

Cabinet

Tuesday 24 March 2020

4.00 pm

Ground floor meeting room, 160 Tooley Street, London SE1 2QH

Supplemental Agenda No. 1

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| 5. | Public Question Time (15 Minutes) To receive any questions from members of the public which have been submitted in advance of the meeting in accordance with the cabinet procedure rules. The deadline for the receipt of a public question is midnight Wednesday 18 March 2020. | 1 - 2 |
| 12. | Repairs Service - Improvement Plan To note the progress to date in transforming the repairs service and notes the repairs improvement plan. | 3 - 29 |
| 20. | Putting Residents First Review - Update To note that the council's asset management department has begun to review and refresh the processes that shape how the council involves and engages residents with regard to major works to their blocks and estates. | 30 - 39 |

Contact

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Date: 23 March 2020

CABINET – PUBLIC QUESTIONS**24 MARCH 2020****1. Public Question from Toby O'Connor**

What are the main challenges and opportunities for public engagement in planning processes in the coronavirus situation for example with the current consultations on the statement of community involvement, regeneration charters, the local plan EIP and planning committee meetings?

LATE PUBLIC QUESTIONS**2. Public Question from Aysen, Wendover TRA**

I would like to know, what is the council's intention or plan to keep estates clean & hygienic. As I live on Aylesbury/ Wendover block there is no cleaning already. Are they going to deep clean each estate, where lots of people are living, which makes us more exposed?

3. Public Question from Danielle, Lindley Estate

What happens with urgent repairs for council properties, things like broken boilers, electricity outages, uncontrollable leaks. Will the repairs service continue operating? Do we continue ringing the call centre in the usual way? How can households/tradespeople ensure they stay safe whilst social distancing measures are in place?

4. Public Question from June, Brandon Estate

Are there any plans for a council tax amnesty? There is talk of mortgage and rent amnesty done by the Government. A service charge 3 month relief holiday for leaseholders would help. A 3 month amnesty for charges for major works/heating again would be a big help to leaseholders.

5. Public Question from Chinelo, Bell Gardens Estate

I have questions around cleaning communal spaces, in particular places that aren't often cleaned, if at all. For example, "outdoor" corridors guarded by balconies/hand railings. Will cleaning protocols be updated to be more inclusive and thorough?

6. Public Question from Grace, Southampton Way

Is the Council planning for when the situation gets worse and more staff go off sick? We will definitely need more care workers, street cleaners, meals delivery, childcare for key workers, housing for homeless - can the council recruit NOW to speed up DBS checks and training etc where needed?

7. Public Question from Bryan and Lea, Caroline Gardens

For council tenants who lose their employment due to Covid-19, are plans in place to help with rent and council tax? If so, what are the plans; and how do you access that help?

8. Public Question from Harpreet Aujla

Will you suspend all decisions on the Elephant and Castle shopping centre due to the Covid 19 pandemic and the economic uncertainty raised by this crisis period we have entered? The Chancellor has announced help for workers and small businesses; will you protect business owners, traders and workers likewise?

| | | | |
|------------------------------------|--------------------------------|---|---------------------------------|
| Item No. 12. | Classification: Open | Date: 24 March 2020 | Meeting Name: Cabinet |
| Report title: | | Repairs service – Improvement Plan | |
| Ward(s) or groups affected: | | All | |
| Cabinet Member: | | Councillor Kieron Williams, Housing Management and Modernisation and Councillor Victoria Mills, Finance, Performance and Brexit | |

JOINT FOREWORD: COUNCILLOR KIERON WILLIAMS, CABINET MEMBER FOR HOUSING MANAGEMENT AND MODERNISATION AND COUNCILLOR VICTORIA MILLS, CABINET MEMBER FOR FINANCE, PERFORMANCE AND BREXIT

A high quality housing repairs service is central to our commitment to providing good quality homes for our tenants and residents. On 1 October 2018, the council brought responsive housing repairs in house in order to drive up standards and ensure a consistent approach to repairs that will benefit tenants. This was the latest, and biggest, example of Southwark leading the way in reversing the trend of outsourcing public services, with our experience since 2010 being that in-house services can carry less risk and deliver higher quality and performance.

Now is the right time to focus on how we plan the sustained improvement of our repairs service. This Repairs Improvement Plan captures what residents have told us in the past but is also the result of recent engagement too. In addition, it builds on a robust analysis of what we are currently getting right but what we all too often get wrong. It looks at aspects of our service that can see rapid and simple changes to those areas which require longer-term investment and action, particularly in IT, to see the transformation that we need.

Our vision is for a service that consistently gets repairs right first time, responds to our residents needs, grows our own workforce, works with local suppliers to help boost the local economy and achieves the very best value for money. Above all else, we want to see a truly 'One Council' service that puts residents at the heart. For this reason, this report and plan also sees the transfer of Southwark Building Services to the Housing Department and an end of the 'client and contractor' relationship that isn't relevant now that our in-house team is the one team serving residents.

RECOMMENDATIONS

Recommendations for cabinet

1. That Cabinet agree the Repairs Improvement Plan and requests a report back on progress in June 2021
2. That Cabinet agree that progress in implementing the plan be reported quarterly to the lead cabinet member and also to tenant's representatives through the council's new Tenants Forum or a sub group of that forum.
3. That Cabinet notes the proposed transfer of Building Services from Environment and Leisure to the Housing and Modernisation Department. One of the key gains

from the shift to Housing is that Southwark Building Services will become more seamlessly part of the council and part of the overall Housing team

Recommendations for the leader

4. That the Leader delegates authority to the Cabinet Member for Housing Management and Modernisation to update the Repairs Improvement Plan to strengthen it as work on it progresses and further specific improvements and actions are identified

BACKGROUND INFORMATION

5. On 1 October 2018 the Council's contract with Mears ended and 65 staff transferred to the Council, joining SBS who took over responsibility for delivering internal repairs, minor aids & adaptations and void works throughout the whole Council housing stock.
6. On 17 September 2019 the Cabinet agreed that all non chargeable repairs and associated works (responsive repairs inside council tenants' homes) remain in-house, delivered by the Council, ensuring 'council' ownership and responsibility of repairs and a greater 'one council' approach.
7. At the same September meeting, Cabinet requested that a three year improvement plan for the housing repairs service be developed, in consultation with staff, members and residents and presented to Cabinet for approval in March 2020
8. The current organisational structure for repairs is operationally through Southwark Building Services (Environment and Leisure Department) with supporting advocacy services and customer contact through Asset Management and Customer Experience respectively (Housing and Modernisation Department.)

