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**AGENDA FOR THE HOUSING SCRUTINY COMMITTEE**

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Members of the Housing Scrutiny Committee are summoned to Committee Room 4, Town Hall, Upper Street, N1 2UD on **17 October 2016 at 7.30 pm.**

**Stephen Gerrard**  
**Director of Law and Governance**

Enquiries to : Jonathan Moore  
Tel : 020 7527 3308  
E-mail : [democracy@islington.gov.uk](mailto:democracy@islington.gov.uk)  
Despatched : 5 October 2016

Membership

Councillor Michael O'Sullivan (Chair)  
Councillor Marian Spall (Vice-Chair)  
Councillor Gary Doolan  
Councillor Aysegul Erdogan  
Councillor Osh Gantly  
Councillor Mouna Hamitouche MBE  
Councillor Una O'Halloran  
Councillor Angela Picknell  
Rose Marie McDonald (PFI Managed Tenants Observer)  
Jim Rooke (Directly Managed Tenants Observer)

Substitute Members

Councillor Gary Heather  
Councillor Olly Parker  
Councillor Alice Perry  
Councillor Raphael Andrews  
Councillor Alex Diner  
Councillor Satnam Gill OBE  
Councillor Dave Poyser

**Quorum: is 4 Councillors**



## A. Formal Matters

Page

1. Apologies for Absence
2. Declaration of Substitute Members
3. Declarations of Interests

If you have a **Disclosable Pecuniary Interest\*** in an item of business:

- if it is not yet on the council's register, you **must** declare both the existence and details of it at the start of the meeting or when it becomes apparent;
- you may **choose** to declare a Disclosable Pecuniary Interest that is already in the register in the interests of openness and transparency.

In both the above cases, you **must** leave the room without participating in discussion of the item.

If you have a **personal** interest in an item of business **and** you intend to speak or vote on the item you **must** declare both the existence and details of it at the start of the meeting or when it becomes apparent but you **may** participate in the discussion and vote on the item.

**\*(a) Employment, etc** - Any employment, office, trade, profession or vocation carried on for profit or gain.

**(b) Sponsorship** - Any payment or other financial benefit in respect of your expenses in carrying out duties as a member, or of your election; including from a trade union.

**(c) Contracts** - Any current contract for goods, services or works, between you or your partner (or a body in which one of you has a beneficial interest) and the council.

**(d) Land** - Any beneficial interest in land which is within the council's area.

**(e) Licences**- Any licence to occupy land in the council's area for a month or longer.

**(f) Corporate tenancies** - Any tenancy between the council and a body in which you or your partner have a beneficial interest.

**(g) Securities** - Any beneficial interest in securities of a body which has a place of business or land in the council's area, if the total nominal value of the securities exceeds £25,000 or one hundredth of the total issued share capital of that body or of any one class of its issued share capital.

This applies to **all** members present at the meeting.

4. Minutes of Previous Meeting
5. Chair's Report
6. Order of Business
7. Public Questions

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<b>B.</b>	<b>Items for Decision/Discussion</b>	<b>Page</b>
1.	RSL Scrutiny	7 - 8
2.	Housing Services for Vulnerable People: Witness Evidence	9 - 30
3.	Quarter 1 Performance Report	31 - 36
4.	Scaffolding and Work Platforms Scrutiny Review - 12 month update	37 - 42

**C. Urgent non-exempt items (if any)**

Any non- exempt items which the Chair agrees should be considered urgent by reason of special circumstances. The reasons for urgency will be agreed by the Chair and recorded in the minutes.

**D. Exclusion of press and public**

To consider whether, in view of the nature of the remaining items on the agenda, any of them are likely to involve the disclosure of exempt or confidential information within the terms of the Access to Information Procedure Rules in the Constitution and, if so, whether to exclude the press and public during discussion thereof.

**E. Confidential/exempt items**

**F. Urgent exempt items (if any)**

Any exempt items which the Chair agrees should be considered urgently by reason of special circumstances. The reasons for urgency will be agreed by the Chair and recorded in the minutes.

The next meeting of the Housing Scrutiny Committee will be on 1 December 2016

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# Agenda Item 4

London Borough of Islington

## Housing Scrutiny Committee - 6 September 2016

Minutes of the meeting of the Housing Scrutiny Committee held at Committee Room 5, Town Hall, Upper Street, N1 2UD on 6 September 2016 at 7.30 pm.

**Present:**           **Councillors:**           O'Sullivan (Chair), Andrews (in part), Erdogan, Gantly, Hamitouche, Heather, O'Halloran and Picknell.

**Co-opted members:**   Rose-Marie McDonald and Jim Rooke.

**Also present:**   **Councillor:**           D Ward

### Councillor Michael O'Sullivan in the Chair

#### **207        APOLOGIES FOR ABSENCE (Item A1)**

Apologies for absence were received from Councillors Gary Doolan and Marian Spall.

Councillor Raphael Andrews submitted apologies for lateness.

#### **208        DECLARATION OF SUBSTITUTE MEMBERS (Item A2)**

Councillor Gary Heather for Councillor Marian Spall.

Councillor Raphael Andrews for Councillor Gary Doolan.

#### **209        DECLARATIONS OF INTERESTS (Item A3)**

None.

#### **210        MINUTES OF PREVIOUS MEETING (Item A4)**

##### **RESOLVED:**

That the minutes of the meeting held on 11 July 2016 be confirmed as a correct record and the Chair be authorised to sign them.

#### **211        CHAIR'S REPORT (Item A5)**

None.

