

# Public Document Pack

## Housing Select Committee Agenda

Wednesday, 7 September 2016

**7.30 pm,**

Civic Suite, Committee Room 3

Lewisham Town Hall

London SE6 4RU

For more information contact: John Bardens (02083149976)

### Part 1

Item	Pages
1. Minutes of the meeting held on 6 July 2016	1 - 4
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# Housing Select Committee Members

Members of the committee, listed below, are summoned to attend the meeting to be held on Wednesday, 7 September 2016.

Barry Quirk, Chief Executive  
Tuesday, 30 August 2016

Councillor Carl Handley (Chair) Councillor Peter Bernards (Vice-Chair) Councillor John Coughlin Councillor Liz Johnston-Franklin Councillor Maja Hilton Councillor Simon Hooks Councillor Olurotimi Ogunbadewa Councillor John Paschoud Councillor Joan Reid Councillor Jonathan Slater Councillor Alan Hall (ex-Officio) Councillor Gareth Siddorn (ex-Officio)	
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## MINUTES OF THE HOUSING SELECT COMMITTEE

Wednesday 6 July 2016, 7.30pm

Present: Councillors Carl Handley (Chair), Peter Bernards (Vice Chair), Maja Hilton, Simon Hooks, Liz Johnston-Franklin, Olurotimi Ogunbadewa, John Paschoud and Jonathan Slater.

Apologies: Councillors John Coughlin and Joan Reid.

Also present: Jeff Endean (Housing Strategy and Programmes Manager), Genevieve Macklin (Head of Strategic Housing), Kevin Sheehan (Executive Director for Customer Services), John Bardens (Scrutiny Manager).

### 1. Minutes of the meeting held on 25 May 2016

Resolved: the Committee agreed the minutes of the last meeting as true record.

### 2. Declarations of interest

The following non-prejudicial interests were declared:

- Councillor Slater is a member of the board of Phoenix Community Housing.

### 3. New Homes Programme

Jeff Endean (Housing Strategy and Programmes Manager) introduced the report. The following key points were noted:

- There are currently 7 projects on site and plans for a further 528 homes are going through – full details are in the report provided.

Jeff Endean (Housing Strategy and Programmes Manager) answered questions from the Committee. The following key points were noted:

- The result of the EU referendum has, so far, mainly affected the commercial property sector – not so much the residential sector. Many London residential developers have healthy balance sheets and are still looking to invest. But the full impact won't be known until the Council goes to market again.
- The flow of people to London may slow following the result of the referendum, and this may impact house prices. But while there may be some uncertainty around sale prices – the rental market is often counter-cyclical.
- Pressure on resources will change as the new homes programme progresses – at the moment, for example, there's a lot of pressure on planning – but this can be managed within existing resources.
- The 1% reduction in social rents will have a significant impact in Lewisham, but the current programme of 500 new homes won't be affected. The 1% reduction

will have more of a long-term impact, but there are ways of adapting – for example by changing the current 80% rent and 20% sale ratio for new homes.

Resolved: the Committee noted the report.

#### **4. Housing and older people**

Jeff Endean (Housing Strategy and Programmes Manager) introduced the report. The following key points were noted:

- Specialist housing for older people is a good idea. Appropriately designed housing, which is flexible to people's needs, can help reduce other costs – for example health and social care.
- Lewisham's housing for older people strategy is part of the wider housing strategy for 2015-20 and includes building new specialist and sheltered housing and providing the right help and adaptations.
- 90% of older people in Lewisham are living in non-specialist housing and, as the population grows and ages, there'll be a need for more specialist housing of all types. There are currently two new-build schemes – with £20 million being invested in 100 new "extra care" homes.

Jeff Endean (Housing Strategy and Programmes Manager) answered questions from the Committee. The following key points were noted:

- Lewisham's Trading Places scheme applies to all housing providers – not just Lewisham Homes.
- While research and statistics suggest that there is a significant demand for downsizing – it's a decision that people often find very hard to go through with.
- As the Lewisham population changes, estimates show that there is going to be a significant increase in demand for sheltered housing between 2025 and 2030.
- Given the growth of the private rented sector, the Council need to look at an appropriate product for older people. The private rented sector is currently mainly aimed at younger people.

The Committee made a number of comments. The following key point was noted:

- The Committee noted that the projected increase in demand for sheltered housing between 2015 and 2030 seemed unrealistic.

