

# Public Document Pack

## Housing Select Committee Agenda

Tuesday, 26 January 2016

**7.30 pm**

Committee Room 1

Civic Suite

Lewisham Town Hall

London SE6 4RU

For more information contact: Simone van Elk (e-mail: [Simone.vanElk@lewisham.gov.uk](mailto:Simone.vanElk@lewisham.gov.uk)  
tel no. 020-8314-6441)

This meeting is an open meeting and all items on the agenda may be audio recorded and/or filmed except for item numbered 1 on the Agenda. For legal reasons, part of this item will be considered in private with the press and public excluded.

### Part 1

Item		Pages
1.	Minutes of the meeting held on 1 December 2015 <i>The minutes of paragraph 6 are restricted from press and public.</i>	1 - 12
2.	Declarations of interest	13 - 16
3.	Brockley PFI - Mid-year Review	17 - 26
4.	Lewisham Homes Management Agreement Update <i>Report to follow</i>	
5.	Allocations Policy	27 - 38
6.	Key Housing Issues	39 - 44
7.	Lewisham Homes mid-year review	45 - 94
8.	Select Committee work programme	95 - 120
9.	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 Tuesday, 26 January 2016.

Barry Quirk, Chief Executive  
Thursday, 14 January 2016

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, 1 December 2015 at 7.30pm

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

Apologies: None

Also present: Kevin Sheehan (Executive Director, Customer Services), Genevieve Macklin (Head of Strategic Housing), Jeff Endean (Housing Programmes and Strategy Team Manager), Mark Humphreys (Group Finance Manager, Customer Services), Rachel George (Partnerships and Regeneration Manager), Michael Westbrook (Housing Policy & Partnerships Manager), Roz Spencer (Co-ordinator, Rogue Landlords Taskforce), Dr Jacqui Daly (Research & Consultancy Director, Savills), Kath Scanlon (Deputy Director, London School of Economics and Political Science (LSE)), Dave Baldock (Head of Strategic Finance, London Borough of Newham), and Roger Raymond (Scrutiny Manager).

### 1. Minutes of the meeting held on 27 October 2015

- 1.1 There was an amendment to the minutes at 6.1: change the 'The National Hairdressers' Federation (NHF) to 'The National Housing Federation (NHF)'.
- 1.2 **RESOLVED:** that, after the amendment above, the minutes of the meeting held on 27 October 2015 be signed as an accurate record of the meeting.

### 2. Declarations of Interest

- 2.1 There were no declarations of interest.

### 3. Affordability Review - Evidence Session 2

- 3.1 Dr Jacqui Daly (Research & Consultancy Director, Savills), gave a presentation to the meeting. The key points to note were:
  - She had spent approximately 15 years conducting research on the Private Rented Sector, and was currently conducting research in the Build-to-Rent market.
  - The current market trends in housing in the UK since 2000, are that owner-occupation has been falling, social housing is continuing to fall (as it has since the early 1980s) and the private rented sector has been increasing, with an estimated 5.7m dwelling in the private rented sector by 2018.
  - This period has also seen a growth in buy-to-let properties – from 2m to 4.2m from 2001-2015 and this has helped the growth of the private rented sector.
  - Some of the factors that have led to an increase in the private rented sector have been cultural changes, such as the difficulty of young people to get on the housing ladder, more people divorcing and/or staying single, the flexibility of not owning your own home.

- The financial crisis of 2008 has also exacerbated the problem of first-time buyers owning their own home due to the stricter lending rules and difficulty in raising enough money for a deposit, so more people are using the private rented sector.
- There is also the issue of rising house prices, especially in London/South-East London. House prices in London have seen real annual trend-line growth of 3.6% over recent years.
- In terms of deposit affordability, in 2002, the deposit-to-income ratio in London was approximately 40%, but in 2015 that has gone up to over 120%.
- In the UK as a whole, the average deposit is £27,885, whereas in London alone it is £74,519.
- There has been a definite shift from owner-occupation in the under 35 and 35-44 years categories, with a fall of 732,000 and 783,000 people in mortgaged owner-occupation.
- People using the private rented sector went up 2.43m from 2001-2011– and in the under 35 category, went up 1.137m.
- In Lewisham, properties in the private rented sector went up from 15,930 in 2001 to 29,375 in 2011. The social rented sector was pretty static around 36,000 and owner-occupation went down slight from 53,826 to 50,664 in the same period. The growth of growth of households in the private rented sector has been over 80%, which outstrips the growth in London and England and Wales (just over 60%).
- The projection is that the shift to using the private rented sector is set to continue, with all age groups bar the over 65s seeing a growth in the use of the private rented sector.
- Policymakers have been looking to see how they support the ‘build-to-rent’ market to cater for this growth in use of the private rented sector.
- For local authorities, this is beneficial as it will help provide vibrancy and create a sense of place in large regeneration sites, ease waiting list for affordable housing, and it attracts dynamic and mobile young professional with high disposable incomes.
- The National Planning Practice Guidance (NPPG) has offered planning obligation flexibilities for particular schemes. Under ‘viability under the Guidance, it acknowledges explicitly that viability will vary with housing type, including housing for sale or rent.
- There were some examples of flexible arrangements to encourage ‘build-to-rent’:
  - North Acton, Ealing: M&G / HUB Residential
    - Ealing agreed to allow the conversion of the original S.106 affordable housing requirements to 20 discounted market rent units, so enabling M&G to manage the complete property as a single entity but with some tenants paying a percentage of market rent.
  - Lewisham Gateway - Muse developments and Fizzy
    - Fizzy helped to de-risk the development to ensure delivery
- The Mayor of London’s ‘Spatial Strategy also provides a number of initiatives to aid ‘build-to-rent’ developments.

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

- Research shows that people in this country still aspire to own their own homes, but this now happens much later than 30 years ago.

- Some landlords and developers have looked to offer longer-term contracts as per the 'German model' of private rented, but Savills have found through research that young people are happy to have more short-term, flexible contracts.
- The German private rented sector contract may start at market rate, but the rental rises are fixed, so the renter will know how much the rent will be incrementally.
- The Committee would like some additional information on developers who are experimenting with 'income-linked' rents.

3.3 Kath Scanlon, Deputy Director of the LSE, gave a presentation to the meeting. The key points to note were:

- Historically, private rented sector housing consisted of purpose built estates, for example Du Cane Court, Balham and Dolphin Square, Pimlico, both in London, built in the 1930s.
- However, things began to change post-WWII
  - Post-deregulation (starting in the 1950s) companies wanted to sell – and did over the next twenty years
  - Owner-occupation grew rapidly with well- developed leasehold arrangements and the possibility of buying long leases
  - Tax benefits and other incentives meant private sector building was almost always for owner-occupation
  - New rented housing provided in the social sector
- Private rented sector declined to 11% of total stock in England by the mid-1980s. However, the deregulation of rents in 1988 led to slow increase in supply of housing for the private rented sector.
- Other factors led to the growth of the private rented sector from the late 1990s, namely
  - Owner-occupation for young people badly was hit in early 1990s with the recession
  - Buy-to-Let mortgages introduced in late 1990s – therefore the private rented sector started to increase quite quickly
  - 'Affordability crisis' of housing in the early 2000s added to pressure on private rented sector.
- After the 2000 Financial Crash, this led to a number of additional factors that increased the supply of private rented sector housing:
  - Credit and housing markets dried up
  - Sellers could not sell; purchasers could not buy – so the private rented sector grew rapidly
  - New housing construction fell by more than half; while Immigration and natural growth increased the population of London very rapidly
  - Crisis of supply with all net growth concentrated in the private rented sector and among individual amateur/part-time landlords
  - Policy makers looked for more housing overall and new build in the private rented sector in particular
- Statistics show that since 1993-94-2009-2010, in London buying a housing with mortgage and social tenants has fallen, whereas owning home outright and the private rented sector has risen.

- In terms of those who provide property for the private rented sector, nearly 80% of come from landlords who own only one property. That consisted approximately 40% of dwellings.
- For an international perspective, England's private rented sector constitutes 17% of the housing market, but in countries like USA (32%) and Germany (59%) it is much higher. Some other countries like The Netherlands (10%) and Spain (7%) it is much lower.
- It was stated that in most countries tenants:
  - Young or old
  - Low-income
  - Singles or single parents
  - Mobile
    - young professionals
    - students
    - high-income corporate transfers
  - Those who can't afford owner-occupation
    - housing benefit recipients
    - migrants
    - those who can't afford mortgage deposits
- Generally, those that do not live in the private rented sector, are the following:
  - Middle- and upper-income families almost always own their homes
  - Very few of the elderly rent privately in the UK (not the case in some other countries)
- A lot of Western countries have some form of 'rent control', whether that be rent regulation, or tenant has the first refusal on sale of unit. The UK does not have these controls
- For the 'German model', the terms and conditions for renting are as follows:
  - Tenants get indefinite leases
  - Landlords can evict only for reasons set out in the law; notice period 3 – 9 months depending on how long tenancy has lasted
  - If the landlord sells, the lease binds the new owner
  - Initial rent can be freely set, but not more than 20-50% above average rents in the local area—but new restrictions in Berlin, Munich...
  - Rent can go up every 15 months by average in the area
- Some typical new rents for Germany are as follows:
  - Tenants get indefinite leases
  - Landlords can evict only for reasons set out in the law; notice period of 3–9 months depending on how long tenancy has lasted
  - If the landlord sells, the lease binds the new owner
  - Initial rent can be freely set, but not more than 20-50% above average rents in the local area—but new restrictions in Berlin, Munich...
  - Rent can go up every 15 months by average in the area
- The rental offer in Germany has a number of factors:
  - Most private rented sector units are in rental-only blocks in single ownership
  - Tenants stay for long time (average 11 years)
  - Landlords invest into the longer term
  - Landlords provide minimal facilities beyond the dwelling itself: usually no furniture or kitchens

- The economic environment in Germany is different to the UK:
  - Over most of last thirty years real house prices fell in most areas
  - General inflation also very low so costs fairly predictable, though some problems as standards have risen for example energy efficiency
  - Some areas where pressures on rental market and difficulties in finding accommodation - extending to more cities since 2008
  - Owner-occupation and house prices in these areas now rising quite rapidly
- The conclusions of the presentation are as follows:
  - Private rented sector has grown quickly in London since early 1990s, mostly through transfer of existing homes rather than new build
  - 1988 deregulation of rents and leases contributed. English rental market much less regulated than in most European countries
  - Private rented sector rents higher in London than almost anywhere else—as are house prices
  - Effects of policies like rent control depend on legal, cultural and economic frameworks. What works well elsewhere might work very differently here. has grown quickly in London since early 1990s, mostly through transfer of existing homes rather than new build
  - 1988 deregulation of rents and leases contributed. English rental market much less regulated than in most European countries
  - PRS rents higher in London than almost anywhere else—as are house prices
  - Effects of policies like rent control depend on legal, cultural and economic frameworks. What works well elsewhere might work very differently here.

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

- The primary housing problem in London and the South-East has been the ‘housing bubble’ and high prices resulting from the supply of housing not keeping pace with demand resulting from economic growth and migration.
- Big property developers are more inclined to deliver longer-term tenancies, such as the East Village (London 2012 Olympic site).
- In terms of housing costs, to income, this should not be more than 30% of income to be comfortable. In London, most rents are above 30% of income.

3.5 **RESOLVED:** That the Committee noted the evidence given as part of its review, and thanked both witnesses for attending.

#### 4. London Borough of Newham - Red Door Ventures

4.1 Dave Baldock (Head of Strategic Finance, London Borough of Newham), gave a presentation to the meeting. The key points to note were:

- LB Newham’s housing sector is set in context of:
  - Newham having a large private rented sector (40,000)

- The private rented sector is increasing at a rapid rate (was 30,000 only 5 years ago)
- Standard of management of properties is “variable”
- Landlords can be problematic
- Length of stay is typically 6 months – so there is a transient population
- The national context of an increasing use of private rented sector property, with a fall in owner-occupation is also prevalent in LB Newham.
- There has been political support to intervene into the housing sector in LB Newham.
  - Private rented sector growing
  - Landlords of variable quality
  - HMO issues significant in Newham
  - Desire to intervene
  - LB Newham already has a Private Sector Licensing scheme
  - Council to develop a private rented sector offer
  - Previously created Local Space – an Registered Social Landlord providing Temporary Accommodation
- In terms of land, the Council has considerable land holdings in the borough. There is also the London Development Agency land in the borough, as well as the London Legacy Development Corporation has land at the Queen Elizabeth Olympic Park.
- LB Newham are able to access a lot of land, including their own, which makes it more feasible to build its own housing than other London Boroughs.
- LB Newham proposed in December 2012 setting up a wholly owned company – Red Door Ventures -with the objective of operating a business to let homes for market rent which would purchase land and develop/purchase housing for rent from which the Council would receive a return on its investment as well as re-payment on any loans over a set period.
- LB Newham would initially be the sole shareholder and funder. Legal advice received to the Council allowed for the Company to trade and allows for ownership outside of the Housing Revenue Account. It also stated that rent levels need not be restricted, and could be of market and ‘affordable’ (80% of market rate).
- Red Door Ventures would look to target young professionals, families, and those caught in the difficulties of high rent in London, but still unable to afford their own home.
- 13% of the homes in the first development would be 1-bedroom, 43% would be 2-bedroom, and 44% would be 3-bedroom.
- For the delivery of Red Door Ventures, it will subcontract a range of functions like management and rent collection. Staff for Red Door Ventures would initially be seconded or recruited direct.
- The business model for Red Door Ventures is for the company to act just like any other commercial developer, and would also comply with the Council’s planning obligations like any other developer.
- The Red Door Venture’s business plan is to build 3158 properties over 30 years, and acquire 518 street properties. It is projected that 39% of these properties will be family units of three bedrooms. There are no plans to build outside the borough, but there is potential to do so in the future.
- The financial returns to LB Newham for setting up this company are:
  - Council Tax up to 2028 of approximately £18.1m
  - Community Infrastructure Levy funds of £17.5m



- Borough Wide Property Licensing Fee of £96,000
- Planning fees of £570,000
- Returns from developments and sales of units
- Shareholder dividends
- Income from payments for any possible services

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

- Red Door Ventures will look to plough the dividends back into the company, once it gets profitable in 5-10 years' time, to allow the company to build more properties.
- Maintenance services is better provided by a subcontracted company, until there is a 'critical mass' of properties that means economies of scale allow you to employ your own staff.
- Red Door Ventures can vary its capital programme, so they can increase their borrowing requirements where necessary.
- The modelling done for Red Door Ventures has provided estimates such as rent of approximately £2,000 a month for a 2-bedroom property.
- Red Door Ventures will set its own lettings policy. There will be an affordable rent element, which will be 80% of market rent.
- Red Door Ventures will look to 'front-load' the properties – of approximately 1,800 – to garner the returns to the company quickly. The prime location of the properties – with great transport links across London, with continuing improvement with the upcoming Crossrail – will make this viable.
- The first development will need about £8m start-up costs.
- Red Door Ventures will act as any other commercial developer, so that will determine how many 'affordable rent' properties are provided.
- There may be issues of political influence with LB Newham being the sole shareholder, but it should not affect its role as a commercial developer.
- LB Newham will look to see how Government legislative changes will affect the development of Red Door Ventures.
- If there is an economic downturn any time in the future, Red Door Ventures will take a balanced approach to ensure it can slow down/increase its developments where necessary.
- Red Door Ventures will look to go into partnership with developers only if they want to provide properties for tenants not just build and leave unoccupied to accumulate wealth.

4.3 **RESOLVED:** That the Committee noted the presentation.

## 5. **Housing-Led Regeneration Opportunities - Exclusion of Press and Public**

5.1 The Chair noted that item number 6 was restricted from press and public and reported that:

- 'It is recommended that under Section 100 (A)(4) of the Local Government Act 1972, the public be excluded from the meeting during discussion of this item because it involves the likely disclosure of exempt information as defined in paragraph 3 of part 1 of Schedule 12A of the Act as set out

below and the public interest in maintaining the exemption outweighs the public interest in disclosing the information.

- Information relating to the financial or business affairs of any particular person (including the authority holding that information)'.

## **6. Housing-Led Regeneration Opportunities**

- 6.1 These minutes are restricted from press and public for the reasons listed in paragraph 5.1 above.

