

The Economy, Housing and the Arts Policy and Accountability Committee Agenda

Wednesday 12 June 2019 at 7.00 pm
Committee Room 1 - Hammersmith Town Hall

MEMBERSHIP

Administration	Opposition
Councillor Rory Vaughan (Chair) Councillor Alan De'Ath Councillor Rowan Ree Councillor Ann Rosenberg	Councillor Adronie Alford

CONTACT OFFICER: Charles Francis
Committee Co-ordinator
Governance and Scrutiny
☎: 020 8753 2062
E-mail: charles.francis@lbhf.gov.uk

Public Notice

Members of the press and public are welcome to attend this and all other Council meetings. Should exempt information need to be discussed the committee will pass a resolution requiring members of the press and public to leave.

The open part of this agenda is available for public inspection at the Town Hall and may be viewed on the Council's website: www.lbhf.gov.uk/committees

A loop system for hearing impairment is provided, along with disabled access to the building.

Date Issued: 06 June 2019

The Economy, Housing and the Arts Policy and Accountability Committee Agenda

12 June 2019

<u>Item</u>	<u>Pages</u>
1. APOLOGIES FOR ABSENCE	
2. DECLARATIONS OF INTEREST	
3. MINUTES	3 - 11
To approve the minutes of the meeting held on 26 March 2019.	
4. FIRE SAFETY UPDATE	12 - 23
This report provides an update on the work undertaken to improve fire safety across Council Housing.	
5. AFFORDABLE HOUSING DELIVERY STRATEGY - VERBAL UPDATE	24 - 33
To consider a presentation on the Affordable Housing Delivery Strategy.	

Agenda Item 3

**London Borough of Hammersmith & Fulham
The Economy, Housing and the Arts Policy
and Accountability Committee
Minutes**



Tuesday 26 March 2019

PRESENT

Committee members: Councillors Rory Vaughan (Chair), Zarar Qayyum, Ann Rosenberg, Rowan Ree and Adronie Alford.

Other Councillors: Councillors Lisa Homan and Andrew Jones

Officers: Joanne Woodward (Chief Planning and Economic Development Officer), Valerie Simpson (Interim Strategic Lead for Environmental Health and Regulatory Services), Dawood Haddadi (LBHF Team Manager, Private Sector Housing), Daniel Miller (Resident Involvement and Service Improvement Manager), Fiona Darby (Assistant Director for Place), Kim Shearer (Community Facilities Officer), Mark Meehan (Chief Housing Officer).

Others: Hanna Whiteman (Studio Hanche), Rosie Whitney-Fish - Dance West, Petrea Owens – Chair of the HF Arts Fest, Flora Herberich – HF Arts Fest Producer, Lauren Clancy, Executive Director and Sylvain , Bush Theatre and Matt Steinberg, Artistic Director /CEO, Outside Edge Theatre Company.

1. APOLOGIES FOR ABSENCE

There were no apologies for absence.

2. DECLARATIONS OF INTEREST

There were no declarations of interest.

3. MINUTES

The minutes of the meeting held on 28 January 2019 were agreed as an accurate record. The chair highlighted that there were two outstanding action points, namely: i) details of how many S106 officers worked at the Council and ii) further information on the Right to Buy scheme and HRA. The clerk confirmed that this information had been chased and would be circulated as soon as it had been received.

4. ARTS COMMISSION 2019

Councillor Andrew Jones introduced the item and explained the rationale for the Council's development of an Arts Strategy and its relationship with the Industrial Strategy. He stated that the Council had a track record of using commissions as an effective means of engaging with communities and ensuring residents' views were considered as new policies were developed.

Acknowledging the December 2018 PAC meeting and the questions that had arisen, he confirmed the Council had taken stock of the issues which had been raised and a new timetable for the Arts Commission had been drawn up. The Committee were informed that the Arts Commission's programme had not started, the evidence gathering sessions had not been finalised and further thought had gone into its nature and independence.

Councillor Andrew Jones confirmed the purpose of the meeting was to rewind the approach which had been suggested in December 2018 and to explore the types of questions the Arts Commission might explore during the evidence gathering phase. Possible themes included: the parameters of the Arts Commission, arts organisations and their role in land development, as well as performance and rehearsal space. Further topics included the relationship between the Arts and the Industrial Strategy, the historic underfunding of the arts and engagement and inclusion.

Joanne Woodward, Chief Planning and Economic Development Officer, reiterated the points made by Councillor Andrew Jones and confirmed that several new themes had been distilled into a series of questions which were set out in Appendix 1.

Councillor Rowan Ree confirmed he was pleased the ten questions outlined in Appendix 1 of the report referred to engagement with young people and asked how the Commission would be working with local schools. Councillor Andrew Jones confirmed that officers had already spoken to both Primary and Secondary School Heads about the Arts Commission / Industrial Strategy and the Council was thinking about how breakfast clubs might be used as a means of delivering talks on technology and the arts. Councillor Andrew Jones explained that one of the Arts Commission's sessions would focus on what could be done to promote the arts to school children and incorporate topics such as islands of excellence, universal offers, best practice, as well as young people and arts outside the school environment.

Councillor Adronie Alford commented that the Committee had still not received a satisfactory response to questions it had asked in December 2018 related to the Arts Commission's membership and the backgrounds of the proposed panel members. She reiterated that the Committee knew nothing about them and was concerned that the panel members would be drawn from too narrow a band of expertise. In response, Councillor Andrew Jones confirmed that the Council was seeking to engage with experts from across the arts and it was essential the Commission panel members had experience of grass root issues, venues and inclusion.