#### **212        ORDER OF BUSINESS (Item A6)**

No changes were proposed to the order of business.

213 **PUBLIC QUESTIONS (Item A7)**

None.

214 **HOUSING SERVICES FOR VULNERABLE PEOPLE: SID AND WITNESS EVIDENCE (Item B1)**

(a) Agreement of SID following the comments of the Disability Housing Panel

The Committee considered the comments of the Disability Housing Panel and the proposed changes to the scrutiny initiation document.

The proposed changes were agreed, subject to an amendment to widen the scope of the assessment of housing advocacy services for vulnerable people. It was agreed that the Committee should consider the housing advocacy services available to all vulnerable residents, not only council tenants. It was suggested that further information on this matter could be considered as written evidence. It was also noted that advocacy services and the way in which organisations communicate with vulnerable people at risk of losing their home could be raised with housing associations under the regular RSL scrutiny item.

It was agreed that references to 'bed blocking' in the appendix be amended to 'delayed discharge'.

**RESOLVED:**

- (i) That the comments of the Disability Housing Panel be noted.
- (ii) That the SID be agreed as set out in the paper submitted, subject to amending the final bullet point under section 2 of the scope to read 'Advocacy services available for vulnerable *people* at risk of losing their home'.
- (iii) That references to 'bed blocking' in the appendix be amended to 'delayed discharge'.

(b) Witness Evidence Plan

It was agreed that a wide range of service users should be invited to give evidence to the Committee. It was also suggested that a visit to service users would be useful.

The Committee requested that written evidence be provided in advance of meetings where possible.

**RESOLVED:**

That the Witness Evidence Plan be agreed, subject to the following amendments:

- An open invitation to service users to attend a future meeting to give evidence;
- A visit to service users be arranged.

(c) Context of the review

Paul Byer, Service Development Manager, presented the SID appendix to the Committee, which detailed the council's additional support services for vulnerable people.

## Housing Scrutiny Committee - 6 September 2016

The following main points were noted in the discussion:

- The annual programme of visits to vulnerable tenants evaluated a range of factors, including the condition on their home, if any repairs or adaptations were required, if benefits advice was needed, and if a smoke alarm was fitted. Although it was not possible to visit every vulnerable tenant annually, it was advised that 400 vulnerable tenants were visited every year. Officers ensured that different residents were visited each year, however it was not possible to advise of the maximum waiting time for a home visit. The Committee queried the effectiveness of the visits and the proportion of tenants aged over 75 visited each year.
- Floating support services were available for vulnerable people with more complex needs, such as drug and alcohol dependencies, or those at risk of losing their tenancy.
- The handyman scheme was available to all borough residents, including those living in housing association properties. Works were carried out by caretakers and staff were trained to identify vulnerabilities.
- It was confirmed that all residents could be referred to the fire service for a home safety visit.
- The assisted decoration and discretionary repairs services were only available to council tenants. It was advised that housing associations may have their own similar discretionary services.
- Although officers had previously reviewed the effectiveness of the home adaptations service, it was advised that adaptations were not routinely reviewed for effectiveness and customer satisfaction. The Committee commented on the possible financial exploitation of vulnerable people and the need to ensure that residents have confidence in the council's contractors.
- It was queried how vulnerable residents knew about the range of services available to them. In response, it was advised that residents were referred to services and information was available on the council's website. The service had minimised the number of leaflets produced as these were not thought to be effective.

The Committee thanked Paul Byer for his attendance.

### (d) Evidence from Adult Social Services

Claudia Thompson, Assistant Director of Adults Integrated Care Services, made a presentation to the Committee on the social care needs of residents and the joint work between Housing and Adult Social Services.

The following main points were noted in the discussion:

- The Care Act 2014 had been the biggest change to the social care framework for 60 years, introducing new duties and consolidating existing legislative requirements. The Act required social services to work closely with its health partners and introduced a vision for 'wellbeing' which was not previously outlined in legislation.
- The framework introduced by the Care Act was more outcome focused and placed a greater emphasis on personal choice in the care received.
- It was noted that Islington took a 'strength based approach' in which the council assessed what vulnerable people could do independently and then worked to support vulnerable people in the areas they struggled with.
- Joint commissioning took place with Public Health and Islington Clinical Commissioning Group to ensure a coordinated approach.

Councillor Andrews entered the meeting.

- Following a question, it was advised that residents could find out about the council's adult social care services through the website or by contacting the council. The service also targeted promotion to specific groups, such as carers. The take-up of all services was monitored.
- It was noted that the council's supported accommodation services were often based outside of the borough. All services were regularly reviewed to ensure that they met residents' needs. The service sought to move those in supported accommodation closer to the borough when possible.
- A member highlighted recent casework involving vulnerable tenants and their entitlement to social housing. Officers advised that housing entitlement would depend on the particulars of the case and offered to take this up outside of the meeting.

The Committee thanked Claudia Thompson for her attendance.

**215 ESTATE SERVICES MANAGEMENT SCRUTINY REVIEW: 12 MONTH UPDATE (Item B2)**

David Salenius, Principal Housing Manager – Estate Services, presented the report which set out progress against the Committee's recommendations.

