally by the individuals involved.

10 MEMBER'S ENQUIRIES

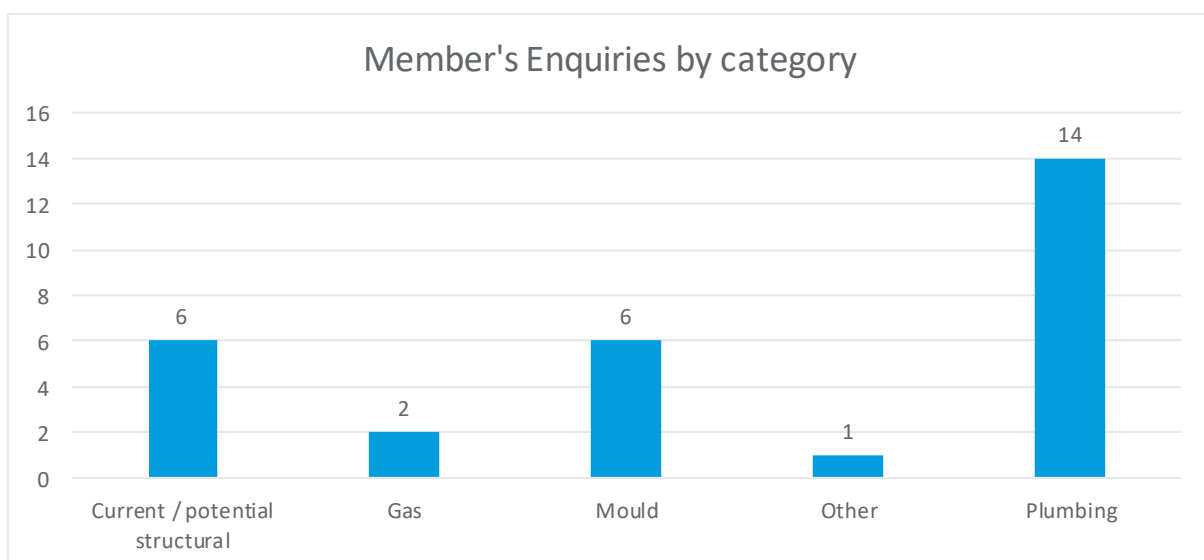
10.1.1 Description

Counsellors or Members receive complaints directly from the public. These are forwarded to the Customer Resolution team by the Counsellor or Member's office and follow the same procedure as complaints. The only difference is that the Council are required to respond to these enquiries within **10 days instead of 15** and will need to provide a report to the Counsellor or Member on the resolution agreed.

10.1.2 Sample and trend analysis

We have access to Members' Enquiries issued since **April 2014** on the iCasework system. Within this period, 29 member's enquiries have been issued that relate to the Ledbury Tower blocks. It is noted that residents can raise a complaint and a Member's enquiry, therefore there is potential for duplication; however, this has been factored into our review of the data and any duplication noted.

Fig. 12: Categorisation of repairs raised through Member's Enquiries



Of the 29 enquiries, six are deemed potential structural issues, with the rest relating to Plumbing issues (14), Mould & Damp from lack of ventilation (9), Gas Servicing (2) and unauthorised access to a flat (1). Of the six enquiries of interest, we have noted five which have been raised regarding the current issues at Ledbury. These were all issued after the Council had become aware of the structural issues, and one regarding a hole in the roof. We have not noted any specific trends in enquiries per block, flat or year due to the small amount of data available.

10.1.3 Testing completed

We have performed a review of all six of the enquiries of interest noted above. These enquiries have all been dealt with through the normal process and have been managed in the iCasework system. Our testing has therefore involved:

- Reviewing the work performed on the case by the caseworker and reviewing all documentation saved to the case to determine whether there is a risk that a structural issue could be present and if processes have been followed;

- Assessing the caseworker's response to the enquiry and judging whether it is deemed to be adequate using our understanding of what information is available;
- Assessing the time taken to respond to any members' enquiries;
- Tracing any repairs noted in the case on iCasework to an iWorld works order;
- Reviewing whether the Council's system for managing these repairs has been followed; and
- Assessing whether the appropriate timeframes for the completion of each repair were met by the contractor.

The detailed results of this testing are included within **Appendix C for reference**, along with the other iCasework testing.

10.1.4 Assessment of whether internal processes have been applied

Process for identifying issues

The process for identifying these issues is via a member of the relevant department investigating each enquiry and attempting to resolve this with the appropriate party.

Process for recording issues

The process for recording these issues is via a note or attached document in the iCasework system. If any repairs are required these will then be loaded on the iWorld system with a works order number referenced in the case.

Process for rectifying issues

The process for rectifying any issues is via logging these repairs into iWorld. It is the responsibility of the caseworker to do this and we have noted the iWorld works order reference displayed in the iCasework notes.

Consideration of the robustness of this approach

It appears this process is relatively robust as we have not noted any issues with five of the six enquiries that we have reviewed. However, within case App C ref no. 26 we noted that the response was provided outside of the 10-day window. This appears to have been caused by delay in producing a briefing note to cover the process in place within Housing Repairs to identify key issues, such as those at the Ledbury Estate, from multiple independent Housing Repairs reports. The case was subsequently closed without providing a briefing note to the Member, as it was agreed that this would be provided in the next week. As a copy of this is not saved onto the system it is unclear as to whether a proper response was ever sent to the Member.

10.1.5 Our conclusion

The process to deal with members enquiries are robust and has been applied. Where a case has been delayed, it is not clear the extent to which the appropriate follow up is provided to the Member. The case may be closed on the system before an update is documented or recorded.

11 FREEDOM OF INFORMATION REQUESTS

11.1.1 Description

The Freedom of Information Act (FOIA) gives the public the right to access recorded information held by public sector organisations. Requests for information come in via a Freedom of Information (FOI) request and these are received into a central Council team (the Customer Resolution team) via e-mail to a general inbox or through a specialist website that helps to issue these requests. The details of requests are entered iCasework to be monitored and a caseworker is then assigned. They are responsible for managing the requests and chasing the receipt of all information required to respond.

The caseworker will forward the information requests through to the appropriate department to collate this information. The request will be sent to a single contact within the Repairs and Maintenance team, who will then review the information required and request this from the most appropriate members of their team, which will normally be through a report run from iWorld. Once all the information has been collected by the designated FOI member of staff, they will collate the information and review it prior to sending this back to the caseworker. The caseworker will collate the information from each FOI request.

The Council has **20 working days** to respond to an FOI request, with each department being given 10 days to respond with the appropriate information to be reviewed and censored by the caseworker,

11.1.2 Sample and trend analysis

Since **April 2015**, (the date in which data from FOI requests is required to be kept by the Council's current processes), there are **five requests** that relate to the Ledbury Estate. This is out of a total of **5,234** FOI requests made between April 2015 and 25 October 2017. It should be noted that the addresses relating to each specific request are not recorded fully by the Council, therefore it is possible that there were more than the five FOI requests.

The five requests identified all relate in some way to the current issues at Ledbury and have been raised since the Council became aware of the current cracks and gaps (on or after 05/07/2017).

11.1.3 Testing completed


We have performed a review of all five of the requests of interest noted above. These enquiries have all been dealt with through the normal process and have been managed in the iCasework system. Our testing has therefore involved:

- Reviewing the work performed on the case by the caseworker and reviewing all documentation saved to the case to determine whether there is a risk that a structural issue could be present and if processes have been followed;
- Assessing the caseworker's response to the request and judging whether it is deemed to be adequate using our understanding of what information is available; and
- Assessing the time taken to respond to each request.

The detailed results of this testing are included at **Appendix C** for reference, along with the other iCasework testing.

11.1.4 Assessment of whether internal processes have been applied

All FOI responses are deemed to be adequate, for the information that the Council had available to provide. We have been able to confirm the process for dealing with FOI requests. However, we have noted that the 20-working day response time has not been adhered to for four out of the five requests. One of the requests is yet to be responded to despite being 76 working days late at the time of testing. We noted other requests to be responded to are 35, 11 and



one working days late respectively. This has been caused by the delay in response time by the department involved to the customer relationship team, with the main cause being delays in gaining management approval of the content.

The information provided by the Council in response to the five FOIs reflects what is already known in relation to awareness of structural issues at Ledbury. This includes the Sinclair Johnston report, and the first of the two Arup reports.

11.1.5 Our conclusion

The process to deal with FOIA requests and subsequent responses deemed to be adequate. There have been some delays in responding to requests which were caused by issues in gaining management sign-off for response content.

12 MAJOR WORKS PROJECTS

12.1.1 Description

The main objective of Major Works Projects is to ensure that the Council's portfolio of houses meet the Governments 'decent housing' standard. This is completed by updating existing fittings to ensure that they meet this standard, and various health and safety regulations.

Fig 13. Documents completed as part of a Major Works Project and may therefore identify potential structural and other wider issues

Document name	Description
Stock Condition Feasibility Reports	Non-Intrusive surveys have been performed on all blocks prior to Major Works Projects being carried out. A feasibility report is then produced by the contractor in this survey detailing it's results and recommended works.
Technical Survey Feasibility Reports	A technical survey would be completed by an expert if an issue was noted outside the normal surveyor's expertise. A feasibility report would be created on these findings.
Residents Meeting Documentation	Several meetings are organised to inform residents about the upcoming works, and Residents can feed back any issues they are incurring during these meetings to be built into Major Works programmes.
Schedules of Works	As agreed for the Project.
Contract Tenders	Per the tender process.
Contract change orders	Per the change order process.
Contractor Completion Certificates	This certificate is issued at the completion of the project, showing that the planned works have been carried out.
Correspondence with the Consultant and Contractors	Relating to any aspect of the Project.
Defect Logs	A log is kept of all defects reported by residents following completion of the works.
Reviews of Repairs History	Prior to starting the Major Works project, a review of the repairs history to each block is performed. This should identify any recurring issues that may indicate a wider issue.
Project Manager Trackers of Issues Logged	These are not often documented but are the common method for project managers to track issues until resolution.

These documents have been saved within the Major Works files. The Council has a policy to keep the data on file for 10 years. However, the electronic Major Works files have only been in place since 2011. Any documents pre-dating this have either been lost in the relocation of offices or have been moved into deep storage, which from conversations with Investment Management would be extremely difficult to find based on the filing system.

12.1.2 Sample and trend analysis

Only two structural issues have been noted from our testing. One has been dealt with through an emergency works programme, whilst it is unclear as to whether the other has been resolved.

12.1.3 Testing completed

We have reviewed Apex to identify the Major Works programmes completed at the four blocks within the Ledbury Estate.

The Apex system acts as the stock records system and it includes a brief description of each property, a list of all its fixtures, the estimated useful life of each fixture, each fixtures installation date, expected replacement cost of each fixture, a high-level description of recent Major Works, a note regarding future Major Works to be completed and fire risk assessment actions. We can therefore use this system to help us identify dates of Major Works and review any indications of wider issues that may have been flagged in this system.

Fig 14. Major Works by installation date and residence block

Category	Bromyard House	Peterchurch House	Sarnsfield House	Skenfrith House
External Structure	01/01/1969*	01/01/1969*	01/01/1969*	01/01/1969*
Central Heating	27/01/1994	27/01/1994	27/01/1994	27/01/1994
Extractor	01/01/2004*	01/01/2004*	01/01/2004*	01/01/2004*
Windows	01/01/2004*	01/01/2004*	01/01/2004*	01/01/2004*
External Decorations	01/01/2010*	01/01/2010*	01/01/2010*	01/01/2010*
Boilers	01/01/2014*	01/01/2014*	01/01/2014*	01/01/2014*
Smoke Detectors	01/07/2014	01/07/2014	01/07/2014	01/07/2014
Bathroom	19/05/2016	19/05/2016	19/05/2016	19/05/2016
Doors	19/05/2016	19/05/2016	19/05/2016	19/05/2016
Electrics	19/05/2016	19/05/2016	19/05/2016	19/05/2016
Kitchen	19/05/2016	19/05/2016	19/05/2016	19/05/2016

* Due to limited historical information being available to the council these dates have been estimated in the Apex system. The external structure estimates dated 1969 relates to the original construction.

The review of Apex has identified that a Housing Health & Safety Rating System (HHSRS) trigger was raised on the Sarnsfield block prior to 2017. However, from the information available to us we are not able to identify what this trigger related to, and whether it indicated any wider structural issue.

We have reviewed the available information for the following five Major Works projects:

1. Peterchurch and Skenfrith External Refurbishment 2004/05
2. Bromyard and Sarnsfield External Refurbishment 2005/06
3. Bromyard, Sarnsfield and Skenfrith Fire Risk Assessment Works Package 2012/13
4. Ledbury Warm, Dry Safe Scheme 2015/16 (Bromyard and Sarnsfield)
5. Ledbury Mastic Seal 2015/16 (all blocks)

1. Peterchurch and Skenfrith External Refurbishment 2004/05

This work started in June 2004 and was completed in July 2005. The scope of this work was roof renewal, window renewal, external decorations, repairs to brickwork & concrete, internal electrical as required, external electrical renewal & repairs at a cost of £1,797,001.

However, no documentation has been found for this Major Works project. It is believed to have been lost in the relocation of offices.

2. Bromyard and Samsfield External Refurbishment 2005/06

This scheme started in October 2004 and was completed in March 2006. The scope of this scheme was roof renewal, window renewal, external decorations, repairs to brickwork & concrete, internal electrical as required, external electrical renewal & repairs at a cost of £2,430,497.

Only a contract tender document could be found for this Major Works project. The tender identifies work for repairs to fractured plaster; and test and carry out minor repairs to aggregate faced cladding panels and test and carry out repairs to jointing between cladding panels as required. Due to documentation issues, we were unable to ascertain the details of actual repairs that have been carried out. We are therefore unsure as to whether any structural issues were identified and/or resolved.

3. Bromyard, Sarnsfield and Skenfrith Fire Risk Assessment Works Package 2012/13

This scheme started in June 2012 and was completed in February 2013. The scope of the scheme included as required FEDs, intake cupboards, fire stopping to ducts, repairs and renewals to communal screens and doors, application of TOR coatings where required.

We have noted the following documents for this Major Works project:

- Contract Tenders
- Contractor Completion Certificates
- Correspondence with the Consultant and Contractors
- Consultant valuation
- Defects Logs

We have not noted any documentation for any resident's meetings held, a schedule of works, review of repairs history or a project manager's tracker of issues. There is also no stock condition survey, however this was because the works were based on Fire Risk Assessments, which are considered in section 13 below. It also appears that the correspondence with contractors are not always saved in Apex/Major Works Files.

4. Ledbury Warm, Dry Safe Scheme 2015/16 (Bromyard and Sarnsfield)

This scheme started in August 2015 and was completed in May 2016. The scope included renewal of kitchens over 20 years and bathrooms over 30 as required, minor electrical, LD2 smoke and fire detectors (as required).

We have noted the following documents for this Major Works project:

- Stock Condition Feasibility Reports
- Residents Meeting Documentation
- Schedules of Works
- Contract change orders
- Contractor Completion Certificates
- Correspondence with the Consultant and Contractors
- Defects Logs
- Reviews of Repairs History

We have not noted a project manager's tracker of issues or minutes for any resident's meetings held, and it appears that the contractor and consultant correspondence saved down is incomplete. It is also unclear what analysis has been completed on the review of repairs and what the results of this were. The Consultant's feasibility report states that they **"have not been passed any documentation that identifies any historical persistent problems with structures or structural elements around the block."**

The feasibility report identifies the wall and roof structure of both blocks, as well as the state of the concrete as good, suggesting that there is little evidence of structural issues. However, this appears to have been completed by a ground floor visual inspection only. An issue relating to the mastic works was noted, which have been resolved via the emergency works described below.

5. Ledbury Mastic Seal 2015/16 (all blocks)

This scheme started in July 2016 and was completed by March 2017. This work included Mastic to external elevations of the building where existing mastic failed causing water penetration at a cost of £536,885. The TOP and TOP report via CS is silent on the need for works and the S20 Notice advises that "Due to weather exposure over the years, existing mastic has suffered decay and no longer provide a waterproof barrier to the elements. Untreated, this allows dampness to enter the structure of the block". Works were required as it had the potential to cause water penetration and so works were preventative.

We have noted the following documents for this Major Works project:

- Consultants Feasibility Reports
- Residents Meeting Documentation
- Schedules of Works
- Contractor Completion Certificates
- Correspondence with the Consultant and Contractors
- Justification for the works
- Project Manager Trackers of Issues Logged

We note that this project file seems to be almost complete, with meeting minutes with Consultants, Contractors and Residents outstanding.

The main issue noted here relates to the mastic issue itself, which has been dealt with as part of this programme. However, within an issue log recorded at a resident consultation meeting, we have noted that a crack that opened in the summer was reported within a flat. We have not been able to find any further documentation or a repair in iWorld that deals with this reported problem.

12.1.4 Assessment of whether internal processes have been applied

Process for identifying structural issues

The main ways in which issues are likely to be identified through a Major Works project are the following:

- A review of the blocks repair history. We have identified reports from the repairs system for this purpose within the Ledbury Warm, Dry and Safe Project. It appears the contractor has completed some analysis on this, but we have not been able to identify what analysis has occurred.
- A Review of the Stock Condition Feasibility Reports. We have noted these reports have been completed for the Ledbury Warm, Dry and Safe Project and the Ledbury Mastic Works Emergency project. It is also clear that reviewing the structural integrity of the external walls, roof and concrete is within the scope of the report, however the assessment of this appears to have been completed through a visual inspection from the ground floor or roof, and so may not have been adequate to identify any issues elsewhere.
- Communication with other teams. We have noted that this is how the mastic joint structural issue was identified.

We are unsure how the issue relating to the crack in the wall of one flat was identified, as it has only been included within the project manager's tracker. It is deemed most likely that this was reported to the Council by a resident during a Resident's meeting or a drop in.

Process for recording and rectifying the structural issue

The main method in which issues are likely to be recorded and rectified are:

- Adapting the Major Works Programme to include additional work. No instances of this have occurred within our testing.
- Creating a new Emergency Works Project. The Mastic Joint issues have been corrected via this method. We have noted a justification of works for the project and evidence that this work was completed to a good standard with minimal follow up defects.
- Creating a Repair in the iWorld System. No instances of this have occurred within our testing.

The issue relating to the crack in the wall of a flat was reported in the Project Manager's issue tracker, but we have not found any evidence that this has been resolved either in the Major Works files or within iWorld.

12.1.5 Our conclusions

We have noted a disparity in the documentation saved between each Major Works project. The documentation available has improved recently, as very little information was noted for the projects prior to 2015. The scope of the condition surveys is not sufficient to identify structural issues like those currently being experienced at the Ledbury Estate, as although a section on the structure of the walls, roof and concrete is included, it is completed only by visual inspection from the ground floor or roof. This would prevent the surveyor from spotting issues on any of the other floors.

The review of the repairs history is carried out by the contractor; however, we were not able to ascertain the robustness of the analysis carried out to identify any previous issues.

13 FIRE RISK ASSESSMENT

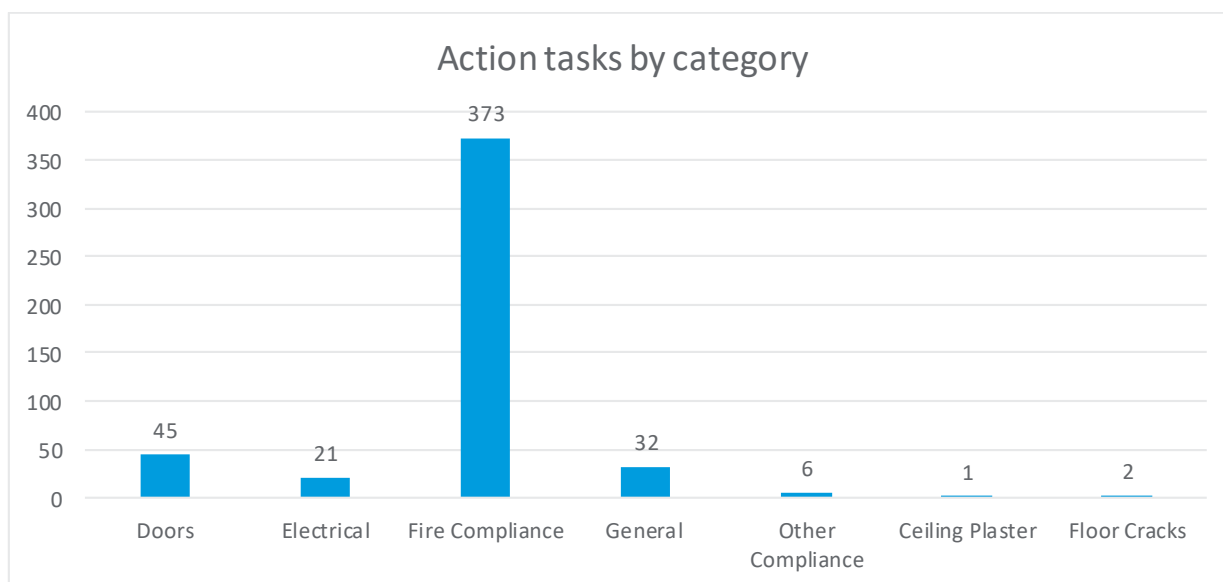
13.1.1 Description

Fire compliance surveys are performed at least once per year by a member of the fire compliance team. The surveys performed for the Ledbury Estate that we have noted, are of a **Type 1** which are non-intrusive reviews of the communal areas; all that is required by law. The focus of the survey is on sources of fires such as electrical, gas, arson, smoking, portable heaters and lighting, as well as emergency exits, storage of personal items in fire risk areas, the prevention of the spread of fire, fire warnings and fire notices, and the combatting of fire.

13.1.2 Sample and trend analysis

We had access to the Fire Risk Assessment reports completed **since 2010**. Within these assessments, we have noted **480 action** tasks raised. These have been reviewed and categorised depending on their nature, with only pure fire regulatory tasks, being called fire compliance, with repairs to other items to meet these regulations being split out.

Fig 15. Action tasks raised through Fire Risk Assessments



Over three-quarters of the tasks relate to fire compliance issues (373), with the other significant categories being Doors (45), General Repairs (32) and Electrical (21). We identified three repairs of interest, two of which related to cracks in floors and one which related to a damaged ceiling.

A notable trend is the additional actions raised in 2017; 108 actions compared to the average of 53 actions in the years tested prior to this. This increase is due to the introduction of a more comprehensive fire risk assessment being built into Apex.

13.1.3 Testing completed

We have performed a review of all three repairs of interest noted above.

