

Public Document Pack

Housing Select Committee Agenda

Wednesday, 8 July 2015

7.30 pm,

Committee Room 1

Civic Suite

Lewisham Town Hall

London SE6 4RU

For more information contact: Roger Raymond (e-mail: roger.raymond@lewisham.gov.uk
tel no. 020-8314-9976)

This meeting is an open meeting and all items on the agenda may be audio recorded and/or filmed.

Part 1

Item		Pages
1.	Minutes of the meeting held on 19 May 2015	1 - 6
2.	Declarations of interest	7 - 10
3.	Lewisham Homes Business and Delivery Plan 2015-19	11 - 36
4.	Brockley PFI - Annual Review Report	37 - 46
5.	The work of the Single Homeless Intervention and Prevention Team (SHIP)	47 - 64
6.	Key Housing Issues: Government Policy and Welfare Reform	65 - 66
7.	Milford Towers	
8.	Affordability Across All Housing Tenures Review - Scoping Paper	67 - 82
9.	Select Committee work programme	83 - 100
10.	Referrals to Mayor and Cabinet	

Members of the public are welcome to attend committee meetings. However, occasionally, committees may have to consider some business in private. Copies of agendas, minutes and reports are available on request in Braille, in large print, on audio tape, on computer disk or in other languages.

Housing Select Committee Members

Members of the committee, listed below, are summoned to attend the meeting to be held on Wednesday, 8 July 2015.

Barry Quirk, Chief Executive
Tuesday, 30 June 2015

Councillor Carl Handley (Chair)	
Councillor Peter Bernards (Vice-Chair)	
Councillor John Coughlin	
Councillor Amanda De Ryk	
Councillor Liz Johnston-Franklin	
Councillor Maja Hilton	
Councillor Simon Hooks	
Councillor Olurotimi Ogunbadewa	
Councillor Jonathan Slater	
Councillor Susan Wise	
Councillor Alan Hall (ex-Officio)	
Councillor Gareth Siddorn (ex-Officio)	

MINUTES OF THE Housing Select Committee Tuesday, 19 May 2015 at 7.30pm

Present: Councillors Carl Handley (Chair), Peter Bernards (Vice-Chair), Amanda De Ryk, Maja Hilton, Simon Hooks, Liz Johnston-Franklin, Olurotimi Ogunbadewa, Jonathan Slater and Susan Wise.

Apologies: Councillor John Coughlin.

Also present: Kevin Sheehan (Executive Director, Customer Services), Genevieve Macklin (Head of Strategic Housing), Jeff Endean (Housing Programmes and Strategy Team Manager), Madeleine Jeffery (Private Sector Housing Agency Manager), Roz Spencer (Co-ordinator, Rogue Landlords Taskforce), Mark Humphreys (Group Finance Manager, Customer Services), Rachel George (Partnerships and Regeneration Manager), Martin O'Brien (Sustainable Resources Group Manager), Charlotte Dale (Overview and Scrutiny Manager) and Roger Raymond (Scrutiny Manager).

1. Minutes of the meeting held on 15 April 2015

- 1.1 RESOLVED: That the minutes of the meeting held on 15 April 2015 be signed as an accurate record of the meeting, after the following amendment at 4.2: "To add an item looking at Health and Housing, with specific reference to tenants with mental health needs.....".

2. Declarations of Interest

- 2.1 Councillor Wise declared a non-prejudicial interest as a member of the board of Lewisham Homes.

3. Private Rented Sector Licensing Scheme - Update

- 3.1 Roz Spencer (Co-ordinator, Rogue Landlords Taskforce) gave a presentation to the meeting. The key points to note were:
- The presentation included an overview of the information that the Committee had previously received at their December 2014 and March 2015 meetings.
 - For a proposal to introduce additional licensing of flats over commercial property (which is about 4,200 lettings in 1,800 properties), the Council proposes a charge of £500 for a 5-year license. Assuming the smallest letting – at local housing allowance level - this fee would represent approximately 2% of the rental income.
 - The estimated total recoverable costs from the license fee would be approximately, £1.997m.
 - The enforcement costs to the council General Fund would average £350,000 – 480,000 per year for 5 years. This would be a cost of up to £2.4m. Aware of the need to limit the cost to the council of the scheme – officers have costed the scheme on the basis of counting everything required to run the scheme from a zero base. In practice however, some of the resources the Council

needs are already built into the base budget – and the allowance for corporate overheads could also be squeezed – so officers are aiming to bring the actual costs down to lower end of this range when we have worked up the detailed scheme.

- £25,000 would need to be found from this year's existing budgets to fund the consultation for the scheme.
- Conclusions are:
 - Worst PRS is over commercial premises
 - Licensing can provide a portfolio solution for regulation
 - Cost of running a scheme ranges from £350,000 to £480,000 per year
 - Risk of reducing supply of affordable housing set against the risks of failing to raise standards in the worst PRS stock in the borough
- The project work & timetable for the scheme is as follows:
 - Work up detail of scheme and license conditions
 - Possibility of procurement of Northgate software and web portal for online license applications
 - Consultation and consideration of feedback – minimum of 12 weeks
 - 3 month publication Notice -12 weeks
 - Critical path estimated - minimum 9 months

3.2 In response to questions from the Committee, the following was noted:

- Lewisham will ensure that the consultation process meets all the requirements necessary to reduce the likelihood that it would be subject to a legal challenge.
- Local authorities cannot recover the costs of enforcement from a licensing scheme, nor can it recover the initial start-up costs for the scheme. Costs to run the scheme are recoverable through the licensing fee.
- When the Council sets its budget, it calculates its income from council tax based on a number of complex variables. Officers would be wary of introducing further variables into the estimation of the collection of council tax based on what might be recovered as a result of the licensing scheme.
- Lewisham has formed an internal bailiff team that is helping with the enforcement of unpaid council tax.
- Officers have attempted to estimate the amount of lettings in the prescribed area, and not the amount of landlords who may operate there.
- The fee to landlords is estimated to be about 2% of a landlord's average annual income in Lewisham.
- The Council will continue to work to tackle rogue landlords in the borough, and due to the work already being carried out, some of the costs of the licensing scheme will be offset by systems already in place.

3.3 RESOLVED: That the Committee:

- a) Support the proposals to introduce the licensing of flats over commercial property that are going to Mayor and Cabinet.
- b) Would like to continue to receive updates as part of its 2015-16 work programme.

4. New Homes Programmes - New Homes, Better Places Update

4.1 Jeff Endean (Housing Programmes and Strategy Team Manager), gave a presentation to the meeting. The key points to note were:

- The Committee received an overview of the report that was available to Members as part of the agenda papers.
- 29 schemes have been identified for developing new homes, all of which are different stages. Ongoing site reviews and capacity studies will continue to identify potential locations for the construction of new homes and develop options for these. The results of this process will then be used to create schemes for development, and further schemes will come forward until the target of 500 new Council homes under construction is met.
- The current programme represents the sites with the greatest potential for the delivery of new homes. These sites also include plans for the conversion of existing non-residential assets into social housing.
- There is a completed development at Mercator Road: the construction of four 3-bed and two 2-bed houses was completed in February, with those properties let to households on the housing register in March 2015.

4.2 In response to questions from the Committee, the following was noted:

- Social rent is regarded to be approximately 40-50% of market value.
- The Council are prioritising 2-bedroom properties and some family homes.
- Those properties targeted for 'outright sale' are in highly sellable areas in the borough, and the lower estimate would be approximately £300,000 per unit.
- Some of the Registered Housing Providers stated at the March 2015 meeting that the position of the South East London Housing Partnership is that 75% of properties that are 2-bedrooms and above should be made available for the Local Authority. Lewisham's position is that 100% of nominations should be made available, where possible.
- The Council is developing its strategy on new builds as it gains more knowledge of the housing stock and gains more experience in this area, for example, it will look at increasing the density of properties in more areas than previously thought. It will ensure the best outcome in light of resources, commercial realities and planning risk.
- The Council is trying to help increase properties for temporary accommodation with initiatives such as the pop-up village in Ladywell, and purchasing properties such as Hamilton Lodge. There are still other instruments it will need such as discharging into the private rented sector, but the new properties will make a contribution.
- The policy of 'discharging temporary homeless into the private rented sector' has been agreed by Mayor and Cabinet and officers are now looking at the policies that need to be put in place to implement the policy.
- Since this was last discussed at this Committee, there have been two court cases: one, where a mother of five children won her legal case to prevent Westminster Council from rehousing her family in Milton Keynes; and another involving Southwark Council and their assessment of homelessness, so more development is needed before the changes are implemented.
- All Members are welcome to visit the constructed sites and help promote the work being carried to provide more affordable housing in the borough.

- The pop-up village planned for Ladywell is based on the YMCA 'Y-Cube' project design.

4.3 RESOLVED: That the Committee note the report.

5. Communal Heating Systems Review - Report and Recommendations

5.1 Roger Raymond (Scrutiny Manager) introduced the report. The key points to note were:

- It was the Committee's job to agree the draft review report and also consider any recommendations the report should make.

5.2 In response to questions from the Committee, the following was noted:

- The following recommendations were suggested for the review report:
 - Recommendation 1: The Council should explore the gap between the projected 'potential' performance of communal heating systems (manufacturer's estimations) and their 'as built' performance (actual performing rates). This could be done by engaging independent engineers, paid for by the developer, to assess the performance of the installed systems at a number of practical intervals as the scheme is built out. This would enable the Council to produce a revised assessment of schemes once built, which would also incorporate any changes made during the building process.
 - Recommendation 2:
 - The 'as built' assessment figures (see recommendation 1) should be compared with the Standard Assessment Procedure (SAP) calculator figures to determine if schemes are performing as expected and delivering the carbon savings they are intended to deliver.
 - The Council should lobby other local authorities and housing associations to collect 'as built' performance data.
 - This data should be shared with the GLA and DECC to allow a thorough evaluation of installed communal heating schemes to take place in the hope that a thorough evidential foundation can be established for communal heating schemes.
 - The Council should put pressure on the GLA and DECC to undertake this evaluation and develop a systematic approach to reviewing successful and less successful communal heating schemes. This would enable, for example, the GLA to better understand the impact of their decentralised energy policies, to verify their carbon saving calculations and help establish an evidence base which might encourage better practice across the industry.
 - Recommendation 3: The Council should consider setting minimum design efficiency/loss requirements at the planning stage for communal heating schemes.

- Recommendation 4: The Council should consider undertaking a piece of work to compare costs, heat loss, carbon savings etc. for residents in new builds with communal heating systems and those with individual boilers, and then project these forward to assess if the benefits/losses even out in the future. In this way the Council can create a realistic heat comparator for residents.
- Recommendation 5: The Council should look very critically at attempts to down-grade or mitigate planning conditions that are made after planning permission has been granted.
- Recommendation 6: As a local authority, Lewisham should ‘slow down’ the pace of adopting communal heating systems and make sure that we critically engage with other options available to deliver carbon savings, moving our emphasis from simple compliance to actual performance.
- Recommendation 7: The Council should insist on the installation of ultra-low NOx boilers in medium and poor air quality zones.
- Recommendation 8: Based on the evidence the Committee heard, the definition of what constitutes a major development (10 units+) falls below the threshold of a viable communal heating system. Planning decisions need to properly take into account the viability of such schemes, particularly given the air-tightness of new dwellings.
- Recommendation 9: The Council should consider insisting that all developers using district heating sign up to and comply with the Heat Network Code of Practice, prioritise cases of overheating and follow good practice established elsewhere. This should include existing social housing developments where communal heating systems have been installed and where poor performance has been reported.
- Recommendation 10: The Council’s Head of Law should be asked to comment on the equalities and other legal implications of communal heating schemes, in particular that high charges mean that some of the borough’s poorest residents are paying to deliver wider carbon savings; and that, where there is no opportunity to opt out of the communal system residents are, in effect, being denied a choice of heating and hot water supplier.
- Recommendation 11: South East London Combined Heat and Power (SELCHP) is a good example of a large scale, viable district heating scheme. The Council should work hard to bring forward proposals to connect Lewisham housing estates to the network.
- Once the report goes to Mayor and Cabinet, it should also be made available to other bodies, such as the Greater London Authority.

5.3 RESOLVED: That the Committee agree the report and recommendations and that they be referred to Mayor and Cabinet.

6. Select Committee work programme

6.1 Roger Raymond (Scrutiny Manager) introduced the report. The key points to note were:

- The items scheduled for the July meeting are as follows:
 - Lewisham Homes - annual report & business plan
 - Brockley PFI - annual report & business plan
 - Affordability Across All Housing Tenures – Review (Scoping Paper)
 - Single Homeless Intervention and Prevention (SHIP)
 - Key housing issues - Government Housing Policy & Welfare Reform Changes - Update

6.2 In response to questions from the Committee, the following was noted:

- The item on Community Centres on Estates is scheduled for the October meeting.

6.3 RESOLVED: That the Committee agree the work programme for 2015-16.

7. Items to be referred to Mayor and Cabinet

7.1 Items to be referred: Communal Heating Systems Review - Report and Recommendations at 5.3.

The meeting ended at 9.00pm

Chair:

Date:

Agenda Item 2

Committee	Housing Select Committee	Item No.	2
Title	Declarations of Interest		
Wards			
Contributors	Chief Executive		
Class	Part 1	Date	08 July 2015

Declaration of interests

Members are asked to declare any personal interest they have in any item on the agenda.

1 Personal interests

There are three types of personal interest referred to in the Council's Member Code of Conduct:-

- (1) Disclosable pecuniary interests
- (2) Other registerable interests
- (3) Non-registerable interests

2 Disclosable pecuniary interests are defined by regulation as:-

- (a) Employment, trade, profession or vocation of a relevant person* for profit or gain
- (b) Sponsorship –payment or provision of any other financial benefit (other than by the Council) within the 12 months prior to giving notice for inclusion in the register in respect of expenses incurred by you in carrying out duties as a member or towards your election expenses (including payment or financial benefit from a Trade Union).
- (c) Undischarged contracts between a relevant person* (or a firm in which they are a partner or a body corporate in which they are a director, or in the securities of which they have a beneficial interest) and the Council for goods, services or works.
- (d) Beneficial interests in land in the borough.
- (e) Licence to occupy land in the borough for one month or more.
- (f) Corporate tenancies – any tenancy, where to the member's knowledge, the Council is landlord and the tenant is a firm in which the relevant person* is a partner, a body corporate in which they are a director, or in the securities of which they have a beneficial interest.
- (g) Beneficial interest in securities of a body where:-
 - (a) that body to the member's knowledge has a place of business or land in the borough; and
 - (b) either
 - (i) the total nominal value of the securities exceeds £25,000 or 1/100 of the total issued share capital of that body; or
 - (ii) if the share capital of that body is of more than one class, the total nominal value of the shares of any one class in which the relevant person* has a beneficial interest exceeds 1/100 of the total issued share capital of that class.

*A relevant person is the member, their spouse or civil partner, or a person with whom they live as spouse or civil partner.

(3) Other registerable interests

The Lewisham Member Code of Conduct requires members also to register the following interests:-

- (a) Membership or position of control or management in a body to which you were appointed or nominated by the Council
- (b) Any body exercising functions of a public nature or directed to charitable purposes, or whose principal purposes include the influence of public opinion or policy, including any political party
- (c) Any person from whom you have received a gift or hospitality with an estimated value of at least £25

(4) Non registerable interests

Occasions may arise when a matter under consideration would or would be likely to affect the wellbeing of a member, their family, friend or close associate more than it would affect the wellbeing of those in the local area generally, but which is not required to be registered in the Register of Members' Interests (for example a matter concerning the closure of a school at which a Member's child attends).

(5) Declaration and Impact of interest on members' participation

- (a) Where a member has any registerable interest in a matter and they are present at a meeting at which that matter is to be discussed, they must declare the nature of the interest at the earliest opportunity and in any event before the matter is considered. The declaration will be recorded in the minutes of the meeting. If the matter is a disclosable pecuniary interest the member must take no part in consideration of the matter and withdraw from the room before it is considered. They must not seek improperly to influence the decision in any way. **Failure to declare such an interest which has not already been entered in the Register of Members' Interests, or participation where such an interest exists, is liable to prosecution and on conviction carries a fine of up to £5000**
- (b) Where a member has a registerable interest which falls short of a disclosable pecuniary interest they must still declare the nature of the interest to the meeting at the earliest opportunity and in any event before the matter is considered, but they may stay in the room, participate in consideration of the matter and vote on it unless paragraph (c) below applies.
- (c) Where a member has a registerable interest which falls short of a disclosable pecuniary interest, the member must consider whether a reasonable member of the public in possession of the facts would think that their interest is so significant that it would be likely to impair the member's judgement of the public interest. If so, the member must withdraw and take no part in consideration of the matter nor seek to influence the outcome improperly.
- (d) If a non-registerable interest arises which affects the wellbeing of a member, their family, friend or close associate more than it would affect those in the local area

generally, then the provisions relating to the declarations of interest and withdrawal apply as if it were a registerable interest.

- (e) Decisions relating to declarations of interests are for the member's personal judgement, though in cases of doubt they may wish to seek the advice of the Monitoring Officer.

(6) Sensitive information

There are special provisions relating to sensitive interests. These are interests the disclosure of which would be likely to expose the member to risk of violence or intimidation where the Monitoring Officer has agreed that such interest need not be registered. Members with such an interest are referred to the Code and advised to seek advice from the Monitoring Officer in advance.

(7) Exempt categories

There are exemptions to these provisions allowing members to participate in decisions notwithstanding interests that would otherwise prevent them doing so. These include:-

- (a) Housing – holding a tenancy or lease with the Council unless the matter relates to your particular tenancy or lease; (subject to arrears exception)
- (b) School meals, school transport and travelling expenses; if you are a parent or guardian of a child in full time education, or a school governor unless the matter relates particularly to the school your child attends or of which you are a governor;
- (c) Statutory sick pay; if you are in receipt
- (d) Allowances, payment or indemnity for members
- (e) Ceremonial honours for members
- (f) Setting Council Tax or precept (subject to arrears exception)

This page is intentionally left blank

Housing Select Committee		
Title	Lewisham Homes Business and Delivery Plan 2015-19	
Wards	All wards (Except Brockley, Whitefoot and Downham)	
Contributor	Executive Director for Customer Services	Item 3
Class	Part 1 (open)	08 July 2015

1 Purpose

- 1.1 The purpose of this report is to provide the members of Housing Select Committee with an opportunity to scrutinise Lewisham Homes Business and Delivery Plan for 2015-2019, before it is considered by Mayor and Cabinet in September 2015. It will be considered by Lewisham Homes Board on 28 July 2015.

2 Recommendations

- 2.1 It is recommended that the Housing Select Committee:
- Note the contents of Lewisham Homes Business and Delivery Plan 2015-2019 and;
 - Make any relevant referrals to Mayor and Cabinet.

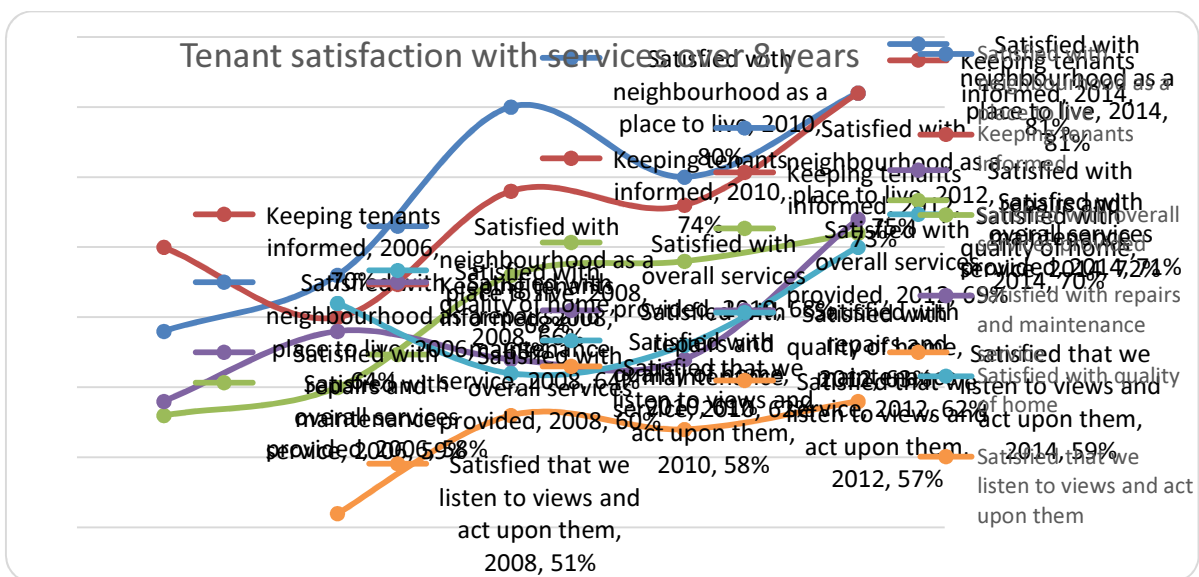
3 Policy context

- 3.1 Lewisham Council's Decent Homes Strategy outlines Lewisham's mixed investment approach including Lewisham Homes, the ALMO. The Management Agreement between the Council and Lewisham Homes requires Council approval for the Business and Delivery Plan.
- 3.2 Lewisham Homes Business and Delivery Plan fully supports Lewisham's Sustainable Community Strategy 2008-2020, which sets out a framework for improving the quality of life and life chances for all who live in the borough. Lewisham Homes, through its Plan, is contributing to the 'Clean green and liveable' priority, which aims to increase the supply and quality of housing to accommodate the diverse needs of the population.
- 3.3 The Council has outlined ten corporate priorities, which enable the delivery of the Sustainable Community strategy. The Lewisham Homes Delivery Plan addresses the corporate priorities to provide decent homes for all, to invest in social housing and affordable housing in order to increase the overall supply of new housing and to reduce the number of households in temporary accommodation, tackle homelessness and address housing need and aspirations.
- 3.4 The Council now faces a significant challenges of homelessness arising from the increasing demand and lack of supply of housing. Lewisham Homes, as the Council's main housing partner, will be helping to meet these challenges by building homes, acquiring properties to help with homelessness challenge and investing in Lewisham's neighbourhoods.
- Background

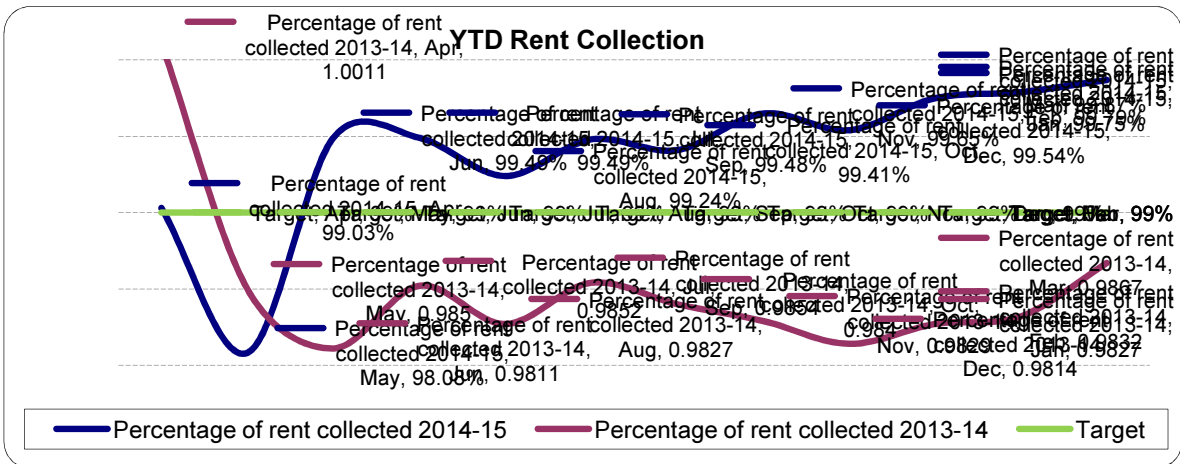
- 3.5 The Business & Delivery Plan contains the organisation's key targets and activities and it forms the start of the performance cascade and performance reporting. It sets out how Lewisham Homes plans to deliver excellent services to all the homes it manages.
- 3.6 The Plan holds Lewisham Homes accountable for delivering specific improvements in the service and performing against set targets as part of the Management Agreement. The Plan includes a task list and targets for key performance indicators which are reviewed by the Housing Select Committee on a regular basis.
- 3.7 The performance of Lewisham Homes impacts on the Council's Housing Revenue Account and, therefore, the Council's ability to meet its housing priorities. The HRA self-financing regime has enabled the Council to develop a 30 year financial model, which informs the annual allocation made to Lewisham Homes. The plan reflects the Council's priorities and assumptions made in its financial plan.