Councillor Adronie Alford asked when the Committee would be provided with more information about the Commissioners and noted that the timescales mentioned in the report were very different from what had been proposed in December 2018. Addressing this point, Councillor Andrew Jones confirmed the timescale was linked to resources and it was highly likely the Arts Commission would begin its evidence gathering in May 2019 and conclude this about six months later. The Committee noted that the Arts Commission would be supported by a consultant throughout its work. The Chair confirmed it was important for the Committee to have a better understanding of the Commissioners in the fullness of time and who the expert witnesses would be.

A number of representatives from Arts groups attended the meeting and the Chair invited them to ask questions and participate in the meeting.

Flora Herberich – HF Arts Fest Producer, noted the timescales of the Commission and asked if, following the Commissions' report, whether a new Arts Strategy would be written. Asking a supplementary question, she asked if this was the case, what would happen to support for the arts in this interim period? In response, Councillor Andrew Jones confirmed that arts organisations would continue to be supported throughout the Commission's work and in terms of outcomes, the plan was to refresh the Arts Strategy and align this to a new plan.

Petrea Owens – Chair of the HF Arts Fest, expressed concerns about the notice period for the PAC meeting and the timescales associated with the Commission. Joanne Woodward confirmed that moving forwards, as soon as officers had a clear timetable, this would be disseminated to arts groups.

Action: that officers compile a list of arts organisations within the borough and provide them with a timetable for the Art Commission's work.

Lauren Clancy, Bush Theatre, asked a series of broader questions regarding culture and who defined it, as well as the issue of developing young people into artists. Matt Steinberg, Artistic Director /CEO, Outside Edge Theatre Company commented on the links between the arts, well being and public health, and whether other Committees or forums would have an input into the Arts Commission's work. In response, Councillor Andrew Jones explained there were a number of overlapping areas which included the industrial strategy, education and public health which would need to inform the Commission's work.

Councillor Zarar Qayyum noted the questions contained in Appendix 1 and asked if there was scope to broaden these and include training and apprenticeships. Councillor Andrew Jones confirmed these areas could be considered. Councillor Ann Rosenberg asked if there was going to be a mechanism to allow residents who wanted to start an arts group, to look at how this might be done and be provided with the appropriate contact details. Joanne Woodard highlighted the Council's website and confirmed that it would include a page on the Arts Commission and how residents could become involved in the future.

Councillor Zarar Qayyum asked what the Council aimed to do with the outputs arising from the Commission. In response, Councillor Andrew Jones explained that these would need to be presented in a report to Cabinet before ultimately a decision was taken on which recommendations to adopt.

The Chair thanked all the attendees for providing their insights. Summarising the Committee's views, he confirmed there was scope to improve future communications about the work of the Arts Commission and for details to be readily available about its scope timeframe and how residents could contribute to the commission. He noted that the Commission was due to start in May 2019 and information needed to be provided on the Commissioners themselves, as well as their breadth of experience. Concluding his remarks, the Chair confirmed the Committee were broadly supportive of the approach set out in the report, the questions detailed in Appendix 1 and an update was requested later in the year.

RESOLVED

That the Committee reviewed and commented on the report.

That officers compile a list of arts organisations within the borough and provide them with a timetable for the Arts Commissions' work

That officers provide a further update later in the year.

5. PRIVATE SECTOR HOUSING – PROPERTY LICENSING

Valerie Simpson (Interim Strategic Lead for Environmental Health and Regulatory Services) introduced the report which provided an update on the Borough's property licensing schemes and how they were being used to improve housing standards in the private rented sector.

Providing context, Councillor Lisa Homan explained the Private Rented Sector had expanded rapidly in the last 10 years and now accounted for approximately a third of the borough's housing. The Committee noted that to improve standards, a selective licensing scheme had been introduced in 2017 which applied to approximately 20% of the streets in the borough.

Dawood Haddadi (LBHF Team Manager, Private Sector Housing) provided a presentation which covered a number of aspects including:

- Property Licensing
- Risks and Challenges
- Types of Licensing
- Case Studies
- Online applications management system

Councillor Zarar Qayyum asked about mandatory and discretionary licences and what the differences were. In response, Dawood Haddadi explained that the Housing Act 2004 placed a duty on local authorities to licence certain types of Houses in Multiple Occupation (HMOs), to improve standards in the private

rented sector. This duty of mandatory licensing only applied to HMOs which were occupied by five or more persons forming two or more separate households. In 2016, officers carried out a detailed survey of housing conditions in the private rented sector and found that a significant proportion of properties were substandard and did not meet the criteria for licensing. Following extensive consultation with landlords, residents and other major stakeholders, the Council introduced two discretionary licensing schemes to raise standards in the private rented sector which could operate for up to five years. These were:

- The **additional licensing scheme**, regulated housing standards in HMOs that do not fall under the mandatory licensing criteria. The whole borough was designated as licensing area under this scheme.
- The **selective licensing scheme** was introduced in one hundred streets where the Council demonstrated 'significant' and 'persistent' anti-social behaviour i.e. fly tipping and rubbish accumulation. The scheme requires all private rented properties to hold a selective licence. This included family homes that are rented.

Councillor Zarar Qayyum noted that 250 properties had been inspected so far and asked how long this had taken. In response, Dawood Haddadi explained that inspections had started in 2017. Given the high volume of inspections required, it was noted that officers prioritised their inspections based on the information provided by the applicant and local intelligence that officers received relating to the property.