Two of these repairs relate to the initial reports of gaps and cracks in Peterchurch House and Skenfrith House. These repairs have been treated as emergency repairs and so our testing has involved the following:

- Reviewing the documentation held within the Major Works files for these repairs;
- Reviewing whether the Council's system for managing the structural risk and repairs have been followed; and
- Assessing whether the timeframes for the progress of these repair were adequate.

The other repair was raised within the iWorld system. Our testing has therefore involved:

- Tracing the repair noted in the fire risk assessment report to an iWorld works order;
- Reviewing whether the Council's system for managing the repairs has been followed; and
- Assessing whether the appropriate timeframe for the completion of the repair was met by the contractor,

The results of this testing are included within **Appendix B**, along with the other iWorld testing.

13.1.4 Assessment of whether internal processes have been applied

Process for identifying repairs

The process for identifying issues is via an annual fire risk assessment survey. Each survey is performed by a qualified fire risk assessor. The scope of these reviews is solely designed for potential fire safety risks, and so although we have noted that some structural issues have been identified within these assessments, especially where they are deemed large enough to breach fire regulations for the prevention of the spread of fire and smoke between flats and communal areas.

Process for recording repairs

The process for recording issues within the assessment is via a fire inspection report created through the Apex system. Each issue/repair includes a description and a photo of the damage to provide additional detail and is loaded into Apex as an action point to be resolved. Each action is graded as high, medium or low importance, and are acted upon depending on this grading, with deadlines of one day, three months or one year respectively.

We have however noted that prior to 2017, actions were not entered into the Apex system, but instead these were managed by the fire risk assessor, with the responsibility to ensure that these were actioned by the appropriate department. We have not been able to identify any documented evidence of this process.

Process for rectifying repairs

The process for rectifying these repairs is by assignment of each issue to the appropriate department to complete within the timeframe noted above. We have observed that the Apex system will send e-mails to the correct contact weekly with their actions outstanding, highlighting those which are overdue, from a review of the iWorld repair tested. We have been informed that any actions left uncompleted for unacceptable periods of time will be highlighted in management meetings, but this could not be substantiated.

Consideration of the robustness of this approach

It appears the historic fire risk assessment process may not have always been as robust as it is now, as the numbers of issues reported in 2017 has doubled compared to the average number raised between 2010 and 2016. This may be due to the new process for completing fire risk assessments in Apex, which appears to include an increased number of, and wider ranging questions to be responded to by the assessor.

The Apex system provides a very robust way of managing issues identified in fire risk assessments and we have noted follow up work on all three of the fire actions tested. However, we are not able to conclude on whether issues were adequately responded to prior to this system. We have noted that currently 15 of the 88 fire actions outstanding appear to be overdue on Apex when reviewing all four tower blocks.

13.1.5 Assessment of the approach to identify and resolve structural issues

Our testing has identified two structural issues from the actions included within the fire risk assessments. These actions have both been acted upon as they were the initial stimuli for the Council to order the Arup structural survey into the Ledbury Estate tower blocks and subsequently to issue this review. The fire assessment report set a deadline of the 18 July 2017 for the structural survey to be completed, and although this wasn't met, the survey was requested to Arup before this date. The result of this report wasn't gained until the 30 August 2017, at which time the gas was shut off in a timely manner. The final report from Arup was gained on the 20 November 2017.

Our testing confirms that the identification of structural issues is not directly within the scope of the Fire Risk Inspections, and no separate response is required on whether the cause of actions noted may indicate a potential structural or other wider issue. The use of Type 1 fire-assessment may also limit the potential for spotting wider issues which may be present in load bearing walls found within the flats.

13.1.6 Our conclusion

The identification of structural issues is not included within the scope of fire risk assessments. However wider issues are reported if they are become a compartmentalisation issue.

Type 1 fire risk assessments are all that is required by law but are insufficient to identify non-cosmetic issues or issues within private flats; this prevented the gaps and cracks noted in private properties from being identified earlier.

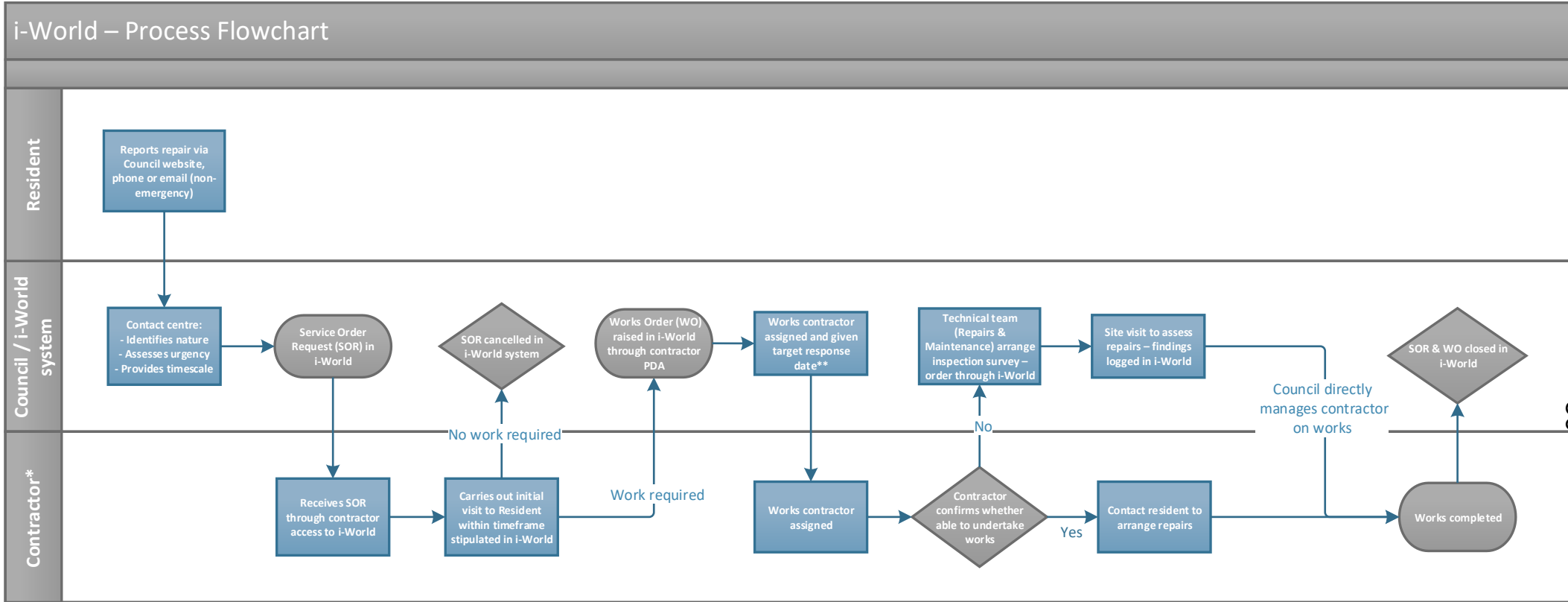
Upon identifying the structural issues at Ledbury, the action has been swift and appropriate. The action reporting and rectifying system within Apex is reasonable.

After the Grenfell Tower fire, the Council have made changes to the fire assessment and introduced APEX system to capture issues and actions. As a result, we have noted an increase in fire safety actions in 2017.



14 APPENDICES

Appendix A – iWorld Reporting Process Map:



*Current contractors are Southwark Building Services and Mears. Historically there have been others.

**Contractors receive reports every Monday, Wednesday and Friday on which works are due and overdue. Where contractors default on targets, the Council can tender for a new contractor; request one, two or three quotes depending on the estimated value for the works.

Appendix B – iWorld Testing

Ref No.	Source of Service Request	Date Raised	Description per iWorld	Contractor	Summary of Repair	Summary conclusion
1	Monthly Estate Inspections	26/11/14	Renew DGU as current window is cracked on the outside.	Mears	The repair was prioritised to be completed within 4 weeks. The contractor first attended on the 01/12/14 and then returned to complete the works on the 16/12/14. This work was inspected as completed on the 13/1/15 by the monthly estate inspector. No details on how the window was cracked have been included, or whether there was any consideration of structural issues.	The completion deadline for the works was met. No indication of structural issues noted in iWorld; refer to Footnote ¹ for our comments on wider structural and other issues.
2	Monthly Estate Inspections	30/12/14	Renew Cracked DGU.	Mears	The repair was prioritised to be completed within 4 weeks. The contractor first attended on the 26/01/15 and then returned to complete the works on the 06/02/15. This work was inspected as completed on the 13/04/15 by the monthly estate inspector. No details on how the window was cracked have been included, or whether there was any consideration of structural issues.	The works order (WO) was closed when overdue. The deadline was not met. Refer to Footnote 1 for our comments on wider structural and other issues.
3	Monthly Estate Inspections	30/12/14	Renew plasterboard/plaster/Artex/paint after ceiling was made safe after leak.	Mears	The repair was prioritised to be completed within 4 weeks. The contractor first attended on the 29/01/15 to complete the plastering work and then returned to complete the painting on the 17/02/15. This work was inspected as completed on the 13/04/15 by the monthly estate inspector. The leak was determined to be caused by a blockage in the box gutters causing an overflow to leak into the communal areas. As no further leaks were noted in the communal areas in the	The works order was closed when overdue. The deadline was not met. Refer to Footnote 1 for our comments on wider structural and other issues; (page 49).

¹ From the information and documentation provided to us, for the items included within our sample, we were not able to ascertain whether wider structural and other issues were identified, reported, and resolved. We are not aware of a formal and written mechanism to report wider structural issues; therefore, such issues may not necessarily be captured in iWorld / iCasework / other formal systems.

Ref No.	Source of Service Request	Date Raised	Description per iWorld	Contractor	Summary of Repair	Summary conclusion
					following 6 months it is deemed that this was the correct diagnosis.	
4	Monthly Estate Inspections	28/01/15	Renew Broken DGU (Cracked on outside of Pane)	Mears	The repair was prioritised to be completed within 4 weeks. The contractor first attended on the 10/02/15 but the works were then cancelled on the 23/02/15 as the works had already been completed on another works order. No details on how the window was cracked have been included, or whether there was any consideration of structural issues.	The deadline for works order completion was met. Refer to Footnote 1 for our comments on wider structural and other issues; (page 49).
5	Monthly Estate Inspections	09/09/16	Plasterboard/skim/Artex and paint ceiling where leak has caused damage	Mears	The repair was prioritised to be completed within 4 weeks. The contractor first attended on the 16/09/16 but it was decided that the works order would require two men for health and safety reasons. They revisited on the 19/09/16 but it was then decided that an Asbestos inspection was required. This wasn't formally submitted until 05/01/17, and then the inspection took place on 11/01/17, with the works then taking place on the 24/01/17. This work was inspected as completed on the 22/02/17 by the monthly estate inspector. The leak was caused by a blockage in the box gutters causing an overflow to leak into the communal areas. As no further leaks were noted in the communal areas in the following 6 months it is deemed that this was the correct diagnosis.	The deadline for works order completion was extended by the contractor. Evidence of authorisation from the Council has been noted. Refer to Footnote 1 for our comments on wider structural and other issues; (page 49).
6	Monthly Estate Inspections	09/09/16	Renew DGU, Window currently boarded up	Mears	The repair was prioritised to be completed within 4 weeks. The contractor first attended on the 17/10/16 to review and order the equipment. They returned to complete the works on the 28/10/16. This work was inspected as completed	The works order was closed when overdue. The deadline for work completion was not met.

Ref No.	Source of Service Request	Date Raised	Description per iWorld	Contractor	Summary of Repair	Summary conclusion
					on the 18/01/17 by the monthly estate inspector. No details on how the window was cracked have been included, or whether there was any consideration of structural issues.	Refer to Footnote 1 for our comments on wider structural and other issues; (page 49).
7	Complaints	05/09/11	Black rubber holding the window in place requires renewing.	Morrison	The repair was prioritised to be completed within 4 weeks. The contractor first attended on the 23/09/11 and completed the works on that visit. No details or consideration on why the window sealing required replacing was included. The works order was completed on the 23/09/11.	<p>The deadline for works order completion was met.</p> <p>It is not clear how the window was damaged and whether any structural issue could be present. This is because of there not being enough documentation on the repair to conclude that the root cause of the issue was considered.</p> <p>Refer to Footnote 1 for our comments on wider structural and other issues; (page 49).</p>
8	Complaints	10/12/12	Cut out cracks in hallway and bedroom plaster, renew seal to bath and decorate toilet.	Mears	The repair was prioritised to be completed within 4 weeks. The contractor first attended on the 11/01/13. The works were then subsequently completed on the 18/01/13. No details or consideration on why the cracks in the in the walls appeared and what the size of these were.	<p>The deadline for works order completion was not met.</p> <p>It is not clear why the cracks appeared in the plaster and whether any structural issue could be present. This is because of there not being enough documentation on the repair to conclude that the root cause of the issue was considered.</p> <p>Refer to Footnote 1 for our comments on wider structural and other issues; (page 49).</p>

Ref No.	Source of Service Request	Date Raised	Description per iWorld	Contractor	Summary of Repair	Summary conclusion
9	Complaints	19/02/13	Rack out old filler in corner of the room and refill	Mears	The repair was prioritised to be completed within 4 weeks. The contractor first attended on the 15/03/13. An asbestos survey was then required which completed on the 28/03/13, and so delayed the works to be completed until the 25/04/13. No details or consideration on why the cracks in floor appeared or what the size of these were.	<p>The works order was closed when overdue. The deadline for work completion was not met.</p> <p>It is not clear why the cracks in the floor appeared in the plaster.</p> <p>Refer to Footnote 1 for our comments on wider structural and other issues; (page 49).</p>
10	Complaints	15/07/13	Install expanding meshing to wall juncture and re-plaster	Mears	The repair was prioritised to be completed within 4 weeks. This was an inspection to review the required works to redo a previous works order (reviewed above). The inspection was completed on the 30/07/13.	<p>The deadline for works order completion was met; however, it took more than 4 weeks from the initial inspection.</p> <p>A new works order was required as the original repair was not sufficient.</p> <p>Refer to Footnote 1 for our comments on wider structural and other issues; (page 49).</p>
11	Complaints	01/08/13	Hack out bedroom wall, retie bricks and then re-plaster to correct major cracks.	Mears	The repair was prioritised to be completed within 4 weeks. The contractor completed the works from the inspection above on the 24/09/13. This is a subsequent works order to redo a previous works order (reviewed above), as more structural work was required. These works again appear to be fixing the symptom with no details or consideration on why the cracks in the plaster had originally appeared or why the bricks needed to be retied.	<p>The deadline for works order completion was met; however, it took more than 4 weeks from the initial inspection.</p> <p>This works order was required as the original repair was not sufficient. It is not clear why the cracks appeared in the plaster.</p> <p>Refer to Footnote 1 for our comments on wider structural and other issues; (page 49).</p>

Ref No.	Source of Service Request	Date Raised	Description per iWorld	Contractor	Summary of Repair	Summary conclusion
12	Complaints	15/04/13	Cast iron stack leaking from roof above	Mears	The repair was prioritised to be completed within 1 day. The contractor visited and completed the works on the 23/04/13. The problem was a block stock leading to water leaking into the roof. A subsequent works order (reviewed below) was raised to perform a thorough inspection of the roof.	The deadline for works order completion was not met. Refer to Footnote 1 for our comments on wider structural and other issues; (page 49).
13	Complaints	25/04/13	Access to the roof to inspect the roof for potential leaks	Mears	The repair was prioritised to be completed within 4 weeks. The repair was cancelled by the contractor on the 25/04/13 due to lack of access. Confirmation was provided by the resident in the accompanying complaint that there were no further leaks to investigate.	The deadline for works order completion was met. The works order was cancelled despite the problem not being fixed. Refer to Footnote 1 for our comments on wider structural and other issues; (page 49).
14	Complaints/ Member Enquiries	20/05/14	Plaster on wall is damaged		The repair was prioritised to be completed within 4 weeks. The contractor visited on the 30/06/14 but the works order was deemed to be completed as the plastering could not be completed until the leak causing the issues had been stopped. No follow up works order was raised. No consideration as to the cause of the leak was documented.	The deadline for works order completion was not met, however we noted some access issues on the 05/06/14 and 17/06/14 which could have led to the deadline being missed. The contractor marked the works order as completed despite no work being completed and failed to raise a new works order to solve the actual problem. No other WO for this issue was identified. Refer to Footnote 1 for our comments on wider structural and other issues; (page 49).
15	Complaints	11/02/15	Plaster on wall is damaged		The repair was prioritised to be completed within 4 weeks. The contractor visited on the 11/03/15	The deadline for works order completion was not met. However, we noted that the

Ref No.	Source of Service Request	Date Raised	Description per iWorld	Contractor	Summary of Repair	Summary conclusion
					and the window fastener was adjusted. It was noted that this was not the cause of the leak and that no plastering could be completed until the cause was identified, but the works order was marked as complete. No follow up works order was raised. No consideration as to the cause of the leak was documented.	<p>resident could not be contacted on 23/05/15 which impacted on the deadline.</p> <p>The contractor marked the works order as completed despite the work to resolve the original issue not being completed and failed to raise a new works order to solve the actual problem. No other WO for this issue was identified, although we were told that a subsequent WO for a follow-up work was raised on the 23/02/2015, although it did not go beyond the raised status.</p> <p>It is not possible to identify if any structural issues were present. This is because of there not being enough documentation on the repair to conclude that the root cause of the issue was considered.</p> <p>Refer to Footnote 1 for our comments on wider structural and other issues; (page 49).</p>
16	Complaints	18/05/15	Make safe roof to prevent continued leak.	Mears	The repair was prioritised to be completed within 4 weeks. The contractor did not visit until the 05/10/15, nearly 5 months later. No reason is documented for this. The works to repair the roof were then complete on the 15/10/15 by resealing the bitumen roof. No details on how the roof was damaged have been included, or whether there was any consideration of structural issues.	<p>The works order was closed when overdue. The deadline was not met and no reason for the 5-month delay recorded.</p> <p>We noted that the resident was sent a letter on 18/05/15 as there was no answer on the phone to book an appointment. On 26/05/15 it was noted</p>

Ref No.	Source of Service Request	Date Raised	Description per iWorld	Contractor	Summary of Repair	Summary conclusion
						<p>that access was required to the flat above. All this had an impact on the timescale for completion.</p> <p>It is not clear how the roof was damaged and whether any structural issue could be present. This is because of there not being enough documentation on the repair to conclude that the root cause of the issue was considered.</p> <p>Refer to Footnote 1 for our comments on wider structural and other issues; (page 49).</p>
17	Complaints	19/09/16	UPVC widow will not open or close properly	Mears	The repair was prioritised to be completed within 4 weeks. The contractor visited on the 11/10/16 and completed the works. No consideration of how the window became broken and whether this may have been caused by a structural issue has been noted.	<p>The deadline for works order completion was not met.</p> <p>It is not possible to identify if any structural issues were present. This is because of there not being enough documentation on the repair to conclude that the root cause of the issue was considered.</p> <p>Refer to Footnote 1 for our comments on wider structural and other issues; (page 49).</p>
18	Complaints	08/02/17	Ease and Adjust Bedroom Window	Mears	The repair was prioritised to be completed within 4 weeks. The contractor visited on the 27/02/17 but was unable to gain access. This wasn't followed up until the 13/06/17 when a contractor revisited but again was unable to gain access. The contractors then revisited again on the	<p>The deadline for works order completion was not met.</p> <p>It is not possible to identify if any structural issues were present. This is because of there not being enough</p>

Ref No.	Source of Service Request	Date Raised	Description per iWorld	Contractor	Summary of Repair	Summary conclusion
					27/09/17 and could fix the bedroom window but was unable to fix the hallway window. This works order is still not completed. This works order appears to have had little follow up between visits. No consideration of how the window became broken and whether this may have been caused by a structural issue has been noted.	documentation on the repair to conclude that the root cause of the issue was considered. Refer to Footnote 1 for our comments on wider structural and other issues; (page 49).
19	Complaints	16/06/17	Leak coming from above		The repair was prioritised to be completed within 4 weeks. Contractors visited the site on 21/06/17 and concluded that the leak was probably occurring due to a problem with the Mastic seals on concrete panels on the outside of the building. This repair has remained open with no documented reason for this.	The deadline for works order completion was not met. The Council informed us that there were access issues, but we were not able to substantiate this statement. Refer to Footnote 1 for our comments on wider structural and other issues; (page 49).
20	Complaints	24/08/17	Plaster on ceiling is damaged	Mears	The repair was prioritised to be completed within 4 weeks. Contractors visited the site on both 11/09/17 and 13/11/17 and both concluded that the leak was probably occurring due to a problem with the Mastic seals on concrete panels on the outside of the building. However, this works order was marked as complete on 13/11/17 without further work being completed, but it has been noted that the works order (reviewed above) was left open.	The deadline for works order completion was not met. Refer to Footnote 1 for our comments on wider structural and other issues; (page 49).
21	Legal Disrepair	15/03/17	Treat and Seal Mould to Hallway and Bathroom	Mears	The repair was prioritised to be completed within 4 weeks. The contractor first attended on the 23/03/17 and completed the works on that visit. They then returned on the 26/04/17 for additional work and this is when the works order	The works order was closed when overdue. The deadline for work completion was not met.