The following main points were noted in the discussion:

- Since the scrutiny review the service had focused on maximising income, including through the refurbishment of garages. It was noted that the letting of garages at Maryland Walk on a commercial basis would generate income of up to £45,000 in 2017/18. The refurbishment of garages for general use was expected to generate up to £72,000 per annum.
- Officers had investigated the potential of offering caretaking and other services to external organisations on a commercial basis. It was advised that the council's service had a higher cost compared to commercial competitors and further market testing was required.
- Work was underway to improve caretaking facilities which did not meet minimum health and safety standards.
- Following a question, it was advised that there had been recent problems with the use of leaf blowers due to concerns about the transportation and storage of petrol. Officers were working to resolve this issue and had investigated the procurement of electric leaf blowers, however it was concluded that these were not as effective and the purchase would represent a capital loss.
- A member highlighted problems with lumber dumping on the Andover and Six Acres estates, suggesting that the current waste arrangements were not satisfactory. Officers advised that the protocol was for caretakers to move dumped lumber to specific collection points and for the lumber to be removed within 24 hours. Work to resolve performance issues was ongoing.
- Following a query, it was advised that a few hundred garages could not be let as they either required repairs, needed to be cleared, or were earmarked for future residential development. Officers commented that it was difficult to significantly increase the refurbishment programme within existing resources.
- It was noted that there was greater demand for garage space in the south of the borough that resulted in a waiting list for garage space.

## **Housing Scrutiny Committee - 6 September 2016**

- The Committee commented on the benefits of communal gardening, which included increasing community cohesion and improving the attractiveness of estates. It was suggested that further work was required to advertise such opportunities.
- The Committee considered the cost of garage rent. It was suggested that the cost of rent was beyond the means of some residents, however it was noted that the cost was cheaper than commercial alternatives.

The Committee thanked David Salenius for his attendance and for the progress made in implementing the recommendations.

### **RESOLVED:**

That the progress made in implementing the recommendations be noted.

The meeting ended at 9.25 pm

**CHAIR**

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## Areas of enquiry for registered provider sessions at Housing Scrutiny Committee meetings

The Housing Scrutiny Committee has a rolling programme of inviting registered providers with a significant presence as landlords in the borough to present to the Committee on their overall performance.

Set out below is a list of areas of enquiry, which is sent to attendees in advance to assist in tailoring their presentation to the particular interests of the Committee. The current list was agreed in July 2016.

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### **Overarching:**

- What's going well for your work in Islington?
- What are your areas of concern? How can you work more closely with Islington Council on those?

### **Specific:**

- **Resident satisfaction** – Tell us about your resident satisfaction figures; have they changed over recent times, and how does that compare with similar RPs? How do you measure resident satisfaction, and how is the data collected?
- **Performance** – Tell us about your performance in repairs; rent collection; voids and relets; gas safety; and managing antisocial behaviour. How does it compare with other RPs? Are there areas you need to improve?
- **Voids and relets** – Islington has seen a drop in Housing Association available lets coming through our nominations process compared to the Council's own. What are your thoughts on this and how could we work with you to increase available properties again?
- **Rents** – What is your approach to affordable rents – i.e. up to 80% of market rent? Islington Council policy is to let all properties at target rent, and we are keen to encourage partners to do the same in our borough.
- **Tenancies** – The Council's policy is to provide life time tenancies and we encourage partners to take the same approach. What is your approach generally and do you provide any fixed term tenancies in Islington?
- **Finances and wages** – What annual surplus did your organisation generate in the last financial year? How does this compare to the sector average? Do you have policies on the London Living Wage and the ratio between the highest and lowest paid staff?

- **Maintaining assets and developing homes** – How do you invest in your stock in our borough? Have you sold any properties in Islington, and if so where did that investment go? What are your priorities for investment? Are you planning to build or acquire any new homes at target rent in the borough?
- **Housing and Planning Act and Welfare Reform changes** – What impact will the new legislation and government policies have on your organisation? What are you doing to support tenants affected by welfare reform and how can the Council work more closely with you to support tenants? Have you had any interest in the new Right to Buy? Since the introduction of Welfare Reform have you had an increase in rent arrears, and has this led to an increase in evictions? Have you implemented the government's 'Pay to Stay' ('Tenant Tax') policy? What effect has this had?
- **Vulnerable People** – Do you provide sheltered housing for vulnerable people? Do your vulnerable tenants receive any enhanced services? Do you have agreed protocols for engaging with vulnerable tenants? Do you work with local authorities to ensure your vulnerable tenants are receiving comprehensive support?

# Agenda Item 2

## Housing Scrutiny Committee 2016/17

### Housing Services for Vulnerable People – Witness Evidence Plan

Overall aim: To review the effectiveness of the housing services the council provides to vulnerable people.

6 September 2016		
Who / What	Organisation / Purpose	Other key information
Paul Byer, Service Development Manager	To provide an introduction to the support services offered by the Housing service to vulnerable residents, and other contextual information.	To meet SID objectives: <ul style="list-style-type: none"> <li>To identify and assess the housing options and additional housing services available to vulnerable people</li> </ul>
Claudia Thompson, Assistant Director, Adults Integrated Community Services	Adult Social Services – To provide an overview of the social care context in Islington and to describe the additional needs and challenges faced by vulnerable residents.	To be supported by written information compiled by Tessa Cole, Improvement and Efficiency Programme Manager, and Michele Chew, Head of Quality and Performance.  To meet SID objectives: <ul style="list-style-type: none"> <li>To review the extent of joint working with adult social care and others.</li> </ul>

17 October 2016		
Who / What	Organisation / Purpose	Other key information
Jon Farrant, Head of Tenancy and Estate Services	Housing Operations – on the work undertaken by the service on supporting vulnerable people, including referrals to advocacy organisations and Social Services.	To meet SID objectives: <ul style="list-style-type: none"> <li>To identify and assess the housing options and additional housing services available to vulnerable people</li> <li>To assess how vulnerable people and their particular needs are identified by housing services</li> <li>To evaluate how the council's housing services communicate and engage with vulnerable people</li> <li>To review the extent of joint working with adult social care and others</li> </ul>
Cora Nicholls, Housing Options Manager	Housing Needs and Strategy – on the work undertaken by the service on supporting vulnerable people.	