## **7. Private Rented Sector Licensing Scheme - Update**

- 7.1 Roz Spencer (Co-ordinator, Rogue Landlords Taskforce), gave a presentation to the meeting. The key points to note were:

- There have been a few Government changes since the consultation was initiated:
  - Housing Bill introducing new system of fines
  - Consultation on amending Mandatory Licensing regime to include all Houses of Multiple Occupation (HMOs)
  - 'Right to Rent' requirements on private landlords – risks for the council
- The consultation lasted 12 weeks - from 1 September 2015 to 24 November 2015 (10 weeks statutory minimum)
- The consultation consisted of:
  - Consultation document and on-line survey on Lewisham website
  - Mail shot of over 4000 letters to all addresses with combination of commercial and residential, with invitation to public meeting, summary of the proposal and link to website
  - Public meeting 15th September 2015, which had 40 attendees
  - Emails to subscribers to Lewisham Life magazine with links to the consultation document on the council website
  - A written briefing note to Ward Assembly meetings
  - National Landlord Association (NLA), Residential Landlords Association (RLA), Generation Rent, London Property Licensing.co.uk and all neighbouring borough's websites asked to publicise the consultation and provide hyperlink to our website
  - hard copies of the document available at Laurence House Customer Access Point
- In terms of responses, there were 136 on-line responses. There were four detailed organisational responses - NLA, Citizens Advice Bureau (CAB), LB Lambeth and RLA.
- Respondents information:
  - Overwhelming majority live in the borough
  - Largest group of respondents were owner-occupiers, about 40% of whom were private landlords
  - Slightly more of the respondents were private tenants than private landlords (56% vs 44%)
  - More than half the landlords let only one property, only 3% have portfolios over 10 properties
- The opinions on the '5 key questions' from the consultation are as follows:

- “More properties for private rent should be licensed” - Strongest opinion and biggest consensus this included a quarter of the private landlords. No private landlords disagreed with the statement
- “Licensing improves conditions” - big majority agree including just under a third of private landlords, though 21% disagreed with the statement
- “It is right to target flats above commercial premises” 60% agreed though private landlords were divided on the question with only one quarter of them agreeing. 90 % of tenants were in agreement
- The standards to be met for a license: a small majority felt standards proposed are about right, but 28% who were overwhelmingly private tenants, felt the standards were not tough enough. Just under half of landlords considered them too tough.
- On the proposed fee of £100-110 pa – opinion was most divided on this question; a small majority favoured the fee being at least the proposed sum but more than two thirds of landlords thought the fee too high
- Some of the qualitative feedback from the consultation consisted of the following:
  - NLA in support of the scheme, see this as a positive opportunity to campaign for more small landlords to gain accreditation – partnership work plan in place
  - CAB - no evidence of more people from over shops complaining – in keeping with council enforcement teams experience – maybe these complaints are not forthcoming due to fear of retaliation from landlords is unknown.
  - There was a fear that a licensing scheme could cut links to immigration; there was some agreement that there was a risk of driving those immigrants and those that exploit them further underground.
- There were a number of other questions posed in the consultation, some examples being:
  - Should there be a requirement to control pests?
  - Will we give landlords a chance to comply with licence conditions first before refusing it?
  - Can we increase fines for landlords who don't comply?
  - Can we require annual inspections by qualified surveyors?
- The consultation recognised that there were some challenges posed by the licensing, such as:
  - The Licensing scheme penalises good landlords while the rogues go under the radar
  - The costs will be passed onto tenants and will reduce supply of affordable housing
  - There are more cost effective schemes based on self-regulation and partnership
- There are revised estimates for the scheme now, with the scheme costing in total £431,000 per year. License fee income is estimated to be £175,000 per year and net cost to the council £156,000 per year.
- In conclusion, the consultation found that:
  - All aspects of the proposals were supported by a majority of respondents
  - The survey captured the opinions of both landlords and tenants; landlords were more negative about the proposals while tenants were strongly supportive
  - Landlords did not disagree with the principle of licensing

- Just under half of the landlords considered the proposed standards too tough, and only one third agreed licensing improves standards
- Less than a third of landlords were in support of the proposed fee
- Only a quarter of landlords agreed with licensing flats over commercial
- The next steps for the consultation are take the recommendations via scrutiny to Mayor & Cabinet on 16 January 2016. After Mayor and Cabinet considers the consultation and revised costs, Implementation of the Licensing Scheme will be drawn up. A Statutory Notice would need to be issued for 3 months prior to going live with the Licensing Scheme.

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

- The Committee were happy with the conclusions of the consultation and the way they had been presented to the Committee.

7.3 **RESOLVED:** That the Committee noted the presentation and commended the results of the consultation before they went to Mayor and Cabinet.

## 8. Proposed Rent and Service Charge Increases

8.1 Mark Humphreys (Group Finance Manager, Customer Services), presented the report to the meeting. The key points to note were:

- In the July 2015 budget statement, Government announced that it intends to legislate for a 1% reduction in social rents to be applied each year for the next 4 years from 2016/17. This is expected to be passed within legislation within the next few months.
- The impact of the change in policy is a total reduction of forecast rental income within the business plan is £1.90m. The expected rent reduction over the next 4 years is £25m, with £374m being lost over the life of the 30 year business plan.
- Officers will look to make savings to offset the impact of the reduction of social rents, for example:
  - Officers, together with Lewisham Homes, have already identified an saving of £1m arising from a reduction in Repairs and Maintenance allocations. This budget has under spent by at least this amount in the last financial year and is expected to do so again in the current year. This is as a result of the Decent Homes improvements carried out over the last four years.
  - Further savings are expected once a review of other asset investment priorities is completed in January 2016.
- In respect of services charges, it is proposed that the overall tenant increase being proposed is 11.20% or £0.81 per week (pw). This will move the overall charges from £7.26pw to £8.08pw for existing services, and the introduction of two new charges for lumber disposal and enhanced housing management for sheltered housing units at a polled average of £0.60pw and £0.88pw respectively.
- In respect of garage rents, they have been proposed to rise in line with RPI inflation at September 2015 which is 0.80%. This represents an increase of £0.09pw and would raise the average charge from £11.56pw to £11.65pw. The proposed increase would raise an additional £9,000 of revenue income.
- The report will go to Mayor & Cabinet in February 2016.

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

- The Committee noted their worry about the loss of revenue for the Council to build affordable homes due to the Government's policies.

8.3 **RESOLVED:** That the Committee noted the presentation.

## 9. Select Committee work programme

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

- The items scheduled for the January 2016 meeting are as follows:
  - Lewisham Homes - mid-year review
  - Brockley PFI – mid-year review
  - Lewisham Homes - Management Agreement: Update
  - Lewisham's Housing Strategy (2015-2020) - Update
  - Allocations Policy
  - Rehousing the homeless - Charity Groups
  - Health and Housing
  - Key Housing Issues

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

- That the Lewisham's Housing Strategy (2015-2020) – Update can be put back March 2016 meeting when there will be time to take into account the Government legislative changes to housing.

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

## 10. Items to be referred to Mayor and Cabinet

10.1 No items were referred to Mayor and Cabinet.

The meeting ended at 10.35pm

Chair:

-----

Date:

-----

**This page is intentionally left blank**

# Agenda Item 2

<b>Committee</b>	Housing Select Committee	<b>Item No.</b>	2
<b>Title</b>	Declarations of Interest		
<b>Wards</b>			
<b>Contributors</b>	Chief Executive		
<b>Class</b>	Part 1	<b>Date</b>	26 January 2016

## 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**

<b>HOUSING SELECT COMMITTEE</b>			
<b>Report Title</b>	<b>Brockley PFI – Mid-year Review Report</b>		
<b>Key Decision</b>	<b>No</b>	<b>Item No.</b>	<b>3</b>
<b>Ward</b>	<b>Brockley</b>		
<b>Contributors</b>	<b>Head of Strategic Housing</b>		
<b>Class</b>	Part 1	<b>Date:</b>	26 January 2016

## 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 1,301 are currently tenanted and 534 are leaseholder 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 2015/16.

## 2. Recommendation

- 2.1. It is recommended that Housing Select Committee note the contents of the report.

## 3. Background

- 3.1. RB3 Brockley PFI went live on the 3rd September 2007. The 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 Construction.
  - 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.

#### **5. Customer Service**

- 5.1. RB3 has performed well in the first six months of the year regarding answering correspondence on time with 100.00 per cent being responded to within the 10 working day target.
- 5.2. We received 20 complaints between April and September this year. The breakdown is shown below:

	<b>Housing Management</b>	<b>Repairs</b>	<b>Total</b>
<b>Stage 1</b>	1	10	11
<b>Stage 2</b>	0	6	6
<b>Stage 3</b>	1	2	3

- 5.3. Since RB3 reviewed the way in which complaints were managed in 2013 there has been a significant reduction in the number of complaints received. For the same period in 2014 there were 26 complaints. We have continued to have a reduction in the number of complaints received and have continue to manage them in the following way:
- Senior management oversight of all complaints through Pinnacle.
  - Internal complaints meetings to analyse and discuss the nature and types of complaints received.
  - ‘Learning circles’ with staff to ensure any lessons are learnt and the customers experiences are shared with the team.

#### **6. Tenancy Management**

- 6.1. Following on from the review of ASB case management last year all, Brockley PFI staff, completed a two day Chartered Institute of Housing training, for which they were certificated. Cases are regularly reviewed and customer satisfaction

surveys sent to all complainants at the closing stage of each case. This enables us to gauge customer satisfaction in the handling of anti-social behaviour cases.

- 6.2. RB3 attend the Crime and Anti-social Behaviour forum run by Lewisham Council's Housing Association Group (LEWHAG) to share best practice and learn from other Registered Providers working in the borough.
- 6.3. RB3 have completed 74 per cent of Tenancy Audits at the end of September. This is ahead of the profiled target and it is anticipated that we will complete all audits by November 2015. We continue to have a close joint working relationship with Lewisham's fraud team and have had a number of cases where we have commenced legal action where irregularities have been found.

## 7. Leasehold Management

- 7.1. Up until the end of September 2015 there were no cases going through the First Tier Tribunal formerly known as the Leasehold Valuation Tribunal.
- 7.2. Leaseholders who have not completely paid off major works debts are now being pursued via mortgage lenders and legal action.
- 7.3. The service charge actuals for 2014/15 have been successfully audited and all were dispatched by the end of September.

## 8. Income Collection

- 8.1. The amount of rent collected at the end of September was 99.4 per cent of the debit raised. This is 0.4 per cent ahead of the Council's providers who achieved 99.0 per cent. RB3 are measured against the performance indicator MKPI14 for rent collection, which requires the provider to be ahead of the borough month on month.

<b>MKPI 14 – Rent Collection</b>						
	<b>April</b>	<b>May</b>	<b>June</b>	<b>July</b>	<b>August</b>	<b>September</b>
<b>RB3</b>	99.2%	98.6%	100.2%	98.8%	99.9%	98.8%
<b>Council Providers</b>	98.2%	98.3%	100.3%	99.2%	100.1%	100.3%
<b>MKPI 14 – % difference</b>	0.98%	0.51%	-0.15%	-0.45%	-0.21%	-0.56%

- 8.2. RB3's rent collection has usually been above the other Council providers, but has recently been impacted by issues with IT systems outside of RB3's control. RB3

is working with the council to resolve the issues in order to retrieve their position and improve performance.

- 8.3. RB3 has introduced a debt advice surgery run by Project 170 and this is held at the RB3 office. Officers continue to work with residents affected by the Welfare reforms, residents affected by the benefit cap and the 'bedroom tax' have all been contacted and offered advice and sign posted to Project 170 and other agencies that will assist them. These residents are reviewed at regular intervals to ensure that they are able to maintain their rent payments. RB3 have also assisted those families who are under-occupying properties, to move.

**9. Estate Management**

- 9.1. 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.
- 9.2. 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 98.6 per cent of external inspections and a 99.3 per cent on internal inspection.
- 9.3. Our survey results show that over 89 per cent of residents are satisfied with the cleaning and gardening of their blocks. This was an improvement on the previous year's figure of 85 per cent. The performance figures for the period under review are set out below.

<b>Environmental Performance Standards</b>							
	<b>April</b>	<b>May</b>	<b>June</b>	<b>July</b>	<b>August</b>	<b>September</b>	<b>YTD</b>
<b>External Areas (MKPI 9)</b>	97.7%	97.7%	99.1%	99.1%	99.81%	100.0%	98.6%
<b>Internal Areas (MKPI 10)</b>	98.1%	99.4%	100.0%	100.0%	100.0%	100.0%	99.3%

**10. Void Management**

- 10.1. 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.
- 10.2. During the first 6 months of this year, there were a total of 19 voids with an average re-let time of 20.3 days. All properties are re-serviced and brought up to the contractual Decent Homes plus standard by Rydon.

**11. Asset Management**

- 11.1. Properties within the Brockley PFI area were brought up to the Decent Homes standard when Higgins completed the refurbishment of properties. We are now embarking on the lifecycle programme where building elements that have reached the end of their economic life are replaced. Tenants and leaseholders will be fully consulted before any works are carried out.

**12. Repairs and Maintenance**

- 12.1. The responsive repairs maintenance service covers all day to day repairs including an emergency out of hour’s service, and the management of void properties. The average number of repairs carried out each month for the period April 2015 –September 2015 is 731. The three main Key Performance Indicators relating to the day to day response repairs service performance covering the period April 2015 – September 2015 is reported below.

<b>Repairs Performance</b>		
	<b>Target</b>	<b>YTD Performance</b>
<b>MKPI 5 - % of telephone calls answered in 15 seconds</b>	92.5%	94.13%
<b>MKPI 17 - % Responsive Emergency Repairs responded to in time</b>	97%	99.96%
<b>MKPI 18 - % Responsive repairs carried out within priority times</b>	95%	99.84%

**13. Health & Safety**

- 13.1. Rydon has completed 649 gas services across the tenanted stock to date. Gas servicing during the reporting period is 99.99 per cent completed. The target is to complete between 99-100 per cent otherwise financial deductions will be incurred. Rydon work closely with the Council’s Environmental Health team to enable access if it is not being granted by the tenant after several unsuccessful attempts.

## **14. Resident Involvement**

14.1. The RB3 Residents 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 and act as a scrutiny panel and scrutinises the contract.

14.2. 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. Regenter assisted residents in arranging a street party taking part in the national big lunch day.
- Summer Play Scheme: RB3 have contributed to the St Andrews scheme and gave 2 x £600 donations and this allowed the scheme to provide 2 coach trips to the seaside. Over 50 children from Brockley were able to have a day at the seaside.
- Coffee morning in aid of MacMillan Cancer Support was held in St Andrew's Community Centre. Staff baked and donated cakes and met with local residents over a coffee and cake in aid of this worthwhile cause. At this event and in our Brockley office, a total of £254 was raised.
- Brockley Society's Mass Photo Event - Regenter made a contribution in support of this event and a mass group photograph was taken on 19 July 2015 on Hilly Fields, Brockley. This was the start of a larger project to explore the changes in the community since 1918.

## **15. Employment and Training**

15.1 Rydon employed an apprentice who has now successfully graduated his Maintenance Operatives NVQ2 and has been appointed as a Maintenance Operative, with on-going developmental training to enhance his skills in a multi-disciplinary workplace.

## **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. Background documents and originator**

21.1. There are no background documents to this report.

21.2. Please contact Michael Westbrook, Housing Policy & Partnerships Manager, on 020 8314 6346.

**This page is intentionally left blank**

## List of all Key Performance Indicators and Availability Standards

### Monthly Performance Indicators

MKPI 1	Proportion of applications registered or amended in 10 working days.
MKPI 2	The proportion of home visits undertaken within 5 working days of tenant requests.
MKPI 3	Reception waiting time not to exceed 15 minutes
MKPI 4	Provide accessible office premises normally from Monday to Friday 9am to 5pm.
MKPI 5	Percentage of telephone calls answered within 15 seconds.
MKPI6	Percentage of correspondence items responded to within 10 working days.
MKPI7	Number of occasions of failure to deal with a substantiated report of a breach of a long lease in respect of the dwellings.
MKPI 8	Percentage of reactive actions identified through estate inspections completed within the agreed timescale.
MKPI 9	External common parts achieving EPA Cleaning Standard A.
MKPI 10	Internal common part achieving EPA Cleaning Standard A.
MKPI 11	All grassed external areas are maintained between 25mm and 60mm high.
MKPI 12	Removal of abandoned vehicles on estates within the PFI area in accordance with the relevant Authority policies.
MKPI13	Removal of graffiti within 4 working days of report.
MKPI 14	Percentage of rents and service charges (including current arrears) collected from tenants.
MKPI 15	Percentage of former tenants' rents and arrears case where the Authority's procedures for recovery have been followed.
MKPI 16	Response to requests for information from the Authority's Housing Benefit Officer responded to after 7 working days.
MKPI 17	Percentage of responsive repairs (not emergency) requested during the measurement period, for which the contractor both made and kept an appointment.
MKPI 18	Percentage of responsive repairs requested during the measurement period completed within the relevant repairs category timescales (for responsive repairs where an unavailability deduction is not incurred).
MKPI 19	Average time for letting minor void dwellings not to exceed 28 days.

### Annual Performance Indicators Availability Standards

AKPI 1	Satisfaction of tenants and leaseholders with the opportunities for participation in management and decision making in relation to housing services provided by the Contractor.
AKPI 2	Compliance with requirement on tenancy audit
AKPI 3	Satisfaction of tenants and leaseholders with the overall housing management service provided by the Contractor.
AKPI 4	Crime and anti-social behaviour where no action is recorded by the Contractor.
AKPI 5	Percentage of satisfaction with the standard of caretaking and cleaning.
AKPI 6	Percentage of satisfaction with repairs and maintenance.
AKPI 7	Dwelling and common areas to be tested and maintained to retain safety certifications.

**This page is intentionally left blank**

<b>Housing Select Committee</b>			
<b>Title</b>	Allocations Policy Review		
<b>Key decision</b>	No	<b>Item no</b>	5
<b>Wards</b>	All		
<b>Contributors</b>	Head of Strategic Housing		
<b>Class</b>	Part 1	26 January 2016	

## 1 Summary

- 1.1 Housing Select Committee have received a number of reports about the increased demand for housing in a context of reducing supply. The impact of national policy changes alongside demographic changes means that the number of homes for social rent – either new build or re-lets – has reduced over recent years.
- 1.2 The council has taken a number of steps to address this challenge. The main initiative has been building new Council homes for the first time in a generation, so that the Council is directly providing new homes for social rent itself. The Council also continues to work in partnership with Housing Associations and other developers to build new homes in the borough.
- 1.3 In this context, Lewisham’s Allocation Policy sets out how we will allocate households as fairly and efficiently as possible to the properties that become available to the Council. It sets out the principles of how we will do this and how we will make sure we comply with legislation and court rulings in this area.
- 1.4 Demand for social housing remains far higher than the supply available to the Council. The Allocations Policy was last reviewed in detail in 2012. Since that review, the number of households on the waiting list has grown from approximately 7,500 to over 9,250. Lewisham has also seen an increase in homelessness, with the number of households living in temporary accommodation increasing from less than 1,000 in 2010/11 to over 1,700 in 2014/15. Therefore officers propose that a number of changes are made to the Policy to ensure that we continue to be able to manage demand and bring the Policy up to date in light of other changes to how the service operates.
- 1.5 This report provides background to the proposed changes and will be accompanied by a more detailed officer presentation on the night.