4 Review of performance in 2014/15

- 4.1 Tenant satisfaction with overall services has increased to 71%, up 11% over the past six years. Satisfaction with our Repairs Service is up by 10% in two years.



- 4.2 Rent income collection was an area of significant success for Lewisham Homes in light of welfare reform changes, collecting 99.9% of the debit against a target of 99%. This was an improvement on 98.7% for the previous year, representing an extra £860,000 in income for the HRA. Rent arrears reduced to 3.8% compared to 4.7% in March 2014, a reduction of £530,000.



4.3 Void performance continues to improve year on year with void loss reaching 0.61% for the year against a target of 0.8%, this represents a saving of £140,000 for the HRA compared to the target. Lewisham Homes let general needs properties in an average of 40 days compared to 71 days the year before.

4.4 Lewisham Homes made over 2,130 properties decent in 2014/15 meeting its target of having 80% of homes meet the Decent Homes standard by March 2015 and leading to 81% of tenants being satisfied with their neighbourhood and:

- tenant satisfaction with the quality of their home has increased to 70%, up 7 percentage points from two years ago;
- tenant satisfaction with the repairs and maintenance service is up to 72%, up 10 percentage points from 2 years ago; and
- 92% of tenants were satisfied with internal Decent Homes work done to their homes.

4.5 Lewisham Homes built the first six of 500 new social rent homes in partnership with Lewisham Council.

4.6 Lewisham Homes responded to 91% of complaints on time compared to a 90% target and 83% the previous year.

4.7 Lewisham Homes continues to invest in training and development opportunities for its staff and the community. Thirty nine apprenticeship opportunities were provided within Lewisham Homes and with key partners in the last year and Lewisham Homes invested £237k in community initiatives.

5 Lewisham Homes Business & Delivery Plan 2015-19

5.1 The Business & Delivery Plan and its appendices is attached to this report at Appendix 1.

5.2 Lewisham Homes now has four strategic objectives:

5.3 Excellent Services

5.3.1 Increasing resident satisfaction across the board is a key objective of the business plan. Progress has been good in improving tenant satisfaction but leasehold satisfaction has shown a decrease since the last survey and will be a key area of focus for this plan.

- 5.3.2 A core element of delivering higher resident satisfaction is a whole organisation customer services training programme attended by every member of staff from the Chief Executive and management team, back office staff and including our Repairs operatives and caretakers. Through this programme we aim to embed a sharp customer services ethos in Lewisham Homes that is understood and shared by all and delivered by every single member of staff.
- 5.3.3 To reinforce this approach we will be starting a “Big Conversation” with our residents. This will involve every single manager in Lewisham Homes carrying out telephone satisfaction surveys with our residents. From this we will capture satisfaction data but more importantly those areas where residents feel we do well and those areas where we need to improve. From this every single manager in Lewisham Homes will have first-hand experience of residents views and what we are doing well and what needs to improve.
- 5.3.4 Key targets - 85% tenant satisfaction and 60% leaseholder satisfaction by 2019.
- Invest in an improved contact centre
 - Improve grounds maintenance
 - Customer care training for all staff
 - More responsive approach to tackling antisocial behaviour
 - Engaging with leaseholders and improving services to leaseholders
 - Provide more services on line.

5.4 Thriving Neighbourhoods

- 5.4.1 Our homes and neighbourhoods are a key foundation for people’s lives. Ensuring that we are able to provide a decent home in a thriving neighbourhood is a key objective of Lewisham Homes and one of the areas where we will be working very closely in partnership with Lewisham Council over the next 4 years.
- 5.4.2 We will aim to build stronger communities through reviewing the whole of our housing stock with the Council. This review will identify those areas where our stock is fit for purpose and would benefit from maintenance and investment programmes that enable it to continue to serve as good housing. The review will also identify those areas where properties are of lower quality and require substantial investment and where there may be alternative options to provide better housing whilst also increasing overall housing supply.
- 5.4.3 Over the life of this plan we will ensure that all our homes meet the Decent Homes standard, and that we move away from our current Decent Homes investment approach to an estate based approach that allows better resident engagement and local solutions.
- 5.4.4 Under this objective we also aim to maximise the potential for investment in our communities building on the 86 training and apprenticeship opportunities delivered with our Major Works contractors to date. We will ensure we maximise training and development opportunities for our Local communities both within our directly employed workforce and with our partners.
- 5.4.5 We will also be developing a new partnership with the Albany in Deptford that will provide a range of support to our residents including grant initiatives targeted at local areas which we will support with direct grant

funding from Lewisham Homes.

5.4.6 Key targets - to build 500 homes and achieve 85% satisfaction with quality of home by 2018/19.

- Grow our repairs service to do more and use contractors less
- Improve the look, feel and quality of our neighbourhoods
- Build new homes
- Diversify resident engagement and work with partners
- Internal refurbishment works
- Set out 30 year plan for investment
- Provide opportunities for people through training and employment programmes.

5.5 Sustainable Future

- 5.5.1 Delivering a sustainable future for our community, our residents and our organisation means working closely with the Council to ensure we are focussing on the right priorities and being as efficient and effective as possible in delivering them.
- 5.5.2 We have a good track record of reducing costs and investing in priorities such as improving the quality of people's homes. We will continue this work over the life of the plan. This approach has enabled us to keep our service charge costs amongst the lowest in London and ensuring that we focus in providing services that are affordable to our residents.
- 5.5.3 We are working in partnership with the Council to provide good quality temporary accommodation to the Council at lower cost than is currently available. To support this we have agreed a £20m loan facility with the Council which will be topped up by £2m of Lewisham Homes own resources.
- 5.5.4 We will also be expanding our own service provision in the areas of repairs and grounds maintenance. We will develop our capacity to provide services directly where we feel we can offer value for money, better customer service and support more sustainable communities by ensuring all staff receive the London living wage as a minimum.
- 5.5.5 Key targets are to purchase 80 units of temporary housing and increase the repairs service turnover by £3m
- Do more with less
 - Purchase homes to provide temporary housing for Lewisham Homes
 - Prioritise resources to deliver services efficiently
 - Invest savings in better homes and service improvements
 - Improve technology and systems
 - Good systems of governance.

5.6 Employer of Choice

- 5.6.1 Everything we achieve as an organisation is achieved by the people that work for us. We will strive to be an excellent employer. We will look to recruit excellent staff and provide opportunities for those with the passion and desire to serve their community.
- 5.6.2 We will provide opportunities through apprenticeships and training programmes for our community to gain training and employment and to succeed.
- 5.6.3 We will ensure we provide excellent training and development opportunities for our staff and will recognise and celebrate the achievements of our staff.
- 5.6.4 We aim to build a team that has passion for Lewisham and the skills and commitment to deliver great housing services for thriving neighbourhoods.
- 5.6.5 Key target is to achieve Investors in People gold standard in 2015/16
- Recruit, develop and retain excellent staff
 - Graduate and trainee programmes
 - Internal development opportunities
 - Recognise and reward excellence

- Health, wellbeing and social initiatives
- Raise our profile to attract good candidates.

6 Legal implications

- 6.1 There are no specific legal implications pertaining to this report; save for noting, that the provisions of the 2010 Equality Act will be relevant to the implementation of the Lewisham Homes Business and Delivery Plan 2015-19.
- 6.2 The 2010 Equality Act, includes a public sector equality duty covering the nine protected characteristics: age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex and sexual orientation.
- 6.3 In summary, the Council must, in the exercise of its functions, have due regard to the need to:
- eliminate unlawful discrimination, harassment and victimisation and other conduct prohibited by the Act;
 - advance equality of opportunity between people who share a protected characteristic and those who do not;
 - foster good relations between people who share a protected characteristic and those who do not.
- 6.4 The “have regard duty”, and the weight to be attached to it is a matter for the Mayor, bearing in mind the issues of relevance and proportionality. It is not an absolute requirement to eliminate unlawful discrimination, advance equality of opportunity or foster good relations.
- 6.5 The Equality and Human Rights Commission issued Technical Guidance on the Public Sector Equality Duty England in 2013.
<http://www.equalityhumanrights.com/publication/technical-guidance-public-sector-equality-duty-england>
- 6.6 This guidance included determinations from the Court of Appeal that the general equality duty not only applies to general formulation of policy but also applies to: decisions made in applying policy in individual cases; and, the carrying out of any function of a public authority. This means that the general equality duty will apply to decisions made by the employees or agents of bodies subject to the duty in their day to day activities.

7 Financial implications

- 7.1 There no specific financial implications arising from this report.

8 Crime and disorder implications

- 8.1 There are no specific implications arising from this report but Lewisham Homes will continue to take a proactive approach in dealing with anti-social behaviour.

9 Environmental implications

- 9.1 Currently 20% of Lewisham Homes’ stock is non-decent. Lewisham Homes has by the end of March 2015, received £94.5m in Decent Homes Backlog funding. No more funding will be available and the rest of the homes will be

made decent from HRA funding.

10 Equality implications

- 10.1 Many of the tasks and targets in Lewisham Homes' Business and Delivery Plan 2014-15 have an impact on promoting equality and diversity, particularly regarding their priority to deliver excellent services that meet residents' needs.

Background documents and report author

If you require further information on this report please contact Michael Westbrook, Housing Policy & Partnerships Manager on 020 8314 6346.

Business Plan

2015/19

DRAFT



A MESSAGE from the Board Chair

As I enter my last year as Chair of the Board I have reflected on my eight years in the role, how far we have come as an organisation and the challenges and opportunities that face us in the future.

In 2007 we were delivering poor levels of customer service, our rent collection levels were low, management costs were high and for years there had been little sustained investment in the housing stock. Lewisham Homes was set up to change that.

Now in 2015, we have increased tenant satisfaction by 13%, we're running the organisation with £3.8 million less per year, we've increased rent collection and reduced lost rent from empty properties by £2.8 million – all while maintaining some of the lowest rent and service charge levels in London.

We have delivered a £156 million investment programme to improve residents' homes over the past four years, much more than was possible from the £94.5 million grant that was awarded by the Government in 2011.

We have achieved many of the things we set out to achieve for our residents back in 2007. Lewisham Homes has become an organisation that listens

to its residents, and values their engagement and influence on decisions and its services.

The challenges for our community are the shortage of housing supply, significant cuts in the level of resources available to our partner Lewisham Council, and the challenges faced by welfare reform. These require us to be flexible and innovative in the ways we work with our partners, and as a major local employer.

Our Board and the Executive Management Team are committed to achieving more. We aim to further increase satisfaction for all residents, and invest more in our residents' homes and neighbourhoods. We will continue to build on our success to date, focusing on being efficient and effective, investing in improving services and giving our very best for Lewisham people.

**Julia Cotton
Board Chair**

The Board

We are governed by a management board. It sets our overall direction and checks on our progress in delivering on our mission to provide great housing services for thriving neighbourhoods. The Board is made up of seven residents, five independents and three Councillors who help to keep us focused and challenge our management team to ensure we are doing the right things to deliver improved services to our residents.

important to our residents. Our independent board members bring expertise in areas such as finance, development, property management and governance. Our council board members bring a wider perspective on community issues across Lewisham and help ensure we are working effectively with the Council and for the community. They provide a valuable challenge helping us focus on priorities and ensuring we have strong resident membership.

Our resident board members bring first-hand experience of our services and the issues and concerns that are

THE MEMBERS

Julia Cotton
Resident & chair

Ophelia Bobori
Resident

Susan Wise
Councillor

Ainsley Forbes
Vice Chair and independent

Paul Bell
Councillor

Sarah Smith
Independent

Terry James
Independent and chair of audit committee

Nick Joslyn
Independent

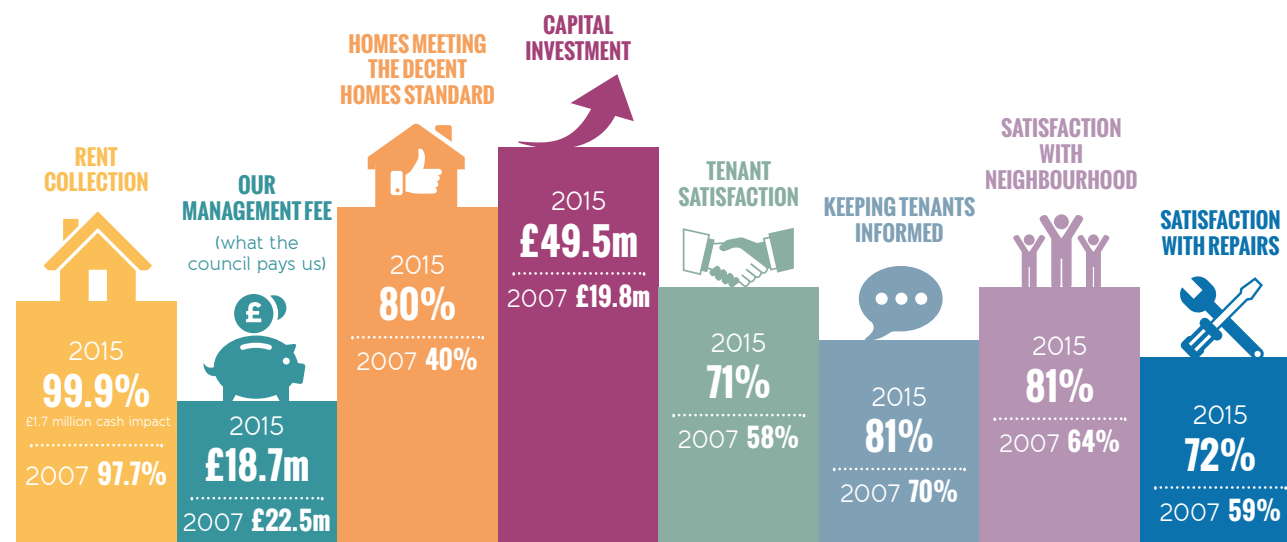
Neil Poppmacher
Resident

Steven McGann
Resident and chair of scrutiny committee

John Paschoud
Councillor

Grace Padonou Addy
Resident

THEN AND NOW



Hello

Lewisham Homes is an ambitious organisation set up to improve housing in the borough, currently managing 18,000 homes on behalf of Lewisham Council. We are a not-for-profit organisation undertaking a major local investment programme, operating our own maintenance company, and building new homes through a partnership with the local authority.

As a major local employer employing nearly 500 people we work in London's third largest borough where diversity is both a defining characteristic and a key strength. We're committed to delivering great customer service, investing in Lewisham neighbourhoods, and growing our business to shape a bright future.

While housing management is our core business we also want to make a difference to Lewisham people by building new homes and improving our estates. We are proud to be 100% focused on Lewisham and want to build stronger communities and partnerships through local investment and creating opportunity for our current residents, the wider community and future generations.

Our mission

To deliver great housing services for thriving neighbourhoods

OUR CORPORATE OBJECTIVES ARE:

Excellent services • Thriving neighbourhoods • Sustainable future • Employer of choice



A MESSAGE from the Chief Executive

We are committed to providing great housing services and quality homes for Lewisham. This is why we were created by Lewisham Council in 2007, and what drives our business plan and activities every day. We are proud of the progress we have made but know we have more to do.

We have delivered significant advances over the past year having brought 80% of homes up to the Decent Homes Standard; worked on a long term plan to improve investment in properties we manage; taken over management of ICT giving us a more flexible platform to improve systems and online services; and expanded our repairs service to carry out internal Decent Homes works achieving high satisfaction from residents. We plan to take over management of grounds maintenance on estates in 2015 and increase satisfaction further. We will continue to identify opportunities and develop services where we believe this will deliver a more cost effective and quality service outcome to our residents.

We are working with the Council to respond to the demand for housing and have completed

the first six of 500 planned new homes. We will work together on feasibility plans to increase this number and bring wider benefits to our housing estates. We are also playing a greater role in addressing the homelessness crisis by acquiring properties to let to households who would otherwise need to be placed in expensive temporary accommodation.

Everything we achieve as a business we achieve through our people. Their skills, effectiveness and attitude are the benchmark by which we succeed or not. This is why we are investing in developing our people, focusing our efforts to increase customer satisfaction, and growing our business so that we are efficient, effective and deliver on our mission.

We are ambitious for Lewisham, for our residents and for us. This Business Plan sets out what we'll do over the next five years to deliver on our four objectives.

Andrew Potter
CEO, Lewisham Homes

We value

RECOGNITION

We recognise and value success, and a diverse range of talents. We take time to praise good work, and value each other and our customers.

COLLABORATION

We build good relationships with each other and aim to understand pressures on others. We work together to solve problems and take responsibility for this.

EMPATHY

We treat people as individuals, show respect to each other and take time to listen. We are customer-focused and think about things from the other person's perspective

TRUST

We do as we say and lead by example. Our managers empower and trust staff, are open and inclusive and as an organisation we are committed to involving staff in decision making.

CHALLENGE

We tackle cynicism and challenge the status quo. We remind each other of our values, are proactive and never give up in pursuit of our goals.

PASSION

We have a positive attitude and take pride in our work. We try to break down barriers and aim to be the best at what we do.

Our Structure

THE EXECUTIVE MANAGEMENT TEAM (EMT)

Is led by our Chief Executive, Andrew Potter and has overall responsibility for making sure Lewisham Homes meets its targets and delivers the Board's mission.

EXECUTIVE MANAGEMENT PAS

Provide personal assistance to the Executive Management Team, and manage our office facilities.



DIRECTOR OF HOUSING
Jon Kanareck
Excellent services



DIRECTOR OF PROPERTY SERVICES
Mark Agnew
Thriving neighbourhoods



DIRECTOR OF RESOURCES
Adam Barrett
Sustainable future



DIRECTOR OF CORPORATE SERVICES
Hilary Barber
Employer of choice

HOUSING MANAGEMENT (INCLUDING TENANCY, ANTISOCIAL BEHAVIOUR AND TENANCY AUDIT)

Deliver a comprehensive one-stop tenancy service. This includes tenancy requests, transfers for re-housing, occupancy checks, tenancy profiling, abandoned tenancies, subletting, dealing with Anti-Social behaviour, enforcing the Tenancy Agreement and taking legal action where this has been breached.

INCOME

Responsible for collecting rent from our tenants. Other services include debt and welfare advice and referrals to other agencies, as well as management of the legal process for tenants that fail to pay debt.

ESTATE SERVICES

We have more than 90 caretakers who look after our estates providing a consistently high standard of cleanliness, tidiness and hygiene in all our blocks.

CUSTOMER SERVICES

Provide an effective and customer-focussed service to residents, ensuring the reception area is accessible and contains up-to-date information. The team offers comprehensive advice covering all aspects of housing management, and manages our complaints process. We also have a customer call centre dealing with our telephone enquiries and repair ordering.

LEASEHOLD SERVICES

Manage 5,000 leasehold properties including administering and collecting service charges, consulting with leaseholders on major works and processing Right to Buy applications.

VOIDS

Manage our unoccupied properties to ensure a speedy turnaround to let to new tenants, working in partnership with Building Services, Housing Options Centre and Re-housing services at the Council.

ASSET INVESTMENT (MAJOR WORKS)

Develops strategies to maintain our housing stock and delivers the Decent Homes programme.

MECHANICAL AND ELECTRICAL SERVICES

Oversees gas servicing and lifts services, and manage a number of contracts including pirate radio removals, mobile phone and CCTV installations.

RESPONSIVE REPAIRS

Carries out repairs inside and around our residents' properties. Our contact centre and scheduling team arranges appointments and our Direct Labour Organisation (DLO) employs its own operatives to carry out repairs.

NEW BUILD

We are the Lewisham Council's development partner to build the borough's first council housing in 30 years. Our team oversees projects under the New Homes Better Places programme – a joint initiative between the Council and Lewisham Homes.

FINANCIAL SERVICES

Ensures we meet our financial reporting legal obligations, and responsible for implementing systems to promote financial probity and value for money.

ICT

Our single point of contact for all ICT issues (including PCs, telephones, hardware and software requests) and the management and development of all business applications. Improves the way our business works by identifying and implementing new ways of working that will deliver improved services to our customers.

POLICY & PERFORMANCE

Helps develop and maintain policies and keep abreast of good practice. Analyses and report against trends and targets and produce management and performance information for all levels of the organisation to develop the service.

PROCUREMENT

Provides advice and guidance to individuals across the business, sets procurement strategies and develop individual procurement plans to support our business objectives. It is also responsible for managing the overall procurement process, stakeholder management and leading on significant operational procurements for goods, services and works.