KEY ISSUES FOR CONSIDERATION

Delivering Services In-House

9. The repairs service is entirely managed by Council officers with a shared vision of putting the resident at the heart of the service and applying the Fairer Future Promises. Delivery is through an in-house team with support from contractors to provide additional capacity or specialist skills.
10. Strengths include easy identification of service provider for contact centre, residents and council officers, leasehold costs easily recoverable due to competitive tendering for chargeable works, reduction in procurement and associated contract administrative costs.
11. Many residents receive a good repairs service which staff work hard to deliver, often going above and beyond expectation to do a good job. However, there is significant room for improvement to ensure that all residents are getting the service they deserve.

Progress since the service was brought in-house

12. Whilst developing the improvement plan, work has been ongoing to stabilise and progress the service. Officers have been working to identify local change and implementing developments which are aligned to improvement plan.
13. Having recognised that the technology used to deliver the service is one of the biggest barriers to operational delivery, discovery work has been ongoing to identify service and user needs and in developing a procurement strategy for replacement. Work has begun on the next 'Alpha' phase to test the available solutions.
14. The consultation has progressed positively and is ongoing. The work is taking place within the collective bargaining unit made up of staff side and Trades Union representatives.
15. Locally improvements are being made around
 - Provision of SMS 'texting' to residents informing them in advance of their appointment times the day before and on the day of the appointment.
 - An internal drainage team has been set-up reducing reliance on sub-contractors.
 - Streamlining processes in the back office including booking resident confirmed appointments only.
 - Created new system dashboards which will allow easier notification and job management of work orders.
 - Provided additional resource to improve performance significantly in the areas of providing tenant aids and adaptations and in managing complaints.
 - Changes and improvements to the 'no access' and 'follow on' processes to minimise any inconvenience to tenants following a failure to complete works at first visit.
16. In addition to operational improvements work has been ongoing in improving some of the fundamentals for the repairs service.
 - A major review of IT software and associated applications has been completed and the 'Alpha' phase for system renewal has been commissioned with a view to introducing new hardware and software for repairs ordering and management.
 - A review of the material procurement and management has been completed along with an options appraisal for the future approach.

Transferring Building Services to Housing and Modernisation Dept. (H&M)

17. The proposed transfer is following Officer review of the required structure for the delivery of the proposed Improvement plan and future success in delivering a resident focused housing repairs service. Officers are working towards this taking place early in the new financial year.
18. As set out in the Cabinet report 'Insourced repairs service' September 2019 the improvement plan preparation has included considerations regarding the strategic management of the council, including the proposed decision on

reallocations of functions between departments and chief officers as the historic 'client contractor' split is dissolved to create the one-team approach.

19. The review found that whilst some operational and administrative efficiency have been achieved through the organisational positioning of Building Services within Environment and Leisure there have been a number of draw backs including some duplication of effort and some mixed or confused ownership of issues and solutions.
20. Additionally, as part of the findings of the Housing Scrutiny Commission – Repairs Report the Commission recommends that the light client model is dismantled. The transfer of Building Services to H&M will support delivery of this recommendation
21. In repositioning Building Services there will also be greater alignment of resident engagement and broader housing improvement programmes such as Great Estates, Capital Investment programmes etc.

Improvement Plan - Engagement

22. To ensure the engagement met with the Cabinet recommendation of including staff, members and residents, consultation was undertaken by HouseMark, it was undertaken using a number of methods with a cross section of contributors. We have:
 - Engaged with tenants through existing structures, arranged forums and telephone interviews to build upon the information we already held
 - Arranged and facilitated workshops, forums and input from
 - Existing Tenant groups (e.g. STGO, Area Forum reps)
 - Tenants who use the service frequently
 - Tenants who rarely use the service
 - Vulnerable Residents
 - Residents who had made complaints
 - Residents who had reported a repair which was yet to be completed
 - Over a period of two months we completed a series of One to One interviews, shadowing, team meeting attendance and observing / attending repairs calls / works.
 - Input was received from
 - Building Services
 - Housing Repairs and Maintenance
 - Housing Services
 - The Contact Centre
 - Trades Unions Representatives
 - Lead Members

Improvement Plan – Discovery

23. The discovery phase of the Improvement plan included a desktop review, resident, staff and member consultation and the outcomes from the engagement phase. Details included;

- Understanding tenant and resident concerns and aspirations for the repairs services.
- Understanding the interaction between tenants and teams over the life of a repair.
- Reviewing procedures and how they are adhered to by the various repairs teams within scope.
- Delivering an end-to-end review of a repair, from reporting to closure and surveying for satisfaction
- Spending time on-site with operatives to understand the challenges they face
- Assessing the nature and volumes of work by trade and consider how procedures work for different trades e.g. the impact of compliance.
- Assessing operating structures against the workloads identified, undertaking a skills gap analysis.
- Evaluating the repair order system and understanding its impact on operations and the ability to undertake your work.
- Understanding the impact of other sections such as Health and Safety and exploring ways to improve joint working with other parts of the council.

Improvement Plan – Insight

24. Following the engagement programme HouseMark has identified a large number of observations and insights. An initial summary details that:

Residents

- Reporting a repair was sometimes time consuming and challenging,
- Sometimes inefficiencies in diagnosing repair occurred, leading to repeat and lengthy visits
- The appointment system seemed to be failing and it would be ‘perfect to track them like parcels’
- There is low expectancy of what constitutes a good repair
- Poor communication led to frustration and disappointment

Staff

- The appointment system needs a significant amount of manual intervention
- Works diagnosis can be incorrect (duplicating resident view)
- Identification of required parts and material management leads to multiple visits to both property and suppliers.
- The current pay and reward system leads to inaccuracies and sometimes drives negative behaviours
- Skills and training available is limited
- Team structures across the Council can lead to confusion when communicating about works progression, completion or follow-up requirements.

Improvement Plan – Financial

25. Separately to the engagement work carried out by HouseMark, the Council asked RSM, as its nominated auditors, to support with financial analysis to understand the operating history and fiscal processes. At a high level this review has covered the following;
- A clear, concise financial analysis of performance to date - actuals against budget / financial business case, by sector, and commenting on the detailed reasons for the difference for the last 3 financial years – 16-17, 17-18 and 18-19 – and with a forward look to forecast outturn for 19/20.
 - Review and commentary on the understanding of revenues, costs and activity and the relationship to the work programmes and payment mechanisms.
 - Review and commentary on the financial systems and processes currently in use within operations and the tracking and matching of costs to income.
 - Review and commentary on the financial controls in operation.
26. The detail and findings have been considered in the preparation of the Improvement Plan in particularly in informing on the vision and aim of delivering a cost effective service.

