



AGENDA FOR THE HOUSING SCRUTINY COMMITTEE

Members of the Housing Scrutiny Committee are summoned to Committee Room 4, Town Hall, Upper Street, N1 2UD - Islington Town Hall on, **19 November 2018 at 7.30 pm.**

**Lesley Seary
Chief Executive**

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Despatched : 9 November 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

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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.	Housing Association Scrutiny - Clarion Housing Group	5 - 14
2.	Quarterly Review of Housing Performance (Q2 2018/19)	15 - 20
3.	Scrutiny Review Responsive Repairs: Witness Evidence (Gas Management)	21 - 36
4.	Scrutiny Review: SID and Introductory Presentation (Homelessness)	37 - 38
5.	Work Programme 2018/19	39 - 40

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**

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 14 January 2019

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London Borough of Islington

Housing Scrutiny Committee - 16 October 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 16 October 2018 at 7.30 pm.

Present: **Councillors:** O'Sullivan (Chair), Lukes (Vice-Chair), Debono, Hamitouche, Heather, Mackmurdie, O'Halloran, Russell,

Observers: McDonald and Donaghey

Councillor Michael O'Sullivan in the Chair

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

Apologies were received from Councillor Gallagher.

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

There were no declarations of substitute members.

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

There were no declarations of interest.

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

RESOLVED:

That the minutes of the meeting held on 11 September 2018 be confirmed as an accurate record of proceedings and the Chair be authorised to sign them.

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

The Chair also highlighted two forthcoming events , the home and build exhibitions which was being held in October in London as a very good resource for anyone interested in housing related issues .

The Chair informed Members that the Council is awaiting further development in light of central government's announcement that it intends to relax its rules about prudential borrowing for house building.

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

The order of business would be as per the agenda.

36 **PUBLIC QUESTIONS (Item 7)**

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

37 **REPAIRS IT PRESENTATION (Item B1)**

Housing Scrutiny Committee - 16 October 2018

Members received a presentation from both Anthony Jonas, Repairs Group Leader and Azim Urfan, Housing Direct Business Analyst on the operations, functionality and challenges of the Housing Services Repairs IT. A copy of the presentation is interleaved with the agenda.

The following main points were noted in the presentation and in the discussion:

- Members were informed that following Council's decision to bring housing services back in-house, there was a recognition that the IT repairs system would need to be upgraded to manage in house resources and improve efficiency and customer service.
- The IT system was procured in 2015, and went live in 2017. Phase 2 of the project aims to fine tune and incorporate a number of functionalities which will be completed in the winter of 2018/19.
- The IT system is made of two elements to it, the One Serve and Synthesis with the latter focuses on job management while Synthesis manages customer relations.
- The online repairs system will take calls and diagnose repairs, is an online portal for customers to request and manage repair jobs via their smart phones or desktops ; schedule works to operatives and order parts via a PDA. In addition the online system will allow invoices to be submitted and payments be made to operatives.
- At present there are about 190 users of the mobile version of One Serve and 350 users of the desktop version, the public take up is still low, this could be as a result of the free 0800 telephone repair line.
- At present One serve covers over 40 areas of work such as day to day repairs, planned maintenance, gas repairs and servicing, estate inspections, communal heating repairs , testing and compliance etc.
- The Online repairs allows residents to raise repairs online, easy to use and accessible to residents 24hours. Also an audit trail of works and issues can be easily tracked and vulnerable tenants would have more options for repair works.
- The dashboard, an interactive management tool will visually track, analyse and measure performance and as it connects to multiple data sets and displays the data as statistical charts, it will be useful for management. Most importantly dashboard provides real time monitoring and reduces time spent analysing data.
- Members were advised that future plans include making further improvement to the PDA version with workflows, extending online repairs portal for customers, extending the online repairs service to leaseholders and customers in the private sector and introducing an improved SMS and web chat for customers.
- In response to a question on how IT could specifically address the 15% dissatisfied residents with regards to first time fixes, Officer advised that the introduction of the dashboard would enable all these areas of concerns to be analysed.
- In response to a question on work load and uncompleted works, members were informed that the system is flexible and allows a repair operative unable to complete the works to record a reason why a second visit would be required and rebook an appointment so as to complete the works using his PDA or call into the office and

Housing Scrutiny Committee - 16 October 2018

speak to the scheduler.

- Members were reminded that the Service is presently carrying out a programme of multiskilling all their operatives to address situations where repairs cannot be completed due to the operative not having the skills to carry out ancillary works. The Service recognises that the programme would result in an improvement in the number of first time fixes.
- Members were reminded that although customer satisfaction is undertaken by an independent company with specific questions about works carried out, the present IT system would provide management the tools to be able to manage performance at different levels.
- In response to a question about works being carried out and the quality, the meeting was informed that the system allows operatives to take photographs both before and after work is carried out and the IT system is set up in such a way that where no photographs are taken, this is flagged up to management who can act on this shortcoming.
- On the question of whether operatives had access to the needs of vulnerable residents and whether the information held by the Council of the resident was accurate, the Director of Housing advised meeting that, the Council routinely requests information on diversity and disabilities voluntarily from all its residents so that it can provide the right level of service and would expect the information provided to be accurate. In addition housing officers in general are aware of the needs and requirements of vulnerable residents.
- In terms of possible misdiagnosis via the online reporting, the Director of Property Services advised that it was important to recognise that as the Council continues to move its repair service onto an online reporting platform, limitations are expected so human beings would still be required to minimise errors.
- The meeting was informed that to manage work flows especially during peak times, contractors and sub-contractors would be required to undertake repairs. Members were advised that works carried out by contractors would be expected to meet the required standard and quality and checked by Council officers.
- In response to a suggestion on whether carers of vulnerable or disabled residents be given access, the Director of Property Services advised members that issues of data protection and security would need to be considered, however wherever consent is given by the resident, this would be possible.
- In response to a question about local intelligence and history of works in relation to the Council's housing stock especially in instances where operatives have arrived at blocks of flat and not being able to locate service pipes, the Director acknowledged that although not an ideal practice for such information to be limited to long serving staff especially as this would result in delays, information is now being captured online especially with the new stock of housing being built. Members were advised that where for example windows are being replaced, manufacturers details, measurements, date of installation are now captured on a database for future use.
- On whether the Service has a skill sharing programme between the long serving staff and the new employees, the Director advised that the Council recognises the essence of work force development and in most cases would expect staff to learn