HUMAN RESOURCES (HR)

Provides strategic support and advice to all managers on employee relations as well as dealing with recruitment, payroll queries and changes to terms and conditions.

ORGANISATIONAL DEVELOPMENT (OD)

Leads on staff development and ensuring we have the right skills in the organisation to deliver excellent services, including implementing the annual training plan and assisting staff access training opportunities. Also responsible for IIP and the apprenticeship and graduate trainee programmes.

COMMUNICATIONS

Delivers the communications strategy including external and internal campaigns, PR, brand management, dealing with media and the press publications, website, intranet, social media and events.

COMMUNITY ENGAGEMENT

Supports and builds residents' capacity so they can influence our services, offering a range of involvement opportunities, and supporting residents with community development opportunities.

GOVERNANCE

Supports the Board and senior managers to make decisions and govern Lewisham Homes effectively, as well as ensuring we comply with Company Law.

HEALTH AND SAFETY

Ensures our residents and staff are safe and that we comply with H&S legislation, involving risk assessments and checks and developing clear policies, including training.

National and Local Context

Policy decision and the economy at both national and local level have a major impact on the housing sector and our residents.

The National Context

THE ECONOMY

The economy is growing but there is limited capacity for wages to rise; house prices are going up and creating affordability problems. Increasing housing benefits payments show that low-income wages are not keeping pace with rent increases.

Government policy to reduce the deficit means significant cuts in Local Government and local services, and housing benefit.

WELFARE REFORM

The maximum benefit cap is to decrease from £26,000 to £23,000. The spare room subsidy and Universal Credit increase the risk that tenant arrears will rise.

HOUSING SUPPLY

New Housing supply is not keeping pace with demand. House prices are rising faster than the economy and incomes. The Right to Buy is to be extended to Housing Associations and tenants receive the full discount after three years instead of five. Local Authorities will be required to sell their most valuable stock. Grant funding for new affordable housing is limited and government policy is that this should be funded from rents, the sale of properties or directly by Registered Providers and Local Authorities. This is unlikely to generate the level of supply required and there will be fewer homes available to let at social housing rents.

The Local Context

THE ECONOMY

The reduction in government funding for Local Authorities places significant pressures on local services. We will partner with the Council to develop service delivery options that provide the best support we can. As a local employer investing more than £65 million a year in the borough, we provide employment and training opportunities and can leverage additional support from our partners.

WELFARE REFORM

This is likely to have its biggest impact in London where rents and benefit levels are at their highest. We can reduce the risks and help to keep people in their homes by maintaining effective benefit advice and support, and building strong partnerships with other organisations.

HOUSING SUPPLY

The shortage of affordable housing is most acutely felt in London. A rising population and limited affordable housing supply are major policy challenges for Lewisham Council. We are partnering with the Council to meet these challenges through identifying opportunities for new housing as well as securing additional temporary accommodation to meet immediate demand.



Business Plan Summary 2015/19

Delivering great housing



services for thriving



neighbourhoods

Our Strategic Objectives



EXCELLENT SERVICES



- Invest in an improved contact centre
- Improve grounds maintenance
- Customer care training for all staff
- More responsive approach to tackling antisocial behaviour
- Improve services to leaseholders
- Provide more services online

THRIVING NEIGHBORHOODS



- Grow our repairs service to do more, and use contractors less
- Improve the look, feel and quality of our neighbourhoods
- Build new homes
- Diversify resident engagement and work with partners
- Internal refurbishment works
- Set out a 30 year plan for investment
- Provide opportunity for people through training and employment programmes

SUSTAINABLE FUTURE



- Do more with less
- Purchase homes to provide temporary housing for Lewisham
- Prioritise resources to deliver services efficiently
- Invest savings in better homes and service improvements
- Improve technology and systems
- Good systems of governance

EMPLOYER OF CHOICE



- Recruit, develop and retain excellent staff
- Graduate and trainee programmes
- Internal development opportunities
- Recognise and reward excellence
- Health, wellbeing and social initiatives
- Raise our profile to attract good candidates

Excellent Services

We want our customers to experience great service at all times. We will measure our success by increasing our tenant satisfaction level to 85% and our leasehold satisfaction level to 60% by 2019.

Tenant satisfaction with our services has increased to 71%, and highlights are satisfaction with our repairs service up by 10% in two years, and responding to complaints within target up 15% to 91% over the same period. Our leasehold satisfaction is a disappointing 35% and this is an area we will be working hard on to improve.

We have the foundations in place for improvements in our antisocial behaviour service and a system to better monitor standards in estate services.

In December 2014 we moved to our offices at the Old Town Hall in Catford. Here we are able to offer residents improved facilities including private meeting rooms and free access to online services.

Our move freed up office space to provide housing for at least 19 families, and has seen our employees have greater collaboration and efficiency across the business.



Our Plans

We have made significant progress since we were set up in 2007, but we want to achieve more. We have set challenging targets ahead with an increase in our tenant satisfaction to 85% and leaseholder satisfaction to 60% by 2019.

We will do this by:

- Developing **easy access services** including forming a streamlined contact centre.
- Offering **more online services** and supporting residents who are not currently using the internet.
- Taking over and **investing in improvements to grounds maintenance** across our estates.
- Running an organisation - wide **customer care training** to equip our employees with the skills and knowledge to make a difference and give our customers a great experience with us.
- **Improving services to leaseholders.**
- Introducing improved ICT systems including a **Customer Relationship Management system** designed to enhance the way we use information to deliver great services.
- Introducing a revamped, **more responsive approach to tackling antisocial behaviour** including introducing extended hours and a mobile service.

Thriving Neighbourhoods

We will build thriving neighbourhoods by improving the quality of our estates and increasing housing supply. We will generate investment in Lewisham to build stronger communities, provide training and employment opportunities and build local partnerships.

In the past four years we have run £156 million programme of investment including Decent Homes and major works improvements to homes and estates. This has increased the number of homes meeting the Decent Homes standard from 40% to 80% of properties we manage. We're pleased that 92% our tenants were satisfied with internal refurbishments. Tenant satisfaction with neighbourhood has increased to 81% and for leaseholders to 74%.



Creating opportunity for Lewisham people

We aim to enable residents to influence how we shape and deliver services and we're committed to supporting people to get ahead. To do this we provide support for community development, training and employment opportunities, and give our residents opportunities to have a say in how housing services are run. In particular our Resident Scrutiny Committee is looking at major works resident liaison and communications, and estates safety & security. Their recommendations will directly feed into our service plans.

In the past two years we have provided a wide range of training, employability and apprenticeship

opportunities with our partners including making more than £140,000 available for residents and groups through our Community Fund, enabling them to bring their ideas to life.

This has included a range of activities including our growing street dance and drama programme Love2Dance, a programme of inspiring fashion, money and business workshops, social and wellbeing activities for older people, holiday programmes, theatre and arts, confidence programmes for young women, pop up theatre, and a range of gardening projects.



We were proud to sponsor Lewisham Youth Conference in 2015, one of 29 projects supported by our Community Fund. This inspiring event attracted 500 people and was organised by local charity Elevating Success. We are supporting it again in 2016.

500 new homes by 2019

New Homes for Lewisham

We have built the first new council housing in Lewisham for a generation, with six new energy efficient homes becoming home to local families in February 2015. This is part of the New Homes Better Places programme, a partnership between Lewisham Homes and Lewisham Council.

Connecting Arts and Communities

In 2015 Lewisham Homes' and charitable organisation the Albany launched a unique partnership set to benefit Lewisham and South East London culturally, socially and economically.

The Albany is establishing itself as a leading London arts venue and community hub. It provides a creative centre for learning within the community, contributing to cultural, social and economic benefits, and shares Lewisham Homes' commitment to community engagement.

By working in partnership we want to create long-lasting and growing opportunities that make a real difference to Lewisham families. We will create more opportunity for Lewisham Homes' residents, and increase the reach of the Albany's innovative engagement activities across the borough, beyond its thriving community hub.

The Albany's community hub is located in the north of the borough where the majority of Lewisham Homes' residents live. The Lewisham Homes north area housing office relocated to the Albany in July 2015.



Councillor Damien Egan, new resident Veronica Mighty, Mayor of Lewisham Sir Steve Bullock and Chair of Lewisham Homes Board Julia Cotton outside the first council housing built in Lewisham for 30 years.

Our Plans

We want our residents to live in comfortable and secure homes, and in attractive and safe neighbourhoods where communities can thrive. We will work with our partners to secure investment in employment and training initiatives and community development.

We will do this by:

- Setting out local improvement plans for our estates and **improve the look, feel and quality of our neighbourhoods.**
- Increasing the supply of affordable housing by **building 500 new homes**, identifying opportunities for additional development and improving housing for older people.
- Increasing the choices available to **diversify resident engagement opportunities** including chances to have a say using online channels.
- Providing good quality energy efficient homes by Completing our programme of **Decent Homes internal works** and raising standards for investment in homes we manage.
- Ensuring we have the right information to base investment planning and decisions by setting out a **30 year plan for investment.**
- Securing investment with our partners and **provide opportunity for people through training and employment programmes** that add value to the community.
- Delivering **apprenticeship and graduate training places.**
- Investing annually in **community partnerships.**

Sustainable Future

We will build a sustainable future for our residents, the community and our business. We will be efficient and effective and grow our business so that we can deliver more for less. We will invest in our properties making them energy efficient and affordable for the future.

We have reduced our management fee by £3.8 million since 2007 while increasing resident satisfaction from 58% to 71%. We have continued to deliver below inflation increases in our service charges and rents and service charge levels in Lewisham remain amongst the lowest in London.



Service Costs - How We Compare

PER WEEK	2011	2012	2013	2014
Lewisham Service Charge	£6.06	£6.18	£6.34	To come
London Average	£8.68	£8.76	To come	To come
Lewisham Rent	£81.61	£87.40	£90.87	To come
London Average	£89.33	£95.50	£100.18	To come

We aim to deliver great value services and be as efficient as we can. Since we started out we've saved £1.1 million on lost rent by repairing and re-letting properties more quickly.

We had our best ever year for rent collection collecting an additional £1.7 million annually compared to 2007 performance levels. We've also supported our residents through welfare reform

and in 2014/15 assisted people to claim more than £300,000 in benefits.

We have taken a big step to improving technology and systems by insourcing our ICT services. This will give us more freedom to develop online services and improve our internal systems and be more efficient using technology.



Satisfaction with repairs and maintenance services is continuing to rise. We know that repairs is a top priority for our residents and we are investing in the service. We have generated additional £345,000 income by carrying out internal Decent Homes works for residents, achieving 94% satisfaction.



Our Plans

We will build a sustainable future by ensuring that we are well managed and responsive to the needs of our residents, the community and our partners. We aim to deliver great value services ensuring we are as efficient as we can. We will set effective governance arrangements that enable us to perform well and deliver excellent and affordable services.

We will do this by:

- **Increasing turnover in our repairs service by £3 million** using our repairs service more and contractors less.
- Reviewing our expenditure each year so we can **invest in better homes and service improvements, do more with less** and build on the efficiencies we've already made by prioritising resources to deliver services efficiently.
- Continuing our partnership with the council to provide new housing, look at new forms of housing provision and acquisition that assist in meeting its statutory housing obligations, and **purchase 80 homes to provide temporary housing for Lewisham residents.**
- **Improving technology and systems** so that our services and support are easy to access and efficient, using mobile technology to enhance the way we work.
- **Growing the business** by increasing our capacity to deliver, including grounds maintenance, major works, boiler replacements and introducing same day repairs appointments.
- Implementing the findings of our governance review so we are well managed with **good systems of governance** ensuring we are effective and deliver on our promises.
- **Improving the energy efficiency of homes** we manage to an SAP rating of 72.

Kentist Barrett joined Lewisham Homes as an apprentice and has taken opportunities to shine as compere for our employee awards, and other local events.

Team Member, Kentist Barrett

Employer of Choice

We are proud of our people and our work and want our employees to develop skills, be great leaders and carve our careers with us at Lewisham Homes.

We have used our values to motivate and recognise the achievements of our people. In 2014 we retained our IIP accreditation with an improved bronze rating, our areas of strength were in offering good career development opportunities and resources for learning.

We have doubled participation in our staff survey and prioritised staff engagement, particularly since bringing employees together at our new office.



TEAM MEMBER
Andrew Addo

Lewisham Homes' scooped two awards at the Mayor's annual Celebrating Achievements Awards, with Andrew Addo winning the Outstanding Contribution Award and the Repairs team receiving the Outstanding Team Award.

TEAM
Income Team



Our Income Team were recognised as our Team of the Year at our annual employee awards. The team had an outstanding year collecting 100% rent for the first time.

Our Plans

To achieve our goals and deliver excellent services to our residents we need great people on our team. We invest in our staff through a range of learning and development programmes, including aspiring managers, mentoring and leadership skills. It is important to us to create opportunity and invest in our employees to ensure they give their best.

We will do this by:

- **Recruiting, developing and retaining excellent staff.**
- Providing opportunities for young people and a mix of training and on-the-job experience through our **graduate and apprentice programmes.**
- Supporting our employees to progress their careers through **internal development opportunities**, training and mentoring, as well as developing great leaders.
- **Recognising and rewarding excellence** by modernising our pay scheme and celebrating achievements.
- Supporting people by offering **health, wellbeing and social initiatives** as part of our employee engagement and development plans.
- **Raising our profile to attract good candidates.**
- Achieve **Investors in People Gold Standard** in 2015/16.

PLEASE SUPPLY HIGHRES VERSION OF THIS IMAGE



OLD TOWN HALL
9AM-5PM MON, TUE, THUR, FRI
10AM-5PM WED
Catford Road,
London
SE6 4RU



THE ALBANY
9AM-5PM MON, TUE, THUR, FRI
10AM-5PM WED
Douglas Way,
Deptford,
London
SE8 4AG



**HONOR OAK
HOUSING OFFICE**
9AM-1PM & 2-4.30PM TUE, THUR
Spalding House,
Turnham Road,
London
SE4 2HT

This page is intentionally left blank

Key Performance Indicators 2015/19

Indicators with focus on improvement	2012/ 13	2013/ 14	2014/ 15	Target 15/16	Target 16/17	Target 17/18	Target 18/19
Excellent Services							
Tenant satisfaction with the overall service provided by their landlord	69%		71%		80%		85%
Leaseholder satisfaction with the performance of the service			35%		50%		60%
Satisfaction with Internal Caretaking and Cleaning	59%	68%	64%	75%	80%	80%	80%
Tenant satisfaction with the last repair	94%	93%	87%	95%	95%	96%	97%
Average monthly number of new complaints	47	40	62	35	35	35	35
Percentage of complaints responded to within timescales	75.6%	83.0%	90.6%	90%	95%	95%	95%
Percentage of homes with a current annual gas safety check	100%	100%	100%	100%	100%	100%	100%
Number of properties for which a fire risk assessment is overdue	0	0	0	0	0	0	0
Thriving neighbourhoods							
Tenant satisfaction with internal Decent Homes work	91.0%	94.6%	93.3%	96%	96%	96%	96%
Tenant satisfaction with the quality of their home	63.0%		70.0%		80%		85%
Number of new properties developed by Lewisham Homes cummulativey	0	0	6	9	83	193	500
Tenant satisfaction that we take their views into account	57%		59%		63%		65%
Percentage of tenanted homes that meet the Decent Homes Standard	56.1%	55.7%	80%	100%	100%	100%	100%
Sustainable future							
Average days to relet all properties (includes all major works time)	62	71	43	40	38	35	30
Average days to re-let minor works voids (new)	57	52	29	22	18	18	18
Current tenant rent arrears as a percentage of the annual debit	4.18%	4.70%	3.8%	4.0%	4.0%	4.0%	4.0%
Percentage of rent lost through vacant properties	0.81%	0.78%	0.61%	0.70%	0.65%	0.65%	0.65%
Percentage of rent collected excluding current arrears	99.1%	98.7%	99.9%	99.5%	99.5%	99.5%	99.5%
Percentage of leaseholder service charge collected against total available excluding arrears	103.7%	101.5%	100.4%	102%	102%	101%	101%
Number of tenants evicted as a result of rent arrears (annual equivalent)*	66	44	53	-	-	-	-
Right to Buy sales completed (annual equivalent)*	17	91	105	-	-	-	-
Energy efficiency SAP rating							72%
Employer of choice							
Percentage of staff who agree that Lewisham Homes is a good place to work.	69%*		69%			85%	85%
Number of working days lost due to sickness (YTD) annual equivalent	8.1	6.3	6.6	6	6	6	6
Voluntary staff turnover as a percentage of total workforce.		8.3%	7.2%	6.5%	6.0%	5.5%	5.0%

*69% good; 23% no opinion; 8% don't agree

Strategic Performance Indicators and Action Plans

	2015/16	2016/17	2017/18	2018/19
Excellent Services				
Tasks	Online Repairs Appointments Leaseholder Portal One Call Centre	Implement CRM System New Telephony System		All core services online
Procurements	In-source Grounds Maintenance			
Strategies	Deliver a Customer Care Programme for all staff		New Customer Service Strategy	
Surveys		Customer Satisfaction		Customer Satisfaction

	2015/16	2016/17	2017/18	2018/19
Thriving neighbourhoods				
Tasks	Asset Management Database Sheltered Housing Review	Decent Homes Programme Completed Revised governance arrangements in place Estates Improvement Programme	Partnership agreements with all core partners	500 Homes Completed
Procurements	Investment Procurement Plan in Place		Options for Gas Servicing Reviewed	
Strategies	New Asset Management Strategy Community Engagement Strategy Investment Standard Agreed New Build Strategy	First Neighbourhood Investment Plan		Asset Management Strategy Community Engagement Strategy All Neighbourhoods have Investment Plans New Build Strategy
Surveys		Customer Satisfaction		Customer Satisfaction

	2015/16	2016/17	2017/18	2018/19
Sustainable future				
Tasks	Negotiate Extension and Variations to the Management Agreement Implement New Information Management Reporting Tool	Review Business Continuity Arrangements Roll-out Improved Information Management Standards		
Procurements		Major Works Contracts Re-tendered		
Strategies	Procurement Strategy ICT Strategy		Risk Management Strategy 3 Yearly Business Plan Review Communications Strategy	Office Accommodation Strategy Procurement Strategy ICT Strategy

	2015/16	2016/17	2017/18	2018/19
Employer of choice				
Tasks	Leadership Development Programme IIP Gold	Review of Recognition and Reward Schemes	Times Top 100	
Strategies			Review of HR Systems	People Strategy
Surveys	Staff	Staff	Staff	Staff

Financial information

	2015/ 16 £m	2016/ 17 £m	2017/ 18 £m	2018/ 19 £m	2019/ 20 £m	5 years £m
HRA Medium Term Income & Expenditure Forecast						
Rents	71	72	74	77	82	376
Service charges	10	10	10	10	11	51
Major works recoveries	12	12	16	5	5	50
Other income	2	2	2	2	2	12
Operating income	95	96	102	95	100	489
Less:						
Management costs	-31	-32	-32	-33	-33	-161
Repairs and maintenance	-17	-17	-17	-18	-18	-87
PFI costs (net)	-5	-6	-7	-7	-8	-33
Interest and other finance costs	-4	-4	-4	-5	-6	-24
	-57	-59	-60	-63	-65	-305
Operating surplus/(deficit) before capital financing	38	38	42	32	35	184
Funds earmarked to fund capital investment	-22	-47	-73	-32	-35	-209
Surplus/(deficit) after appropriations	15	-9	-31	-0	0	-24
Opening reserves	27	43	34	3	3	27
HRA reserves	43	34	3	3	3	3

	2015/ 16 £m	2016/ 17 £m	2017/ 18 £m	2018/ 19 £m	2019/ 20 £m	5 years £m
Capital need & resourcing - medium term forecast						
Capital programme	39	41	65	28	28	200
New build	0	21	45	60	1	127
	39	63	110	87	29	327
Funded by:						
Revenue contribution	0	-24	-50	-9	0	-83
Depreciation	-22	-22	-23	-23	-24	-115
Market sales Receipts & RTBs	0	-3	-16	-30	-14	-62
Borrowing	0	0	-21	-26	0	-47
Major repairs reserve (to/-from)	-16	-13	0	0	9	-20
Capital resources shortfall/-surplus	0	0	0	0	0	0
Major repairs Reserve balance	13	0	0	0	9	9
Projected debt level	75	75	96	122	111	111

Financial information

	2015/ 16 £m	2016/ 17 £m	2017/ 18 £m	2018/ 19 £m'	2019/ 20 £m
Lewisham Homes Fee - Five Year Forecast					
Management Fee	18.7	18.7	19.0	19.3	19.6
includes cost saving efficiencies	-0.5	-0.4	-0.2	-0.2	-0.2

	2015/ 16 £m	2016/ 17 £m	2017/ 18 £m	2018/ 19 £m	2019/ 20 £m	5 years £m
Lewisham Homes Repairs - Five Year Projections						
Income	14.5	15.2	16.6	16.6	16.6	79.6
Wages	-4.6	-4.8	-5.2	-5.2	-5.2	-25.0
Materials	-2.3	-3.0	-3.9	-3.9	-3.9	-16.9
Sub-contractors	-2.1	-2.1	-2.1	-2.1	-2.1	-10.4
Fleet	-0.6	-0.6	-0.6	-0.6	-0.6	-3.1
Total direct costs	-9.6	-10.5	-11.8	-11.8	-11.8	-55.4
Contribution to fixed overheads	4.9	4.7	4.8	4.8	4.8	24.2
Fixed overheads	-4.0	-4.1	-4.2	-4.2	-4.2	-20.7
Projected surplus/-deficit	0.9	0.6	0.7	0.7	0.7	3.5

This page is intentionally left blank

HOUSING SELECT COMMITTEE			
Report Title	Brockley PFI – Annual Review Report		
Key Decision	No	Item No.	4
Ward	Brockley		
Contributors	Head of Strategic Housing		
Class		Date:	8 July 2015

1. Summary

- 1.1. The Brockley Private Finance Initiative (PFI) Project commenced in September 2007 and involved the refurbishment of 1,839 dwellings situated in the Brockley neighbourhood, of which 1,306 are currently tenanted and 529 are leaseholder dwellings, and 4 becoming freeholder dwellings.
- 1.2. The PFI project involves the refurbishment, management and maintenance of properties for 20 years.
- 1.3. The purpose of this report is to give a brief overview of the background of the Brockley PFI and the key achievements and progress that has been made to date during 2014/15.

2. Recommendation

- 2.1. It is recommended that Members note the contents of the report.