Housing Scrutiny Commission – Repairs Report

27. As part of its work plan, the Housing Scrutiny Commission has completed an investigation into concerns with the delivery of repairs. It has prepared a draft report identifying context, methodology and its view of issues within the repairs service.
28. In this work it recognises that ‘repairs to individual properties and communal areas are a crucial service delivery point for the council’ and have set out a number of recommendations to support improvements. It also notes that ‘We hope that the recommendations made in this report will make it easier for staff to deliver the high-quality service that we all want to see’.
29. To support the Housing Scrutiny Commission and to ensure that the recommendations from its report are considered and delivered officers have included the findings in its preparation of the Improvement Plan. As such each of the recommendations will be addressed.
30. The Housing Scrutiny commission was concerned at the client/contractor split continuing, albeit a light-touch client. Chief Officer Team has agreed that to deliver the overall repairs improvement plan SBS should sit within the Asset Management Division of Housing and Modernisation. Plans are being put in place to make this effective from the start of the new financial year.

Improvement plan - Delivery

31. The Director of Asset Management will take responsibility for delivering the plan and will draw up an ambitious programme of process change and business rules after a period of due diligence. The governance and management structure to deliver the plan will be reported at the first quarter’s lead member briefing

Resource Implications

32. Full resource implications will be determined after a brief transition period between directorates

Financial implications

33. To develop and deliver an ambitious improvement programme as detailed, officers are aware that there will significant financial implications e.g. replacement of IT system software and hardware.
34. As part of the governance arrangements for each work stream, procurement or resource requirement the prepared business case and any funding release will be subject to the necessary due diligence and oversight to ensure compliance with budgetary programmes, chief officer, financial and contract standing order requirements.

Community impact statement

35. These services affect all council tenants, support the Council's commitment to providing affordable quality housing and deliver its Fairer Future objectives. The repairs and maintenance service level agreement is designed to deliver both timely and responsive repairs for council tenants. Improving performance in customer satisfaction and right first time repairs will have a positive effect on service users.
36. In delivering the work to support the aims of embracing resident engagement and improved resident satisfaction we believe we will provide high quality, comprehensive information in a range of formats so that residents can tell us what they think about the repairs service both now and in the future and enable us to share ideas, options and progress.

SUPPLEMENTARY ADVICE FROM OTHER OFFICERS

Head of Human Resources

37. The negotiation and consultation of the new terms and conditions of service for trades and craft operatives is underway with the Council's recognised Trade Unions. To date negotiations are progressing well. The proposed terms and conditions of service have been designed to move staff from a complex bonus scheme to a salaried scheme with career progression, to ensure that the new pay and grading structure supports and enables delivery of the improvement plan
38. The move of SBS from the Environment and Leisure Department to the Housing and Modernisation department can be achieved within the council's reorganisation procedures. As a general guide, changes of department require consultation and this is underway with our recognised Trade Unions. Individual consultation has also been undertaken with those staff directly affected by the move.

Strategic Director of Finance and Governance

39. The Strategic Director of Finance and Governance notes the report and service improvement plan. The repair and maintenance of the council's housing stock

consumes the greatest proportion of operating resources within the HRA and budgets remain under constant pressure. The in-sourcing of the repairs service in October 2018 was designed to improve service delivery at modest additional cost. As yet the financial and performance targets predicated in the business model have not been achieved as envisaged. The proposed transfer of the service to Housing and Modernisation will over time realise synergies and efficiencies and bring a more focussed approach to service delivery. The intention as stated in the report is for the 'client contractor' split to be dissolved, consequently, operational practices, support services, systems and processes will be reviewed and reshaped as the repairs service is integrated into Housing and Modernisation with the aim to provide a cost effective service that makes best use of the financial resources available for the benefit of residents.

Director of Law and Democracy

40. The Director of Law & Democracy notes the content of the report.
41. This report asks cabinet to note the progress to date in transforming the repairs service and to note the Repairs Improvement Plan (Appendix1). In addition cabinet is asked to note the proposed transfer of Building Services from Environment and Leisure to the Housing and Modernisation Department.
42. Cabinet's attention is drawn to the Public Sector Equality duty under the Equality Act 2010, and when making decisions to have regard to the need to (a) eliminate discrimination, harassment, victimisation or other prohibited conduct, (b) to advance equality of opportunity and (c) foster good relations between persons who share a relevant protected characteristic and those who do not share it. The relevant characteristics are age, disability, gender reassignment, pregnancy and maternity, race, relation, religion or belief, sex and sexual orientation, The duty also applies to marriage and civil partnership but only in relation to (a). The cabinet is specifically referred to the community impact statement at paragraphs 35 and 36 setting out the consideration being given to equalities

Reasons for lateness

43. This report was submitted after the deadline for submission for including on the agenda due to a combination of delayed submission of forewords and officers working on Covid 19 emergency plans.

Reasons for urgency

44. This report needs to be included on the agenda for March Cabinet due to the proposed change in governance of the repairs service which this report is recommending takes effect from 1 April 2020.

APPENDICES

| No. | Title |
|------------|------------------|
| Appendix 1 | Improvement Plan |

AUDIT TRAIL

| | | |
|---|---|--------------------------|
| Cabinet Member | Councillor Kieron Williams, Cabinet Member for Housing Management & Modernisation and Councillor Victoria Mills, Cabinet Member for Finance, Performance and Brexit | |
| Lead Officer | Michael Scorer, Strategic Director of Housing and Modernisation and Caroline Bruce, Strategic Director of Environment and Leisure | |
| Report Author | Mick Lucas, Director of Environment and David Hodgson, Director of Asset Management. | |
| Version | Final | |
| Dated | 18 March 2020 | |
| Key Decision? | Yes | |
| CONSULTATION WITH OTHER OFFICERS / DIRECTORATES / CABINET MEMBER | | |
| Officer Title | Comments Sought | Comments Included |
| Director of Law and Democracy | yes | yes |
| Strategic Director of Finance and Governance | yes | yes |
| Cabinet Member | yes | yes |
| Date final report sent to Constitutional Team | 18 March 2020 | |

Repairs Services Improvement Plan

March 2020

Overview of the Repairs Service

The housing repairs service provides a range of services to people living in council homes throughout Southwark. This plan relates to responsive repairs in tenants' homes and communal areas, including the repairs needed to get homes that people have moved out of, which we call voids, ready for the next tenant.

Southwark Building Services (SBS) provides housing repairs and maintenance, voids and communal works in relation to all of our council housing. Total spend is approximately £21m per annum. They are the operational team that undertakes the repairs required through an in-house team (including staff transferred in to the council in October 2018 from Mears) and a range of contractors.

The service provides a 24 hours a day seven day a week repairs and maintenance service to the residents of Southwark's housing stock. The service delivers approximately 100,000 individual repair orders and over 1,000 refurbishments to void properties each year.

