



London Borough of Hackney  
Policy and Performance Scrutiny

30<sup>th</sup> September 2020

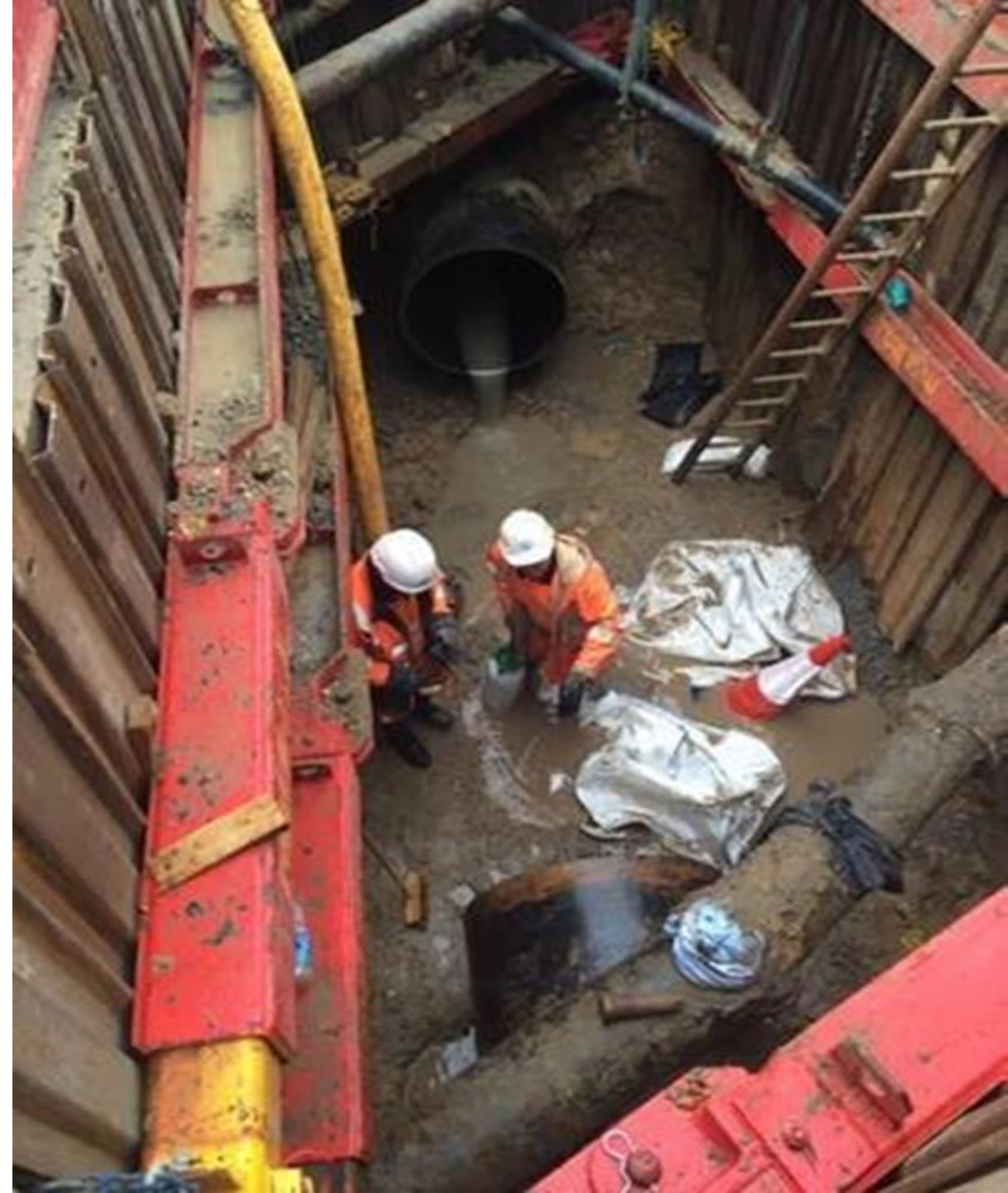
Steve Spencer – Operations Director

Tim McMahon - Head of Asset Management

## Aims and objectives

Provide key updates on several topics discussed at the previous Living in Hackney Scrutiny Panel on 14 January 2020