from one another.

- A suggestion on whether as part of the customer satisfaction exercise an option could be offered to unsatisfied residents if their specific complaints could be escalated by the independent survey company to the Council was noted as it will ensure that any operative sent to the dwelling in the future could be aware.
- On the issue of time scales, the Director acknowledged that although most of the repairs undertaken are routine works, it is important to be clear with residents of expected timescales for each type of repairs.
- In response to questions on whether routine works could be carried out by residents, Members were informed that Islington Council as a responsible landlord would still continue to ensure that resident's safety is not compromised.
- In response to a suggestion on whether the repairs service could be extended beyond the working hours and late into the evening to cater for residents that work late shifts, the Director of Housing reminded Members that there is no evidence of any demand for this type of service and secondly the costs would be astronomical. Members were informed that presently residents are offered time slots as it is difficult to ascertain how long an operative would complete works.

The Chair on behalf of the Committee thanked both the Repairs Group Leader and Housing Direct Business Analyst for their presentation.

It was **RESOLVED** that the presentation be noted.

38 **WORK PROGRAMME 2018/19 (Item B2)**
RESOLVED:

That the work programme be noted

The meeting ended at 9.45 pm

CHAIR



CLARION
HOUSING

London Borough of Islington Housing Scrutiny Committee 19th November 2018

**Catherine Kyne & Vicky Bonner
Clarion Housing Association**

Clarion Housing: Overview



- 125,000 homes across more than 170 local authorities.
- 360,000 people call a Clarion Housing property their home.

- Commitment to excellent customer service
- Commitment to maintaining our homes to a good standard
- £2m spent each week to improve our homes
- 25 people solely employed on fire safety

- Developing & managing a variety of rented homes; affordable, market & private rent
- Developing low cost home ownership

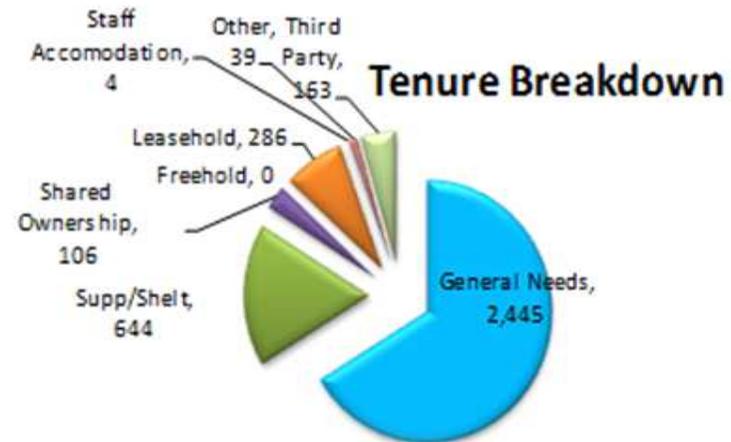
- Charitable foundations include, Clarion futures, a property development company and an in-house maintenance contractor.

Islington : property portfolio



- 3,687 homes in Islington
- A dense population of properties located in Archway, Holloway & Tufnell Park
- A full range of tenure types:

- *General needs 2,445*
- *Supported and Sheltered 644*
- *Shared Ownership 106*
- *Leasehold 286*
- *Staff Accommodation 4*
- *Other 39*
- *Third party 163*
- ***Total 3687***



Clarion Satisfaction levels



- **Satisfaction** - 80% of residents across Clarion are satisfied with our service
- Annual survey of residents focusses on demographics and wellbeing
- An increase of 3% in North London (NL) residents who find it is easy to access services

- **Stage 1 Complaints** – 71
- **Stage 2 Complaints** – 1
- **Member Enquiries** - 1

- **Repairs** - Complete 1,000 repairs a day
- Between April and September 2018 NL satisfaction has range from 82.7% to 87.4%.
- 82.6% of repairs fixed first time this year



Islington : Key Performance Statistics



Islington Performance (April – September 2018)



Rent Collection (GN & Supp) 104%
Sector Median 99.7%



Total No of voids (Sep) 74
Turnaround Days GN 53.7
Turnaround Days Supp 78.6



Gas Servicing : 99.8%



New cases reported 67
Open cases 35



Routine Repairs 82.7%
Emergency Repairs 98.4%

In-house repair service from November 2018

Clarion Response:



Our vision is to create a nationally renowned repairs business that will strive to 'get it right first time'