The team consists of over 140 mobile craft operatives and apprentices and 60 office based staff located at Frensham Street Depot. The depot has an in-house stores facility, this holds some 2,500 items of stock and a workshop facility.

| | Average jobs for Period April 19- Jan 20 per week |
|------------------|---|
| Painting | 31 |
| Plumbing | 898 |
| Wet Trades | 95 |
| Electrics | 362 |
| Carp | 275 |
| Leaks from Above | 77 |

The council's Contact Centre and website provide the main communication tools for tenants who wish to book repairs.

Rationale

In September 2019 Cabinet reaffirmed its commitment to an in-house repairs service and recommended that a three-year improvement plan be developed and brought back to Cabinet in March 2020 for approval. The improvement plan is required to continue the improvement of the internal repairs service and to ensure that the needs of our residents are at the heart of the delivery of this service.

Vision

A service that puts residents at the heart of delivery, with a skilled and motivated workforce who are equipped to deliver good quality repairs, backed by supportive management and leadership and providing a service that is good value for money.

Engagement Work

HouseMark Consultancy were engaged to work on planning and facilitating effective meaningful engagement activities with our residents who are at the heart of the repairs service improvement plan. HouseMark engaged with some of the existing engagement structure and held discovery sessions with members of the tenant council. These included:

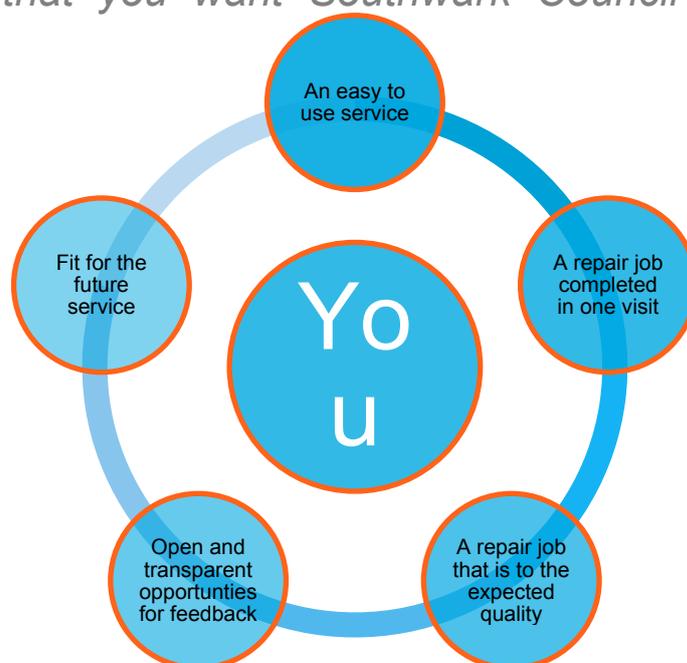
- Tenant and Homeowner Councils (6th & 8th January)
- South Tenant Management Organisation (TMO) Committee (16th January)
- SGTO board (6th February)

HouseMark also engaged with residents who were not involved in the formal engagement structure via face to face discovery sessions and telephone interviews.

The feedback and findings from the engagement activities has shaped what we refer to our Priorities for Improvement which are set out below.

Priorities for Improvement

You told us that you want Southwark Council to provide you with...



1. An Easy to Use Service – because you want a service that makes it easy to book and track your repair and that is flexible to your needs

2. A repair job that will be completed right first time – because you want a service that delivers the repairs right first time

3. A repair job that treats me and my home with respect – because you want us to treat you as if you are a valued member of our family

4. Open and honest opportunities to feedback on the quality of the repair – Because you want the job done to your expectations and for us to know if we have fallen short of this

5. A Fit for the Future service that puts your needs at the heart of the service – Because you want repair jobs conducted by competent and skilled operatives who are sympathetic to your needs and an overall service that spends money as if it was from our own pocket

What does this mean to me as a tenant?

Southwark Council will embark on a three-year improvement plan that will bring about a modern, fit for purpose service that puts your needs and concerns at the heart.

The next section will outline the feedback that you provided and our response and plans to improve our service. Some of the improvements that you will see are summarised as follows:

- Clearer information before, during and after your repair
- SMS notifications on the status of your repair
- Improved online ability to schedule, reschedule and check on the status of your repair
- New ways of providing feedback on your repair
- A compassionate workforce that care about your needs

1. An Easy to Use Service

Our staff are already cross skilled to provide support in all areas so are on hand to provide clarity across multiple services including housing repairs queries. We will review how best we can support the volume of calls and maintain consistency in the information you receive regarding your repair

You are already able to raise a repair query online or through our website which goes directly to a team who will contact you to schedule in a repair job. We will be enhancing this over the next few years to introduce a fully self-service online portal to sit alongside our current phone line.

We have also recently launched an SMS message which is sent to you once you have made your appointment.

| You told us | What we'll do | What will I see change in the next... | | |
|---|--|--|--|---|
| | | 6 - 12 months | 12 – 18 months | 18 months+ |
| At times, you have difficulties reporting your repair | You can already report your repairs online or via our call centre. Most of the time the wait for a call is short but at busy times it can be long. We will reduce these longer waits and we will also make it easier to report repairs online. | We will pilot a call back service so at busy times, rather than you having to wait on the line, we will call you back as soon as a member of the team in our call centre is free | We will plan for and will start to procure a new online repairs system | We will introduce a new online repairs system that will allow you to more easily report your repair |
| You often have to phone us to chase up | We will review our processes to address the 40% of calls currently being | Review the initial engagement you make with us and seek to use | We will plan for and will start to procure a new online repairs | We will introduce a new online repairs system that will allow |

Repairs Service Improvement Plan – Our Priorities for Improvement

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|--|---|--|--|--|
| your repair | related to existing repairs | our resources better to ensure that our staff have all the relevant information and skills to respond to your query on your first call | system | you to track your repair on line so you don't have to call us to find out what is happening |
| You want to book your repairs to take place at a time that works for you | We will be able to book you into a specific repair slot with the relevant operative on your first call or online | We will ensure you can choose your appointment time We will update our systems so you can choose your appointment time on your first call | We will plan for and will start to procure a new online repairs system | We will introduce a new online repairs system so you can choose and track your appointment time online |
| You would like it to be easier to raise your repair issue online | You can currently raise a repair which goes to our customer services team to deal with. However we plan to introduce a fully online self-service portal for you to report your repair issue and book an appointment | Highlight the existing online repairs service on our website so you can raise you repair requests through our existing online channel | | We will introduce a fully online repairs portal on our website for all housing repairs |
| You sometimes have difficulties to change the appointment time | We will make it easy for you to reschedule your appointment online or directly with a member of | We will update our systems so you can change your appointment time in one | | We will introduce a fully online repairs portal that lets you change your |

