



AGENDA FOR THE HOUSING SCRUTINY COMMITTEE

Members of the Housing Scrutiny Committee are summoned to Committee Room 1, Town Hall, Upper Street, N1 2UD - Islington Town Hall on, **11 September 2018 at 7.30 pm.**

Lesley Seary
Chief Executive

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Despatched : 3 September 2018

Membership

Councillor Michael O'Sullivan (Chair)
Councillor Sue Lukes (Vice-Chair)
Councillor Theresa Debono
Councillor Troy Gallagher
Councillor Mouna Hamitouche MBE
Councillor Gary Heather
Councillor Ben Mackmurdie
Councillor Una O'Halloran
Councillor Caroline Russell
Rose Marie McDonald (Resident Observer)
Dean Donaghey (Resident Observer)

Substitute Members

Councillor Jilani Chowdhury
Councillor Tricia Clarke
Councillor Vivien Cutler
Councillor Osh Gantly
Councillor Satnam Gill OBE
Councillor Matt Nathan
Councillor Angela Picknell
Councillor Marian Spall

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

1 - 4

For members of the public to ask questions relating to any subject on the meeting agenda under Procedure Rule 70.5. Alternatively, the Chair may opt to accept questions from the public during the discussion on each agenda item.

B. Items for Decision/Discussion	Page
1. Quarterly Review of Housing Performance (Q1 2018/19)	5 - 10
2. Draft Scrutiny Initiation Document and Introductory Presentation on Responsive Repairs	11 - 24
3. Work Programme 2018/19	25 - 26

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	Page
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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 16 October 2018

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Agenda Item 4

London Borough of Islington

Housing Scrutiny Committee - 12 July 2018

Minutes of the meeting of the Housing Scrutiny Committee held at Committee Room 1, Town Hall, Upper Street, N1 2UD - Islington Town Hall on 12 July 2018 at 7.30 pm.

Present: **Councillors:** O'Sullivan (Chair), Gallagher, Hamitouche, Heather, Mackmurdie, O'Halloran, Russell and McDonald

Councillor Michael O'Sullivan in the Chair

12 **APOLOGIES FOR ABSENCE (Item 1)**

Apologies were received from Councillors Debono and Lukes.

13 **DECLARATION OF SUBSTITUTE MEMBERS (Item 2)**

Councillor Nathan substituted for Councillor Lukes.

14 **DECLARATIONS OF INTERESTS (Item 3)**

There were no declarations of interest.

15 **MINUTES OF PREVIOUS MEETING (Item 4)**

RESOLVED:

That the minutes of the meeting held on 21 June 2018 be confirmed as an accurate record of proceedings and the Chair be authorised to sign them.

16 **CHAIR'S REPORT (Item 5)**

The Chair set out the procedure for public questions and the filming of meetings.

17 **ORDER OF BUSINESS (Item 6)**

The order of business would be as per the agenda.

18 **PUBLIC QUESTIONS (Item 7)**

None

19 **FIRE SAFETY ON THE WHITECROSS ESTATE - WITNESS EVIDENCE (Item B1)**

The Committee received verbal evidence from residents on the Whitecross Estate regarding Peabody's response to the fire safety concerns.

The following main points were noted in the discussion:

- The Chair informed the meeting that although the Council had limited amount of influence over Peabody's activities the committee would gather evidence and submit its conclusions to Peabody.
- Committee heard evidence that residents became aware of Peabody's plans to evacuate vulnerable residents only through letters posted through their letter boxes on 11 June 2018 with no specific details as to when it would occur or the reasons. In addition no messages had been left on their landlines or mobile phones, nor had any Peabody personnel immediately attended the tower blocks to explain the

Housing Scrutiny Committee - 12 July 2018

situation.