- Update on Queens Drive Burst
- Improved working with Hackney
- Planned investment in Hackney 2020-2025
- Queens Drive and Seven Sisters Project
- Longer term strategy





## Looking after residents - latest

- Compensation has now been paid to all residents who were affected by the flooding
- In total, 83 properties had to be vacated while repairs were undertaken
- 52 have now been repaired and families/residents have returned, including all council tenants
- 19 remain in alternative accommodation while repairs continue
  - 4 are with Aspect, our insurer
  - 15 are with own insurer or contractor
- 12 families have moved from Queens Drive and taken up long-term rentals elsewhere
- Our partners continued with repairs during lockdown, once risk assessments and safe working practices had been established
- Aftercare team remains and oversight provided by our Operations Director – who is kept abreast of every ongoing case



# Changes To Emergency Planning & Incident Management

- We have put in place a new incident management structure widely considered to be recognised best practice, which aligns with local government and first responder arrangements (details in Appendix);
  - There is now greater focus on communicating with customers via the website and social media
  - We have a clear chain of command and set roles to eliminate confusion on the ground
  - Following a large leak adjacent to Queens Drive (smaller, local water main) in August, customer reps were quickly on site with regular updates given to the council and customers
- A team of Emergency Planners has been employed to improve lines of communication with the council;
  - This new team acts as direct link between Thames Water and the council's emergency planning team
  - We have also recruited staff solely to manage customer aftercare until everything resolved
- The business resilience team has been expanded so we can now work with individual borough's resilience forum;
  - We have now attended the Hackney LRF
  - Thames Water is now in a position to work with stakeholders across the borough to plan for future incidents



## Working with Hackney

- Teams from Hackney have been to our operations room to learn about the information we have during an incident but also to explain what they need from Thames Water. Regular contact is maintained.
- In coordination with Hackney, in August we simulated an event like Queen's Drive to put leanings into practice (the pandemic did impact who could support)
- A future simulation with council officers is planned once pandemic pressure eases with all our improvements put to the test, including customer aftercare
- We have attended LRF meetings in Hackney to where we are now contributing to contingency plans for a range of incidents.



## Our 2020-25 investment plans

We have committed to the most stretching set of targets for water supply in our history, including:

- 20% leakage reduction from our network
- 70% reduction in interruptions to our customers' supplies

...which we will achieve through business changes and targeted investment across London and the Thames Valley including:



- The intelligent operation of our existing assets
- Targeted investment to replace our worst performing pipes
- Reducing damaging pressure waves which can 'shock' our network
- Installing over 400,000 new smart meters for our customers
- Improvements to the resilience of our treatment and storage capabilities