Councillor Lisa Homan confirmed the Council was taking a proactive approach to property licensing and there were a number of officers working in cross functional teams to support the private rented sector. It was noted that the illegal internal conversion of ex-Council properties was a growth area and raising overall standards was a slow and gradual process.

Councillor Rowan Ree asked which landlords needed a licence. In response, Dawood Haddadi provided details the mandatory element of the licensing scheme and explained the changes which had been made when the additional licensing scheme was introduced. Councillor Rowan Ree asked whether a landlord would be aware they needed to hold an HMO licence to operate. In response, officers confirmed that this was a widely known requirement and potential landlords would be made aware of the requirement at the time of purchase.

The Committee discussed the growing trend of portfolio landlords operating in high value areas and whether there were lots of properties which required a licence which still needed to be found. In response officers provided details of the validation process which needed to be completed and confirmed that there were local guidelines for housing standards in HMOs and non-HMOs. It was noted that by applying the Council's licensing schemes, officers could ensure that accommodation was maintained above minimal national standards that did not adequately reflect the built form, size, layout and type of HMO that was typically found in the borough.

The Chair asked what happened in those cases where the landlord held a single property rather than a portfolio. In response, officers explained that the licensing process was particularly bureaucratic in the way in which it had been set up and all landlords would need to seek guidance from the PSH team and be guided through the process. The Chair asked whether there was guidance on HMOs on the Council's website. Officers confirmed guidance was available but the website could be reviewed.

Action: That officers review the Council's website information on HMOs and refresh the content as appropriate.

Councillor Ann Rosenberg asked in those cases where a resident was steered towards the PSH and was subsequently made homeless, whether the Council had an obligation to rehouse them. Mark Meehan (Chief Housing Officer) confirmed that in these cases the resident would be steered back in to the housing system.

In relation to the whole licensing scheme, the Chair asked whether there was a known number of properties that officers were working towards processing and if they had identified those landlords which needed to apply for a licence. Dawood Haddadi confirmed that landlords still need to self-identify and there was a six-month transitional phase when mandatory licensing was first introduced in April 2006. Some of the achievements of the selective licensing scheme so far includes:

- First Council to have an intelligent form
- Meet with portfolio landlords
- Portfolio landlord accounts set up
- Licensed 1400 properties
- Worked with landlords to update conditions
- Agreed with RPT to have 100% EICR (Electrical Installation Condition Report)
- Artificial intelligence data gathering on properties and landlords
- Oversees landlords policy
- Able to inspect properties based on risk
- FOIs responded to much faster and easier as a result of Rocktime

Summarising the discussions, the Chair confirmed that it would be useful to learn more about the 100 streets which had been selected for the additional licensing scheme, as well as what guidance was available for smaller landlords. The Chair commented that the effectiveness of the property licensing scheme would become apparent in the next year or so, due to the amount of enforcement activity. Concluding his remarks, the Chair confirmed that, moving forwards, it was essential that the quality of private rented sector accommodation was improved.

Action: The officers provide a further update on private sector housing – property licensing during the 19/20 Municipal year.

RESOLVED

That the Committee reviewed and commented on the report.

6. DIGITAL INCLUSION ON HOUSING ESTATES UPDATE

Daniel Miller (Resident Involvement and Service Improvement Manager) introduced the report which summarised the work which had been done so far to establish five weekly digital hubs across the borough on council housing estates. The report highlighted the key achievements and set out what the proposed next steps were.

Daniel Miller explained that the original aim of the project aim was to set up five hubs by May 2019. It was noted that this target had been met by January 2019 and weekly digital hubs were taking place at Queen Caroline, Clem Attlee, Charecroft, Wood Lane, and Philpot Estate halls.

The Committee noted that the digital inclusion project linked to the Resident Involvement Strategy 2016-2018 with the objectives of:

- Placing greater control and influence at the hands of our residents, making us more accountable for the housing services they receive.
- More involvement, better involvement
- Promote social inclusion and support thriving and vibrant communities

Daniel Miller confirmed that the cost of the project was £79,048 which had been paid for from section 106 contributions. The Committee noted that funding had been secured until 9 May 2019 and options were being considered to extend this funding for another 12 months.

In terms of the outcomes to date, it was noted that 91 separate sessions had been held across the five locations and 564 council housing residents had been assisted.

Kim Shearer, Community Facilities Officer in the Resident Involvement Team, cited some case studies to illustrate how the scheme had assisted residents, to track medication (by using Excel), become more conversant with using new technology such as Ipads and new telephones, as well as stay in touch with grandchildren in other countries (through What's App). Concluding his initial remarks, Daniel Miller confirmed that moving forwards, the aspiration was to support the development and delivery of the existing five digital hubs and, if possible, compliment these with the addition of three further hubs across the borough.

Councillor Lisa Homan underlined how important the internet had become in shaping everyone's daily lives and why digital literacy was essential.

Councillor Adronie Alford asked if officers had considered holding a session at sheltered housing accommodation. Councillor Lisa Homan confirmed that officers would be providing sessions in these locations in the future. Councillor Rowan Ree agreed that digital inclusion on housing estates was a fantastic

initiative and commented that the rise of online universal credit had made digital awareness mandatory. Councillor Rowan Ree asked officers why they thought estates were less well connected than other areas in the borough. In response, officers confirmed that they were currently working on a digital heat map of the borough to identify areas of deprivation, so resources could be targeted more effectively.

Referring to the pie charts which had been included with the report, Councillor Rowan Ree asked officers why there had been more female respondents to surveys. In response, officers confirmed that men were less likely to admit they were not conversant with the latest technology and required further training.