Current Contractor Satisfaction (NL): 82.7%
Clarion response satisfaction : 90.3%

- **Process:**
 - 'Go Live' 7 November
 - Full staff Induction into Clarion
 - Stabilisation period required
 - Expect a dip in service
 - Business as usual
- **Changes:**
 - Dynamic scheduling/zoned operatives
 - New vans/uniforms
 - Shared purpose
 - Multi skilled operatives
 - Happy Customers
- **Key Property issues:**
 - Damp and condensation
 - Over crowding
 - Sound proofing
 - Design and alterations
 - Structural issues
 - Windows and roofs
 - Accelerated planned programme



Rents and Tenancy Sustainment



Rents and Tenancies : We are committed to providing affordable homes for those excluded by the housing market

- Partnership with LA to deliver Affordable Homes
- Development programme to deliver 50K homes in 5 years
- No longer converting existing homes to Affordable Rent. (Any changes to rent policy will be based on evidence, fairness and sustainability)
- Five year fixed term tenancies

Tenancy Sustainment: We know that changes to the welfare benefits system heightens the risk of a failed tenancy

- A well-established internal tenancy sustainment team
- 25 experienced welfare benefits advisers
- Pilot approaches to raise awareness and support about Universal Credit
- Mobility/Transfer options across Clarion stock

Impact of national housing policy changes



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Delivering safe and decent homes
Improved resolution of complaints
Empowering residents through RI structures
Expanding supply and supporting home ownership

We welcome the paper and are calling for meaningful reforms to improve quality and service for all residents.

We have worked closely with our involved residents to incorporate their views into this response.

Future plans for investment in the borough



Development:

Land value and availability are a challenge: No current development sites.

Keen to explore how we can work with the borough to support the delivery of new homes

Stock condition:

High level of converted street property requiring investment

Planned maintenance programme increased: £3,124,603.

Community:

Employment and Training offer

Community Grants

Focus on improving young lives

Residents involved in shaping local offers

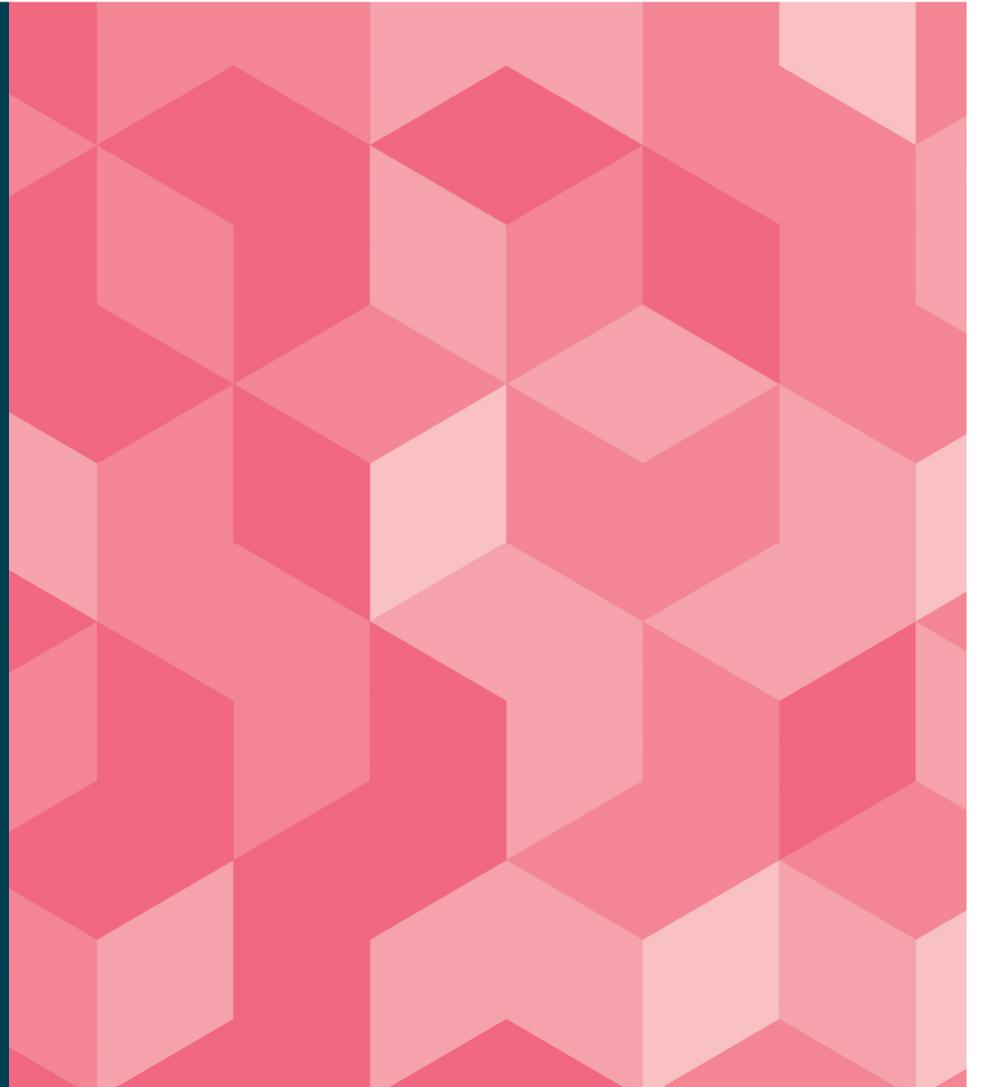
**THANK
YOU**

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Clarion Housing

6 More London Place
Tooley St
London SE1 2DA

myclarionhousing.com





Housing and Adult Social Services

222 Upper Street, London, N1 1XR

Report of: Executive Member for Housing & Development

Meeting of	Date:	Ward(s):
Housing Scrutiny Committee	19 th November 2018	All

Delete as appropriate	Exempt	Non-exempt
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SUBJECT: QUARTERLY REVIEW OF HOUSING PERFORMANCE (Q2 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 2 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 2 update on Housing performance

- 4.1 This report contains an update on Housing indicators for Quarter 2.