Resolved: the Committee noted the report.

## 5. Key Housing Issues

Jeff Endean (Housing Strategy and Programmes Manager) introduced the report. The following key points were noted:

- The result of the EU referendum has created considerable uncertainty – much will depend on the result of future negotiations.
- The full impact of new government legislation won't be understood until the relevant regulations are published.
- 183 homes in Lewisham have been bought with help from the Government's Help to Buy (equity loans) scheme so far – less than 2% of all house purchases.

Resolved: the Committee noted the update.

## 6. Housing and mental health – scoping report

John Bardens (Scrutiny Manager) introduced the report. The following key points were noted:

- The review should consider how any best practice identified could also be applied in the private rented sector.
- The review should also look into the information-sharing problems faced by different services.

Resolved: the Committee agreed the key lines of enquiry.

## 7. Select Committee work programme

Resolved: the Committee agreed the work programme.

## 8. Referrals

There were none.

The meeting ended at 8.10pm

Chair:

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Date:

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# Agenda Item 2

Housing Select Committee			
<b>Title</b>	Declarations of Interest	<b>Item No.</b>	2
<b>Contributor</b>	Chief Executive		
<b>Class</b>	Part 1 (open)	07 September 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)

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<b>Housing Select Committee</b>			
<b>Title</b>	Lewisham Homes Business and Delivery Plan 2015-19		
<b>Key decision</b>	No	<b>Item no</b>	3
<b>Wards</b>	All wards except Brockley, Whitefoot and Downham		
<b>Contributors</b>	Executive Director for Customer Services		
<b>Class</b>	Part 1	7 September 2016	

**1 Purpose**

- 1.1 The purpose of this report is to allow Housing Select Committee to review how Lewisham Homes performed in 2015/16 against its Business and Delivery Plan for 2015-2019.

**2 Recommendations**

- 2.1 Housing Select Committee is recommended to note the contents of this report.

**3 Policy context**

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

## **4 Background**

4.1 A new management agreement was agreed by Mayor and Cabinet in May 2016 that extends the life of the contract for another ten years. The 2015 – 2019 Business Plan:

- sets out how Lewisham Homes plans to deliver its mission to deliver great housing services to thriving neighbourhoods,
- contains the organisation's key targets and tasks,
- provides a clear focus of our staff and our stakeholders on what we are aiming to achieve and;
- sets out some of the challenges and opportunities facing the Council and Lewisham Homes in delivering great housing services to our Community

4.2 The Plan is approved by Mayor and Cabinet and is reviewed at Housing Select Committee on a regular basis.

4.3 Attached are:

- appendix 1 - The 2015-19 Business Plan;
- appendix 2 - The targets and KPIs in the Plan; and
- appendix 3 – KPIs for 2015/16.

## **5 Review of performance in 2015/16**

5.1 Lewisham Homes is making good progress against its key objectives. Both tenant and leasehold satisfaction have improved since the last survey in 2014, over 90% of homes meet the decent homes standard and Lewisham Homes is managing the development of the first new Council Homes in a generation.

5.2 Lewisham Homes is continuing to deliver efficiencies in the way it runs services enabling it to invest in service improvements. Most recently, it has run a project to purchase of 50 properties through a loan from the Council which are supporting the Council in meeting its statutory duties towards homeless households.

## **6 Excellent Services**

6.1 Lewisham Homes has made good progress over the year in increasing resident satisfaction. Tenant satisfaction has increased from 71% in 2014 to 77% in 2016 and Leasehold satisfaction has increased from 35% in 2014 to 56% in 2016.

6.2 Lewisham Homes has been working to ensure it provides excellent services and to ensure that they are easily accessible for residents. In 2015/6 Lewisham Homes has been:

- increasing its on line service offer;
- investing in customer care training for all its staff;

- taking on and investing in the grounds maintenance service;
- tackling antisocial behaviour in a more responsive way including out of office hours services; and
- carrying out a 'Big Conversation' with our residents which gave every single manager in the organisation the chance to engage directly with residents and hear their views about our services