<b>1 December 2016</b>		
<b>Who / What</b>	<b>Organisation / Purpose</b>	<b>Other key information</b>
Glenn McCorkindale, Property Services Programme Manager	Property Services – on the work undertaken by the service on supporting vulnerable people.	To meet SID objectives: <ul style="list-style-type: none"> <li>• To identify and assess the housing options and additional housing services available to vulnerable people</li> <li>• To assess how vulnerable people and their particular needs are identified by housing services</li> <li>• To evaluate how the council's housing services communicate and engage with vulnerable people</li> <li>• To review the extent of joint working with adult social care and others</li> </ul>
Representative of Notting Hill Housing Association	Notting Hill Housing Association – to review the services for vulnerable people provided by a good practice Housing Association.	To meet SID objectives: <ul style="list-style-type: none"> <li>• To benchmark the council's housing services for vulnerable people against those of other housing providers and to identify best practice</li> </ul>

<b>10 January 2017</b>		
<b>Who / What</b>	<b>Organisation / Purpose</b>	<b>Other key information</b>
Housing Disability Panel representatives	Housing Disability Panel – to provide information from a service user perspective.	To meet SID objectives: <ul style="list-style-type: none"> <li>• To confirm that the council's housing services are accessible to vulnerable people</li> <li>• To evaluate how the council's housing services communicate and engage with vulnerable people</li> </ul>
Carers Hub representatives	Islington Carers Hub – to provide information from a service user perspective.	
Service users	Open invitation for service users to attend and provide evidence.	

**2 February 2017**

Who / What	Organisation / Purpose	Other key information
Representative of another local authority	To benchmark the council's housing services for vulnerable people to that of another local authority.	To meet SID objectives: <ul style="list-style-type: none"><li data-bbox="970 371 1445 539">• To benchmark the council's housing services for vulnerable people against those of other housing providers and to identify best practice</li></ul>
Partners representative	Partners for Improvement in Islington – on the additional services offered to vulnerable Partners tenants.	

**Scrutiny visits:**

Visit to service users – to be arranged

**Key dates:**

2 February 2017: Concluding Discussion

28 March 2017: Draft Recommendations

16 May 2017: Final Report

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# Housing Needs Overview

Cora Nicholls & Victoria Manser  
Housing Options Team

## Supply and Demand

- Currently around 20,000 households on the housing register.
- Of the 20,000 around 9,000 in housing need.
- Around 5,000 council tenants registered for a transfer.
- Around 4600 applicants are overcrowded.
- Approximately 1,200 properties per year available to let.



## How to access services

- You can contact the Housing Options Team on 020 7527 4140 and talk to a Housing Options Officer.
- You can visit our web-site [www.islington.gov.uk/housing](http://www.islington.gov.uk/housing) where you can find lots of housing advice
- If you are able to bid, further housing options and advice are also available on the Home Connections web-site
- The Customer Service Centre has floor walkers and hosts



## Applying for Housing

- Complete the online application form.

<https://beta.islington.gov.uk/housing/finding-a-home/council-housing>



### The housing register

We cannot offer a council home to most people who apply. This situation is unlikely to improve. Last year only 6% of the 20,000 households on the housing list were able to move.

First of all, please make sure that you are eligible to join the housing register by answering a few questions.



## Applying for Housing

- The form has been design to be accessible by both applicants and supporting agencies.
- The form has Google Language Translator and Text increase and decrease functions.



## Applying for Housing

- Form assessed in real time and gives points and bidding details.
- Housing Needs points awarded based on the current situation.
- If over 120 housing needs points you can 'bid' for accommodation via the choice based letting system.
- Highest 8 bidders invited to view the property.



## Working together



- Area Housing Office
- Social Services
- Police/ASB
- ILDP
- Sensory Team
- Age UK



## Housing and Islington Learning Disabilities Partnership (ILDPA)

- The Housing Options Team have a good working relationship with the ILDP Team and discuss cases monthly
- All housing options available are discussed for applicants with an LD need. i.e Supported Housing, Key Ring, LD Quota, Waiting list.
- We have developed a housing options booklet and tenancy agreement in easy read format.
- Successful housing projects. i.e. Leigh Road



## Housing and Social Services

- The Housing Options Team and both Children/Adult social service have a good working relationship.
- All housing options available for applicants are discussed their support workers. i.e mutual exchange, transfer application, private housing.
- Joint working on cases, i.e high needs case,



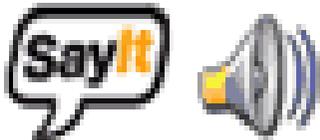
## Choice Based Lettings

- Properties advertised weekly between Thurs and Sunday.
  - Live bidding information
  - Bidding position will refresh
  - Shows what properties could have been ‘won’ in previous weeks.
  - Will show if a property is adapted or a wheelchair/mobility property



## Choice Based Lettings

- Auto bid for people who need additional support.
- The Customer Service Centre have computers and a printer for applicants to use and support from customer service hosts.
- The web-site has FAQs and .....



Home

Login

See All Properties

Housing Options

This week's advert and results

Housing Employment Connections Service

Accessible Housing Register

FAQ

## Islington's Choice Based Letting Scheme

We advertise our available council or housing association properties on the Home Connections website.