- Residents acknowledged that in the last two weeks since the intervention by ward councillors, communication has improved between the landlord and its residents. However, residents had not seen or received correspondence from their Estate Manager
- Peabody's responses and actions regarding safety had caused anxiety not only among elderly and vulnerable residents but able residents especially as further enquiries only resulted in further confusion as Peabody staff had not been briefed or aware of the evacuation plans.
- Members were informed that as fire alarms had not yet been installed in flats, Peabody had installed a Klaxon, an electronic horn in the landings as a further prevention measure in case of any fire outbreaks. In response to a question regarding its misuse, the meeting was informed that the units are monitored by fire marshals so as to avoid any incidents of false alarms.
- Councillor Ward acknowledged that although the Council had taken over the management of the waking watch in the towers, Peabody would cover the costs.
- A resident in describing the state of affairs was concerned that for over 6 days no information had been made available to residents and was alarmed when she walked into the building and noticed a waking watch personnel which then increased over the next few days on all floors.
- A resident was concerned that Peabody having convened a meeting for residents had not offered transport to the venue especially as some of the residents were elderly with different disabilities. In response to a question about the vulnerable residents, the meeting was informed that Peabody had assured Members at the previous meeting of the Committee that they had been in touch with all the vulnerable residents and had been assessed and had Personal Emergency Evacuation Plans.
- With regards to the evacuation time of 15 minutes as suggested by the assessor, residents were concerned that this was not practicable for those residents who were physically disabled and those with mental health issues. The meeting was informed that Peabody had offered to decant the vulnerable residents
- A Member suggested that it would have been appropriate for Peabody to have set up a temporary office within the estate manned by their staff to respond to resident's enquiries and placing a notice in the lobby advising of additional support for vulnerable residents as this would go a long way in alleviating their concerns.
- A resident mentioned that at a residents meeting, they had been informed that during any fire incident, in addition to the Klaxon ringing, waking watch personnel would bang their doors persistently, however it was noticeable that this did not happen during a fire drill and importantly she was concerned that the sound was barely audible in the flats. The meeting was informed that in this instance this was a fire drill solely for the fire wardens and residents were not expected to evacuate.
- A resident suggested to avoid any anxiety among residents, Peabody should communicate better with their residents, not through putting a note through their letter boxes especially as English language may not necessarily be their first

Housing Scrutiny Committee - 12 July 2018

language and therefore unlikely to understand the gravity of the situation, but their staff should have been knocking on doors, explaining the situation, providing advice and guidance to their residents.

- In response to concerns that Peabody's evacuation plans had not been revealed to residents, and concerns about decanted vulnerable residents living alone in unfamiliar surroundings far from their family ties and access to their GP surgeries, the meeting was informed that assurances had been provided by Peabody that where a decision had been taken to decant, no resident would be made to move outside Bunhill ward where their support network existed.
- A resident was concerned with the handling of the offer of temporary accommodation by the Peabody Lettings team. Residents had been advised that those decanted to temporary accommodation would not be able to take any personal belongings with them. A resident thought that this was insensitive especially as most of the placements were not likely to be short term.
- In response to a question, the meeting was informed that valuable lessons learnt from the experience of the Whitecross estate had put into effect with the management of a similar situation that arose at Prospect House.
- A suggestion for a monthly meeting facilitated by Peabody in Prior Weston School where information could be shared with residents on issues such as the ongoing works and enquiries around scaffolding and insulation was welcomed by residents.
- Councillor Ward expressed thanks to the residents for sharing their experiences, describing Peabody's initial communication with residents on this issue as inadequate and welcomed the improvements that had been put in place by Peabody since the crisis occurred.
- The Committee agreed that the Chair of the Committee in conjunction with the Executive Member for Housing and Development write to Peabody on the findings of the Committee.

RESOLVED:

That the Chair of the Committee in conjunction with the Executive Member for Housing and Development write to Peabody on the Committee's findings.

The meeting ended at 8.30 pm

CHAIR

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Report of: Executive Member for Housing & Development

Meeting of	Date:	Ward(s):
Housing Scrutiny Committee	11 th September 2018	All

Delete as appropriate	Exempt	Non-exempt
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SUBJECT: QUARTERLY REVIEW OF HOUSING PERFORMANCE (Q1 2018/19)

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 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.

4. Quarter 1 update on Housing performance

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

Objective	PI	Indicator	Frequency	Q1 Actual	Q1 Target	Target	On/Off	Same period	Better than last
	No			April-	April-	2018-			