### 6.3 Customer service

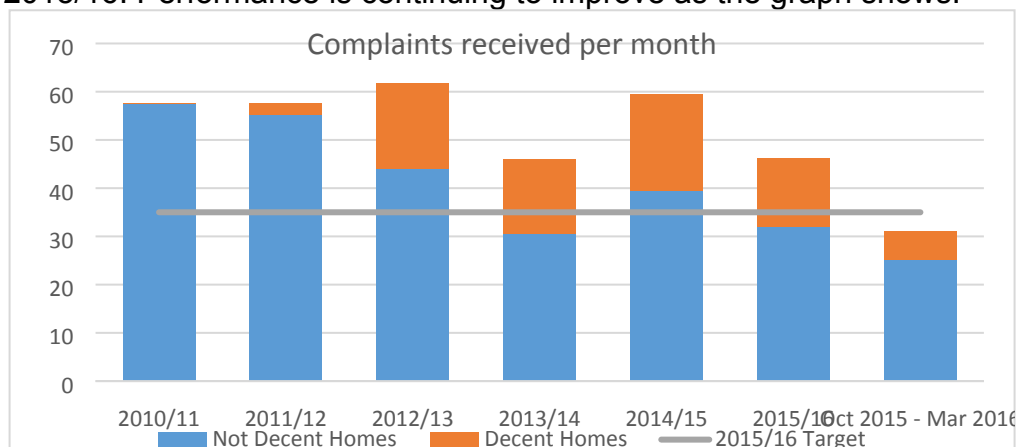
6.3.1 Lewisham Homes is providing more services online. The residents' portal has been improved and residents can now check their account balance on line and by text; they can look at the status of a repair, report a repair, and take part in polls and forums. Leaseholders now have new discussion forums and polls.

6.3.2 Lewisham Homes has combined two customer call centres and is carrying though an action plan to improve the call answering performance which deteriorated towards the end of the year.

6.3.3 All staff have received comprehensive customer care training to equip them with the skills and knowledge to give customers a great experience. The training was delivered and is making a difference.

### 6.4 Complaints management

6.4.1 A review reduced complaints from 60 per month in 2014/15 to 46 in 2015/16. Performance is continuing to improve as the graph shows.



### 6.5 Environmental Service

6.5.1 Resident satisfaction with internal cleaning and the caretaking service for the year was 71%.

6.5.2 Lewisham Homes took over responsibility for grounds maintenance from the Council in October and invested £400,000 in new equipment and vehicles and provided two days of induction and ongoing training. Resident satisfaction with the service has improved steadily since October, reaching 77% in March 2016.

6.5.3 Work done early in 2016 allowed Lewisham Homes to take external sweeping and lumber collection from the Council in April 2016.

## 6.6 Repairs & Maintenance

### 6.6.1 The Repairs Service is performing well:

- Satisfaction with the last repair has risen from 87% in 2014/15 to 93% last year.
- Complaints about the repair service per month have halved from 26 in 2010/11 to 13 in 2015/16.
- Live disrepair cases have reduced from 130 to 35 in 5 years.

6.6.2 The number of complaints per year per thousand homes has reduced from 38 in 2011/12 to 31 in 2015/16.

## 6.7 Housing Management

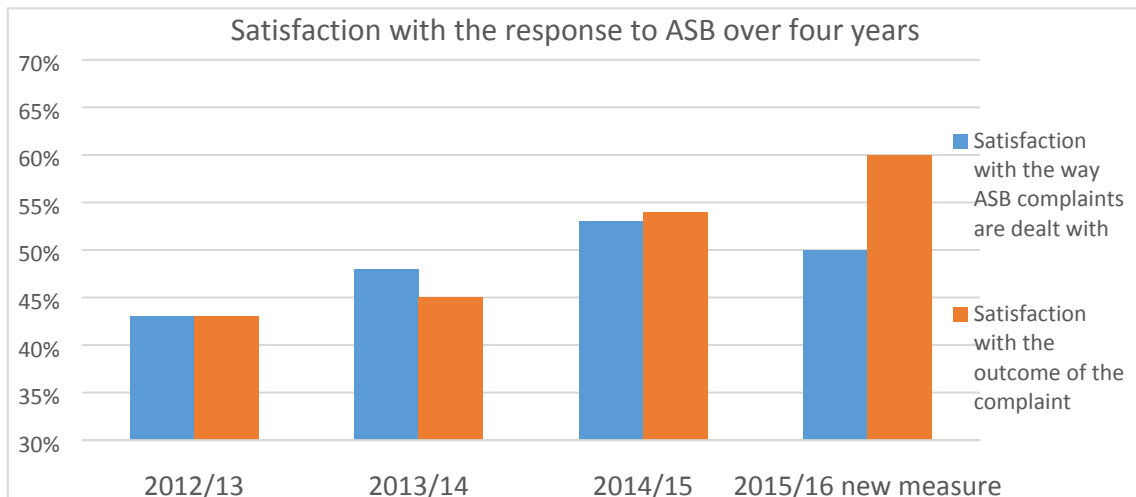
6.7.1 The Business Plan said that Lewisham Homes would introduce a revamped, more responsive approach to tackling antisocial behaviour including introducing extended hours and a mobile service.