Objective	PI No	Indicator	Frequency	Q2 Actual July-Sept	Q2 Target July-Sept	Target 2018-19	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 homes completed by the council	Q	12	12	74	On	94	No
	H2	Number of affordable new homes completed by Developers	Q	10	10	637	On	New Indicator	New Indicator
	H3	Number of planning permissions agreed for new council housing	Q	0	0	102	On	New Indicator	New Indicator
	H4	Total number of affordable homes (net growth taking into account new homes and homes sold)	Q	12	12	68	On	New Indicator	New Indicator
	H5	Number of severely overcrowded households that have been assisted to relieve their overcrowding	Q	45	75	150	Off	40	Yes
	H6	Number of under-occupied households that have downsized	Q	83	73	145	On	83	No
<i>Ensure effective management of council housing stock</i>	H7	Percentage of LBI repairs fixed first time	M	83%	85%	85%	Off	84.3%	No
	H8	a) Major works open over three months as a % of Partners' total completed major works repairs	Q	5%	11%	11%	On	7.3%	Yes
	H9	b) Satisfaction rate with repairs undertaken by Partners	M	96.6%	aspirational target of 95% contractual target of 75%	aspirational target of 95% contractual target of 75%	On	New Indicator	New Indicator

	H10	Rent arrears as a proportion of the rent roll - LBI	M	2.5%	2.5%	2.5%	On	1.8%	No
	H11	Rent arrears as a proportion of the rent roll - Partners *	M	3.19%	3.14%	3.14%	On	2.4%	No
Reduce homelessness	H12	Number of households accepted as homeless	M	90	100	400	On	61	No
	H13	Number of households in nightly-booked temporary accommodation	M	393	325	294	Off	335	No
	H14	Number of street homeless supported into accommodation	M	15	8	30	On	New Indicator	New Indicator

*contractual target = 97% collection rate

Increase supply of / access to affordable housing

- 4.2 The forecast for 2018/19 is currently to develop 637 new affordable homes. The development pipeline is currently still on track to deliver that figure (H1). The in year total is 174 homes completed with the majority due to complete the end of the year which does put the target at risk should schemes be delayed by a month or two.
- 4.3 In terms of the council's new build programme the completion of Centurion Close is forecast to slip from the end of the financial year to April 2019 due to unexpected foundation conditions. This means the forecast for the end of year is 66 new homes instead of 74 (H2) and that will also be reflected in a reduction in the net growth figure (H4) which drops from 68 to 60 new homes accordingly.
- 4.4 The number of new homes planning permissions is forecast to miss the annual target (H3) due to the delays to the Vorley Road scheme that provides 59 new homes. This is due to changes in information required by Planning for the viability report. The current forecast is 43 new homes with permission rather than 102.
- 4.5 Historically there have been difficulties in RPs providing timely and accurate information to the council on their own development pipelines. Within the recommendations approved for the restructure of the New Build Team was the creation of the new Management Support post, one of whose primary functions will be to manage performance information and build relationships with our RP partners. It is expected this will significantly improve the quality and timeliness of the data we need them to provide.
- 4.6 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

- 4.5 Repairs fell short of its First Time Fix target of 85%, delivering a Q2 out turn of 83%.
- 4.6 83% figure for Q2 represents a 2% improvement on Q1 figure of 81%.
- 4.7 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 progressing well with positive feedback from the Dashboard owners.
- 4.8 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. 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.
- 4.9 Managers have been tasked with scrutinising and signing off follow-on jobs and carry-overs, placing greater focus on improving first time fix.
- 4.10 The 2016 apprentices completed their courses with a majority applying for full-time roles within the Council. We have taken on six further apprentices in September 2018 (three females and three males from within the Borough) 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.
- 4.11 Overall satisfaction with the repairs and gas service combined is above target at 91% (against a target of 88%) for Q2. This is a 1% improvement on Q1. 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

- 4.12 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. 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

- 4.13 Residents' satisfaction with repairs continues to be above the 75% target; at the end of September 2018 satisfaction on PF11 was 97.15% and PF12 96.8%. These combine for an overall satisfaction rate of 96.9%.
- 4.14 Major repairs are more complex repairs carried out by Partners often of higher value and are often delayed by requirements such as Leaseholder consultations, scaffolding works, building control consultation and the issue of party wall notices. It is not possible to deliver 100% of major repairs within the 3 months due to statutory timescales however, Partners aim to keep the number of works exceeding 3 months to a minimum and monitor those exceeding the 3 month period. These repairs are monitored separately as they are not included in the measure of the resident satisfaction for day to day repairs.
- 4.15 There were 43 Major Repairs greater than 3 months, the status of these are as follows:
- 15 works in progress
 - 15 delayed as a result of due process associated with Sec 20's, Planning and/or Party Wall protocols
 - 9 delayed as a result of ongoing Decant/access issues
 - 3 currently going through the commercial authorisation process
 - 1 currently awaiting drying out and solicitor authorisation to proceed with the decorations.

