



HOUSING SCRUTINY COMMITTEE

13 March 2018

SECOND DESPATCH

Please find enclosed the following items:

Item 1	Quarterly Review of Housing Performance (Q3 2017/18) & Annual Executive Member Presentation	1 - 24
Item 2	How Islington Council works with Housing Associations - Presentation	25 - 36

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Report of: Executive Member for Housing & Development

Meeting of	Date:	Ward(s):
Housing Scrutiny Committee	13 th March 2018	All

Delete as appropriate	Exempt	Non-exempt
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SUBJECT: QUARTERLY REVIEW OF HOUSING PERFORMANCE (Q3 2017/18)

1. Synopsis

- 1.1 Each year the council agrees a set of performance indicators and targets which, collectively, help us to monitor progress in delivering corporate priorities and working towards our goal of making Islington a fairer place to live and work.
- 1.2 Progress is reported on a quarterly basis through the council's scrutiny function to challenge performance where necessary and to ensure accountability to residents.

2. Recommendations

- 2.1 To note progress to the end of Quarter 3 against key performance indicators falling within the remit of the Housing Scrutiny Committee

3. Background

- 3.1 The council routinely monitors a wide range of performance measures to ensure that the services it delivers are effective, respond to the needs of residents and offer good quality and value for money.

4. Quarter 3 update on Housing performance

- 4.1 This report contains an update on Housing indicators for Quarter 3.

Objective	PI No	Indicator	Frequency	Q3 Actual Apr-Dec	Q3 Target Apr-Dec	Target 2017-18	On/Off target	Same period last year	Better than last year?
<i>Increase supply of and access to suitable affordable homes</i>	H1	Number of affordable new council and housing association homes built	Q	57	167	184	Off	94	No
	H2	Number of severely overcrowded households that have been assisted to relieve their overcrowding	Q	81	72	108	Off	46	Yes
	H3	Number of under-occupied households that have downsized	Q	100	108	163	Off	118	No
<i>Ensure effective management of council housing stock</i>	H4	Percentage of LBI repairs fixed first time	M	85.5%	85%	85%	On	84.8%	Yes
	H5	a) Major works open over three months as a % of Partners' total completed major works repairs	Q	14%	11%	11%	Off	12.5%	No
		b) Satisfaction rate with repairs undertaken by Partners	M	96.8%	95%	95%	N/A	N/A	N/A
	H7	a) Rent arrears as a proportion of the rent roll - LBI	M	2.2%	2.0%	2.0%	Off	2.0%	No
b) Rent arrears as a proportion of the rent roll - Partners *		M	2.7%	N/A	N/A	N/A	2.2%	No	
<i>Reduce homelessness</i>	H8	Number of households accepted as homeless	M	167	267	400	On	267	Yes
	H9	Number of households in nightly-booked temporary accommodation	M	329	350	350	On	417	Yes

*contractual target = 97% collection rate

Increase supply of / access to affordable housing

- 4.2 The borough aims to provide 184 affordable homes in 2017/18. This is an increase on the previous target. The target could have been higher. However, as a result of scheme slippage, a few schemes will now complete in 2018/19.
- 4.3 The schemes at Ivy Hall and Blenheim Court and Moorfields School site completed in Q2 of 2017/18. Bramber House was due to complete in September 2017 however there were further delays with Thames water failing to make main water connections. Any lessons learnt are incorporated into the New Build Teams processes, for example, by updating the Employer Requirements or New Build Checklist.
- 4.4 It should be noted that the majority of the borough's affordable housing development is undertaken by housing associations and private developers, and as such, the council has limited influence over timescales for delivery. Risk of delay increases for schemes in their early stages so while schemes due to complete in a financial year are delayed into the following financial year, future schemes are also slipping back so the expectation should not necessarily be that the following year will see larger number of homes delivered.
- 4.5 However, the council is still on course to meet its corporate targets for affordable homes delivery and the council new build programme has eight schemes completing in 2017/18. The target for overcrowding has been achieved and this has been assisted by the provision of new build accommodation. As new build is made available, priority is given to under-occupiers, who are often in larger units. This then allows those units to be allocated to overcrowded households. For example, when Lion Court was completed, the majority of allocations were made to under-occupiers, which released their accommodation for overcrowded households. The under-occupation target hasn't been achieved, largely because the expectations of under-occupiers leaving a spacious home can be beyond the smaller accommodation that's available.