Ref No.	Source of Service Request	Date Raised	Description per iWorld	Contractor	Summary of Repair	Summary conclusion
					completed. No indication was provided as to why there was so much time between the issue being identified and the works logged into iWorld.	Refer to Footnote 1 for our comments on wider structural and other issues; (page 49).
22	Fire Risk Assessments	23/11/16	Repair the damage ceiling to achieve the original period of fire resistance. the left of the lobby as per FRA team	Mears	This was a duplication of another works order noted above. No additional information has been noted.	<p>The works order was closed when overdue. The deadline for work completion was not met.</p> <p>Refer to Footnote 1 for our comments on wider structural and other issues; (page 49).</p>
23	iWorld Report	31/05/13	Remedy problem with window seals	Mears	The repair was prioritised to be completed within 4 weeks. The contractor visited on 18/06/17 and completed the works by gluing the window trim. No consideration of why the repair was needed was documented.	<p>The deadline for works order completion was met.</p> <p>Although this is not deemed likely to have been caused by a structural issue, there was no documented thought process into the cause of the repair.</p> <p>Refer to Footnote 1 for our comments on wider structural and other issues; (page 49).</p>
24	iWorld Report	04/04/13	Water pipe is leaking	Mears	The repair was prioritised to be attended within 2 hours. The contractor first visited on the 04/04/13 but was unable to get access to the flat above. The works order was then re-raised to investigate the leak, and this works order was closed on the 05/04/13. The leak was fixed on the 24/04/13 and was caused by inadequate splashback in the bath area.	<p>The deadline for works order completion was met.</p> <p>Refer to Footnote 1 for our comments on wider structural and other issues; (page 49).</p>

Ref No.	Source of Service Request	Date Raised	Description per iWorld	Contractor	Summary of Repair	Summary conclusion
					Closing a works order without sorting the issue may lead to this not being followed up.	
25	iWorld Report	28/06/13	Void - Plaster Repair	Mears	The repair was prioritised to be completed within 3 days. The contractor visited on the 28/06/13 and completed the works. No notes are provided for the nature of the plaster repair.	The deadline for works order completion was met. It is not possible to identify if any structural issues were present. This is because of there not being enough documentation on the repair to conclude that the root cause of the issue was considered. Refer to Footnote 1 for our comments on wider structural and other issues; (page 49).
26	iWorld Report	12/05/13	Water pipe is leaking	Mears	The repair was prioritised to be completed within 1 hour. The contractor visited on the 12/05/13 and completed the works. No notes are provided for the nature of the leak or repair.	The deadline for works order completion was met. It is not possible to identify if any structural issues were present. This is because of there not being enough documentation on the repair to conclude that the root cause of the issue was considered. Refer to Footnote 1 for our comments on wider structural and other issues; (page 49).
27	iWorld Report	25/05/13	Large cracks in plaster	Mears	The repair was prioritised to be completed within 4 weeks. The contractor visited on 12/06/13 and completed the works.	The deadline for works order completion was met.

Ref No.	Source of Service Request	Date Raised	Description per iWorld	Contractor	Summary of Repair	Summary conclusion
					No notes are provided for the nature of the plaster repair.	<p>It is not possible to identify if any structural issues were present. This is because of there not being enough documentation on the repair to conclude that the root cause of the issue was considered.</p> <p>Refer to Footnote 1 for our comments on wider structural and other issues; (page 49).</p>
28	iWorld Report	29/06/13	Broken Window	Mears	The repair was prioritised to be completed within 4 weeks. The contractor attempted to visit on 16/07/13 but could not gain access. The works order was then cancelled with authorisation from the Council noted.	<p>The deadline for works order completion was met, however the issues was not resolved.</p> <p>The works order was cancelled despite the problem not being fixed.</p> <p>Refer to Footnote 1 for our comments on wider structural and other issues; (page 49).</p>
29	iWorld Report	29/06/13	Plaster is damaged	Mears	<p>The repair was prioritised to be completed within 4 weeks. The contractor visited on 12/07/13 and completed the works.</p> <p>No notes are provided for the nature of the plaster repair.</p>	<p>The deadline for works order completion was met.</p> <p>It is not possible to identify if any structural issues were present. This is because of there not being enough documentation on the repair to conclude that the root cause of the issue was considered.</p> <p>Refer to Footnote 1 for our comments on wider structural and other issues; (page 49).</p>

Ref No.	Source of Service Request	Date Raised	Description per iWorld	Contractor	Summary of Repair	Summary conclusion
30	iWorld Report	18/07/13	Leaking under bath	Mears	The repair was prioritised to be completed within 3 days. The contractor visited on the 22/07/13 and completed the works.	The deadline for works order completion was not met. Refer to Footnote 1 for our comments on wider structural and other issues; (page 49).
31	iWorld Report	24/07/13	Damaged ceiling plaster	Mears	The repair was prioritised to be completed within 4 weeks. The contractors first visited on 01/08/13 but identified a risk of asbestos and so had to wait for a survey to be completed. This works order was closed awaiting test results from asbestos works undertaken on 30/07/2013. The resolution continued under another works order. No notes are provided for the nature of the plaster repair.	This works order was cancelled and the resolution continued under another works order. It is not possible to identify if any structural issues were present. This is because of there not being enough documentation on the repair to conclude that the root cause of the issue was considered. Refer to Footnote 1 for our comments on wider structural and other issues; (page 49).
32	iWorld Report	06/09/13	Damaged ceiling plaster	Mears	The repair was prioritised to be completed within 4 weeks. The contractors first visited on 01/10/13 and returned on 13/11/13 to complete the works. No notes are provided for the nature of the plaster repair.	The deadline for works order completion was not met. It is not possible to identify if any structural issues were present. This is because of there not being enough documentation on the repair to conclude that the root cause of the issue was considered. Refer to Footnote 1 for our comments on wider structural and other issues; (page 49).

Ref No.	Source of Service Request	Date Raised	Description per iWorld	Contractor	Summary of Repair	Summary conclusion
33	iWorld Report	27/08/13	Leak coming from above	Mears	This works order was cancelled by the tenant as she was no longer suffering from the leak.	<p>The deadline for works order completion was met.</p> <p>Refer to Footnote 1 for our comments on wider structural and other issues; (page 49).</p>
34	iWorld Report	16/10/13	Hack off defective plaster	Mears	<p>The repair was prioritised to be completed within 4 weeks. The contractors first visited on 22/11/13 following an asbestos survey and completed the works.</p> <p>No notes are provided for the nature of the plaster repair.</p>	<p>The deadline for works order completion was not met.</p> <p>It is not possible to identify if any structural issues were present. This is because of there not being enough documentation on the repair to conclude that the root cause of the issue was considered.</p> <p>Refer to Footnote 1 for our comments on wider structural and other issues; (page 49).</p>
35	iWorld Report	30/08/13	Wide crack ceiling to floor	Mears	<p>The repair was prioritised to be completed within 4 weeks. The contractors visited on 12/09/13 and noted that the paint was peeling from the architrave. The works order was then cancelled as it was deemed the tenant's responsibility. Authorisation from the Council was noted for this cancellation.</p>	<p>The deadline for works order completion was met.</p> <p>No consideration of reason behind the paint peeling. Movement in the architrave could indicate a structural issue, especially if it was installed to cover gaps between walls.</p> <p>Refer to Footnote 1 for our comments on wider structural and other issues; (page 49).</p>

Ref No.	Source of Service Request	Date Raised	Description per iWorld	Contractor	Summary of Repair	Summary conclusion
36	iWorld Report	18/09/13	Leak	Mears	The repair was prioritised to be completed within 2 days. The contractors visited on 20/09/13 and completed the works. The works order related to a back-surgng waste pipe.	The deadline for works order completion was met. Refer to Footnote 1 for our comments on wider structural and other issues; (page 49).
37	iWorld Report	18/09/13	I & R draughts to all windows	Mears	The repair was prioritised to be completed within 4 weeks. The contractors visited on 03/10/13 and completed the works to fix the window mastic seals to all 5 windows.	The deadline for works order completion was met. Refer to Footnote 1 for our comments on wider structural and other issues; (page 49).
38	iWorld Report	18/09/13	Replace concrete slab	Mears	The repair was prioritised to be completed within 4 weeks. The contractors visited on 13/11/13 but were unable to identify the concrete paving slab that required replacing. No further works were completed, and the works order was marked as complete on the 08/01/14. We have not been able to identify a works order raised to replace this one.	The deadline for works order completion was not met. The works order was marked as complete despite no actual work being completed. Refer to Footnote 1 for our comments on wider structural and other issues; (page 49).
39	iWorld Report	30/10/13	Additional Void Works	Mears	The repair was prioritised to be completed within 5 days. The contractors completed these works on 31/10/13. This included repairing cracks. Very little information has been provided for this repair.	The deadline for works order completion was met. Refer to Footnote 1 for our comments on wider structural and other issues; (page 49).
40	iWorld Report	11/11/13	Plaster on wall is damaged	Mears	The repair was prioritised to be completed within 4 weeks. The contractors visited on 06/12/13 and completed the work. The works was to repair 6 metres of cracked wall. No further details are provided beyond this.	The deadline for works order completion was met.

Ref No.	Source of Service Request	Date Raised	Description per iWorld	Contractor	Summary of Repair	Summary conclusion
						Refer to Footnote 1 for our comments on wider structural and other issues; (page 49).
41	iWorld Report	18/11/13	Supply and fit new gully grate	Mears	The repair was prioritised to be completed within 3 weeks. The contractors visited on 22/11/13 and completed the work. The works was to replace a new gully grill.	The deadline for works order completion was met. Refer to Footnote 1 for our comments on wider structural and other issues; (page 49).
42	iWorld Report	28/11/13	Leak	Mears	The repair was prioritised to be completed within 4 weeks. The contractors visited on 02/12/13 but could not gain access to the property to fix a blocked waste pipe. The works order was cancelled by the Council on the 13/12/13. No details have been noted as to whether the resident was contacted regarding this repair. We have noted follow up works orders that could be related to the same issue.	The deadline for works order completion was met. The works order was cancelled despite the problem not being fixed. Refer to Footnote 1 for our comments on wider structural and other issues; (page 49).
43	iWorld Report	09/01/14	Broken window	Mears	The repair was prioritised to be completed within 4 weeks. The contractors visited on 23/01/14 and completed the works. This was only to repair window handles broken in high winds.	The deadline for works order completion was met. Refer to Footnote 1 for our comments on wider structural and other issues; (page 49).
44	iWorld Report	19/01/14	Broken Window	Mears	The repair was prioritised to be completed within 4 weeks. The contractors visited on 30/01/14 and completed the works. This was only to repair window handles broken in high winds.	The deadline for works order completion was met. Refer to Footnote 1 for our comments on wider structural and other issues; (page 49).

Ref No.	Source of Service Request	Date Raised	Description per iWorld	Contractor	Summary of Repair	Summary conclusion
45	iWorld Report	17/02/14	Additional void works	Mears	The repair was prioritised to be completed within 5 days. The contractors completed these works on 07/03/14. This included repairing architraves and plasterboard walls. Very little information has been provided for this repair.	<p>The deadline for works order completion was not met.</p> <p>It is not possible to identify if any structural issues were present. This is because of there not being enough documentation on the repair to conclude that the root cause of the issue was considered.</p> <p>Refer to Footnote 1 for our comments on wider structural and other issues; (page 49).</p>
46	iWorld Report	17/02/14	Plaster on ceiling damaged	Mears	<p>The repair was prioritised to be completed within 4 weeks. The contractors visited on 14/03/14 but requested an asbestos report to be completed. The works order was marked as completed prior to this being received.</p> <p>We have been unable to identify if these works were ever completed. These repairs were caused by a leak from a flat above.</p>	<p>The deadline works order completion was met.</p> <p>The works order was completed despite the problem not being fixed. Any follow up works orders would have had a new deadline for completion and so it would be unlikely that the works were completed prior to the original deadline.</p> <p>Refer to Footnote 1 for our comments on wider structural and other issues; (page 49).</p>
47	iWorld Report	17/02/14	Mastic around the sink	Mears	The repair was prioritised to be completed within 4 weeks. The contractors visited on 06/03/14 and completed the works to reseal the sink.	<p>The deadline for works order completion was met.</p> <p>Refer to Footnote 1 for our comments on wider structural and other issues; (page 49).</p>

Ref No.	Source of Service Request	Date Raised	Description per iWorld	Contractor	Summary of Repair	Summary conclusion
48	iWorld Report	25/02/14	Plaster on ceiling damaged	Mears	The repair was prioritised to be completed within 4 weeks. The contractors visited on 13/03/14 and completed the works. These repairs were caused by a leak from a flat above.	The deadline works order completion was not met. The iWorld notepad indicate that no plaster damage was found. Refer to Footnote 1 for our comments on wider structural and other issues; (page 49).
49	iWorld Report	15/04/14	Void to contractor	Mears	The repair was prioritised to be completed within 5 days. The contractors completed these works on 20/06/14. This included various non-structural repairs. Very little information has been provided for this repair.	The deadline for works order completion was not met. Refer to Footnote 1 for our comments on wider structural and other issues; (page 49).
50	iWorld Report	10/04/14	Disrepair	Mears	The repair was prioritised to be completed within the disrepair timetable. The contractors completed these works on 22/07/14. This included various redecorations.	The deadline works order completion was not met. Refer to Footnote 1 for our comments on wider structural and other issues; (page 49).
51	iWorld Report	22/04/14	Leak	Mears	The repair was prioritised to be completed within 2 days. The contractors completed these works on 23/04/14. This was to unblock drains inside and outside of the flat.	The deadline for works order completion was met. Refer to Footnote 1 for our comments on wider structural and other issues; (page 49).
52	iWorld Report	21/06/14	Plaster on ceiling is damaged	Mears	The repair was prioritised to be completed within 4 weeks. The contractors visited on 07/07/14 but were unable to gain access to the property. We noted that the tenant was sent one text message on the 07/07/14 but there was no response. The	The deadline works order completion was not met. The deadline could have been missed due to lack of access.

Ref No.	Source of Service Request	Date Raised	Description per iWorld	Contractor	Summary of Repair	Summary conclusion
					works order was cancelled by the Council on the 30/07/14 due to lack of access. The works order notes a deep crack between the ceiling and the wall (as per the tenant) but we have not noted any further repairs for this.	The works order was cancelled despite the problem not being fixed. Refer to Footnote 1 for our comments on wider structural and other issues; (page 49).
53	iWorld Report	01/07/14	Disrepair	Mears	The repair was prioritised to be completed within the disrepair timetable. The contractors completed these works on 09/03/15. This included various redecorations.	The deadline works order completion was not met. Refer to Footnote 1 for our comments on wider structural and other issues; (page 49).
54	iWorld Report	21/07/14	Window broken	Mears	The repair was prioritised to be completed within 4 weeks. The works order was cancelled as the resident had fixed the problem themselves. This only related to a broken window handle.	The deadline works order completion was met. Refer to Footnote 1 for our comments on wider structural and other issues; (page 49).
55	iWorld Report	14/08/14	Window mastic damaged	Mears	The repair was prioritised to be completed within 4 weeks. The contractors visited to complete the works on 16/09/14, due to problems gaining an appointment with the tenant. This included repairing the handles of the windows. These works seemed not to address the original issue of the window seals leaking when it rains, however no notes are included to identify whether this issue was incorrectly reported. No further repairs were requested for this issue.	The deadline works order completion was not met. It is not possible to identify if any structural issues were present as no information was provided on whether the mastic seals were in fact faulty. Refer to Footnote 1 for our comments on wider structural and other issues; (page 49).
56	iWorld Report	26/09/14	Void to contractor	Mears	The repair was prioritised to be completed within 5 days. The contractors completed these works on 09/10/14. This included various non-structural	The deadline for works order completion was not met.

Ref No.	Source of Service Request	Date Raised	Description per iWorld	Contractor	Summary of Repair	Summary conclusion
					repairs. Very little information has been provided for this repair.	Refer to Footnote 1 for our comments on wider structural and other issues; (page 49).
57	iWorld Report	02/10/14	Leak affecting most flats	Mears	The repair was prioritised to be completed within 4 weeks. The contractors requested a CCTV survey to be completed on the main external and internal stacks. This was received on the 5/12/14 and indicated that they needed descaling. We have not seen any indication that the works have taken place.	The deadline works order completion was not met. Refer to Footnote 1 for our comments on wider structural and other issues; (page 49).
58	iWorld Report	04/10/14	Plaster on ceiling is damaged	Mears	The repair was prioritised to be completed within 4 weeks. The contractors first visited the property on 18/11/14 but required an asbestos report to be completed which was received on the 03/12/14. The works order was then completed on the 30/03/15, but there is no indication that the works were completed. The works order notes included the hacking out and replacing plaster with large cracks.	The deadline works order completion was not met. It appears that the Council could have marked a repair as complete, when no work had been done. We are not able to determine this however as there is no documented consideration of the cause of the cracking. We are also not aware if the repair ever took place. Refer to Footnote 1 for our comments on wider structural and other issues; (page 49).
59	iWorld Report	04/10/14	Leak damage to kitchen	Mears	The repair was prioritised to be completed within 4 weeks. The contractors visited the property on 17/10/14 and completed the works including 4 meters of cracked plaster. No details of the cause of the cracking or leaks are provided but from a review of other repairs this appears to have come from the flat above.	The deadline for works order completion was met. Refer to Footnote 1 for our comments on wider structural and other issues; (page 49).

Ref No.	Source of Service Request	Date Raised	Description per iWorld	Contractor	Summary of Repair	Summary conclusion
60	iWorld Report	13/10/14	Window broken	Mears	The repair was prioritised to be completed within 4 weeks. The contractor completed the works on the 12/11/14. This only related to replacing a broken window handle.	The deadline works order completion was not met. Refer to Footnote 1 for our comments on wider structural and other issues; (page 49).
61	iWorld Report	21/10/14	Remove ceiling and identify leak	Mears	The repair was prioritised to be completed within 4 weeks. The contractors visited the property on 31/10/14 and completed the works which related to a plumbing issue.	The deadline for works order completion was met. Refer to Footnote 1 for our comments on wider structural and other issues; (page 49).
62	iWorld Report	16/01/15	Poorly fitted window	Mears	The repair was prioritised to be completed within 4 weeks. The contractors visited the property on 29/01/15 and completed the works which included re-glazing a poorly fitted window and tidying up the mastic.	The deadline for works order completion was met. Refer to Footnote 1 for our comments on wider structural and other issues; (page 49).
63	iWorld Report	27/02/15	Window in kitchen unsafe	Mears	The repair was prioritised to be completed within 4 weeks. The contractor completed the works on the 09/03/15. This only related to replacing a broken window handle.	The deadline for works order completion was met. Refer to Footnote 1 for our comments on wider structural and other issues; (page 49).
64	iWorld Report	30/03/15	Plaster on ceiling damaged	Mears	The repair was prioritised to be completed within 4 weeks. The contractor completed the works on the 23/05/15. This included the hacking of cracked plaster in the bathroom, toilet and bedroom. No indications of why this occurred has been noted in this repair but from review of other repairs at this address these have been caused by leaks from the flat above.	The deadline for works order completion was not met. Refer to Footnote 1 for our comments on wider structural and other issues; (page 49).

Ref No.	Source of Service Request	Date Raised	Description per iWorld	Contractor	Summary of Repair	Summary conclusion
65	iWorld Report	22/04/15	Void to contractor	Mears	The repair was prioritised to be completed within 5 days. The contractors completed these works on 15/05/15. This included various non-structural repairs. Very little information has been provided for this repair.	The deadline for works order completion was not met. Refer to Footnote 1 for our comments on wider structural and other issues; (page 49).
66	iWorld Report	01/04/15	Plaster on wall is damaged	Mears	The repair was prioritised to be completed within 4 weeks. The contractor completed the works on the 23/04/15. This included the filling of 5 metres of cracks above the living room window and reinstating curtain rail. There has been no documented thought as to what the cause of the cracking was.	The deadline for works order completion was met. Refer to Footnote 1 for our comments on wider structural and other issues; (page 49).
67	iWorld Report	02/04/15	Leak	Mears	The repair was prioritised to be completed within 4 weeks. The contractor completed the works on the 20/04/15. This related to fixing a plumbing issue from the flat above.	The deadline for works order completion was met. Refer to Footnote 1 for our comments on wider structural and other issues; (page 49).
68	iWorld Report	06/05/15	Erect scaffolding	Mears	The works were prioritised to be completed within 5 days. The scaffolding was erected on the 08/05/15. Very little information has been provided for this case and we are not able to determine the need for the scaffolding.	The deadline for works order completion was met. It is not possible to identify if any structural issues were present. This is because of there not being enough documentation on the repair to conclude that the root cause of the issue was considered. Refer to Footnote 1 for our comments on wider structural and other issues; (page 49).

Ref No.	Source of Service Request	Date Raised	Description per iWorld	Contractor	Summary of Repair	Summary conclusion
69	iWorld Report	03/06/15	Recall	Mears	The works were prioritised to be completed within 3 weeks. A contractor visited on the 13/10/15 to fix the leak, but a second visit was required to complete the works on the 23/10/15. This related to a recall of a plumbing issue.	The deadline for works order completion was not met. Refer to Footnote 1 for our comments on wider structural and other issues; (page 49).
70	iWorld Report	09/06/15	Window Broken	Mears	The repair was prioritised to be completed within 4 weeks. The contractor completed the works on the 19/06/15. This only related to replacing a broken window handle.	The deadline for works order completion was met. Refer to Footnote 1 for our comments on wider structural and other issues; (page 49).
71	iWorld Report	12/06/15	Cold water leak	Mears	The repair was prioritised to be completed within 4 weeks. The contractor first visited on the 08/07/15 to identify that the cold-water tank required removing. They returned on the 24/08/15 to complete these works. This involved replacing some architrave.	The deadline for works order completion was not met. Refer to Footnote 1 for our comments on wider structural and other issues; (page 49).
72	iWorld Report	07/07/15	Plaster on ceiling is damaged	Mears	The repair was prioritised to be completed within 4 weeks. The contractor first visited on the 11/08/15 to inspect the works required, but then required an asbestos test. Once the results of this were gained the works were completed on the 30/09/15. The works were required due to a previous leak from the flat above.	The deadline for works order completion was not met. Refer to Footnote 1 for our comments on wider structural and other issues; (page 49).
73	iWorld Report	18/08/15	Void to contractors	Mears	The repair was prioritised to be completed within 5 days. The contractors completed these works on 15/09/15. This included various non-structural repairs. Very little information has been provided for this repair.	The deadline for works order completion was not met. Refer to Footnote 1 for our comments on wider structural and other issues; (page 49).

Ref No.	Source of Service Request	Date Raised	Description per iWorld	Contractor	Summary of Repair	Summary conclusion
74	iWorld Report	26/08/15	Works per spec	Mears	The repair was prioritised to be completed within 5 days. The contractors completed these works on 18/09/15. This included various non-structural repairs due to a leak from above.	The deadline for works order completion was not met. Refer to Footnote 1 for our comments on wider structural and other issues; (page 49).
75	iWorld Report	03/09/15	Duct renew	Mears	The repair was prioritised to be completed within 4 weeks. The contractor visited on the 15/09/15 to complete the works. This involved replacing the wooden duct casing prior to a Major Works project.	The deadline for works order completion was met. Refer to Footnote 1 for our comments on wider structural and other issues; (page 49).
76	iWorld Report	11/09/15	Plaster on wall is damaged	Mears	The repair was prioritised to be completed within 4 weeks. The contractor visited on the 01/10/15 to complete the works, which included replacing blistered plaster due to a leak coming from the flat above.	The deadline for works order completion was met. Refer to Footnote 1 for our comments on wider structural and other issues; (page 49).
77	iWorld Report	21/09/15	Works as per Joe	Mears	The repair was prioritised to be completed within 5 days. The contractors completed these works on 14/01/16. This included various non-structural repairs.	The deadline for works order completion was not met. Refer to Footnote 1 for our comments on wider structural and other issues; (page 49).
78	iWorld Report	19/10/17	Leak into electric box	Mears	The repair was prioritised to be completed within 4 weeks. The contractor completed the repair on the 29/10/17 which involved clearing out a box gutter.	The deadline for works order completion was not met. Refer to Footnote 1 for our comments on wider structural and other issues; (page 49).