Councillor Rowan Ree asked how the scheme was advertised. In response, officers confirmed that leaflets in libraries and doctors' surgeries had been used, along with door knocking and referrals from Housing officers. Councillor Rowan Ree suggested that a general newsletter to all Council properties could also be used.

Councillor Rowan Ree noted that the scheme was about to enter another round of funding and asked if it was linked to the Industrial Strategy. In response, officers explained that Imperial College was currently conducting a variety of initiatives with older people and there were links here. However, officers acknowledged there was scope to improve the links between digital hubs and the Industrial Strategy in the future. Given the improvements the scheme had already brought, Councillor Rowan Ree commented that it was cost effective and a great way of empowering communities.

Councillor Zarar Qayyum echoed these sentiments and asked how often the hubs met. The Committee noted that each hub met once a week. Officers confirmed that residents often returned for multiple sessions and one to one support was available. Councillor Zarar Qayyum asked how outreach was being conducted and what steps were being taken to ensure those from ethnic minorities (where English was not their first language) or disadvantaged backgrounds were assisted. Officers confirmed that these groups were already over represented in Council Housing but officers were endeavouring to reach all groups.

Councillor Zarar Qayyum asked whether officers had explored different funding streams other than s106 monies and if there was scope to out-source training to external organisations. Daniel Miller explained that officers were investigating a variety of possible funding initiatives including Lottery Funding and outsourcing might be an option in the future.

Councillor Lisa Homan explained that there was a larger digital inclusion picture and apart from Housing, organisations such as Bishops Creighton and the Citizens Advice Bureau had been actively promoting digital awareness.

Councillor Rowan Ree asked if the Council had approached BT or other internet service providers about the scheme. Daniel Miller confirmed that this was something officers were planning to explore in the future.

Summarising the discussions, the Chair confirmed that the Committee were extremely supportive of the scheme and realised the value of each of the hubs. The Committee noted the location of the hubs and why these had been chosen, as well as the advertising which had been done to raise awareness across the borough. The Committee agreed that good outcomes had been achieved and the scheme should receive further funding going forwards.

Action: The Committee agreed good outcomes had been achieved and the scheme should receive further funding in the future.

RESOLVED

That the Committee reviewed and commented on the report.

5. WORK PROGRAMMING 2018/19


The Chair introduced the item and took the opportunity to thank Committee Members for their hard work during the year. Looking ahead to the 19/20 municipal year, the Chair confirmed that the Committee would like to examine the progress which had been made on the Fire Safety Plus Programme.

Meeting started: 7.00 pm
Meeting ended: 9.25 pm

Chair

Contact officer: Charles Francis
Committee Co-ordinator
Governance and Scrutiny
☎: 020 8753 2062
E-mail: charles.francis@lbhf.gov.uk

Agenda Item 4

<p>London Borough of Hammersmith & Fulham</p> <p>THE ECONOMY, HOUSING AND THE ARTS POLICY AND ACCOUNTABILITY COMMITTEE</p> <p>12 June 2019</p>	
<p>Fire Safety Update</p>	
<p>Report of the Cabinet Member</p>	
<p>Open Report</p>	
<p>Classification - For information</p> <p>Key Decision: no</p>	
<p>Consultation Please state which other services have been consulted when drafting this report.</p>	
<p>Wards Affected: All</p>	
<p>Accountable Director: Mark Meehan, Chief Housing Officer</p>	
<p>Report Author: David McNulty, Assistant Director Operations</p> <p>Richard Buckley Assistant Director of Property and Compliance</p>	<p>Contact Details: Tel: 07867 160527 E-mail: david.mcnulty@lbhf.gov.uk</p>

1. Executive summary

- 1.1. This report provides an update on the work undertaken to improve fire safety across Council Housing.
- 1.2. It focusses on the three main strands of the Councils Strategic approach which underpin deliver and then sets out a summary of the action that has been taken to date.
- 1.3. Further detail will be set out in a presentation to the PAC Committee on the 12th June.

2. Background and introduction

- 2.1 The Council is the responsible landlord for over 17,000 homes across Hammersmith and Fulham. The number one priority in managing these homes is the safety and welfare of all residents.

To ensure that the delivery of fire safety works is coordinated and is as effective as possible the Council has developed a clear strategic approach to improving fire safety. This has underpinned the work undertaken up to now and will inform and direct future works. The three main strands of strategy are set out below.

A Fire Safety Report was presented to PAC in September 2017. A number of Actions arose from that meeting and an update is provided in Appendix A of this report.

2.2 Strategic context – three main strands

2.3 One - H&F Fire Safety Plus

In October 2017 the Council launched *Fire Safety Plus*. This committed the Council to achieving the highest possible standard of fire safety across its housing stock. The Fire Safety Plus made available £20 million of capital funding for fire safety testing and capital works which was agreed by Full Council on 18 October 2017.

It set out the Council's commitment to:

- Do more than the minimum requirement to keep residents safe
- Ensure that homes across Hammersmith and Fulham are safe and compliant
- Undertake a thorough review of fire safety in all communal blocks
- Organise a programme of work to install new fire doors, enhanced fire-fighting equipment, facilities and automated detection.

The Council committed to not charge leaseholders for Fire Safety work.

2.4 **Two - Compliance Based Asset Management Strategy**

Building on from work that emerged from Fire Safety Plus the next step was to gain approval for a compliance-based Asset Management Strategy. This was approved by Cabinet in December 2018 and establishes how the Council will prioritise investment in housing over the course of the next four years.