				June	June	19	target	last year	year?
<i>Increase supply of and access to suitable affordable homes</i>	H1	Number of affordable new council and housing association homes built	Q	183		N/A	N/A	0	Y
	H2	Number of severely overcrowded households that have been assisted to relieve their overcrowding	Q	27		N/A	N/A	28	N
	H3	Number of under-occupied households that have downsized	Q	44		N/A	N/A	24	Y
<i>Ensure effective management of council housing stock</i>	H4	Percentage of LBI repairs fixed first time	M	80.5%		N/A	N/A	84.5%	N
	H5	Major works open over three months as a % of Partners' total completed major works repairs	Q	11%		N/A	N/A	10%	N
	H6	Satisfaction rate with repairs undertaken by Partners	M	96.6%				aspirational target of 95% contractual target of 75%	
	H7	a) Rent arrears as a proportion of the rent roll - LBI	M	2.4%		N/A	N/A	1.8%	N
	b) Rent arrears as a proportion of the rent roll - Partners *	M	3.1		N/A	N/A	2.3%	N	
<i>Reduce homelessness</i>	H8	Number of households accepted as homeless	M	51		N/A	N/A	61	Y
	H9	Number of households in nightly-booked temporary accommodation	M	337		N/A	N/A	335	N

*contractual target = 97% collection rate

Increase supply of / access to affordable housing

- 4.2 The borough forecast The forecast for 2018/19 is currently to develop 466 new affordable homes.
- 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.

Effective management of council housing stock

Housing Repairs

- 2.1. Repairs fell short of its First Time Fix target of 85%, delivering a Q1 out turn of 81%.
- 2.2. The new repairs IT system has been launched and further improvements and benefits are expected in the second phase of the project (due to complete December 2018). A key element of this improvement will be the delivery of dashboard reporting tools. Dashboards will allow managers to look at performance on a daily basis and identify teams and individuals that are underperforming. Dashboards are being developed and early release should begin in September.
- 2.3. The service has launched its multi-skill training and the first batches of operatives have now completed the programme and are undergoing further support in the field to practice their new skills. The programme will run for up to four years. Completion of this training should enable the service to react more flexibly and efficiently, further increasing the number of First Time Fix job completions.
- 2.4. Managers have been tasked with scrutinising and signing off follow-on jobs and carry-overs, placing greater focus on improving first time fix.
- 2.5. The 2016 apprentices are completing their courses and will be applying for full-time roles over the summer. We are taking on six further apprentices in September and two trainee surveyors. These new employees will be completing their apprenticeship qualifications and on the job training across a number of different trade areas.
- 2.6. Overall satisfaction with the repairs and gas service combined is above target at 90% (against a target of 88%). We continue to learn from complaints and dissatisfied residents and are planning to ask residents to scrutinise its learning from service failures to ensure even greater customer focus. We complete on average 70,000 responsive repairs and 12,000 gas-related repairs per year. The gas service is also responsible for servicing 19,321 individual gas heating and hot water systems. Satisfaction is measured by a monthly telephone survey of on average 650-800 tenants who have had a repair or gas job completed in their home in the preceding month. The number fluctuates dependent on the number of tenants willing to complete the survey each month. The survey is undertaken by an independent organisation.

Gas Services

- 4.11 Gas compliancy has remained exceptionally high across both the North & South of the borough, achieving an almost perfect 100% compliancy rate at various stages over the quarter.
- 4.12 The results reflect an ongoing successful recruitment process to secure engineers within a very competitive and limited market. A drive to proactively engage residents in the annual gas service process has improved gas safety and makes better use of existing resources. It is anticipated this upward trend will continue.

Partner's Repairs

- 2.9. Residents' satisfaction with repairs continues to be above the 75% target; at the end of June 2018 satisfaction on PFI1 was 97.6% and PFI2 96.8%. These combine for an overall satisfaction rate of 96.9%.
- 2.10. There were 32 Major Repairs greater than 3 months, the status of these are as follows:
- 13 in progress.
 - 7 delayed by Sec 20's, Planning and Party Wall protocols.
 - 12 delayed due to operational issues such as no access, decants and drying out of damp proofing
- 2.11. At the end of June 2018, major works cases open over 3 months (32) as a percentage of major works completed in the last 3 months (199) was 16%.

Rent Income Collection

- 2.12. Rent arrears for LBI are at 2.37% against the rent roll for the end of the first quarter. We have made improvements since then and the arrears are reducing. The increase in arrears is likely to have been due in part to the World Cup. We are now starting to see some key cases progress through the courts so the arrears should continue to reduce, although Universal Credit will start to have an impact.
- 2.13. PFI managed properties are contractually required to achieve an annual rent collection rate of within 1% of Islington Council's. If they do not achieve these targets they are subject to financial penalties. At the end of Q1 the PFI1 collection rate was within target – 97.08% compared to the Council's collection rate of 97.41% - and the PFI2 collection rate of 96.39% was fractionally outside target. But this is an annual performance indicator for Partners.
- Performance on current debt as a proportion of the rent roll was 3.11%; this measure is not a contractual performance requirement. Partners have experienced severe delays with the Court; hearings have not been listed for up to 4 months, evictions have not been scheduled for up to 6 months
- 2.14. Partners' voids performance is behind the councils void service performance, with an average relet time of 36.3 days over the year. The increase in 17/18 figures have been inflated due to holding properties over periods of time for potential re-housing of Grenfell residents.