Ref No.	Source of Service Request	Date Raised	Description per iWorld	Contractor	Summary of Repair	Summary conclusion
79	iWorld Report	11/11/15	Keep scaffolding for an extra week	Mears	The works were prioritised to be completed within 4 weeks but have been left incomplete. As this is just an extension of scaffolding hire of this seems reasonable. Again, very little information has been provided for this case and we are not able to determine the need for the scaffolding.	<p>The deadline works order completion was met but as this relates to the rental of scaffolding this seems reasonable.</p> <p>It is not possible to identify if any structural issues were present. This is because there was not being enough documentation on the repair to conclude that the root cause of the issue was considered.</p> <p>Refer to Footnote 1 for our comments on wider structural and other issues; (page 49).</p>
80	iWorld Report	30/11/15	Window mastic is damaged	Mears	The repair was prioritised to be completed within 4 weeks. The contractors visited to complete the works on 03/12/15. This included repairing a UPVC panel. These works seemed not to address the original issue of the window seals leaking when it rains, however no notes are included to identify whether this issue was incorrectly reported. No further repairs were requested for this issue.	<p>The deadline for works order completion was not met.</p> <p>It is not possible to identify if any structural issues were present. This is because of there not being enough documentation on the repair to conclude that the root cause of the issue was considered.</p> <p>Refer to Footnote 1 for our comments on wider structural and other issues; (page 49).</p>
81	iWorld Report	30/11/15	Window broken	Mears	The repair was prioritised to be completed within 4 weeks. The contractor completed the works on the 08/12/15. This only related to replacing a broken window handle.	<p>The deadline for works order completion was met.</p> <p>Refer to Footnote 1 for our comments on wider structural and other issues; (page 49).</p>

Ref No.	Source of Service Request	Date Raised	Description per iWorld	Contractor	Summary of Repair	Summary conclusion
82	iWorld Report	07/12/15	External brickwork damaged causing water penetration	Mears	The repair was prioritised to be completed within 4 weeks. An inspection took place on 28/01/16 to identify the source of the leak and then to book scaffolding to fix the mastic leak. The contractor visited on the 04/04/16 to complete the mastic seal once the scaffolding had been erected. However, it was noted that the gap in the mastic seal maybe from higher up and so the problem may not be fully solved.	<p>The deadline for works order completion was not met but this was delayed due to the need for scaffolding.</p> <p>This issue appears to be a breakdown in the mastic joints between the concrete panels. It appears that the response here was to treat the symptom.</p> <p>Refer to Footnote 1 for our comments on wider structural and other issues; (page 49).</p>
83	iWorld Report	12/02/16	Void to contractor	Mears	The repair was prioritised to be completed within 5 days. The contractors completed these works on 11/03/16. This included various repairs including plastering.	<p>The deadline for works order completion was not met.</p> <p>It is not possible to identify if any structural issues were present. This is because of there not being enough documentation on the repair to conclude that the root cause of the issue was considered.</p> <p>Refer to Footnote 1 for our comments on wider structural and other issues; (page 49).</p>
84	iWorld Report	05/01/16	Window mastic is damaged	Mears	The repair was prioritised to be completed within 4 weeks. The contractors visited to complete the works on 05/01/16. This included repairing a UPVC panel. These works seemed not to address the original issue of the window seals leaking when it rains, however no notes are included to identify whether this issue was	<p>The deadline for works order completion was met.</p> <p>It is not possible to identify if any structural issues were present as no information was provided on whether the mastic seals were in fact faulty.</p>

Ref No.	Source of Service Request	Date Raised	Description per iWorld	Contractor	Summary of Repair	Summary conclusion
					incorrectly reported. No further repairs were requested for this issue.	Refer to Footnote 1 for our comments on wider structural and other issues; (page 49).
85	iWorld Report	08/01/16	Rake out expansion joint	Mears	The repair was prioritised to be completed within 4 weeks. The contractor completed the works on 22/01/16. The works involved scraping out all the mastic from the expansion joint and refilling it. This works order was recalled and a new works order raised (reviewed below).	<p>The deadline for works order completion was met.</p> <p>This issue appears to be a breakdown in the mastic joints between the concrete panels.</p> <p>Refer to Footnote 1 for our comments on wider structural and other issues; (page 49).</p>
86	iWorld Report	18/02/16	Rake out expansion joint	Mears	The repair was prioritised to be completed within 4 weeks. The contractor completed the works on 02/03/16. The works involved scraping out all the mastic from the expansion joint above where previously completed and refilling it.	<p>The deadline for works order completion was met.</p> <p>This issue appears to be a breakdown in the mastic joints between the concrete panels.</p> <p>Refer to Footnote 1 for our comments on wider structural and other issues; (page 49).</p>
87	iWorld Report	26/01/16	Void to contractor	Mears	The repair was prioritised to be completed within 5 days. The contractors completed these works on 18/03/16. This included repair of crack.	<p>The deadline for works order completion was not met.</p> <p>It is not possible to identify if any structural issues were present. This is because of there not being enough documentation on the repair to conclude that the root cause of the issue was considered.</p>

Ref No.	Source of Service Request	Date Raised	Description per iWorld	Contractor	Summary of Repair	Summary conclusion
						Refer to Footnote 1 for our comments on wider structural and other issues; (page 49).
88	iWorld Report	15/02/16	Follow on OOH's	Mears	The repair was prioritised to be completed within 4 weeks. The contractor visited on the 18/02/16 to complete the works, which related to general plumbing tasks, and re-fixing the appropriate architrave.	<p>The deadline for works order completion was met.</p> <p>Refer to Footnote 1 for our comments on wider structural and other issues; (page 49).</p>
89	iWorld Report	24/02/16	Cold air coming through window	Mears	The repair was prioritised to be completed within 4 weeks. The contractor visited on the 07/03/16 to complete the works. The works included overhauling the UPVC window.	<p>The deadline for works order completion was met.</p> <p>It is not possible to identify if any structural issues were present as no information was provided on what the nature of the overhaul work required was.</p> <p>Refer to Footnote 1 for our comments on wider structural and other issues; (page 49).</p>
90	iWorld Report	18/03/16	Window mastic is damaged	Mears	The repair was prioritised to be completed within 4 weeks. The contractors visited to complete the works on 05/04/16. This included repairing 3 window handles. These works seemed not to address the original issue of the window seals leaking when it rains, however no notes are included to identify whether this issue was incorrectly reported. No further repairs were requested for this issue.	<p>The deadline works order completion was met.</p> <p>It is not possible to identify if any structural issues were present as no information was provided on whether the mastic seals were in fact faulty.</p> <p>Refer to Footnote 1 for our comments on wider structural and other issues; (page 49).</p>

Ref No.	Source of Service Request	Date Raised	Description per iWorld	Contractor	Summary of Repair	Summary conclusion
91	iWorld Report	30/03/16	Crack in walls and ceiling	Mears	The repair was prioritised to be completed within 4 weeks. The contractors visited to complete the works on 19/04/16. It was noted that these cracks were opening when the weather was hot. The contractor just plastered over these cracks.	<p>The deadline for works order completion was met.</p> <p>The resident informed the contractor that the concrete panels were moving significantly in hot weather. This was subsequently confirmed by the contractor who carried out the work on 19/04/16. It appears the response here was to treat the symptom.</p> <p>Refer to Footnote 1 for our comments on wider structural and other issues; (page 49).</p>
92	iWorld Report	18/04/16	Plaster on wall is damaged	Mears	The repair was prioritised to be completed within 4 weeks. The contractor completed the works on the 18/05/16. This included the filling of 3 metres of cracks in both bedrooms. There has been no documented thought as to what the cause of the cracking was.	<p>The deadline for works order completion was not met.</p> <p>No consideration of reason behind why the walls have cracked is provided.</p> <p>Refer to Footnote 1 for our comments on wider structural and other issues; (page 49).</p>
93	iWorld Report	27/04/16	Plaster on ceiling damaged	Mears	The repair was prioritised to be completed within 4 weeks. The contractor completed the works on the 11/05/16. The works were required due to a previous leak from the flat above.	<p>The deadline for works order completion was met.</p> <p>Refer to Footnote 1 for our comments on wider structural and other issues; (page 49).</p>
94	iWorld Report	07/06/16	Plaster on wall is damaged	Mears	The repair was prioritised to be completed within 4 weeks. The contractors visited to complete the works on 28/06/16. This was a follow up works	<p>The deadline for works order completion was met.</p>

Ref No.	Source of Service Request	Date Raised	Description per iWorld	Contractor	Summary of Repair	Summary conclusion
					order as the original works order (tested above) did not solve the problem.	Resident reported that concrete panels were moving significantly in hot weather in previous repair (ref line 91 above). It appears the response here again was to treat the symptom. Refer to Footnote 1 for our comments on wider structural and other issues; (page 49).
95	iWorld Report	07/06/16	Plaster on wall is damaged	Mears	The repair was prioritised to be completed within 4 weeks. The contractors visited to complete the works on 19/08/16. This was a follow up works order as two previous works orders (tested above) did not solve the problem. The plaster was hacked out again replaced. The notes on the works order note that it is the walls movement causing the cracks, but no further investigation or works have been carried out.	The deadline for works order completion was not met. Concrete panels are moving significantly in hot weather. It appears the response here was to treat the symptom. Refer to Footnote 1 for our comments on wider structural and other issues; (page 49).
96	iWorld Report	11/07/16	Window mastic is damaged	Mears	The repair was prioritised to be completed within 4 weeks. The contractors visited on the 08/08/16 but could not gain access to the property. They returned to complete the works on 15/09/16. This included repairing 2 window handles and installing drip rails. These works seemed not to address the original issue of the window seals leaking when it rains, however no notes are included to identify whether this issue was incorrectly reported. No further repairs were requested for this issue.	The deadline for works order completion was not met. It is not possible to identify if any structural issues were present as no information was provided on whether the mastic seals were in fact faulty. Refer to Footnote 1 for our comments on wider structural and other issues; (page 49).
97	iWorld Report	13/07/16	Plaster on wall is damaged	Mears	The repair was prioritised to be completed within 4 weeks. The contractors visited to complete the	The deadline for works order completion was not met.

Ref No.	Source of Service Request	Date Raised	Description per iWorld	Contractor	Summary of Repair	Summary conclusion
					works on 22/08/16. This involved repairing 10 metres of cracked plaster.	<p>It is not possible to identify if any structural issues were present as no information was provided as to why the cracks in the plaster have appeared.</p> <p>Refer to Footnote 1 for our comments on wider structural and other issues; (page 49).</p>
98	iWorld Report	02/08/16	Leak	Mears	The repair was prioritised to be completed within 4 weeks. The contractor completed the works on the 09/08/16. This related to unblocking internal pipes.	<p>The deadline for works order completion was met.</p> <p>Refer to Footnote 1 for our comments on wider structural and other issues; (page 49).</p>
99	iWorld Report	03/08/16	Plaster on ceiling is damaged	Mears	The repair was prioritised to be completed within 4 weeks. The contractor completed the works on the 30/08/16. The works repaired plaster that had fallen off the bathroom ceiling.	<p>The deadline for works order completion was met.</p> <p>It is not possible to identify if any structural issues were present as no information was provided as to why the plaster had become damaged.</p> <p>Refer to Footnote 1 for our comments on wider structural and other issues; (page 49).</p>
100	iWorld Report	06/09/16	Plaster on wall is damaged	Mears	The repair was prioritised to be completed within 4 weeks. The contractors visited to complete the works on 27/09/16. The walls were reported by the resident to be flaking and cracked. Very little information is provided to support the work	<p>The deadline for works order completion was not met.</p> <p>It is not possible to identify if any structural issues were present as no information was provided as to why the cracks in the plaster have appeared.</p>

Ref No.	Source of Service Request	Date Raised	Description per iWorld	Contractor	Summary of Repair	Summary conclusion
					completed. A notepad entry confirmed that there was no flaking.	Refer to Footnote 1 for our comments on wider structural and other issues; (page 49).
101	iWorld Report	03/11/16	Void to contractor	Mears	The repair was prioritised to be completed within 5 days. The contractors completed these works on 20/01/17. This included various repairs including renewing wall plaster	<p>The deadline for works order completion was not met.</p> <p>It is not possible to identify if any structural issues were present as no information was provided on what the nature of the plaster repair.</p> <p>Refer to Footnote 1 for our comments on wider structural and other issues; (page 49).</p>
102	iWorld Report	03/11/16	Gaps between window frames	Mears	The repair was prioritised to be completed within 4 weeks. The contractors visited on the 18/11/16 to complete the works. This included overhauling two windows, however no information is provided as to what overhauling entails.	<p>The deadline for works order completion was met.</p> <p>It is not possible to identify if any structural issues were present as no information was provided on what repairs to the windows took place.</p> <p>Refer to Footnote 1 for our comments on wider structural and other issues; (page 49).</p>
103	iWorld Report	07/11/16	Redecorate bathroom ceiling	Mears	The repair was prioritised to be completed within 4 weeks. The contractor completed the works on the 10/11/16. The works included the repairing of cracked plaster but no details of how the bathroom ceiling was damaged is noted.	<p>The deadline for works order completion was met.</p> <p>It is not possible to identify if any structural issues were present as no</p>

Ref No.	Source of Service Request	Date Raised	Description per iWorld	Contractor	Summary of Repair	Summary conclusion
						information was provided as to why the plaster had become damaged. Refer to Footnote 1 for our comments on wider structural and other issues; (page 49).
104	iWorld Report	19/12/16	Condensation	Mears	The repair was prioritised to be completed within 4 weeks. The contractor completed the works on the 28/03/17. This related to fixing extractor fans.	The deadline for works order completion was not met. Refer to Footnote 1 for our comments on wider structural and other issues; (page 49).
105	iWorld Report	15/02/17	Brickwork	Mears	The repair was prioritised to be completed within 4 weeks. The contractor completed the works on the 27/02/17. This related to filling in holes in brickwork not part of the tower block itself.	The deadline for works order completion was met. Refer to Footnote 1 for our comments on wider structural and other issues; (page 49).
106	iWorld Report	22/02/17	Condensation	Mears	The repair was prioritised to be completed within 4 weeks. The works were marked as complete on the 15/05/17, but it is not clear if any work has been completed on this repair.	The deadline for works order completion was not met. It is not possible to identify if any structural issues were present as no information was provided on what the nature of the repair was. Refer to Footnote 1 for our comments on wider structural and other issues; (page 49).
107	iWorld Report	06/03/17	Roof leaking	Mears	The repair was prioritised to be completed within 4 weeks. This works order was cancelled on the 19/04/17 by the contractor following the receipt of a roof report which indicated that Major Works	The deadline works order completion was not met.

Ref No.	Source of Service Request	Date Raised	Description per iWorld	Contractor	Summary of Repair	Summary conclusion
					were required to the roof. We have not identified any works that have been completed to correct this issue.	<p>The works order was cancelled despite the problem not being fixed.</p> <p>We have not noted any Major Works projects completed to correct this issue.</p> <p>Refer to Footnote 1 for our comments on wider structural and other issues; (page 49).</p>
108	iWorld Report	23/05/17	Void to contractor	Mears	The repair was prioritised to be completed within 5 days. The contractors completed these works on 19/06/17. This included various repairs such as rendering cracks. No further information is provided.	<p>The deadline for works order completion was not met.</p> <p>It is not possible to identify if any structural issues were present as no information was provided on what the nature of the cracks repaired.</p> <p>Refer to Footnote 1 for our comments on wider structural and other issues; (page 49).</p>
109	iWorld Report	21/04/17	Void to contractor	Mears	The repair was prioritised to be completed within 5 days. The contractors completed these works on 19/06/17. These were general works but included the re-glazing of a window. No further information is provided.	<p>The deadline for works order completion was not met.</p> <p>It is not possible to identify if any structural issues were present as no information was provided on why the window needed re-glazing.</p> <p>Refer to Footnote 1 for our comments on wider structural and other issues; (page 49).</p>

Ref No.	Source of Service Request	Date Raised	Description per iWorld	Contractor	Summary of Repair	Summary conclusion
110	iWorld Report	12/07/17	Leak	Mears	The repair was prioritised to be completed within 4 weeks. The contractor completed the works on the 25/09/17. This related to unblocking fixing of internal plumbing.	The deadline for works order completion was not met. Refer to Footnote 1 for our comments on wider structural and other issues; (page 49).
111	iWorld Report	03/05/17	Leak	Mears	The repair was prioritised to be completed within 4 weeks. The contractor completed the works on the 07/06/17 after not being able to gain access on the 30/05/17. This related to repairing of internal plumbing.	The deadline for works order completion was not met, however this was due to issues with access. Refer to Footnote 1 for our comments on wider structural and other issues; (page 49).
112	iWorld Report	04/06/17	Make safe structural issues affecting bedroom window	Mears	The repair was prioritised to be completed within 1 day. The contractor completed the works to make safe the broken window on 04/06/16. Follow up works were raised and have been reviewed below.	The deadline for works order completion was met. A structural issue has been identified and led to the Sinclair Johnston report being commissioned.
113	iWorld Report	05/06/17	Plaster unsafe or cracked	Mears	The repair was prioritised to be completed within 4 weeks. This works order was cancelled after the raising of another works order (tested below)	The deadline for works order completion was met. A structural issue has been identified and led to the Sinclair Johnston report being commissioned.
114	iWorld Report	07/06/17	Bedroom window damages	Mears	The repair was prioritised to be completed within 4 weeks. The contractor missed an appointment on 14/06/17, and then revisited on the 03/07/17 to review the works and order the correct parts. They then returned on the 10/07/17 to complete the works. The works required replacing the window and window frame due to structural	The deadline for works order completion was not met. A structural issue was identified through Sinclair Johnston investigation. This led to the full Arup's structural review.

Ref No.	Source of Service Request	Date Raised	Description per iWorld	Contractor	Summary of Repair	Summary conclusion
					damage identified by the Sinclair Johnston report.	
115	iWorld Report	18/06/17	Window will not close	Mears	The repair was prioritised to be completed within 4 weeks. The resident missed an appointment on the 26/06/17. The resident was contacted and informed the contractor that this related to the handles of the windows that were broken. The contractor was rebooked to visit on the 14/08/17 but no information of this is included on iWorld and the works order remains open with no explanation as to why.	The deadline for works order completion was not met and details have been provided as to why the works order has not been completed. Refer to Footnote 1 for our comments on wider structural and other issues; (page 49).
116	iWorld Report	26/07/17	Window is faulty	Mears	The repair was prioritised to be completed within 1 day. The contractor visited on the 26/07/17 to complete the works. The works related to repairing the hinges and lock of the window.	The deadline for works order completion was met. Refer to Footnote 1 for our comments on wider structural and other issues; (page 49).
117	iWorld Report	03/08/17	Erect scaffolding	Southwark building services	The repair was prioritised to be completed within 4 weeks. The contractor erected the scaffolding on the 21/08/17. Very little information has been provided for this case and we are not able to determine the need for the scaffolding.	The deadline for works order completion was met. It is not possible to identify the need for the scaffolding. Refer to Footnote 1 for our comments on wider structural and other issues; (page 49).
118	iWorld Report	27/07/17	Erect scaffolding	Southwark building services	The repair was prioritised to be completed within 4 weeks. The contractor erected the scaffolding on the 27/07/17. Very little information has been provided for this case and we are not able to determine the need for the scaffolding.	The deadline works order completion was met. It is not possible to identify the need for the scaffolding.

Ref No.	Source of Service Request	Date Raised	Description per iWorld	Contractor	Summary of Repair	Summary conclusion
						Refer to Footnote 1 for our comments on wider structural and other issues; (page 49).
119	iWorld Report	20/07/17	Window water penetration	Mears	The repair was prioritised to be completed within 4 weeks. The contractor visited on the 05/09/17 and identified it was not the window sealing but the leak was coming through a crack in the wall above the window. This works order was marked as complete and that a further inspection was required. Another works order was subsequently raised. This works order was therefore cancelled prior to any work taking place.	<p>The deadline works order completion was not met.</p> <p>This works order was therefore cancelled prior to any work taking place. Any follow up works orders would have had a new deadline for completion and so it would be unlikely that the works were completed prior to the original deadline.</p> <p>The issue here was followed up by the Council by raising a works order reviewed below.</p> <p>Refer to Footnote 1 for our comments on wider structural and other issues; (page 49).</p>
120	iWorld Report	24/08/17	Repair of multiple windows	Mears	The repair was prioritised to be completed within 4 weeks. The resident has missed 5 separate appointments to fix the tilt and turn handles on 7 windows. The works order was requested to be cancelled on the 09/11/17 by the contractor.	<p>The deadline for works order completion was not met. The works order was cancelled</p> <p>Refer to Footnote 1 for our comments on wider structural and other issues; (page 49).</p>
121	iWorld Report	15/09/17	Window mastic is damaged	Mears	The repair was prioritised to be completed within 4 weeks. The contractor visited on the 09/10/17 to complete the works which was deemed to be to replace 2 window handles. There has been no documented consideration of whether the	<p>The deadline for works order completion was met.</p> <p>The contractors have not responded to the resident's initial complaint and it is not</p>

Ref No.	Source of Service Request	Date Raised	Description per iWorld	Contractor	Summary of Repair	Summary conclusion
					<p>window mastic is in fact damaged. The contractors have therefore not responded to the initial repair reported.</p>	<p>possible to identify whether a structural issue is present as we unable to understand in the window mastic has become damaged.</p> <p>Refer to Footnote 1 for our comments on wider structural and other issues; (page 49).</p>
122	iWorld Report	18/09/17	Drain blocked	Mears	<p>The repair was prioritised to be completed within 4 weeks. The contractor visited on the 22/09/17 to complete the works which was to clear the gully and grate which had become blocked.</p>	<p>The deadline for works order completion was met.</p> <p>Refer to Footnote 1 for our comments on wider structural and other issues; (page 49).</p>
123	iWorld Report	20/09/17	Window is faulty	Mears	<p>The repair was prioritised to be completed within 4 weeks' day. The contractor visited on the 19/10/17 to complete the works. The works related to installing a new window restrictor.</p>	<p>The deadline for works order completion was not met.</p> <p>Refer to Footnote 1 for our comments on wider structural and other issues; (page 49).</p>
124	iWorld Report	12/10/17	Resolve leaks	Mears	<p>The repair was prioritised to be completed within 4 weeks. The contractor visited on the 13/10/17 to stop all the leaks which related to the plumbing of the bath. They then returned on the 30/10/17 to complete the redecorations.</p>	<p>The deadline for works order completion was met.</p> <p>Refer to Footnote 1 for our comments on wider structural and other issues; (page 49).</p>
125	iWorld Report	18/10/17	Make safe window	Mears	<p>The repair was prioritised to be completed within 4 weeks. The resident missed 2 separate appointments to fix the window on the 20/11/17 and 27/12/17. This works order remains outstanding.</p>	<p>The deadline for works order completion was not met as the resident was not available.</p>



Ref No.	Source of Service Request	Date Raised	Description per iWorld	Contractor	Summary of Repair	Summary conclusion
						Refer to Footnote 1 for our comments on wider structural and other issues; (page 49).