3. Background

- 3.1. The PFI contract for refurbishing and maintaining the properties includes the provision for housing repair and maintenance, caretaking, cleaning, tenancy and estate management service for a period of 20 years.
- 3.2. RB3 is a special purpose vehicle set up to deliver the Brockley PFI project.
 - The initial refurbishment of the properties was carried out by Higgins.
 - Housing management and estate services is delivered by Pinnacle.
 - Repairs and Maintenance and continuing life cycle works is delivered by Rydon Maintenance (formerly Equipe).

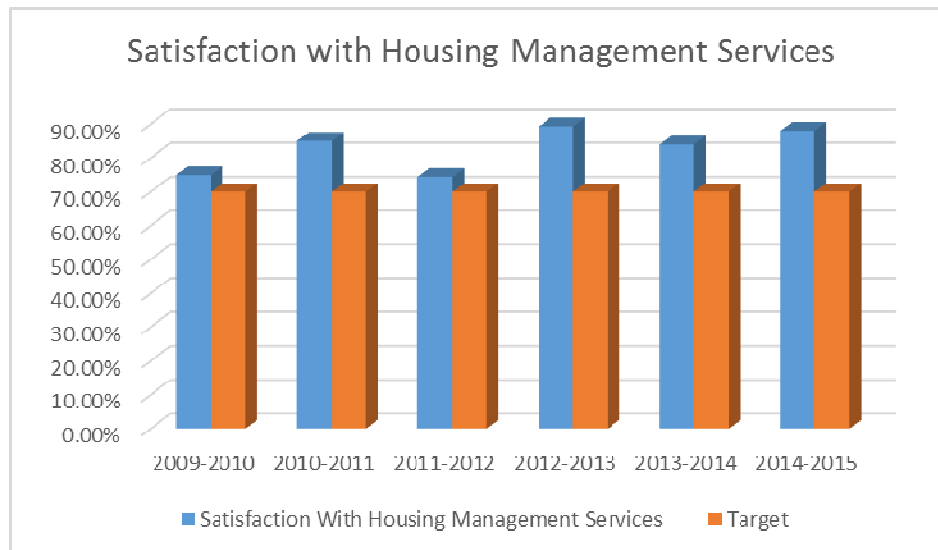
4. Performance Indicators

- 4.1. Altogether there are 26 contractual Key Performance Indicators (KPI), of which 19 are provided on a monthly basis and seven on an annual basis. The list of the KPIs is provided at Appendix 1.
- 4.2. The data entry sheet, which provides the current performance against those KPIs up until March 2015, is given in Appendix 2.

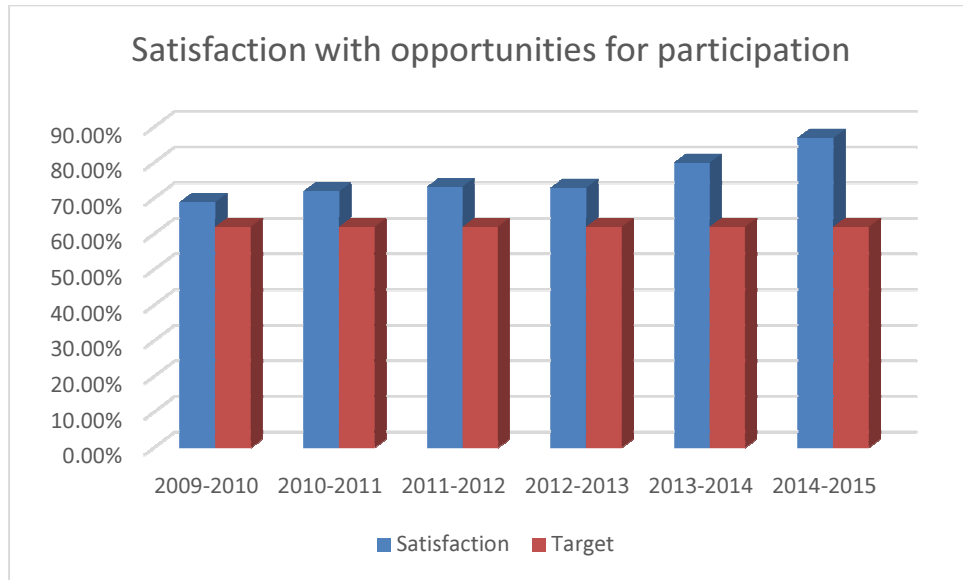
5. Customer Satisfaction

- 5.1 The housing management team have been providing excellent services to the residents in Brockley since the beginning of the contract in September 2007. We carry out an annual survey with residents in the Brockley PFI area to ensure that we provide the best possible service, to find our weak and strong areas and to measure trends in satisfaction in order to implement improvements to our services.

Our 2014 -2015 survey results show high-level levels of satisfaction. The target of 70% for satisfaction with housing management services has been frequently exceeded with the last three years' satisfaction ranging from 84% to 89%.



- 5.2 Equally, the residents from Brockley have been very happy with opportunities for participation. The satisfaction levels have been steadily increasing from 69% in 2009 to 87% in 2015.



6. Customer Service

- 6.1. RB3 has performed well throughout the year with there were 415 items of correspondence and 99% were responded to within the 10 working day target.
- 6.2. RB3 received 64 complaints throughout the year. The breakdown is shown below:

	Housing Management	Repairs	Total
Stage 1	8	39	47
Stage 2	4	7	11
Stage 3	3	3	6

- 6.3. In 2013-2014 RB3 received 131 complaints; RB3 reviewed the way in which complaints were managed and since the review have managed to significantly reduce complaints.

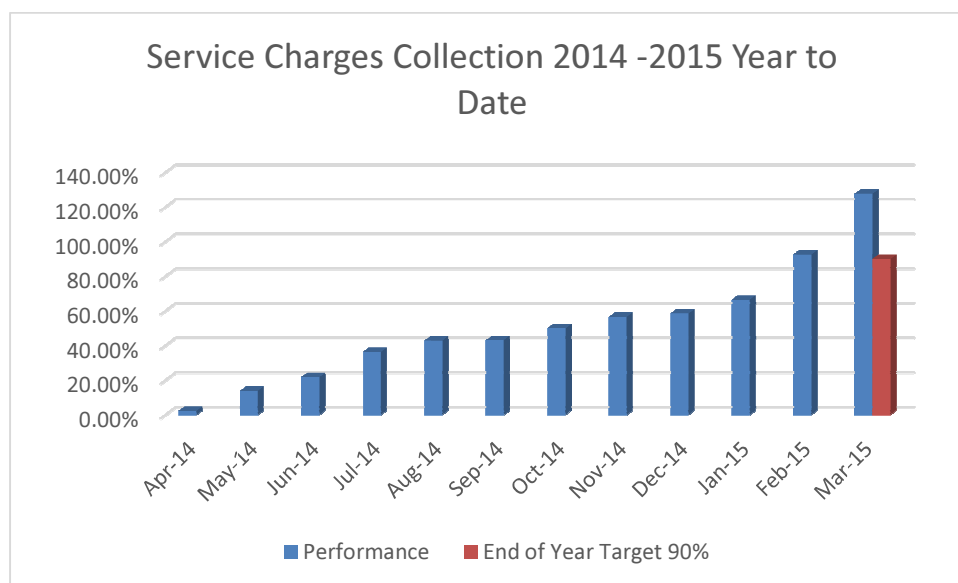
7. Tenancy Management

- 7.1. Following on from the Chartered Institute of Housing ASB training, which was undertaken by all Brockley Housing Managers; we introduced a new case monitoring system, with cases being regularly reviewed and action planned. The most complex cases are discussed at a wider Pinnacle ASB forum. We have worked closely with the Brockley & Ladywell Safer Neighbourhood Team re-enforcing the partnership working.
- 7.2. We have renewed our contract with Lewisham Mediation (LAMP), they provide an invaluable service especially for neighbour harassment cases

- 7.3. RB3 attend the Crime and Anti-social Behaviour forum run by LEWHAG to share best practice and learn from other Registered Providers working in the borough.
- 7.4. RB3 were required to audit 20% of the tenanted properties in Brockley in 2014 - 2015. We completed 100% of Tenancy Audits by the end of the year and repossessed 9 properties where there was unlawful sub-letting. We continue to work closely with Lewisham's fraud team and were involved in a joint operation with them alongside the Metropolitan Police, Immigration Services and Community Safety.

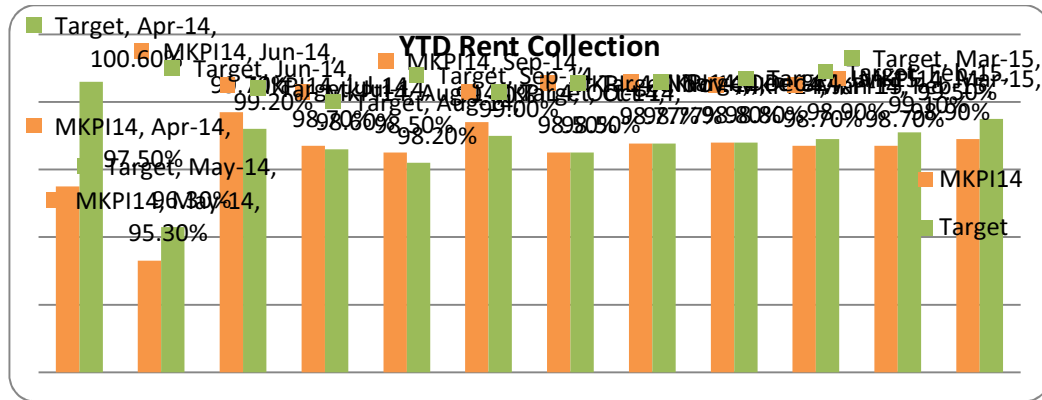
8. Leasehold Management

- 8.1. There were 2 cases that were brought to the First Tier Tribunal; in both these cases, the residents' claims were not upheld.
- 8.2. The team met their service charge contract target in 2014-15 by collecting 127.70% which exceeded the target of 90%
- 8.3. All leaseholders who have not paid their outstanding major works debts in total, are being pursued via mortgage lenders and legal action.



9. Income Collection

- 9.1. The amount of rent collected at the end of March 2015 was 98.9% of the debit raised. This is 0.6% behind the Council's providers who achieved 99.5%. RB3 are measured against the performance indicator MKPI14 for rent collection, which requires the provider to be equal to or ahead of the borough month on month.



9.2. The in-sourcing of Lewisham Homes’ IT systems from Capita affected RB3’s access to Lewisham’s ICT system for managing and collecting rent. The lack of access made it difficult to generate and progress rent collection and arrears. Relief events were submitted and accepted by the Clienting Team during this period. Work is ongoing to resolve the causes of this problem, whilst RB3 staff have worked collaboratively with the council and Lewisham Homes to successfully minimise the impact on performance.

9.3. All housing staff have attended and received High Impact Arrears Management Training and Financial Inclusion training, this will ensure that they are able to assist residents in the management of their arrears and they are able to signpost them to relevant partnership organisations. The Income Manager attends the Pinnacle wide the Welfare Reform Group in anticipation of the introduction of Universal Credit. This group exchanges best practise in order to prepare for the forthcoming changes to Welfare Benefits.

9.4. RB3 has continued to work with residents affected by the Welfare reforms. All residents affected by the benefit cap and the ‘bedroom tax’ have been contacted and offered advice and where necessary sign posted to agencies that will assist them. These residents are reviewed at regular intervals to ensure that they are able to maintain their rent payments. RB3 promoted Lewisham’s Trading Places mutual exchange event in September and October, this was to assist those families who are under occupying, to move.

10. Estate Management

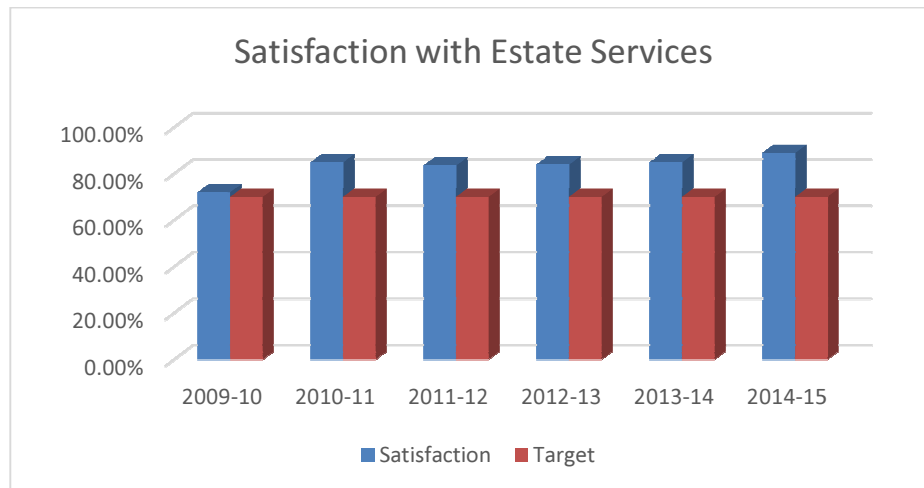
10.1. RB3 carry out regular inspections of estates checking the quality of cleaning, gardening and repairs in the communal areas on a monthly basis. RB3 also ensure that all residents are notified of planned quarterly estate inspections through our newsletter, the Brockley Bugle, website and block notices, so they can participate in the process.

10.2. Inspections are carried out on 113 blocks each month, both internal and external communal areas are inspected. Over the current period RB3 achieved an

average Environmental Performance Report (EPA) standard A in 99 % of external inspections and a 98. % on internal inspection.

Estate Services		2012/13	2013/14	2014/15	Target
KPI	Performance Standard				
MKPI9 Contractual (Monthly)	External communal area inspected at EPA standard A	96%	95%	99%	90%
MKPI10 Contractual (Monthly)	Internal communal area inspected at EPA standard A	94%	94%	98%	90%

10.3. Our survey results show that over 89% of residents are satisfied with the cleaning and gardening of their blocks. This was an improvement on the previous year's figure of 85%. The performance figures for the period under review are set out below.



11. Void Management

11.1. Void performance is monitored monthly through a contractual KPI which measures the average time in letting minor void dwellings and a target of 28 days has been set.

11.2. There were a total of 45 voids with an average re-let time of 23.4 days. All properties are re-serviced and brought up to the contractual Decent Homes plus standard by Rydon.

12. Asset Management

12.1. Properties within the Brockley PFI area were brought up to the Decent Homes standard when Higgins completed the refurbishment of properties. We are now in the management and maintenance phase of the contract.

13. Repairs and Maintenance

13.1. The responsive repairs maintenance service covers all day to day repairs including an emergency out of hours service, and the management of void properties. The average number of repairs carried out each month for the period April 2014 – March 2015 was 821. The three main Key Performance Indicators relating to the responsive repairs performance are identified below.

Repairs Performance		
	Target	YTD Performance
MKPI 5 - % of telephone calls answered in 15 seconds	92.5%	93.51%
MKPI 17 - % Responsive Emergency Repairs responded to in time	97%	99.96%
MKPI 18 - % Responsive repairs carried out within priority times	95%	97.29%

14. Health & Safety

14.1. In relation to the statutory health and safety requirements Rydon's performance against AKPI 7 – the percentage of safety certifications for dwellings and common areas that are not overdue totalled 99.51% against a target of 99%. Rydon work closely with the Council's Environmental Health team to enable access for the safety certification if it is not being granted by the tenant after several unsuccessful attempts.

15. Resident Involvement

15.1. The RB3 Residents' Board was rebranded and is now known as the Residents' Panel. The panel represents all residents in the RB3 area and is the forum where discussion and consultation on issues of relevance to residents takes place. At each meeting residents can raise individual concerns with the relevant officials and guest speakers attend to make presentations on wider issues. The residents' panel also acts as a scrutiny panel to scrutinize the contract.

15.2. There have been a number of initiatives that have taken place this year and the highlights are set out below:

- Big Lunch – Tyrwhitt Road Neighbourhood Watch. Assisted residents in arranging a street party taking part in the national big lunch day.
- Wickham Mews Garden Open Day – Pinnacle supported this event and supplied water for the gardeners by installing a tap on the outside of the rear wall.
- Clare, Shell & Nuding Close – Seaside Away Day sponsored by RB3
- Summer Play Schemes: Pinnacle contributed to 2 schemes:
St Andrews a £600 donation allowed the scheme to include a trip to the seaside.
Lewisham Community Sports Pinnacle sponsored up to 10 residents' children to attend for one week
- Two Tenant Residents Association were re-instated at Clare Estate and Nuding Close.
- Lewisham Job Fair – Pinnacle staff from Brockley PFI office were on hand to talk to job hunters about employment and training opportunities; apprenticeships for young people, tips on writing an effective CV and how to search for current jobs.
- RB3 sponsored garden awards for residents who created outstanding gardens. Awards were given in a variety of categories, including individual and communal food gardens, flower gardens, window box and container gardening and children's gardens.

16. Financial Implications

16.1. There are no specific financial implications arising from the report.

17. Legal Implications

17.1. There are no specific legal implications arising from the report.

18. Equality Implications

18.1. There are no direct equalities implications arising from the report but listed below are areas where RB3 are impacting on the equalities and diversity agenda.

18.2. The RB3 estate office at Endwell Road is Disability Discrimination Act (DDA) compliant and includes access for wheelchairs, WC, parking and has a hearing loop system in place.

19. Crime & Disorder Implications

19.1. There are no crime and disorder implications arising from the report.

20. Environmental Implications

20.1. Any further works carried out by RB3 as part of the life cycle programme should lead to greater energy efficiency, reduced maintenance costs and lower fuel bills for residents. It will also reduce the level of harmful gases being released into the atmosphere as improved insulation and more efficient boilers are installed. The average Standard Assessment Procedure rating of the homes in the Brockley PFI area is 77, which is above the contractual obligation of a minimum of 70.

21. Conclusion

21.1. RB3 have met and exceed their contractual obligation and remain one of the borough's best performers.

22. Background documents and originator

22.1. There are no background documents to this report.

22.2. Please contact Michael Westbrook, Housing Policy & Partnership Manager, on 020 8314 6346.

This page is intentionally left blank

Housing Select Committee			
Title	The work of the Single Homeless Intervention and Prevention Team (SHIP)		
Key decision	No	Item no	5
Wards	All		
Contributors	John Barker – Housing Options and Advice Manager (Singles)		
Class	Part 1	8 July 2015	

1. Summary

- 1.1 This report is designed to give an overview of the work of SHIP in addressing the accommodation and support needs of Single Homeless People in the Borough

2. Policy Context

- 2.1 Lewisham’s Housing Strategy sets aims to reduce all forms of homelessness, including rough sleeping, across Lewisham. In Lewisham, the number of accepted homeless applications increased by 24 per cent between 2010 and 2013, and the number of households in temporary accommodation has increased by 76 per cent over the last 5 years.¹⁶ Across London, the number of households placed in temporary accommodation is increasing. Lewisham is no exception to this trend. Furthermore, it is estimated that the number of people sleeping rough in London rose by 13 per cent between 2011/12 and 2012/13.

3. Recommendation

- 3.1 That the Committee note the contents of this report.

4. Purpose

- 4.1 To inform elected members of the legal framework around single homelessness, the solutions available for residents of Lewisham that find themselves in housing need or whom have support needs that effect their housing; and how to access these services.

5. History of Single Homelessness

Single Homelessness in London

To understand the evolution of single homeless services in the capital it is important to understand the evolution of single homelessness post war. In

1947 only six people were recorded sleeping rough in the capital. The Second World War introduced a new cause of homelessness. Bomb damage made an estimated one in six of Greater London's population homeless at some point. Some Londoners resorted to squatting as a way of finding a home, and by the 1970s there were 30,000 squatters in London.

In 1968, 37% of the homeless population of England and Wales could be found in inner London. At that time, a group of well-established charities led by the Salvation Army and the Church Army provided temporary accommodation for mostly homeless men in large hostels. In 1966 the seminal television drama 'Cathy Come Home' depicted a working-class single mother whose family life gradually disintegrates because of her homelessness. The programme had an enormous impact on public opinion and led to the formation of the housing charities Shelter and Crisis and eventually to the 1977 Housing (Homeless Persons) Act.

5.1. 1970s

Many of the homeless agencies and charities that we are familiar with today can trace their origins back to the 1970s when homelessness and rough sleeping began to become an issue in London. In those days the homeless community and the services that worked with them were very different.

Throughout the 1970s London was continuing to rebuild following the damage of the Second World War. There was a great deal of construction across the city and high demand for labour. Migrant workers from outside the capital were attracted by the abundance of work and moved to the capital, often disregarding the need to source proper, or indeed any kind of accommodation. A hard working, but equally hard drinking homeless population began to develop, and it was with these clients that the homeless charities we know so well now began to hone their work, often with soup runs or very basic hostels (spikes) being the sharp end of the work carried out. The 1977 Housing (Homeless Persons) Act was introduced but excluded most single people from a right to housing and when unemployment started to rise towards the end of the decade there was an increase in young single homeless people.

5.2. 1980s

The early 1980s saw "Care in the Community" begin, with the closure of many mental health institutions across the UK, and the emphasis moved to a more cost effective way of working with the mentally ill, designed not only to save public money but to address long standing concerns over the quality of care received by this vulnerable group. The inadvertent and tragic consequence of this program was that high numbers of mentally unwell adults fell out of their community care arrangements, fell out of housing solutions and took to rough sleeping. As they did this so their care arrangements became even more disorganised and a serious issue with mentally ill rough sleepers began to arise. By the mid 1980s there were over 20,000 living in single homeless projects, but still over 1,000 individuals in London sleeping rough.

The rise in this group saw the Rough Sleepers Initiative and the Homeless Mentally Ill Initiatives put in place across London, funding additional hostels and other services including fledgling street outreach teams. Alongside these outreach teams, funding from local health authorities started flowing to the homeless charities that were now becoming more and more established and specialist in their work. Specialist housing projects began to spring up across London that specifically catered for this client group, and inevitably it was the familiar charities that operated them.

5.3. 1990s

As we moved into the 1990s, so the number of funded mental health projects began to increase. There had always been alcohol use and even meth and petrol drinkers on the streets, but now a new homeless group began to emerge with substance users becoming more prevalent and rough sleeping in areas such as the Strand and the Waterloo Bullring began to be more and more infiltrated by hard drugs such as heroin and crack cocaine.

As the 1990s progressed, the mental health projects became more and more successful in helping the mentally ill away from the streets and in accessing proper psychiatric care, but the number of drug users continued to rise and the associated anti social behaviour and health problems began to become an issue on the streets.