The number of under occupying households who have been assisted to move to smaller accommodation is behind target with 100 moves against a target of 108 moves. Despite the ambitions new build programme available void properties continue on a downward trend which means fewer properties are available for under occupying households to move into. Work will take place in 2018 to look at support on behavioural change to encourage more under occupiers to move to maximise uptake of the properties which are available.

Effective management of council housing stock

- 4.6 The volume of major works over three months old as a % of Partners total major repairs has increased from last year's figure of 12.5% but is still slightly short of target. Note that these are small numbers so small fluctuations have a larger impact on the performance result.
- 4.7 There are 27 major repairs over 3 months, the current status of which is identified as: 10 of the 27 works are now underway whilst 13 of the 27 are still delayed as a result of legal processes associated with leaseholders who can scrutinise proposed works under the section 20 process, planning requirements and Party Wall protocols, which need to be completed with neighbouring properties. The remaining repairs are delayed due to operational issues such as problems arranging access to the property and difficulty accessing required materials.
- 4.8 Satisfaction levels continue to be high for Partners' day to day repairs.
- 4.9 First time fix repairs have exceeded the target of 85% with an outturn of 85.5% achieved.
- 4.10 The main reason for the first time fix improvement is in relation to our focus on identifying reasons behind first time fix fails, such as van stock. The first time fix measures from OneServe (our new IT system) appear to show this improvement is being maintained, however it is too early to state categorically whether this is the case.

- 4.11 Rent arrears for LBI are at 2.2% against the rent roll, which has not achieved the target. PFI arrears are at 2.7%. Their collection rate is 98.6% which is better than the contractual target of 97%.

Reduce homelessness

- 4.12 The number of households accepted as homeless are within target for April to November. This is due to successful work in preventing and delaying homelessness in preparation for the implementation of the Homelessness Reduction Act in April 2018.
- 4.13 The main reasons for homelessness in Islington continue to be the loss of private sector accommodation, being asked to leave accommodation by family or friends or leaving accommodation due to domestic abuse.
- 4.14 Our target for reduction in the numbers of households in nightly booked TA is 350. The target for the full financial year is to keep the number of households in nightly booked TA below 350. The target has been met in with a performance of 339 demonstrating continuous improvement against the year-end figure of 374 and an improvement on the same period last year (429). The reasons for this successful reduction are down to implementation of our TA reduction strategy, which includes increased move on to permanent accommodation, and a more rigorous approach at the front end, to minimise TA bookings and homeless acceptances. This puts our number of households in Temporary Accommodation at its lowest since September 1998.

Appendices: None

Background papers: None

Final Report Clearance:



Signed by

7 March 2018

Corporate Director of Housing and Adult Social Services Date

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Housing Performance

March 2018

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Diarmaid Ward

Executive Member for Housing and Development

Fire safety

- ACM3 cladding removed from (two end elevations of) Braithwaite House July 2017
- Cladding replacement expected by end of October 2018 (currently on site with CIP work)
- FRAs for all 6+ storey blocks on website by end of 2017
- Dry riser main to Michael Cliffe House converted to wet riser August 2017
- New wet riser installation at Peregrine House due to be completed October 2017
- Compartmentation checks on voids to provide assurance
- Contract for installation of interlinked detection and alarms in street properties and some older-style mansion blocks due at 27 April Exec

Capital programme delivery

- On track to invest £29m in 2017/18
- Work continuing on Andover (£10m programme) and Girdlestone (£12m programme) – dampness remediation
- Solid wall insulation programme paused in wake of Grenfell tragedy
In process of reprocurring capital works contracts for coming period (four to ten years)
- Planning for investment needs in over 6,000 street property units due to be returned from PFI2 in 2022.

Repairs and gas

- Implementation of Oneserve IT system in July 2017 to improve scheduling of work.
 - Phase 2 of IT implementation has started, ongoing til November 2018.
- Overall satisfaction for service 89.9% (YTD at January).
First time fix 85.2% (YTD at January).
- Gas compliance continues to be challenging due to a market-wide shortage of skilled gas engineers with contractors and councils competing to attract the most capable. Current figure is 99.81%.

Homes and Communities(1)

Restructure

- Housing Operations Service has a new name 'Homes and Communities'. In many ways it is business as usual. We will be providing the same core landlord services to residents, but we want to provide a broader offer to residents which aligns with the council's priorities: a safe home where you can thrive and live well.