The Strategy makes clear the Council's commitment to achieve a compliance-based asset management approach to its housing stock and through its capital programme deliver a higher standard of fire safety and compliance.

The strategy sets out the property types through which capital investment will be prioritised. The property types are:

1.	Complex Schemes: 4 Estates 10 blocks (Charecroft, Edward Woods, Hartopp and Lannoy Points, Jepson House)
2.	10+ storeys: 24 blocks
3.	6-9 storeys: 51 blocks
4.	0-5 storey
5.	Sheltered housing: 47 blocks
6.	Hostels: 5 hostels
7.	Converted street properties: 1426 properties
8.	Tenants' hall: 26 halls
9.	HRA commercial properties: 170 properties

The Capital Programme is currently subject to review. This will be subject to a Cabinet report scheduled to be considered by Cabinet in July 2019. The top priority for the capital programme will be to enhance fire safety within building types which have been assessed as high risk listed in the table above.

As previously agreed leaseholders will not be charged for these works.

2.5 **Three – The Hackitt Review**

Underpinning the Council's approach is the Government's Hackitt Review. The key strategic aims are incorporated into the Council's Asset Management Strategy. The adoption of the recommendations in the Hackitt Review will ensure the Council manages housing in line with best practice.

The key themes of the review are:

- Clear roles and responsibilities to ensure a stronger focus on safety
- Enhanced layers of fire safety for buildings 10 storeys and above
- Clear governance and record keeping of investment decisions
- Robust record keeping of all changes made to detailed plans
- Clear rights and obligations for residents to ensure fire compliance

UPDATE ON PROGRESS

2.6 Delivering Fire Safety Plus

The Council has undertaken a significant amount of work already to improve fire safety across Hammersmith and Fulham and deliver against its Fire Safety Plus agenda.

Key Fire Safety activity includes:

- Appointment of fire safety experts and fire safety specialist teams to assess and deliver the fire safety programme
- Fire Risk Assessments (FRAs) for all our buildings undertaken to industry best practice
- Publishing on the Council's website all FRAs for buildings which are over 6 storeys and above. We have also provided access for residents to request a copy of their Fire Risk Assessment.
- We have undertaken over 1000 Fire Safety Plus visits; the visits include: carrying out PAT tests, checking fire detection, identifying structural alternations and fire safety works, providing residents advice and where necessary providing replacement white goods.
- Regular liaison with the London Fire Brigade's (LFB), Hammersmith and Fulham Borough Commander. Launching of the Council and LFB Fire Safety Plus Partnership.
- We have Fire Wardens, patrolling the Council's higher risk blocks providing assurance to residents across Charecroft and Edward Woods Estate and Hartopp and Lannoy Points.
- Weekly housing management fire safety plus 'walk throughs' of all blocks. These walk throughs are best practice and mean the Council is proactively dealing with fire safety issues such as items left in communal areas which impact on resident safety.
- Implementing a new compliance IT system so that the Council can more effectively manage fire risk across the borough.
- Launched a new Direct Labour Organisation which is undertaking an extensive programme of Fire Safety Plus compliance enhancement works, including upgrading fire detection, signage and compartmentation.
- As part of the Council's commitment to work with residents, the resident fire safety group (FRAG) has been established.
- On-going fire safety awareness training for new and existing staff, and specialist training for staff delivering fire door and compartmentation programme.

2.7 Fire Safety Plus works – A Compliance Based Capital programme

As mentioned previously a compliance-based Capital Delivery Programme is scheduled for July Cabinet. For higher risk properties the main type of capital work which Officers will be asking approval for will be items like

- Installation of fire doors (FD60s)
- Compartmentation fire protection, including firestopping works.
- Upgrade firefighting systems

- Installation of fire detection (smoke and heat detectors)
- Reviewing infill/ spandrel panels and associated work as per MHCLG Advice Note 19.

Once Cabinet approval is given for the July Report an update of the works will be sent Members of the PAC.

2.8 Fire Safety Management - ensuring the best possible approach

In keeping with the aspirations of the Council, we are not waiting for change but leading on change to ensure residents are kept safe.

In October 2018 Cabinet approved H&F's fire safety management system setting how the Administration's objective to operate above minimum legal standards will be delivered through:

- a robust assurance system of compliance oversight of the management of fire safety
- a fire safety strategy for each building of 10 or more storeys
- a robust system of fire risk assessments (FRAs) to industry best practice
- resources in place to deliver the implementation of the fire management system
- staff and contractors in place with the required competency
- ensuring all staff complete fire safety awareness training;
- working with the London Fire Brigade in respect of fire strategy
- routinely communicate fire safety arrangements to staff, tenants and leaseholders
- place systems to control construction works that pose a potential fire putting safety risk both through their delivery but potentially where construction, refurbishment or maintenance works impact on existing fire risk controls.
- maintaining and test fire safety systems to best practice
- exploring and implementing as necessary, the feasibility of enhanced layers of fire safety measures to reduce the risk to life and buildings to as low as reasonably practicable.

2.9 Examples of Action already taken.

Specialised Teams -The Economy Directorate has put in place specialised teams with fire and associated systems expertise to undertake fire risk assessment, fire incident investigation, training, fire engineering solution, testing and maintenance and to deliver an extensive work programme of fire safety capital works.