## **2 Recommendations**

- 2.1 Housing Select Committee is recommended to note the contents of the report and invited to provide comments on the proposed changes.

## **3 Policy context**

- 3.1 The contents of this report are consistent with the Council's policy framework. It supports the achievements of the Sustainable Community Strategy policy objectives:
- Ambitious and achieving: where people are inspired and supported to fulfil their potential.
  - Empowered and responsible: where people can be actively involved in their local area and contribute to tolerant, caring and supportive local communities.
  - Healthy, active and enjoyable: where people can actively participate in maintaining and improving their health and well-being, supported by high quality health and care services, leisure, culture and recreational activities.
- 3.2 The proposed recommendations are also in line with the Council policy priorities:
- Strengthening the local economy – gaining resources to regenerate key localities, strengthen employment skills and promote public transport.
  - Clean, green and liveable – improving environmental management, the cleanliness and care for roads and pavements and promoting a sustainable environment.

## **4 Background**

- 4.1 Housing Allocations schemes are governed by legislation which requires housing authorities to determine and publish a lettings scheme setting out how it will prioritise applications for social housing. It is a requirement that certain groups are given “reasonable preference” within the policy. These groups include:
- People who are homeless
  - Those living in unsatisfactory housing, e.g. overcrowded or lacking amenities
  - Those who need to move on medical grounds
  - Those owed a duty under other relevant legislation such as a closing order on a property.
- 4.2 Allocations policies must give preference to these groups above others. There is no requirement to give an equal weighting to all of the reasonable preference categories.

- 4.3 A key element of the allocations scheme is the Annual Lettings Plan which should be agreed by Members each year. This outlines the distribution between applicants with differing needs of the supply of lettings expected over the coming year. The proposed Annual Lettings Plan for 2016/2017 will be presented to Housing Select Committee at their meeting on 9 March 2016.
- 4.4 Lewisham extensively reviewed its Housing Allocation Scheme in 2012 in response to changes in legislation introduced by the Localism Act, as well as the changing trends in the supply and demand of social housing. These changes were approved by Mayor and Cabinet on 20th June 2012. The changes made as part of this review included the deletion of a fourth band of priority to reflect that the reduction in the number of lets meant that people in this band were extremely unlikely to receive an offer of social housing. In 2012 the local connection rule was also introduced which meant that an applicant had to have been a Lewisham resident for two years in order to qualify to register.
- 4.5 It is now proposed to review the policy further in order to ensure that we are able to continue to best allocate our supply of social housing and manage demand fairly within the challenging housing context where demand has increased by 87 per cent over the last five years whilst supply has decreased by 44 per cent.
- 4.6 The areas of focus in this review are as follows:
- The length of time required to qualify for a local connection
  - The increase in homeless applications
  - The ability to make Private Rented Sector Offers to discharge the council's housing duty to homeless households
  - Overcrowding and under occupation.
- 4.7 As the Service evolves it is essential that we review the policy to ensure that it manages the expectations as well as meeting the needs of service users, that it reflects the demands on the service and fosters good working relations with our partners.

## 5 Housing supply and demand

- 5.1 HSC has received a number of reports over the past years about the increased housing demand in the borough alongside the reduction in the supply of new homes for social housing and re-lets.
- 5.2 As of January 2016, there were over 9,250 households on Lewisham's housing register, an increase of over 1,500 since 2012. In the same period, the number of lets has reduced from over 1,500 per year to just over 1,000 per year. The tables below set this out in more detail:

2012/13	Total Lets	1562
	Number on Housing Register	7593

2013/14	Total Lets	1235
	Number on Housing Register	8263
2014/15	Total Lets	1092
	Number on Housing Register	8591
2015/16	Total Lets to date	787
	Number on Housing Register	9253

- 5.3 Lewisham has also seen an increase in homelessness, with the number of households living in temporary accommodation increasing from less than 1,000 in 2010/11 to over 1,700 in 2014/15. This increased number of households in high housing need has also increased the demands on the service.
- 5.4 Government policy over the past five years has meant that fewer homes for social rent have been built. The current government is making changes so that it is likely that more of the new affordable homes built over the coming years are for ownership rather than for rent. Therefore the supply of new social homes beyond the Council's own programme and those provided by some Housing Associations is likely to remain low, which means that the ability to meet demand will remain challenging.

## 6 Proposed Changes

- 6.1 This section summarises the proposed changes to the Policy, which officers will present in more detail on the night,

### Local Connection

- 6.2 In order to qualify for social housing in the borough, an applicant must demonstrate that they have a local connection. Currently, this means that they must be resident in Lewisham and have been resident for a period of two years.
- 6.3 It is proposed to increase the Local Connection criteria to five years to help management demand for the service as well as the expectations of service users. This is also in line with partners in the South East London Housing Partnership (Southwark, Bexley, Greenwich and Bromley), creating geographic consistency.

### Right to Move

- 6.4 New statutory guidance was introduced in March 2015 to introduce the 'Right to Move'. The intention behind this was to make it easier for social tenants to move if they need to for work reasons. The implications of the regulation is that local authorities are prevented from applying a local connection test that could disadvantage tenants who need to move across local authority boundaries for work related reasons



- 6.5 It is therefore proposed to introduce a quota ensuring that at least one per cent of all lettings are to households eligible under the 2015 'Right to Move' guidance, to publish the quota as part of the Allocation scheme and to report locally on demand and outcomes through the Annual Lettings Plan. This will build upon the provisions of section 2.2.2 of the Allocations policy which awards a local connection to those who require housing in the borough to be able to work in the borough.

#### Private Rented Sector offers

- 6.6 In March 2015, Mayor and Cabinet decided that the Council would be able to discharge its duty under Part Seven of the Housing Act by making an offer of Private Rented Sector (PRS) accommodation.
- 6.7 Whilst the Allocations Policy is related to Part Six of the Housing Act, it is proposed to include statements on the use of the PRS for the 'discharging of duty' under Part 7 of the Act and on the use of Temporary Accommodation outside the borough for the same purpose, to emphasise that this is an option for homeless households. This will also make reference to the Location Priority Policy.
- 6.8 It is also proposed to include a statement outlining that a PRS offer is an option for Homeless Prevention Priority (HPP) customers.

#### One offer policy for Housing Panel cases

- 6.9 In certain cases, the Council operates a policy of only making one offer of social housing to an applicant. These are high priority households where it is important that the household is found stable housing quickly.
- 6.10 It is proposed to change the wording of section 2.2.3 in relation to the 12 week period in which Housing Panel and Supported Housing Priority cases may bid for themselves. The change will reflect that this does not guarantee that an offer will be made or a bid will be successful in that time, and that the actual waiting time for a property may be longer dependent on availability and demand for properties. This will provide more clarity and help to manage the expectations of residents.

#### Allowing households in temporary accommodation to settle there permanently more quickly

- 6.11 Section 3.4.5 of the Policy allows the Council to offer a household in temporary accommodation the home they are occupying on a more permanent basis if the accommodation is suitable and it is possible to do so. Currently this only applies if the household has occupied the accommodation for at least 12 months.

- 6.12 It is proposed to amend section 3.4.5 of the policy to allow households placed in suitable Temporary Accommodation to be signed up as permanent within a shorter timescale.

#### Direct matching of applicants to properties

- 6.13 It is proposed to introduce 'Direct Matching' which will allow officers to directly place any nominated Part 7 homeless household into an available property whether it is advertised or not.

#### Chain lettings

- 6.14 Our current policy encourages 'chain lets' whereby where a large household becomes available, it is let to an overcrowded household to improve their situation and to enable a further move.
- 6.15 It is proposed to amend section 3.4.6 relating to Chain Lettings to allow properties that become available through this means to be advertised for a specific purpose. This will encourage the best use of the stock, ensuring that the Allocations policy is responsive to the needs of customers and the demands of the service.

#### Rent arrears

- 6.16 Our policy is clear that a household with significant rent arrears must clear these before they move into a new home. However the way in which our policy is currently worded means that applicants with arrears over four weeks will be suspended. This causes administrative issues and can delay the letting of properties.
- 6.17 It is proposed to simplify this clause by amending section 2.2.4 regarding suspension for significant rent arrears. Where an offer is made in future it will be necessary for the applicant to have a rent account balance of zero as well as no former tenant arrears. The Housing Needs Group Service Manager will still retain the delegated authority to permit a move despite arrears where necessary.

#### Limited offers rule

- 6.18 Occasionally, some applicants will view a number of properties but not accept the tenancy of any of them. This causes additional cost for the Council and delays a household being able to move into a new home. This does not include households where the one offer policy is applied, as set out in 6.9.
- 6.19 Therefore it is proposed to introduce a 'Limited Offer' rule, suspending applications from the register for 12 months where they have rejected three offers and to clarify the policy to note that not attending an accompanied viewing to sign a tenancy that has been offered will be considered a rejection.

### Bedroom standard

6.20 The current Policy sets out how many bedrooms a household is entitled to:

“In calculating how many bedrooms you need, we will allow you:

- one bedroom or a studio for you and your partner, if you have one
- one bedroom for every two children of the same sex, aged under eighteen
- one bedroom for a child of the opposite sex to another child, if the child is aged over ten
- one bedroom for any other adult”

6.21 It is proposed to adopt the Department for Communities and Local Government’s guidance bedroom standard when determining the number of bedrooms required by an Applicant. This has been designed to take into account Housing Benefit regulations regarding bed sizes.. The Bedroom Standard allocates a separate bedroom to each:

- married or cohabiting couple
- adult aged 21 years or more
- pair of adolescents aged 10-20 of the same sex
- pair of children aged under 10 regardless of sex

6.22 The policy will also be amended to note that under existing rules, applicants may be entitled for a home of one size but not be eligible for Housing Benefit at the same level.

### Medical assessments

6.23 To clarify that the Council’s medical advisor may recommend an extra bedroom on medical grounds

## **7 Timetable and next steps**

7.1 A report incorporating the comments of Housing Select Committee will be presented to Mayor and Cabinet for decision in March.

7.2 Consultation will also be undertaken with those likely to be affected by any changes and key stakeholders to seek their views on the proposed changes.

7.3 An equality analysis assessment of the proposed changes will be undertaken and reported to Mayor and Cabinet.

## **8 Financial Implications**

8.1 As has been previously report, the current housing issues experience both nationally and in the borough are putting severe pressure on the council’s housing budgets.

- 8.2 The changes to the allocations policy set out in the report are expected to assist in managing those pressures and assist in officers making the best use of the resources available to them.

## 9 Legal Implications

- 9.1 In compliance with section 166A,(1) (of the 1996 Act,) Lewisham Housing Authority has an Allocations Policy, "... for determining priorities,..." which sets out the procedure to be followed when allocating housing accommodation.
- 9.2 The statutory guidance on social housing allocations is entitled "Allocation of accommodation: Guidance for Local Authorities in England and was revised in June 2012 Authorities are obliged to have regard to this guidance when devising and implementing their schemes.
- 9.3 The Government launched a consultation exercise on proposals to issue new statutory guidance "to help local authorities make full use of their new allocation freedoms by tailoring their allocation priorities to meet the needs of their local residents and their local communities." One of the proposals involved amending existing guidance to "strongly encourage all local authorities to adopt a two year residency test as part of their qualification criteria." Consultation closed on 22 November 2013 and new supplementary statutory guidance was published in December 2013: *Providing social housing for local people*
- 9.4 On 9 March 2015 the Government announced an intention to 'ensure local connection requirements do not prevent social tenants from moving into the area to take up work or apprenticeship opportunities.'
- 9.5 The Localism Act 2011 received royal assent on 15th November 2011. The 2011 Act introduces a number of significant amendments to Part 6 of the 1996 Act. Of particular relevance here are the following provisions: Section 160ZA replaces s.160A in relation to allocations by housing authorities. Social housing may only be allocated to 'qualifying persons' and housing authorities are given the power to determine what classes of persons are or are not qualified to be allocated housing (s.160ZA(6) and (7)).
- 9.6 Section 166A requires housing authorities in England to allocate accommodation in accordance with a scheme which must be framed to ensure that certain categories of applicants are given reasonable preference for an allocation of social housing. Section 166A(9) includes a new requirement for an allocation scheme to give a right to review a decision on qualification in s.160AZ(9), and to inform such affected persons of the decision on the review and the grounds for it. This is in addition to the existing right to review a decision on eligibility.

- 9.7 Section 166A(12) provides that housing authorities must have regard to both their homelessness and tenancy strategies when framing their allocation scheme. The requirement for an allocation scheme to contain a statement of the authority's policy on offering a choice of accommodation or the opportunity to express preferences about their accommodation is retained. (s.166A(2)). However, the requirement to provide a copy of this statement to people to whom they owe a homelessness duty (under s.193(3A) or s.195(3A) of the 1996 Act) is repealed by s.148(2) and s.149(3) of the 2011 Act. This is because, following the changes to the main homelessness duty made by the Localism Act 2011, there can no longer be a presumption that the homelessness duty will be brought to an end in most cases with an allocation under Part 6.
- 9.8 The European Convention on Human Rights states in Article 8 that "Everyone has the right to respect for his private and family life, his home and correspondence". The Human Rights Act 1998 incorporates the Convention. Whilst it does not, however, necessarily mean that everyone has an immediate right to a home, (because Article 8 is a "qualified" right and therefore is capable in certain circumstances, of being lawfully and legitimately interfered with,) the provision by an Authority of a relevant and considered Allocations Policy does assist to reinforce the Article 8 principles.
- 9.9 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.
- 9.10 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.
- 9.11 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.

9.12 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/>

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

1. The essential guide to the public sector equality duty
2. Meeting the equality duty in policy and decision-making
3. Engagement and the equality duty
4. Equality objectives and the equality duty
5. Equality information and the equality duty

9.14 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/>

## **10 Crime and disorder implications**

10.1 There are no crime and disorder implications arising from this report.

## **11 Equalities implications**

11.1 An equality analysis assessment of the proposed changes will be undertaken

## **12 Environmental implications**

12.1 There are no environmental implications arising from this report.

## **13 Background Documents and Report Originator**

13.1 The current Allocations Policy is available here:

13.2 <https://www.lewisham.gov.uk/myserVICES/housing/find/Documents/Lewisham%20Housing%20Allocations%20Scheme.pdf>

13.3 The government has published Allocations Guidance which is available here:

[https://www.gov.uk/government/uploads/system/uploads/attachment\\_data/file/5918/2171391.pdf](https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/5918/2171391.pdf)

13.4 If you have any queries relating to this report please contact Genevieve Macklin on 020 8314 6057.

**This page is intentionally left blank**



<b>Housing Select Committee</b>			
<b>Title</b>	Key Housing issues		
<b>Key decision</b>	No	<b>Item no</b>	6
<b>Wards</b>	All		
<b>Contributors</b>	Head of Strategic Housing		
<b>Class</b>	Part 1	26 January 2016	

## 1 Summary

- 1.1 Key Housing Issues is a general report that aims to update the Housing Select Committee on current and new issues important to housing.
- 1.2 The Conservative Government have brought forward a number of proposals for Housing Policy, namely the Housing and Planning Bill: published 13 October and Welfare Reform and Work Bill. An overview of the Bill was presented at Housing Select Committee on 27th October 2015 and this report provides additional detail about the possible implications of the Bill and on-going government consultation about the implementation of the policies included within it.

## 2 The joint Spending Review and Autumn Statement Announcement

- 2.1 The joint Spending Review and Autumn Statement was announced on 25 November 2015 and provided information on a number of measures that will have an impact on housing.
- 2.2 In summary:
  - Housing benefit will be capped at the rate of Local Housing Allowance (LHA) for new tenants. Social rent is usually below LHA; however some affordable rents could be above the LHA level.
  - Funding for Temporary Accommodation will be paid to councils direct, and not through Housing Benefit.
  - Five Housing Associations have been chosen to be involved in a Right to Buy Pilot. L&Q is one of these.
  - 400,000 new homes will be built by the end of the decade –half of these will be starter homes, while 135,000 will be shared ownership with reduced eligibility requirements.

- Help to Buy Loans have been increased in London to the value of 40% of the price of the home if the buyer has a deposit of 5%.
- Higher Stamp Duty of 3% will be charged for people buying homes as buy-to-let/second homes.
- Government land to be sold to provide space for more than 160,000 homes.
- The ability for developers to appeal against unviable s106 agreements will be extended to 2018.

### **3 'Pay to Stay' consultation**

- 3.1 In November 2015 the Council submitted a response to the government consultation on the 'pay to stay' policy, which is included within the Housing and Planning Bill. The proposal is to expand the pay to stay scheme, making it compulsory for social landlords to charge social housing tenants whose household income is over £40,000 per annum (£30,000 out of London) 80% of market rents, and those whose household income is over £50,000 (£40,000 out of London) up to market rents. The proposal currently sets out that Housing Associations will be able to retain any additional rental income generated through the scheme, whereas Councils and their Arms Length Management Organisations will have to return this income to the treasury.
- 3.2 Lewisham's response to the consultation highlights concerns about the thresholds and suggests changes to the policy which would improve affordability for Lewisham residents and reduce the costs of implementation to the Council. The response echoes concerns which London Councils raised in their response.
- 3.3 In summary, the response states:
- The threshold of £40,000 is too low and no longer targets high earners. This threshold would affect households in Lewisham who earn only slightly more than the median household income of £35,900. Modelling suggests that approximately 500 households in 3-bed properties may be affected and could see significant increases in their rent.
  - The threshold is also out of line with other established thresholds from the Greater London Authority for eligibility for shared ownership properties and Intermediate Market Rent products of £71,000 for one and two-beds and £85,000 for families with dependents.
  - The administrative burden of implementing the policy should be funded by government and should not be underestimated.
  - The Council should be able to retain any additional rental income generated. This would go some way to help provide an additional resource for borough Housing Revenue Accounts which will be significantly affected

by the forced high value council sales policy and 1% rent reduction policies also proposed in the Housing Bill.