The number of Major Works cases over 12 weeks completed in September 2018 (4) as a percentage of the total number of Major Works cases completed (83) = 5%

Rent Income Collection

- 4.16 Rent arrears for LBI are at 2.44% against the rent roll for the end of the first quarter. Universal Credit Full Service was implemented on the 20th June and has had an impact on the rent arrears for Q2. This has seen 600 tenants for this quarter being transferred to Full Service. All these residents were subjected to a minimum of a 5 week wait until they get the first payment for Universal Credit. Tenants are advised by the Job Centre that they are entitled to an advance however this has not been taken up by the vast majority of tenants.
- 4.17 The issues with extensive delays at Clerkenwell Court and with the Central London Bailiffs are improving. We have contacted both the Court and the Bailiffs and they have advised they were aware of the issues and will be addressing the problem of staff shortages. They have agreed to fast track cases which were overdue.
- 4.18 The Income Recovery team are also carrying a number of vacancies which require recruitment.
- 4.19 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 Q2 the PF11 and PF12 collection rates were within target – within 1% of the Council's. But this is an annual performance indicator for Partners. Performance on current debt as a proportion of the rent roll was 3.19%; this measure is not a contractual performance requirement. Partners have continued to experience severe delays with the Court hearings not being listed for up to 4 months, evictions have not been scheduled for up to 6 months.
- 4.20 Partners' voids performance is an average re let time of 36.3 days to date. This measure includes the letting process delivered by the Council for Partners properties.

Reduce homelessness

- 4.21 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.
- 4.22 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. Our target for reduction in the numbers of households in nightly booked TA is 294. Whilst during the first four months of this financial year the no. of households remained consistent, during August and September we saw an increase of 18%. We attribute this to the introduction of the Homelessness Reduction Act in April 2018, which has placed additional duties on the council which have slowed down the processing of homelessness applications. We are hopeful that a review of the way we work will bring about improvements and a reduction in the no. of households staying in nightly booked temporary accommodation.

Appendices: None

Background papers: None

Final Report Clearance:

Signed by



6th November
2018

Corporate Director of Housing and Adult Social Services

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E-mail: jo.fry@islington.gov.uk

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ISLINGTON

Housing Scrutiny

Gas Management Presentation

Anne Bagland

Head of Investment Finance & Safety

19th November 2018

Content

- Define what will be covered today
- How many repairs are done
- Gas repairs & servicing process
- How gas repairs are measured
- Current challenges
- Developments in progress
- Future –options for the service



Brief Overview – Covered Today



- § 20k Individual heating systems only – (NOT Communal systems which are managed by another department)
- § Islington geographically split for the domestic gas
- § In-House: Gas North 10k Properties
- § Mitie: Gas South 9.4k Properties



Geographical split

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		North	South
		Backup contractor	
	In house -	GEM	MITIE
landlord gas safety checks	yes	yes	yes
gas responsive repairs	yes	yes	yes
planned/reactive replacement boiler /systems		yes	yes

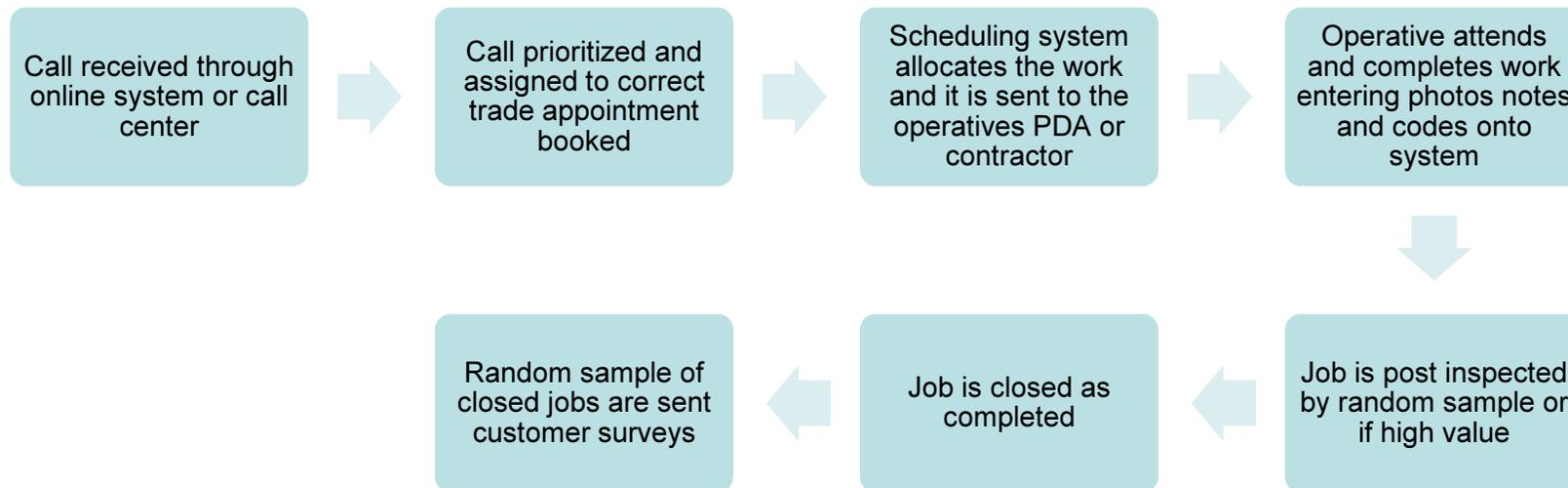


Numbers of gas repairs & servicing per year

- Across the borough we undertake approx. 55,000 repairs ,servicing and installations per annum
- More than half of our gas repairs are classed as urgent and must be done within 24hours.
- We meet this very challenging timescale in over 80% of cases.
- In the North -We have an inhouse gas team of 17 operatives ,3 lead engineers & 3 apprentices
- We have an out of hours and backup contractor- GEM.
- In the South – Mitie provide the service
- The total gas budget is £3.8m