Appendix C – iCasework Testing

Ref No.	Source of Service Request	Date Raised	Description	Summary of Progress of case	Outcome	Supporting Information
1	Complaint	20/09/11	Complaints regarding missed appointments for a replacement bath panel, sealing of living room window ceiling repairs and new worktops and units.	An acknowledgement to the complaint was sent on the 23/11/11. The complaint related to not carrying out the repairs and to claim for loss of earnings waiting for missed appointments. We have noted these repairs on iWorld and have reviewed the sealing of the living room window as part of our iWorld testing. No details or consideration on why the window sealing required replacing was included. The complaint was closed on the 16/03/12. This took so long due to various other repairs being added to the complaint prior to the compensation package being agreed.	<p>The deadline for a response to the complaint was not met.</p> <p>It is not clear how the window was damaged and whether any structural issue could be present due to a lack of documented evidence that the Council have reviewed this.</p> <p>Refer to Footnote 1 for our comments on wider structural and other issues; (page 49).</p>	iCasework notes, and iWorld repair, Notes from TQO and original complaint letter
2	Complaint	24/10/12	Crack in bedroom floor	It is unclear if an acknowledgement was sent to the resident, but an inspection was completed on the 31/12/12 with a works order (reviewed above) being issued. These works were to cut out cracks in hallway and bedroom plaster, renew seal to bath and decorate toilet as noted by the inspector but did not deal with the initial complaint. Subsequently another works order (reviewed above) was issued to replace the floor corner filler on 19/02/13 following a call with the resident. These works were completed on the 25/04/13 with the case then closed on	<p>The deadline for a response to the complaint was not met and it is unclear if the resident ever received a complaint acknowledgement.</p> <p>The initial works ordered on the complaint did not look to solve the original complaint.</p> <p>It is not clear why the cracks in the plaster or floor appeared.</p>	iCasework notes, and iWorld repairs, Notes from TQO and original complaint letter

Ref No.	Source of Service Request	Date Raised	Description	Summary of Progress of case	Outcome	Supporting Information
				the 30/04/13. No consideration of whether the crack in the floor indicated a larger structural issue has been documented. There is a poor level of detail to the notes on iCasework.	Refer to Footnote 1 for our comments on wider structural and other issues; (page 49).	
3	Complaint	18/03/13	Repairs to cracked wall	An acknowledgement to the complaint was sent on the 22/03/13. This complaint related to works in another case which did not fix the original issue. This complaint therefore worked alongside the existing case, but on the 14/05/13 the resident contacted to complain that this works had not fixed the issue and the crack in the walls had reappeared. Two works orders (reviewed above) were therefore raised to retie the brickwork. These works were completed on the 24/09/13 and the case was closed on the 27/09/13. These works again appear to be fixing the symptom with no details or consideration on why the cracks in the plaster had originally appeared or why the bricks needed to be retied.	The deadline for a response to the complaint was not met. The initial works ordered on the complaint did not look to solve the problem as cracks reappeared. It is not clear why the cracks in the plaster appeared. Refer to Footnote 1 for our comments on wider structural and other issues; (page 49).	iCasework notes, and iWorld repairs, Notes from TQO and original complaint letter
4	Complaint	22/04/13	Continued leak into the property causing damage to belongings.	An acknowledgement to the complaint was made on the 23/04/13. Works orders had already been placed to fix this leak (reviewed above) to clear a block copper stack leaking into the roof. The complaint was resolved on the 11/09/13 following a lengthy period of not being able to contact the resident due to them being away.	The deadline for gaining a response to the complaint was not met, but this was due to the resident being away for a lengthy period following the complaint.	iCasework notes, and iWorld repairs, Notes from TQO and original complaint letter

Ref No.	Source of Service Request	Date Raised	Description	Summary of Progress of case	Outcome	Supporting Information
					Refer to Footnote 1 for our comments on wider structural and other issues; (page 49).	
5	Complaint	22/09/15	Complaint regarding lack of progress regarding the report of a leak into a property on several occasions with reference to three works orders.	An acknowledgement to the complaint was made on the 22/09/15. The resident first raised the issue of a damaged plaster in 20/05/14 and a works order (reviewed above) was raised. A leak was identified by the contractor, but they failed to complete any works to fix this and did not raise a separate works order. The resident raised this issue again on the 11/02/15 and another works order (reviewed above) was raised but the same thing happened again. The resident then raised the issue again on 18/05/15 but the contractors failed to respond to this until chased by the complaints team. The works to fix the leak in the roof were then completed on 15/10/15. The case was then closed on the 23/10/15.	The deadline for a response to the complaint was not met. On two occasions the contractor marked the repair works order as completed despite no work being done and failed to raise a new works order to solve the actual problem. No other WO for this issue was identified, however we noted that access issues were noted twice on 05/06/14 and 17/06/14. We have been informed that the Council was not able to verify the roof defects due to access issues. Refer to Footnote 1 for our comments on wider structural and other issues; (page 49).	iCasework notes, and iWorld repairs, Notes from TQO and original complaint letter
6	Complaint	03/10/16	Slow response to repair of window	An acknowledgement to the complaint was made on the 03/10/16. The resident was complaining about the slow response to a works order (reviewed above) to fix a window which was stuck open. The window was repaired on 11/10/16 and the complaint was closed on the 20/10/16. No	The deadline for a response to the complaint was not met. It is not possible to identify if any structural issues were present as no consideration to	iCasework notes, and iWorld repair, and original complaint letter

Ref No.	Source of Service Request	Date Raised	Description	Summary of Progress of case	Outcome	Supporting Information
				consideration of how the window became broken and whether this may have been caused by a structural issue has been noted.	the cause of the window break was documented. Refer to Footnote 1 for our comments on wider structural and other issues; (page 49).	
7	Complaint	06/02/17	Slow response to repair of window	An acknowledgement to the complaint was made on the 06/02/17. The resident was complaining about the slow response to a works order to fix a window which was stuck open. This works order was cancelled and replaced with another works order (reviewed above) which is yet to be completed. The complaint was closed 13/05/2017.	The deadline for a response to the complaint was not met. It is not possible to identify if any structural issues were present as no consideration to the cause of the window break was documented. Refer to Footnote 1 for our comments on wider structural and other issues; (page 49).	iCasework notes, and iWorld repairs, and original complaint letter
8	Complaint	07/09/17	Complaint Regarding two Repairs	An acknowledgement to the complaint was made on the 07/09/17. The resident was responding to poor service from the Council to a report of leak coming through his external wall with two works orders (both tested above). On both occasions the Council had sent plumbers who could not fix the problem after the resident requested for plumbers not to be sent. One works order was cancelled after the second appointment after both visits determined that the repair required mastic repairs. One works order remains open after the contractors visit on 21/06/17 also agreed that the repair	The deadline for a response to the complaint was not met. It is not possible to identify if any structural issues were present as no consideration to the cause of leak was has been documented. Refer to Footnote 1 for our comments on wider structural and other issues; (page 49).	iCasework notes, iWorld repairs, and original complaint letter

Ref No.	Source of Service Request	Date Raised	Description	Summary of Progress of case	Outcome	Supporting Information
				<p>required mastic works. The case remains open, however we noted that on 13/09/17, the RSO attempted to contact the resident without success, so he "left card for him to contact us".</p> <p>No consideration of how the leak may have been caused by a structural issue has been noted.</p> <p>No documentation has been provided as to why the repair is yet to be completed.</p>		
9	Legal Disrepair	06/06/11	The interior wall between the kitchen and the bathroom is very damp because of water penetration from above Boiler not operational Large gap between the ceiling and the wall in the tenant's bedroom	This case was completed on 22/07/11. On inspection, the property had had water penetration from the property above, but this had been previously repaired. There was no sign of the need for a repair to the boiler or a large gap between the ceiling and the internal wall stipulated by the tenant	Refer to Footnote 1 for our comments on wider structural and other issues; (page 49).	iCasework notes, schedule of works and original claim letter
10	Legal Disrepair	08/09/15	Rain water penetration, mould and cracks in plaster	An inspection was carried out on the 15/10/15 which found no indication that there were any external leaks from the roof or outside. No cracks in the plaster were noted, and dye testing was ordered to identify any mould that was not visible to the inspector. Subsequent work was completed to treat the mould. The case wasn't closed until the 27/04/17.	<p>There has been no documented reason for why it took so long to complete the mould repairs or close the case.</p> <p>Refer to Footnote 1 for our comments on wider structural and other issues; (page 49).</p>	iCasework notes, schedule of works and iWorld repair and original claim letter
11	Legal Disrepair	25/08/17	cracks and gas supply	An inspection was carried out on the 13/10/17 and we have been informed that the relevant reports are now complete.	There has been no documented reason for why no further investigation has taken place.	iCasework notes and original claim letter

Ref No.	Source of Service Request	Date Raised	Description	Summary of Progress of case	Outcome	Supporting Information
					Refer to Footnote 1 for our comments on wider structural and other issues; (page 49).	
12	Legal Disrepair	01/09/17	Structural cracking, water penetration and lack of gas	An inspection was carried out on the 12/10/17 and we have been informed that the relevant reports are now complete.	There has been no documented reason for why no further investigation has taken place.	iCasework notes and original claim letter
					Refer to Footnote 1 for our comments on wider structural and other issues; (page 49).	
13	Legal Disrepair	01/09/17	Structural cracking, water penetration and lack of gas	An inspection was carried out on the 12/10/17 and we have been informed that the relevant reports are now complete.	There has been no documented reason for why no further investigation has taken place.	iCasework notes and original claim letter
					Refer to Footnote 1 for our comments on wider structural and other issues; (page 49).	
14	Legal Disrepair	19/09/17	Structural cracking, water penetration, damp, mould and lack of gas	An inspection was carried out on the 21/11/17 and we have been informed that the relevant reports are now complete.	There has been no documented reason for why no further investigation has taken place.	iCasework notes and original claim letter
					Refer to Footnote 1 for our comments on wider structural and other issues; (page 49).	
15	Legal Disrepair	20/09/17	Structural cracking, water penetration, damp, mould and lack of gas	An inspection was carried out on the 12/10/17 and we have been informed that the relevant reports are now complete.	There has been no documented reason for why no further investigation has taken place.	iCasework notes and original claim letter

Ref No.	Source of Service Request	Date Raised	Description	Summary of Progress of case	Outcome	Supporting Information
					Refer to Footnote 1 for our comments on wider structural and other issues; (page 49).	
16	Legal Disrepair	21/09/17	Structural cracking, water penetration, damp, mould and lack of gas	An inspection was carried out on the 12/10/17 and we have been informed that the relevant reports are now complete.	There has been no documented reason for why no further investigation has taken place.	iCasework notes and original claim letter
					Refer to Footnote 1 for our comments on wider structural and other issues; (page 49).	
17	Legal Disrepair	22/09/17	Structural cracking, water penetration, damp, mould and lack of gas	An inspection was carried out on the 09/01/18 and we have been informed that the relevant reports are now complete.	There has been no documented reason for why no further investigation has taken place.	iCasework notes and original claim letter
					Refer to Footnote 1 for our comments on wider structural and other issues; (page 49).	
18	Legal Disrepair	26/09/17	Structural cracking, water penetration, odour from flat above, damp and mould, faulty lift, gas supply switched off	An inspection was carried out on the 12/10/17 and we have been informed that the relevant reports are now complete.	There has been no documented reason for why no further investigation has taken place.	iCasework notes and original claim letter
					Refer to Footnote 1 for our comments on wider structural and other issues; (page 49).	
19	Legal Disrepair	09/10/17	Structural cracking, water penetration, damp, mould and lack of gas	An inspection was carried out on the 07/11/17 and we have been informed that the relevant reports are now complete.	There has been no documented reason for why no further investigation has taken place.	iCasework notes and original claim letter

Ref No.	Source of Service Request	Date Raised	Description	Summary of Progress of case	Outcome	Supporting Information
					Refer to Footnote 1 for our comments on wider structural and other issues; (page 49).	
20	Legal Disrepair	25/10/17	Structural cracking, water penetration, damp, mould and lack of gas	An inspection was carried out on the 12/01/18 and we have been informed that the relevant reports are now complete.	There has been no documented reason for why no further investigation has taken place.	iCasework notes and original claim letter
					Refer to Footnote 1 for our comments on wider structural and other issues; (page 49).	
21	Members Enquiries	30/01/16	The tenant was told by both a plasterer and a carpenter that the property would be decorated only to be subsequently told that it was the tenant's own responsibility.	An acknowledgement response to this enquiry was sent on the 01/02/16. A response to the enquiry was sent on the 09/02/16. The enquiry related to the redecoration work following a leak that had come through a hole in the roof. A repair to complete the roof was completed on 15/10/15 which lifted slabs and felt and resealed the roof.	There has been no documented reason for why no further investigation has taken place. Refer to Footnote 1 for our comments on wider structural and other issues; (page 49).	iCasework notes and response. iWorld repair as tested above.
22	Members Enquiries	10/07/17	Could you let me know what is being done to provide all relevant information to Peterchurch residents regarding the gas situation?	An acknowledgement to this enquiry was sent on the 11/07/16 and the final response to the enquiry was sent on the same day. The response came directly back from the head of Engineering and Compliance, stating that the gas leak was an isolated event, and that no major structural issues with the building at that point. It is not clear whether the Member has been provided with the interim and	The members enquiry has been answered. Refer to Footnote 1 for our comments on wider structural and other issues; (page 49).	iCasework notes and response

Ref No.	Source of Service Request	Date Raised	Description	Summary of Progress of case	Outcome	Supporting Information
				final Arup reports to better understand the situation.		
23	Members Enquiries	27/07/17	A resident regarding the gas supply	An acknowledgement to this enquiry was sent on the 27/07/17. A response to the enquiry was sent on the 29/07/17. The response only detailed that the Council, SGN and Arup were in discussions as to the best course of action to reinstall the gas pipes.	The members enquiry has been answered. Refer to Footnote 1 for our comments on wider structural and other issues; (page 49).	iCasework notes and response
24	Members Enquiries	03/08/17	A resident requested fire safety reports from the Council, these were not received. X is a resident of the Ledbury Estate and as such is very anxious about fire safety.	An acknowledgement to this enquiry was sent on the 07/08/17. A response to the enquiry was sent on the 14/08/17. The response was to provide the latest fire risk assessments for each block, which we have tested elsewhere.	The members enquiry has been answered. Refer to Footnote 1 for our comments on wider structural and other issues; (page 49).	iCasework notes and response, Fire Risk assessments.
25	Members Enquiries	11/08/17	A resident stated that further correspondence had not been received regarding the gas leak at Peterchurch House, and with regards to compensation or a heater.	An acknowledgement to this enquiry was sent on the 11/08/17. A response to the enquiry was sent on the 17/08/17. The response was to provide links to more detailed gas advice and compensation procedures through the SGN website.	The members enquiry has been answered. Refer to Footnote 1 for our comments on wider structural and other issues; (page 49).	iCasework notes and response
26	Members Enquiries	24/09/17	I would be grateful for a briefing note on the process in place within housing repairs to identify key issues, such as those at the Ledbury estate, from multiple independent housing repairs reports.	An acknowledgement to this enquiry was sent on the 26/09/17. A response to the enquiry was sent on the 09/10/17. The response stated that a proper response needs more input from the asset management team which would be provided within the next week.	The response to this enquiry was outside the 10-working day time limit. It is also unclear as to whether a proper response was ever sent to the member as the case was closed prior to this occurring. Refer to Footnote 1 for our comments on wider structural and other issues; (page 49).	iCasework notes and response

Ref No.	Source of Service Request	Date Raised	Description	Summary of Progress of case	Outcome	Supporting Information
27	FOI	05/07/17	<p>1 How long have you known about the cracks in the Ledbury towers</p> <p>2 How long has my landlord Southwark Council known about the cracks in the Ledbury towers</p> <p>3 Are these cracks an issue of structural integrity</p> <p>Contractors are currently on site filling the cracks with plastic foam and sealant, would it not be wise to let Arup investigate first?</p>	<p>This enquiry came directly from the Member themselves. There was an initial response to the enquiry on the 05/07/17 and then a full response on the 06/07/17. The response came directly back from the Head of Engineering and Compliance, stating that the gas leak was an isolated event, and that no major structural issues with the building at that point. It is not clear whether the Member has been provided with the interim and final Arup reports to better understand the situation.</p>	<p>The FOI request appeared to have been partially answered.</p> <p>Refer to Footnote 1 for our comments on wider structural and other issues; (page 49).</p>	E-mail only
28	FOI	17/08/17	<p>1) All the structural assessments carried out on the Ledbury estate since it came under the ownership of the Council</p> <p>2) The records (http://www.southwark.gov.uk/news/2017/aug/ledbury-towers-gas-removal) which suggested that strengthening works had been carried out on the four blocks to protect them in the event of a gas explosion</p> <p>3) Whether the Government Housing Circular 62/68 was considered when carrying out structural assessments of the blocks</p>	<p>There was an initial response to the enquiry on the 18/07/17 and then a full response on the 02/11/17. This means that the response was later than the 20-day deadline, with it taking 55 working days to complete the response. The delay was in providing the information to the customer resolutions team.</p> <p>The response provides the Arup report, the BRE report on TWA buildings, a National Archive document suggesting the blocks were modified to be built in line with the housing circular 62/68 (regulations following the Ronan Point tragedy) and that 2,330 large panel homes are situated in Southwark.</p>	<p>The FOI request appeared to have been answered.</p> <p>Refer to Footnote 1 for our comments on wider structural and other issues; (page 49).</p>	Arup Report, BRE Report, National Archive Extract.

Ref No.	Source of Service Request	Date Raised	Description	Summary of Progress of case	Outcome	Supporting Information
			4) How many large panel-built homes are in the borough of Southwark			
29	FOI	20/08/17	Please provide the reports or information contained therein concerning the structural safety, structural integrity or other structural engineering assessments of the thirteen-storey blocks on the Ledbury Estate near Old Kent Road.	<p>There was an initial response to the enquiry on the 21/08/17 but a full response has not yet been sent. This appears to be delayed by the final sign off of the content by heads of housing management.</p> <p>The proposed response is to include both the Sinclair Johnston and Arup reports which are the only two reports prepared directly on the structural integrity of the blocks.</p>	<p>The response to this FOI request remains outstanding.</p> <p>Refer to Footnote 1 for our comments on wider structural and other issues; (page 49).</p>	Arup report and Sinclair Johnston report
30	FOI	12/09/17	Please provide a copy of the full schedule of works that Keep Moat was commissioned to carry out on all flats at the Ledbury Estate in 2014, 2015 and 2016	<p>There was an initial response to the enquiry on the 12/09/17 and then a full response on the 24/11/17. This means that the response was later than the 20-day deadline, with it taking 31 working days to complete the response. The delay was in providing the information to the customer resolutions team.</p> <p>The response only provides high-level details regarding the type of works completed to each flat and has been observed by us in the Major Works Files.</p>	<p>The FOI request appeared to have been answered.</p> <p>Refer to Footnote 1 for our comments on wider structural and other issues; (page 49).</p>	List of works completed to each property.
31	FOI	28/09/17	- Are the taller blocks to be demolished (3x towers adjoining the Old Kent Road	There was an initial response to the enquiry on the 11/10/17 and then a full response on the 26/10/17. This means that the response was later than the 20-	The FOI request appeared to have been answered.	Links to Council website.