Fire Team in the DLO - The newly formed DLO (direct labour organisation) which began operating on the 17th April 2019 has a bespoke team dedicated

to undertaking fire safety works. The team will deliver a programme over 36 months of fire detection upgrade to over 1,000 converted street properties and undertake compartmentation and firestopping identified in fire risk assessment. Works will be quality checked by qualified in-house staff and third party accredited organisations. The team also undertakes works identified through the proactive fire safety plus visit, over 1,000 to date, such as upgrading internal kitchen doors.

Firefighting Lifts - As part of H&F lift programme all future replacement lifts are being upgraded to firefighting standard, within the constraints of the existing building fabric, 40 are tabled to be installed over the next 36 months.

FD60 Doors – as part of the Fire Safety Plus commitment an extensive fire door enhancement programme has been commissioned, and two contractors will start to deliver from Autumn over 4,000 doors to blocks of 10 or more storeys, sheltered homes, hostels and premises identified through fire risk assessment. H&F has committed to install doors with 60 minute fire integrity in blocks of 6 or more storeys and 30 minutes in other blocks as identified through its fire risk assessment programme.

H&F fire door programme is set against the backdrop of the Ministry of Housing's (MHCLG) investigation of the fire door industry and the reporting of fire door performance. The MHCLG continues to report on progress, as doors are tested but this is a slow process owing to demand. The doors to be used by H&F are all verified as meeting the required standards.

Installation of dry risers - The programme includes the installation of 19 dry risers to improve firefighting across several blocks. In blocks of 10 or more storeys, fire doors to the firefighting shaft/protected stair are to also be upgraded. All works will be checked by a third party.

Upgrading fire doors to protected stair - are being commissioned for two complex schemes, Charecroft and Edward Woods. In addition, bespoke works to improve smoke control, and fire integrity are in design by specialist fire engineers. Both estates continue to be monitored by fire wardens to provide reassurance to residents.

Emergency Lighting - The LED programme approved by Cabinet to commence in early 2020 will include upgrade of emergency lighting in communal spaces in estates. In addition, an improvement and installation programme of lightning conductors is on-going.

Automated smoke control - In February, the automated smoke control system in Jepson House (18 storeys) was upgraded following damage to the system. The new system, which is a key part of the fire strategy for this building, is more robust.

Continuous Maintenance and Testing - Completed to industry best practice is a key component of our fire safety initiative. We service and certify annually over 11,000 gas appliances, inspect 100s of hardwired electrical systems, test

over 80 dry/wet risers and smoke control systems and over 7,700 emergency lights.

Commissioned Feasibility Studies - As part of our commitment to explore layers of protection, we have commissioned feasibility studies on:

- changing dry risers to wet risers in building over 50 metres in height
- installing suppression systems (sprinklers)

We recently installed a suppression system in the basement of a hostel as an additional safeguard to mitigate in the event of an electrical fire. The system is innovative in that it pipes directly into the electrical system, suppressing the fire before it can spread. The approved system is connected to an alarm system that will notify a third-party provider if it is activated.

We are also working with residents, through Aids and Adaptations, to explore innovative solutions such as portable fire suppression where a higher risk is identified.

Amnesty for Leaseholders - H&F gave an amnesty for leaseholders who had undertaken alterations without permission to their property that placed them and neighbours at potential risk in the event of a fire. To date, around 30 leasehold properties have come forward. Fire safety and structural engineers and buildings surveyors have put forward remedial plans, which are now in the design and implementation stage.

Listening to residents FRAG - Frequent meetings, at least monthly, are held with resident's fire safety plus advisory group, FRAG. FRAG have met on 17 occasions to date. The group provide invaluable feedback and contributions to the fire safety programme. Working with residents and tenants is a key tenet of the Hackitt recommendations and H&F's commitment to work with residents. The group will continue to be a key stakeholder in the decision process.

Looking at the bigger picture - We attend London Council Directors Fire Safety Group monthly. The group is attended by MHCLG, LFB, and GLA in addition to directors across London. The learning and current position in a rapidly changing environment about fire doors, cladding tests, legislation, regulations, guidance is shared.

Working with LFB

Officers meet with LFB bi monthly to exchange local intelligence on fire safety programme, lift entrapment, fire incidents and initiatives around vulnerable persons. We have recently recruited to the Safety First initiative where officers will be based at LFB and signpost and support vulnerable persons.

A recent initiative included a programme of training of the LFB on how are lifts work and how to release persons in an emergency

Continuous review - Internally we hold a routine fire safety working group to discuss issues and to ensure we communicate effectively and both a strategic and operational level.

2.10 Update on recent fires

In London 2018 [year in which latest statistics are available], there were 4,228 fire requiring LFB attendance, of which 330 were in H&F across all tenures.

In the last six months, there have been a small number of fires in our dwellings including:

- an arson incident
- accidental fire through discarded cigarette in a rubbish chute
- a fire from a cigarette from a resident who fell asleep
- electrical fault.

All reported fires are investigated by a fire safety expert to ensure learning is enabled. The nature of causes are in line with statistics for England. As part of this feedback we are increasing electrical installation checks by the new provider (as part of the new interim R&M delivery model which began on 17th April 2019) including thermal surveys.

3. Consultation

- 3.1 The council has supported the establishment for the Fire Risk Advisory Group which is resident led.
- 3.2 The Council has also taken in depth resident consultation with the residents of Hartopp and Lannoy House and the Charecroft Estate. It is intended once the Capital delivery Cabinet report has been agreed to use these as models of good practise and use as a basis for discussion with residents of other areas. For example, at Charecroft a Jointly agreed TRA and Council Questionnaire led to a 25% response and has been used to inform Councils approach to proposed works.