Reduce homelessness

- 4.12 The number of households accepted as homeless are within target for 2018-19. This is due to successful work in preventing and delaying homelessness in preparation for the implementation of the Homelessness Reduction Act which commenced 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 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. Our downward trajectory is in contrast with most other London boroughs, who have seen a continuous increase in the number of households in Temporary Accommodation, as has England as a whole.

Appendices: None

Background papers: None

Final Report Clearance:

Signed by 29 August 2018
Corporate Director of Housing and Adult Social Services Date

Report author: Jo Fry, Project Manager, Public Health
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SCRUTINY REVIEW INITIATION DOCUMENT (SID)
Review: Further Development of the Responsive Repairs Service
Scrutiny Review Committee: Housing Scrutiny Committee
Director leading the review: Simon Kwong, Director of Property Services
Lead Officers: Matt West, Assistant Director, Housing Property Services
<p>Overall aim:</p> <p>To evaluate how the performance of the Responsive Repairs service can be maximised; and to identify opportunities for further development and improvement in service delivery.</p>
<p>Objectives of the review:</p> <ul style="list-style-type: none"> • To evaluate the performance of Islington Council's responsive repairs service, and to hold decision-makers, staff, contractors and suppliers to account as required. • To evaluate resident satisfaction and perceptions of the repairs service, and to assess the accuracy of satisfaction surveys. • To review examples of gaps and failures in service provision, identifying what went wrong, and how such issues could have been prevented. • To review the service's target of 85% of repairs being fixed first time, considering if and how the first time fix rate could be increased. • To consider if the systems and processes supporting repairs operatives are optimal, and if there is scope for further improvement. • To evaluate how the responsive repairs service communicates with residents, and to identify opportunities for further development and improvement.
<p>How is the review to be carried out:</p> <p><u>Scope of the review</u></p> <p>The review will focus on:</p> <ul style="list-style-type: none"> • The population of repairs not fixed first time • Performance indicators and the accuracy of performance reporting tools • Levels of resident satisfaction, the accuracy of satisfaction surveys, other reported perceptions of the repairs service. • Examples of gaps and failures in service provision, and how these can be prevented. • Service targets, the rationale behind the service's targets, and if alternative service targets might assist in developing or improving services. • Potential system and process improvements • Written, verbal and online communication <p>Types of evidence:</p> <ul style="list-style-type: none"> • Evidence from officers, especially front-line staff • Performance and satisfaction data • Examples of councillor casework • Comparative information from a nearby council • Visit to the repairs service

- Data held by the Council and how it is used especially focussing on the database structure especially files, records and fields
- Walk through of the repairs service procedures
- Evidence from Council residents
- Maps of the service and department organisational charts
- To benchmark the responsive repairs service against other in-house repairs services.

Additional Information:

In carrying out the review the committee will consider equalities implications and resident impacts identified by witnesses. The Executive is required to have due regard to these, and any other relevant implications, when responding to the review recommendations.

Programme

Key output:	To be submitted to Committee on:
1. Scrutiny Initiation Document	11 September 2018
2. Draft Recommendations	2019
3. Final Report	xxxxxxx 2019

Responsive Repairs

Matt West Assistant Director Property Services



Content

- ▶ Defining Repairs
- ▶ Considering how many repairs are done.
- ▶ Outline Repairs Process
- ▶ How are repairs measured
- ▶ Current problems
- ▶ Developments in progress
- ▶ A look forward to the rest of the scrutiny



What is (and isn't) responsive repairs

- ▶ emergency repairs to council housing and communal works to roof spaces and communal electrics and drainage.
- ▶ a range of trades and cyclical testing programmes for electrical installation and water systems.
- ▶ We undertake adaptations in council houses and offer a handyman service to all Islington residents.
- ▶ Recently the service has taken on voids