- Lewisham Council's current policy is that affordable rented properties which are let at 80% of market rent are not affordable in Lewisham. Our policy is based on affordability and not market rents. Households should not have to spend more than a third of their net income on rent, and rents should not be higher than Local Housing Allowance for the property type.

#### **4 High Value Voids**

4.1 The Housing and Planning Bill includes a policy from the Conservative manifesto, which aims to oblige councils to make a contribution to the Treasury for the disposal of High Value Assets. The Bill does not include detail as to the thresholds for properties to be considered as high value, nor does it set out the number of homes which councils will be expected to sell.

4.2 In January 2016, Lewisham submitted an Asset List containing details of all 14,720 properties contained in the Housing Revenue Account to the Department for Communities and Local Government.

4.3 The information about each property which was requested included its value and how whether it has been re-let in the past three years.

4.4 This information will be used to inform the regulations which are being developed for the implementation of the policy. It is expected that the Council will be required to make an annual payment based on a formula which will be derived from the number of houses the Council own and their value, as well as how many of those properties usually become vacant each year.

4.5 Our submission showed that:

- If average prices across London are used to determine "expensive" then Lewisham could be expected to sell 27 voids per year which is consistent with the modelling done when the model was first announced.
- If average Lewisham property prices were used to determine which properties were considered expensive, instead of average London property prices then Lewisham will expected to sell significantly more voids per year.
- Excluding properties such as those decanted for regeneration schemes, 498 properties recorded as void in 2012/13, 438 properties recorded as void in 2013/14 and 527 properties recorded as void in 2014/15

#### **5 Rogue Landlords – bid submitted**

5.1 Lewisham has submitted a bid to the Department for Communities and Local Government to expand upon the very successful Rogue Landlord Taskforce.

- 5.2 As a result of work already undertaken officers have developed a detailed database of 15 of the worst active rogue landlords and agents known to the Council, who between them control in excess of 200 properties in the borough impacting on over 400 households and 500 individuals. The funding will allow the Council to continue to enforce standards and build up evidence to take action against the worst rogue landlords.

## **6 DCLG Money to ease Temporary Accommodation pressure**

- 6.1 Officers have submitted a bid to the Department for Communities and Local Government for additional funds to help ease the pressure on Temporary Accommodation.
- 6.2 The Council proposes to use the funding to increase homelessness prevention work and con

## **7 London Land Commission**

- 7.1 The London Land Commission was established by the Greater London Authority as part of the Long Term Economic Plan for London, which was jointly announced by the Mayor and Chancellor in February 2015. It is joint chaired by the Mayor of London and the Minister for Housing, and comprises five other members including the Mayor of Lewisham. The first meeting for the commission was held on Monday 13 July.
- 7.2 Its initial work has been around establishing a database of public land in London in order to assist long-term development strategies and identify any sites which could be brought forward quickly for development. Lewisham submitted a register of its assets in order to assist with this. The Commission intends to identify around ten sites to progress in its next phase of work. Officers will continue to work with the GLA to assist the Commission to achieve its objectives.

## **8 Legal Implications**

- 8.1 There are no specific legal implications arising from this report.

## **9 Financial implications**

- 9.1 There are no specific legal implications arising from this report.

## **10 Crime and disorder implications**

- 10.1 There are no crime and disorder implications arising from this report.

## **11 Equalities implications**

- 11.1 There are no equalities implications arising from this report.

## **12 Environmental implications**

12.1 There are no environmental implications arising from this report.

## **13 Background Documents and Report Originator**

13.1 There are no background documents to this report.

13.2 If you have any queries relating to this report please contact Jeff Endean on 020 8314 6213.

**This page is intentionally left blank**

# Agenda Item 7

HOUSING SELECT COMMITTEE			
Report Title	Lewisham Homes – Mid-year Review 2015/16		
Key Decision	No		Item No.
Contributors	Head of Strategic Housing		
Class	Part 1	Date:	

## 1 Summary

- 1.1 Lewisham Homes went live on 22nd January 2007 and currently manages 13,000 social housing tenancies and 5,000 leasehold properties within the borough, on behalf of the Council.
- 1.2 The management agreement requires a delivery plan to be agreed annually between Lewisham Council and Lewisham Homes, and for this to be monitored twice a year. This report highlights progress made against the 2015/16 delivery plan targets, covering the period April to November 2015.

## 2 Purpose

- 2.1 The purpose of this report is to outline mid-year performance against the 2015/16 Delivery Plan agreed with Lewisham Homes.

## 3 Recommendation

- 3.1 It is recommended that Housing Select Committee note the contents of the report.

## 4 Background

- 4.1 Lewisham Homes is a not-for-profit company, limited by guarantee, and the Council is the sole shareholder. The Board is responsible for the strategic direction of the organisation and meets four times a year to monitor performance, agree the strategic direction of the business and make key decisions. The Board consists of 15 non-executive directors made up of 3 Council Members, 5 independent members, 5 tenants and 2 leaseholders.
- 4.2 The management agreement sets out a requirement for Lewisham Council to approve a Delivery Plan for the ALMO. The management agreement is in the process of being renegotiated. The 2015 – 2019 Business/delivery Plan was approved by the Lewisham Homes Board in July 2015. It sets out how Lewisham Homes plans to deliver excellent services to all its customers, and is in line with the overall vision of the Council and its partners in the Local Strategic Partnership.

- The business (and delivery) plan is attached as appendix 1
- The targets and KPIs in the plan are attached as appendix 2
- KPIs for April to November are attached as appendix 3
- The annual report for 2015 is attached as appendix 4

## 5 Lewisham Homes Priorities for 2015/16

5.1 Lewisham Homes' mission is to deliver great housing services for thriving neighbourhoods. This is backed by the following strategic objectives:

- **Excellent Services** – to improve tenant satisfaction to 85% by 2019.
- **Thriving Neighbourhoods** – building new homes, improving the quality of our estates and growing the repairs service.
- **Sustainable Future** – to be efficient and effective and grow our business so that we can deliver more for less.
- **Employer of choice** – recruiting, developing and retaining excellent staff.

## 6 Performance against Delivery Plan targets

6.1 Attached to this report as Appendix 3 are tables reporting on performance against the Delivery Plan targets for the period ending 30th November and data for the last two years. Analysis of performance is set out by strategic objective area below.

## 7 Excellent Services

7.1 Lewisham Homes wants customers to experience great service at all times and measures success by increasing tenant satisfaction level to 85% and leasehold satisfaction level to 60% by 2019. Plans to achieve this include making services easier to access and offering more services online, investing in improvements to grounds maintenance, training all staff in customer services to improve the customer experience and a more responsive approach to tackling antisocial behaviour.

7.2 Lewisham Homes has already done the following this year.

- Started a new gas contract with Quality Heating Services in June which is performing well. The new contract represents a substantial saving, moving from two to one contactor saving on overheads and profits.
- Taken responsibility for grounds maintenance from the Council, investing £400,000 in new equipment and vehicles and providing two days of induction with more training planned later in the year.
- Improved online services including online repairs appointments.
- Moved all staff into a single office, improving collaboration between teams and service to customers.
- Provided successful customer care training to all staff.

### 7.3 Repairs & Maintenance

7.3.1 The Repairs Service is performing well:

- Satisfaction with the repair service has improved by 10% from 62% to 72% in the last three years.
- 92% of tenants have said they are satisfied with their last repairs in the eight months to November.
- Complaints about the repair service per month have halved from 26 in 2010/11 to 13 in the 8 months to November 2015.
- Live disrepair cases have reduced from 130 to 31 in 5 years.

### 7.4 Customer service and complaints management

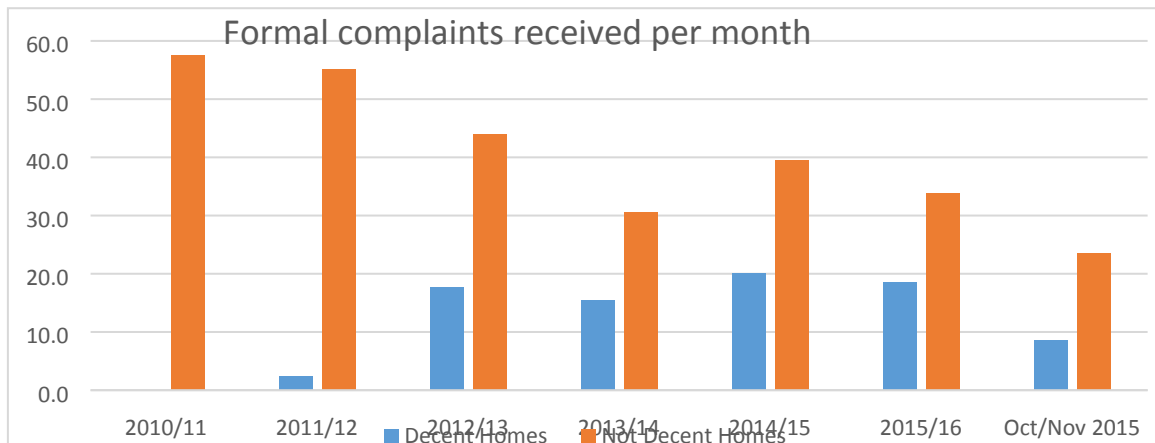


7.4.1 Lewisham Homes is progressing well in the plan to combine customer services centre and providing more services online.

7.4.2 Of the complaints received from April to November 2015, 88% were responded to on time. The number of complaints continues to drop, the graph below shows that this has been improving since 2010 and continues to improve this year. LH received 52 complaints per month in the eight months to November 2015, reducing steadily during the year to 32 per month for October and November.

7.4.3 The proportion of complaints upheld for Decent Homes has reduced steadily each year from 76% in 2012/13 to 59% in 2015/16 and more recently 46% in October and November. For other areas, while complaints have dropped, the proportion upheld has risen from 47% in 2013/14 to 55% in 2015/16.

7.4.4 The number of complaints per year per thousand homes has reduced from 38 in 2011/12 to 36 equivalent in 2015/16.



## 7.5 Estate Management

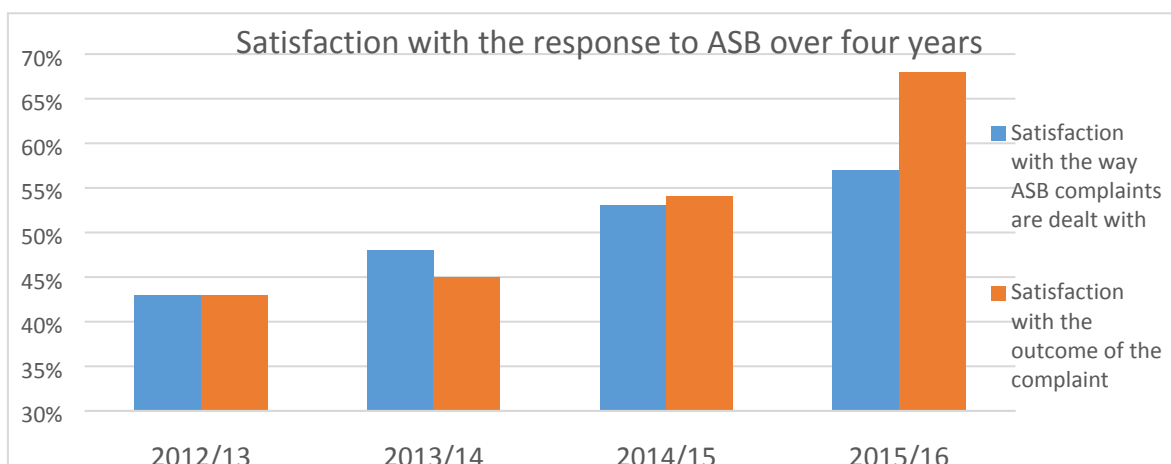
7.5.1 Satisfaction with internal cleaning and caretaking is at 70% for the three months to November 2015. Lewisham Homes has developed a new estate inspection regime in collaboration with tenant representatives using new more challenging measures and handheld inspection application. Results are slowly improving.

## 7.6 Housing Management

7.6.1 In June the Antisocial Behaviour team started working till 10pm every Thursday, Friday and Saturday. The new late night working means they can respond to developing situations and provide a much more visible presence in hotspot areas.

7.6.2 Satisfaction with the ASB service has continued to improve over the first eight months of the year:

- 57% of respondents are very or fairly satisfied with the way their complaint was dealt with;
- 68% of respondents are happy with the outcome of the investigation;
- 67% say the situation has improved since reporting it to us.



## 7.7 Home Ownership

7.7.1 Lewisham Homes is meeting all of the Home Ownerships service targets:

- Collecting 70% of the service charge due in the year, in the first eight months;
- Serving all the Right to Buy forms on time, despite an increasing number of applications.

7.7.2 Lewisham Homes has improved the resident's portal. Leaseholders can now check their account balance on line, look at the status of a communal repair, report a communal repair, and take part in polls and forums. Leaseholders can also check their account balance by Text.

7.7.3 The ALMO provides a range of support initiatives and payment options for resident leaseholders with large major works bills, these:

- are well promoted;
- include the three year interest-free payment option; and
- include access to caseworkers and debt advice agencies.

7.7.4 Lewisham Homes has improved the consultation and involvement of tenants and leaseholders who are receiving external works through the Decent Homes Programme.

7.7.5 'Right to buy' applications remain high following the increased discounts. Table 1 compares activity in the same periods for 2014/15 and 2015/16.

**Table 1 – RTB applications – Lewisham Homes only**

Stage of RTB application	Total 2012/13	Total 2013/14	Total 2014/15	April to September 2014/15	April to September 2015/16	Increase
No of RTB applications received	189	285	267	136	223	64%
No of completed sales	17	91	58	58	58	0%

## 8 **Thriving Neighbourhoods**

8.1 Lewisham Homes plans to build thriving neighbourhoods by improving the quality of estates and increasing housing supply. The ALMO will invest in Lewisham communities and provide training and employment opportunities and build local partnerships. Lewisham Homes will enable residents to influence and shape services, produce 100% decent Homes by 2016, build 500 new homes by 2018 and 85% satisfaction with homes by 2019.

## 8.2 Major Works Investment Programme

8.2.1 A new Asset Management Strategy was approved by the Lewisham Homes board in April 2015 and a new Asset Management database is being procured in 2015/16. These will ensure the right information is available help inform and programme future investment plans.

8.2.2 Throughout the delivery of the decent homes programme we have spent £156m, and Lewisham Homes achieved the 2014/15 target of 80% Decent Homes (from 41%), and progressing towards the 90% target for this year. The focus this year is more on external work. We acknowledge there have been many challenges in the delivery of the programme and we continue to work to improve all aspects of delivery.

8.2.3 No GLA Decent Homes Backlog Funding is available to Lewisham Homes, therefore all expenditure in 2015/16 will be from the HRA. This enables LH to reduce budgets and develop a smoother annual investment programme, as there is reduced pressure for immediate spend.

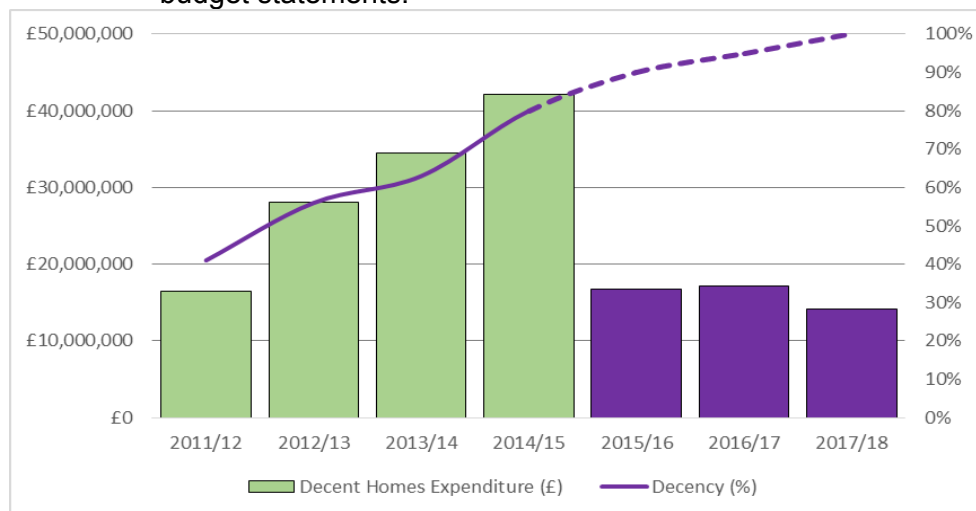
8.2.4 The original budget and current forecast for capital Major Works investment in 2015/16 is shown in the table below.

**Table 2 – Major Works budgets and expenditure for 2015/16**

	2015/16 original budget £'000	Forecast 14/15 as at 31 Oct 15 £'000
Decent Homes Partnering Contracts <sup>1</sup>	28,000	15,904
Security, Mechanical & Electrical, etc. (including salaries)	10,005	7,885
<b>Total</b>	<b>38,005</b>	<b>23,789</b>

8.2.5 The capital retained in the HRA due to the reduced programme will be re-profiled and spent in later years. The reduction in the capital programme forecast is due to:

- A review of the requirements to achieve decent homes compliance;
- A need to utilise the outcomes of the strategic review which has been undertaken on the entire stock, and;
- A requirement to understand the overall impact of the recent national budget statements.