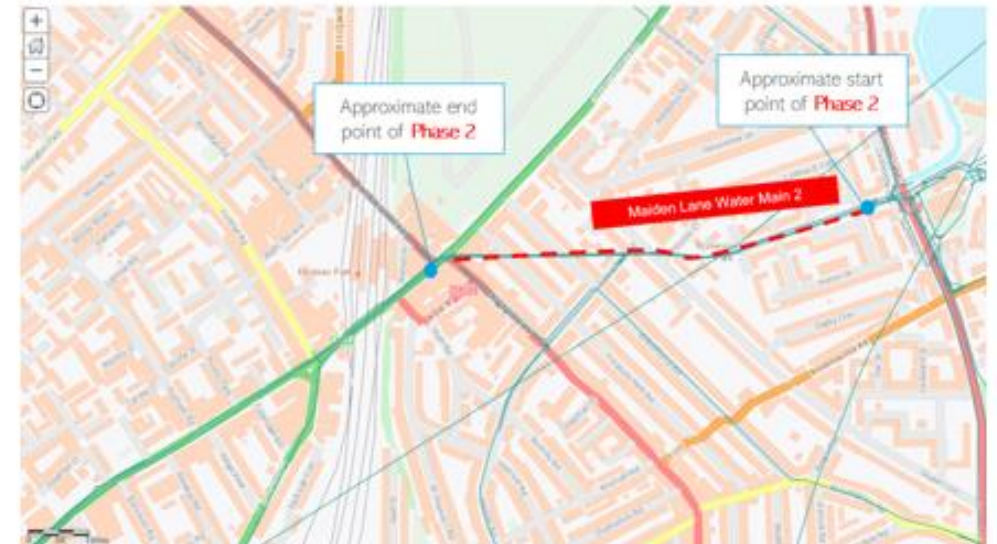


## Seven Sisters and Queen's Drive trunk rehabilitation scheme

- We are re-lining two sections of Victorian cast-iron pipes following an enhanced programme of leakage surveys on trunk mains in this area, following the Queens Drive burst;
- Work will increase resilience of two major pipes, including the one which burst on Queen's Drive, by cutting leakage and reducing the chances of future incidents;
- The scheme is set to cost almost £7m and is due to start in October, lasting until Summer 2021
- The work has been designed in partnership with Islington and Hackney borough councils, to keep disruption to a minimum;
- Councillors and residents were invited to online engagement sessions to help keep everyone informed of the work