The Repairs Process



Domestic Gas – Service Programme



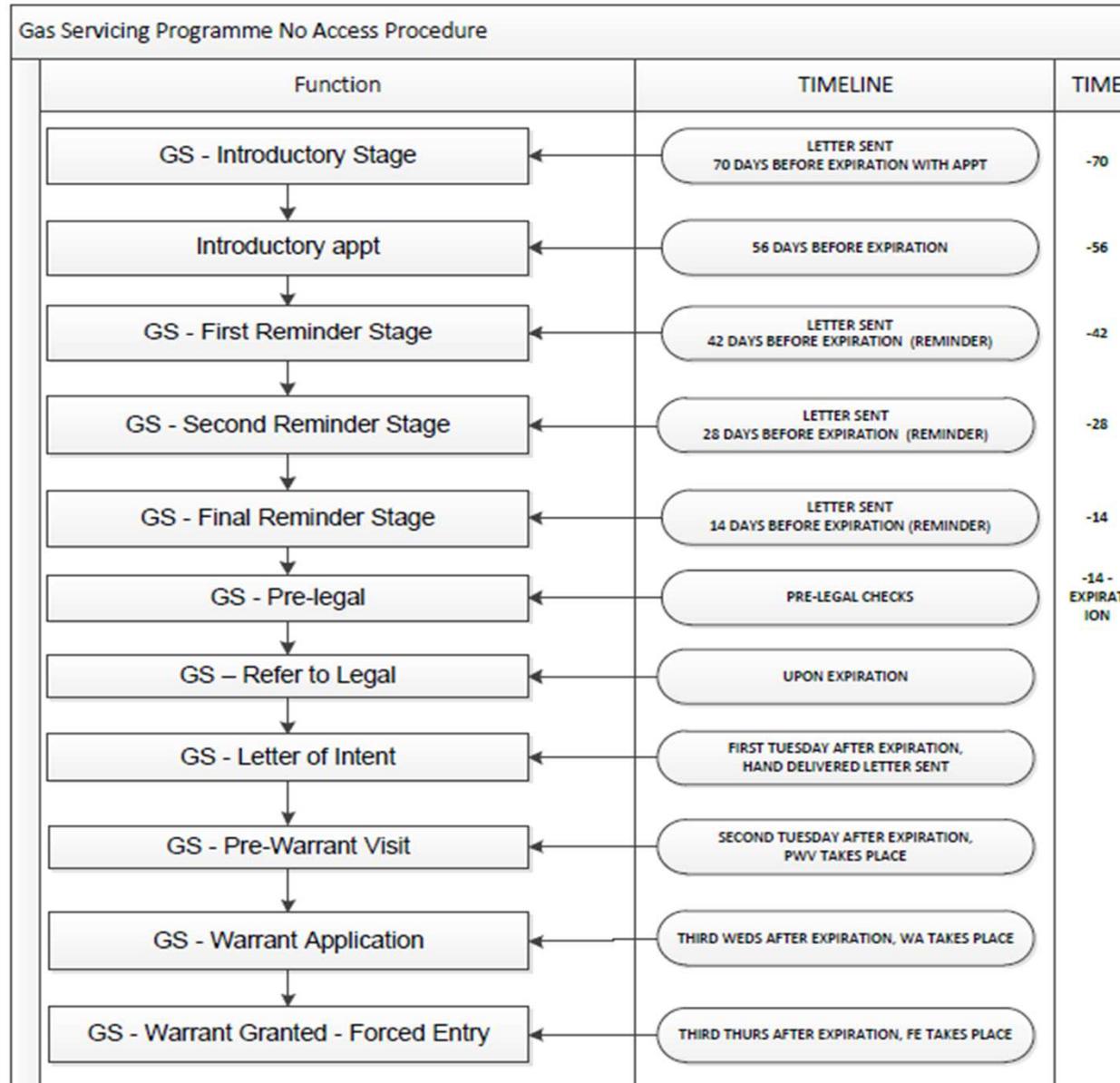
ISLINGTON

Landlords Gas Safety Record - LGSR: Servicing programme dictated by the issuance of the annual LGSR. Initial letter 8 weeks in advance of last service date and followed as below.

- § Introductory letter - 8 weeks prior to the expiry of current LGSR
- § Escalated for pre-legal checks for vulnerabilities flags or social care needs
- § Commencement of Legal Action
- § Letter of Intent
 - § Assisted Visit
 - § Warrant Application
 - § Forced Entry



Servicing process



How we measure performance

- Report monthly on compliancy in respect of the annual gas safety checks to highest levels in the council
- Pleased to report we are almost at 100% compliancy
- Huge efforts are made to gain access to properties prior to last resort legal action
- Now at excellent level of compliancy
- Customer satisfaction – independently assessed – 95%
- Complaints analysis & lessons learnt
- Need to focus on improving the installation process.