5.4. New Labour Government

The existing services had managed to reduce rough sleeping in the capital to around 600 individuals before the incoming Labour government announced the creation of the Social Exclusion Unit to tackle key social issues and the Rough Sleepers Unit, was created in 1998 specifically to address the plight of the national single homeless community and services become more and more defined to address the acute problems presented by the homeless community.

This program was shortly followed by the funding stream known as Supporting People that primarily provided the funding to the charities that worked with single homeless. Local Authorities, alongside their Homelessness Strategies also began to directly commission their homeless services and more importantly began to verify and audit the quality of support and care that they were providing to their customers. These two streams, working hand in hand achieved the Rough Sleeper Unit's target of reducing London's rough sleeping by two thirds. The sector grew further and became more professional and developed into something very similar to what we have now.

5.5. 2000

The sector reached it's zenith in the mid 2000s and many single homeless people were supported from the streets into independent accommodation with a strong emphasis on employment and recovery outcomes. More and more

joined up work with Mental Health Teams, Drug and Alcohol teams and training and employment services gave single homeless people a real boost in rejoining society. The credit crunch and subsequent recession have seen the sector scaled back somewhat, however the expertise and professionalism that has developed over the years has mitigated somewhat the effects of these cuts and the services we have today are still very effective in helping single homeless people rebuild their lives.

5.6. The onset of austerity

Rough sleeper numbers began to rise again from mid 2000 onward and in 2009 the Mayors officer launched the London Delivery Board with the aim of ending rough sleeping in London by 2012. As part of this, a target of the capital's most enduring 205 rough sleepers was created. This "205 list" is still being worked on today.

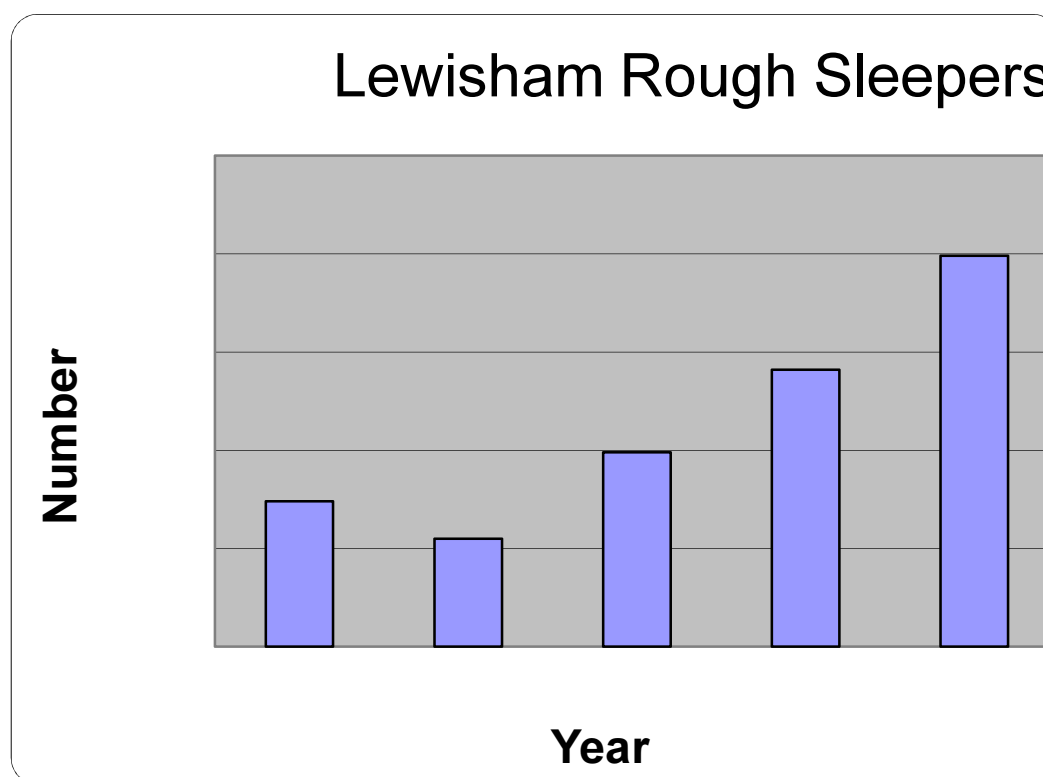
The effects of the recession and the related austerity continue to be felt today, and single homeless numbers and numbers of rough sleeping are now rising across the capital and in Lewisham. The full impact of the further welfare changes that are proposed by the new government have yet to be fully assessed but could result in a further contraction of services and increase in single homeless numbers.

6. Lewisham's Single Homeless Population

Traditionally, Lewisham has not had the kind of rough sleeper populations that have been seen in the West End, areas such as Westminster, or even in neighbouring Southwark and Lambeth. Through the 1990s and 2000s when rough sleeping was a very visible issue in those boroughs, Lewisham's homeless population remained more hidden, with one mid 2000s street count, identifying 5 rough sleepers, in comparison to Westminster's 153. An established network of squats was one of the contributors to this alongside the lack of a central commercial and social setting where drugs were readily and cheaply available unlike Lambeth where Brixton and Clapham became a focus or Southwark where the London Bridge has always attracted rough sleeping. Lewisham has had a long history of providing single homeless services in the borough, with two major single homeless hostels, a large number of mental health schemes and a large cohort of supported housing being the mainstay of service provision. Single homeless activity has largely always been focussed on the north and central areas of the borough, and this is reflected by the numbers of services located in New Cross, Deptford and Brockley compared with say Grove Park or Downham.

The causes of the borough's single homeless population has mirrored the London wide issues, with mental health, alcohol and substance use and youth homelessness being a prevalent issue within the borough. The last 10 years have reflected national trends with mental health issues and alcohol being an ever present factor closely followed by substance use, although this now

perhaps is diminishing to a small extent. In recent years Lewisham has also reflected trends in rough sleeping, and from figures available from CHAIN, the UK's national rough sleeper database, we can see that that rough sleeping figures have nearly trebled since 2010.



Unlike many other London Borough's the customers that SHIP currently works with are predominantly local people so the SHIP service provides a local solution for members of the Lewisham Community.

7. Single Homeless Intervention and Prevention Service (SHIP)

SHIP is the single point of access for single homeless people within the borough of Lewisham. The team was originally created in 2008 in response to the increasing numbers of single homeless with support needs within the borough to coordinate access into the borough's extensive range of supported housing options funded through the supporting people programme.

Launched in April 2003, Supporting People is a UK government programme aimed at helping vulnerable people in England and Wales live independently and help them to remain in their home. Initially, it was targeted to help tenants maintain their social housing tenancies and to provide housing related support for anyone regardless of housing status. This includes private and social tenants, home owners, homeless people and those in temporary accommodation as well as people in sheltered accommodation or other specialist housing. It is administered by local government and mostly provided by the voluntary sector.

As well as funding for services, the SP Programme also provided a Quality Assurance Framework in which providers had to work in order to retain their contracts. This framework ensured that service users were able to access joined up services and holistic support and that their rights and aspirations were at the forefront of their support.

SHIP ensured that the local solutions funded by Lewisham, were allocated and accessible to local people and those seen as a priority by the council. Before the inception of SHIP, Providers were able to take their referrals from a number of different routes and were able to choose who they worked with and who they did not. SHIP enabled the council to determine who was a priority for getting the accommodation based support that the borough funded and to ensure those accepted had a local connection.

At this time it was more usual for cross borough referrals to be made across the capital. This was gradually coming to a halt and in 2008 local funding was increasingly being ring fenced for local people. With the credit crunch in its infancy, teams like SHIP started to spring up across London's local authorities to ensure that local projects and solutions were being used for local people.

Prior to SHIP, Supported Housing Providers were "awarded" a quota of move on nominations and simply made a move on application to the housing register when they perceived a customer was ready to begin to live independently. Often these decisions were arbitrary with providers often rushing to make applications to "use up" their quota towards the end of the financial year. It was clear at the time that the lack of coordination of who was coming into supported housing was equalled by the lack of coordination of who was moving on from the projects. The creation of the SHIP team changed this overnight.

8. The work of SHIP:

Lewisham Single Homeless and Prevention Team is the sole point of access for single people in housing need. The current make up of the team is:

- Service Manager (Housing Options and Advice Manager – Singles);
- Housing Prevention & Support Team Leaders x 2
- Housing Prevention and Support Officers x 7
- Independent Move on Officer
- Children and Young Peoples Services Social Worker Liaison

The Housing Prevention and Support Officers roles are split into different duties thus:

- 2 x Young Persons Officers
- 4 x Generic Vulnerable Adults Officers
- 1 x Offenders officer

These three areas broadly reflect the categories of single homeless clients that the team most commonly works with; with the generic roles being further split into areas such as Rough Sleepers, Substance Use, Elderly and Vulnerable and Mental Health.

Currently the service runs an open reception "Drop In" 5 days a week, from 9am to 3:30pm each day apart from Wednesday when doors open at midday.

Access to the service is primarily by one of two routes. Customers can drop in during opening times, for assistance and advice, and many of our first contacts with clients are made in this way. The second route is by way of referral from other statutory and voluntary agencies. The types of agency or organisation that we commonly take referrals from are:

- London Street Rescue Outreach Service
- Community Mental Health Teams
- Lewisham Hospital
- Community Drug and Alcohol Team
- Community Advice and Assistance Agencies (Deptford Reach; The 999 Club; Bench Outreach etc)
- Probation Services
- HM Prison Service
- No Second Night Out

SHIP will only work with people who are eligible, homeless and have a local connection as set out by the Housing Act 1996. However, one important difference is that for the majority of our clients we do not necessarily take into account Priority Need or Intentionality of Homelessness.

The primary reasons for this is that single people often, even when they have specific vulnerabilities and support needs, do not meet the criteria to be in Priority Need as set out by legislation; and often, their support needs and vulnerabilities have contributed to their homelessness in such a way as to categorise it as intentional. If we did not provide support to this group then we would be risking a high rough sleeper population with the inherent added social problems that would go with it.

SHIP has a number of different housing options at its disposal, and these are dependent on the circumstances of the individual who has come to or been referred to the service. The way in which this is assessed is as follows:

For a customer attending the reception, they will first be seen by the reception worker who will provide a brief advice and triage service. The reception worker will try to ascertain from the customer whether they are in the right place and whether SHIP are likely to be able to offer a service to them. If the customer is someone who it is likely SHIP will not be able to help then the reception worker will still look to give the customer some advice on finding a new home themselves. Often this advice will be based around practical tips for finding affordable accommodation in the private rented sector.

For a customer whom the reception worker feels needs more thorough investigation, or for whom we may have a chance to prevent their homelessness, then they would be sent through for an initial assessment with a caseworker. This assessment, whilst quite brief, will determine their eligibility, local connection and what needs they may have as well as enabling the service to find out more about the circumstances of the customer's homelessness. Often the landlord or excluder will be contacted if there is a chance that homelessness can be avoided or indeed delayed so that the customer is safe whilst further investigation or assessment is made.

The initial assessment is key because it enables the case worker to highlight and discuss potential options with the customer. It is where expectations can be managed, but also where the correct housing option for that person is identified and it is dependent on the initial assessment as to what happens next.

For customers referred to the service the process can be similar. Each referral will be allocated to a case worker and the case worker may then call them in to submit evidence or to undergo a further assessment of need. It is by this process that their homelessness can be investigated and any prevention options be identified.

9. Housing Options for Single Homeless People

The following housing options are available for SHIP customers:

9.1. Supported Housing

In 2014-15 SHIP made a total of 220 Supported Housing placements for customers.

The council funds a number of supported housing projects that are split into three separate pathways. Each is accessed via SHIP and the first stage of each is an assessment centre. These assessment centres are 24 hour staffed accommodation services. The three pathways are:

9.1.1. Young Peoples: Pathway designed for 16-21 year olds with low support needs.

There are currently up to 142 units of varied accommodation in this pathway and support is focussed on mediation with family, independent living skills, education, training and employment and keeping safe.

9.1.2. Vulnerable Adults: Pathway designed for 18 years and over with low / medium or high support needs

189 units of different accommodation currently, although this number fluctuates as new schemes are identified and others are decommissioned to

improve stock. Support is focussed on independent living skills as well as addressing any emotional health or wellbeing issues that the customer may have. Alcohol and Drugs issues are also prevalent within this pathway and joined up work with the Borough's Drug and Alcohol treatment providers is a large part of the pathways success.

9.1.3. Mental Health: Pathway designed for 18 years and over with low / medium or high support needs and who are subject to the Care Programme Approach through Mental Health Services.

The largest pathway comprises of over 250 diverse schemes, from hostels to an adult placement service where vulnerable adults are housed with hosts throughout the borough. A recent review of all mental health support accommodation in the borough has recommended that in addition to the 250 funded units, the unfunded, private mental health accommodation providers should join this pathway which will increase it by up to 150 units.

Both the Young Peoples Pathway and the Vulnerable Adults Pathway have some kind of emergency bed space or provision which, if available, can be used to keep someone safe on the day.

Supported Housing cases make up approximately 50% of the work that SHIP carries out.

9.2. Homelessness Application

SHIP registered 124 Housing Applications in 2014-15.

If a client is assessed as being in priority need or potentially being so, and if a prevention option cannot be identified or is not seen as suitable, then SHIP will take a homelessness application from a customer. We will also do this if asked to do so and if we cannot prevent homelessness. In some cases a homelessness application is genuinely the best option for a client and can be completed quickly and efficiently to enable the council to take on a housing duty under the Housing Act.

Sadly, we often get inappropriate requests to take homeless applications from agencies or solicitors and this can often limit the work we can do with a homeless customer and lead to a protracted investigation resulting in a discharge of duty to the customer. SHIP is primarily concerned with avoiding such cases and discussing other more realistic options with the customer but we are often thwarted by their advisor.

9.3. Semi Supported Housing Options

Outside of the council funded accommodation based support projects, there are other organisations that can provide accommodation with some support. Unfunded by the council and funded through charitable means, these provide a valuable resource for people with support needs that perhaps do not meet

the threshold for council funded supported housing schemes. It is essential to note that SHIP does not have exclusive referral rights to these schemes, which total about 25 units in the borough currently and whilst SHIP only housed 10 people in this option in 2014-15, this is a cohort of housing that is becoming increasingly important to us and forms a large part of our future planning.

9.4. Private Rented Sector / Hostels Diversion

For some years, SHIP has, in tandem with the Supporting People programme and Thames Reach Floating Support Service (Lewisham Reach), operated a Private Rented Sector procurement scheme with support, aimed at keeping people with lower support needs out of the pathway and providing an alternative to supported housing. Recently the funding has expired for this project and it is no longer as effective as it was, however SHIP still seeks to provide a PRS option for some customers who are assessed as being vulnerable and having support needs, but who can be supported in the community; and these simple prevention options have proved successful for many customers previously. SHIP now works more closely with the Private Sector Housing Agency in an effort to increase and improve access to the PRS for single homeless clients. 2014-15 saw 37 PRS placements, a figure which will increase in coming years.

9.5. Assistance with Rent in Advance

For those customers who are able to source their own accommodation, but for whom the financial commitment of a deposit or rent in advance is out of reach then SHIP, in conjunction with the Local Support Scheme and Lewisham Plus Credit Union, can assess the suitability of the customer for a loan for rent in advance. This loan is funded from the Local Support Scheme and dispersed by the credit union, who also take on the responsibility for debt recovery. The scheme, in operation since November 2014 has proved successful so far as a pilot with 33 referrals being made.

9.6. Specialist Schemes

There are a number of specialist or complimentary schemes that SHIP may also access such as Housing First. Housing First is a scheme designed to provide a quick accommodation option in mainstream accommodation for the most excluded individuals in the borough. SHIP give access to a small number of social housing nominations for the scheme and are unique in London for working in this way. We are increasingly being seen as the set up which other boroughs should follow in this increasingly popular housing pathway. The first year Pilot of Housing First, up to April 2015 has seen 10 placements in permanent housing. None of these placements has failed.

9.7. Housing Register

SHIP takes on Housing Register work for single people and will often recommend a Housing Application to customers that meet the threshold, particularly the over 55s. Our officers support customers through this process.

9.8. Work with Offenders

Homeless Offenders are a large cohort of the work that we do. We have a SHIP officer that runs a surgery within Lewisham Probation Office and who caseworks all prison release cases also. The Housing Prevention and Support officer working with offenders carries a caseload of approximately 50 at any one given time.

SHIP also sits on the regular Multi Agency Public Protection Arrangement forums at MAPPA level 2 and is also a mandatory attendee at any MAPPA level 3 forums and is a very important partner in this area.

Additionally, SHIP acts as the access point and facilitator for the London wide Safe and Secure Scheme

9.9. Youth Homelessness

SHIP also specifically deals with youth homelessness. In the last year (2014-15) 81 16 and 17 year olds approached SHIP for assistance. Homeless 16 and 17 year olds are automatically seen as in priority need under housing legislation.

An important factor to consider when dealing with homeless 16 and 17 year olds however is the Supreme Court judgement in May 2009 known as the Southwark Judgement. This judgement ruled that homelessness for a 16 or 17 year old was never purely an accommodation issue and that all 16 and 17 year olds in this situation should be assessed under Section 20 of the Childrens' Act to determine whether they should become looked after. A Children and Young Persons Social Worker sits within SHIP to perform this function. Typically it is only children with multiple or complex needs, or whom are excluded from more mainstream young people's services that end up becoming looked after by the borough.

The priority in working with 16 and 17 year olds is, where safe to do so, to get them home or to a placement within the family setting. However, this is not always possible and a range of options exist to cater for their accommodation and support needs.

All 16 and 17 year olds where SHIP is unable to successfully negotiate a return to home are referred to the Young Persons Supported Housing Pathway, and then on to a number of semi independent accommodation options. Emergency placements are also available through a scheme called ELAN (Emergency Landlords Accommodation Network). ELAN is funded sub regionally through SELHP and provides supported lodgings with members of the public for up to 28 day placements. This option is invariably preferable to any kind of temporary accommodation placement that SHIP could make for this priority group. Funding for ELAN unfortunately expires in October 2015 and the 5 borough partnership are looking to solutions for this, including Comic Relief assistance among others.

9.10. Independent Move On

As stated above, a significant change in the pre SHIP and post SHIP coordination of the Supported Housing pathway relates to move on arrangements. Since the creation of SHIP, the supported housing move on arrangements have been coordinated by the council as well as the original supported housing placements.

The supported housing pathway currently comprises around 600 units of accommodation (this number is fluid as schemes open, close and redevelop) and this is soon planned to increase by approximately 120 units as more non-funded accommodation units come into the pathway sphere. The key to the success of the pathway is ensuring that there is an adequate churn of service users moving on to enable new customers needing support to access the accommodation. To this end the role of Independent Move on is pivotal and crucial to the success of the pathway.

The expectation on supported housing providers within the pathway is to prepare their customers for independence, or the next best permanent or long term accommodation option. It is not the expectation that all customers within the pathway will move on independently as support needs or vulnerabilities can worsen for some people, however, for the overwhelming majority, successful move on is the goal.

The expectation for all supported housing clients is that their own move on options should be explored; however, the reality is that for a number of customers, obtaining their own accommodation is often financially out of reach. For this cohort of customers, the SHIP Independent Move on route is the primary move on option.

Currently within the allocations policy, up to 150 nominations to the housing register are allocated for Supported Housing Move on, and these nominations are managed within SHIP. The nominations include nominations to studio flat accommodation, which, through the Choice Based Lettings System are rarely bid for by customers.

The criteria for independent move on is based around circumstances when first approaching the council for supported housing assistance, and the progress made within supported housing, alongside the vulnerabilities presented when someone is ready for independence.

Applications for independent move on are made by a customer's caseworker within the pathway and have to be signed off as approved by the relevant provider manager. They are then assessed against the eligibility criteria and further assessed as to whether the customer has, within their supported housing placement, demonstrated the required independent living skills to move independently. This would include such areas as financial management, medication compliance, conflict resolution as well as independent living skills.

Once accepted a customer may be offered a Band 2 nomination, or a management offer. SHIP in all cases reserve the right to allocate a property directly or bid on a customer's behalf and the nomination is awarded on a strict one offer only basis.

2014-15 saw 173 independent move on placements completed.

9.11. Rough Sleepers

As charted above, statistics from the GLA give rough sleeping numbers in the borough over the last 5 years as follows:

2010 - 11	74
2011 - 12	55
2012 - 13	99
2013 - 14	141
2014 - 15	199

SHIP works with a number of agencies to try to address rough sleeping as a matter of urgency to mitigate the harm caused to individuals by long term street living.

The borough is fortunate to have a varied number of agencies primarily working with rough sleepers and these agencies form a partnership for supporting people off of the streets, with SHIP being the conduit for doing this. These partners include:

Kings Church – Jericho Road Project
Deptford Reach
Bench Outreach
The 999 Club
London Street Rescue

The borough also hosts the No Second Night Out South London Hub, which is an immediate place of safety for those new to the streets and which is targeted at preventing a more entrenched street lifestyle from developing.

SHIP works closely with No Second Night Out in identifying appropriate accommodation options for their Lewisham Connected Customers and in assessing their suitability for supported housing and other options.

SHIP also organises the annual Rough Sleeper Street Count, co-ordinated by Homeless Link Nationally to get an idea of figures on one given night a year.

9.12. Other Work

Accessing the PRS - The SHIP service also undertakes a myriad of other functions to address and prevent homelessness. In modern times an increasing number of presentations are from customers that have newly become homeless due to economic reasons, or who have split from long term

relationships and have become single and homeless at the same time. To attempt to address some of these issues and to prevent people from putting themselves at risk or developing physical or mental health issues, SHIP works closely with the Private Sector Housing Agency in identifying potential medium term accommodation options so that these vulnerable individuals can be placed safely at no expense to the borough. These housing benefit funded options are not easy to come by, but can be the difference in preventing a spiral of homelessness and poor health for some individuals.

Working with Health - SHIP is currently involved in looking at Homeless Hospital Discharge and Frequent Attenders, and we are aiming to coordinate multi agency care plans for those vulnerable adults in the borough that are in / out users of A&E and associated services. Often this client group do not finish treatment and this is a major cost to the health budget. With the coordination of SHIP we can put A&E services in touch with the relevant support providers to try and prevent customers falling out of their treatment plans and avoiding them having to repeatedly start again.

In addition to this we are piloting Homeless Patient Notification with Lewisham Hospital to increase the ability to plan for homeless patients discharge and prevent unnecessary delay.

10. Developing the service – SHIPs priorities for this and future years

SHIP has now come through the wider housing needs restructure and our immediate plans for the future are to multi skill our staff in completing their more generic role.