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As Homes and Communities we intend to do even more to capitalise on the extensive reach we have to make a difference to residents' health and wellbeing; sense of belonging; financial security and also their safety. This is in line with the council's shift towards early intervention, prevention and resilience. The change also reflects the new opportunities opened up to us when the Voluntary and Community Sector team joined us last in April.

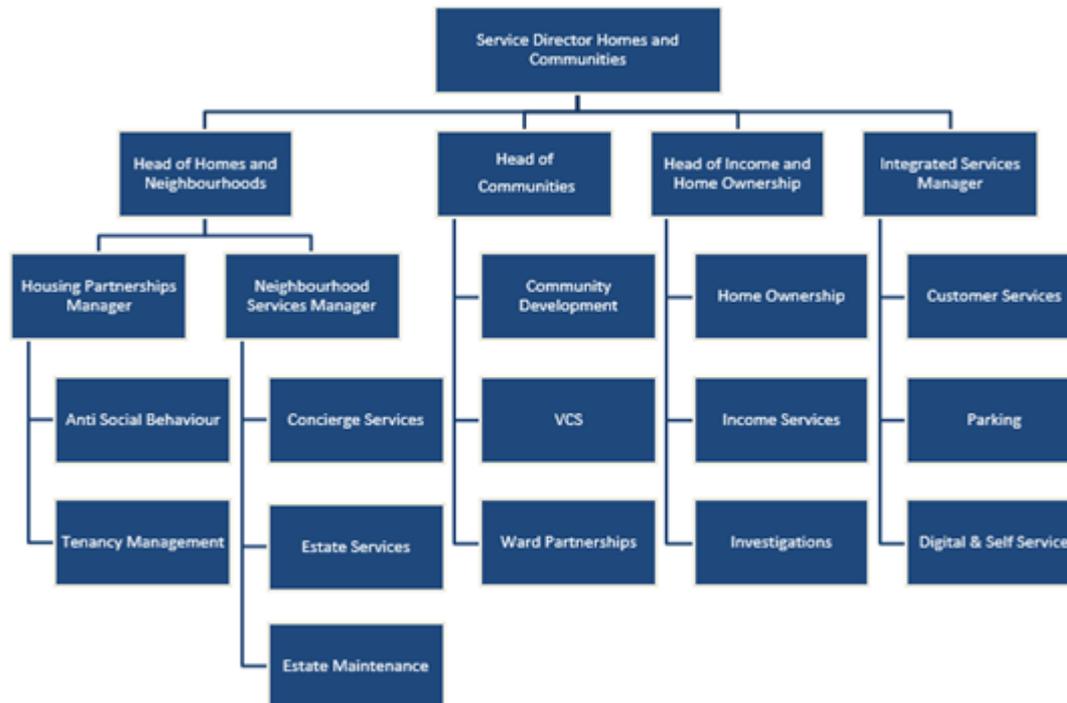
Homes and Communities(2)

Restructure

- Jo Murphy (Service Director of Homes and Communities Ext 4067) has reorganised the service into four areas:
 - Homes and Neighbourhood (led by Jon Farrant (ext 5370) and supported by Neighbourhood Services Manager, Billy Wells (ext 5314) and Housing Partnerships Manager, Abi Onaboye on (ext 7711)
 - Communities (led by John Muir, ext 3264)
 - Income and Home Ownership (Head tbc) and
 - Integrated Services (led by Dan Tomey ext 5015).

Homes and Communities(3)

Restructure



* Special Projects and Voids to move to Property Services early 2018

Homes and Communities(4)

Universal Credit

- Universal credit (UC) for new single claimants commenced in Islington on 7.11.15.
- There are currently 304 tenants in receipt of UC for properties managed directly by Islington for General Needs properties and 55 for properties managed by Partners, which is a total of 359.

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Of these tenants at 26/01/2018 as shown in table below, 286 are in arrears totalling £346,848.88 and 73 are in credit or £0.00 balance totalling £20,017.23. The current average debt for the UC claimants is £966.15 compared with the average debt for tenants of £159.18 (September 17 UC claimants figure £879.55).

IR Team	No in credit or zero bal	Credit Amount	No in arrears	Arrears amount
Holland Walk	18	£6,262.03	56	£52,951.12
Partners	12	£2,296.44	43	£63,858.77
St Johns	20	£3,744.79	58	£78,657.61
Upper St 1	11	£4,036.56	67	£73,665.43
Upper St 2	4	£957.57	26	£32,207.83
Upper St 3	7	£2,576.42	36	£45,508.12
Totals	73	£20,017.23	286	£346,848.88

Homes and Communities(5)

Universal Credit

- Applications for direct payment known as APA's are being made when the account is in arrears of 8 weeks, which is in line with the UC guidelines. There are currently 98 cases where this is in place and the current rent and in some cases an additional amount off the arrears is being paid to us directly as the Landlord.