On this site you will also find links to further housing options like mutual exchange and shared ownership.



### Home Connection User Guide



[View here](#)



### Retirement Homes To Rent

[www.Anchor.org...](http://www.Anchor.org...)

Find the right property for your retirement. Quality homes to rent.

### Part Exchange Your Home?

### 1 Bedroom Flats to Rent

#### Choice Based Lettings (CBL)

Bid for housing every Thursday to Sunday. You will need 120 points or more to bid.



[Search](#)

#### Private Sector Opportunities (PSO)

To access private sector housing, advice and support.



[Search](#)

#### Options for Tenants

Options and information for council or housing association tenants who would like to move to a different home.



[Search](#)

#### Shared Ownership

Shared ownership is aimed at Islington residents who cannot afford to buy a home on the open market in Islington and want to make their first move into home ownership.



[Search](#)

[Advice and Support in Islington »](#)

[Advice on Benefits »](#)

**wellbid**

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sold for: **\$16**

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Info

Thank you - your bid has been made.

[Home](#)

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Please note the system is only displaying the properties you can bid on. [Include the Properties you Cannot bid on](#)

Property Search

[See Potential Mutual Exchange Properties](#)

Bedrooms

All

Area

Property Type

Search By Advert

Studio  1  2  3  4  5

All

X



Accessible Housing Category

All

Post Code

Search Radius (in miles)

All

Search

You have already bid on this property  
Bid position : 9  
Total bids : 10

Advanced Search

1-3 of 3 Page: < < 1 > >

Place bid

[View all properties on map](#)

Sort by:

Select



House - 13 CARDINALS WAY, HILLSIDE ESTATE, N19 3UZ

HILLRISE



[View Images \(2\)](#)

[View Property on Map](#)

**Bids on property - 9**

[My Bid Position on This Property](#)

Islington Bedrooms/Bedspaces: 3/5

House on an estate over 3 levels, 28 internal steps, 3 external steps, central heating, garden.

Advert No: 211120

AVAILABLE

House - 8 HOLLAND WALK, Elthorne Estate, N19 3XT

HILLRISE



[View Images \(2\)](#)

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See the world's #1 CRM sales app in action

## Supported Accommodation

- Islington Council funds 651 bed spaces in supported accommodation across the borough. These bed spaces are managed by the Supported Accommodation Referrals Team.
- The borough also funds units for its learning disabled residents – these are managed independently via the ILDP team.
- Islington also funds a multi-disciplinary floating support service. Providing support and tenancy sustainment to residents with the main focus of preventing homelessness
- Last financial year the floating support provider assistance to 2079 households across the borough.



## New Homes

- We've built 167 homes, have 236 on site, projected starts this year of 207, and further schemes at feasibility stage.
- Planning policy is to build to Cat 2 / Lifetime Homes equivalent.
- There is a planning requirement to provide 10% wheelchair housing across all tenures.



## National Housing Standard

Lifetime Homes has been replaced by National Housing Standard

- Using a level or gently sloping approach to the home.
- A level threshold gives easy access to everybody.
- WC at ground level
- Bathroom and cloakroom walls should be strong enough to support grab rail and other fixings if these adaptations are required.





ISLINGTON

# Thank you – any questions

Cora Nicholls

[Cora.nicholl@islington.gov.uk](mailto:Cora.nicholl@islington.gov.uk)

Victoria Manser -

[Victoria.manser@islington.gov.uk](mailto:Victoria.manser@islington.gov.uk)

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**Report of: Executive Member for Housing and Development**

Meeting of	Date	Ward(s)
Housing Scrutiny Committee	17 October 2016	All

Delete as appropriate	<del>Exempt</del>	Non-exempt
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## Report: Quarter 1 Performance Report - Housing

### 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.
- 1.3 This report sets out the corporate performance indicator suite for 2016-17, together with a progress update for those indicators related to Housing over the first quarter of 2016-17 (i.e. 1 April to 30 June 2016).

### 2. Recommendations

- 2.1 To note progress to the end of Quarter 1 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. As part of this process, we report regularly on a suite of key performance indicators which collectively provide an indication of progress against the priorities which contribute towards making Islington a fairer place.
- 3.2 The list of housing performance indicators and targets for 2016-17 is set out at Appendix A.

3.3 This year, rather than the Policy & Performance Scrutiny Committee (PPS) scrutinising all quarterly performance reporting, a new approach was agreed whereby each of the four theme based scrutiny committees – Children’s Services, Health and Care, Environment & Regeneration, and Housing – will be responsible for monitoring performance in their own areas.

## 4. Quarter 1 update on Housing performance

4.1 This report contains an update on Housing indicators for Quarter 1.

Objective	PI No	Indicator	Frequency	Q1 Actual Apr-Jun	Q1 Target Apr-Jun	Target 2016-17	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	<b>78</b>	N/A	460	<b>N/A</b>	43	<b>Yes</b>
	H2	Number of severely overcrowded households that have been assisted to relieve their overcrowding	Q	<b>35</b>	41	78	<b>Off</b>	15	<b>Yes</b>
	H3	Number of under-occupied households that have downsized	Q	<b>37</b>	41	200	<b>Off</b>	42	<b>No</b>
<i>Ensure effective management of council housing stock</i>	H4	Percentage of LBI repairs fixed first time	M	<b>84.6%</b>	85.0%	85.0%	<b>On</b>	85.1%	<b>Same</b>
	H5	Major works open over three months as a percentage of Partners’ total completed major works repairs	M	<b>2.7%</b>	1.0%	1.0%	<b>Off</b>	2.0%	<b>No</b>
	H6	a) Rent arrears as a proportion of the rent roll - LBI	M	<b>1.8%</b>	2.0%	2.0%	<b>Off</b>	1.7%	<b>No</b>
b) Rent arrears as a proportion of the rent roll - Partners		M	<b>2.4%</b>	2.0%	2.0%	<b>Off</b>	2.3%	<b>No</b>	
<i>Reduce homelessness</i>	H7	Number of households accepted as homeless	M	<b>119</b>	100	400	<b>Off</b>	100	<b>No</b>
	H8	Number of households in nightly-booked temporary accommodation	M	<b>467</b>	485	440	<b>On</b>	471	<b>Yes</b>