Until the current restructure, the SHIP officers have worked in specialist cohorts to reflect the client groups that they work with. Whilst these specialisms are retained in the team, the officers are now expected to be able to cover across all areas of single and indeed families homelessness to better support the work of the entire Housing Needs Service. Joint training, workshops, casework sessions and learning opportunities are now being put in place across Homeless Prevention and Support Service for Families and SHIP to ensure that all officers can reach the skills and experience needed across the piste to be able to perform their roles. Lewisham will broadly lead on this in London, with other local authorities, especially those in our sub region, looking to set up their services in a similar way.

The reduction in staff that we have gone through since opening means that consideration is being given to having a dual service of drop ins and appointments. An all day drop in service puts pressure on the front line reception function of SHIP and means that customers are seen generally on a first come first served basis. This can lead to longer waiting times and a higher footfall in the SHIP office which is counterproductive to finding and providing solutions.

A dual service of limited drop in for emergency cases, and an appointment based system for all other contacts would enable officers to better manage

their increasingly precious time, reduce unnecessary waiting for customers and allow us to focus and deploy our resources where they are needed, rather than facing the demands of a drop in that may or may not be utilised each day. We face a number of weekly requests for our officers to attend forums, meetings and assessments away from the office environment that we are currently unable to facilitate due to the need to maintain an open drop in service, and it can be greatly argued that our customer group would greatly be benefitted by our staff being able to respond to these requests and take it further into providing outreach assessment an advice perhaps by surgeries in day centres, the hospital and other areas where our customers are first identified.

Recent changes in legislation, especially those concerning Priority Need under the housing act, will have a potential impact on the work that SHIP is doing. Recent judgements in the Supreme Court have effectively lowered the threshold for who will be in priority need and it is expected that SHIP will be presented with more homeless applications as a result of this. This makes the preventative part of our work even more paramount to deal with this expected increase in demand. In reaction to this, and to the increasingly changing demand and nature of our customer cohort; SHIP needs to work more to define and access low cost accommodation options for our clients.

We are increasingly seeing numbers of “economically” homeless single people, being priced out of the housing market in the borough, unable to access the private rented sector through lack of a rent deposit or lack of availability of appropriately priced accommodation. In addition to this we are seeing increasing numbers of single people as the pressure of modern day living and austerity result in family breakdown and a couple housed in one unit become two single people needing two units. In many of these cases, quick access into an affordable accommodation option can limit the damage done by homelessness. Such damage as less employment opportunities or failing health, or even a decent into a more damaging lifestyle such as alcohol use, drug use, rough sleeping, crime; which can be prevented with the correct and early accommodation intervention. The types of presentation we are seeing in this area is not limited by age, and younger people, finding themselves with nowhere to live, are also looking at wholly in appropriate accommodation options springing up over the capital including room and in some cases, even bed shares.

Identifying adequate accommodation, within LHA rates, can provide this client group with a safe place in which to restart their lives and avoid the other varied pitfalls and challenges added by homelessness and exclusion.

SHIP works closely with commissioners of our supported housing services in informing demand and the changing need of the client base. This closeness is all important to be able to face the challenges of continued funding cuts and austerity and to enable single homeless people to have a better chance of recovery and to limit the damage done by their housing situation.

11. Financial implications

11.1 This report is for information only and, as such, there are no financial implications arising from this report.

12. Legal implications

12.1. There are no specific legal implications arising from this report, save for noting the relevance of the Equality Act 2010 within the context of the Council's functions, including in particular the work of the 'SHIP' team as covered by this report.

12.2. The Equality Act 2010 (the Act) introduced a new public sector equality duty (the equality duty or the duty). It covers the following nine protected characteristics: age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex and sexual orientation.

12.3. In summary, the Council must, in the exercise of its functions, have due regard to the need to:

- eliminate unlawful discrimination, harassment and victimisation and other conduct prohibited by the Act.
- advance equality of opportunity between people who share a protected characteristic and those who do not.
- foster good relations between people who share a protected characteristic and those who do not.

The duty continues to be a "have regard duty", and the weight to be attached to it is a matter for the Mayor, bearing in mind the issues of relevance and proportionality. It is not an absolute requirement to eliminate unlawful discrimination, advance equality of opportunity or foster good relations.

12.4. The Equality and Human Rights Commission has recently issued Technical Guidance on the Public Sector Equality Duty and statutory guidance entitled "Equality Act 2010 Services, Public Functions & Associations Statutory Code of Practice". The Council must have regard to the statutory code in so far as it relates to the duty and attention is drawn to Chapter 11 which deals particularly with the equality duty. The Technical Guidance also covers what public authorities should do to meet the duty. This includes steps that are legally required, as well as recommended actions. The guidance does not have statutory force but nonetheless regard should be had to it, as failure to do so without compelling reason would be of evidential value. The statutory code and the technical guidance can be found at: <http://www.equalityhumanrights.com/legal-and-policy/equality-act/equality-act-codes-of-practice-and-technical-guidance/>

12.5. The Equality and Human Rights Commission (EHRC) has previously issued five guides for public authorities in England giving advice on the equality duty:

- The essential guide to the public sector equality duty
- Meeting the equality duty in policy and decision-making
- Engagement and the equality duty
- Equality objectives and the equality duty
- Equality information and the equality duty

12.6 The essential guide provides an overview of the equality duty requirements including the general equality duty, the specific duties and who they apply to. It covers what public authorities should do to meet the duty including steps that are legally required, as well as recommended actions. The other four documents provide more detailed guidance on key areas and advice on good practice. Further information and resources are available at:

<http://www.equalityhumanrights.com/advice-and-guidance/public-sector-equality-duty/guidance-on-the-equality-duty/>

13 Background documents and originator

13.1 If you require further information on this report please contact John Barker, Housing Options and Advice Manager (Singles) on 020 8314 6945

This page is intentionally left blank

Housing Select Committee		
Report Title	Key Housing Issues: Government Policy and Welfare Reform	
Key Decision	No	Item No. 6
Ward	All	
Contributors	Head of Strategic Housing	
Class	Part 1	Date: 8 July 2015

1. Overview

- 1.1. As part of the work programme for Housing Select Committee agreed to review the main housing policy implications arising as a result of the Government's legislative agenda, following the General Election in May. Committee also resolved to review the implications of any welfare reforms that would also be pertinent to housing.
- 1.2. Committee is scheduled to meet on 8 July. The Government will announce its Budget on the afternoon of the 8th, and will be the time at which much more detail about the expected policy programme is likely to be announced. As such, to enable the update to Committee to be as full and timely as possible, a presentation covering the key housing issues and the implications of the Budget will be tabled at the time of the meeting.
- 1.3. As a part of this presentation, officers will also cover the content and coverage of a report that is proposed to be considered by Mayor and Cabinet on 15 July, setting out how the Council intends to respond to recent legal rulings regarding the assessment and placement of homeless households, so that Committee may see and comment on that ahead of consideration by the Mayor. Officers anticipate that a draft of this report will be available for the supplementary dispatch of papers for this meeting on 2 July.

2. Recommendation

- 2.1. The Select Committee is asked to note that a full detailed presentation on the main policy implications of the Government's new legislative agenda, an early assessment of the implications of the Budget, and any associated welfare reforms, will be tabled on the night of committee.

This page is intentionally left blank

Agenda Item 8

Housing Select Committee			
Title	Affordability Across All Housing Tenures Review: Scoping Paper	Item No	8
Contributors	Scrutiny Manager		
Class	Part 1	Date	8 July 2015

1. Purpose of paper

- 1.1 At its meeting on 15 April 2015, the Committee decided as part of its work programme to undertake an in-depth review into affordability across all housing tenures.
- 1.2 This paper sets out the rationale for the review, provides some background information on the current situation in Lewisham and sets out proposed terms of reference for the review.
- 1.3 The in-depth review process is outlined at Appendix A.

2. Recommendations

- 2.1 The Select Committee is asked to:
 - note the content of the report
 - consider and agree the proposed terms of reference for the review, outlined in section 7, and the timetable, outlined in section 8.

3. Background

- 3.1 At the meeting of the Housing Select Committee on 15 April 2015, the Committee discussed undertaking an in-depth review to look at the issue of the affordability of all housing tenures in Lewisham.
- 3.2 During the meeting, the Committee noted that a study on Affordable Rents was being carried by Affinity Sutton with the Cambridge Centre for Housing & Planning Research. Given that other registered Housing Providers were also looking at this, Members felt it would be timely for the Committee to review this area of policy.
- 3.3 With a new Government elected on 7 May 2015, and an upcoming London Mayoral election in 2016 where the affordability of housing in London will be a key issue, it was further felt that it would be important for Lewisham to play a role in shaping some of the policy debate regarding how to make housing more affordable and accessible in London.

4. Policy context

- 4.1 Lewisham's Sustainable Communities Strategy sets out six key priorities for the borough as a whole, including 'Clean, green and liveable – where people live in high quality housing and can care for and enjoy their environment'. The strategy also outlines a long-term ambition to see an extra 11,000 new homes in Lewisham by 2020. The Strategy states that it sees progress in as an increase in the number of homes and affordable homes in the borough.
- 4.2 Lewisham's Core Strategy has the objective to make provision for the completion of an additional 18,165 net new dwellings from all sources between 2009/10 and 2025/26, to meet local housing need and accommodate the borough's share of London's housing needs. This aims to exceed the London Plan target for the borough. The Core Strategy also has the objective to make provision to meet the housing needs of Lewisham's new and existing population, which will include;
- provision of affordable housing
 - a mix of dwelling sizes and types, including family housing
 - lifetime homes, and specific accommodation to meet the needs of an ageing population and those with special housing needs
 - bringing vacant dwellings back into use
- 4.3 The current administration has also made a specific commitment to build 500 new homes by 2018.
- 4.4 The issue of affordability across all housing tenures is a vexed one across the country, but particularly in London and the South-East. This Scoping Paper outlines some of the key factors that are causing problems with affordability in all housing tenures. This paper covers four areas:
- a) Social Housing
 - b) Private Rented Sector
 - c) Owner Occupation
 - d) Shared Ownership
- 4.5 The Scoping Paper will not examine every single issue relating to affordability but will look at some key points and issues that highlight some of the problems that Lewisham and other London boroughs have been facing in recent years, in the four housing tenures outlined above.

Examples of affordability issues across all housing tenures

a) Social and Affordable Housing

- 4.6 The legal definition of social housing, from a regulatory perspective, is contained in the Housing and Regeneration Act 2008 (s68-70)¹ and it includes low cost rental accommodation and low cost home ownership. However, social housing is commonly defined as housing which is let at low rents on a

¹ See: <http://www.legislation.gov.uk/ukpga/2008/17/contents>

secure basis to those who are most in need or struggling with their housing costs² and does not cover low cost home ownership. A key function of social housing is to provide accommodation that is 'affordable' to people on low incomes. Limits to rent increases set by law mean that rents are kept affordable.

- 4.7 The table below shows typical rents charged to people who live in Lewisham. Affinity Sutton has recently adopted a new rent model as detailed in section 4.13 below. The Living Rent (shown in italics) is a proposed rent model in a recently published report which has not yet been adopted by any housing provider. Further details of this are provided in section 4.14 below.

Average weekly gross rent for 2-bedroom properties in Lewisham					
Mean Market Rent	Affordable Rent (80% market)	Affordable Rent (65% market)	Affinity Sutton new rent model	Social Rent	<i>Living Rent (NHF/Savills)</i>
277.11 ³	221.69	180.12	167 ⁴	114.71 ⁵	110.84 ⁶

- 4.8 It could be said that there is a need for each authority to define what is "affordable" in the context of its housing needs and market and the relationship between house prices (and rents) and household incomes. However, it is commonly accepted that social rent is typically between 40% and 60% of market rent.
- 4.9 The Coalition Government, as part of its housing policy reforms, announced in July 2011 its affordable homes programme. Part of this programme was to introduce Affordable Rent. Unlike the traditional Social Rent, Affordable Rent is linked to market rent levels, with housing providers able to charge up to 80% of market rent. Therefore, affordable rent is in effect a direct replacement for social rent, with increased revenue streams countering significantly lower grant rates.⁷ The Coalition Government also introduced the 'Affordable Housing Guarantee scheme' to support the building of new additional affordable homes. The scheme was meant to offer housing associations and other private registered affordable housing providers a government guarantee on debt they raise to deliver additional newly-built affordable homes. This was meant to help reduce their borrowing costs, increasing the number of new homes they can afford to provide (the guarantee scheme is complemented in England by grant funding, although the guarantees themselves are UK wide)⁸.
- 4.10 In addition to social rent (between 40 and 60 % of market rent) and affordable rent (80% of market rent) there is also intermediate rent which is set at a level

² Shelter website, 'What is social housing?'

³ http://england.shelter.org.uk/campaigns/why_we_campaign/Improving_social_housing/what_is_social_housing

⁴ Cambridge University, 'Housing Costs, Affordability and Rent Setting', June 2014

⁵ Affinity Sutton, 'Affordability: A Step Forward', May 2015

⁶ Cambridge University, 'Housing Costs, Affordability and Rent Setting', June 2014

⁷ Savills, 'Living Rents by Local Authority', June 2015

⁸ Lewisham Council, 'Affordable Rent Study Market Research & Affordability Analysis', February 2014

<https://www.lewisham.gov.uk/myservices/planning/policy/LDF/development-policies/Documents/LewishamCouncilPODAffordabilityStudyFinal.pdf>

⁸ Gov.UK, 'Definitions of general housing terms', November 2012, <https://www.gov.uk/definitions-of-general-housing-terms>

above social rent, but below market levels and which does not include 'affordable' rent.

- 4.11 The result of the affordable rent policy has meant that affordability in social housing has become an issue. It has been calculated that in the highest priced areas of London, average 'affordable rents' have reached £269 a week. This equates to nearly two-thirds of the average Londoner's take-home pay. Private sector developers are required to build a certain amount of affordable housing as part of their planning permission. The amount they must build is calculated by councils with reference to each project's finances. However, it has been found that just 20% of the 23,000 homes being built on 61 sites that have started since March 2014 are affordable, according to the figures this equates to fewer than 4,700 homes⁹.
- 4.12 Other research has found that London's poorest households have been hit by a £50m rent rise as housing associations switch thousands of tenancies to higher affordable rents to make up a shortfall in government funding. The research shows that about 11,000 homes in the capital have been converted from "social" housing to 'affordable' since 2012, according to latest figures from the GLA. Annual rents have risen by £29m, but the total cost to tenants over the three years to date has been £49.7m¹⁰. Research undertaken by Inside Housing shows that rent rises have meant households need an average income of £40,000 a year to pay housing costs in these homes, rising to more than £80,000 in the most expensive boroughs. The analysis, carried out for Inside Housing by property consultancy Hometrack, showed the average affordable rent on a two-bedroom property let at 66% of market rates in London had risen from £964 a month in 2013 to £1,007 in 2014. This ranged from £627 in Bexley to £1,988 in Kensington and Chelsea – meaning an income of £80,591 would be needed to meet the costs in the west London borough. The figures assume 40% of income is spent on housing¹¹.
- 4.13 As part of its 'Homes for forgotten families towards a mainstream shared ownership market' report, Shelter found that the Affordable Rent Programme is also changing the nature of the social housing offer. It is leading to higher rents and shorter contracts, making the tenure less distinct from private renting¹².
- 4.14 Concerns around the affordability of housing association rents are shared by a number of Registered Providers. Affinity Sutton has recently decided to introduce rents linked to the Living Wage¹³ after research it undertook with the Cambridge Centre for Housing and Planning Research. L&Q also links rents to local wages¹⁴.

⁹ Financial Times, 'London struggles to build affordable homes', March 2015 <http://www.ft.com/cms/s/0/4ea96f5e-bde6-11e4-9d09-00144feab7de.htm#axzz3blGBC4Om>

¹⁰ The Guardian, 'Tenants hit by £50m rent rise as social housing converted to 'affordable' homes' March 2015 <http://www.theguardian.com/society/2015/mar/29/tenants-face-70m-rent-rise-as-social-housing-converted-to-affordable-homes>

¹¹ Inside Housing, 'Affordable rent' in London hits £1,000 per month on new builds', February 2015 <http://www.insidehousing.co.uk/affordable-rent-in-london-hits-1000-per-month-on-new-builds/7008453.article> .

¹² Shelter, 'Homes for forgotten families: Towards a mainstream shared ownership market', August 2013 http://england.shelter.org.uk/professional_resources/policy_and_research/policy_library/policy_library_folder/homes_for_forgotten_families_towards_a_mainstream_shared_ownership_market

¹³ <http://www.insidehousing.co.uk/affinity-sutton-links-rents-to-living-wage/7010383.article>

¹⁴ <http://www.insidehousing.co.uk/a-new-era-for-affordable-rents/7009008.article>

- 4.15 The Joseph Rowntree Foundation and the National Housing Federation commissioned a recently published report by Savills on affordability¹⁵. This report proposed a 'Living Rent', which would be set at a borough-level with the intention that the average low income household would not have to spend more than a third of its income on rent payments.
- 4.16 A report was also recently published by the campaign group SHOUT (Social Housing Under Threat), the National Federation of ALMOs and research consultants Capital Economics¹⁶ which argues for a return to social rents for new build properties, highlighting the potential savings in housing benefit this could provide.

b) Private Rented Sector

- 4.17 The issues of a shift in demographics; the increasingly limited access to social housing, and more recently difficulties in buying and selling in the owner-occupied market has led to major pressures in obtaining affordable rented private sector accommodation in London over the past 10-15 years.
- 4.18 In 2011, it was estimated that over a million households who would otherwise have become owner-occupiers have not been able to do so — and most are therefore now renting. Many who aspire to home ownership may have to live for a longer period — or even permanently — in private rented housing. On the other end of the spectrum, renting in the private sector is playing an increasing role in accommodating those who might otherwise be housed in the social rented sector as an answer to ever-growing waiting lists and problems of accommodating homeless households. More recently, the sector has increased its role as a provider of housing for young people and low-income households. Accessing the sector remains problematic however, and concern has focused particularly on difficulties with housing benefit (which is being further restricted), and on those who are unable to pay the deposit usually required. Landlords involved in this part of the market are often very different from those letting to better-off employed households¹⁷.
- 4.19 The size of the private rented sector in London was considerably larger than other regions in 2001 (14.3%) and the difference increased further in the following decade. By 2011 almost one-quarter of households in London (23.7%) were renting from a private landlord or letting agent¹⁸.
- 4.20 Furthermore, Londoners are paying more than £13.1 billion in rents to private sector landlords annually. In 2012, London median rents increased by around 9 per cent to £1,196 per month. This level of rent compares with gross monthly incomes (based on a 40 hour working week) of £990 at the national minimum wage, and £1,368 on the London Living Wage. London rents are therefore more than twice the level the England average rent and follow an estimated 12% rise in rents the previous year. Evidence suggests these average rises

¹⁵ <http://www.savills.co.uk/blog/article/189220/residential-property/a-living-rent-could-solve-the-housing-crisis.aspx>

¹⁶ <http://4socialhousing.co.uk/research>

¹⁷ London School of Economics, 'Towards a Sustainable Private Rented Sector', 2011
https://www.lse.ac.uk/geographyAndEnvironment/research/london/events/HEIF/HEIF4b_10-11%20-newlondonenv/prslaunch/Book.pdf

¹⁸ London School of Economics, 'The rapid growth in London's private rented sector and what it means for our housing system', January 2014 <http://blogs.lse.ac.uk/politicsandpolicy/all-eyes-are-on-londons-private-rented-sector/>

mask much higher local increases, for example in Newham (39 %) Redbridge (28 %) and Tower Hamlets (19 %) in 2012¹⁹.

- 4.21 A recent survey suggests that 47% of private renters in London have £100 or less disposable income after paying for essentials such as rent, fuel bills, food, and council tax each month. There are impacts too in relation to key workers, as unaffordable local rents make it more difficult to obtain jobs because they would have to travel further and incur greater child care costs²⁰
- 4.22 Alongside all these issues of affordability, there has also been the impact of the Coalition Government's 'Welfare Reforms', which included a Housing Benefit cap of £500 a week for couples and single parent households and £350 a week for single adult households without children. Due to the levels of rent in London, over half of the households affected by the benefit cap live in London, with a total of £130m to be cut from household incomes each year²¹. Research carried out by Generation Rent suggests that as many as 39% of tenants have had to cut back on heating to make sure that they can pay the rent and a further 33% have had to reduce their food bills. However, it should be noted that this problem is not confined to the private rented sector and is symptomatic of a wider problem with the cost of housing across all tenures²².
- 4.23 All of these factors mean that the private rented sector is no longer affordable for many of the households who need it, in London and across England. This is also not taking into account the other practical issues such as the specific up-front costs associated with obtaining a private rented sector tenancy, which often involves paying for a credit check, letting agent fees and putting down a security deposit, as well as paying the first month's rent in advance.

c) Owner-occupation:

- 4.24 It is recognised that the ability of people to be able to afford to buy their own home in London and the South-East is becoming increasingly difficult. It has been estimated that only Londoners earning over £100,000 – approximately three times the average London salary - can now afford a typical mortgage in the capital. The Housing Federation Association's research estimates that the income needed to afford a typical 80% mortgage on an average London home was £108,500 – way above the average yearly wage of just £33,000²³. The report further warns that the average house price in the capital has rocketed to over 14 times the average wage, driven by a lack of new homes being built and rising demand. The average home in London costs £458,000, and London house prices have experienced the greatest increase in average

¹⁹ GLA Housing and Regeneration Committee, 'Making London's private rented sector fit for purpose', June 2013

<http://www.london.gov.uk/sites/default/files/Rent%20Reforms%20-%20Making%20the%20Private%20Rented%20Sector%20Fit%20for%20Purpose%20Final.pdf>

²⁰ LB Haringey, 'Experiences and effects of the benefit cap in Haringey' October 2013

<http://www.cih.org/resources/PDF/Policy%20free%20download%20pdfs/Experiences%20and%20effects%20of%20the%20benefit%20cap%20in%20Haringey%20-%20October%202013.pdf>

²¹ .LB Haringey, 'Experiences and effects of the benefit cap in Haringey' October 2013

<http://www.cih.org/resources/PDF/Policy%20free%20download%20pdfs/Experiences%20and%20effects%20of%20the%20benefit%20cap%20in%20Haringey%20-%20October%202013.pdf>

²² Generation Rent, 'Heating, Eating, Or Paying Rent?' August 2014

http://www.generationrent.org/heating_eating_or_paying_rent

²³ Housing Federation Association, 'London: Broken Market, Broken Dreams', October 2014

<http://www.housing.org.uk/media/home-truths/>

property value over the last 12 months with a movement of 12%²⁴. It is therefore becoming increasingly difficult for first-time buyers to get on the 'housing ladder'.