<sup>1</sup> Including Decent Homes works undertaken by Lewisham Homes Repairs Service, excluding salaries

- 8.2.6 The Major Works contracts with MITIE Property Services Ltd and Breyer Group PLC reached the end of their initial 4 year terms in September 2015.
- Lewisham Homes has granted an extension to Breyer Group for the South Contract Area which will last until 2018. All future work orders are subject to improved performance from the contractor.
  - The contract with MITIE was allowed to expire. MITIE are still on site completing works that were ordered prior to the expiry of the contract.
- 8.2.7 All outstanding internal works such as kitchens, bathrooms, and electrical rewires, are now being undertaken by the Lewisham Homes Repairs Service. This work is achieving a higher level of satisfaction than the similar work by the contractors.
- 8.3 New build and acquisitions
- 8.3.1 Lewisham Homes completed six new build properties in March 2015. Since then three more homes have been developed by converting pram sheds and community spaces and offices. LH is on site in three locations which will provide a further 75 homes and is on track to fulfil delivery of the Mayor's target of 500 new homes by March 2018.
- 8.3.2 Lewisham Council has lent £20 million to Lewisham Homes to purchase 80-100 properties in the next 18 months. Lewisham Homes then provides temporary accommodation to families placed by the Council to meet temporary housing duties and to prevent homelessness. Lewisham Homes has already purchased 23 flats with a similar number under offer.
- 8.4 Community Focus
- 8.4.1 Residents are encouraged to be involved in many ways that give, them a say in how services are delivered. This includes:
- 7 residents on the LH Board;
  - Residents Scrutiny Committee;
  - Resident Engagement Panel, formerly known as the Area Panel; and
  - Tenants and Residents Associations.
  - A ring round of 900 residents by LH managers to gauge their view on services and issues of importance
- 8.4.2 The Community Investment Programme continues in partnership with major contractors. Lewisham Homes works closely with its building contractors to provide opportunities for Lewisham residents, and in 2015/16 has supported the Breyer Group in providing six placements for trade apprenticeships. Major contracts awarded this year include Quality Heating Services and Barclays Bank, both of which bring new opportunities for apprenticeships and community investment. This supports projects and programmes in the community engagement strategy, focussing on:
- digital inclusion;
  - financial inclusion
  - health & well-being and
  - employment opportunities including apprenticeships
- 8.4.3 This year LH strengthened its partnerships with local organisations, most notably, with the Albany, Deptford. This collaboration delivers unique creative opportunities for residents and includes subsidised tickets for family events at the Albany. This partnership achieves:
- Sustainability for Love 2 Dance, the diversionary programme for young people; and
  - The broadening of the successful 'Meet Me At the Albany' sessions

designed to reduce social isolation in older residents.

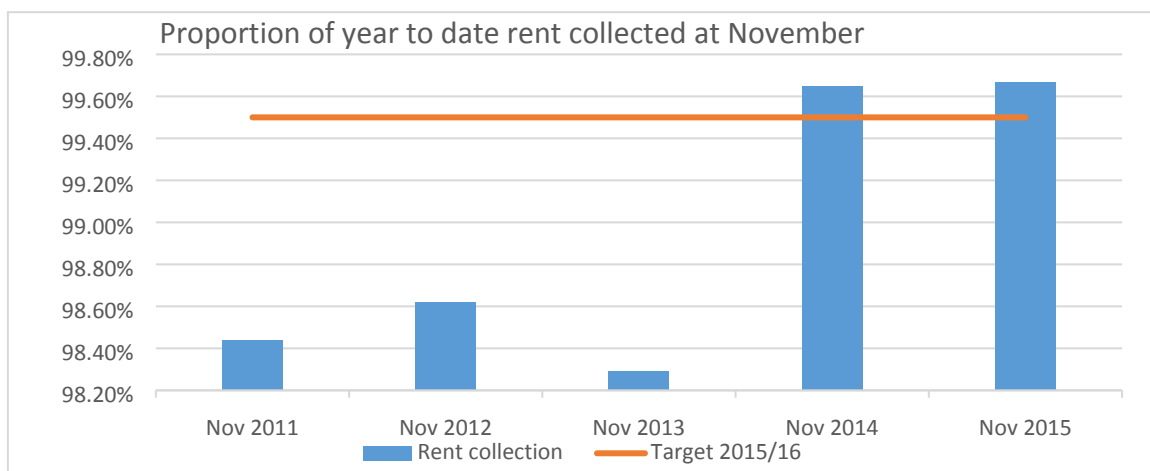
- 8.4.4 Lewisham Homes is building residents' capacity and increasing their confidence to help shape and influence services. The recent partnership with London Metropolitan University delivered an accredited and bespoke programme for 11 residents to better understand social housing and will equip them to challenge and scrutinise Lewisham Homes Performance.
- 8.4.5 The partnership with the Tenant Participatory Advisory Service (TPAS) continues to deliver the accredited training for new Resident Scrutiny Committee members.
- 8.4.6 In support of digital inclusion and the introduction of Universal Credit, Lewisham Homes has recently introduced a drop in session in reception for residents to "get on-line". The digital hub allows LH staff to volunteer their time and expertise for the benefit of residents. A positive outcome has been the reduction in social isolation of some older residents who are now regularly attending and sharing their newly learnt skills with other residents.
- 8.4.7 Lewisham Homes also has a Community Fund, which enables residents to bid for funding to deliver improvements to their environment or community. During 2015, £27,000 has been awarded to 4 community projects supporting employment and health & well-being opportunities for residents.

## 9 Sustainable Future

9.1 Lewisham Homes is becoming more efficient and effective and growing the business so that it can deliver more for less. This will enable more investment in homes and service improvement including making properties more energy efficient and affordable. Plans include increasing the turnover of the repairs service by £3m by using contractors less, purchasing 80 homes to provide temporary accommodation and improving technology and systems and using more mobile technology.

### 9.2 Income Collection

9.2.1 Income collection rates continue in the same successful trends as last year, with significant improvement on previous years as the graph below shows.



9.2.2 Rent arrears have reduced from 3.9% at March 2015 to 3.4% in November 2015. This was on top of the reduction from 4.7% in March 2014 which was the biggest rent arrears reduction in the year for any local authority or ALMO in the South of England.

9.2.3 Lewisham Homes has continued to work closely with the Council to support households affected by the benefit cap and bedroom tax. A good partnership with the Trading Places Team has helped 26 LH residents affected by the bedroom tax to downsize since February 2015.

9.2.4 Financial Inclusion work continues to support residents in financial need by:

- Working with local food banks to provide vouchers for residents most in need.
- Providing welfare benefit advice surgeries at the Old Town Hall.
- Promoting the services provided by the Credit Union, with 1,335 current active LH members, with over £453,655 in savings.
- Securing additional welfare benefits for residents, with £339,000 of backdated benefits obtained between April and November.

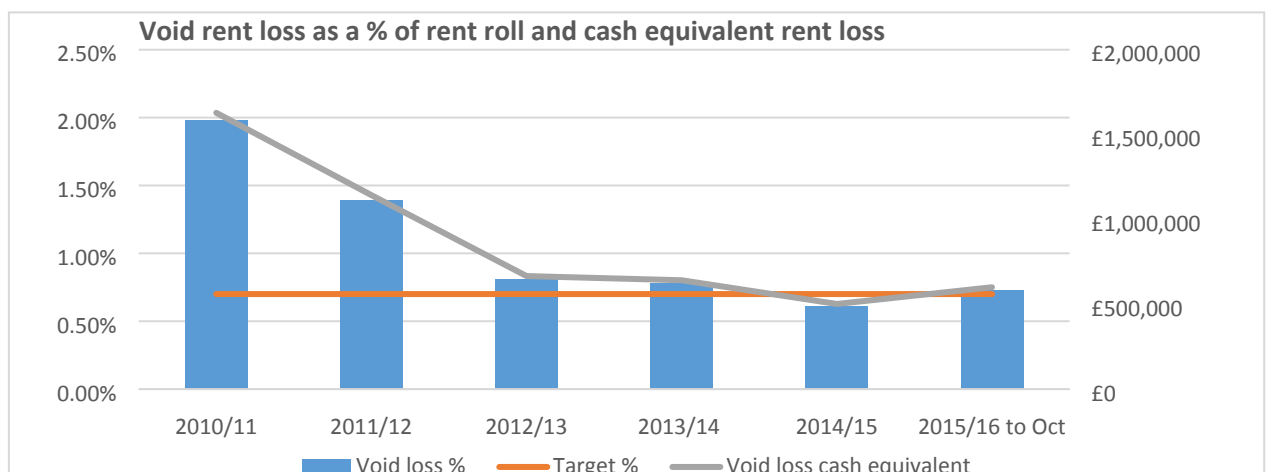
9.2.5 It is a priority to work with new tenants to ensure they are supported in managing their finances helping them to:

- access benefits
- take up contents insurance;
- open savings or bank accounts; and
- receive budgeting advice.

9.2.6 Despite this work to help sustain tenancies, the annual rate of evictions for rent arrears has risen from 44 a year in 2013/14 to a predicted 57 this year.

9.3 Void Management

9.3.1 Voids performance remains good. This has helped to maximise rental income and ensure properties are empty for shorter periods of time.



9.3.2 Rent loss through vacant properties was 0.73% in the six months (equivalent to £600,000 for the year). This is significantly lower than rent loss in the previous years like 2010/11 when it was 1.98%. This represents a cash equivalent of £1 million a year saved compared to 2010/11, based at current prices.

9.3.3 Similarly, less time has been taken to re-let all properties from tenancy end to tenancy start. In the first eight months of 2015/16 it was 45 days compared to 71 for 2013/14 and 95 for 2011/12.

9.3.4 All newly let properties now meet the Decent Homes Standard. This is both more efficient and has increased satisfaction for new tenants.

- 9.4 Tenancy Fraud
- 9.4.1 Housing fraud remains a priority leading to the recovery of 65 properties from April to November 2015.
- 9.4.2 A new revised contract with 'Call Credit', a credit search company, is helping Lewisham Homes identify tenants who have another social tenancy.

## **10 Employer of choice**

- 10.1 Lewisham Homes is improving its biggest asset, its staff. This is being done by recruiting, developing and training excellent staff, including a graduate and apprentice programme, supporting internal development opportunities, recognising and rewarding excellence and achieving the Investors in People gold standard in 2015/16.
- 10.2 This summer the percentage of staff who agreed that Lewisham Homes is a good place to work jumped from 69% to 91%. Sickness remains relative low at 7.1 days per staff member per year.
- 10.3 Lewisham Homes promotes training and job opportunities and in 2015/16 has employed five trainee graduates and nine apprentices. Seven apprentices have had their appointment extended for a year, improving their prospects. One of the 2014/15 graduates was appointed to a permanent post and subsequently promoted. Lewisham Homes works closely with its building contractors to provide opportunities for Lewisham residents, and in 2015/16 has supported the Breyer Group in providing six placements for trade apprenticeships.

## **11 Health & Safety**

- 11.1 Monitoring Health and Safety Performance is well established with regular updates to the Executive Team and the Health and Safety Committee.
- 11.2 At the end of November 99.9% of rented homes with a gas supply had received their annual gas safety check.
- 11.3 British Safety Council Audit carried out an audit of safety systems against their 5 star specification and the OHSAS18801 standard in February 2015. Lewisham Homes achieved a strong Four Star rating and obtained OHSAS18001 certification which demonstrates strong established safety systems.
- 11.4 The Estate Inspection programme is now well established and is on its fourth six monthly cycle. This reduces slips and trips and strengthens insurance claims management.

## **12 Crime & Disorder Implications**

- 12.1 There are no specific crime and disorder implications.

## **13 Legal Implications**

- 13.1 There are no specific legal implications to insert within this report

## **14 Financial implications**

- 14.1 There are no specific financial implications arising from the report.

## **15 Equalities Implications**

- 15.1 Lewisham Homes' Equality and Diversity Strategy was reviewed approved by the Lewisham Homes Board in May 2013. The Board receives regular monitoring reports to assess progress against the strategy.
- 15.2 Measures have been put in place to protect the most vulnerable tenants. Lewisham Homes has continued to collect profiling information for use in planning and improving services, and to flag up on the main database where tenants require support.
- 15.3 Lewisham Homes has continued to support the LB Lewisham Safeguarding Agreement, which helps protect vulnerable adults and children. A training programme in safeguarding awareness has been delivered.

## **16 Environmental Implications**

- 16.1 Improving sustainability and energy efficiency is an important part of the Decent Homes Programme which is making sure that homes are warm, safe and dry.

## **17 Background papers and report originator**

- 17.1 There are no background documents to this report.
- 17.2 Please contact Michael Westbrook, Housing Policy & Partnerships Manager, on 020 8314 6346.



# Business Plan

2015/19





## 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

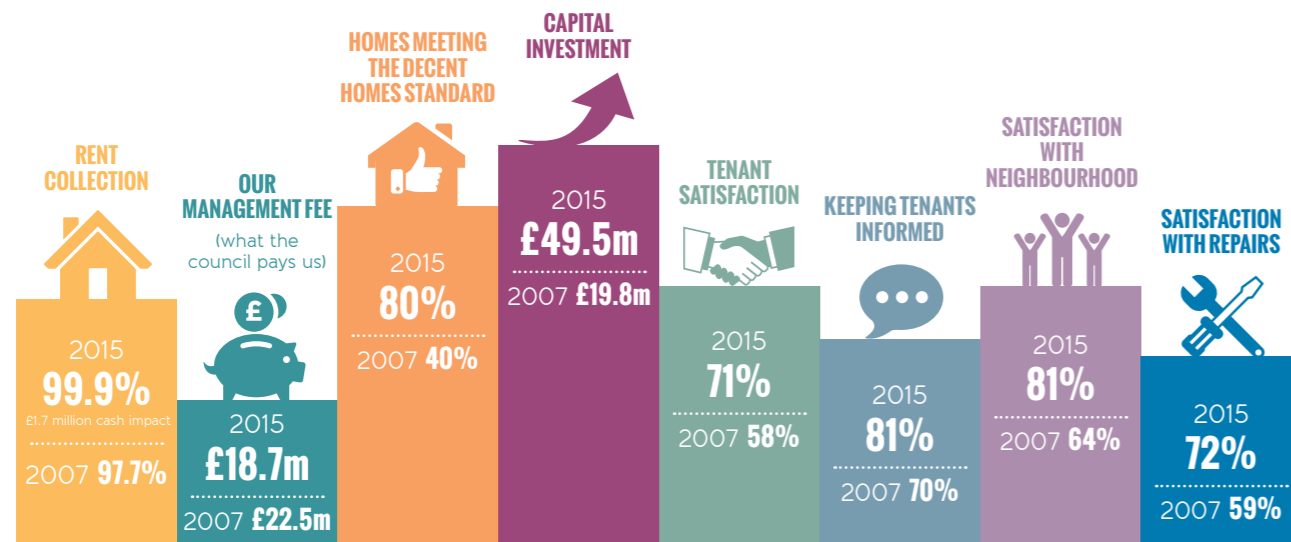
Homes has become an organisation that listens to its residents, and values their engagement and influence on decisions and its services.

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

## THEN AND NOW



# 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





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.

### 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.

### 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.

### 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

### 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.

# 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

Carries out financial and business planning, ensures we effectively control our expenditure and deliver value for money. Responsible for ensuring financial probity and effective control of our resources.

## ICT

Provides up to date and effective ICT support to our business. This includes maintaining our core business systems, ICT network and telephony services as well as developing systems that enable us to work more effectively and deliver better customer service.

## POLICY & PERFORMANCE

Collects effective performance information that enables us to take the right business decisions and allows us to report to the Board, residents and stakeholders on the performance of our services.

## PROCUREMENT

Provides advice and support to managers across the business on how to effectively procure services delivering value for money through service improvements and cost savings.

## 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

60% Leasehold satisfaction by 2019

85% Tenant satisfaction

85% Satisfaction with quality of home

Build 500 new homes by 2019



Achieve IIP gold standard in 2015/16

£3m Increase in repairs service turnover

Purchase 80 units of temporary housing

### 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 to increase satisfaction 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.



## 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.



80 new homes for temporary housing need in Lewisham

## Service Costs - How We Compare

PER WEEK	2011	2012	2013	2014
Lewisham Service Charge	£6.06	£6.18	£7.61	£7.72
London Average	£8.68	£8.76	£9.21	£9.08
Lewisham Rent	£81.61	£87.40	£91.20	£95.64
London Average	£89.33	£95.50	£99.26	£103.76

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.



We plan to grow our repairs service turnover by £3 million

## 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. We want our employees to be great leaders and to develop their skills and careers at Lewisham Homes. Together we will build a team who deliver great housing services for thriving neighbourhoods.

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.