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Roll out to full service for all households will commence on 20th June 2018 in Islington. Regular bi- monthly meetings are now being held with the DWP to prepare for this change. The following issues have been raised and are being investigated by the DWP: -

- APA payments are being made without our payment reference and therefore payments are going into suspense account.
- Non receipt of documents from DWP to advise of payment of UC or APA or termination of these.
- Annual rent increase/decrease and responsibility of claimant to provide this information rather than the Local Authority providing this via a spreadsheet.
- APA monthly payments of differing amounts

Homes and Communities(6)

Voids

- The voids performance has decreased due to an issue with one of the contractors in the south of the borough. There was an issue with their supply chain and on site supervision, which has led to delays in returning voids. They have now employed additional site supervision and a new supply chain, which are also used by another contractor. The Islington Voids Supervisor has been working closely with this contractor and can confirm significant improvement, with 100% returned on time in the recent performance checks carried out by the compliance team.
- The contractor concerned is new to the voids service and started working with us in July – the mobilisation period has been difficult but their director has given reassurances that they will also provide additional resources to the contract to improve turnaround times going forward. We are confident that the contractor will be able to reliably meet future service standards.

Homes and Communities(7)

Housing Investigations

- Housing Investigations have been trialling a new way of clamping down on tenancy fraud. A block was selected to pilot a new initiative which involved replacing fob keys for all the residents of the block. The initiative promotes increased security to the block but also an opportunity to undertake tenancy checks.

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The team held drop in sessions on site to inform residents, to provide special arrangements for vulnerable residents and writing to all properties. Residents can claim their new fobs by providing proof of ID and residence. Over 50% of residents have claimed their new fobs within the first session, with further drop in sessions planned.

- The aim is that we will identify those properties who do not collect their fobs, potentially pointing to tenancy fraud, non-occupation or an unknown vulnerability. If this is successful we intend to carry out similar initiatives elsewhere. .

Housing Needs

Homelessness and temporary accommodation

- Homeless acceptances reducing due to increased work on prevention of homelessness in preparation for the Homelessness Reduction Act 2017 which commences in April 2018.

Projecting to accept 220 households in 2017/18 compared with 372 in 2016/17.

- 426 households were prevented from being homeless from April-December 2017 compared with 367 in 2016/17.
- The number of households in temporary accommodation has reduced to 737 in January 2017 from 799 in April 2017 and 928 in April 2016.
- Islington leading the Trailblazer project for the six boroughs in the sub-region trying out innovative ways of preventing homelessness such as working with JCP.