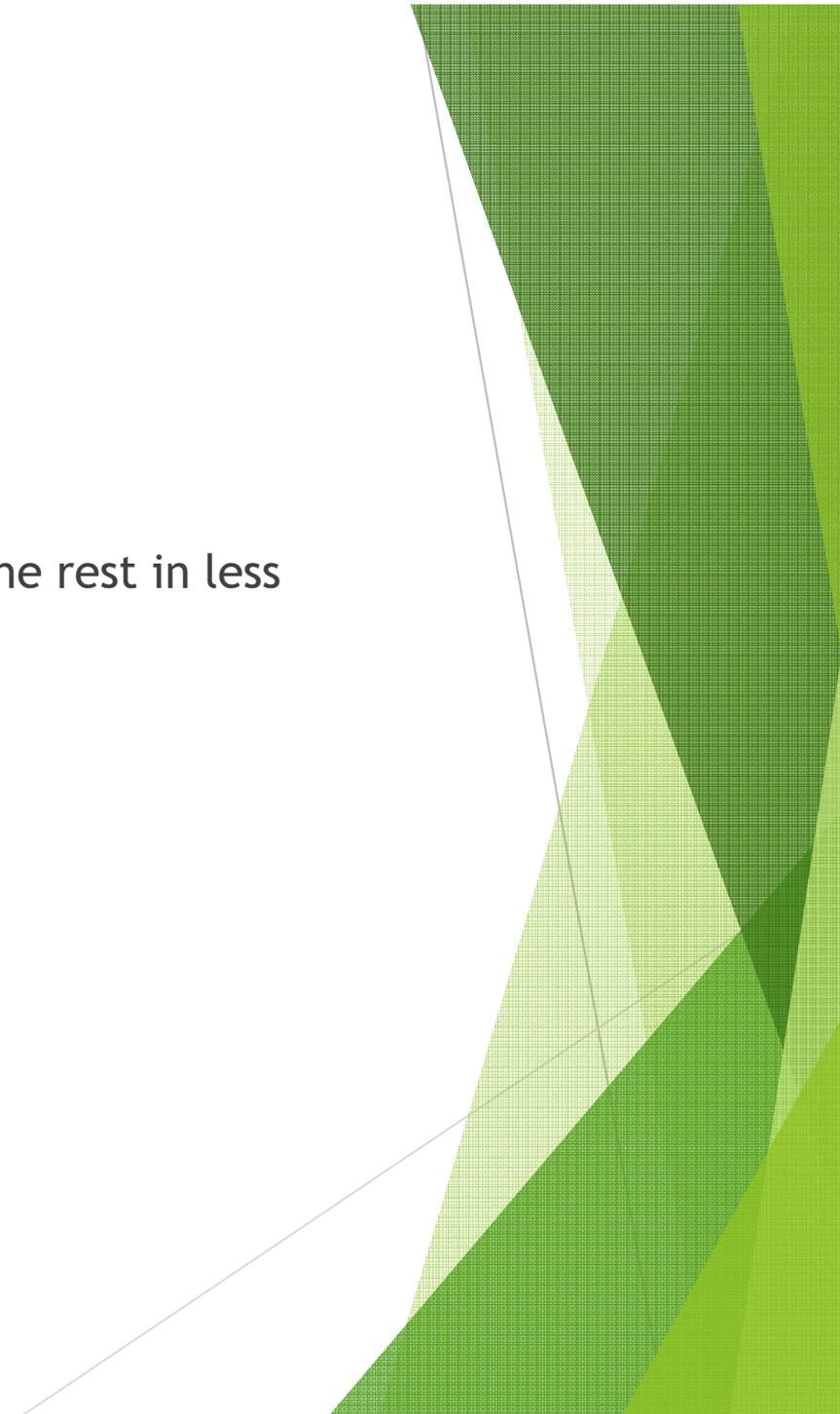
- ▶ Gas individual and communal is managed by another department
- ▶ Estate works are managed by another department
- ▶ Repairs to the roads