The area of pipe we're relining in phase 1 in Islington with site locations

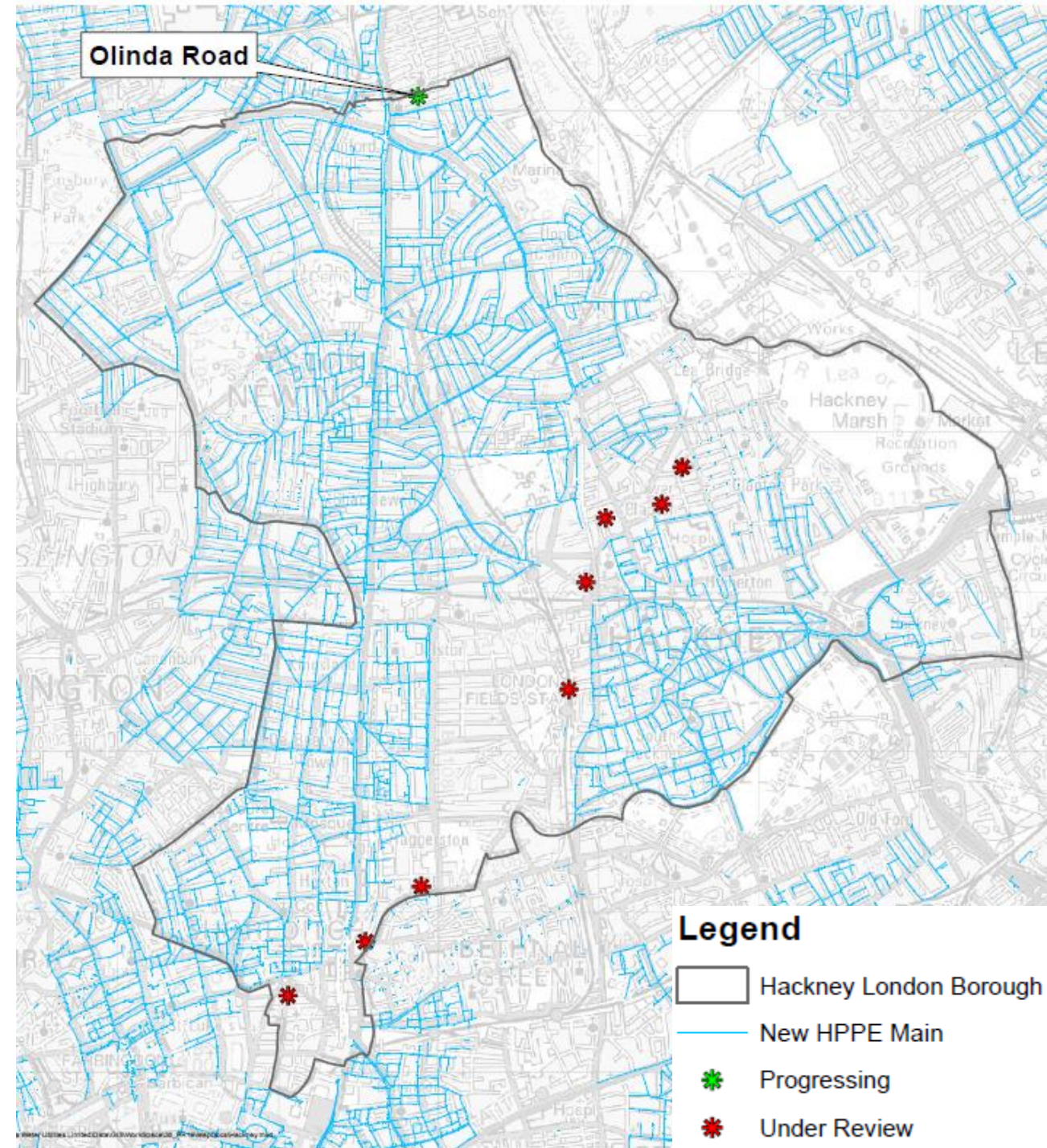


The area of pipe we're relining in phase 2 in Hackney



# Other water network investment planning in Hackney

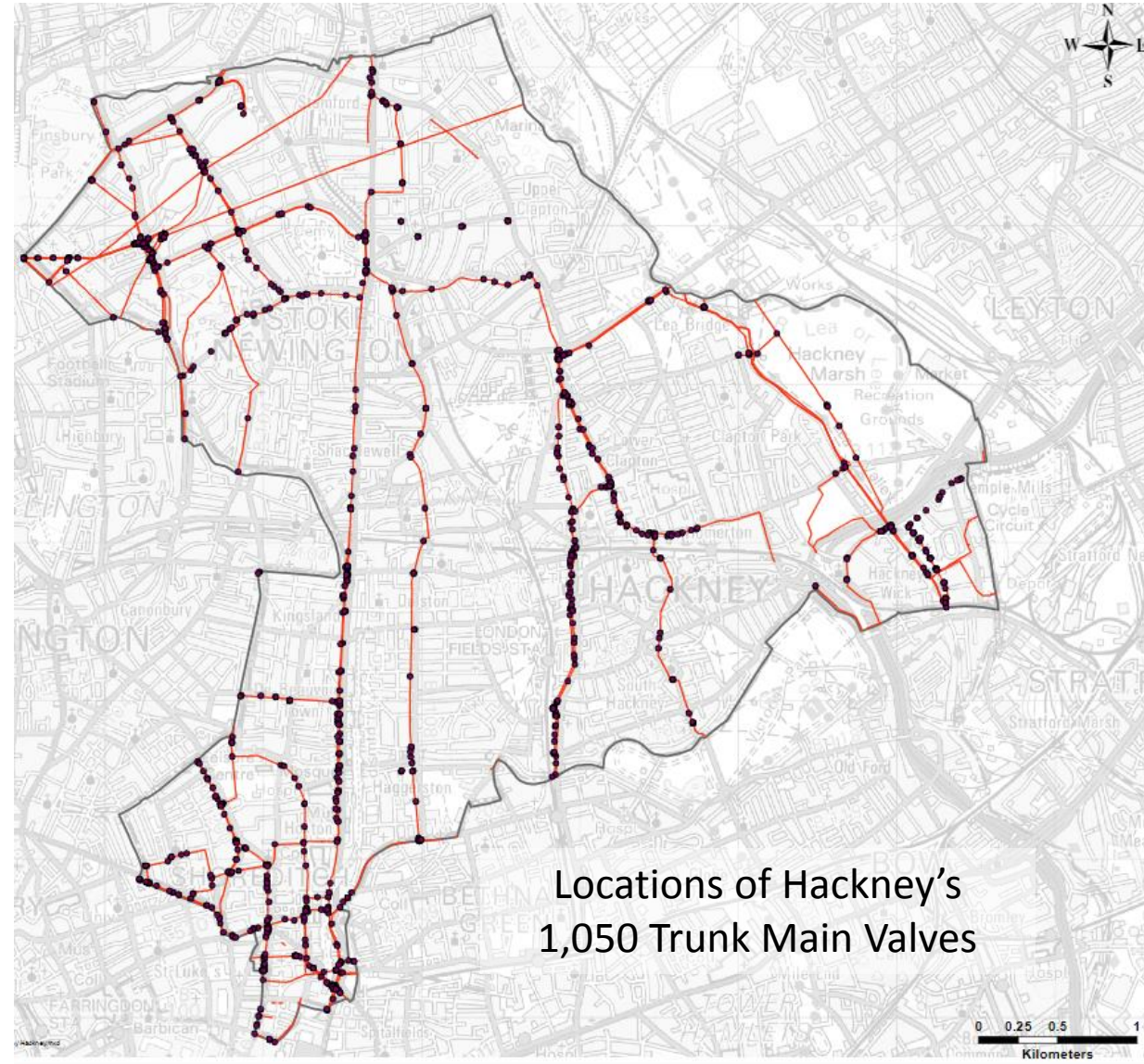
- Hackney has the highest proportion of mains replaced of any borough we serve (56% replaced since 2000)
- We have installed over 9,000 smart meters since 2015 in Hackney and intend to install another 4,800 during AMP7
- We repair an average of 384 mains bursts per year alongside 351 bursts on the 'communication pipes' to customers' properties and repairs to customers' properties and repairs to customers' own pipework