Compliance – Insourcing to Date



GAS SAFETY COMPLIANCY

REPORT GENERATED

06 November 2017

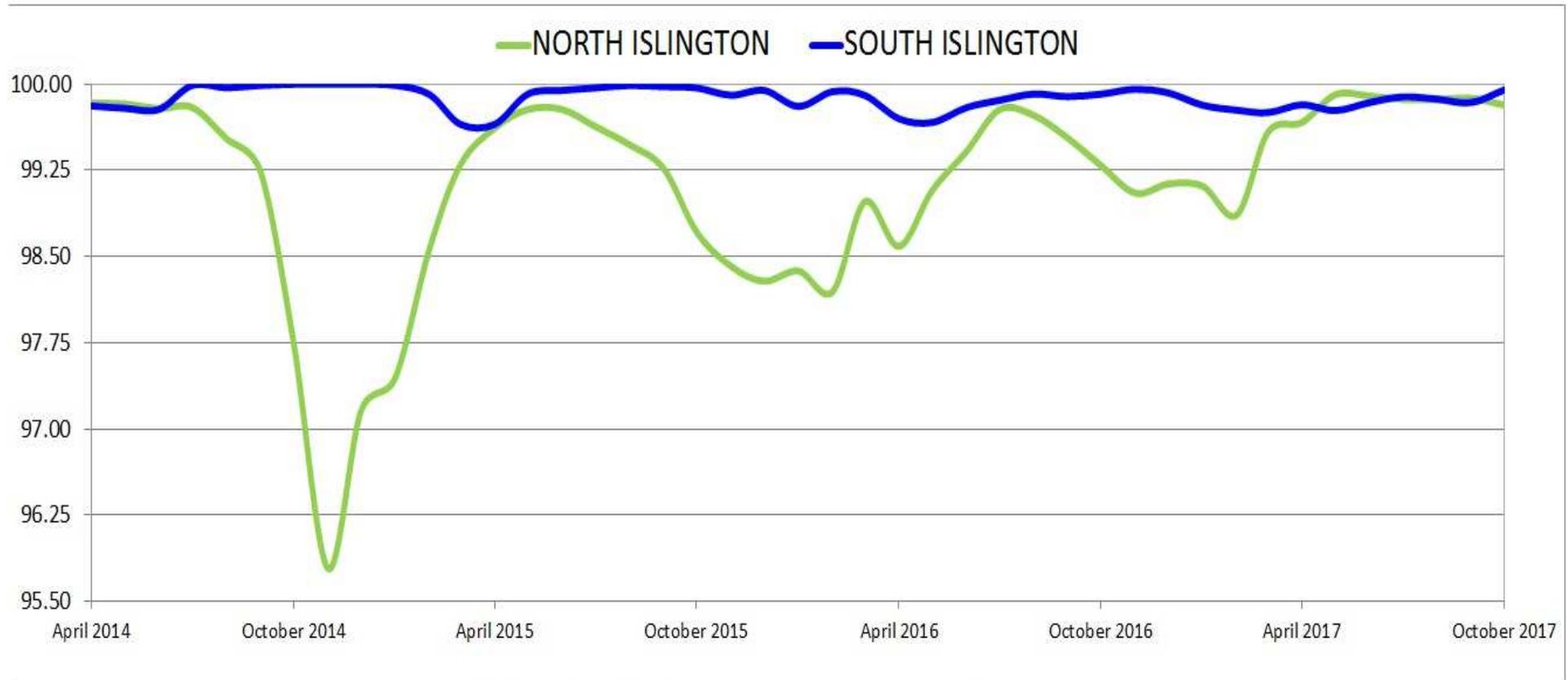
GAS COMPLIANCY POST TRANSFORMATION

PERIOD

APRIL 2014 - OCTOBER 2017

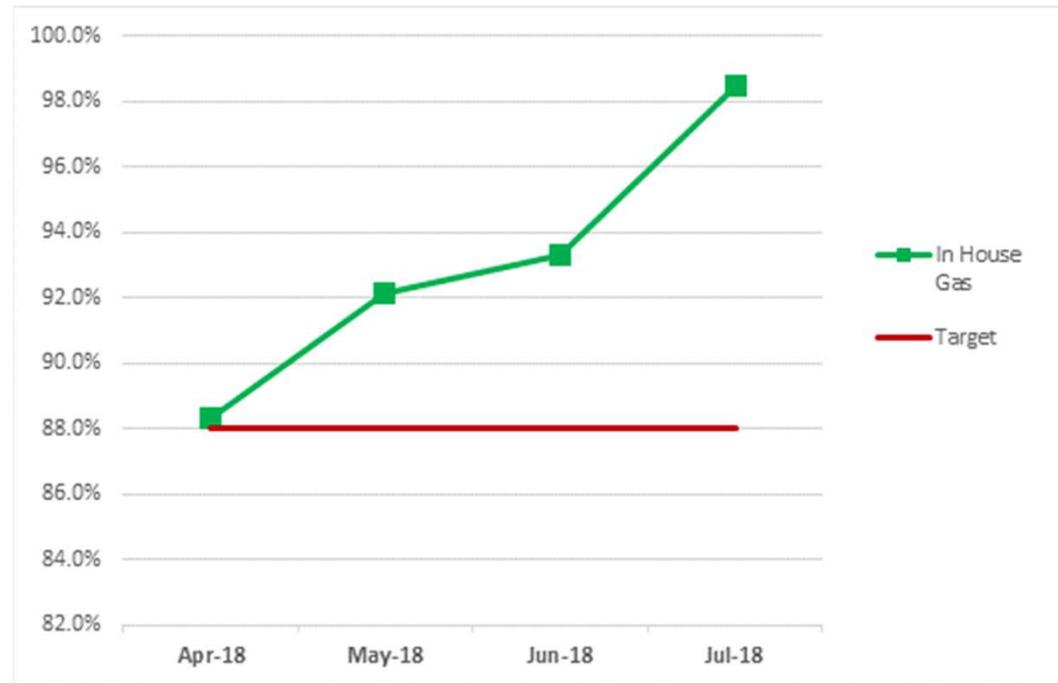
- ▲ compliancy up
- no change
- ▼ compliancy down