Ref No.	Source of Service Request	Date Raised	Description	Summary of Progress of case	Outcome	Supporting Information
			<p>and 1x tower adjoining Ledbury Street)?</p> <ul style="list-style-type: none"> - What are the reasons for the demolition of the towers, rather than the refurbishment of them? - What are the plans for current residents living in the buildings both in the meantime and in the long-term future? - What are the intentions of the Council regarding the Ledbury Estate? Do they wish to intensify the land in a future regenerated scheme? - What protection is there for the existing socially rented houses currently on site? - When are future works expected to take place? 	<p>day deadline, with it taking 21 working days to complete the response. The delay was in providing the information to the customer resolutions team.</p> <p>Most of this request was denied as no decision has been made on the future of the tower blocks, whilst links were provided for policies regarding resident's rights.</p>	<p>Refer to Footnote 1 for our comments on wider structural and other issues; (page 49).</p>	

Appendix D – Major Works File Testing

Ref No.	Major Works Project	Document	Any indication of structural issues?	How structural issues have been dealt with
1	Bromyard and Sarnsfield External Refurbishment 2005/06	Contract Tender	<p>From review of this contract tender, we have noted that works to carry out repairs to fractured plaster, test and carry out minor repairs to aggregate faced cladding panels and test and carry out repairs to joining between cladding panels were included within the refurbishment scope. These could be indications of structural issues.</p> <p>However, from conversations with the Major Works team, we were told that these repairs would have been included within this scope as standard, and so the contract tender is no guarantee that these works did take place. We are therefore unable to quantify the number and nature of actual repairs that have been carried out.</p>	Due to lack of documentation, we were not able to ascertain the actual work done.
2	Bromyard, Sarnsfield and Skenfrith Fire Risk Assessment Works Package 2012/13	Tender of Works	No indicators of structural issues noted within the tender of works.	N/a
3	Bromyard, Sarnsfield and Skenfrith Fire Risk Assessment Works Package 2012/13	Contractors correspondence	No indicators of structural issues noted within the contractor's correspondence. However, the correspondence saved down is not likely to be the totality of the correspondence between the 2 parties.	N/a
4	Bromyard, Sarnsfield and Skenfrith Fire Risk Assessment Works Package 2012/13	Contractor Completion Certificate	No indicators of structural issues have been noted from reviewing the contractor completion certificate.	N/a
5	Bromyard, Sarnsfield and Skenfrith Fire Risk Assessment Works Package 2012/13	Consultant valuation	No indicators of structural issues noted within the consultant's valuation	N/a
6	Bromyard, Sarnsfield and Skenfrith Fire Risk Assessment Works Package 2012/13	Statement of works	No indicators of structural issues noted within the statement of works	N/a

Ref No.	Major Works Project	Document	Any indication of structural issues?	How structural issues have been dealt with
7	Bromyard, Sarnsfield and Skenfrith Fire Risk Assessment Works Package 2012/13	Project progress minutes	No indicators of structural issues noted within the project progress minutes with contractors and the consultant. However, the minutes documented are not deemed to be complete in all cases.	N/a
8	Bromyard, Sarnsfield and Skenfrith Fire Risk Assessment Works Package 2012/13	Defects Log	No indicators of structural issues noted within the defects log.	N/a
9	Ledbury Warm, Dry Safe Scheme 2015/16 (Bromyard and Sarnsfield)	Contractor Survey Feasibility Report	The Feasibility report describes the wall and roof structure of both blocks as well as the state of the concrete as good. However, the report suggests that this was from a visual inspection from the ground floor which may not be sufficient to spot any structural issues. No issues of a structural nature are included within the report.	N/a
10	Ledbury Warm, Dry Safe Scheme 2015/16 (Bromyard and Sarnsfield)	Consultant's Report on the Survey	The consultant's report does not indicate any structural issues and agrees with the contents of the Contractors survey in this area.	N/a
11	Ledbury Warm, Dry Safe Scheme 2015/16 (Bromyard and Sarnsfield)	Meeting invitation letters, agendas and attendance registers	We have noted an invitation to a meeting relating to the mastic works on the 08/06/16 which has been reviewed as a separate project below. We have noted 5 other meetings, but no indication of any structural issues was noted in the documents provided.	See review of the Mastic works below. This has been treated as an emergency works programme.
12	Ledbury Warm, Dry Safe Scheme 2015/16 (Bromyard and Sarnsfield)	Schedules of Works	No indicators of structural issues noted within the statement of works	N/a
13	Ledbury Warm, Dry Safe Scheme 2015/16 (Bromyard and Sarnsfield)	Change orders	We have noted one contract change order dated 06/09/16 that relates to the mastic works which has been reviewed as a separate project below.	See review of the Mastic works below. This has been treated as an emergency works programme.

Ref No.	Major Works Project	Document	Any indication of structural issues?	How structural issues have been dealt with
14	Ledbury Warm, Dry Safe Scheme 2015/16 (Bromyard and Sarnsfield)	Contractor Completion Certificate	No indicators of structural issues have been noted from reviewing the contractor completion certificate.	N/a
15	Ledbury Warm, Dry Safe Scheme 2015/16 (Bromyard and Sarnsfield)	Correspondence with the Consultant and Contractors	We have noted minutes with the consultants and contractors regarding the need for the emergency Mastic works as tested below. It was noted that Avalon were brought in as a specialist contractor to aid with this after the change of windows in the blocks. There are no other indications of structural issues noted.	See review of the Mastic works below. This has been treated as an emergency works programme.
16	Ledbury Warm, Dry Safe Scheme 2015/16 (Bromyard and Sarnsfield)	Review of the repairs history	We have noted that the repairs history has been gained and saved for these blocks prior to completing the Major Works. However, it is unclear what analysis has been completed and what the results of this was, with the Consultant's feasibility report just stating that they "have not been passed any documentation that identifies any historical persistent problems with structures or structural elements around the block."	N/a
17	Ledbury Warm, Dry Safe Scheme 2015/16 (Bromyard and Sarnsfield)	Defects logs	We have only noted one defect relating to a Mastic joint surrounding a new window. This defect has been noted as corrected within the Mastic Joint correspondence reviewed.	See review of the Mastic works below. This has been treated as an emergency works programme.
18	Ledbury Mastic Seal 2015/16	Consultant's Report on the Proposed works	The consultant's report details the approach of the works but does not highlight any further issues to be dealt with.	N/a
19	Ledbury Mastic Seal 2015/16	Schedules of Works	The schedule of works has been reviewed and only indicates the mastic works as identified above as being required to be completed.	N/a
20	Ledbury Mastic Seal 2015/16	Contractor Completion Certificate	No indicators of structural issues have been noted from reviewing the contractor completion certificate. The works were complete on the 31/03/17	N/a

Ref No.	Major Works Project	Document	Any indication of structural issues?	How structural issues have been dealt with
21	Ledbury Mastic Seal 2015/16	Correspondence with the Consultant and Contractors	We have reviewed the Minutes of 3 meetings with no additional issues noted. It appears that at least another 9 meetings would have occurred, but these meetings were not formally documented.	N/a
22	Ledbury Mastic Seal 2015/16	Meeting invitation letters, agendas and attendance registers	No further indicators of structural issues noted within these documents. These were concentrated on educating the residents about the works to be undertaken.	N/a
23	Ledbury Mastic Seal 2015/16	NOP Proforma and Justification	This document has been reviewed and identifies the reason for the works being water penetration due to failed mastic joints. The work to be completed is to cut out existing mastic joints and replace with new more modern materials.	Completed as part of this emergency works.
24	Ledbury Mastic Seal 2015/16	Issue log	The issue log includes an item relating to a crack in the wall of a flat and that further inspection is required.	We have been unable to identify any further information as to if/how this has been resolved.
25	Ledbury Mastic Seal 2015/16	Site visit reports	No indicators of structural issues noted within the site visit reports. Works have been estimated to have been completed to a good standard.	N/a

FOR FURTHER INFORMATION CONTACT

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Item No. 5	Classification: Open	Date: 23 July 2018	Meeting Name: Overview & Scrutiny Committee
Report title:		Council Plan 2018/19 -2021/22	
Ward(s) or groups affected:		All wards	
From:		Strategy & Partnerships	

RECOMMENDATION(S)

That Overview & Scrutiny Committee:

1. Notes the Council Plan 2018-22 performance framework (as noted in paragraphs 6 to 11).
2. Considers its role within the council’s performance challenge process.

BACKGROUND INFORMATION

3. The Council Plan is Southwark Council’s (the council’s) overarching business plan setting out the programme of work that the council will achieve over the period 2018/19 to 2021/22. It is a clear statement to the residents, businesses, local voluntary/community sector organisations and other stakeholders of that programme and how the council will continue to deliver a fairer future for all in Southwark.
4. This new Council Plan builds on the achievements of the organisation’s previous Council Plan, which included key commitments such as delivering free swim and gym, delivering new affordable homes, making council homes warm, dry and safe and supporting over 5,000 residents into employment.
5. The proposed Council Plan 2018-22 was agreed by Cabinet on 26 June 2018 and will be brought to Council Assembly in November 2018 for final agreement.

PERFORMANCE FRAMEWORK

6. The Council Plan contains a range of commitments which the council will work towards over the coming four years. More detailed performance schedules will be developed for each Council Plan theme over the summer and responsibility for each commitment apportioned across the cabinet portfolios.
7. Starting with cabinet and working through to individual members of staff, we will ensure that the whole organisation is working towards delivering our Council Plan. We will identify a lead cabinet member and chief officer for each commitment set out in the plan for transparency and accountability purposes.
8. To ensure that this plan has real impact, the measures and milestones that will underpin it will be monitored every three months to assess progress. The

cabinet will receive quarterly monitoring reports on progress against the measures and milestones that will be set out in a performance schedule for each Council Plan theme.

9. In line with the council's normal performance monitoring a challenge process involving cabinet members and senior officers will take place through the year whereby performance within each individual portfolio is assessed – the outputs of which feed into updated performance schedules, culminating in the production of the annual report to Cabinet.
10. The performance schedules for the Council Plan are to be published quarterly via the council's website.

THE ROLE OF OVERVIEW & SCRUTINY

11. All performance data relating to the schedules will be available to Overview & Scrutiny Committee at the time of publishing, which will follow the performance 'challenge' sessions.
12. Scrutiny can play an important role in performance by regularly reviewing and questioning the data. This could be done by scheduled sessions in the committee's work programme, by raising performance as a theme in cabinet member interviews and by including performance in the scope of reviews.

BACKGROUND DOCUMENTS

Background Papers	Held At	Contact
Council Plan 2018-22	Chief Executive's Office 160 Tooley Street	Matthew.little@southwark.gov.uk
http://moderngov.southwark.gov.uk/documents/s75951/Appendix%201%20Council%20Plan%202018-19%202021-22.pdf		
Cabinet Report: Council Plan 2018-22	Chief Executive's Office 160 Tooley Street	Matthew.little@southwark.gov.uk
http://moderngov.southwark.gov.uk/documents/s75950/Report%20Council%20Plan%202018-19%20-%202021-22.pdf		

AUDIT TRAIL

Lead Officer	Danny Edwards	
Report Author	Matthew Little	
Version	Final	
Dated	13.07.2018	
Key Decision?	No	
CONSULTATION WITH OTHER OFFICERS / DIRECTORATES / CABINET MEMBER		
Officer Title	Comments Sought	Comments Included
Director of Law and Democracy	No	No
Strategic Director of Finance and Governance	No	No
List other officers here		

Cabinet Member	No	No
Date final report sent to Constitutional Team / Community Council / Scrutiny Team	13 July 2018	

Item No. 6	Classification: Open	Date: 23 July 2018	Meeting Name: Overview & Scrutiny Committee
Report title:		Moving to a new scrutiny model and establishing the basis for review	
Ward(s) or groups affected:		none	
From:		Head of Overview & Scrutiny	

RECOMMENDATION(S)

1. That Overview & Scrutiny note the workshop discussion and consider the proposed review principles

BACKGROUND INFORMATION

2. Members of Overview & Scrutiny Committee held an informal workshop on 12th June 2018 to discuss proposals for a new model which would replace the former scrutiny sub-committees with task and finish groups. The purpose of this paper is to record that discussion and draw out the principles against which the model will be reviewed after it has been in operation for 6 months.

KEY ISSUES FOR CONSIDERATION

3. The note of workshop discussion is attached, along with slide presentation from external facilitator, Sunita Sharma. The proposed review principles are:
 - Achieving a balanced work programme - does the structure allow for effective health scrutiny? Have we got the balance right about task and finish vs ongoing scrutiny of key areas?
 - Accessibility of scrutiny arrangements – look and feel of the model, its terminology, channels for public participation
 - Contribution to overall good governance for the council – how does the scrutiny function play its part in efficient and effective decision making?

BACKGROUND DOCUMENTS

Background Papers	Held At	Contact
Title of document(s)	Title of department / unit Address	Name Phone number
(Insert hyperlink here)		
Title of document(s) (Insert hyperlink here)	Title of department / unit Address	Name Phone number

(Insert hyperlink here)

APPENDICES

No.	Title
Appendix 1	Scrutiny Workshop Report
Appendix 2	Southwark T&F model 12.06.2018
Appendix 3	Insert title of document
Appendix 4	Insert title of document

AUDIT TRAIL

Lead Officer	Shelley Burke, Head of Overview & Scrutiny	
Report Author	Shelley Burke	
Version	Final	
Dated	13.07.2018	
Key Decision?	No	
CONSULTATION WITH OTHER OFFICERS / DIRECTORATES / CABINET MEMBER		
Officer Title	Comments Sought	Comments Included
Director of Law and Democracy	No	No
Strategic Director of Finance and Governance	No	No
List other officers here		
Cabinet Member	Yes/No	Yes/No
Date final report sent to Constitutional Team / Community Council / Scrutiny Team		

The workshop session

Present: Cllrs Bill Williams (chair), Helen Dennis, Peter Babudu, Alice MacDonald, Hamish McCallum, Leanne Werner, Jason Ochere, Maria Linfoth-Hall, David Noakes, Jon Hartley
Officers: Sunita Sharma (external facilitator), Stephen Gaskell, Julie Timbrell, Shelley Burke

Cllr Bill Williams set out the purpose of the evening - for OSC to own the process of moving to the new model, holding to the principals of openness, transparency, and being dynamic. He suggested that the committee build a review of the changes into their work programme and be open to the idea that the council may want to strike a balance between sub-committee and task and finish approach and so ultimately move to hybrid model. Constitutional steering panel had also asked for a further paper and this would need to be timed so that any constitutional changes could be recommended to council assembly.

Sunita Sharma asked the members to state the values they hold for scrutiny, and suggested these are used to look back and review the model. To assist the discussion, she shared experience she had gathered from other councils who are operating a task and finish model for scrutiny. She suggested that the review of model should focus on what was intended and what impact has there been - what's been gained and what's been lost? She also suggested it was important to hold on to strengths where Southwark had received external accreditation e.g. LGA peer review and Ofsted. It would be important to be disciplined about the work programme and to manage carefully incoming referrals to scrutiny.

Values:

I want Southwark scrutiny to be

Effective
 Objective
 Responsive
 Affect change
 Accessible
 Transparent
 Independent
 Open
 Efficient
 Flexible
 Rigorous
 Fair
 Well thought out
 Representative
 Participatory

Discussion

There was consensus around moving to some degree of task and finish style of working. The issue for further consideration is how that applies to all areas of scrutiny work, particularly ongoing scrutiny of the local NHS bodies.

Scrutiny operating style:

- meeting design and approach – some task and finish models include holding meetings in private in order to gather sensitive information that a witness might not share in an open session. This would need to be balanced against principle of transparency – not necessarily a desired approach.
- the more focussed task and finish approach might create opportunity for enhanced communication and public engagement
- accessible language important – not convinced by the term “task and finish” – suggest shift to time limited “commissions”
- how to prioritise? Could task and finish groups look at the 4 most “wicked” issues and leave all other business matters to OSC?
- Consider lead member reps at OSC e.g. health as the starter focus.
- Reporting back into Executive – how to ensure flow in, to and from OSC

Structural points:

- concern over loss of health standing committee and risk of reduced scrutiny of NHS – could a hybrid model work?
- could a sub group be established to look only at call ins?
- numbers on task & finish – be flexible, maybe look at smaller groups but need to be mindful of proportionality.

Conclusions (Chair)

- General agreement to establish lead OSC members to focus on areas of concern / focus e.g. health as the starting point
- Reframe task and finish and call them Scrutiny Commissions
- Plan and next steps:
 - Start date (July?) including 6 month stock take and 12 month review.
 - Outline terms of reference for each of the commissions
 - Focus from previous years’ work – how best to feed in/capture?
 - Read across into community councils – how to bring in a public element to agenda setting?

Ensuring Impact Through Single OSC and Task and Finish Group Model

LB Southwark 12 June 2018

What is a Task and Finish Group?

- Support to and extends the work of an OSC
- A group of people who meet to deal with an issue within a specified timescale
- Issues or themes are scrutinised in depth
- Also described as commissions

Strengths

- Flexible, can make forward planning easier
- Involves members with interest in an issue drawn from a large pool of non executive councillors
- Learn or refine knowledge on an issue/subject – ability to affect policy
- Craft and develop scrutiny skills
- Gain confidence in the scrutiny role
- Timely intervention and reporting
- No requirement to meet in public or open up to the public
- Informality can encourage greater openness from officers, partners, and others - makes for easier relationship management

Challenges

- Dependent on enthusiasm and time available of councillors
- Knowledge developed on an issue can stay with a very small group of councillors
- Holistic, strategic connection and inter-relationship between priorities, services, issues can be missed/lost
- In depth understanding of an issue is not extended to the OSC
- Pressure on OSC to add 'items' on its agenda
- Awareness of scope creep in T&FGs– needs managing
- Transparency - view that scrutiny work is being done in private, secret.
- Ad hoc - organisational capacity to support T&F work

Issues to consider 1

- What will OSC look at? Be ruthless in what is and isn't considered by OSC
- Should OSC have standing items e.g. Children's issues?
- What will T&FGs consider? Corporate priorities or community issues or combination? 17
- How will referrals be dealt with and managed outside of formal meetings?
- Who will lead T&F work - OSC member or another?
- How many members in a T&F – fixed number or flexible to the issue? Co-optees? Advisors?

Issues to consider 2

- Management of OSC expectations – “resources so reduced means that members aspirations for their outcomes is unattainable”
- Responding to organisational pressures, changes – standing commissions?
- Accountability – who ‘owns’ the T&F reports?
- How will implementation of scrutiny recommendations be monitored?
- Requires OSC Chair and T&F leads to invest in time and commitment to ensure success of model
- When to review the model - one year on or two years?

Knife Crime scrutiny review

Foreword: Councillor Jasmine Ali

The Education and Children's Scrutiny Committee asked children and young people in Southwark what they would like us to scrutinise. They told us they were deeply troubled by the high instances of knife crime in London.

Knife Crime is a very sad and grave issue and something that I know is an urgent concern to our communities in Southwark and across London.

It is a phenomenon that is growing, that drags young people into a cycle of tragedy that is heart-breaking for everyone directly involved.

Last year in Southwark alone we witnessed an 11% increase in Violence Against the Person offences. For the period June to May 2018 Southwark saw a 0.35% decrease in knife crime offences compared to the same period the previous year. Overall the Metropolitan Police reported an increase of 16.7% during this period. Yet even with this decrease, Southwark remains one of the boroughs with the highest incidence in knife crime in the capital.

Both the Council and Southwark's diverse communities are rallying together to address the problem of knife crime and the wider issue of youth violence. In the course of this review an event at All Saints Church, Peckham, was held to combat knife crime, which has influenced the report. We are grateful to Community TV Trust, community organisations and Cavendish School pupils who created the short films showcased at the event, referred to in the review.

The Education and Children's Scrutiny sub-committee held a one-day scrutiny event to look into this terrible problem. We packed out one of the pods in the Peckham Library with standing room only. A diverse section of the community attended the sessions which heard evidence from the deputy director dealing with Knife Crime at the GLA, the Southwark Cabinet member for Community Safety, people from the Youth Council, young people with experience of gangs and officers from the council dealing with related issues of youth violence, safeguarding and sexual exploitation.

I would like to thank Julie Timbrell our Scrutiny manager, all of the speakers and every one of the participants from the local community who actively joined in on this deep dive into knife crime. For everyone that took part, the 'scrutiny in a day' was not just about holding local politicians and officers to account but about developing policy initiatives ourselves, working together to strengthen our community's response.

- We urgently want to identify real causes
- We urgently want to look for those reactions that we know can help reduce the threat and the incidence of knife crime.
- And we urgently want to find ways to mend the hurt to our communities.

The hurt we all feel brought our communities together and the results are documented in the attached paper which, if implemented, will help us forge safer, stronger communities in the future.

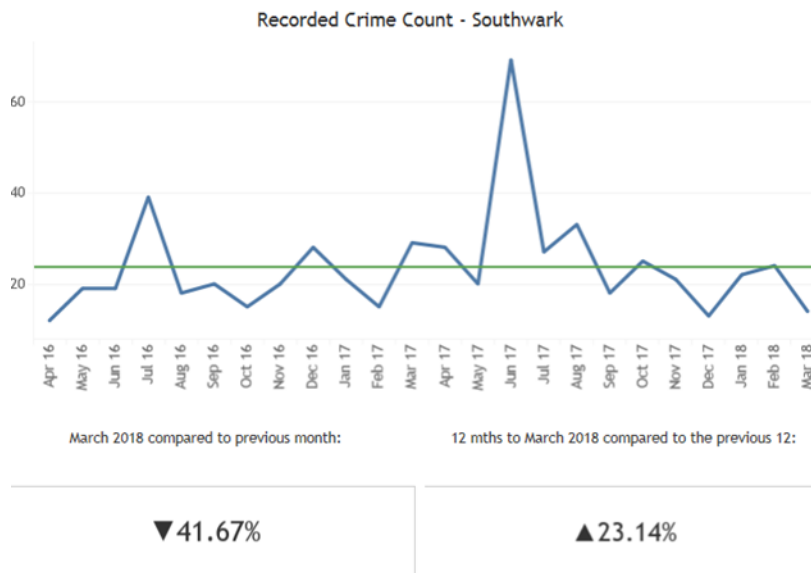
INTRODUCTION AND BACKGROUND

- 1.1 This is the final report of the scrutiny review into Knife Crime. The Education and Children's Services Scrutiny Sub-Committee decided to conduct a review in July 2017. The aim of the review is to make recommendations to the Cabinet, the Southwark Children's Safeguarding Board and the police.
- 1.2 The review set out to address these issues in particular.
- How to best safeguard young people in care from knife crime & knife carrying (with a focus on young people in need because of social / emotional deprivation & mental health needs).
 - The links between knife crime, girls, gangs and Child Sexual Exploitation
 - How best to work with schools, including primary schools, and the community to reduce and respond to knife crime
 - Engaging young people and youth services in preventing knife crime and knife carrying (particularly the Youth Council, voluntary & statutory youth service)
 - Wider strategies and good practice in combating violence, in particular Scotland and the WHO Public Health approach to tackling knife crime and violence
- 1.3 The sub-committee chose this subject in response to the recent rise in incidents of knife crime and the terrible impact knife crime injuries and deaths have had on young people and their families, in particular. Knife Crime a big concern within the local community. There is also widespread anxiety amongst young people, families and schools about the extent of knife crime and knife carrying, associated with a strong desire to reverse the present trend and work to end knife crime.
- 1.4 Previous sub-committee reviews into Mental Health, Care Leavers and achievement in school committee have all touched on youth violence. There is evidence that young people are more at risk of knife crime if social, mental health and educational issues are not addressed.
- 1.5 After a drop in knife crime incidents, in the early years of this decade, the UK and London has seen a reversal of this trend.
- 1.6 In the year ending March 2017, there were 34,700 offences involving a knife or sharp instrument in England and Wales. This is the highest number in the seven-year series (from year ending March 2011) the earliest point for which comparable data is available.

- 1.7 In the 12 months to March 2017 there were over 12,000 knife crimes were recorded in London. The latest Metropolitan Police statistics to March 2018 show this is still rising by 21 %.



- 1.8 There were 314 incidents of 'knife crime with injury' in Southwark during 2017-18, compared to 255 in 2016-17: a rise of 23 % per cent.



- 1.9 The last year has seen significant steps by both the Mayor of London, local police and the council to tackle knife crime. There is both a Mayor of London knife crime strategy, and a Southwark Knife Crime and Knife Carrying action plan. The latter is a joint priority for the Southwark Safeguarding Adults' Board (SSAB) and Southwark Children's Board (SSCB). In Southwark two scrutiny

committees and the Youth Council have all identified tackling knife crime as a priority.