Housing Needs

Partners

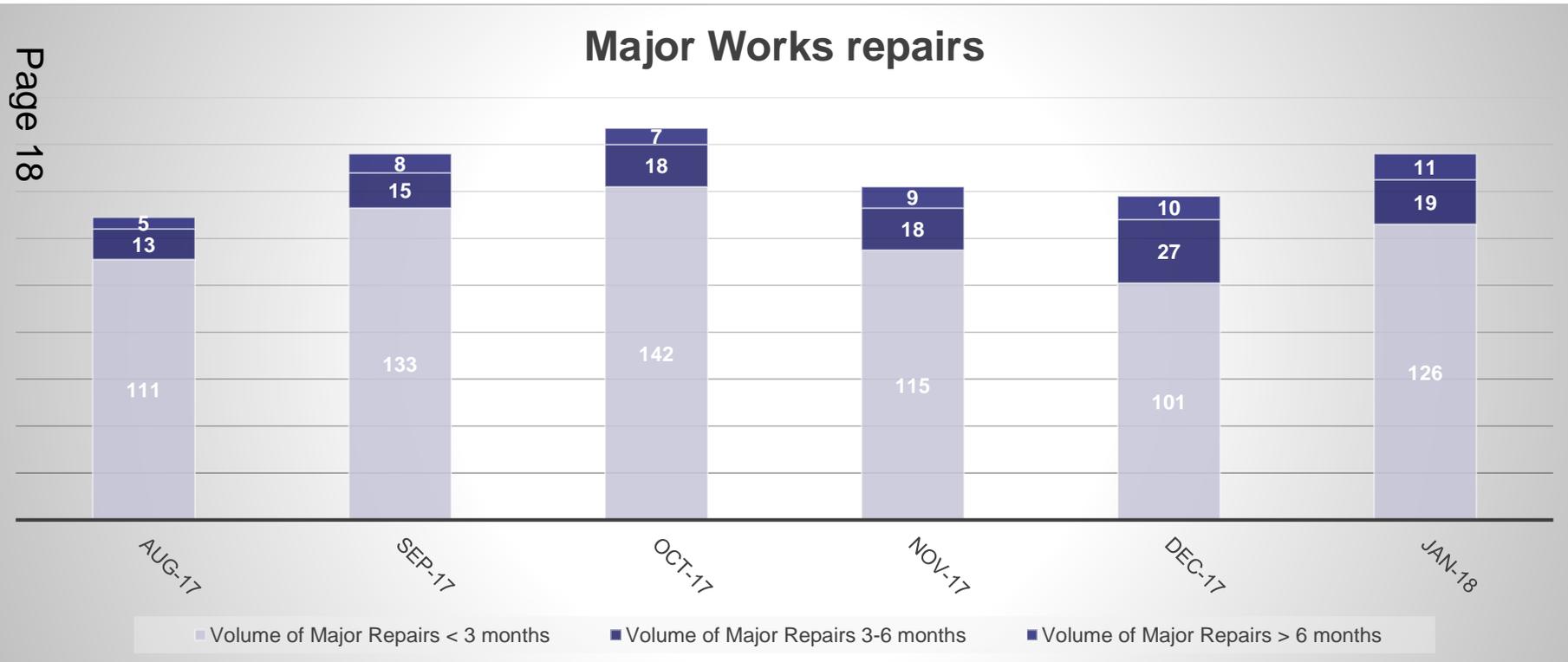
- Contractual KPI's are generally met and exceeded, including customer feedback on repairs. A small survey commissioned by the clienting team to test the collection of satisfaction data showed high levels of satisfaction.
- Detailed PI's required by council enables rigorous scrutiny of service delivery and complaints levels
- Complaints levels have slightly increased and Partners are analysing emerging themes in order to identify any learning points or need for service improvements.
- Partners have established an action plan in response to feedback from Members through a survey jointly between them and the clienting team aimed at addressing on-going concerns from Members.

Housing Needs

Partners

The average number of major works in progress per month has been reducing year on year, a six month snap shots show an average of 203 jobs in 2015/16, reducing to 184 in 2016/17 and 148 in 2017/18.

The proportion of jobs taking over three months has not significantly fallen but the average number of (over a 6 month snap shot) has reduced from 30.3, to 28.5 to 26.7 – meaning fewer residents waiting. Delays on these jobs are often as a result of legal or planning processes that cause delay



Housing Needs

NRPF

- Current caseload is one case higher than in Q2 16/17 when we had 51 supported households due to good case management.
The referral rates are significantly higher during Q2 17/18 than in the same period last year. Referrals of Single Adult with Care Needs cases increased twofold to 8 cases in Q2 2017/18.
- Syrian Refugees; contract awarded to Refugee Action for support. About to launch a communications drive asking local residents to let properties to the council to use for these families.

Housing Needs

The Housing Register and lettings.

- There are now over 18,000 applications on the housing register.
9,239 require a one bedroom property.
9,503 have points to be able to bid – are in housing need .
- Severely overcrowded households - lacking two or more bedrooms - on the list reduced by 13 by 100 between April 2016 and April 2017.
- The number of severely overcrowded households who have moved in 2017/18 to date is 111 compared with 79 in 2015/16.

Housing Needs

The Housing Register and lettings.

- Under occupation moves have decreased from 179 in 2016/17 to 113 from April to January 2017/18.
The impact of the recent new build schemes may mean that this figure increases by the end of the year.
- Local lettings in a number of council and housing association new build schemes including Kings Square and Goodinge Health centre.

Housing Needs

Properties let by bedsize

Council and housing association lettings; the impact of the recent new build schemes is not yet showing in the figure for 2017/18.

Year	Studio	1 bed	2 bed	3 bed	4 bed	5+bed	Total
2014/15	59	540	389	173	39	4	1204
2015/16	52	486	346	173	21	10	1088
2016/17	39	424	355	203	37	17	1075
2017/18 est	46	478	300	159	25	3	1011

Housing Needs

New Build

- The councils new build programme completed 7 schemes this year delivering 132 new genuinely affordable homes for social rent as well as a new library and state of the art community centre.
Schemes delivering over 170 new homes for social rent are currently on site with a further 10 sites with planning permission due to start on site in the next financial year.