NB: Frequency (of data reporting): M = monthly; Q = quarterly

### *Increase supply of / access to affordable housing*

4.2 The **number of new affordable homes** completed in Quarter 1 exceeded the figure for the same period last year. However, housing association returns have indicated that several large schemes, such as the Almeida Post Office, Wharf Road and the City Road North sites, have been delayed and will now complete in 2017/18. This will have an impact on the 2016/17 forecast. Work is currently being undertaken to establish a revised forecast for 2016/17.

- 4.3 The majority of the boroughs affordable housing development is undertaken by housing associations and private developers, and as such, the council has limited influence over timescales for delivery.
- 4.4 Work to support both **overcrowded and under-occupied households** continues, but performance for Quarter 1 is below target, partly due to the lack of suitable properties available. However, the number of severely overcrowded households supported is significantly above the figure for the same period last year.

Effective management of council housing stock

- 4.5 The performance of our in-house Repairs Service remains steady, with around 85% of **repairs fixed first time**. It is not always possible to complete all repairs in a single visit. By ensuring that operatives have the skills required to do the work and a suitable van supply we maximise our chances of doing so. We have negotiated with our operatives to train them in additional skills; this process will take several years and is due to start soon.
- 4.6 The new IT system will improve scheduling to ensure the right operative attends the right repair. However this has been delayed until April 2017.
- 4.7 The highly variable nature of our housing stock and components, together with the fact that we do not count multi-trade jobs (e.g. where a plasterer attends followed by a painter once dry) as first time fixes (unlike some other boroughs) means there may be a limit to how much this measure can be improved.
- 4.8 The volume of **major works over three months old** as a percentage of Partners' total major works repairs as at the end of July was 2.77%. There were 27 Major Repairs open for longer than three months, 10 of which are currently in progress. The overall number of major works jobs has come down considerably; the backlog of these jobs having been cleared some time ago. Due to complications, such as party wall legal process and leaseholder consultation, some jobs will run over the target time of 3 months. Jobs are being completed in a timely manner and Partners are continuing to monitor these closely to ensure that they are delivered effectively. Complaints levels in this area have been consistently down for some time.
- 4.9 **Rent arrears for Islington Council properties** across the PFI 1 and PFI 2 contracts were increased by 1.8% at the start of the financial year. Taking this into account total debt still represents an overall net reduction of 1.44%. In terms of **contractual collection rates** there has been a combined collection rate of 99.43%, which is in line with performance across the Council's retained stock.

Reduce homelessness

- 4.10 The number of **households accepted as homeless** is off target, and higher than the same period last year. However, we are continuing to reduce the number placed in **nightly booked temporary accommodation**. Nationally, homelessness acceptances increased by 6% in 2015-16 and 9% in London. The continuing decrease in the supply of affordable private rented accommodation in central London means that the private rented sector is unaffordable to many households. We are currently looking at the recent homeless acceptance statistics to identify trends; meanwhile we continue to try and prevent homelessness wherever possible.

**Background papers:** None

**Appendices:** Appendix A – Corporate performance indicators and targets 2016-17

**Final Report Clearance:**



Signed by

.....  
Sean McLaughlin  
Corporate Director of Housing and  
Adult Social Services

30.09.2016

.....  
Date

Report author: Jo Fry, Performance Team Manager, Housing and Adult Social Services  
Tel: 020 7527 2679  
E-mail: [jo.fry@islington.gov.uk](mailto:jo.fry@islington.gov.uk)

## Corporate performance indicators and targets 2016-17

HOUSING							
Objective	PI No.	Indicator	Frequency	2016/17 Target	2015/16 Actual	2014/15 Actual	Comments
<i>Increase the supply of and access to suitable affordable homes</i>	H1	Number of affordable new council and housing association homes built	Quarterly	460	241	252	Four year target of 2,000 by end of Mar 2019. By affordable housing we mean Social Rented and Shared Ownership
	H2	Number of severely overcrowded households that have been assisted to relieve their overcrowding	Quarterly	78	78		This is the same as 2015-16's 'Actual' figure and will be extremely hard to achieve given the reduction in lettings from the forced sale of high value council homes.
	H3	Number of under-occupied households that have downsized	Quarterly	200	179	170	
<i>Page 3 Ensure effective management of council housing stock</i>	H4	Percentage of LBI repairs fixed first time	Monthly	85.0%	84.5%	90.3%	'Fixed first time' puts the focus upon resolving repairs in a single visit.
	H5	Major works open over three months as a % of Partners' total completed major works repairs	Monthly	1.0%	1.6%	New indicator	We want this to be as near to 0% as possible. We are aiming for all major works by Partners to be completed in 3 months
	H6	a) Rent arrears as a proportion of the rent roll - LBI	Monthly	2.0%	1.7%	1.8%	
b) Rent arrears as a proportion of the rent roll - Partners		Monthly	2.0%	2.2%	2.3%		
<i>Reduce homelessness</i>	H7	Number of households accepted as homeless	Monthly	400	375	396	
	H8	Number of households in nightly-booked temporary accommodation	Monthly	400	500	457	