- 4.25 There are a number of other factors that have made it more difficult for potential homebuyers to obtain a mortgage since the global financial crash of 2008. Some examples of this have been tougher loan-to-value (LTV) ratios, greater use of credit scoring and the crackdown on self-certification of earnings of the self-employed. Pre-financial crash, LTV ratios of over 100% (borrowing more than your home's value) were possible and competitive rates were available at 95% LTV. Now the situation has changed, and to get a good deal on a mortgage, homebuyers now need to borrow less than 75% of their potential home's worth or 90% to get any deal at all. Credit history checking by mortgage lenders is playing a much bigger part of mortgage acceptability than in the past. What once used to be seen as relatively minor problems such as missed payments, are now seen as barriers to getting a mortgage by some mainstream lenders. Another issue since the financial crash that has affected the availability of mortgages is the crackdown on self-certification of 'self-employed' applications²⁵ following concerns that some borrowers were being actively encouraged to inflate their income to obtain more generous mortgages.
- 4.26 In 2014, new mortgage rules were introduced by the City regulator, the Financial Conduct Authority (FCA), known as the Mortgage Market Review, to ensure that borrowers were issued with mortgages they could afford both now and in the future. The FCA was concerned that lenders were making it too easy to obtain a mortgage, meaning that many households borrowed too much money and found they were unable to keep up their repayments when the financial crisis struck. Lenders must now do more checks on borrowers' ability to repay loans.
- 4.27 In light of the problems in affording mortgages, the Coalition Government of 2010-15 introduced the 'Help To Buy' scheme, open to both first-time buyers and home movers for new-build and older homes in the UK with a purchase price up to £600,000. First time buyers were provided with an equity loan, with the Government lending up to 20% of the cost of a home, so buyers only needed a 5% cash deposit and a 75% mortgage to make up the rest. Anyone who obtained a 'Help To Buy' Loan wasn't charged loan fees on the 20% loan for the first five years of home ownership²⁶. This scheme is being continued by the new Government.
- 4.28 As well as first time buyers, there is also the issue of those who struggle to pay their mortgages once they have bought their property, or would like to move into a bigger property once on the 'housing ladder'. The Government also had a Mortgage Rescue Scheme that was available for certain categories

²⁴ Land Registry's Market Trend Data for England and Wales, February 2015 <https://www.gov.uk/government/news/april-2015-market-trend-data>

²⁵ MoneySavingExpert website 'The UK's mortgage ticking time bomb', March 2012 www.moneysavingexpert.com

²⁶ Gov.UK, 'Affordable Home Ownership Schemes', December 2014 <http://www.helpstobuy.org.uk/equity-loan/equity-loans#sthash.RQEtshS.dpuf>

of vulnerable homeowners who were at risk of having their home repossessed. However the Scheme is no longer available²⁷.

4.29 Research, such as a recent Lloyds TSB study, has shown that homeowners are finding it difficult to move up the property ladder²⁸. This is down to a number of factors such as higher deposit requirements from mortgage lenders and a lack of demand from first time buyers. The report found that 61% of 'second steppers' - former first time buyers who now want to become first time sellers – felt they were unable to make the next move up the property ladder. The report also found that:

- One in five now believe it is harder to move up the ladder than get on it in the first place
- Home affordability, negative equity, higher deposits, lack of buyers and cost of moving are just some of the challenges this group of home movers face
- Almost three quarters (72%) of respondents call on the Government to take action to help those trying to sell their first home²⁹

4.30 The report also found that those who want to move up the housing ladder are concerned about the higher levels of deposit needed for their second property, often because of a lack of equity, with 36% admitting that the lack of any deposit is the main problem they face in climbing up the ladder. The average deposit for a typical buyer looking to buy their second home in 2011 was £60,670 more than double the average deposit required in 2001 (£24,783)³⁰.

4.31 More recent research by Lloyds TSB has also shown that applicants for three bed properties, which are seen by many as long term homes, are on average 35 years old in London and the South East. This is a year older than the national average. These regions remain the least affordable in the UK for three bed houses, as a result of high house prices³¹.

d) Shared Ownership

4.32 Shared ownership schemes are provided through housing associations. Homebuyers purchase a share of a home (25% to 75% of the home's value) and pay rent on the remaining share. Homebuyers need to take out a mortgage to pay for their share of the home's purchase price and shared ownership properties are usually leasehold. The Government also supports 'intermediate housing', and these are homes for sale (and rent below market levels). These homes can include shared equity (shared ownership and equity

²⁷ Gov.UK, Mortgage Rescue Scheme, May 2015 <https://www.gov.uk/support-for-mortgage-interest>
<https://www.gov.uk/mortgage-rescue-scheme>
<http://www.theguardian.com/housing-network/2013/nov/04/mortgage-rescue-scheme-scrapped-london>

²⁸ Lloyd TSB, 'Second Steppers: Trapped In First Home', February 2012
http://www.lloydsbankinggroup.com/globalassets/documents/media/press-releases/lloyds-bank/2012/2502_second.pdf

²⁹ Lloyd TSB, 'Second Steppers: Trapped In First Home', February 2012
http://www.lloydsbankinggroup.com/globalassets/documents/media/press-releases/lloyds-bank/2012/2502_second.pdf

³⁰ Lloyd TSB, 'Second Steppers: Trapped In First Home', February 2012
http://www.lloydsbankinggroup.com/globalassets/documents/media/press-releases/lloyds-bank/2012/2502_second.pdf

³¹ Property Wire, 'UK home owners waiting longer than expected to move up housing ladder', March 2015
<http://www.propertywire.com/news/europe/uk-aspiring-home-owners-2015031610265.html>

loans), other low cost homes for sale and intermediate rent, but not affordable rented housing³².

- 4.33 Shared ownership schemes are an attempt to alleviate the difficulties that first time buyers are having in getting on the housing ladder, and are seen as a stepping stone to full ownership. However there are a number of studies that show this is not always the case. Research by Cambridge University has shown that, “resales of shares in properties and “staircasing” - the practice of gradually buying more shares with a view to attaining full ownership - are both limited by structural and systemic problems which housing associations and policy-makers should address”³³.
- 4.34 Furthermore, a survey conducted by the London Home Ownership Group, as part of a report on Shared Ownership commissioned by the Gateway Housing Association, summaries that income and savings were a key factor in owners' decisions to buy more shares, and those who had staircased had an average income of £10,000 more than those who had not, and they also had greater access to savings and inheritances. It also found that selling up and moving on from a shared ownership home is far easier if you own 100% of the property, but for many owners the up-front fees involved in staircasing, such as valuation and solicitor fees, were a major turn-off³⁴.
- 4.35 The charity Shelter has also conducted research into what low to middle income families want from housing, what's holding them back, and what the Government should do to meet the needs of this key group. Their report found that the ‘Help To Buy’ scheme mentioned earlier in this paper would be of little help to these type of families, because their research indicated that 95% mortgages would make the mortgage costs on family homes higher than under the status quo. However, Shelter did feel that shared ownership schemes would be more affordable for low to middle income families. It found that 95% of low to middle income families would be able to afford a three bedroom home with shared ownership. It also felt that the shared ownership model needed some reforms for it to be more affordable, accessible and more attractive to lower-and-middle income families, such as:
- more homes on smaller ownership shares so that a wider span of low to middle income families can afford shared ownership family homes.
 - a consistent set of eligibility criteria that covers to the full range of low to middle income families who can't afford the open market.
 - major scale and long term political commitment to become a fully-fledged, mainstream market, available through all high street lenders, agents and brokers, that will help low to middle income families now and in the future get what they need from housing as their circumstances change.

³² Department of Communities and Local Government, 'Definitions of general housing terms', November 2012
<https://www.gov.uk/definitions-of-general-housing-terms>

³³ Cambridge University, 'A Problem Shared', June 2012.

³⁴ Gateway Housing Association, 'Moving On Up', <http://www.gatewayhousing.org.uk/moving-on-up-report>

- a direct link to new supply, to address the root causes of unaffordable housing costs: England's decades-long shortfall of new homes³⁵.

4.36 The Greater London Authority/Mayor of London's Office believes that shared ownership could be an avenue to increase home ownership, and has used a scheme it has set up, called 'First Steps', to help more people buy a share in a home in London. This scheme has already delivered over 30,000 intermediate homes helping an estimated 44,000 Londoners. In 2013-14, there were 174 First Steps buyers in Lewisham³⁶.

The Picture in Lewisham: information from the 2011 Census and other relevant housing statistics

- 4.37 The 2011 Census showed that owner-occupation in Lewisham has gone down from 53,800 to 50,700 between 2001-2011. The social rented sector has gone down from 38,200 to 36,100 in the same period, but is still larger than the private rented sector which leapt from 14,100 to 28,200. This outlines the growth in the private rented sector, which has occurred across London over the past 10-15 years.
- 4.38 Of the 50,700 in the owner-occupier sector, 63% owned by mortgage, 34% owned outright and 3% were in shared ownership. In terms of economic activity, the 2011 Census showed that 77.1% of owner-occupiers and 79.3% of those in the private rented sector were in employment. However, only 48.6% of those in the socially rented sector were in employment. 20.3% of those in the socially rented sector were either unemployed or long-term sick and 19.7 were retired.
- 4.39 93% of 116,000 'household reference people' on the 2011 Census were in four economic activity groups: in employment (80,000); retired (17,000); unemployed (6,000); long-term sick & disabled (5,500). Of the 6,000 people registered as unemployed, 55% were in the socially rented sector, 30% were in the private rented sector and 15% were owner-occupiers. One-third of households in Lewisham had dependent children and 60% of lone parents were in the socially rented sector.
- 4.40 The borough's median house prices are generally lower than the London average but still well above £200,000 (Crofton Park Ward has the highest average at £462,000 and the lowest ward is New Cross with an average of £240,500 as of 2014). Therefore the same issues concerning people being able to buy their own home affect those in Lewisham as they do those across London. Nevertheless, Lewisham was listed in the 'top 10 most affordable boroughs in Greater London to buy property' in recent research by property group, CBRE³⁷. The median earnings for Lewisham are £27,251, whereas the London median earnings is £28,000 so this could have an impact on affordability across all housing tenures. Lewisham has the second-fastest rate

³⁵ Shelter, 'Homes for forgotten families: Towards a mainstream shared ownership market', August 2013 http://england.shelter.org.uk/professional_resources/policy_and_research/policy_library/policy_library_folder/homes_for_forgotten_families_towards_a_mainstream_shared_ownership_market

³⁶ Mayor of London, 'FIRST STEPS to home ownership' February 2013 <https://www.london.gov.uk/priorities/housing-land/first-steps-to-home-ownership>

³⁷ Daily Telegraph, 'Mapped: the last affordable London boroughs in which to buy', December 2014).

of house price rises in the capital in the year to April, with an annual growth rate of 16.4%³⁸.

4.41 In respect of the private rented sector, for a 2-bedroom property in Lewisham, the median borough rent is £1,104 per month, which compares to the London median of £1,288 per month. For a 3-bedroom property, the median borough rent is £1,380 a month, compared to the London median of £1,560³⁹.

4.42 In respect of affordable rents, in 2013-14 Lewisham Council commissioned 'pod LLP' Council to undertake a study relating to "Affordable Rent" levels, and specifically the ability of local residents considered to be in housing need to meet a range of Affordable Rents, up to 80% of the market value. In its conclusion, the overarching findings of the study were:

- Although there are geographical affordability differences by postcodes, we would recommend applying overarching rent guidance rather than a set of guidelines based on postcodes. This will be simpler to operate in reality.
- There is a huge difference in affordability between smaller and larger homes. One and (to some extent) two bed homes would appear to be affordable for most people, regardless of circumstances.
- For three and four bed homes, affordability varies hugely depending upon whether the household is in employment. Unemployed larger families will see a sometimes significant reduction in their weekly budget.
- Larger working families will not necessarily be affected by higher rent levels in terms of residual income.

4.43 The report concluded that that Affordable Rent guidance could be provided to Registered Providers within the Borough stating that appropriate Affordable Rent levels would be as such:

- 1-bed: 80% market rent or Local Housing Allowance (LHA)
- 2-bed: 70 to 80% market rent or LHA
- 3-bed: Up to 65% or a proportion at the capped rent of 50%
- 4-bed: 50% market rent (capped rent)

4.44 The report concluded that "The rent levels above would give some comfort that the 'at risk' larger unemployed families will at least have some housing options that will not see immediate affordability issues. As three beds are the threshold point at which affordability issues begin in earnest, it could be that a proportion of these could be appropriate at a lower "capped" level for families most in housing need, but with the remainder placed at a slightly higher rental level (up to 65%) for working families where affordability is not as acute an issue (quite a long sentence – but if it's a quote then fine). Such a split would

³⁸ Land Registry House Price Index

https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/430497/HPIReport20150511.pdf

³⁹ Mayor of London; 'London Rents map' <http://www.london.gov.uk/priorities/housing-land/renting-home/rents-map?source=vanityurl>

be more difficult for four bed homes as the affordability results are that much worse⁴⁰.”

4.45 Lewisham is making a contribution to the social rented sector and affordable housing, with its Housing Matters policy and related future developments, which will deliver against the target for the Council to build 500 new homes by 2018. For all newly built homes, the previously agreed tenure split of 80 per cent social rented and 20 per cent private sale will continue to be applied in order for sales proceeds to cross-subsidise the construction of new social housing⁴¹.

5. Meeting the criteria for a review

5.1 A review into “Affordability across all housing tenures” meets the criteria for carrying out a scrutiny review, because it is:

- The issue affects a number of people living, working and studying in Lewisham
- The issue is strategic and significant
- It is an issue of concern to partners, stakeholders and/or the community.

6. Background/purpose of review

6.1 The Committee discussed this review, as outlined earlier, at its meeting on 15 April 2015.

6.2 In the period between the General Election and the upcoming 2016 London Mayoral Election, there is significant scope to make a contribution to the ongoing debate about how to make housing across all housing tenures more affordable, and how to build more affordable homes in London for those that live, work and study in London. It will give the Committee an opportunity to develop some innovative thinking in respect of affordable housing in London to feed into housing debate prior to the Mayoral Election.

6.3 The review would allow Members and the Housing Team to make a contribution to Lewisham’s policies going forward about affordable housing, and social rent, and shape the agenda locally.

6.4 The review would be a good learning exercise for Lewisham and other London boroughs as the affordable rents programme has been in place for four years, and some assessment of the policy would be constructive and useful.

⁴⁰ Lewisham Council, ‘Affordable Rent Study: Market Research & Affordability Analysis’, February 2014
<https://www.lewisham.gov.uk/my services/planning/policy/LDF/development-policies/Documents/LewishamCouncilPODAffordabilityStudyFinal.pdf>

⁴¹ Housing Select Committee Report, ‘New Homes, Better Places Update’ May 2015
<http://councilmeetings.lewisham.gov.uk/documents/s36478/04HSCNewBuildReportFinal190515.pdf>

7. Terms of reference/Key lines of Inquiry

- 7.1 The Committee needs to consider whether it wants the review to look at all four categories of housing tenure, or focus the review to 1-2 areas of housing tenure.
- 7.2 Following on from this, the Committee also needs to consider the number of evidence sessions it wants to hold. It is suggested that an evidence session per tenure considered would be required. The review will need to be achievable in terms of the amount of meeting time available. Evidence sessions are only one item at a meeting, alongside a number of other items and the time available at each meeting to devote to an evidence session is unlikely to exceed 90 minutes.
- 7.3 The following key lines of enquiry will be refined and developed depending on the tenures the Committee wishes to consider as part of its review:
- Define what 'affordability' means at a local level.
 - What are the factors that are causing affordability issues across all housing tenures in the borough?
 - What are the Council and its key housing partners doing to alleviate the issue of affordability of housing in the borough?
 - What is the Council doing in terms of working with developers to ensure affordability issues in developments are appropriately addressed in the borough?
 - Are the Council's affordable housing objectives (as in the Sustainable Communities Strategy, the Core Strategy, the new Housing Strategy etc.) being met?
 - What are the policy options that could help deliver more affordable housing across all tenures in Lewisham?
 - Are there any current initiatives or research being conducted that could make housing more affordable in Lewisham?

8. Timetable

- 8.1 The Committee is asked to consider the outline timetable for the review as set out below.

First evidence-taking session (16 September 2015):

- Evidence from the Council Housing team on the tenures selected – policy overview
- Evidence from one of the Registered Housing Providers (assuming the affordability of social rent is being considered)

Second evidence-taking session (27 October 2015)

- Evidence from the GLA
- Evidence from another borough or boroughs

- Evidence from the London School of Economics or a research think-tank

Recommendations and final report (1 December 2015 or 26 January 2016)

- The Committee will consider a final report presenting all the evidence taken and agree recommendations for submission to Mayor & Cabinet.

8.2 Should the Committee wish to look at more than two housing tenures, further evidence sessions are likely to be required

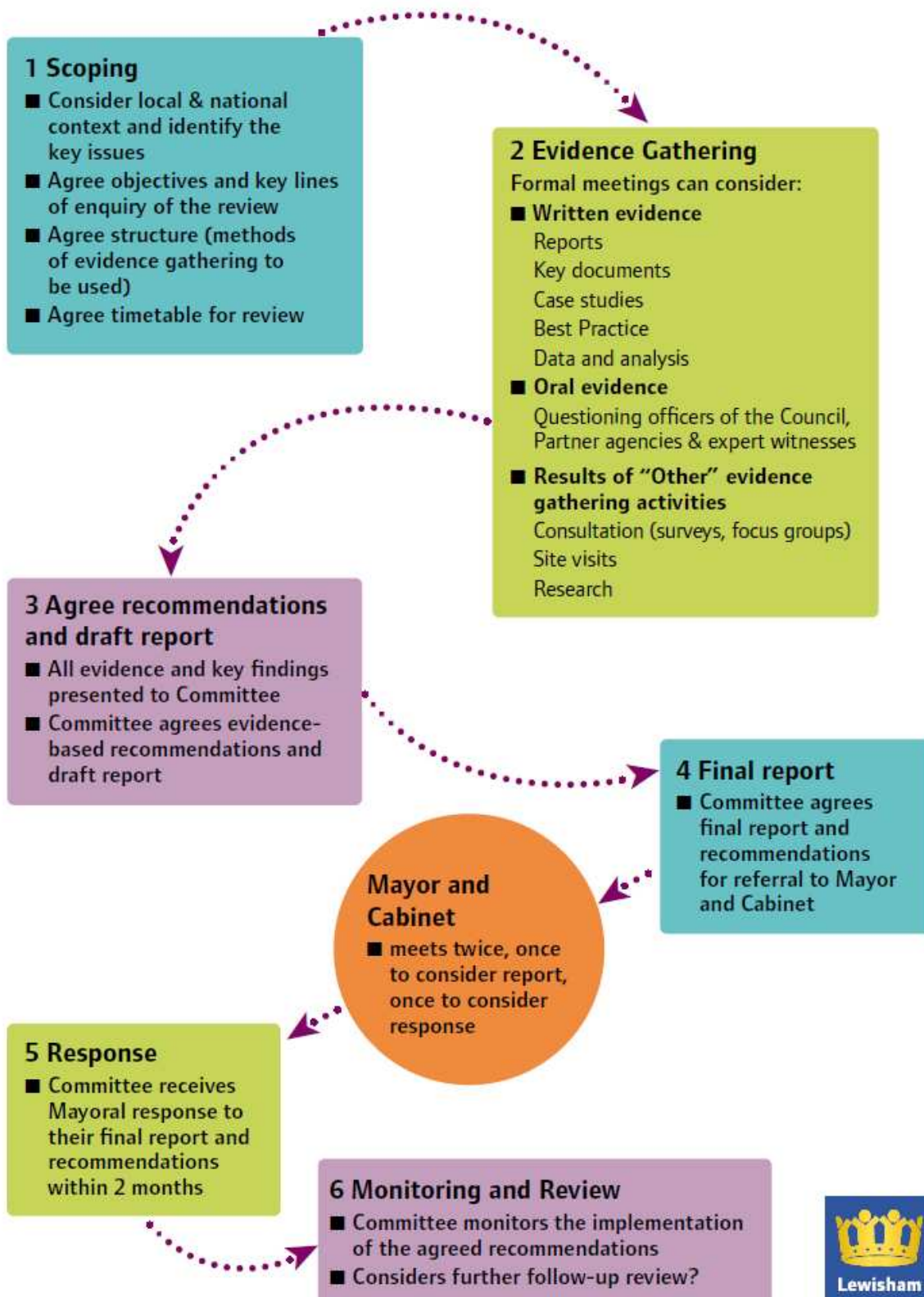
9. Further implications

9.1 At this stage there are no specific financial, legal, environmental or equalities implications to consider. However, each will be addressed as part of the review.

Background Papers

For further information please contact Roger Raymond, Scrutiny Manager on 020-8314-9976.

How to carry out an in-depth review



This page is intentionally left blank

Agenda Item 9

Housing Select Committee			
Title	Select Committee work programme		
Contributor	Scrutiny Manager	Item	9
Class	Part 1 (open)	08 July 2015	

1. Purpose

- 1.1 To advise Members of the proposed work programme for the municipal year 2015/16, and to decide on the agenda items for the next meeting.

2. Summary

- 2.1 At the beginning of the municipal year, each select committee drew up a draft work programme for submission to the Business Panel for consideration.
- 2.2 The Business Panel considered the proposed work programmes of each of the select committees on 28 April 2015 and agreed a co-ordinated overview and scrutiny work programme. However, the work programme can be reviewed at each Select Committee meeting so that Members are able to include urgent, high priority items and remove items that are no longer a priority.

3. Recommendations

- 3.1 The Committee is asked to:
 - note the work plan attached at **Appendix B** and discuss any issues arising from the programme;
 - specify the information and analysis required in the report for each item on the agenda for the next meeting, based on desired outcomes, so that officers are clear on what they need to provide;
 - review all forthcoming key decisions, attached at **Appendix C**, and consider any items for further scrutiny.

4. The work programme

- 4.1 The work programme for 2015/16 was agreed at the Committee's meeting on 15 April 2015.
- 4.2 The Committee is asked to consider if any urgent issues have arisen that require scrutiny and if any existing items are no longer a priority and can be removed from the work programme. Before adding additional items, each item should be considered against agreed criteria. The flow chart attached at **Appendix A** may help Members decide if proposed additional items should be added to the work programme. The Committee's work programme needs to be achievable in terms of the amount of meeting time available. If the committee agrees to add additional item(s) because they are urgent and high priority, Members will need to consider

which medium/low priority item(s) should be removed in order to create sufficient capacity for the new item(s).