Review of social landlords in the borough

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Karen Lucas

Service Director, Housing Needs and Strategy

13 March 2018

Agenda Item 2

Overview

- National context
- Relationships at a local level
- Housing Associations in Islington as landlords and developers
- How we work with and influence HAs in Islington
- What we could do to improve this?

Housing Associations Nationally

Housing Associations are regulated by Homes England to:

- Protect social housing assets and ensure HAs are financial and organisationally viable
- Support the supply of social housing and maintain confidence of investors
- Protecting tenants [weak area of regulation] and ensuring value for money

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Some de-regulation of the sector – as part of moving borrowing outside of the public sector borrowing – concerns have been expressed about the reduction in control

HAs overseen by the Housing Ombudsman, as are local authority landlords

Many mergers in the sector in recent years, encouraged by the government, who want to see a strong developing sector and think there are too many organisations.



The relationship between Housing Associations and Local Authorities

- Most HAs are national and work across regions, therefore it can be challenging them to maintain relationships with all local authorities
- HAs naturally concentrate on relationships where they have larger amounts of stock
- Interactions around planning and development, housing nominations and registers, housing management (where located on the same estate), housing standards (where this is a problem), social care (especially where they are support providers too), wider issues such as community safety, safeguarding, waste management etc.

Housing Associations in Islington

As landlords

- We currently have 32 housing associations operating in Islington
- They own and manage just over 16,500 properties.
- They range from large national organisations like Hyde (50,000 homes), Peabody [now including Family Mosaic] (55,000 homes), Clarion (125,000 homes) to small local organisations Islington and Shoreditch [ISHA] (2,200 homes) and Barnsbury (225 homes).

Housing Associations in Islington

As Housing Developers [1]

- Page 30
- Housing Associations (mainly working with developers) still deliver the majority of new social housing in the borough, delivering an estimated total of 360 properties in the last 3 years (2015/16 – 2017/18).
 - S106 sites still deliver the majority of social housing in Islington, so Housing Associations often have little control over the percentage of affordable homes unless it is their own site.
 - There are fewer developing Housing Associations in the borough because of mergers and high land values. High prices for S106s and acquisitions have led some RPs to deciding against targeting Islington.

Housing Associations in Islington

As Housing Developers [2]

- Developing HAs commitment to borough priorities can vary greatly (i.e. some are market/sale led, others more committed to genuinely affordable housing, others lay somewhere in between).
- Sites previously disposed of to HAs are developed through the council's new build programme. This has reduced our influence over developing associations.
- There is a greater pressure on housing associations from Government and the GLA to 'sweat' their assets and develop more homes. Coupled with their reliance on private sales may make them financially less robust.

How we work with Housing Associations in Islington

- Islington Housing Group – chaired by the CE of ISHA
- 8 largest and 2 local housing associations in the borough
- Working with the council on wider issues than housing such as safeguarding, waste management, anti-social behaviour.
- Group keen to work more strategically and set clear direction for the next year.
- Housing development sub-group for developing housing associations in Islington
- Council's Enabling Team works with HAs and Planning to resolve issues holding up or preventing development and monitors HA development in the borough.

How we influence Housing Associations in Islington

As Landlords

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- Islington Housing Group
- Housing Scrutiny invitations
 - Council's democratic process
 - Meetings at a senior level
 - Members enquiries and complaints
 - Housing standards enforcement

How we influence Housing Associations in Islington

As Developers

- Through the planning process
- Active HAs required to sign up to the boroughs Nominations Agreement which sets out how new social homes will be allocated.
- The council has offered receipts from RTB sales to HAs to increase their affordable offer on sites (there has been no take up as yet).
- Organise a forum of developing HAs to share good practice and promote the boroughs development priorities.



How can we improve our work with Housing Associations?

- It can be challenging if they do not want to work closely with us or where development opportunity is limited.
- Our priorities may not align with theirs or with the governments – affordable housing vs. genuinely affordable housing – we lay down our priorities through our planning system
- As landlords there is very light touch regulation around resident experience, the greater emphasis being on financial viability and governance
- The more stock HAs have in the borough the more incentive for them to work closely with us and this is where we invest most.

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