6.7.2 In June 2015 the Antisocial Behaviour team started working until 10pm every Thursday, Friday and Saturday night. This enables the team to provide a fast response and prevent ASB from escalating. They work closely with the Police to help bring criminals to justice and remove them from Council properties. Since June 2015, the team has achieved:

- 5 evictions for persistent ASB and/or criminal offences;
- 3 Suspended Possession Orders;
- 1 suspended prison sentence for breach of undertakings;
- 12 search warrants with Police - finding drugs, guns, ammunition and dangerous dogs within Council housing stock;
- 4 weapons searches and removals in communal areas and open spaces; and
- 3 Injunctions Preventing Nuisance and Annoyance (IPNA's);

6.7.3 As well as responding, the team patrols hotspot locations every Thursday, Friday and Saturday night with the view that prevention is better than cure. When out on patrol the team provides live updates enabling residents and the Council to follow what they are doing from their Twitter account @LH\_ASB.

6.7.4 Satisfaction with outcome has improved year on year to reach 60%. However satisfaction with handling dropped to 50%



## 7 Thriving Neighbourhoods

7.1 Lewisham Homes' Business plan sets out to work with Lewisham Council to increase housing supply in the Borough to ensure that all its homes meet the Decent Homes programme. Lewisham Homes also runs a range of Community Investment activities.

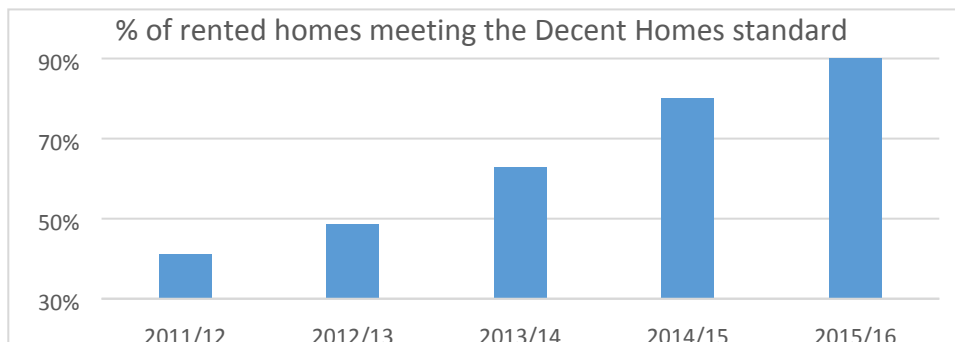
7.2 In 2015/16 This year Lewisham Homes has:

- Increased levels of decency in the stock to 90%.
- Completed 9 new homes and approved contracts for a further 74 homes on 4 sites.
- Has purchased 50 homes to increase supply for those in housing need.
- Continued its investment in apprenticeships and graduate employment opportunities.
- Developed its community investment partnership with the Albany.

### 7.3 Major Works Investment Programme

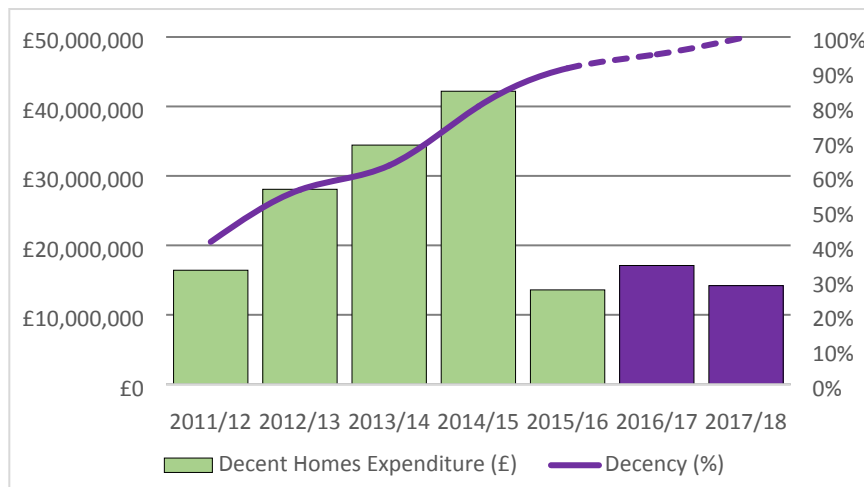
7.3.1 Lewisham Homes has a new Asset Management Strategy and database with will ensure the right information is available to plan efficient and effective investment programmes.