The scale of the operation

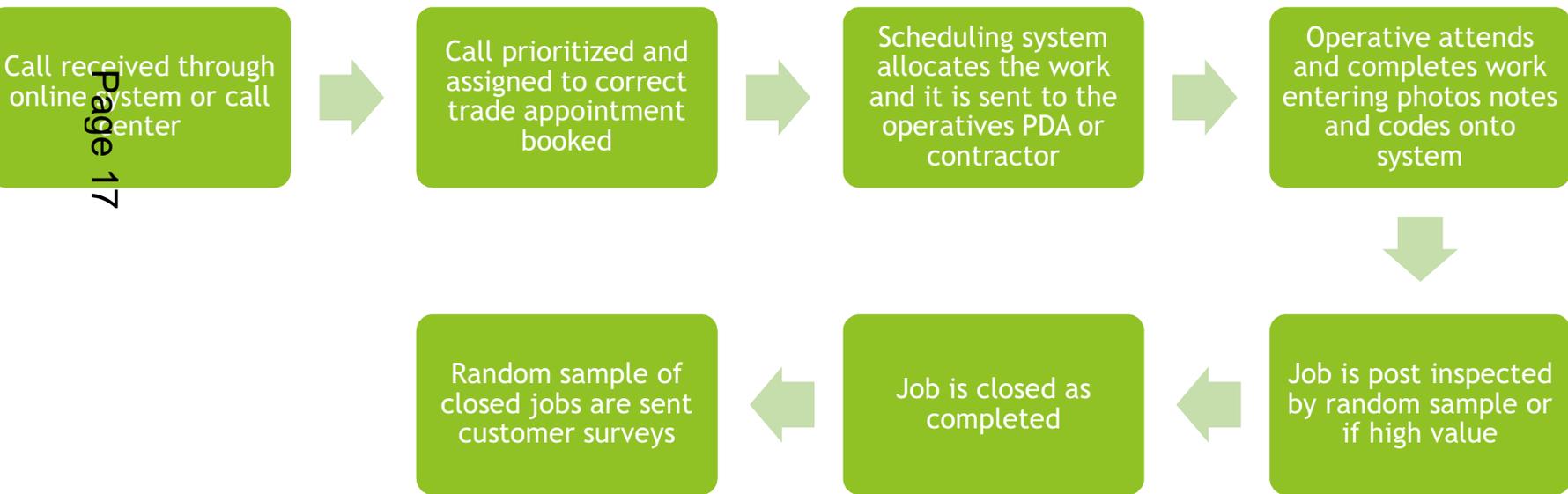
- ▶ 75,000 repairs completed in 2017-2018

Of which 7,500 were done in 2 hours, 15,000 in 24 hours and the rest in less than 70 working days

- ▶ 2,000 directly managed properties
- ▶ 110 Operatives
- ▶ 365 lifts 228 water tanks 22,151 electrical circuits.
- ▶ £30 million repairs budget



The Repairs Process



How we measure ourselves

- ▶ Customer Satisfaction
- ▶ First time fix
- ▶ Jobs competed on time
- ▶ Appointments made and kept
- ▶ Qualitative data from complaints and surveys

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Problems and solutions

- ▶ Complaints
- ▶ Diversity
- ▶ Recruitment
- ▶ IP development
- ▶ Unstable market
- ▶ Scale



Developments and work in progress

- ▶ Dashboards Soft Launch Autumn 2018
- ▶ Improvements to online more services and appointments
- ▶ Selling Services
- ▶ Direct works in voids
- ▶ Apprenticeship schemes
- ▶ DIY videos/tool box talks
- ▶ Multiskilling training
- ▶ New vans, tools and materials



Progress on last Scrutiny Recommendations

First Time Fix -Ring and Bring trialed and in new contract, multiskilling underway

Further improve IT -Dashboards are due, photos are now mandatory, scripting is not possible but an app is being developed and some checklists have been developed.

Better Communications- Text has taken longer than expected but is due by end of financial year, better use of notice boards and communications with Area Teams.

Better links with New Build and Capital -database now linked and repairs actively inform new build design and policy.