4. Equality implications

- 4.1 It is not anticipated that there will be any direct negative impact on groups with protected characteristics, as defined by the Equality Act 2010, from these proposals.

Implications completed by: Fawad Bhatti, tel. 0208 7533437 or 07500 103617.

5. Legal implications

- 5.1 There are no legal implications for this report which updates Members on the work being done improve fire safety across Council Housing.

*Implications verified/completed by: Janette Mullins Acting Chief Solicitor
Litigation and Social Care, 0208 753 2744*

6. FINANCIAL IMPLICATIONS

- 6.1 Of the £20m capital budget £2m has been spent on fire safety pre-construction and construction works as at 31st March 2019. The remainder will be spent between 2019 and 2021 as part of an extensive capital works programme.
- 6.2 Other health and safety related costs outside of Fire Safety Plus are met by other budgets.
- 6.3 Further works beyond the original £20m approval are covered in the reviewed capital programme being considered by Cabinet on 1st July 2019. The proposed programme has been tested for viability in the HRA Business plan model.

*Implications completed by: Firas Al-Sheikh, Head of Housing Financial
Investment & Strategy, Tel. 020 8753 4790*

*Implications verified by Emily Hill, Assistant Director, Corporate Finance, Tel.
8753 3145.*

7. IMPLICATIONS FOR LOCAL BUSINESS

- 7.1 The proposal has the scope to create business opportunities for local firms to bid for and the project will work with the Council's Local Procurement Project to identify and maximise these opportunities.

Implications completed by: Albena Karameros, Economic Development Team,
tel. 020 7938 8583

8. COMMERCIAL IMPLICATIONS

- 8.1 There are no direct procurement implications resulting from this report. The delivery of any works presented in paragraph 2.7 of the report must be contracted in accordance with the Council's CSOs and the Public Contracts Regulations (PCR) 2015.

*Implications completed by: Joanna Angelides, Procurement Consultant, tel:
0208 753 2586*

9. IT IMPLICATIONS

- 9.1 IT Implications: our Asset Management Strategy requires new IT systems to be implemented to hold all health and safety compliance and asset management information – including fire safety information – across our housing stock. IT Services should continue to be consulted regarding the acquisition, implementation and any future development of these IT systems to ensure that all necessary safeguards, permissions and budgets are in place; the new systems integrate with other applications in use; and that the service is aligned with the ITS strategy.
- 9.2 IM Implications: the Privacy Impact Assessments (PIAs) for these systems and compliance activities should be kept up to date to reflect any changes to the systems to ensure all potential data protection risks are properly assessed with mitigating actions agreed and implemented. If not already in place, PIAs should be completed.
- 9.3 Any contracts arising from this report will need to include H&F's data protection and processing schedule. This is compliant with the General Data Protection Regulation (GDPR). Any suppliers will be expected to have a GDPR policy in place and all staff will be expected to have received GDPR training.

Implications completed by: Tina Akpogheneta, Interim head of Strategy and Strategic Relationship Management, tel: 0208 753 5748

10. RISK MANAGEMENT

- 10.1 The council is committed to keeping residents safe and its properties compliant with statutory requirements. This is in accordance with our council priority, Doing things with, not to residents and management of our specific statutory duties in relation to Fire Safety. Whilst the findings of the Grenfell Inquiry have yet to be made in respect of both phases 1 and later phase 2, there is some prospect that additional changes to regulations and duties could result from the report.

Implications verified by: Michael Sloniowski, Risk Manager tel: 020 8753 2587

Appendix A Response to Actions from September 2017 PAC Report

The Council to consider how to involve residents in: - Estate Fire Inspections - Planning Sprinkler Systems - Proofreading FRAs

Update - The Fire Safety Plus Residents Actions group (FRAG) was set up post Grenfell tragedy. FRAG meets at least monthly and is the key portal for seeking resident views on sprinklers etc. FRAG are scheduled to visit Croydon to view sprinkler installations and a visit is planned to see the factory where the new fire doors are constructed. FRAG have visited key buildings in the Borough to understand the fire safety measures in place first hand. FRAG is currently working with officers on the fire door programme

Officers to ensure that gas checks are carried out in all properties with gas, especially in Sheltered Accommodation. Also work to offer a service to leaseholders so that the safety of blocks is not compromised.

Update - The council has 100% compliance of its 11,153 gas appliances. In addition, it checks more than 10% of certificates as an extra safety measure. HF offers free inspections to all its properties and has given an amnesty to leaseholders who have undertaken works in their homes without permission

Officers to review the fire safety of bulk rubbish collection arrangements.

Update – HF internal fire safety working group meets with housing stakeholders to routinely discuss local issues. As an example, refuse collectors on Edward Woods have worked with operatives to ensure receptacles are moved away from fire exits

The Council to consider how it could help firefighters, for example, by collating information on vulnerable residents in general needs accommodation and installing fire information boxes.

Update - Officers meet with LFB bi monthly to exchange local intelligence on fire safety programme, lift entrapment, fire incidents and initiatives around vulnerable persons. We have recently recruited to the Safety First initiative where officers will be based at LFB and signpost and support vulnerable persons. Premise Information Boxes are installed at all buildings of 10 or more storeys. Premise Information Boxes are also sited at sheltered homes where person centred risk assessments for

vulnerable persons are updated every six months. The information is available to fire fighters in the event of an incident

Officers to update the Council website to explain the stay put policy.

Update -Website is up to date and fire action signage is in buildings

Officers to review the fire safety of plastic window frames.