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# Agenda Item 4



**ISLINGTON**

Housing and Adult Social Services  
7 Newington Barrow Way, London N1 2RY

**Report of:** Service Director - Housing Property Services

Meeting of:	Date	Ward(s)
Housing Scrutiny Committee	17th October 2016	All

Delete as appropriate	Exempt	Non-exempt
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## **SUBJECT: Scaffolding and Work Platforms Scrutiny Review - 12 month update**

### **1. Synopsis**

- 1.1 On 16 July 2015 the Executive received a report from the Housing Scrutiny Committee regarding the use of scaffolding and work platforms used within the Council and by its contractors. Subsequently, on 25 November 2015, the Executive agreed its response to the recommendations set out in the scrutiny report to further improve the effective and efficient use of these systems to achieve improved value for money and minimise disruption to residents. This report updates the Housing Scrutiny Committee on progress with the recommendations agreed by the Executive.

### **2. Recommendations**

- 2.1 To note the progress made as set out in paragraph 4 of this report.

### **3. Background**

- 3.1 In December 2014 the Housing Scrutiny Committee commissioned a review of the current use of scaffolding and other work platforms by Housing Property Services, considering the costs, issues and pros and cons of different forms of provision.
- 3.2 The review ran from December 2014 until May 2015 and evidence was received from a variety of sources.

### 3.3 Presentations from Council Officers:

Damian Dempsey, Group Leader – Quantity Surveyors;  
Ryan Collymore, Group Leader – Contract Monitoring;

### 3.4 Site visits:

Visits to several “live” scaffolding sites and discussions with the Council’s capital works contractors, Breyer Group and Mears Projects;

### 3.5 Documentary evidence:

Information relating to the in-house scaffolding service previously provided by the London Borough of Camden; indicative costs of establishing the Council’s own scaffolding service;

### 3.6 Information from witnesses:

Brian Potter, Chairman of Islington Leaseholders Association.

3.7 The outcome of the scrutiny review was 10 recommendations to improve the effectiveness and efficiency in the use of access platforms when implementing improvement schemes or general repairs and maintenance. The Executive agreed its response to the recommendations in the report from the Housing Scrutiny Committee on 26 November 2015. Progress made with each of the recommendations is set out in paragraph 4 below.

## 4. **Recommendations and Service Update**

### 4.1 **Recommendation 1**

That the Executive seeks to minimise the use of scaffolding by Housing Property Services and encourage the use of alternative work platforms.

#### **Service update – October 2016**

The Council continues to make use of all forms of Mobile Elevating Working Platforms (MEWP), including cherry pickers. The use of MEWPs assists when carrying out pre-construction surveys, which are undertaken to ensure greater accuracy when drafting the Scope of Works required.

### 4.2 **Recommendation 2**

That the Executive encourage capital works contractors to use alternative work platforms by specifying in contracts that scaffolding should be minimised and used in a way which will cause the least disruption for residents.

#### **Service update – October 2016**

The Council will continue throughout the planning stages of all major works projects to demonstrate value for money in all aspects of its work and in particular in relation to access equipment to facilitate major works. In order to demonstrate value for money, it will be necessary to ensure that all options for work at height access equipment have been fully explored prior to the deployment of the preferred option.

### 4.3 **Recommendation 3**

That the Executive continue work to design out the need for scaffolding in Council housing.

### **Service update – October 2016**

The Council is committed to designing out the need for scaffolding and other temporary working platforms wherever possible by maximising the use of maintenance-free materials and fixings on new build projects and cyclical improvement works.

The Council has multiple types of working platforms readily available for use. Training has been provided to all staff to ensure their skill sets and health and safety requirements are met. Recently the Council has been successful in procuring a contractor who performs abseiling work. A new process has been introduced whereby scaffolds of two stories or lower are now reviewed before they are authorised. This process is to encourage operatives to look at alternative safe options before requesting a scaffold.

#### **4.4 Recommendation 4**

That the Executive work to improve the scheduling of all works to minimise the length of time scaffolding is erected for.

### **Service update – October 2016**

The Council continues to carry out detailed surveys, in conjunction with our Term Partnering contractors, on the blocks/estates to form the Scope of Works for each of the individual Task Orders. All stakeholders, including tenants, leaseholders and our Estate Services and Responsive Repairs Teams, are offered the opportunity of providing input at this stage.

#### **4.5 Recommendation 5**

That the Executive consider working in partnership with housing associations which are undertaking repair works to nearby properties to minimise disruption.

### **Service update – October 2016**

The Council will consult with housing associations and other property owners where day to day repairs have been identified at multi-agency properties to provide an effective and efficient service. It is important to note that any consultation should not delay effective repair.

#### **4.6 Recommendation 6**

That the Executive investigate formulating an estate-based asset management plan which assesses the access requirements of each property to guide future capital and repairs work and clarify the suitability of erecting scaffolding on each property.

### **Service update – October 2016**

The Council records the usage of scaffolding and cherry pickers in specific registers. Each repair is risk assessed so that the appropriate equipment is used to comply with health and safety regulations. A new IT system for repairs is currently being developed that will enable the usage of access equipment to be logged electronically and allow an effective interface with our asset management system.