- 1.10 At the same time the Metropolitan Police's anti knife crime initiative Operation Sceptre has publicly recognized its own weakness in engaging with communities most affected by youth violence.
- 1.11 The Mayor of London has provided a good overview in his report, and identified trends such as men and the BAME community being significantly more at risk, and that although women are less likely to be victims and significantly less likely to be perpetrators there are some worrying trends around domestic abuse and CSE.

EVIDENCE CONSIDERED

Committee meeting

2.1 On 5 September 2017 the review first received a paper from Southwark officers and lead member, Cllr Barrie Hargrove, setting out current work being carried out by local statutory agencies to tackle knife crime in Southwark and the recently published Knife Crime and Knife Carrying action plan, and a discussion was held with the committeeⁱ.

Outreach

2.2 A community event addressing Knife Crime was attended. This was organized by Rev Jonathan Mortimer, of All Saints Church in Peckham and Chris Haydon, Chair of Peckham Settlement and director of Community TV Trust. The evening of story telling featured an update on Operation Sceptre, with Dr Victor Olisa QPM, along with contributions from retired detectives, serving community and safety officers; ex-offenders, ex-gang leaders; an aspiring boxer from Camberwell, two filmmakers, an artist/entrepreneur, young people at school in Bermondsey, an England boxer recently in the news; a local theatre company using forum theatre techniques; a representative of IAG and a Stop & Search consultant and local residents.

'Scrutiny in A Day' event was held on 21 March 2018 on ending Knife Crime

2.3.1 The event was opened by Sophie Linden, London's Deputy Mayor for Policing and Crime, London, who presented on the London Knife Crime Strategy. Councillor Barrie Hargrove, Cabinet Member for Communities, Safety and Leisure and Southwark Borough Commander Simon Messinger spoke about Southwark's Knife Crime and Knife Carrying action plan. Southwark Youth Council representatives, Hannah Olomola and Tobi Ayeni spoke briefly about knife crime, voted a top concern by Southwark young people. Quince Garcia contributed to the panel discussion on breaking the offending and reoffending cycle. An informed and lively audience debated the issues with the panel participants. (See appendix 1)

2.3.2 Two workshops were held: on: a) Community workshop on prevention and support and b) intersections between girls, gangs, and CSE and knife crime

2.3.3 The community workshop brought people together to share different perspectives on causes, impact, responses and alternatives, listening to what is working well and what needs to be done differently. Considering:

- The root causes and how we might tackle them
- The ripple effects on the whole community
- How we can better respond as a community when traumatic incidents happen
- What fresh approaches we can take to help prevent future tragedies

(See appendix 2)

2.3.4 The workshop on the intersections between girls, gangs , CSE and knife crime first heard from leads from the Police, Council and voluntary sector on Anti Violence work, CSE and recent work in the community (see appendix 3)

Background research

2.4 Background research was done on Scotland Violence Reduction Unit & World Health Organization's work on taking a Public Health approach to violence and statistical information available from government sources.

3.0 Main issues

Youth violence, crime and gangs

The London Knife Crime Strategyⁱⁱ notes that most knife crime is robbery or street violence, and their research said that the most common reason young people give for holding a knife is perceived protection from this threat. Other reasons given to carry a knife are to increase status or to commit a crime.

This report states that recent data suggests that the majority of knife crime is not gang-related; with gang flagged crime accounting for 5% of all knife crime with injury during 2016 – down from almost 9% in the preceding year. However, gang-related knife crimes are usually of a more violent nature than other knife related offending.

National data trends indicated that robbery is actually decreasing, however uses of a knife for the purpose of committing a rape or a sexual offence and threats to kill and attempted homicide have risen significantlyⁱⁱⁱ. This review did not look at national increases to sexual offences and the link with knife crime to see if this was a significant issue for Southwark and it did not feature in discussions held.

Anecdotal evidence from the police, ex-gang members, and young people and youth leaders at the events all pointed to the drugs trade and other criminal enterprises as a significant driver for violent crime, and that young people were turning to this, in part, because of a combination of poverty, a lack of opportunities or self belief. A youth leader commented that we now have groups of young people in London who have decided they will not be successful and that they are adopting other approaches to raising revenue that unfortunately involve serious violence.

The other driver mentioned was role of social media in escalating disputes, particularly posting of YouTube videos. Ex- offenders and local residents at the All Saint Church

event cited concerns over Drill music; hyper local music videos where groups of young people rap, with the images and lyrics referencing local neighborhoods, drug dealing and threats of violence, on occasions to identifiable opposing individuals and revile groups/ gangs. Police do sometimes remove these videos. Young people present at the All Saint Church event criticized this as curtailing one of the few creative outlets available and that the music business offers a legitimate route out of poverty. However, ex- offenders/ gang members supported their removal by the police when they depicted actual threats. Recent events in Southwark have seen lethal and non lethal violence that involves people associated with some Drill videos and particular gangs/ groups of young people that are known to be in dispute.

Community TV Trust's worked with Cavendish School and its pupils to creating short video in which pupils spoke openly. Young people said it was common knowledge that certain groups of young people were in conflict and who they were.

Other people cited the positive role of music in youth culture. Drill's aesthetic is to depict the reality of young people lives; with young people defending the genre as reflecting the real challenges they face. While much Drill music appears nihilist there are alternative types of Drill music, most notably 'Gospel Drill'^{iv} with a very different ethos – both types are big in Southwark. Music, art and writing were also cited as ways for people to express and come to terms with psychological and social issues, and improve mental health.

Community TV Trust's worked with Cavendish School and its pupils to creating short video to show at the All Saints Event, in which pupils spoke openly and powerfully about the issues. Young people said it was common knowledge that certain groups of young people were in conflict and who they were.

Mental Health

A pediatric doctor at the scrutiny event at Peckham Library highlighted that many of the young people involved in knife crime have frequently experienced many Adverse Childhood Experiences (ACE). ACEs include domestic abuse, emotional and physical abuse and neglect, bullying, parental separation, family substance misuse.

Scotland's Public Health response to violence identified that prevention of ACEs could lead to a 52% reduction in perpetration of crime and 51% reduction of victimization.

Apart from prevention of ACEs there are other protective factors for young people; children who have at least one stable and positive relationship with a close adult appears to be protective them from the worst effects of ACEs.

Access to timely support from Early Help and more intensive support from CAMHS is important and there were concerns about the level of support for young people who did not meet high thresholds, due to steady reduction in funding.

All the professionals emphasized the importance of partnership work and sharing information in order to help young people most at risk: the Multi Agency Safeguarding Hub (MASH) undertake this work.

Offenders and those at the edge of offending will often need help with Mental Health; both therapeutic, community and faith support was cited as effective in making significant changes to mental health, attitude and lifestyle.

Child Sexual Exploitation

The majority of young people at risk from CSE are girls; and young men are usually the perpetrators. On average Southwark perpetrators are about 18 years old and victims about 14. The young women involved often have low self esteem and crave attention. Mental health is frequently an issue; girls are often in Snowfield and also drug use is frequently a problem, particularly strong strains of cannabis.

Professional said that exploitation is the common theme with gangs and girls can be used to carry knives and pay drug debts through sexual favours / coercion. There are networks that tend to perpetrate CSE, which are very similar to gangs and interlink. Police officers present at the workshop said that the more they engage with CSE the more they understand how much it intersects with other types of criminal exploitation.

MASE is a multi agency hub that works with around 50 young people at high risk - mainly girls, however there are a few boys.

The workshop heard reports of boys being targeted for sexual humiliation as a result of gang activity and rivalry; police said this is more used as a tactic to silence and degrade. This is traumatic and can lead later down the line to acting out. Frequently perpetrators have also been victims.

There are wider cohorts of girls at risk of CSE who may not be known by services or do not reach the threshold required for intensive protection. Southwark have a 'make safe' programme aimed at the wider community, such as taxi drivers, to enable the community to be aware of risks and take protective action. Services also undertake contextual safeguarding where they look at signs of abuse in certain localities. More work needs to be done with schools to tackle CSE.

The police go into schools and reported that there are unhealthy attitudes to sexual relationships amongst teenagers and as early as Year 9, and at this age exploitation has become normalized among some young people e.g. buying gifts for favours. The service has some excellent resources to tackle CSE, including a pack on CSE developed with Bubble Theatre.

Online grooming was discussed in the workshop. Social care officers said this needs careful handling as nowadays we are all very attached to our mobile phones. The danger with banning is that inappropriate relationships can go underground; rather the emphasis ought to be more about forming trusted relationships with young people so they can disclose risks and be supported in developing healthy relationships.

There was general consensus that more needs to be done at an earlier age to tackle CSE and the intersection with knife crime, in an age appropriate way. Youth workers, church leaders and teachers present all welcomed this, and would welcome more professionals support to work with children, young people and parents.

Youth activities and community engagement

The last decade has seen a significant fall in funds available to local services, including youth work. The council's lead members and senior officers spoke about difficult decisions they have made to reducing spending and that they have focused funds on youth offenders, and other young people at high risk, while keeping as much face to face generic youth work going as possible.

The All Saints Church event spent significant time showcasing community youth projects; featuring short videos about a community boxing club and Brixton street gym, both of which emphasize the importance of community and providing a place where young people not only keep fit but also develop, make real friends and be supported. These voluntary projects are often explicitly offering an alternative to street life and what were described as the false attractions of gang life, by a young interviewee. Community TV Trust's worked with Cavendish School and many of the public gave their perspective. Church leaders and youth workers also talked about their work with young people.

There is clearly a community appetite for providing youth and community work to meet the needs of young people at risk; by mentoring, facilitating positive social relationships, and providing opportunities for young people to make the most of their talents as well as diverting young people from offending and other risky behavior. Church youth leaders at events wanted professional input to assist their pastoral work with parents on knife crime and related issues, such as CSE.

The community workshop in Peckham Library explored the impact knife crime had on the participants, whether young people, parents, community volunteers or professionals. It was clear that many people had been deeply affected. Participants welcomed the opportunity to talk and wanted more planned opportunities for people to come together to find solutions. Young people highlighted their ability to reach and influence other young people and their desire to act as conduit. Professionals wanted the involvement of young people in planning to ensure strategies reflected the realities of young people's lives.

It was noted that when there are incidences of crime knife there needs to be a response to both the victims and the community, when there will often be trauma and sometimes heightened tensions. The council has recently invested in Peer Navigators to work with young people who are impacted by knife crime; officers need to make links with the community so they are deployed effectively when needed.

Young people often know where the flash points are and who is involved, however more thought needs to be given to enable sharing of information safely. There are platforms out there to report issues e.g. Crimestoppers, youth equivalent: 'Fearless', and a community enterprise platform in development: HUNCH. However while these solutions and are there they either do not work as well as they could, or are not well known or there are other issues that need to be resolved. This is something that the Southwark Knife Crime and Knife Carrying partnership needs to get to grips with, in collaboration with young people and the wider community.

Prevention: early intervention and schools

Southwark Knife Crime and Knife Carrying partnership was instigated because of a Serious Case Review into Child U^v. This highlighted the need for better partnership work amongst professionals involved in helping the young man who died from knife wound.

Schools play a central role in the life of young people and have come to scrutiny in the past sharing their frustrations with being able to effectively refer to CAMHS and to always access appropriate social and employment support for their young people at risk. A headteacher at All Saints Church event detailed the extensive work they do to search for employment and training placements for young people at risk of becoming NEET and disaffected. The council does have an extensive investment in apprenticeships for young people; more still needs to be done to link this programmes with schools and young people in need

At the other end of the age spectrum young people and professional both spoke about the need to reach children early to provide positive relationship models, to address CSE and knife crime, and ensure that there is wider social and mental health support available for children who need this.

4.0 Recommendations

3.1 The Council continues to support and invests in the continuation of these conversations and events which a) bring people with shared experience together and b) bring people of different age groups and experiences together. There was also a strong feeling that these meetings are promoted throughout the whole community recognising and supporting the power of the community to help to heal and also to come out and take action.

The events ought to be coordinated and ensure that community is empowered and able to mobilise to act.

3.2. There needs to be a coordinated approach to offering a variety of meaningful roles to young people as experts in helping to solve problems and find solutions: as volunteers and paid consultants, mentors, advisers, youth panel members and that these should be coordinated.

Linked to this is a need for the Council and other agencies to continue to ask young people for their ideas, experience and expertise and that they have a variety of ways of continuing to check in with young people about the shaping and development of those ideas. This includes seeing the original idea from its beginning to its implementation - how it is named, how it is publicised. For example, one younger participant suggested that immediately following an attack i.e. when the young person is still at the hospital that they have access to another young person that:

- they may know
- has been trained to listen
- that has understanding of the situation and the issues

- may have been through the same experience

It is recommended that the Safeguarding Board facilitate a forum for young people active in this area to come together and that this links the Safeguarding Board's role in delivering the Knife Crime and Action Plan (KCAP). The forum ought to include the diversity of young people concerned: Change Makers, Southwark Youth Council, Speaker Box, Peer Navigators, young people active in voluntary and church groups etc.

3.3. There is a need for the Council and other agencies to support the community to continue to focus on innovative ways to help young people feel safe.

For example:

- a number they can call/'speak' to someone through text or the offer of safe places
- a programme to look at "snitching" or "ratting" so that people can make supported and safe choices about when they can genuinely report something they see that they are worried about that is happening in their community and sharing information without fear of being a "snitch" or a "rat" or a "grass"

A consultation exercise ought to be held with young people that looks at existing arrangements and community provision (e.g. Fearless, Safe haven, HUNCH, Out of Hours social care and youth provision) to see if they are fit for purpose, with a view to ensuring they are revised to meet the needs of young people and that there is then a communication strategy to ensure young people are clear how to report concerns and get help.

3.4. There is a need for a better service for those who are trying to leave a criminal lifestyle, including those who have come out of prison, to get both immediate emotional support and practical support and advice, such as writing CVs, access to benefits.

All the relevant agencies involved: the prison service, VCS and Council (e.g. Anti Violence Unit, YOS, and Mental Health services) ought to ensure that the pathways to leave crime are clear and that there is a high level of awareness available amongst all people who are likely to come into contact with offenders seeking to exit. The prison service ought to lead this work.

3.5. There is a need for the Council and other agencies to prioritise early interventions and recognise how a gradual involvement in a negative cycle can develop. This includes interventions in schools and in the community as early as year 4 that focus on building children's sense of identity; confidence building; feeling effective; building self esteem and empowering them to make right decisions; recognising and fostering children's individual talents.

The current Early Help offer to schools ought to be as coherent and coordinated as possible with education leaders in organisations and networks including the council, SASH, primary schools network, academy chains, and church diocese all playing their part to ensure that this happens.

It is universally recognised that young people who have experienced trauma and Adverse Childhood Experiences are much more at risk of being involved either as victims or perpetrators of knife crime. Information protocols must be in place so that children at risk are identified early and get the additional support they need.

3.6. There is a need for staffed services and support to be offered beyond 9-5 on weekdays. This should be available in the evening, at night and during the weekend, as most of the situations in which young people are most vulnerable and when crime happens, are outside regular working hours.

The council has produced a list of the current youth services it delivers and commissions (see appendix A). There are other services that young people and responsible adults can contact if a young person is in immediate danger (e.g. 111). Other services in development are provision of Trusted Adult for young people in need of extra adult input.

A list of all services available to young people, depending on need, ought to be put online so these are coordinated, accessible and visible.

3.7 Develop a plan for enabling skilled facilitation of workshops on knife crime and related issues (violence reduction, criminal exploitation, and CSE, sex and relationship education) and promoting healthy relationships to take place with children, young people, parents, family members and the wider community.

Teachers and youth and church leaders at the event said they want to work with their children, young people, parents, grandparents etc. about knife crime and related issues, such as CSE. They would welcome expert help and support to do this well.

Surrey Square Primary School are presently hosting discussions led by the police with children and then with parents/ carers. This work ought to be reviewed and lessons learnt.

The workshop discussions ought to be honest, informed, age appropriate and focused on outcomes; such as enabling parents/ carers and family members to create the right kind of relationships with young people, provide guidance on tricky issues such as social media, and help them address concerns and seek support if needed.

Peer support is recognised as effective and ought to be part of this: young people assisting young people and parent/ carers assisting each other.

Consider commissioning or developing in-house bespoke training for teachers, youth & community leaders and volunteers to deliver this.

3.8) Promote healthy relationships by adopting 'being kind to each other' as a Council Fairer Future promise. The underlying challenge is that knife crime and violence are symptoms of unhealthy relationships. Borough wide work is needed to promote healthy relationships: being kind to each other, tackling bullying in school and the workplace, resolving conflict constructively, communicating effectively and promoting values such as kindness and empathy.

3.9 Take a Public Health approach to knife and violent crime learning from Scotland and considering how this could be adopted in Southwark

3.10 The planned refresh of the council's Domestic Abuse strategy ought to keep in mind how early experience of violence and domestic abuse can play out later in unhealthy relationships and peer violence.

3.11 Funding for Safer London to come back (higher risk). This was cut and there was plea for this to be reinstated.

3.12 Focus services that enable young people to make the most of their talents in a difficult economic climate on those most at risk; these needs to be broader than just conventional career routes.

Some disadvantaged young people do not see legitimate routes out of poverty, and consistently ask for a range of support and options to develop their potential. They want imaginative work experience opportunities (music, business, design, social care, politics etc.), mentoring, and quality apprentices. These will often need to include soft support, and be about broadening young people's horizons and providing networks.

The Councils Skill Strategy and Apprenticeship scheme ought to proactively link with children in need and organisations such as schools, YOS etc. who can refer young people at risk.

3.13 Protecting children from adverse experiences, addressing Mental Health needs, providing Victim Support and recognising the role of trauma, all have an important role in tackling knife crime.

Prevention is better than cure, but young people with a number of ACEs will be at more at risk of violence and may well need to access CAMHS.

There are other protective factors for young people; children who have at least one stable and positive relationship with a close adult appears to protect them from the worst effects of ACEs. Agencies need to be aware of this importance and facilitate this through Family Early Help and the Trusted Adult programme.

Offenders will often need help with Mental Health; both therapeutic, community and faith support was cited as effective in making significant changes to lifestyles.

3.14 There are many parts of the council and agencies leading on knife crime; one lead person would help coordinate the work and provide additional accountability.

4 Report Contributors

4.1 Education and Children's Services scrutiny sub committee

Councillor Jasmine Ali (Chair)
Councillor Rosie Shimell (Vice-Chair)

Councillor Karl Eastham
 Councillor Samantha Jury-Dada
 Councillor James Okosun
 Councillor Catherine Rose
 Councillor Kath Whittam
 Martin Brecknell
 Lynette Murphy-O'Dwyer

4.2 Officer and partner support:

Chris Haydon, Community TV Trust & Peckham Settlement
 Cavendish School (video input and headteacher input to the All Saints Church event)
 Sophie Linden, London's Deputy Mayor for Policing and Crime.
 Councillor Barrie Hargrove, Cabinet Member for Communities, Safety and Leisure
 Hannah Olomola, Southwark Youth Council representative
 Tobi Ayeni, Southwark Youth Council representative
 Simon Messenger, Southwark Borough Commander
 Quince Garcia, writer, producer & director.
 Luton Sinfield, Community Safety officer
 Julia Honess, Freelancer in the creative, heritage and community sectors
 Daisy May James, Supervising Social Worker and training lead
 Sharon Ogden, Safer Communities Team Manager
 Caroline Thwaites Assistant Director Community Safety & Partnerships
 Stephen Douglass, Director of Communities, Housing and Modernisation
 Jenny Brennan, Assistant Director Family Early Help & Youth Justice
 Lizzie Jones MD, Police CSE lead
 April Bald, Assistant Director Children's safeguarding
 Pauline Campbell, Senior Anti Social Behaviour officer
 Julie Timbrell, scrutiny project manager (report author)

Appendix

1. Panel discussion write up
2. Workshop 1 How will we end knife crime ?
3. Workshop 2 Intersections between girls, gangs, and Child Sexual Exploitation (CSE) and knife crime.

ⁱ <http://moderngov.southwark.gov.uk/mgAi.aspx?ID=47092>

ⁱⁱ https://www.london.gov.uk/sites/default/files/mopac_knife_crime_strategy_june_2017.pdf

ⁱⁱⁱ House of Commons briefing Number SN4304, 16 March 2018. Knife crime in England

and Wales.

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<https://www.bbc.co.uk/iplayer/episode/p065zhf8/radio-1-stories-gangs-drill-and-prayer>

^v <http://safeguarding.southwark.gov.uk/learning-from-case-reviews/>

Panel discussion knife crime

1. **The London Knife Crime Strategy, presented by Sophie Linden, London's Deputy Mayor for Policing and Crime.**

Sophie Linden, London's Deputy Mayor for Policing and Crime, said that hearing the views of the community has an important role in policy development.

She said that the work that the Mayor of London is doing to on knife crime and violence reduction was a response to increases in London, and this was part of a national trend.

The London Knife Crime Strategy is focused on enforce and prevention. Police will use their powers, but this is only one part of the solution. She said we need to get ahead of this and address the causes so we are not just dealing with the problems. In order to do the strategy is linking with schools and integrating resilience in safeguarding with children as part of the anti-knife crime work.

The young people involved have often have had some very traumatic past experiences and incidences of knife crime has a traumatic effect on young people and the community.

An audience member interjected and raised concerns about cuts to funding and the impact, particularly on young people in need.

Sophie acknowledged the wider cuts to services as a result of central government funding decisions, however she said that they are funding services; one of which is bringing youth workers to work with young people who are victims in trauma centers and other places. Victims often become perpetrators so this is about responding to trauma and ending cycles.

She drew attention to the social media campaign: "London needs you alive" which builds on research with young people, and feedback that young people do not see enough positive images.

She finished by emphasizing that only a small proportion of young people are doing this; many more are reaching their potential and making better choices and she said that we can learn from them. She ended by saying that we need to help young people access the means to fulfil their promise and this can be done by ensuring access to apprenticeships, education, training and other mean to reach their potential.

2. **Southwark' Knife Crime and Knife Carrying action plan – with Councillor Barrie Hargrove, Cabinet Member for Communities, Safety and Leisure**

Councillor Barrie Hargrove started by explaining that the council initiated a multi-agency knife crime plan as a result of a serious case review into child U who died of a knife wound. This case highlighted communication breakdowns between agencies. He explained that the council is building a plan with partners and this includes work with Southwark Youth Council. This is a long term plan that will take time to reap results.

He said that council budget restrictions meant that cuts have had to be made to youth services; these have been to staffing levels rather than delivery. Quality is as important; we want our youth services to be high quality and enable young people to progress.

Recent results are somewhat encouraging: Southwark has moved from being one of the boroughs with the highest levels of knife crime to being sixth.