Repairs Service Improvement Plan – Our Priorities for Improvement

| | | | | |
|---|--|---|--|--|
| once booked | our team | call | | appointment time online |
| You don't have visibility of where the status of your repair is | We will introduce an online portal for you to track the status of your repair and we will introduce SMS updates to keep you informed | We will send you a text message to confirm your appointment and we will notify you when the operative is on their way for your repair or if there are any issues with your repair appointment | SMS update on the status of your repair job | Introduction of a vehicle tracking system to allow you to know what job number your operative is on and their estimated time of arrival We will introduce an online portal for you to track the status of your repair |
| On some occasions, repair staff do not turn up | Our staff will commit to attending the appointment or informing you a minimum of 24 hours before if there are any issues In the event of a no-show we will have dedicated ways to communicate with us in the event of a no-show | SMS or call a minimum of 24 hours prior to the repair job if there are any issues or emergencies | | Dedicated online facility to raise any issues regarding no-shows |
| You sometimes feel like the council is not prioritising your repair | We will be clear and transparent on our pledge to prioritise and deliver repairs on time. We will commit to | If your work is incomplete, the operative will not leave without scheduling a | We will review our emergency/priority repairs process and seek to create a | |

Repairs Service Improvement Plan – Our Priorities for Improvement

| | | | | |
|---|--|---|---|--|
| | achieving a 95% success rate | <p>follow on repair appointment</p> <p>You will also be issued with a “What happens next card” and this will clearly explain what to expect from us</p> | dedicated team to deal with these within 24 hours | |
| You would like the council to be more flexible in the way that they contact you | We will contact you in your preferred contact method | <p>When you call us, we will always confirm your preferred method of communication</p> <p>Our operatives will also confirm your preferred contact method on completion of your repair job</p> | | |

2. A repair job that will be completed right first time

We have introduced better internal processes to code the types of repairs required which have allowed better management of our operatives’ diaries and therefore provided a better service to you when confirming your appointment. We will roll this out across all of our repairs as part of this improvement plan.

| You told us | What we'll do | What will I see change in the next... | | |
|--|---|--|--|--|
| | | 6 - 12 months | 12 – 18 months | 18 months + |
| You are sometimes unclear on the details of the repair job | We will ensure that when you call us, our staff will provide clear information on what the repair job will consist of | Our call centre workers are skilled to provide advice across multiple council concerns. We will review this internally and ensure that the appropriate information is provided to you when you contact us Creation of guides detailing what will happen at each type of repair e.g. leakage | | Introduction of an online system to raise repair requests including uploading photos |
| You are not always clear on what your responsibilities are as a tenant | We will be clearer on tenants responsibilities and our responsibilities with regards to repairs | We will review tenant responsibilities and ensure this is communicated widely | We will look at introducing DIY workshops for you to learn skills for repairs that you are responsible for | We will look at opportunities to provide discounted decorating equipment |

Repairs Service Improvement Plan – Our Priorities for Improvement

| | | | | |
|---|--|---|---|--|
| <p>You sometimes feel the operatives undertaking the repairs are not equipped appropriately</p> | <p>We will ensure we equip our operatives with the right materials and tools to do their jobs</p> | <p>We will review our internal processes to ensure the relevant operative will attend and will have the right materials to do the job</p> | | |
| <p>You are unclear at times as to why we are unable to conduct the repair job in one visit</p> | <p>We will seek to complete your repair job in one visit. Where it can't be completed in one visit we will complete your repair job in as minimum number of visits as possible</p> <p>Your operative will be clear as to why we are unable to complete the repair and ensure that we schedule the correct repair job with the respective service</p> | <p>If your work is incomplete, the operative will not leave without scheduling a follow on repair appointment</p> <p>You will also be issued with a “What happens next card” and this will clearly explain what to expect from us</p> | <p>We will review our processes to seek to avoid the need for further visits.</p> <p>We will also ensure that we work seamlessly with other contracted services</p> | <p>You will be able to review all updates regarding your follow on repair jobs through our online portal</p> |

3. A repair service that treats me and my home with respect

We have introduced the Southwark Ways of Working which ensures staff align to our council values and that all staff at Southwark work in ways that prioritise the needs of our residents and service users.

| You told us | What we'll do | What will I see change in the next... | | |
|---|---|--|----------------|-------------|
| | | 6 – 12 months | 12 – 18 months | 18 months + |
| You feel like sometimes the operative undertaking the repair left your home not in the condition they found it in | Our operatives respect your home environment. We will ensure consistency by setting a minimum standard which will include wearing overshoes whenever entering your home and they will always leave your home in the condition they found it | We will work with tenants and our operatives to design a set of standard responsibilities instilling our council value to treat you as if you are a valued member of our family | | |
| On some occasions you were unsure if the person that has come for the repair job is a Southwark employee | Our operatives will be clearly identified as Southwark Council employees through the wearing of uniform and official identification | We will work with tenants and our operatives to design a set of standard responsibilities instilling our council value to treat you as if you are a valued member of our family. This will include the wearing of Southwark branded uniform and ID | | |
| You sometimes feel that no one is taking | Our team will take responsibility for ensuring | | | |

Repairs Service Improvement Plan – Our Priorities for Improvement

| | | | | |
|--|-------------------------|--|--|--|
| responsibility for getting your repair done. | each repair is finished | | | |
|--|-------------------------|--|--|--|

4. Open and honest opportunities to feedback on the quality of the repair

Our operatives sign off all jobs using their handheld device. This is only done when an operative has explained the job to you and that you are happy with the repair job. We will be enhancing this function to ensure consistency and allow you to provide instant feedback via SMS which has completed testing and will be rolled out soon.

