



# LONDON BOROUGH OF SOUTHWARK

**Ledbury Estate: Review of repairs history**

**FINAL AND CONFIDENTIAL**

**May 2018**

THE POWER OF BEING UNDERSTOOD  
AUDIT | TAX | CONSULTING



# 1 RECOMMENDATIONS

Ref	Recommendation	Management Response	Responsible Person	Deadline
<b>Recommendations to improve high-level process to identify and rectify wider issues within the Council's housing portfolio</b>				
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.	<p>To introduce SOR codes to identify structural works completed and run monthly reports to highlight trends and ensure post inspections are arranged as required.</p> <p>Contractors to report monthly at contract meetings on potential structural issues.</p> <p>Update to be included in repairs report to Repairs Core Group each quarter.</p>	Christine Bramman	December 2018
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 <sup>st</sup> recommendations.	We will build on the desk top structural surveys carried out by Arups asking them to review the system build blocks owned by Southwark and provide recommendations. If not urgent, works will be picked up within the QHIP.	Ferenc Morath	December 2018
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.	<p>There will be constant liaison with all the teams within Asset Management and APEX will be promoted for wider use.</p> <p>The information in APEX will be updated through stock condition surveys, work completions and information from repairs and other building inspections.</p>	Ferenc Morath	December 2018
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.	The Council is currently looking at piloting Office365 and GSuite to enable the selection of a common file sharing and collaboration tool. This will be completed by the end of the year allowing implementation in early 2019. It	Mark Compton-James	April 2019



will be a phased approach across the business. Teams within Housing and Modernise can be prioritised if necessary to allow for an implementation by April 2019. In addition, repairs can start using the EDMS (Information@Work) in the same way that Resident Services currently use it. This will need to be supported by appropriate training and development.

Once a file sharing and collaboration tool has been implemented, there is a piece of work around identifying which documents should be shared and with whom they should be shared. This will be business lead and coupled with a process redesign and change management project to ensure the file sharing and collaboration is sustainable.

**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 leaves the Council.	Process to be implemented to ensure that critical information on stock identified by the repairs technical team is fed into APEX.	Christine Bramman	December 2018
6	The contractors/in-house team should be required to:	Christine Bramman		

	➤ document the cause of the repair within iWorld.	Agreed. Operatives will include the cause of the repair when closing orders which will feed into iWorld.		April 2019
	➤ report on any wider issues as part of the monthly contract meetings.	Wider issues and concerns to be added as an Agenda item for contract progress meetings.		September 2018
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.	Agreed as above	Christine Bramman	September 2018
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.	The new contracts beginning in October 2018 allow for the contractor to determine all works undertaken for each works order via scheduled rates and notes applied to individual orders.  Pictures are required to be provided on works orders under new contacts, complex matters will be added to EDMS.	Christine Bramman	April 2019

#### 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.	The majority of complaints are investigated within 15 working days. The existing policy allows policy for holding responses to be sent and deadlines to be extended if necessary.	Christine Bramman	Done
10	Supporting pictures and documented reasons for delays are added to iCasework where possible.	Reasons for delays are recorded. It is agreed to have pictures stored in iCasework where applicable.	Christine Bramman	Done

#### 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.	It is agreed to monitor enquiries until the full conclusion of each issue and have this documented on iCasework for repairs. For some major work enquiries it will be necessary to advise that issues will be addressed in the future programmed years.	Christine Bramman	December 2018
----	--	---	-------------------	---------------

### Recommendations to improve Major Works documentation/process

12	A stipulated document list is 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.	There is already a stipulated structure in place but this has been reviewed. Documents are all accessible on the shared drive,	Ferenc Morath	Done
13	A project issues tracker is built into an electronic system such as APEX to ensure actions are documented and completed.	We are looking currently at developing an APEX works management system and a pilot will be started shortly and the current target is to see if the system is suitable by March 2019.	Ferenc Morath	March 2019
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.	This is done as standard practice and overlaps with Recommendation 12.	Ferenc Morath	Done
15	Where possible, consider more intrusive investigations into the existing structure as part of the stock condition surveys.	Currently specific stock condition surveys are not done as APEX is updated as we finish each QHIP scheme. APEX will be promoted for wider use.	Ferenc Morath	December 2018
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.	Already in place.	Ferenc Morath	Done

### Recommendations to improve Fire Risk Assessments

17	Assess the current policy to complete Type 4 fire-assessment and complete these on rotational basis where practically possible.	A new process to carry out Type 4 surveys in all blocks as part of the cyclical investment programme has now been agreed and will be effective from 01 October 2018.	Tony Hunter	01 October 2018
18	The Engineering Department introduce a KPI regarding the resolution of identified fire risks.	Tasks arising out of FRA's are managed and monitored on the APEX system. Monthly meetings are held with all task owners where performance is reviewed and challenged robustly. Asset Management to consider merit of introduction of local KPI.	Tony Hunter	01 October 2018

# FOR FURTHER INFORMATION CONTACT

RSM  
25 Farringdon Street  
London  
EC4A 4AB

**rsmuk.com**

The UK group of companies and LLPs trading as RSM is a member of the RSM network. RSM is the trading name used by the members of the RSM network. Each member of the RSM network is an independent accounting and consulting firm each of which practises in its own right. The RSM network is not itself a separate legal entity of any description in any jurisdiction. The RSM network is administered by RSM International Limited, a company registered in England and Wales (company number 4040598) whose registered office is at 50 Cannon Street, London EC4N 6JJ. The brand and trademark RSM and other intellectual property rights used by members of the network are owned by RSM International Association, an association governed by article 60 et seq of the Civil Code of Switzerland whose seat is in Zug.

RSM Corporate Finance LLP, RSM Restructuring Advisory LLP, RSM Risk Assurance Services LLP, RSM Tax and Advisory Services LLP, RSM UK Audit LLP, RSM UK Consulting LLP, RSM Employer Services Limited, RSM Northern Ireland (UK) Limited and RSM UK Tax and Accounting Limited are not authorised under the Financial Services and Markets Act 2000 but we are able in certain circumstances to offer a limited range of investment services because we are members of the Institute of Chartered Accountants in England and Wales. We can provide these investment services if they are an incidental part of the professional services we have been engaged to provide. RSM Legal LLP is authorised and regulated by the Solicitors Regulation Authority, reference number 626317, to undertake reserved and non-reserved legal activities. It is not authorised under the Financial Services and Markets Act 2000 but is able in certain circumstances to offer a limited range of investment services because it is authorised and regulated by the Solicitors Regulation Authority and may provide investment services if they are an incidental part of the professional services that it has been engaged to provide. Baker Tilly Creditor Services LLP is authorised and regulated by the Financial Conduct Authority for credit-related regulated activities. RSM & Co (UK) Limited is authorised and regulated by the Financial Conduct Authority to conduct a range of investment business activities. Before accepting an engagement, contact with the existing accountant will be made to request information on any matters of which, in the existing accountant's opinion, the firm needs to be aware before deciding whether to accept the engagement.