# Trunk Mains in Hackney

- We operate 68km of trunk mains in Hackney
- 60% of Hackney's trunk mains are Victorian
- We have a programme of 12,000 valve checks per year across our entire trunk main network, including 1,050 in Hackney
- We plan to complete our work on the 30" trunk main in Stoke Newington High St and Northwold Rd in Mid-October and will commission this vital pipeline following this point
- We have discussed risk management with representatives of the council, including an opportunity to data-share to enable council gully clearance programmes to prioritise high risk trunk main locations



## Next steps

- Complete the repair of all properties and return all residents to their homes as soon as possible
- Continue the now established and ongoing dialogue between our emergency planning teams
- £7m programme at Severn Sisters Rd and Queens Drive to commence October 2020
- We are confirming our additional mains replacement programme with our delivery partners (expected early 2021)
- We are working with OFWAT on a further package of work for investment specifically in London's water infrastructure (April 2021)
- We will continue to work with the regulator to build the case for a substantial programme of investment and specifically water mains and trunk mains renewals in the next regulatory period (2025-30)





Thank you & Questions

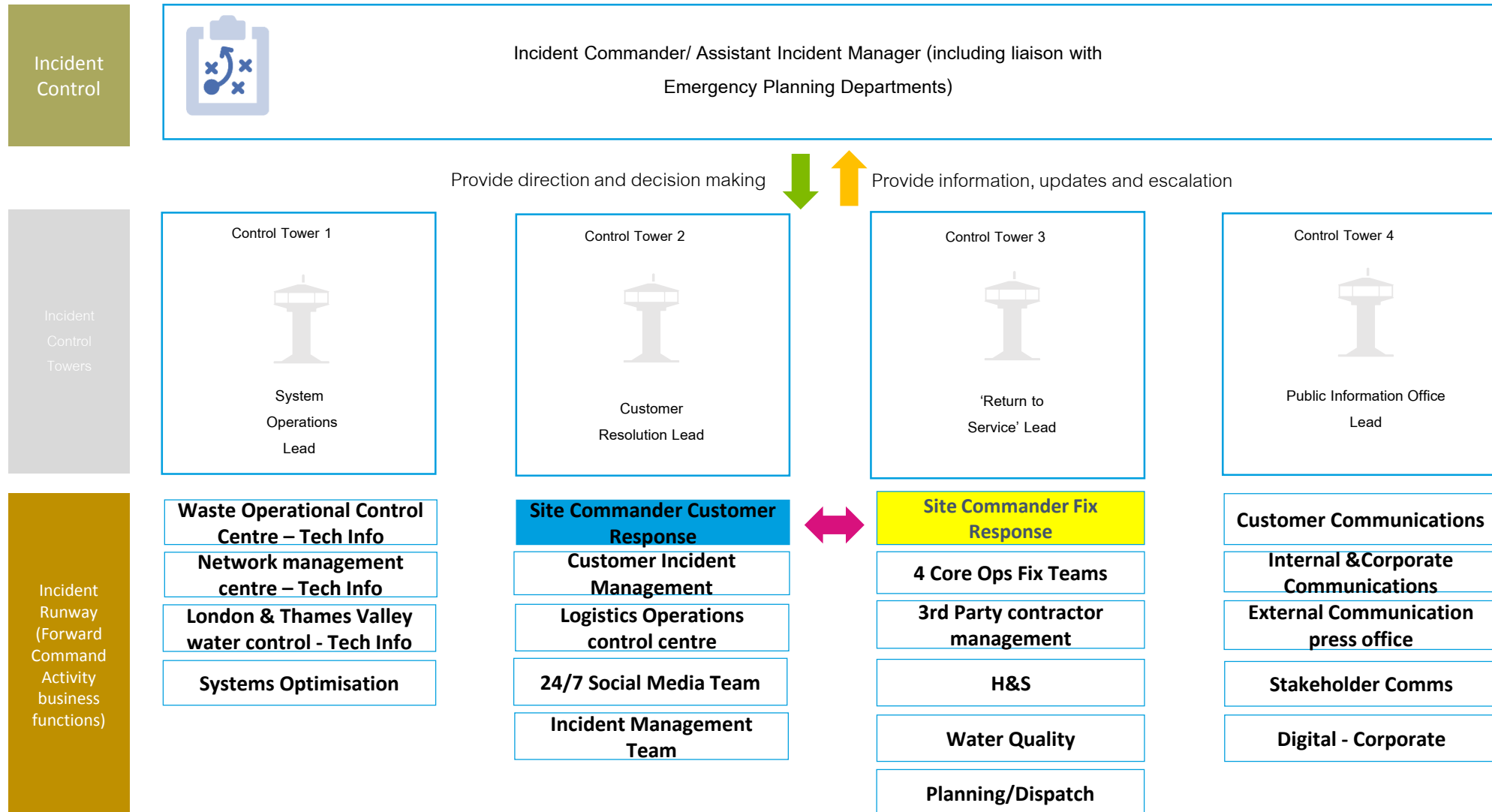


# Appendix



# Incident response

How we organise ourselves during an incident



## Improved Response – Staples Corner

- Burst Occurred on the 06/07/2020 on a 24” main on the A406 by the Brent Cross Flyover
- Led to flooding of the A406 and major traffic disruption
- Widespread disruption to supplies - 51 properties over 3 hours



- The burst main was quickly identified following customer calls to advise of low water pressures
- Response was aided by new incident management structure, and improved emergency planning
- Priority Service customers identified and contacted proactively
- Supplies restored to all areas within 4 hours
- Road partially reopened 13 hours after the burst event and fully reopened within 5 days