New internal reports have been created for managers detailing performance of teams and individual operatives in line with our key performance indicators. These are used in formal monthly performance meetings are under taken with the operational Managers. We also review our customer satisfaction surveys to identify trends and actions that our teams can support.

| You told us | What we'll do | What will I see change in the next... | | |
|--|---|---|--|--|
| | | 6 – 12 months | 12 – 18 month | 18 months + |
| You would like the opportunity to feedback soon after the repair | <p>A job will not be closed until you say it has been completed to your satisfaction</p> <p>We will ask you to grade your satisfaction with the repairs based on the whole process</p> <p>If you have a dispute, an inspector or surveyor will attend your home and agree</p> | <p>Ability to sign off the job at the point of completion</p> <p>Review and re-implementation of a process around disputes that is responsive to your needs</p> | We will launch an SMS feedback facility which will allow you to feedback to us | You will have the ability to grade the quality and service of your repair via SMS or through our online portal |

Repairs Service Improvement Plan – Our Priorities for Improvement

| | | | | |
|--|---|--|--|---|
| | <p>the next steps with you</p> <p>We will also provide clear information on how to provide feedback post repair</p> | | | |
| <p>You sometimes feel like we are not listening to your feedback</p> | <p>We will review feedback on an on-going basis seeking to continually improve our working practices</p> | <p>We are developing a complaints dashboard which allows us real time data for us to proactively address your concerns</p> <p>We will introduce recurring feedback review meetings between teams involved in your repair</p> | | |
| <p>You would like to be contacted after the repair</p> | <p>We will introduce follow up calls with 20% of jobs completed within the month</p> | <p>Introduce a call-back process from our call centre to you</p> | | |
| <p>You don't know where to raise issues/complaints</p> | <p>We will make it clear online where to provide feedback</p> | <p>What happens next card to include information on where to provide feedback</p> <p>Clear information online on where to raise feedback</p> | | <p>Our online portal will make it very clear where you can provide feedback</p> |
| <p>You would like the ability to engage with</p> | <p>Introduce on-going engagement between</p> | <p>We will report progress with this plan, including</p> | <p>Drop in surgeries linked to Local</p> | |

Repairs Service Improvement Plan – Our Priorities for Improvement

| | | | | |
|---|--|--|-----------------------|--|
| <p>the council on an on-going basis</p> | <p>Tenant representatives and Operatives</p> | <p>against Key Performance Indicators, every quarter to the Tenants Forum (or a working group of that forum)</p> <p>Workshop between tenant representatives and operatives</p> | <p>Housing Forums</p> | |
|---|--|--|-----------------------|--|

5. A Fit for the Future service that puts your needs at the heart

With regards to our workforce we are invested in their development as we want to build a competent and skilled team that provides the best service to you. We already commit to a well-established apprenticeship programme and are now working with managers on introducing our recently launched internship programme across the service.

| You told us | What we'll do | What will I see change in the next... | | |
|--|--|---|--|--|
| | | 6 - 12 months | 12 – 18 months | 18 months + |
| You would like consistency in the experience you receive from all our operatives | We will treat you as a valued member of our family and ensure that we support our operatives and provide them with the skills where required to undertake the repairs in a safe and friendly manner | Establish a standard approach to the repairs experience with our operatives putting customer service and your needs at the heart | Introduce a consistent training offer for all our operatives in practical, soft skills and customer services | |
| You are not always assured that staff are being supported to deliver their jobs | We will consult with our Operatives regarding their needs and seek to bring a consistent approach and equip them with the most up-to-date skills, tools and technologies to deliver the job as efficiently as possible | Review current workforce skillset, tools and technology and ensure there is a consistent base amongst all operatives We will put in place a comprehensive training and development plan to ensure all of our operatives are supported to develop the skills they need to | Review of tools to ensure operatives are equipped with the most up-to-date technology and tools to ensure they are conducting their jobs in the most efficient way | In the spirit of continuous improvement, we will review technological and digital innovation in the industry |

| | | | | |
|--|--|--|---|--|
| | | deliver high quality repairs | | |
| You want a service that is value for money | We will ensure that our services are always value for money through benchmarking with other local authorities and will review our internal processes to ensure efficiency in how much we are spending | We will re-procure our materials supply contract to ensure the tools and materials we use are value for money | We will produce an easy to understand overview of how much the service is spending on repairs | |
| You would like assurances that the repair service employs local people | We are committed as a Council to employ and develop local people from Southwark. We have an embedded apprenticeship programme and have recently launched an internship programme to support Southwark residents | Continue with and extend our apprenticeship programme and launch the internship programme in the organisation | | |
| You would like a service that is responsive and proactive | We will be proactive in making sure tenants homes are in a good state of repair, providing more information to tenants on how to raise repairs and using our visits to tenants homes, especially vulnerable tenants, to make sure their homes are in a good state of repair. | Review the current process of tenant checks to ensure that these are consistent in reporting the needs for repair works We will use data and analytics to predict trends to ensure we are proactive in our approach and make contact with those who | Introduction of intelligent reporting that will inform us on areas that we need to focus on through the analysis of data and trends | |

Repairs Service Improvement Plan – Our Priorities for Improvement

| | | | | |
|--------------------------------------|--|--|--|---|
| | | may not usually contact us with repair queries | | |
| You want a more sustainable approach | In line with our Climate Change Emergency, we will replace our existing fleet with more sustainable vehicles | Pilot electric vehicles | | Introduction of a fully zero-carbon fleet |

| | | | |
|------------------------------------|--------------------------------|--|---------------------------------|
| Item No. 20. | Classification: Open | Date: 24 March 2020 | Meeting Name: Cabinet |
| Report title: | | Putting Residents First Review - Update | |
| Ward(s) or groups affected: | | All | |
| Cabinet Member: | | Councillor Kieron Williams, Housing Management and Modernisation | |

FOREWORD - COUNCILLOR KIERON WILLIAMS, CABINET MEMBER FOR HOUSING MANAGEMENT AND MODERNISATION

We are committed to investing in our homes and estates to ensure they are in good condition and great places to live. Only by working together with our tenants and residents will we get this investment right. Our homes are just that - people’s homes. It is essential that the people who live in them have a real say over the work undertaken to their home, including effective ways to make sure work is done to a high standard. As the works we do to our homes are paid for either through tenants rents or homeowners service charges it is also essential that our tenants and homeowners are able to scrutinise whether work is good value for money.

Our Putting Residents First framework sets out our commitment to work with our tenants and residents to get major works to their homes right. It details the approach we will take, including asking residents their view on what work is needed before we develop a specification, setting up a Resident Project Team so we can work closely with people from each estate, consulting all tenants and homeowners on the full scope of work to their homes, and involving residents throughout the works to make sure they are done to a high standard. The following pages set out how we have strengthened the way we do this this year and also how we will undertake a further review to make sure we continue to improve our approach.

RECOMMENDATIONS

That Cabinet:

1. Notes that the Council’s Asset Management department has begun to review and refresh the processes that shape how the Council involves and engages residents with regard to major works to their blocks and estates. This will ensure lessons learnt to this point are adopted and applied going forward.
2. Notes that the Putting Residents First (PRF) Review will look again at the current PRF standards and consider how the Council can improve its resident consultation, particularly with reference to the new Resident Involvement structure and digital communication options.
3. Notes that the Review will seek to ensure that engagement with residents places major works as a core foundation of the Great Estates Guarantee, links appropriately with the new build programme and seeks to enhance resident safety on their estates.
4. Notes that consultation with residents will begin at the first Local Housing Forums taking place in April, with a final report to Cabinet scheduled for October 2020. A

full proposed timetable can be found in Appendix 1.