#### **4.7 Recommendation 7**

That the Executive explore the reduction of the cost of scaffolding for capital works by specifying target prices in schedules of rates in future contracts.

### **Service update – October 2016**

The Council will ensure that all options are fully explored when re-procuring further contracts. The Council, like all other public sector organisations within the United Kingdom, are bound by the rules of OJEU, which require all contracts with a value greater than five million Euros to be advertised across

the EU. Given the outcome of the June referendum there is unlikely to be any change to these rules until after the UK formally departs from the EU. The Council will actively look at any new changes to the Procurement Rules placed upon public sector organisations by the UK government post-Brexit and will ensure that we use all means available to maximise the benefits to all stakeholders within the borough.

#### 4.8 **Recommendation 8**

That the Executive note the negative perception that residents have of scaffolding and encourage regular communication with residents whose homes are undergoing repair and improvement works.

##### **Service update – October 2016**

The Council continues to keep residents informed of proposed capital works at pre-commencement meetings, where work programmes and the length of time any temporary working platform will be erected to each block are discussed. Once the works have commenced the contractor also sends out monthly newsletters which provide information on the progress of works against the programme and inform residents when the temporary working platforms will be erected and dismantled.

On responsive repairs, the Council has adopted a new protocol whereby if scaffold is required a 'Scaffold Notification Letter' is hand-delivered to all affected properties. The letter provides appropriate details i.e. dates and contact details. A dedicated 'chase up' phone line has been introduced that allows tenants to obtain information more easily and efficiently.

#### 4.9 **Recommendation 9**

That the Executive consider procuring a range of work platforms and technologies to facilitate responsive repair works without the use of scaffolding.

##### **Service update – October 2016**

The Council has increased monitoring of scaffolds in order to minimise the length of time scaffold is erected, as well as ensuring compliance with Health and Safety regulations. A new protocol has been introduced to ensure works are undertaken as soon as possible following the erection of scaffolds and that they are removed at the earliest opportunity. The Council has invested in 'Scaffold Inspection' training for all Team Leaders to ensure there are no delays around scaffold inspections.

The Council has purchased a large cherry picker and a range of other access equipment. The Council also has the ability to hire any required temporary working platforms. The Council incorporated a ladder access and edge protection inspection regime in its 2015/16 planned maintenance programme. This work will limit and in some cases eliminate the need for scaffold. We are again including this programme in 2016/17 as it delivered positive outcomes in terms of future costs and safety.

#### 4.10 **Recommendation 10**

That the Executive give further consideration to piloting a multi-skilled work platform team, capable of erecting scaffolding and other work platforms.

##### **Service update – October 2016**

The Council is committed to increasing the skill-sets of our workforce, with direct works operatives being trained to operate on a multi-skilled basis through a three-four year training programme. A roofing module is included within the training course, covering roofing, associated roofing works and the erection of access equipment (other than scaffold erection). Our aim is to have a multi-skilled workforce that will enable us to carry out a higher percentage of first time fix repairs.

## **5. Implications**

### **5.1 Financial Implications:**

The thrust of the ten recommendations is around minimising the use of scaffolding and the length of time it is erected and where possible using alternative platforms/access equipment, whilst ensuring that health & safety protocols are adhered to.

It is not possible, at this stage, to quantify the financial impact of these recommendations. It is anticipated that some cost savings are likely to be realised but it should be noted that some alternatives to scaffolding could prove more expensive.

Any savings realised would be available for re-investment as part of the housing capital programme.

### **5.2 Legal Implications:**

There are no legal implications at this stage. Legal advice will be provided as required in the re-procurement of contracts.

### **5.3 Resident Impact Assessment:**

The Council must, in the exercise of its functions, have due regard to the need to eliminate discrimination, harassment and victimisation, and to advance equality of opportunity, and foster good relations, between those who share a relevant protected characteristic and those who do not share it (section 149 Equality Act 2010). The Council has a duty to have due regard to the need to remove or minimise disadvantages, take steps to meet needs, in particular steps to take account of disabled persons' disabilities, and encourage people to participate in public life. The Council must have due regard to the need to tackle prejudice and promote understanding.

Where the proposals in this report may have equalities implications and other implications for residents, Resident Impact Assessments (including assessment of equalities implications) will be undertaken as part of the process of developing and implementing policies and actions arising from this report.

### **5.4 Environmental Impact Assessment:**

The reduction in the use of scaffolding proposed in this report has some minor beneficial environmental impacts. The erection of scaffolding sometimes damages the ground on which it is erected and may also disturb biodiversity living in the walls or eaves of buildings (e.g. bats), so reducing its usage would reduce these potential impacts. There will also be a reduction in journeys made by scaffolding companies within the borough if scaffolding is used less, although this benefit will be negated in cases where the cherry picker or 'nifty lift' has to be moved to the site instead.

In addition, increasing the use of maintenance-free materials and fixings will reduce resource usage, whilst a reduction in the use of scaffolding will also improve amenity for residents, who will experience less disturbance, loss of light etc.

## **6. Conclusion and reasons for recommendations**

6.1 The Committee is asked to note progress made with implementation of the recommendations.

**Final report clearance:**

**Signed by:**

Simon Kwong  
Service Director - Housing Property Services

Date: 5 October 2016

Report Author: Damian Dempsey & Mike Hall  
Tel: 020 7527 1795 & 020 7527 3823  
Email: [Damian.Dempsey@islington.gov.uk](mailto:Damian.Dempsey@islington.gov.uk) [Michael.Hall@islington.gov.uk](mailto:Michael.Hall@islington.gov.uk)