We're aiming for...  
**IIP Gold**  
**Times Top 100**



**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.





**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
<b>Excellent Services</b>							
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
<b>Thriving neighbourhoods</b>							
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%	90%	100%	100%	100%
<b>Sustainable future</b>							
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%
<b>Employer of choice</b>							
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
<b>Excellent Services</b>				
<b>Tasks</b>	Online Repairs Appointments  Leaseholder Portal  One Call Centre	New Telephony System	Implement CRM System	All core services online
<b>Procurements</b>	In-source Grounds Maintenance			
<b>Strategies</b>	Deliver a Customer Care Programme for all staff		New Customer Service Strategy	
<b>Surveys</b>		Customer Satisfaction		Customer Satisfaction

	2015/16	2016/17	2017/18	2018/19
<b>Thriving neighbourhoods</b>				
<b>Tasks</b>	Asset Management Database  Sheltered Housing Review	Decent Homes Programme Completed  Estates Improvement Programme	Partnership agreements with all core partners	500 Homes Completed
<b>Procurements</b>	Investment Procurement Plan in Place		Options for Gas Servicing Reviewed	
<b>Strategies</b>	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
<b>Surveys</b>		Customer Satisfaction		Customer Satisfaction

	2015/16	2016/17	2017/18	2018/19
<b>Sustainable future</b>				
<b>Tasks</b>	Negotiate Extension and Variations to the Management Agreement  Implement New Information Management Reporting Tool  Repairs Service Review	Review Business Continuity Arrangements  Revised governance arrangements in place  Roll-out Improved Information Management Standards		
<b>Procurements</b>		Major Works Contracts Re-tendered		
<b>Strategies</b>	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
<b>Employer of choice</b>				
<b>Tasks</b>	Leadership Development Programme  IIP Gold	Review of Recognition and Reward Schemes	Times Top 100	
<b>Strategies</b>			Review of HR Systems	People Strategy
<b>Surveys</b>	Staff	Staff	Staff	Staff

## Financial information

	2015/ 16 £m	2016/ 17 £m	2017/ 18 £m	2018/ 19 £m'	2019/ 20 £m
<b>Lewisham Homes Fee - Five Year Forecast</b>					
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
<b>Lewisham Homes Repairs - Five Year Projections</b>						
Income	13.2	15.2	16.6	16.6	16.6	78.2
Wages	-4.3	-4.8	-5.2	-5.2	-5.2	-24.7
Materials	-2.0	-3.0	-3.9	-3.9	-3.9	-16.7
Sub-contractors	-2.0	-2.1	-2.1	-2.1	-2.1	-10.4
Fleet	-0.7	-0.6	-0.6	-0.6	-0.6	-3.1
Total direct costs	-9.0	-10.5	-11.8	-11.8	-11.8	-54.9
<b>Contribution to fixed overheads</b>	<b>4.2</b>	<b>4.7</b>	<b>4.8</b>	<b>4.8</b>	<b>4.8</b>	<b>23.3</b>
Fixed overheads	-3.8	-4.1	-4.2	-4.2	-4.2	-20.5
<b>Projected surplus/-deficit</b>	<b>0.4</b>	<b>0.6</b>	<b>0.6</b>	<b>0.6</b>	<b>0.6</b>	<b>2.8</b>



**Sustainable Future**

**November 2015**

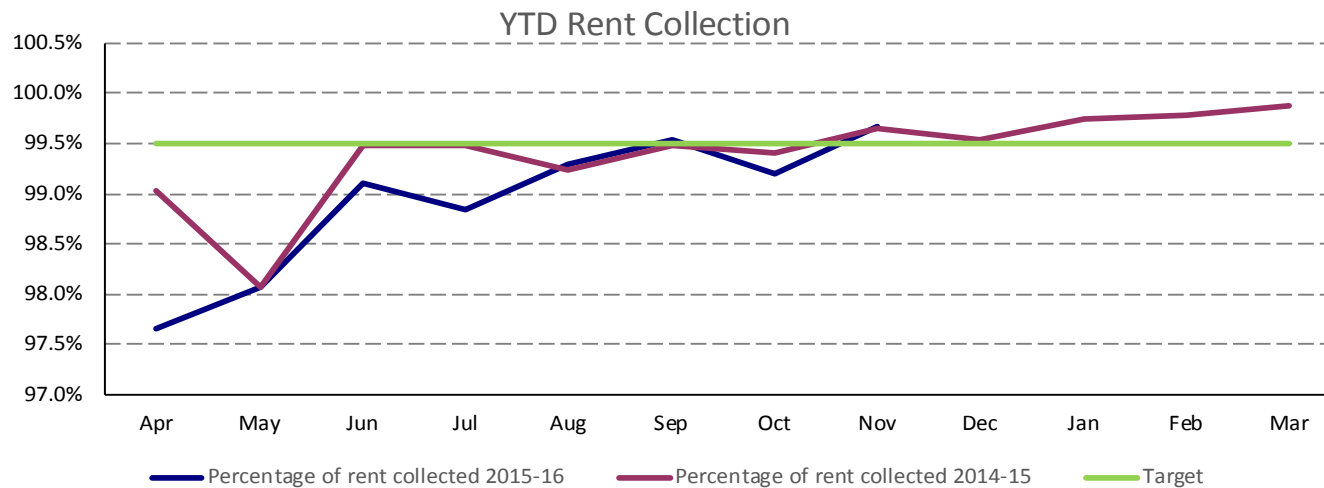
Board Papers

Indicator		2013-2014	2014-2015	Current YTD	YTD Target	Direction of Travel *	YTD vs Target
LH 30	Percentage of rent lost through vacant properties	0.78%	0.61%	0.73%	0.70%	▼	▼
BV 13	Average days to relet all properties (includes all major works time)	71	43	45	40	▼	▼
New	Average days to re-let minor works voids	52	29	33	22	▼	▼
LH 29	Percentage of rent collected excluding current tenant arrears	98.7%	99.9%	99.7%	99.5%	▼	▲
LH 310	Current tenant rent arrears as a percentage of the annual debit	4.7%	3.8%	3.4%	4.0%	▲	▲
BV 66d	Number of tenants evicted as a result of rent arrears (annual equivalent)	44	53	57	-	-	-
LH 305	RTB sales completed (annual equivalent)	91	105	104	-	-	-

Indicator		2013-2014	2014-2015	Current YTD	YTD Target	Year end Target	YTD v YTD
LH 116a	Percentage of leaseholder service charge collected against total available excluding arrears	99.5%	100.4%	69.7%	77%	102.0%	▼

Performance indicators for Sustainable Future are at or close to target; the areas to note which are not on target are the following

We relet minor works voids in 33 days against the 22 day target. This is the first year this target has been set and we chose a stretching target compared to 29 days achieved last year which was well into the top quartile. The target may have been overambitious for this year; we are still carrying through changes in how we manage voids and so improvements in performance may not come through until next financial year. This area was scrutinised by the Performance Committee in October.



\* Direction of travel compares current YTD with 2014/15 figure.

## Excellent Services

November 2015

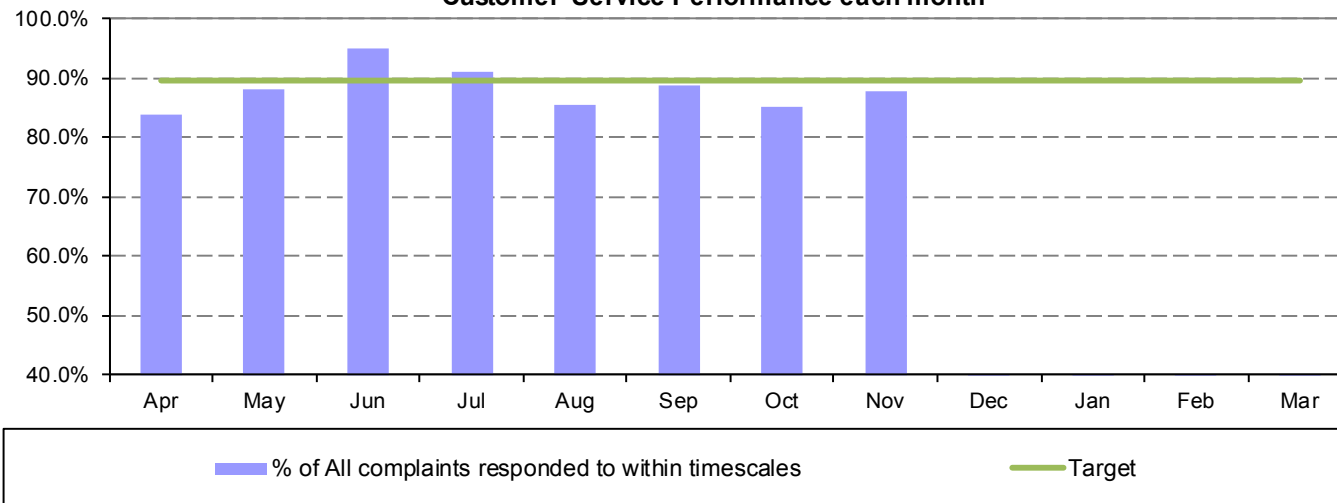
Board Papers

Indicator	2013-2014	2014-2015	Current YTD	Target	Direction of Travel *	YTD vs Target
LH 308 Satisfaction with Internal Caretaking and Cleaning	68%	64%	70%	75%	▲	▼
LH 32 Tenant satisfaction with the last repair	93%	87%	92%	95%	▲	▼
<b>New</b> Average monthly number of new complaints	40	62	55	35	▲	▼
LH 34 % of complaints responded to within timescales	83.0%	90.6%	89%	90%	▼	▼
LH 4 Percentage of homes with a current annual gas safety check	100.00%	100.00%	99.90%	100%	▼	▼

### Annual Indicators

BV 74 Tenant satisfaction with the overall service provided by their landlord	2012 = 69%	2014 = 71%	2016 = 80%
LH 113 Leaseholder satisfaction with the performance of the service	2011 = 41%	2014 = 35%	2016 = 50%

Customer Service Performance each month



\* Direction of travel compares current YTD with 2014/15 figure.

Most indicators for Excellent Services are at or close to target.

LH 308 Satisfaction with internal cleaning at 70% is below target (75%). We have used a new measure since September which has a four point instead of a five point scale and leaves out 'neither satisfied not dissatisfied' We cannot say whether this is better or worse than the figure of 62% satisfaction from April to August with 22% neither satisfied nor dissatisfied'. The new inspection system and way of working allow supervisors to provide caretakers with faster feedback on the standard of their work. Although some caretakers find it difficult adapting to the new way of working, the supervisors have been supporting them through this and results are slowly improving.

Thriving Neighbourhoods		November 2015				Board Papers	
Indicator		2013-2014	2014-2015	Current YTD	Target	Direction of Travel *	YTD vs Target
LH 301	Tenant satisfaction with internal Decent Homes work	94.6%	93.3%	91%	96%	▼	▼
LH 312	Percentage of tenanted homes that meet the Decent Homes standard	62.9%	80.0%	tbc	90%	-	-
New	Number of new properties developed by Lewisham Homes cummulatively	0	6	9	9	-	-
<b>Annual Indicators</b>							
New	Tenant satisfaction with the quality of their home	2012 = 63%		2014 = 70%		2016 = 80%	
New	Tenant satisfaction that we take their views into account	2012 = 57%		2014 = 59%		2016 = 63%	
* Direction of travel compares current YTD with 2014/15 figure.							
** The target is for Decent Homes at 31 March 2016							

For Thriving Neighbourhoods one indicator is below target.

LH301 We completed 421 internal decent homes works to the end of October and 91% were satisfied against a target of 96%. This work is winding down and in future will be done by our own internal repairs service.

Employer of Choice		November 2015				Board Papers	
Indicator		2013-2014	2014-2015	Current YTD	Target	Direction of Travel *	YTD vs Target
LH 38	Number of working days lost due to sickness (YTD) annual equivalent	6.3	6.7	7.6	6.0	▼	▼
LH 114	Voluntary staff turnover as a percentage of total workforce.	8.3%	7.2%	4.8%	6.5%	▲	▲
<b>Annual Indicators</b>							
LH 105	Percentage of staff who agree that Lewisham Homes is a good place to work.	N/A	69%	91%	85%	▲	▲
* Direction of travel compares current YTD with 2014/15 figure.							

For Employer of Choice, one indicator is below target.

LH38 4.3.1 We have lost an annual equivalent of 7.6 days sickness per person for the year to October which is over the 6 days target. This is affected mainly by long-term sickness particularly in the Caretaking Service. If the absence for two people who are no longer in employment are removed from the total, then the figure falls to 6.3 days. The process has already been simplified and strengthened to deal with long-term sickness, including a new provider and a quicker referral to Occupational Health services; and a specific resource to support sickness absence within caretaking.

**This page is intentionally left blank**

# Annual Report

**FOR RESIDENTS**

**2014/15**



# Introduction



**Julia Cotton**  
**Lewisham Homes Board Chair**

Julia was appointed to the board in 2007, and is currently the chair.

2



**Andrew Potter**  
**Chief Executive**

Andrew was appointed chief executive in 2006, he leads our team of directors.

## Our mission

To deliver great housing services for thriving neighbourhoods.

## Who we are

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 an ambitious 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.

We are committed to providing great housing services and contributing to creating thriving neighbourhoods in Lewisham. This is what drives our business activities every day and we are proud of our achievements to date.

In 2014/15 we have delivered significant advances bringing 80% of homes up to the Decent Homes Standard. We have increased customer satisfaction to 71% for tenants and seen a 10% rise in satisfaction with our repairs service which we know is important to our residents.

We are working in a sector which is adapting to a rapidly changing landscape, dealing with the challenges this presents and making the most of opportunities. We are working with the council to respond to the demand for housing and in March 2015 we completed our first new council homes at Atlas Mews. While this was a small development of six homes it is only the beginning and we will build a further 500 new homes by 2019. We are also supporting Lewisham Council to address the homelessness crisis by acquiring properties to let to households who would otherwise need to be placed in expensive nightly accommodation.

There are more opportunities ahead for us in 2015/16 when we take on new services for grounds maintenance on Lewisham estates. As a business we must do more ourselves, be less dependent on contractors, play our part in increasing housing supply and regenerating estates for Lewisham.



# Our corporate objectives

This annual report is set out under our four objectives; these are the main areas we focus on to deliver great housing services to residents. They are:

Excellent services

Thriving neighbourhoods

Sustainable future

Employer of choice





# Excellent services

4

We want our customers to experience great service at all times. To do this we spend time listening to residents and responding to their needs, so we can keep improving.

## One stop shop

The journey of transforming our customer contact centre into a one stop shop for residents began this year. In December 2014 we moved to our new offices at the Old Town Hall in Catford. By bringing our teams together under one roof we can provide a much improved customer experience. We have a bright, welcoming reception area, with private meeting rooms and free access to online services. We also began an organisation-wide programme of customer care training, to equip all our employees with the skills and knowledge to make a difference.







# Moving online

In August 2014 we launched My Lewisham Homes, a new, secure online portal, where residents can report repairs, check their rent balance and update personal details, at a time that suits them. We will be adding more services over the next year, such as booking repairs appointments, and feedback forums.

Don't waste time  
Do it online...

- ★ open 24/7
- ★ free to use
- ★ rent balance
- ★ repairs history
- ★ safe and secure

3 simple steps to register

## Supporting our residents



**We had the best year ever for rent collection**

We collected an additional £2.2 million compared to the previous year. We've also supported our residents to claim more than £320,000 in additional benefits.

### Case Study

Mrs Martin, aged 50, from Deptford was the victim of a severe stroke that left her completely housebound. She was unable to carry on working full time and couldn't afford to pay her rent or Council Tax. Her children did their best to support her financially but were unable to cope.

Our welfare benefits advisors worked with Mrs Martin and identified that she was entitled to nearly £8000 in backdated benefits including Personal Independence Payment, Housing Benefit and Council Tax Benefit.



**Tenant Satisfaction**  
**71%**  
(up from 58% in 2007)

We are taking action against residents who breach their tenancies

**56 Evictions**  
16% increase from 2013/14

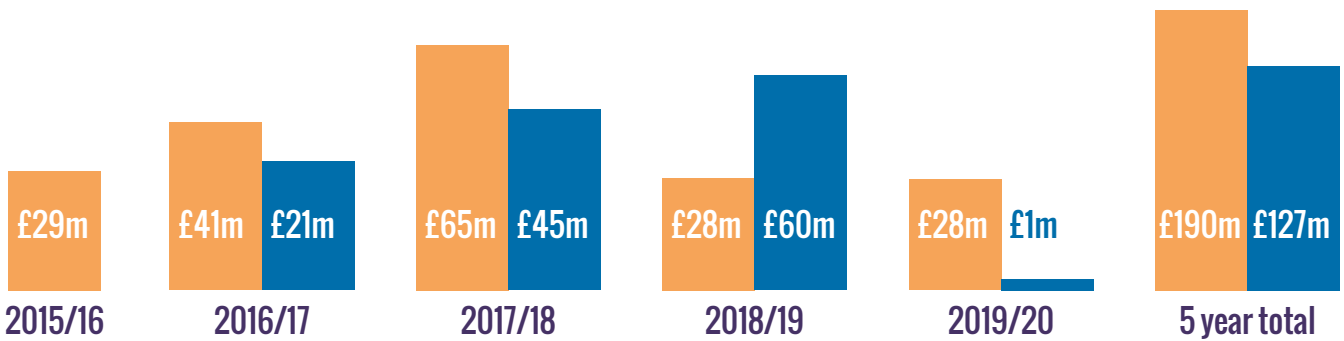


**Our antisocial behaviour team is now on twitter - see page 8 for more info**

# Thriving Neighbourhoods

We know that improving homes is essential to ensure our residents love where they live.

Money to be spent on ■ New build ■ Major works to improve homes



6

## Improving your homes

By numbers  
2014/15

£49.3 million invested in improving properties

2800

homes benefitted from internal work including new kitchens, bathrooms and electrical rewiring

2400



homes benefitted from external works including new windows, doors and roofs, insulation, improving communal areas and external decorations

80%

of the homes we manage now meet the Decent Homes standard

£156.2

million has been invested in homes and neighbourhoods over the last four years



93%

resident satisfaction with internal works



We will build  
**500**  
new council homes  
by 2019.



This year we completed the first new council housing in Lewisham for 30 years at Atlas Mews, which is now home to six local families.

The energy efficient homes are better for the environment and reduce utility bill costs for residents.

We're consulting local residents for each site and trying to incorporate their feedback to inform our design.

## Building more homes



7

## Growing our repairs service

We are carrying out more repair work ourselves, and using contractors less - to improve quality and efficiency and create more local job opportunities.

Hawke Tower, in New Cross, was our first block to have Decent Homes work completed by Lewisham Homes' own repairs team. 65 kitchens were installed, in an average 7 working days each.

- > 2 local apprentices learning new skills
- > 95% of residents satisfied

“ Resident Rhett Buckle, 33, said he is very happy with his new kitchen.