Update – Consultants have assessed the windows and infill panels at Charecroft Estate. A proposal to install aluminium windows with non combustible anodising finish has been put forward. Fire safety engineers are currently reviewing infill panels across all buildings over 18 metres in accordance with MHCLG note 19.

Fire Safety to be added to the induction for all of the Council's Housing staff.

Update - The fire safety compliance team made up of fire experts and engineers (including ex fire fighters) run a training programme for all staff on fire safety awareness. In addition relevant staff have undergone BRE training on fire stopping and fire doors.

Housing PAC – June 2019

Affordable Housing Delivery Strategy

Purpose of these slides

- To set out current work in train and the emerging strategy
- To highlight current delivery pipeline
- Invite suggestions and ideas from the Committee

Background

History

- Historically, the Council has adopted a fiscally prudent approach, using receipts to pay down debt
- Comparatively small General Fund capital programme of about £5-7m with little external borrowing
- A number of other London LAs, over a number of business cycles, have leveraged land values to invest in housing and community assets

Page 26

Changing context

- Despite considerable rationalisation pre-2014, we retain sizeable asset base
- 2018-2022 Business Plan has a strong emphasis on growth and affordable housing
- Ruthlessly Financially efficient strand of the business plan suggests use of capital to generate revenue
- Industrial Strategy aims to use our property assets to support business and enterprise

Strategic approaches in development

Asset and Growth Strategy

Page 27

- Review of HRA and GF land
- Understanding the opportunities from our estate
- Considering delivery routes to maximise benefit for the Council

Schools Renewal Programme

- Developing modern, fit for purpose schools by better utilising the school estate

#1 Asset and Growth Strategy (in development)

A strategic review of land and property, in order to develop self-funding programme which would seek to meet three broad objectives

Increasing the supply of affordable housing

- Business Plan (2018-2022)
- Aspiration to deliver 1,500 homes over five years
- Capacity of 800 affordable homes in the recently launched Affordable Housing framework
- More favourable climate for house building e.g. abolition of HRA borrowing cap

Creating income to support front line services

- income from market rent homes
- income from commercial lets and affordable workspace
- indirect income from council tax and business rate uplift

Managing future demand and rising costs

- additional supply of supported living accommodation to reduce reliance on spot purchase and residential placements
- re-purposing existing assets to provide accommodation

#2 School Renewal Programme (in development)

- Parts of the school estate are not fit for purpose, and there is an evidenced link between the quality of school buildings
- In absence of Government grant, land values in central London can support re-provision
- More intensive use of school land, with housing on site, can fund new school buildings
- Benefit of avoiding major planned works, reduced running costs, and potential for receipts for re-investment across borough schools
- Working with school leaders and governing bodies to explore potential

#2 School Renewal Programme – case study

King's Cross Academy is a new primary school, co-located with the Frank Barnes School for Deaf Children in the heart of the King's Cross development. The primary school has two reception classes for 60 children and will eventually service 420 pupils. The two schools occupy the ground and first floors of the 14 storey Plimsoll Building, a new apartment building housing 255 new homes. The cost of construction was circa £13m. The design won the RIBA London Award in 2016.



Current Schemes on site or approved on Council Land

Scheme	Partner	Start on Site	Completion	Affordable Housing	Private	Total units
Emlyn Gardens	Shepherds Bush HA	September 2018	May 2020	14	0	14
Fulham North Office	Shepherds Bush HA	April 2019	April 2021	30	0	30
Lavender Court	A2Dominion	April 2018	April 2020	45	0	45
Edith Summerskill House	JV w/ Stanhope (Peabody Housing Association)	June 2019	July 2022	133	0	133
Watermeadow Court	JV w/ Stanhope	April 2019 (Demolition) January 2020 (Construction)	January 2023	36	182	218
Springvale Estate	Direct Delivery	01 June 19	01 Apr 20	10	0	10
West King Street	A2Dominion	September (Demo) 2019	Phased handover from May to November 2022	105	99	204
Ed City	Ark	September 2019	01/03/2024 - Two Phases	71	61	132
Totals				444	342	786

Current s.106 delivery pipeline

Site	Developer	Start on Site	Completion	Affordable Housing	Private Housing	Total Units
Fulham Gasworks	St William	01 Jan 20	Multiple Phases	646	1197	1843
Westfield (Phases 1 & 2)	Westfield	On Site	Multiple Phases	249	1347	1596
Television Centre	Stanhope	On Site	Multiple Phases	142	801	943
White City Living (M&S Site)	St James	On site	01 Mar 22	427	1418	1845*
Centre House	Imperial	TBC	TBC	185	342	527
Fulham Reach	St George	On Site	Multiple Phases	174	570	744
Mackenzie Trench House	Octavia	On Site	01 Apr 19	8	22	30
Lots Road	Clarion	On Site	01 Apr 19	112	0	112
Fulham High Street London	One Housing Group	On Site	01 Jan 19	6	54	60
Oaklands	Notting Hill Genesis	On Site	26 Mar 21	242	363	605
Chelsea Creek (Blocks G & H)	St George	On Site	Multiple Phases	146	269	415
				2337	6383	8720

*£30m off site contribution also provided

Future Proposals in Development

- Cabinet has approved three sites to move to next stage of developing options:
 - Flora Gardens School – Client Design Advisor Appointed
 - Avonmore School - Client Design Advisor Appointed
 - White City Central Area – Consultation starts in September
- All sites start with intensive local consultation
 - Won't proceed to planning without residents agreeing
- Sites coming forward for approval
 - Old Laundry Yard – working with U+I
 - 50 Commonwealth Avenue – working with Diocese of London