BACKGROUND INFORMATION

5. The original PRF standards were developed by a working party chaired by Councillor Ian Wingfield, then Lead Cabinet Member for Housing. Following significant resident consultation the standards were introduced in 2012 as formal criteria for consultation during major works. Initially these took the form of bullet points explaining how residents should be consulted before, during and after major works.
6. The standards were reviewed and updated in 2015 by a panel of residents - including tenants, leaseholders and homeowners - facilitated by Community Engagement and Major Works. A number of changes were made, resulting in the current 25 PRF steps. See Appendix 2.
7. It should be noted that, following the introduction of PRF, consistent improvements in resident satisfaction have been noted. In 2013/14, satisfaction averaged 80% amongst both tenants and leaseholders. This increased to 91% in 2014/15, and again in 2015/16 to 93%, during the Warm, Dry, Safe (WDS) programme.
8. Since the start of the Quality Homes Investment Programme (QHIP) in 2016/17, which has sought to go beyond the Decent Homes Standard by providing residents with new kitchens and bathrooms alongside a comprehensive suite of maintenance and fire safety works, resident satisfaction has remained high, currently standing at more than 95% for the 2019/20 financial year.
9. However, it should be noted that the above figures represent a small sample of residents and further analysis of reasons for dissatisfaction is required and will form part of the Review.

KEY ISSUES FOR CONSIDERATION

10. Following its autumn conference in 2018, the London Borough of Southwark's Homeowner Council heard expressions of concern from various conference attendees regarding communication and consultation practices around aspects of major works projects. Subsequently, this led to the formation of the Major Works Communication and Consultation Task and Finish Group (TFG), which included council tenants and homeowners.
11. The TFG's draft report, produced by Resident Involvement, explored the Council's communication and consultation methods in relation to major works projects, and outlined feedback and concerns held by TFG members with regard to these processes.
12. It was found that there was little difference of opinion between tenants and homeowners. This indicates that the report's findings may be reflective of the view of residents as a whole, and as such, the TFG report will be used to form part of the upcoming review of PRF.
13. The key areas of concern identified in the report were as follows:
 - A perceived lack of openness in the Council's procedures and communications regarding major works

- A lack of confidence in people, systems and processes within the Council. Residents expressed a lack of confidence in the ability of the Council to appropriately administer major works contracts
 - A perceived lack of meaningful consultation with residents (including drawing on residents' local knowledge) when drawing up plans for major works
 - A perceived lack of empathy and sensitivity from Council staff and contractors towards residents who are disrupted by major works projects. In particular, although the Council acknowledges and recognises the inconvenience of major works in policy documents, it is felt that this sentiment is often not effectively cascaded down to staff and contractors on site
 - A feeling that residents need to feel respected and valued, as both customer and partners, in major works projects.
14. As recommended by the report, the review of PRF intends to draw on the themes highlighted above to refresh the standards and procedures, in close consultation with residents and other stakeholders. The Review will seek to give residents the fullest confidence, satisfaction, and sense of meaningful participation in major works projects.

CURRENT WORK

15. Following consultation with the Cabinet Lead Member and the Director of Asset Management, work has already begun to improve resident engagement on the QHIP Year 6 (2021/22) schemes.
16. Additional actions have been agreed which include:
- Following the first drop-in session for residents, a letter is sent to all residents which includes a list of FAQs together with answers to others raised at the drop-in session
 - A survey for residents is included which asks for their opinions about the condition of their home and block
 - An invitation to ward members, the TMO/T&RA and Resident Project Group members is sent, requesting attendance at an estate walk-about to review the initial feedback and pick up further issues
 - A refresher workshop has been held with staff, and an updated Induction pack for new staff has been put together
17. This improved engagement is applicable to all major works schemes irrespective of the method of procurement.
18. The major works teams have been given clear milestones to work to, along with levels of delegated authority and appropriate guidelines to introduce the additional actions in order to increase resident engagement and satisfaction.
19. Officers will be expected to update a monitor database to show when the actions have been completed and this will be reviewed at the monthly monitor meetings.

Policy implications

20. The Council Plan details eight Fairer Future Commitments to the residents and businesses of Southwark that outline the areas the council is working towards as an organisation to create a fairer future for all.
21. The Southwark Housing Strategy to 2043 set out the Council's first long-term housing strategy, and marks the council out over others in setting out a long-term plan of action. Principle 2 states '*We will demand the highest standards of quality, making Southwark a place where you will not know whether you are visiting homes in private, housing association or council ownership*', and more specifically the following commitments as set out in the strategy:
 - Putting in place a robust 30 year business plan, enabling us to invest in our homes, improve energy efficiency and provide a planned, preventative approach to maintaining and investing in our housing stock
 - Providing a quality kitchen and bathroom for all council homes
 - Carrying out other improvement works to our stock and the surrounding area, including increasing estate security.

Community impact statement

22. Improving housing in Southwark is central to the Council's wider plans to create a fairer future for all. Access to appropriate, good quality, genuinely affordable homes is important not just for residents but also to the wider economy and essential to shaping a borough that all residents can be proud of and which is truly sustainable into the future. A key part of this is the active management of current council housing assets, including resident consultation, and the PRF Review will ensure the Council continues to improve resident engagement in major works to their homes.
23. With regard to locations where the decision is taken to proceed with investment in existing stock, those living in properties with major works may experience some inconvenience and disruption in the short-term, while works are taking place but communities as a whole will benefit in the longer term.
24. In local areas, the effects will be mitigated by working closely with residents on the delivery process and using experience gained on a significant number of recent projects. Residents continue to be at the centre of and involved in works that take place. Where financially viable other positive community impacts will also be included as part of the works.
25. The works will provide a better standard of accommodation for residents and contribute to improved general health and wellbeing. Due consideration will be given to those tenants with specific needs both during works and after completion.
26. The Public Sector Equality Duty requires public bodies to consider all individuals when carrying out their day to day work, in shaping policy, in delivering services and in relation to their own employees. It requires public bodies to have due regard to the need to eliminate discrimination, advance equality of opportunity and foster good relations between different people when carrying out their activities. Consultation on major works seeks to involve as wide a range of stakeholders as possible.

Resource implications

27. None.

Legal implications

28. There are no significant legal implications arising from the recommendations in this report. The Director of Law and Democracy and her staff will provide advice to officers on any legal and governance issues arising from the review of resident engagement arrangements.

Financial implications

29. None.

Reasons for Lateness

30. This report was submitted late due to colleagues being unable to provide their comments any earlier as well as staff have also been working on Covid 19 BCP's providing day to day support around that.