The work was all wrapped up in two weeks – I was shocked and impressed! My new kitchen is a big change from my old kitchen. I'm happy with the work, there were no problems and everyone I've dealt with has been friendly and efficient.”

”



- ▶ 100% gas safe
- ▶ We carried out a gas safety check on every single tenanted property with a gas supply last year.



# Thriving Neighbourhoods

We aim to enable residents to influence how we shape and deliver services, we are committed to investing in local people, providing employability opportunities, skills and training to support residents.

Creating safer neighbourhoods

In response to resident feedback we've shaped a new antisocial behaviour service to provide better support in local neighbourhoods.

Most antisocial behaviour occurs during evenings and weekends so we've changed our hours. Up to three officers are on duty every Thursday, Friday and Saturday night and work closely with the local Safer Neighbourhood Team to tackle problems as they happen.

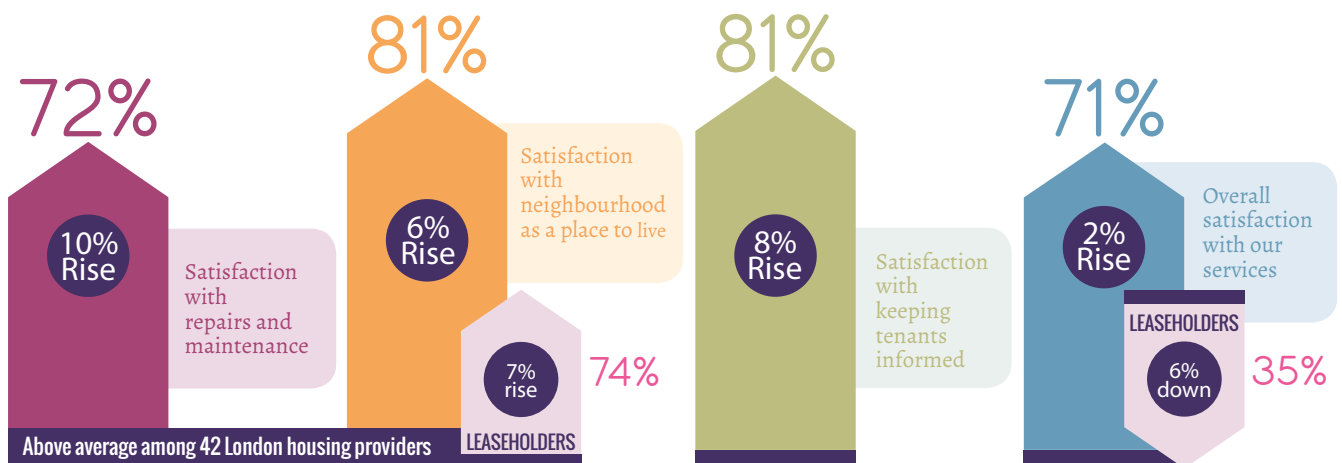
- > 350 reported cases of ASB resolved
- > Noise nuisance was our most reported issue, with 103 cases resolved
- > Intervention work with 50 victims of Domestic Violence/Abuse



8

## Resident Survey: Reporting back

Every two years we commission researchers to find out residents' views. Tenant Satisfaction has improved across all areas since our last survey in 2012 and we have worked hard to deliver great services and improvements.





# Investing in our communities



We supported local projects with £60,000 from our Community Fund in 2014/15. Residents were able to bid for funding for projects that would improve the local community, increase safety and benefit our residents. 29 projects were chosen including social and wellbeing activities for over 50s and a summer programme aimed at educating, inspiring and empowering young women.

- ▶ 18 accredited training opportunities offered for residents
- ▶ £151,776 investment from our contractors Breyer and Mitie
- ▶ 250+ young people have accessed our Love2Dance street dance programme
- ▶ 500 young people attended the Lewisham Youth Conference at Goldsmiths University

Four projects have secured funding for 2015/16 with a focus on getting online, managing money, health & wellbeing and employability.



## Joining forces with the Albany



Lewisham Homes and the Albany  
Creativity inspiring communities



Based in the heart of Deptford, 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.

We began to formalise working with the Albany early in 2015. This innovative and unique partnership will create long-lasting opportunities that make a real difference to Lewisham families.

By working together, we will expand the reach of the Albany's activities across the borough and develop programmes which will place creativity at the heart of community engagement for our residents. Activity will begin in 2015/16 with programmes for young people, families and older people.



# Sustainable Future

We aim to deliver great value services and be as efficient as we can. We are committed to spending wisely and investing in our residents' homes and neighbourhoods. This year we...

- ▶ Started a £20 million programme to provide temporary housing for Lewisham residents in housing need, supporting the council to reduce its costs
- ▶ Began purchasing a new fleet of 100 vans which are kinder to the environment, use less fuel and are cheaper to run. These are on the road in 2015/16
- ▶ Saved more than £1 million in lost rent (compared to 2010/11) by repairing and re-letting homes more quickly
- ▶ Began setting out a 30 year plan for investment in properties and neighbourhoods





# Delivering more services



We are continuing to deliver more services ourselves. We have taken a big step to improving technology and systems by taking over ICT. This will give us more freedom to develop online services, improve our internal systems and be more efficient as a business.

We consulted residents about taking over the grounds maintenance service currently delivered by Glendale. Of those who responded, 88% said they would like to see it delivered by an in-house Lewisham Homes team, and this began in October 2015.



# Keeping costs affordable for residents

We have delivered another year of below inflation rises in our service charges and rents, and Lewisham remains among the lowest in London.

per week	2012	2013	2014
<b>Lewisham service charge</b>	£6.18	£7.61	£7.72
<b>London average</b>	£8.76	£9.21	£9.08
<b>Lewisham rent</b>	£87.40	£91.20	£95.64
<b>London average</b>	£95.50	£99.26	£103.76
<b>Market rent</b>	-	-	£283.38

## Services for leaseholders

While tenant satisfaction is improving, leaseholder satisfaction has dropped to a disappointing 35%. We know we have to do more to improve our services for leaseholders as this is a growing area of our business, as more people take advantage of the Right to Buy. We have already increased contact by phone and locally and revamped information to make it easier to understand. Our resident scrutiny group is reviewing this area of service and will offer recommendations.





# Employer of choice

Our people make a difference. We know that great employees deliver excellent services, so we strive to be an employer of choice.



## Apprenticeship scheme

Our award winning apprenticeship programme has been hugely successful, providing on-the-job learning for young Lewisham residents.

- ▶ 88 placements since the programme began
- ▶ Nine apprentices have been employed full time across a range of teams and trades

In 2014 we won two apprenticeship awards at the Mayor's annual Celebrating Achievement Awards:

### Outstanding Team Award: Repairs Team

*'We are proud to receive this award from the Mayor. It recognises our commitment to providing local young people with wide-ranging work experiences to ensure their long term employment prospects with Lewisham Homes.'*

**Alex Slattery, Team Leader**

12



### Outstanding Contribution Award:

*'I'm only 17, so it's great to know that the effort I have put into my work has been recognised. I really appreciate how my colleagues have supported me and made work enjoyable for me. It's a great way to start a career.'*

**Andrew Addo, Home Ownership**

## Graduate Programme

We employed five graduates this year in five different teams across the organisation. At Lewisham Homes we have a number of previous graduates who are now in permanent positions.

*'I've gained a strong understanding of what housing management involves. I've worked in antisocial behaviour, income and tenancy, conducted research projects and had daily interactions with tenants. This year I will be doing placements in more teams to expand my knowledge.'*

**Graduate Harriet Longshaw**







## Our new home



In December 2014 we moved to our new office in the Old Town Hall, reducing five offices to one and freeing up our old offices for space to build much needed housing for at least 19 families. With all of our services under one roof we're better placed to deliver excellent services.

## Working together for the local community



We're proud to be part of Lewisham and we're passionate about our local community. As well as our day-to-day work helping Lewisham residents we also support St. Christopher's Hospice. We entered a team into the Hackney Half marathon, raising over £3000 for the local hospice. We also donate to Lewisham Food Bank, with staff bringing in much needed food and supplies to help support the local community.



## Investing in our people

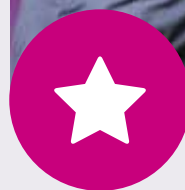


We aim to attract the best people to work for us. We know that engaged people provide excellent service, so we are working hard to make our people feel valued and have opportunities to develop. We've improved our staff appraisal process and provide opportunities for skills and career development, and have increased the number of internal promotions. We encourage our people to be the best they can including visits from inspirational speakers, and recognising good performance.

.....  
13  
.....



## Make a Difference training



We want the best for our residents and have invested in specialist customer service training for every member of staff. This encourages staff to work together to solve problems and improve the service by looking through customers' eyes – we hope you will notice the difference!





# Value for money

In 2014/15 Lewisham Homes generated a surplus of £1.3m. The surplus will be used to invest in projects that will benefit our communities.

## Average leasehold service charge

Over 3 years, from April 2012 to March 2015, we have reduced the service charge by 6.2%, including inflation.

Value	Lewisham Homes properties without repairs	Lewisham Homes properties with repairs	Street properties Management Charge	Estate properties management charge
2011	£627.86	£774.43	£52.99	£151.12
2012	£648.13	£825.51	£50.60	£145.70
2013	£624.80	£809.38	£38.90	£111.03
2014	£639.63	£810.55	£45.82	£133.39

15

## Top 10 performance indicators

Performance Indicator	2014/15	Target	Target met?
<b>Collecting Rent</b>			
Rent lost through vacant properties	0.61%	0.8%	yes
Rent collected within the year (excluding current arrears)	99.9%	99%	yes
Current tenant rent arrears as a percentage of the annual debit	3.8%	5%	yes
Number of tenants evicted as a result of rent arrears	53	n/a	n/a
<b>Customer Satisfaction</b>			
Satisfaction with internal caretaking and cleaning	64%	75%	no
Tenant satisfaction with last repair	87%	95%	no
Complaints responded to within timescales	90.6%	90%	yes
<b>Repairs and Decent Homes</b>			
Average number of days to re-let empty properties (includes major works)	43	45	yes
Tenant satisfaction with internal Decent Homes Works	93.3%	96%	no
Homes meet the Decent Homes Standard	80%	80%	yes



# What are we doing in 2015/16?



## 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

16



## Thriving neighbourhoods



Build new homes

- > Grow our repairs service to do more, and use contractors less
- > Improve the look, feel and quality of our neighbourhoods
- > 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



## Employer of choice

Graduate  
and trainee  
programmes

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

## Sustainable future



- > 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

Do more  
with less



# How we are governed

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 residents, councillors and independent members of the community with relevant skills and experience. The board makes strategic decisions and receives updates on the work being carried out by the organisation.

Our resident board members bring first-hand experience of our services and the issues and concerns that are important to our residents. We want our residents to be at the heart of all we do. That's why our Board includes places for seven residents, the largest group on our Board.

Meetings are open to the public and observers are welcome. If you would like to attend a meeting please contact us.



**JULIA COTTON**  
Resident & Chair



**AINSLEY FORBES**  
Independent & vice chair



**TERRY JAMES**  
Independent & chair of audit committee



**SUSAN WISE**  
Councillor



**STEVE MCGANN**  
Resident & chair of scrutiny committee



**PAUL  
BELL**  
Councillor



**NEIL  
POPPMACHER**  
Resident



**SARAH  
SMITH**  
Independent



**STEVE  
GOUGH**  
Independent



**OPHELIA  
BOBORI**  
Resident



**JOHN  
PASCHOUD**  
Councillor



**NICK  
JOSLYN**  
Independent &  
chair of DLO  
committee



**GRACE  
PADONOU ADDY**  
Resident

**We WILL BE  
looking after  
your grounds  
ALL YEAR ROUND!**



**FREEPOST**

**We can give you this information in any other way, style or language that will help you access it. Please indicate which language you require and provide your name, address and telephone number in the box below.**

- 我们可以通过其他方式、类型或语言来为您提供信息。请在下面给出您的资料
- Ne mund tjuja ofrojmë këtë informacion në çdo mënyrë tjetër, sili apo gjuhë që mund tju ndihmojë për ta kuptuar. Vendosi të dhënat tuaja më poshtë.
- இத் தகவலினைப் பெறுவதற்கு உதவக் கூடிய விதம் அல்லது மொழி ஆகிய வேறு முறையிலும் எம்மால் இதனை வழங்க முடியும். கீழ்க்காணும் விபரங்களை வழங்குக.
- Bu belgeyi anlamanızı kolaylaştırmak amacıyla her türlü şekilde, formatta veya dilde size sağlayabiliriz. Bilgilerinizi aşağıya yazınız.
- Nous pouvons vous fournir ces informations d'autres façons, dans d'autres formats ou dans d'autres langues pour vous aider à mieux les comprendre. Veuillez indiquer vos détails ci-dessous.

- Chúng tôi có thể gửi cho bạn thông tin này hoặc ngôn ngữ để giúp bạn hiểu được văn theo bất kỳ cách nào khác, kể cả văn phong bản. Cung cấp thông tin của bạn dưới đây.
- Waxaan macluumaadkaan kugu siin karnaa habab kale ama luqad kale ee kugu caawin karo garashadiisa. Hoos ku qor faah-faahintaada.

**For other formats tick the appropriate box:**

- Large print  Audio tape  Braille

**Post to:  
FREEPOST Lewisham Homes  
(no stamp required)**





# Agenda Item 8

Housing Select Committee			
Title	Select Committee work programme		
Contributor	Scrutiny Manager	Item	8
Class	Part 1 (open)	26 January 2016	

## 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 9 March 2016:

Agenda item	Review type	Link to Corporate Priority	Priority
<b>New Homes Programme</b>	Standard item	Decent homes for all	High
<b>Lewisham's Housing Strategy (2015-2020) - Update</b>	Policy Development	Decent homes for all	High
<b>Affordability Review – Report &amp; Recommendations</b>	In-depth review	Decent homes for all	High
<b>Communal Heating Systems Review – Update</b>	In-depth review	Decent homes for all	High
<b>Annual lettings plan</b>	Standard item	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**

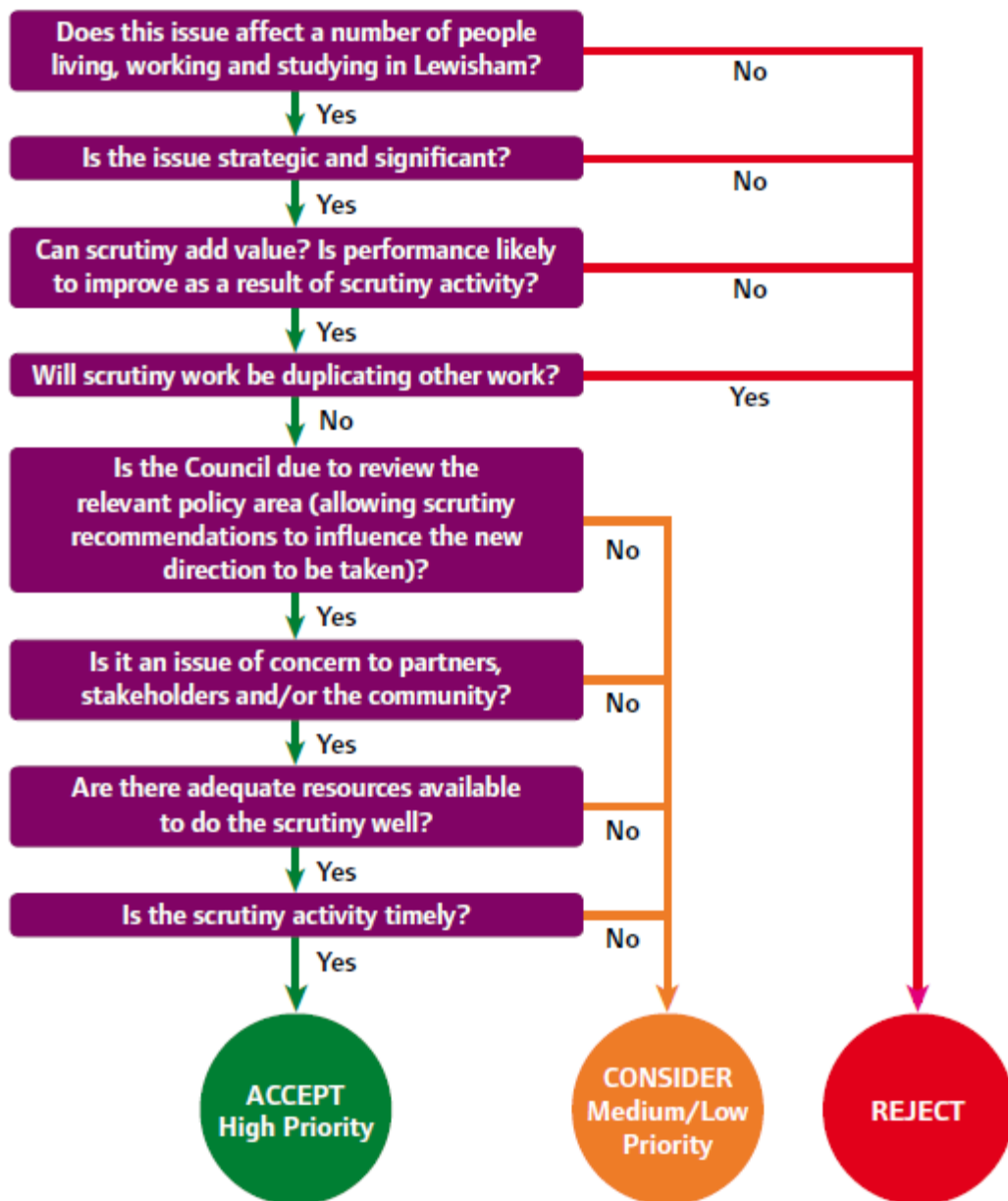
9.1 The date of the next meeting is Wednesday 9 March 2016.