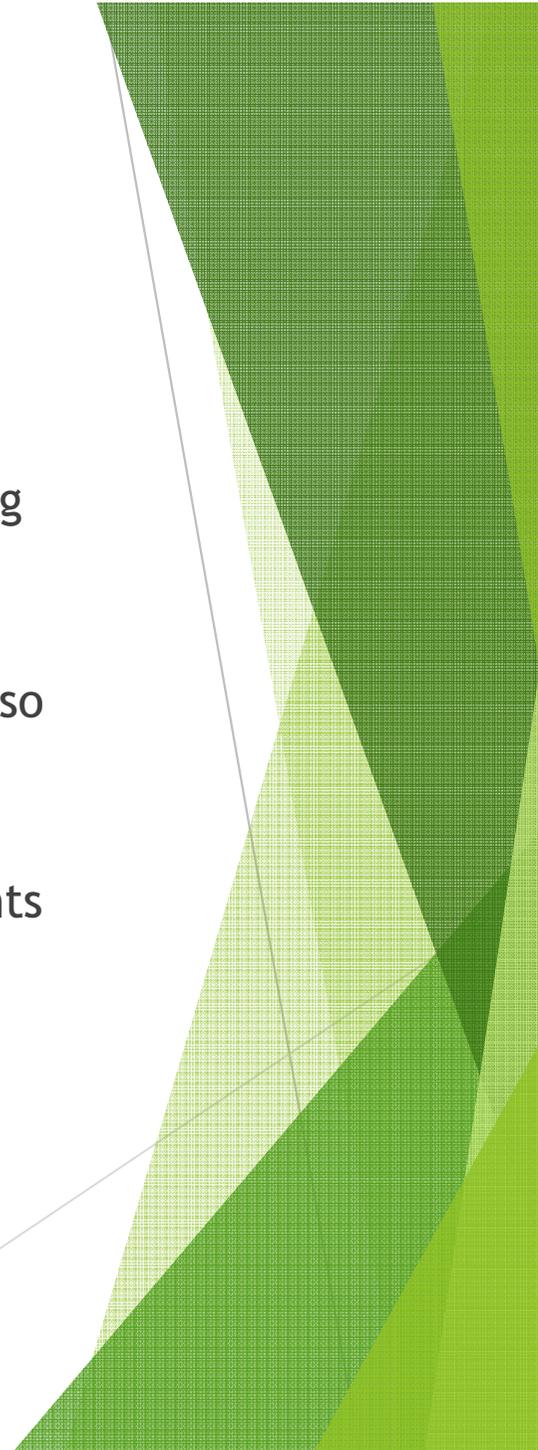
Better links with Estate Services- links established and working on joint procedures for issues such as water penetration.

Better use of Data- Dashboards have been developed and are starting to be used to drive service improvement



Progress on last Scrutiny Recommendations

- ▶ Improving Diversity - More apprentices in place. Out reach work encouraging underrepresented groups. Changes to Brewery Road as a result of feedback from women and Ethnic Minority Staff.
- ▶ Close working with Camden - Regular meeting with Camden and Hackney also we have assisted Brighton, Greenwich Southwark and Sheffield. Recently joined the direct works forum.
- ▶ Improve Online Repairs- Online repairs usage is low but further developments to increase functionality are due for completion in the next few months.



The rest of the scrutiny

- ▶ Presentation by repairs front line staff
- ▶ Visit to brewery road
- ▶ Presentation on IT and Dashboards
- ▶ Presentation from a neighbouring borough.



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HOUSING ON SCRUTINY COMMITTEE

SCRUTINY TOPICS AND WORK PROGRAMME 2018/19

11 SEPTEMBER 2018

- 1) Scrutiny Review: SID and Introductory Presentation (Responsive Repairs)
- 2) Quarterly Review of Housing Performance (Q1 2018/19)
- 3) Work Programme

16 OCTOBER 2018

- 1) Housing Association Scrutiny (Housing Association TBC)
- 2) Scrutiny Review: Witness Evidence
- 3) Findings of Resident Service Review Group: Single Lift Replacements
- 4) Work Programme

19 NOVEMBER 2018

- 1) Scrutiny Review: Witness Evidence
- 2) Quarterly Review of Housing Performance (Q2 2018/19)
- 3) Housing Services for Vulnerable People Review - 12-month report back
- 4) Scrutiny Review: SID and Introductory Presentation (Homelessness)
- 5) Work Programme

14 JANUARY 2019

- 1) Housing Association Scrutiny (Housing Association TBC)
- 2) Scrutiny Review: Witness Evidence
- 3) Work Programme

12 FEBRUARY 2019

- 1) Scrutiny Review: Witness Evidence
- 2) Fire Safety Review – 12-month report back
- 3) Work Programme

19 MARCH 2019

- 1) Annual Executive Member Presentation and Quarterly Review of Housing Performance (Q3 2018/19)
- 2) Scrutiny Review: Draft Recommendations

23 APRIL 2019

1) Scrutiny Review: Final Report
