

**AYLESBURY ESTATE BOILERS MAJOR OUTAGE
INDEPENDENT REVIEW**

TERMS OF REFERENCE

Context

Residents are the ones directly affected by the operation and any problems arising within the operation of the council's district heating systems. The Aylesbury Estate heat network is the largest in Southwark's housing stock.

A warm home and a reliable supply of hot water is a basic domestic need. The effective management of the council's district heating assets is, therefore, of critical importance to our residents' lives. The council works hard to achieve the highest possible levels of reliability, efficiency, cost effectiveness and compliance.

Purpose

The main purpose of this review is to look at the circumstances around the emergency shutdown of the Aylesbury heat network on 16th January 2020, look at how it was arrived at and determine if anything could or should have been done differently and whether there are any lessons to learn and apply going forward. This should also recognise 'good practice' and identify how the Southwark Council response compares to peers and other service providers such as UKPN / SGN etc.

The review will provide feedback, consultation and recommendations on the processes relating to the current operating system and in particular to the recent heating outage. Areas the review could include:

- Previous major repairs and investment;
- Day to day repair and maintenance, including Planned Preventative Maintenance (PPM);
- Statutory insurance inspection regime and requirements (Pressure Systems Safety Regulations 2000);
- Could the shutdown have been avoided and could it have been handled better?
- Speed of response and implementation of alternative provision of service;
- Monitoring and care of vulnerable residents;
- Communications (residents, staff and members);
- Effective policies and management arrangements covering all aspects of the heat network system operation.
- What lessons should we learn and are there any recommendations for the future?
- Any comments on the Aylesbury estate heating system;
- Thoughts about the future options for heating the estate (and hot water provision).

Key staff to liaise with may include (but are not limited to):

Michael Scorer – Strategic Director of Housing & Modernisation

David Hodgson – Director of Asset Management

Tony Hunter – Head of Engineering

Paul Gathercole – Contract Manager (Gas & Water)

Adam Kitchener – Compliance Manager (Gas & Water)

John Marengi – Senior Mechanical Engineer (District Heating)

Gavin Duncumb – Commercial Manager

Paul Langford – Director of Resident Services

Abi Oguntokun – Area Manager (Resident Interaction and Support)

Jacqueline Beecham – Resident Services Manager

Richard Selley – Director of Customer Experience

Maggie Lydon – Call Centre Manager (Call Centre / Web Updates)