3. Southwark Youth Council representatives, Hannah Olomola and Tobi Ayeni will speak about briefly about knife crime, voted a top concern by Southwark young people, and join the panel discussion.

Hannah and Tobi jointly presented and spoke about their role representing schools and localities and their work engaging other pupils and young people in issues such as knife crime.

Tobi said there is danger of escalation with threats and bigger weapons being invoked; this is a not a winnable scenario. It's important to work with victims - perpetration is often retaliation which is often driven by fear.

If young people were given option of £10,000 or ending committing knife crime then people would make a difference choice.

Diversion is important. Young people need to be encouraged and enabled to pursue different options other than just education.

4. Southwark Borough Commander Simon Messinger.

Borough Commander Simon Messinger said that partnership work to tackle knife crime is very important; the police will use their powers, such as stop and search, but on its own enforcement will not be able to end or significantly reduce knife crime.

Community intelligence is very important in tackling knife crime; the older generation needs to listen to young people to understand what is happening and how to tackle knife crime effectively.

Presently knife crime rates are increasing at 39% London wide, whereas in Southwark the rate of increase has dropped to 3%.

5. Quince Garcia will contribute to the panel discussion on breaking the offending and reoffending cycle.

Quince explained that he changed his life around through writing and film making. The last time he was in prison he resolved to become not just a dad but also a good father. On leaving prison he attended University.

His writing revealed to him the underlying mental health issues and enabled him to examine the changes to attitude and temperament required.

He now runs programmes to enable other young people at risk of offending to realize their talents.

6. Luton Sinfield , Community Safety officer, will contribute to the panel discussion on Southwark' Knife Crime and Knife Carrying action plan

Luton said that he held an operational role on developing the knife crime action plan.

The chair invited questions and discussion.

The first questioner said that Scotland treat knife crime and violence as a Public Health issue - rather than a crime issue. She said this is an evidence based programmed that London ought to adopt; it has had great success.

Sophie Lindon responded that the Mayor's office have been working with Scotland on their Public Health approach; people from the GLA have met and spoken in depth with colleagues in Scotland. Scotland does focus on the enforcement side a lot, as well as other measures.

An audience member introduced herself as a pediatric doctor. She said that young people who have experienced 'Adverse Childhood Experiences' (ACEs) are significantly more at risk of violence; both as victims and perpetrators. She said that many of the children she comes across have had many adverse experiences. She raised concerns with the level of therapeutic and social support: Early Help is good but it stops after two years and then intervention may only happen if there is a significant behavioral problem - the intervention at this stage can then be exclusion from school. She said it is very important that we have joined up approach, for example with the Multi-Agency Safeguarding Hub (MASH).

A police officer present assured the doctor that there is a move towards this kind of approach. There is close work with safeguarding. She agreed that the evidence is that the young people involved in knife crime will have had adverse experiences.

An audience member commented that the council and policy leaders frame the society: 'you have the power'. He said that people who hold knives do not have much power – they are slotting into a pre-existing framework. The government has the data on policy initiatives that work. He said he had looked at the data and told the audience that each murder costs

millions pounds. He said that cuts to services, such as youth work, have an impact later on and are not cost effective.

A young person commented that young people listen to, and are more receptive, to other young people so it is important that we are used as conduits.

A council officer explained that 'peer navigators' are been developed - through Family Early Help. One of the issues is getting these young people linked in to help where and when they are needed, and for that the council and wider partnership need community relationships and support.

A primary school teacher commented that preventive work with primary schools is need and her school is open.

A youth worker introduced himself and said that he conducts peer safeguarding Serious Case Reviews nationally, which look at child deaths. He questioned the legitimacy of the comparison with the rest of the nation for rates of knife crime, remarking that the London knife crime situation is much more acute. He said that we have groups of young people in London who have decided they will not be successful. They are adopting other approaches to raising revenue that unfortunately involve serious violence. He added that the messages from middle and senior officers are very positive and progressive towards policing the community. However on the ground there is something of a different approach and a disconnect.

A young person commented that he grew up locally with a single mum who worked full time but received a relatively low income. He said his mind was always on 'what's the next money making scheme' – so he could have some money and enable his mum to go out and enjoy herself occasionally.

A father who had lost his son to knife crime spoke about dedicating his life to working in communities to combat this; in football clubs, as a pastor, etc. Currently he is now working with the local hate partnership linking together people and making connections in order to hold conversations on the reasons for youth violence and to find solutions.

A young person from a church spoke about working with young people and emphasized that their work was about building relationships and fostering good values: care; humility, etc.

The Southwark Youth Council representatives, Tobi and Hannah, affirmed the values of the church and the importance of a mind set that drives poor or good choices.

Quince commented that faith and relationships are often cited as routes out of offending, but what about the relationship to yourself? That is the primary building block of relationships with god and each other. He said that addressing his mental health was crucial to breaking his offending cycle.

Cllr Hargrove commented that he agreed with the comment on the importance of values and in particular for people in power to have the humility to listen.

**How Will We End Knife Crime?
Community Workshop for Southwark Council Scrutiny event
21st March 2018**

We cannot stress enough how grateful we are to the people who generously shared their heart-felt personal experiences about how they have been affected by knife crime and also took time to listen carefully to the experiences of others. This provided a strong foundation from which to make recommendations.

The points that we have compiled are mostly from contributions from participants in our workshop, but also include a point made in the opening session by someone in our workshop that we didn't have the opportunity to discuss*:

- There was general agreement that one-off events are of great value, but must be part of a continuous coordinated approach to tackling knife crime
- The point was made about the need for continuous examination of how statutory and delivery organisations change their structures and behaviours, in addition to focusing on behaviour changes of the people most affected by knife-crime*
- There is need for greater recognition that every story is unique and no two people's reasons for becoming involved in criminal activity will be exactly the same
- Access to services and opportunities is often blocked by jargon, complicated and funder-friendly language rather than language that young people would actually use in real life
- There is a need for coordinated information about all the positive initiatives, resources and schemes that young people can get involved in. In our workshop there was a lot of information shared about existing schemes and opportunities that they didn't know about. The point was also made that the Scrutiny event had not been widely publicised enough

The following recommendations have been compiled from comments and discussions in the workshop. The group did not prioritise recommendations and they are not listed in order of priority.

1. The Council continues to support and invests in the continuation of these conversations and events which a) bring people with shared experience together and b) bring people of different age groups and experiences together. There was also a strong feeling that these meetings are promoted throughout the whole community recognising and supporting the power of the community to help to heal and also to come out and take action.

2. There needs to be a coordinated approach to offering a variety of meaningful roles to young people as experts in helping to solve problems

and find solutions: as volunteers and paid consultants, mentors, advisers, youth panel members and that these should be coordinated

Linked to this is a need for the Council and other agencies to continue to ask young people for their ideas, experience and expertise and that they have a variety of ways of continuing to check in with young people about the shaping and development of those ideas. This includes seeing the original idea from its beginning to its implementation - how it is named, how it is publicised. For example, one younger participant suggested that immediately following an attack i.e. when the young person is still at the hospital that they have access to another young person that:

- they may know
- has been trained to listen
- that has understanding of the situation and the issues
- may have been through the same experience

3. There is a need for the Council and other agencies to support the community to continue to focus on innovative ways to help young people feel safe. For example:

- a number they can call/'speak' to someone through text or the offer of safe places
- a programme to look at "snitching" or "ratting" so that people can make supported and safe choices about when they can genuinely report something they see that they are worried about that is happening in their community and sharing information without fear of being a "snitch" or a "rat" or a "grass"

4. There is a need for a service for those who are trying to leave a criminal lifestyle, including those who have come out of prison, to get both immediate emotional support and practical support and advice, such as writing CVs, access to benefits.

5. There is a need for the Council and other agencies to prioritise early interventions and recognise how a gradual involvement in a negative cycle can develop. This includes interventions in schools and in the community as early as year 4 that focus on building children's sense of identity; confidence building; feeling effective; building self esteem and empowering them to make right decisions; recognising and fostering children's individual talents

6. There is a need for staffed services and support to be offered beyond 9-5 on weekdays. This should be available in the evening, at night and during the weekend, as most of the situations in which young people are most vulnerable and when crime happens, are outside regular working hours.

Julia Honess and Daisy May James
March 2018

Workshop in pod 2: Intersections between girls, gangs, and Child Sexual Exploitation (CSE) and knife crime.

Workshop facilitator: Cllr Jasmine Ali.

Jenny Brennan, Assistant Director Family Early Help & Youth Justice gave a short introduction to the resource pack on Exploring Healthy Relationships, produced by London Bubble Theatre Company and Southwark Council. This includes a film: 'His Girl' and discussion materials. The film shows an emerging exploitative relationship between a younger girl, a young man and his associates. The resources were developed after research on the local profile of Child Sexual Exploitation (CSE) in order to explore with young people what unhealthy and healthy relationships look like. The film and pack are available for use in school, youth clubs and the community.

Police CSE lead Lizzie Jones MD, and April Bald, Assistant Director Children's safeguarding, presented briefly on CSE. They explained that in Southwark on average perpetrators are about 18 years old and victims about 14. The young women involved often have low self esteem. They want likes on Instagram's and the kudos of older boys' interest which they equate with love. Often this is because they are not getting enough love and attention either at home or in school or in their community. Families want help - but often do not know how to make progress.

Girls can be used to carry knives and pay drug debts through sexual favours / coercion.

Mental health is frequently an issue. Mental health includes significant levels on self harm, and some have required admission to Snowfield. Drug use is also frequently a problem, particularly strong strains of cannabis.

MASE works with around 50 young people at higher risk. MASE is Multi Agency Sexual Exploitation meeting. It's a strategic meeting where partners come together on monthly basis, and have a single oversight of those young people we are most concerned about and at risk of CSE, and includes the perpetrators

The purpose of the MASE meeting is:

- i) To have tactical oversight of CSE cases, information, intelligence and activity both across Southwark and for Southwark children placed out of borough.
- ii) To identify and deliver a partnership response to short, medium- and longer-term themes, trends and patterns emerging from CSE cases.
- iii) To direct resources and activity in response to identified trends or patterns
- iv) To identify and remove blockages or obstacles in cases

MASE works with around 50 young people - mainly girls, however there are a few boys. 40% are in care, 20% on child protection plan, 15% worked with, 5% Early Help, others are on a Child in need plan (CIN) and some are still in the assessment phase.

The risk factors for CSE are is not just the parents and immediate family but also the wider community: their peer group, community and the wider social and economic system.

As well as working on with identified targets of CSE we are also working on looking out for symptoms of abuse: e.g. seeing condoms and noticing signs of place based exploitation, this is referred to as 'contextual safeguarding'.

In addition to the young people at high risk that MACE work with there are lots of other children and young people at lower levels of risk that need the wider networks of support to keep them safe.

There are networks that tend to perpetrate CSE. These are very similar to gangs and interlink.

What about Rotherham? The young women who were targeted have reported that lots of people in the local community would have been aware of the signs of abuse they were experiencing. Southwark have a 'make safe' programme. This did enable a taxi driver to deliver young women to the police after recognising something was awry. There is MACE which meets to monitor and assist high risk young people. This works well but we do need more coordination; particularly with schools.

Police officers present said that the more we engage with CSE the more we understand how much it intersects with other types of criminal exploitation.

A contributor who is doing a PHD on the CSE remarked that sometimes CSE amongst young people is referred to as 'peer on peer' CSE; when it looks like rape to her. She asked if this reframing can diminish the seriousness of the offence. Police officers agreed this phraseology can risk minimising the seriousness: an 18 year old is raping a 14 year old. Someone else commented we need to hold on to the fact they can be children.

Police officers present said that they do workshops in Year 9 on CSE. It has been quite shocking to see the extent that by this age exploitation has become normalised e.g. buying gifts for favours.

Jenny Brennan spoke about the work undertaken with Youth Offending. This is often working with other issues e.g. drugs but also Brooke Advisory who are delivering work on sexual health.

There is a concern with girls groups and how unhealthy the relationships can be.

The police officers present commented that there are other gang related incidents where young people have been sexual exploited, but this is more motivated by the desire to humiliate and silence. This is traumatic and can lead later down the line to acting out. We try and find out if perpetrators have also been victims. There are many examples of where that happens.

A committee member commented that we need to focus on the the victim and their needs when something happens. Officers agreed. They remarked that they had one case where it took 18 months for the victim to start talk. That is a resource challenge. Pauline Campbell, Senior Anti Social Behaviour officer, remarked that with a partnership approach that is easier and the advantage of this drawn out timescale is that it does enable us to keep engaging with that young person.

Pauline Campbell then spoke about her work with people involved in gang violence and seeking to exit. Her small team provide intense support in a safe space. Formally they worked with whole families; now due to cost pressures it is with one person. The cohort she works with is in the age range of 15 /16 years old to early adulthood. Over the last few years the service has taken on women. Their stories indicate 90 % have experienced trauma. Other issues are drug dependency, frequently to 'skunk', a strong strain of cannabis. With the 16 year olds they are trying to change the mind-set. Young people are saying: ' I am making a grand a week on the street why are you asking me to sign on?' .This about saving lives if you look at the statistics .We have 62 life places , 40 on high risk ratings. There are regular meetings, which are well attended. There is also a London Gangs Exit programme. There is a hub to bring young people back and to debrief. The key thing is the mental health and trauma.

A question was asked about online grooming. Social care officers said this needs careful handling as nowadays we are all very attached to our mobile phones. There is a danger with banning in secure units; confiscating a young person's mobile phone can trigger runaways. The other danger with banning is that inappropriate relationships can go underground; there was a case where parents banned social media use but the young person was groomed via a game. The emphasis ought to be more about forming trusted relationships with young people so they can disclose risks and be supported in developing healthy relationships.

The chair invited participants to make recommendations:

We would love you to come to our church to enable us to inform young people and have honest conversations. We would also welcome professional support to help us inform and support parents and approach families.

The police reported that they are going into Surrey Square Primary school to work with year 5 & 6 and then they are going to hold a session work with parents. The Police said it will straightforward and upfront. Going into primary schools was supported.

There was a discussion about coming to a church congregation or smaller groups. The church youth leaders present said that they can talk to their peers - they know the reality, however the parents may not know.

Mentors were recommended and starting young.

Educate younger and get this right. Could Peer Navigators be used?

Teaching parents / grandparents / children - through church's and other community venues

Educating parents - so they can create the right relationships.

Fund peer networks.

The underlying challenge is that this is about relationships - being kind to each. How can we promote healthy relationships, resolve conflict constructively and promote values such as kindness, empathy etc. Could we have 'being kind' as a council value? For example could being kind to each other be a council principle as part of the Council Fairer Future promises.

Gang violence is related to domestic violence and abuse.

Funding for Safer London to come back (higher risk). This was cut and there was plea for this to be reinstated.

Community engagement and this needs to be multifaceted.

Victim support.

Group work.

Draft: EHCP mini review report

INTRODUCTION AND BACKGROUND

- 1.1 This is the final report of the scrutiny review into Education, Health & Care Plans (EHCP). The Education and Children's Services Scrutiny Sub-Committee decided to conduct a review in July 2017. The aim of the review is to make recommendations to the Cabinet
- 1.2 The review set out to address these issues in particular:
- how well Education, Social Care and Health are working together on the development and delivery of EHC Plans
 - how effective our current arrangements are for children and young people
- 1.3 The committee chose this review as a follow up from scrutiny conducted in 2015/16, when the sub-committee focused on the Youth Offer and the Autism Strategy. The other driver was to check that joint working was as good as it could be in a time of budget pressures.

CONTEXT AND BACKGROUND

- 2.1 The Children and Families Act 2014 introduced a new approach to securing the provision needed by Children and Young people with special educational needs and disability (SEND). The 0-25 SEND Code of Practice is statutory guidance on the Act and in the spirit of the Code, Southwark co-produced its policy and processes around the new provisions with all involved agencies, parents and Children and Young people. Parents and Young People have set the vision for SEND in Southwark, '*where children and young people with SEND have the same opportunities as everyone else*'.
- 2.2 The Act and Code introduced new ways of working and statutory duties around:
- The involvement of children, young people and their families in all processes. Coproduction must be at the heart of all we do with all being equal partners in the process
 - A full assessment by all agencies leading to an outcome focused EHCP
 - A clear, transparent Local Offer of services for children and young people with SEND and their families
 - Services to be jointly commissioned between the local authority and health based on the JSNA
 - 0-25 provision for children and young people with SEND with statutory protections extended to cover 16-25 year olds
 - Extension of the use of personal budgets and short breaks so give families choice and control
 - All schools to be brought under the same legislation however constituted.

2.3 A key aspect of the reforms was the introduction of EHCPs for all new assessments, and the need to transfer all children with statements of SEN onto a plan by March 2018, as well as move to a 20 week timeline from the beginning of an EHC needs assessment to issue of the final plan.

2.4 EHC needs assessments should engage children, young people and parents as equal partners in the process alongside all involved professionals. The aim should be to draw all assessments from all partners together into one plan, agree long term multi-agency outcomes and design provision to meet needs that work towards these shared outcomes.

ACTIVITIES AND CONTRIBUTORS

3.1 A roundtable was held at the scrutiny meeting 27 November 2017¹. This session looked at the process for developing EHC plans in Southwark, bringing together representatives from education, health and social care to see how joint working benefits children and young people with EHC plans. The following people contributed to the discussions:

- Bridget Nichola, CCG Designated Clinical Officer for SEND
- Kate Moriarty-Baker, CCG Director of Quality and Chief Nurse will be attending for representing health.
- Yvonne Ely, Head of SEN & Inclusion, Children's and Adults' Services
- Shirley Walker Head of Service Children with Disabilities, Transitions, Out of Hours and National and Specialist CAMHS Social Workers, Children's and Adults' Services
- Nina Dohel, Director of Education
- Sunil Chothi, Independent SEN advocate
- Mrs Helen Poyton – Head teacher, Chair of Southwark primary Headteachers

3.2 An Outreach visit to BOSCO was held on 21 December 2017. The meeting was held with Councillor Kath Whittam, Darren Coghlan and Julie Timbrell. BOSCO work with about 70 students, 11 of whom have EHC Plans. BOSCO is focused on meeting the needs of young people who are not served by other provision. A significant number are on the autistic spectrum.

4 MAIN ISSUES

4.1 Progress in moving plans from SEN to EHC Plan.

The national deadline for moving everybody from SEN to EHC Plans was 31 March 2018, however most local authorities have struggled to complete the conversion by this date. Officers report that they are not straight forward to convert. To date (June 2018) Southwark have had a total of 1500 statements to converted to EHCPs; 98% on time. This earned the council a letter of commendation from the DfE on the high rate. The new deadline for conversion is the end of August, with only a handful remaining.

The independent SEN advocate commented favourably on Southwark's high rate of conversion, compared to many London boroughs.

¹ <http://moderngov.southwark.gov.uk/mgAi.aspx?ID=48056>

4.2 Relationship with partners & resources

The primary school headteachers' network lead praised Southwark for doing good work, however she said there is insufficient funding to do this work well; there are many children with high needs and expectations. Resources are not keeping pace with demands.

BOSCO was positive about the EHC Plans and particularly their use to fund the employment support service for young adults that they run.

BOSCO recommended a communication protocol between providers and officers which set out matters such as timescale to respond to queries.

4.3 A shorter plan

There was unanimity that EHC Plans can be over long. Southwark is focusing on one page plan, and has received good feedback on this approach.

BOSCO agree the plans can be over long, and could benefit from simplifying. They said that there are different plans and forms for each authority and getting the same format across different boroughs would be helpful. BOSCO suggested that a shorter London wider agreement on a consistent and shorter plan would be useful, this could be something that London Councils might be able to help with. Differentiating by different levels is useful and keeping a tight focus would be more functional, for example just an education focus if that is the relevant issue.

4.4 Explicit about bands

The current Southwark plans specify the bands; this was commended as good practice by the SEN advocate.

4.5 Placements and options

The local services available need to provide more options and capacity at all education levels, but particularly post 16 for higher needs.

The borough has a school capital plan which will enable a rebuild of Cherry Gardens School and an autistic free school. Both will have a nursery. Officers said that they thought local authority and academy schools do well. This assertion is untested and the very limited anecdotal comments received was that SEND practice is mixed with some schools doing very well and other less so.

Previously the Local Offer was for 0-19, now it is for 0-25. The 16 to 25 segment has been most challenging: officers said that colleges have found it befuddling but are getting on board.

BOSCO reported that their Supported Intern's scheme that is working really well, and keeping young people in the borough. It is aimed at 18 – 25 year olds. They have supported employment for up to a year and the aim is to move them into sustained employment. They are looking to expand this programme. They are placing a much greater emphasis on employment opportunities.

BOSCO said that there is a need for more local places that enable young people to transition to the world of work. Funding was previously agreed by the Learning Skills Council and then the Young People Learning Agency before being transferred to the local authority. Budgets allocated to the Local Authority were based on historic costing and not current needs. In the past very high funding levels were allocated to high needs students and this does cause issues currently; many of these young people are placed out of borough which is costly and does not support young people to find sustainable adult roles in the community. BOSCO said that post 17 – 18 years it is important to move students into employment and for young people to start to find an adult role in society; it can not just be a hamster wheel of provision. BOSCO said this can be difficult and time consuming, but that needs to be the aim. Saving and better outcomes could potentially be made by ensuring better local provision.

There is South Thames consortium/ partnership looking to improve the diversity of the local post 16 offer; however BOSCO is not part of this.

4.6 E learning

There was a comment that the e-learning course for professionals was useful. Officers were asked if they had thought about opening this up to families.

5 RECOMMENDATIONS

5.1 Continue to develop shorter, smarter, focused EHC Plans.

5.2 Consider approaching London Councils to develop a consistent format for shorter EHC Plans.

5.3 Develop a strategy to improve EHCP placement options at all levels, particularly post 16 high needs local options, with a view to:

- increasing the quantity and quality of available options and placements
- increasing the focus on outcomes post 25, so young people are, as much as possible, able to find a sustainable role in the local community in employment, or otherwise.
- Ensuring that the South Thames consortium partnership meets the needs of local young people who may need an EHCP

5.4 Offer the e-learning course to families to increase EHCP understanding, adapting if necessary.

5.5 Develop a communication protocol between providers (e.g. schools, colleges and other placements) and the Council.

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OVERVIEW & SCRUTINY COMMITTEE**MUNICIPAL YEAR 2017/18****AGENDA DISTRIBUTION LIST (OPEN)****NOTE:** Original held by Scrutiny Team; all amendments/queries to Shelley Burke Tel: 020 7525 7344

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