5. The next meeting

5.1 The following reports are scheduled for the meeting on 16 September 2015:

Agenda item	Review type	Link to Corporate Priority	Priority
Lewisham Future Programme	Standard item	Inspiring efficiency, effectiveness and equity	High
Lewisham Homes - Management Agreement Changes including RP status	Standard Item	Decent homes for all	High
New Homes Programmes	Standard Item	Decent homes for all	High
Affordability Across All Housing Tenures – Review – Evidence Session 1	In-depth review	Decent homes for all	High

5.2 The Committee is asked to specify the information and analysis it would like to see in the reports for these item, based on the outcomes the committee would like to achieve, so that officers are clear on what they need to provide for the next meeting.

6. Financial Implications

6.1 There are no financial implications arising from this report.

7. Legal Implications

7.1 In accordance with the Council's Constitution, all scrutiny select committees must devise and submit a work programme to the Business Panel at the start of each municipal year.

8. Equalities Implications

8.1 The Equality Act 2010 brought together all previous equality legislation in England, Scotland and Wales. The Act included a new public sector equality duty, replacing the separate duties relating to race, disability and gender equality. The duty came into force on 6 April 2011. It covers the following nine protected characteristics: age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex and sexual orientation.

8.2 The Council must, in the exercise of its functions, have due regard to the need to:

- eliminate unlawful discrimination, harassment and victimisation and other conduct prohibited by the Act
- advance equality of opportunity between people who share a protected characteristic and those who do not.
- foster good relations between people who share a protected characteristic and those who do not.

8.3 There may be equalities implications arising from items on the work programme and all activities undertaken by the Select Committee will need to give due consideration to this.

9. Date of next meeting

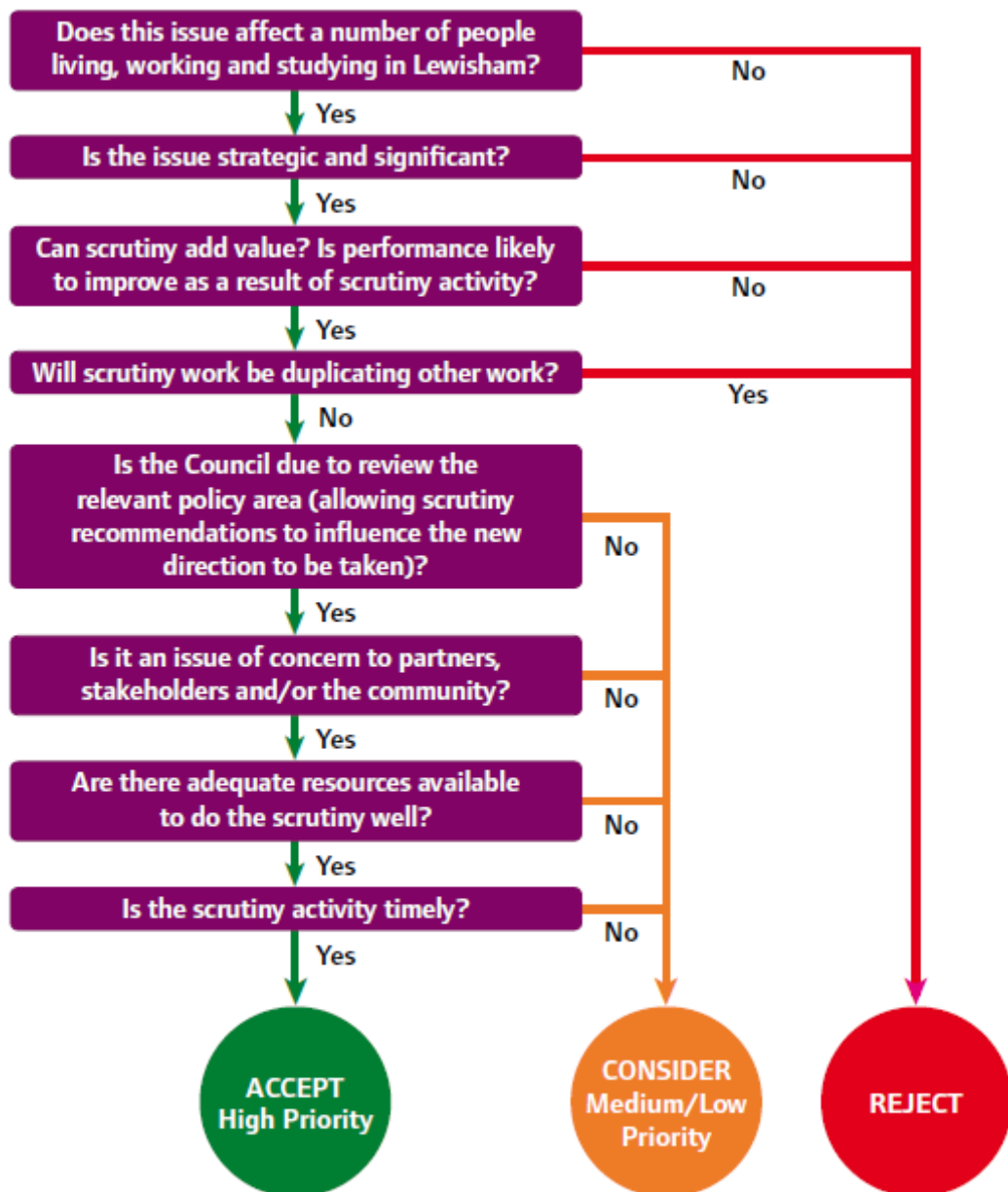
9.1 The date of the next meeting is Wednesday 16 September 2015.

Background Documents

Lewisham Council's Constitution

Centre for Public Scrutiny: the Good Scrutiny Guide






Scrutiny work programme – prioritisation process



Housing Select Committee work programme 2015/16

Programme of work

Work item	Type of item	Priority	Strategic priority	Delivery deadline	15-Apr	19-May	08-Jul	16-Sep	27-Oct	01-Dec	26-Jan	09-Mar
Lewisham Future Programme	Standard item	High	CP6	Ongoing				Savings				
Election of the Chair and Vice-Chair	Constitutional req	High	CP6	Apr								
Select Committee work programme	Constitutional req	High	CP6	Ongoing	Setting the work programme							
Lewisham Homes	Performance monitoring	High	CP6	Dec				annual report & business plan		mid year review		
Lewisham Homes - Management Agreement Changes including RP status	Standard item	High	CP6	Sept								
New Homes Programmes (New Build, Self Build, Empty Homes, Acquisitions programmes, Innovative methods for deliver housing etc.)	Standard item	High	CP6	Mar-16								
Brockley PFI	Performance monitoring	High	CP6	Dec				annual report & business plan		mid year review		
Communal Heating Systems Review - Report and Recommendations	In-depth review	High	CP6	Mar-16	Report							Update
Single Homeless Intervention and Prevention (SHIP)	Standard item	Medium	CP6	July								
Affordability Across All Housing Tenures - Review	In-depth review	High	CP6	Dec				Scoping Paper	Evidence Session 1	Evidence Session 2	Report	
Lewisham's Housing Strategy (2015-2020) - Update	Policy development	High	CP6	Jan-16								
Private rented sector update/licensing scheme - Update	Standard item	High	CP6	Mar-16								
Proposed rent and service charge increases	Standard item	High	CP6	Dec								
Annual lettings plan	Standard item	High	CP6	Mar-16								
Monitoring Homeless Discharge - Update	Policy development	High	CP6	Mar-16								
Key housing issues	Standard item	Medium	CP6	Ongoing				Government Housing Policy & Welfare Reform Changes - Update				
Community Centres on Estate	Standard item	Medium	CP6, CP9	TBC								
Milford Towers	Standard item	High	CP6	July								
Allocations Policy (inc. access to affordable housing)	Policy development	High	CP6	TBC								
Older peoples housing and supported housing	Standard item	Medium	CP6	TBC								
Health and Housing - multi-agency approach to tackle health-related issues in relation to housing (*HCSC members to be invited)	Standard item	Medium	CP6, CP9	TBC								

	Item completed
	Item ongoing
	Item outstanding
	Proposed timeframe
	Item added

Meeting Dates:	1)	2)	3)	4)	5)	6)	7)	8)
	Wed	Tue	Wed	Wed	15 April	19-May	8-July	16-Sept
						Tues	Tues	Wed

Shaping Our Future: Lewisham's Sustainable Community Strategy 2008-2020

	Priority	
1	Ambitious and achieving	SCS 1
2	Safer	SCS 2
3	Empowered and responsible	SCS 3
4	Clean, green and liveable	SCS 4
5	Healthy, active and enjoyable	SCS 5
6	Dynamic and prosperous	SCS 6

Corporate Priorities

	Priority	
1	Community Leadership	CP 1
2	Young people's achievement and involvement	CP 2
3	Clean, green and liveable	CP 3
4	Safety, security and a visible presence	CP 4
5	Strengthening the local economy	CP 5
6	Decent homes for all	CP 6
7	Protection of children	CP 7
8	Caring for adults and older people	CP 8
9	Active, healthy citizens	CP 9
10	Inspiring efficiency, effectiveness and equity	CP 10

This page is intentionally left blank

FORWARD PLAN OF KEY DECISIONS

Forward Plan May 2015 - August 2015

This Forward Plan sets out the key decisions the Council expects to take during the next four months.

Anyone wishing to make representations on a decision should submit them in writing as soon as possible to the relevant contact officer (shown as number (7) in the key overleaf). Any representations made less than 3 days before the meeting should be sent to Kevin Flaherty, the Local Democracy Officer, at the Council Offices or kevin.flaherty@lewisham.gov.uk. However the deadline will be 4pm on the working day prior to the meeting.

A "key decision"* means an executive decision which is likely to:

- (a) result in the Council incurring expenditure which is, or the making of savings which are, significant having regard to the Council's budget for the service or function to which the decision relates;
- (b) be significant in terms of its effects on communities living or working in an area comprising two or more wards.

FORWARD PLAN – KEY DECISIONS					
Date included in forward plan	Description of matter under consideration	Date of Decision Decision maker	Responsible Officers / Portfolios	Consultation Details	Background papers / materials
December 2014	Asset Management Strategy (Highways)	Wednesday, 22/04/15 Mayor and Cabinet	Janet Senior, Executive Director for Resources & Regeneration and Councillor Alan Smith, Deputy Mayor		
February 2015	Building Control Review of Fees and Charges	Wednesday, 22/04/15 Mayor and Cabinet	Janet Senior, Executive Director for Resources & Regeneration and Councillor Alan Smith, Deputy Mayor		
February 2015	Determination of Applications to Establish Neighbourhood Forum and Designate Neighbourhood Area for Corbett Estate	Wednesday, 22/04/15 Mayor and Cabinet	Janet Senior, Executive Director for Resources & Regeneration and Councillor Alan Smith, Deputy Mayor		
February 2015	Section 75 Agreement between CCG and Council - Public Health	Wednesday, 22/04/15 Mayor and Cabinet	Aileen Buckton, Executive Director for Community Services and Councillor Chris Best, Cabinet Member for Health, Wellbeing and Older People		
February 2015	Voluntary Sector Accomodation	Wednesday, 22/04/15 Mayor and Cabinet	Janet Senior, Executive Director for Resources & Regeneration and Councillor Joan Millbank, Cabinet Member Third Sector & Community		
February 2015	Award of Contract for the enlargement of St George's Primary School	Wednesday, 22/04/15 Mayor and Cabinet	Frankie Sulke, Executive Director for Children and Young People and		

FORWARD PLAN – KEY DECISIONS					
Date included in forward plan	Description of matter under consideration	Date of Decision Decision maker	Responsible Officers / Portfolios	Consultation Details	Background papers / materials
		(Contracts)	Councillor Paul Maslin, Cabinet Member for Children and Young People		
September 2014	Award of Street Advertising and Bus Shelter Contract	Wednesday, 22/04/15 Mayor and Cabinet (Contracts)	Janet Senior, Executive Director for Resources & Regeneration and Councillor Alan Smith, Deputy Mayor		
November 2014	Procurement of the School Kitchen Maintenance Contract	Wednesday, 22/04/15 Mayor and Cabinet (Contracts)	Frankie Sulke, Executive Director for Children and Young People and Councillor Paul Maslin, Cabinet Member for Children and Young People		
March 2015	Appointment of Operator Lewisham Enterprise Hub	Tuesday, 28/04/15 Overview and Scrutiny Business Panel	Janet Senior, Executive Director for Resources & Regeneration and Councillor Alan Smith, Deputy Mayor		
April 2015	Determination of the School Term and Holiday Dates 2016/17 Academic Year	Tuesday, 28/04/15 Overview and Scrutiny Education Business Panel	Frankie Sulke, Executive Director for Children and Young People and Councillor Paul Maslin, Cabinet Member for Children and Young People		
February 2015	Variation of Contract with Bailey Partners Provision of Services to Primary Places	Tuesday, 28/04/15 Overview and Scrutiny Education	Frankie Sulke, Executive Director for Children and Young People and		

FORWARD PLAN – KEY DECISIONS					
Date included in forward plan	Description of matter under consideration	Date of Decision Decision maker	Responsible Officers / Portfolios	Consultation Details	Background papers / materials
	Programme	Business Panel	Councillor Paul Maslin, Cabinet Member for Children and Young People		
February 2015	Variation of contract for works at Forster Park Primary School	Tuesday, 28/04/15 Overview and Scrutiny Education Business Panel	Frankie Sulke, Executive Director for Children and Young People and Councillor Paul Maslin, Cabinet Member for Children and Young People		
April 2015	Main Grants Programme Appeals	Monday, 11/05/15 Mayor and Cabinet (Contracts)	Aileen Buckton, Executive Director for Community Services and Councillor Joan Millbank, Cabinet Member Third Sector & Community		
December 2014	Catford Town Centre CRPL Business Plan 2015/16	Wednesday, 13/05/15 Mayor and Cabinet	Janet Senior, Executive Director for Resources & Regeneration and Councillor Alan Smith, Deputy Mayor		
April 2015	Consultation on change of Prendergast School, Prendergast Vale School and Prendergast Ladywell School to Academy Status	Wednesday, 13/05/15 Mayor and Cabinet	Frankie Sulke, Executive Director for Children and Young People and Councillor Paul Maslin, Cabinet Member for Children and Young People		
April 2015	Issue raised by Scrutiny No Recourse to Public Funds	Wednesday, 13/05/15	Kevin Sheehan, Executive Director for		

FORWARD PLAN – KEY DECISIONS					
Date included in forward plan	Description of matter under consideration	Date of Decision Decision maker	Responsible Officers / Portfolios	Consultation Details	Background papers / materials
		Mayor and Cabinet	Customer Services and Councillor Kevin Bonavia, Cabinet Member Resources		
March 2015	Leathersellers Federation of Schools Academy consultation	Wednesday, 13/05/15 Mayor and Cabinet	Frankie Sulke, Executive Director for Children and Young People and Councillor Paul Maslin, Cabinet Member for Children and Young People		
March 2015	Licensed Deficit Application Sedgehill School	Wednesday, 13/05/15 Mayor and Cabinet	Frankie Sulke, Executive Director for Children and Young People and Councillor Paul Maslin, Cabinet Member for Children and Young People		
April 2015	Section 75 Agreements between CCG and Council	Wednesday, 13/05/15 Mayor and Cabinet	Aileen Buckton, Executive Director for Community Services and Councillor Chris Best, Cabinet Member for Health, Wellbeing and Older People		
April 2015	Governing Bodies Reconstitution	Wednesday, 13/05/15 Mayor and Cabinet	Frankie Sulke, Executive Director for Children and Young People and Councillor Paul Maslin, Cabinet Member for Children and Young People		

FORWARD PLAN – KEY DECISIONS

Date included in forward plan	Description of matter under consideration	Date of Decision Decision maker	Responsible Officers / Portfolios	Consultation Details	Background papers / materials
April 2015	Making of Instrument of Government - The Fairlawn and Haseltine Primary Schools Federation	Wednesday, 13/05/15 Mayor and Cabinet	Frankie Sulke, Executive Director for Children and Young People and Councillor Paul Maslin, Cabinet Member for Children and Young People		
March 2015	Allocation of Main Grants Programme	Wednesday, 13/05/15 Mayor and Cabinet (Contracts)	Aileen Buckton, Executive Director for Community Services and Councillor Joan Millbank, Cabinet Member Third Sector & Community		
February 2015	Award of Design and Build Contract Phase 1 Grove Park Public Realm Project	Wednesday, 13/05/15 Mayor and Cabinet (Contracts)	Janet Senior, Executive Director for Resources & Regeneration and Councillor Rachel Onikosi, Cabinet Member Public Realm		
April 2015	Carers Lewisham Contract Extension	Wednesday, 13/05/15 Mayor and Cabinet (Contracts)	Aileen Buckton, Executive Director for Community Services and Councillor Chris Best, Cabinet Member for Health, Wellbeing and Older People		
March 2015	Procurement of Occupational Health and Employee Assistance Programme Provider	Wednesday, 13/05/15 Mayor and Cabinet (Contracts)	Janet Senior, Executive Director for Resources & Regeneration and Councillor Kevin Bonavia, Cabinet Member Resources		

FORWARD PLAN – KEY DECISIONS

Date included in forward plan	Description of matter under consideration	Date of Decision Decision maker	Responsible Officers / Portfolios	Consultation Details	Background papers / materials
April 2015	Prendergast Ladywell Primary: Authority Notice of Change 3	Tuesday, 26/05/15 Overview and Scrutiny Education Business Panel	Frankie Sulke, Executive Director for Children and Young People and Councillor Paul Maslin, Cabinet Member for Children and Young People		
April 2015	Edmund Waller: Replacement of modular building	Tuesday, 26/05/15 Overview and Scrutiny Education Business Panel	Frankie Sulke, Executive Director for Children and Young People and Councillor Paul Maslin, Cabinet Member for Children and Young People		
March 2015	Adoption Statement of Purpose 2015-16	Wednesday, 03/06/15 Mayor and Cabinet	Frankie Sulke, Executive Director for Children and Young People and Councillor Paul Maslin, Cabinet Member for Children and Young People		
March 2015	Fostering Statement of Purpose 2015-16	Wednesday, 03/06/15 Mayor and Cabinet	Frankie Sulke, Executive Director for Children and Young People and Councillor Paul Maslin, Cabinet Member for Children and Young People		
April 2015	Discretionary Licensing of the Private Rented Sector	Wednesday, 03/06/15 Mayor and Cabinet	Kevin Sheehan, Executive Director for Customer Services and Councillor Damien Egan, Cabinet Member Housing		

FORWARD PLAN – KEY DECISIONS

Date included in forward plan	Description of matter under consideration	Date of Decision Decision maker	Responsible Officers / Portfolios	Consultation Details	Background papers / materials
February 2015	ICT Service Review	Wednesday, 03/06/15 Mayor and Cabinet	Kevin Sheehan, Executive Director for Customer Services and Councillor Kevin Bonavia, Cabinet Member Resources		
April 2015	Children’s Centres Contract Extension	Wednesday, 03/06/15 Mayor and Cabinet (Contracts)	Frankie Sulke, Executive Director for Children and Young People and Councillor Paul Maslin, Cabinet Member for Children and Young People		
April 2015	Housing Grounds Maintenance Contract	Wednesday, 03/06/15 Mayor and Cabinet (Contracts)	Kevin Sheehan, Executive Director for Customer Services and Councillor Damien Egan, Cabinet Member Housing		
September 2014	Prevention and Inclusion Framework Contract Award	Wednesday, 03/06/15 Mayor and Cabinet (Contracts)	Aileen Buckton, Executive Director for Community Services and Councillor Chris Best, Cabinet Member for Health, Wellbeing and Older People		
April 2015	Broadway Theatre Working Group	Wednesday, 24/06/15 Council	Aileen Buckton, Executive Director for Community Services and Councillor Chris Best, Cabinet Member for Health, Wellbeing and		

FORWARD PLAN – KEY DECISIONS

Date included in forward plan	Description of matter under consideration	Date of Decision Decision maker	Responsible Officers / Portfolios	Consultation Details	Background papers / materials
			Older People		
December 2014	Catford Town Centre CRPL Business Plan 2015/16	Wednesday, 24/06/15 Council	Janet Senior, Executive Director for Resources & Regeneration and Councillor Alan Smith, Deputy Mayor		
April 2015	Constitutional Matters	Wednesday, 24/06/15 Council	Kath Nicholson, Head of Law and Councillor Alan Hall, Chair of Overview & Scrutiny Committee		
March 2015	Housing Strategy	Wednesday, 24/06/15 Council	Kevin Sheehan, Executive Director for Customer Services and Councillor Damien Egan, Cabinet Member Housing		
February 2015	Local Development Framework: Revised Local Development Scheme (version 7)	Wednesday, 24/06/15 Council	Janet Senior, Executive Director for Resources & Regeneration and Councillor Alan Smith, Deputy Mayor		
April 2015	Award of New Block Contractual Arrangements for Nursing Homes	Wednesday, 01/07/15 Mayor and Cabinet (Contracts)	Aileen Buckton, Executive Director for Community Services and Councillor Chris Best, Cabinet Member for Health, Wellbeing and Older People		
June 2014	Surrey Canal Triangle (New Bermondsey) - Compulsory Purchase Order Resolution	Wednesday, 15/07/15 Mayor and Cabinet	Janet Senior, Executive Director for Resources & Regeneration and		

FORWARD PLAN – KEY DECISIONS					
Date included in forward plan	Description of matter under consideration	Date of Decision Decision maker	Responsible Officers / Portfolios	Consultation Details	Background papers / materials
			Councillor Alan Smith, Deputy Mayor		
January 2015	Waste Strategy Consultation	Wednesday, 15/07/15 Mayor and Cabinet	Kevin Sheehan, Executive Director for Customer Services and Councillor Rachel Onikosi, Cabinet Member Public Realm		
November 2014	Award of Highways Public Realm Contract Coulgate Street	Wednesday, 15/07/15 Mayor and Cabinet (Contracts)	Janet Senior, Executive Director for Resources & Regeneration and Councillor Alan Smith, Deputy Mayor		
February 2015	Review of Licensing Policy	Wednesday, 21/10/15 Mayor and Cabinet	Aileen Buckton, Executive Director for Community Services and Councillor Rachel Onikosi, Cabinet Member Public Realm		
February 2015	Review of Licensing Policy	Wednesday, 25/11/15 Council	Aileen Buckton, Executive Director for Community Services and Councillor Rachel Onikosi, Cabinet Member Public Realm		