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Dashboard Updated on 06 November, 2017 by Robert Stewart

Customer Satisfaction



Gas North – Challenges

- § Operative turnover – Only 3 of the original 17 operatives tupe transferred in June 2014 are still in post
- § Major recruitment drive – now have 12 operatives in post
- § Competitive market for temporary/agency staff
- § Lack of quality, skilled/experienced engineers generally
- § When interviewing /shortlisting we have found a large number of candidates are recently qualified with little if any post qualification experience
- § We have recruited 3 lead engineers to help support existing operatives
- § We have a full complement of very experienced gas inspectors who provide assurance around risk and safety
- § We have 3 apprentices – “grow our own”
- § Want to make materials management more effective – Van stock



Plan for Improvement

- § Effectively managing sickness absence
- § Tackling competency issues - capability/disciplinary processes
- § Additional training where required
- § Tackling repeat offenders in terms of no access
- § Service Interval Timers
- § CO detection/warning devices
- § Improvement in warrant application process/quantity
- § OneServe- Online servicing appointments
- § Have moved to MOT style servicing – majority will now be carried out over the summer months – positive impact for residents and management of work flow.
- § Recruitment – ongoing



Gas – Installations/Upgrades

- § In addition to reactive appliance replacements
- § £1.5m per year capital investment across Islington
- § Targeted replacement of open-flue appliances and inefficient F&G Sedbuk rated boilers and appliances >15yrs old
- § Generally operating well with MITIE (South)
- § Currently undertaken by our support contractors GEM / MITIE in the North



Future options

- Investigate on line servicing
- Expand the in house team
- Recruit more lead engineers
- Prepare for the return of the PFI street properties with a planned boiler replacement programme.



Thank you for listening

Questions & Answers



SCRUTINY REVIEW INITIATION DOCUMENT (SID)
Review: Homelessness
Scrutiny Review Committee: Housing Scrutiny Committee
Director leading the review: Karen Lucas
Lead Officers: Ramesh Logeswaran
<p>Overall aim:</p> <ul style="list-style-type: none"> To explore how the Council's Housing Needs Service tackles homelessness and delivers on its key performance indicators.
<p>Objectives of the review:</p> <ul style="list-style-type: none"> To highlight compliance in assessments and decisions that are underpinned by the Housing Act (1996) and Homeless Reduction Act (2017). That prevention services and commissioned services are targeted and effective
<p>How is the review to be carried out:</p> <ul style="list-style-type: none"> Officer presentation Evidence from St Mungo's, SHP, Islington Law Centre, Shelter and where appropriate other providers Types of accommodation services. Consider details of the rough sleep count Funding support available for rough sleepers <p>Scope of the Review</p> <ul style="list-style-type: none"> To consider the Council's draft Prevention of Homelessness Strategy which is currently being developed. To consider whether the service is capitalising on opportunities to prevent homelessness How the approach to dealing with homelessness could be improved Where partnership working could be further developed <p>The review will focus on:</p> <ul style="list-style-type: none"> Those that are homeless and those threatened with homelessness. Demographic data / Performance indicators / Outcomes achieved Examples of gaps in service provision Review of Ombudsman case studies/legal challenges. How the Council engages with its partners to deliver holistic homelessness services <p>Types of evidence:</p> <ul style="list-style-type: none"> Evidence from officers, especially front-line staff Performance, demographic and outcomes data Examples of casework Street count participation by members Walk through the referral process Evidence from the commissioning services
Additional Information:

Programme	
Key output:	To be submitted to Committee on:
1. Scrutiny Initiation Document	19 November 2018
2. Draft Recommendations	2019
3. Final Report	xxxxxxx 2019

HOUSING ON SCRUTINY COMMITTEE

SCRUTINY TOPICS AND WORK PROGRAMME 2018/19

19 NOVEMBER 2018

- 1) Housing Association Scrutiny (Clarion Housing Group)
- 2) Scrutiny Review: Witness Evidence (Gas Management)
- 3) Quarterly Review of Housing Performance (Q2 2018/19)
- 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 (Hackney Council)
- 3) Housing Services for Vulnerable People Review - 12-month report back**
- 4) Work Programme

12 FEBRUARY 2019

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

19 MARCH 2019

- 1) Annual Executive Member Presentation and Quarterly Review of Housing Performance (Q3 2018/19)
- 2) Findings of Resident Service Review Group: Single Lift Replacements
- 3) Scrutiny Review: Draft Recommendations

23 APRIL 2019

- 1) Scrutiny Review: Final Report
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