7.3.2 Lewisham Homes has spent £135m to date delivering the Decent Homes programme. Despite no grant from the GLA this year, Lewisham Homes increased the Decency level from 80% to 90% and will make all stock decent by 2018 in line with the Mayor's manifesto commitment.



7.3.3 Difficulties with contractors have led to a review, resulting in a pause in some of the work and less money was spent than had been planned. The capital retained will be spent in later years.

### Decent Homes programme delivery



7.3.4 All continuing work on kitchens, bathrooms, and electrical rewires are now being undertaken in-house by the Lewisham Homes Repairs Service. This work is achieving 100% satisfaction compared to 91% satisfaction with the contractors.

## 7.4 New build

7.4.1 Lewisham Homes completed six new build properties in March 2015 and is on-site in four locations which will provide a further 74 homes. Lewisham Homes is on track to support delivery of the Mayor's target of 500 new homes by March 2018.

## 7.5 Community Focus

7.5.1 Residents are encouraged to be involved in many ways. This includes formal approaches, with seven residents on the LH Board, a Residents Scrutiny Committee, and a Resident Engagement Panel. Residents are encouraged to develop skills to support succession planning and to help them gain employment or further their careers - 29 residents completed the London Metropolitan University improving housing services course. More courses are planned for 2016/17.

7.5.2 More informal ways to engage attract a wider range of people. Changes over the year included:

- A campaign to increase online engagement and use of social media. This approach was used to consult on the insourcing of the grounds maintenance service and it involved 400 residents achieving a more representative view, with a spread of age ranges, and more BME groups taking part.
- Leaseholders now have new discussion forums and polls on the LH website where residents can view their information.
- The 'Big Conversation' survey - all LH managers took part and



spoke with 1,000 residents capturing views and feedback.

7.5.3 The Community Investment Programme continued in partnership with contractors and community based organisations, focusing on four themes - Digital inclusion, financial inclusion, Employability, and Health and wellbeing. In 2015/16 the programme included four Community Fund projects:

- Evelyn Parents Family Support Scheme – a resident led programme of affordable holiday play club schemes, which delivered 18 days of play activities to 597 participants in an area with one of highest levels of deprivation in the borough. These successful schemes have enabled the Evelyn Parents Forum to acquire the full management of the Deptford Park Play Club.
- Healthy Lewisham TV (a youth website project designed to encourage healthy lifestyles and teach film and production skills) - 4 courses delivered to 44 participants, who all received an AQA accreditation in Film Making.
- Lewisham Youth Conference (an event to inspire and empower young people on volunteering, training and employment opportunities) was held in February 2016, and attended by 400 young people
- Health and Wellbeing with Employability (improving mental health by decreasing isolation and stigma)

7.5.4 In 2015/16 Lewisham Homes provided nine apprenticeships directly and 23 through contractors. LH achieved awards through this programme, including the 2015 'Outstanding Contribution' and the best team award.

7.5.5 The programme of accredited and non-accredited training for residents:

- supports them into employment;
- improves their access to technology and use of the internet;
- reduces financial exclusion and social isolation; and
- empowers them to make healthy lifestyle choices.

7.5.6 By working with partners, LH delivered a more innovative approach with more benefits than could be achieved on its own. In July 2015 LH launched a new partnership with the Albany in Deptford.

- Since launching in July 2015 the Love2Dance street dance programme has grown from 25 participants to 112 and the programme will expand to a third site in April.
- A pilot to take the already established 'Meet Me at the Albany' project, which addresses social isolation for older people, to Roseview Sheltered Housing scheme has been well received. Plans are now in place to expand to further sites in sheltered schemes in 2016/17.
- The partnership has provided ticket subsidies to residents to access the Albany programmes and this has saved residents nearly £500.