Reasons for Urgency

31. The decisions must be taken before the next scheduled meeting of cabinet in June 2020 in order to ensure that the timetable is agreed.

APPENDICES

| No. | Title |
|------------|---|
| Appendix 1 | Proposed timetable for the Review |
| Appendix 2 | Current Putting Residents First Standards |

AUDIT TRAIL

| | | |
|---|---|--------------------------|
| Cabinet Member | Councillor Kieron Williams, Member for Housing Management and Modernisation | |
| Lead Officer | David Hodgson, Director of Asset Management | |
| Report Author | Paul Wood, Programme Manager, Asset Management | |
| Version | Final | |
| Dated | 19 March 2020 | |
| Key Decision? | No | |
| CONSULTATION WITH OTHER OFFICERS / DIRECTORATES / CABINET MEMBER | | |
| Officer Title | Comments Sought | Comments Included |
| Director of Law and Democracy | Yes | Yes |
| Strategic Director of Finance and Governance | No | No |
| Cabinet Member | Yes | Yes |
| Date final report sent to Constitutional Team | 19 March 2020 | |

Appendix 1 - Proposed Timetable for 'Putting Residents First' Review

| Stage | Audience | Date |
|--|--|--------------|
| Initial consultation report with scope and brief to Local Housing Forums. Request for two volunteers (one homeowner/one tenant) from each Forum to form focus group. | Local Housing Forums | w/c 20 April |
| Three/four meetings of the group held. Draft report prepared. | Focus group | May & June |
| Invitation for comment | Residents Online Panel, My Southwark Homeowners Agency, Resident Services etc. | July |
| Drop-in session for Councillors | Councillors | July |
| Draft report | H&M SMT and Cabinet Member for Housing | August |
| Draft report | Tenants and Homeowners Forum | 23 September |
| Final report | Cabinet | October |



Putting Residents First

How we will consult you on major works to your home

About the standards

We are committed to improving the quality of housing in our borough. Last year alone, we carried out more than 8,500 major works on properties in Southwark.

However, we know these works can be a cause of concern for you. This document explains how we will consult you if you are affected by major works.

We have agreed 25 standards, written with the help of Southwark residents who have first-hand experience of major works.

They apply to everyone involved in major works on your home, whether they work for the council or one of our contractors.

The standards are not intended to be "one-size fits all". They set out the minimum level of service you can expect from us, but we recognise that each estate is different and try to adapt our consultation to match your specific needs.

We try our best to meet these standards on every project but if you feel we have failed to live up to them then please speak to the contractor's Resident Liaison Officer (hereafter RLO) first. If the RLO doesn't give you a satisfactory answer then please contact the Council's Contract Manager.

Some of our estates have very active Tenants and Residents Associations (TRAs), which represent their estate in discussions with the Council. If you feel your estate could use some extra help to get organised then please contact the Community Engagement Team, who would be very happy to support you through this process.

These standards were last updated in April 2015. We will review them again in one year.

The Standards – Before the works start

1. By the end of January each year, we will write to you if your home is included in the upcoming years programme (please note we use the financial year, which runs from March – April). This letter will include:
 - The latest date by which works will begin;
 - Broad details of the works to be carried out, for example windows, bathrooms or electrics (unfortunately, we cannot be more specific until we've carried out a survey on your home), and
 - A leaflet which includes the details of the team who will be overseeing the work.
2. We will begin carrying out surveys of homes to see exactly what works are needed.
3. We will hold a drop in session and invite residents and the local ward councillors. You will have the opportunity to meet the team responsible for the works face-to-face.
4. We will set up a group of interested residents called a “residents’ project team”. This team will represent your interests during the works. We will meet with them regularly and try to agree a meeting time that is convenient for all residents. This means meeting times may change from month-to-month.
5. We will work with the residents’ project team to look at all of the available options and agree what works should be carried out (this is called a draft specification).
6. We will hold a second drop in session for you to see the works we are planning and all of the the different options.
7. We will agree the final specification with the residents’ project team. We will try to minimise the impact of the works on the whole estate, including on communal areas.
8. If you are a leaseholder, we will formally consult you using the procedures set out in law and send you a section 20 notice. We will also hold a drop in session just for leaseholders.
9. The residents’ project team will examine the agreed final costs.
10. We will consider the responses from the formal leaseholder consultation.
11. We will hold a third drop in session for residents just before the works start. We
12. will use this meeting to explain the works, the timetable and introduce the contractor. We will also present a “You said, we did” document, explaining how we have used your suggestions.

13. There is a standard set of rules, which all contractors working for the Council must follow. The residents' project team will be able to suggest specific rules for their estate. These suggestions are likely to be agreed as long as they are reasonable and don't have a negative impact on how long the works will take or how much they will cost.
14. The contractor will issue an introductory booklet for you, containing the following information:
- Why we are carrying out the works;
 - What is included in the works;
 - When we will do it;
 - How much we expect it to cost;
 - The "You said, we did" document;
 - The contractors' hours of work;
 - The rules we expect contractors to follow while on site;
 - Any impact on communal areas and services; and
 - Who to contact if you have any problems and how quickly they will reply to you.

The standards – During the works

15. The contractor will send out monthly newsletters and hold coffee sessions.
16. We will hold monthly site meetings with the residents' project team. At these meetings, we will provide:
- An updated timetable for the works; and
 - An updated summary of costs.
17. If we need access to your home, we will endeavour to give you a minimum of 2 weeks notice. If for whatever reason we cannot give you this much notice, then we will explain clearly why we need to access your property at short notice.
18. The contractor will carry out residents' satisfaction surveys after each block (or part of a large block or group of street properties) is completed.
19. About half-way through the project, we will review how things are going and look at the feedback from the satisfaction surveys.

20. We will send a letter to you two weeks before handover so you can help us identify any outstanding works. If you want to personally sign-off any defects then you will be given a form to confirm the defects have been fixed to a satisfactory standard.
21. We will walk around with resident representatives and ward councillors a week before the handover.

The standards – After the works

22. We will carry out a final survey to find out how satisfied you were with the work.
23. We will send out a handover booklet that explains how all the new installations in your home work.
24. We will review how the works went and see what we can learn for the future. For the first 12 months after the works are finished, we can ask the contractors to come back to complete any outstanding work or put right things that were part of the works. This is called a Defects Liability Period (DLP).
25. We will write to you and any absentee leaseholders 8 weeks before the end of the DLP to make sure that all remaining work has been completed.
26. We will carry out a walk-about with resident representatives and the ward councillors 2 weeks before end of the DLP to pick up any final issues.

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Paula Thornton Tel: 020 7525 4395

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