### **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

<b>Work item</b>	<b>Type of item</b>	<b>Priority</b>	<b>Strategic priority</b>
Lewisham Future Programme	Standard item	High	CP6
Election of the Chair and Vice-Chair	Constitutional req	High	CP6
Select Committee work programme	Constitutional req	High	CP6
Lewisham Homes	Performance monitoring	High	CP6
Lewisham Homes - Management Agreement Changes including RP status	Standard item	High	CP6
New Homes Programmes (New Build, Self Build, Empty Homes, Acquisitions programmes, Innovative methods for deliver housing etc.)	Standard item	High	CP6
Brockley PFI	Performance monitoring	High	CP6
Communal Heating Systems Review - Report and Recommendations	In-depth review	High	CP6
Single Homeless Intervention and Prevention (SHIP)	Standard item	Medium	CP6
Affordability Review	In-depth review	High	CP6
Lewisham's Housing Strategy (2015-2020) - Update	Policy development	High	CP6

Private rented sector update/licensing scheme - Update	Standard item	High	CP6
Proposed rent and service charge increases	Standard item	High	CP6
Annual lettings plan	Standard item	High	CP6
Monitoring Homeless Discharge - Update	Policy development	High	CP6
<b>Key housing issues</b>	Standard item	Medium	CP6
Community Centres on Estates (*v	Standard item	Medium	CP6, CP9
Milford Towers	Standard item	High	CP6
LB Newham - Red Door Ventures	Standard item	Medium	CP6
Housing-Led Regeneration Opportunities	Standard item	High	CP6
Locational Priority Policy - temporary accommodation	Policy development	High	CP6
Allocations Policy (inc. access to affordable housing)	Policy development	High	CP6
Rehousing the homeless - Charity Groups	Standard item	Medium	CP6
Older peoples housing and supported housing	Standard item	Medium	CP6
Health and Housing (with HCSC) - multi-agency approach to tackle health-related issues in relation to housing	Standard item	Medium	CP6, CP9

	Item completed
	Item ongoing
	Item outstanding
	Proposed timeframe
	Item added

Delivery deadline	15-Apr	19-May	08-Jul	16-Sep
Ongoing				
Apr				
Ongoing	<b>Setting the work programme</b>			
Jan			<b>annual report &amp; business plan</b>	
Sept				
Mar-16				
Jan			<b>annual report &amp; business plan</b>	
Mar-16				
July				
Dec			<b>Scoping Paper</b>	<b>Scoping Paper - Rep</b>
Jan-16				



Mar-16				
Dec				
Mar-16				
2016/17				
Ongoing			Government Housing Policy & Welfare Reform Changes - Update	Key Housing Issues (Post July 2015 Government Budget proposals)
Oct				
July				
Dec				
Dec				
Oct				
TBC				
2016/17				
TBC				
2016/17				

Meeting Dates:	
1)	Wed
2)	Tue
3)	Wed
4)	Wed

work

27-Oct	01-Dec	26-Jan	09-Mar
[Hatched Orange Bar]			
		mid year review	
		Update	
		mid year review	
Response from Mayor and Cabinet			Update
Evidence Session 1 Evidence Session 2			Report

<b>Housing Bill</b>			

15 April	5)	Tues	27-Oct
19-May	6)	Tues	1-Dec
8-July	7)	Tues	26-Jan
16-Sept	8)	Wed	9-March

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

## FORWARD PLAN OF KEY DECISIONS

### Forward Plan February 2016 - May 2016

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.

November 2015	<b>Processing of Dry Recyclables - Interim Arrangements - Extension of Contract</b>	15/12/15 Overview and Scrutiny Business Panel	Kevin Sheehan, Executive Director for Customer Services and Councillor Rachel Onikosi, Cabinet Member Public Realm		
August 2015	<b>Determination of the applications to establish a neighbourhood forum and to designate a neighbourhood</b>	13/01/16 Mayor and Cabinet	Janet Senior, Executive Director for Resources & Regeneration and Councillor Alan Smith,		

**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
	<b>area for Lee Green</b>		Deputy Mayor		
December 2015	<b>Gypsy and Traveller Local Plan Early Public Consultation</b>	13/01/16 Mayor and Cabinet	Janet Senior, Executive Director for Resources & Regeneration and Councillor Alan Smith, Deputy Mayor		
December 2015	<b>Kilmorie - Instrument of Government</b>	13/01/16 Mayor and Cabinet	Sara Williams, Executive Director, Children and Young People and Councillor Paul Maslin, Cabinet Member for Children and Young People		
December 2015	<b>Management Arrangements for the Communications Service</b>	13/01/16 Mayor and Cabinet	Janet Senior, Executive Director for Resources & Regeneration and Councillor Joe Dromey, Cabinet Member Policy & Performance		
December 2015	<b>The Future of the Music Service</b>	13/01/16 Mayor and Cabinet	Sara Williams, Executive Director, Children and Young People and Councillor Paul Maslin, Cabinet Member for Children and Young People		
December 2015	<b>Redevelopment of Heathside and Lethbridge Phase 5 and Phase 6 Demolition Notices</b>	13/01/16 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
December 2015	<b>Revenue Budget Savings</b>	13/01/16 Mayor and Cabinet	Janet Senior, Executive Director for Resources & Regeneration and Councillor Kevin Bonavia, Cabinet Member Resources		
October 2015	<b>Setting the Council Tax Base, the NNDR Base and Discounts for Second Homes and Empty Homes</b>	13/01/16 Mayor and Cabinet	Janet Senior, Executive Director for Resources & Regeneration and Councillor Kevin Bonavia, Cabinet Member Resources		
August 2015	<b>Parks Events Policy 2016- 2020</b>	13/01/16 Mayor and Cabinet	Councillor Alan Smith, Deputy Mayor and Councillor Rachel Onikosi, Cabinet Member Public Realm		
December 2015	<b>Business Rates Write Off</b>	02/03/16 Mayor and Cabinet	Janet Senior, Executive Director for Resources & Regeneration and Councillor Kevin Bonavia, Cabinet Member Resources		
November 2015	<b>Update on Proposal to Enlarge Sir Francis Drake Primary School</b>	13/01/16 Mayor and Cabinet	Sara Williams, Executive Director, Children and Young People and Councillor Paul Maslin, Cabinet Member for Children and Young People		

**FORWARD PLAN – KEY DECISIONS**

<b>Date included in forward plan</b>	<b>Description of matter under consideration</b>	<b>Date of Decision Decision maker</b>	<b>Responsible Officers / Portfolios</b>	<b>Consultation Details</b>	<b>Background papers / materials</b>
December 2015	<b>OneOracle Support and Hosting Contract award</b>	13/01/16 Mayor and Cabinet (Contracts)	Janet Senior, Executive Director for Resources & Regeneration and Councillor Kevin Bonavia, Cabinet Member Resources		
October 2015	<b>Setting the Council Tax Base, the NNDR Base and Discounts for Second Homes and Empty Homes</b>	20/01/16 Council	Janet Senior, Executive Director for Resources & Regeneration and Councillor Kevin Bonavia, Cabinet Member Resources		
June 2015	<b>Council Tax Reduction Scheme 2016-17</b>	20/01/16 Council	Kevin Sheehan, Executive Director for Customer Services and Councillor Kevin Bonavia, Cabinet Member Resources		
January 2016	<b>Financial Regulations and Directorate Schemes of Delegation</b>	24/02/16 Council	Kath Nicholson, Head of Law and Councillor Kevin Bonavia, Cabinet Member Resources		
December 2015	<b>Reprocurement of Healthwatch and NHS Complaints Advocacy Service</b>	02/02/16 Overview and Scrutiny Business Panel	Aileen Buckton, Executive Director for Community Services and Councillor Chris Best, Cabinet Member for Health, Wellbeing and Older People		
November 2015	<b>Pathways to Employment phase 2 procurement decision</b>	02/02/16 Overview and	Janet Senior, Executive Director for 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
		Scrutiny Business Panel	Regeneration and Councillor Alan Smith, Deputy Mayor		
January 2016	<b>Enlargement of Holbeach Primary School Contract Variation</b>	02/02/16 Overview and Scrutiny Education Business Panel	Sara Williams, Executive Director, Children and Young People and Councillor Paul Maslin, Cabinet Member for Children and Young People		
December 2015	<b>Catford Stadium Redevelopment Funding of Footbridge Additional Costs</b>	10/02/16 Mayor and Cabinet	Janet Senior, Executive Director for Resources & Regeneration and Councillor Alan Smith, Deputy Mayor		
December 2015	<b>Consultation Results and Waste Regulations Assessment for Proposed Changes to Waste and Recycling Service</b>	10/02/16 Mayor and Cabinet	Kevin Sheehan, Executive Director for Customer Services and Councillor Rachel Onikosi, Cabinet Member Public Realm		
December 2015	<b>Deferred Payment Agreement Arrangements Care Act 2014</b>	10/02/16 Mayor and Cabinet	Aileen Buckton, Executive Director for Community Services and Councillor Chris Best, Cabinet Member for Health, Wellbeing and Older People		
December 2015	<b>Council Budget 2016-2017</b>	10/02/16 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 Kevin Bonavia, Cabinet Member Resources		
December 2015	<b>Annual Pay Statement</b>	10/02/16 Mayor and Cabinet	Janet Senior, Executive Director for Resources & Regeneration and Councillor Kevin Bonavia, Cabinet Member Resources		
December 2015	<b>Estate Sweeping and Bulk Waste Collection Services</b>	10/02/16 Mayor and Cabinet	Kevin Sheehan, Executive Director for Customer Services and Councillor Rachel Onikosi, Cabinet Member Public Realm		
January 2016	<b>Private Rented Sector Proposed Additional Licensing scheme for Flats over Commercial Premises</b>	10/02/16 Mayor and Cabinet	Kevin Sheehan, Executive Director for Customer Services and Councillor Damien Egan, Cabinet Member Housing		
January 2016	<b>Public Health Contracts with Lewisham and Greenwich Trust</b>	10/02/16 Mayor and Cabinet (Contracts)	Aileen Buckton, Executive Director for Community Services and Councillor Chris Best, Cabinet Member for Health, Wellbeing and Older People		
October 2015	<b>Award of Contracts Tier 4 Services and Day Programmes People with Substance Misuse Services</b>	10/02/16 Mayor and Cabinet (Contracts)	Aileen Buckton, Executive Director for Community Services and Councillor Janet Daby,		

**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
			Cabinet Member Community Safety		
January 2016	<b>Building Surveyor Led Multi-Disciplinary Services for Bulge Programme 2016-17</b>	16/02/16 Overview and Scrutiny Education Business Panel	Sara Williams, Executive Director, Children and Young People and Councillor Paul Maslin, Cabinet Member for Children and Young People		
January 2016	<b>Catford Regeneration Housing Zone Bid</b>	17/02/16 Mayor and Cabinet	Kevin Sheehan, Executive Director for Customer Services and Councillor Damien Egan, Cabinet Member Housing		
January 2016	<b>Catford Regeneration Partnership Ltd Business Plan 2016-17</b>	17/02/16 Mayor and Cabinet	Janet Senior, Executive Director for Resources & Regeneration and Councillor Alan Smith, Deputy Mayor		
December 2015	<b>Council Budget Update</b>	17/02/16 Mayor and Cabinet	Janet Senior, Executive Director for Resources & Regeneration and Councillor Kevin Bonavia, Cabinet Member Resources		
September 2015	<b>Determined School Admissions Arrangements for 2017/18</b>	17/02/16 Mayor and Cabinet	Sara Williams, Executive Director, Children and Young People and Councillor Paul Maslin, Cabinet Member for Children and Young		

**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
			People		
August 2015	<b>Determination of the applications to establish a neighbourhood forum and to designate a neighbourhood area for Deptford</b>	17/02/16 Mayor and Cabinet	Janet Senior, Executive Director for Resources & Regeneration and Councillor Alan Smith, Deputy Mayor		
November 2015	<b>Future of Beckenham Place Park Consultation</b>	17/02/16 Mayor and Cabinet	Kevin Sheehan, Executive Director for Customer Services and Councillor Rachel Onikosi, Cabinet Member Public Realm		
January 2016	<b>Ravensbourne Flood Alleviation Scheme</b>	17/02/16 Mayor and Cabinet	Janet Senior, Executive Director for Resources & Regeneration and Councillor Alan Smith, Deputy Mayor		
June 2014	<b>Surrey Canal Triangle (New Bermondsey) - Compulsory Purchase Order Resolution</b>	17/02/16 Mayor and Cabinet	Janet Senior, Executive Director for Resources & Regeneration and Councillor Alan Smith, Deputy Mayor		
January 2016	<b>Update on Proposal to Enlarge Sir Francis Drake Primary School via Priority Schools Bulding Programme</b>	17/02/16 Mayor and Cabinet	Janet Senior, Executive Director for Resources & Regeneration and Councillor Paul Maslin, Cabinet Member for Children and Young People		
November 2015	<b>Main Grants Report 2016/17</b>	17/02/16	Aileen Buckton,		

<b>FORWARD PLAN – KEY DECISIONS</b>					
<b>Date included in forward plan</b>	<b>Description of matter under consideration</b>	<b>Date of Decision Decision maker</b>	<b>Responsible Officers / Portfolios</b>	<b>Consultation Details</b>	<b>Background papers / materials</b>
		Mayor and Cabinet (Contracts)	Executive Director for Community Services and Councillor Joan Millbank, Cabinet Member Third Sector & Community		
January 2016	<b>Catford Regeneration Partnership Ltd Business Plan 2016-17</b>	24/02/16 Council	Janet Senior, Executive Director for Resources & Regeneration and Councillor Alan Smith, Deputy Mayor		
January 2016	<b>Gambling Policy 2016-2019</b>	24/02/16 Council	Aileen Buckton, Executive Director for Community Services and Councillor Rachel Onikosi, Cabinet Member Public Realm		
January 2016	<b>Gypsy and Traveller Local Plan Early Public Consultation</b>	24/02/16 Council	Janet Senior, Executive Director for Resources & Regeneration and Councillor Alan Smith, Deputy Mayor		
December 2015	<b>Council Budget 2016-17</b>	24/02/16 Council	Janet Senior, Executive Director for Resources & Regeneration and Councillor Kevin Bonavia, Cabinet Member Resources		
January 2016	<b>Business Rates Write Off</b>	02/03/16 Mayor and Cabinet	Janet Senior, Executive Director for Resources & Regeneration and Councillor Kevin Bonavia,		

**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
			Cabinet Member Resources		
August 2015	<b>Housing Allocations Policy</b>	02/03/16 Mayor and Cabinet	Kevin Sheehan, Executive Director for Customer Services and Councillor Damien Egan, Cabinet Member Housing		
January 2016	<b>SEN Education Placements in the Independent &amp; Non-Maintained Sector</b>	02/03/16 Mayor and Cabinet	Sara Williams, Executive Director, Children and Young People and Councillor Paul Maslin, Cabinet Member for Children and Young People		
December 2015	<b>Award of Contracts for Residential Detoxification Services</b>	02/03/16 Mayor and Cabinet (Contracts)	Aileen Buckton, Executive Director for Community Services and Councillor Janet Daby, Cabinet Member Community Safety		
January 2016	<b>Tender award for SEN and Disability Information Advice and Support Service</b>	15/03/16 Overview and Scrutiny Education Business Panel	Sara Williams, Executive Director, Children and Young People and Councillor Paul Maslin, Cabinet Member for Children and Young People		
December 2015	<b>'A natural Renaissance for Lewisham (2015-2020)' The Borough's Biodiversity Action Plan.</b>	23/03/16 Mayor and Cabinet	Kevin Sheehan, Executive Director for Customer Services and Councillor Rachel		



**FORWARD PLAN – KEY DECISIONS**

<b>Date included in forward plan</b>	<b>Description of matter under consideration</b>	<b>Date of Decision Decision maker</b>	<b>Responsible Officers / Portfolios</b>	<b>Consultation Details</b>	<b>Background papers / materials</b>
			Onikosi, Cabinet Member Public Realm		
January 2016	<b>Brasted Road Housing Development</b>	23/03/16 Mayor and Cabinet	Kevin Sheehan, Executive Director for Customer Services and Councillor Damien Egan, Cabinet Member Housing		
January 2016	<b>Lewisham Homes Management Agreement</b>	23/03/16 Mayor and Cabinet	Kevin Sheehan, Executive Director for Customer Services and Councillor Damien Egan, Cabinet Member Housing		
January 2016	<b>Phoenix Homes Community Housing Development Agreement</b>	23/03/16 Mayor and Cabinet	Kevin Sheehan, Executive Director for Customer Services and Councillor Damien Egan, Cabinet Member Housing		
November 2015	<b>Discharge into Private Rented Sector Policy</b>	04/16 Mayor and Cabinet	Kevin Sheehan, Executive Director for Customer Services and Councillor Damien Egan, Cabinet Member Housing		
May 2015	<b>Formal Designation of Crystal Palace &amp; Upper Norwood Neighbourhood Forum and Area</b>	04/16 Mayor and Cabinet	Janet Senior, Executive Director for Resources & Regeneration and Councillor Alan Smith, Deputy Mayor		
November 2015	<b>Temporary Accommodation Procurement Strategy</b>	04/16 Mayor and Cabinet	Kevin Sheehan, Executive Director for Customer Services and		

**FORWARD PLAN – KEY DECISIONS**

<b>Date included in forward plan</b>	<b>Description of matter under consideration</b>	<b>Date of Decision Decision maker</b>	<b>Responsible Officers / Portfolios</b>	<b>Consultation Details</b>	<b>Background papers / materials</b>
			Councillor Damien Egan, Cabinet Member Housing		