7.5.7 The positive partnership between LH and the Lewisham Tenants Fund supports effective engagement. LTF funding has supported:

- formal resident engagement forums;

- hosting residents at the annual residents Garden Party event; training and development initiatives; and
- help for online and other engagement activities.

## 8 Sustainable Future

8.1 Lewisham Homes is committed to ensuring its services represent value for money and remain affordable for residents. There is a good track record of reducing management costs since 2007 and in using efficiencies delivered to invest in service improvements including supporting the purchase of 50 homes to provide better and more affordable accommodation for those in housing need.

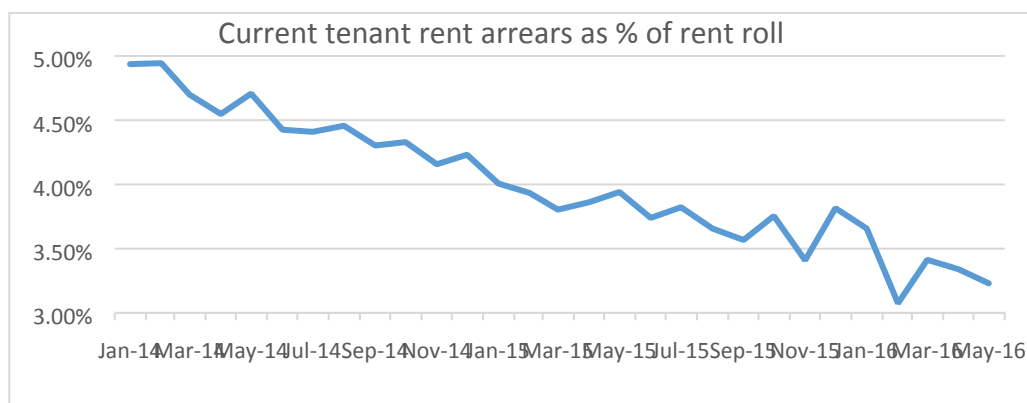
8.2 In 2015/16 Lewisham Homes has been:

- delivering efficiencies through taking on new services such as grounds maintenance without an increase in overheads;
- reducing responsive repairs costs and investing more in planned maintenance;
- purchasing 50 homes providing better and more affordable accommodation options for residents; and
- reviewing our contract management arrangements and staff training to ensure we can deliver better value for money in the future.

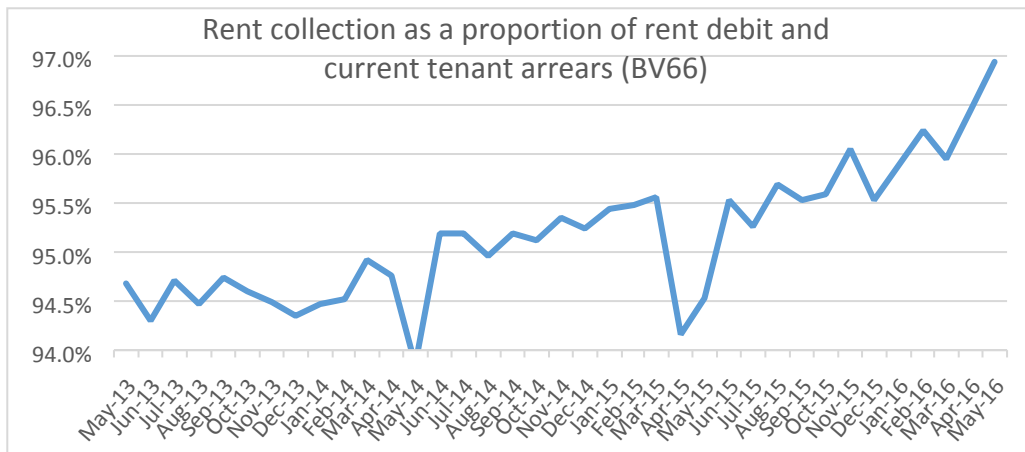
8.3 A new gas contract with Quality Heating Services is performing well. The new contract moves from two to one contactors and delivers a 15% saving of £0.25m a year against £1.6m.

### 8.4 Rent collection and welfare benefits

8.4.1 Current tenant rent arrears continues to reduce.



8.4.2 Rent income collection was equally successful in light of welfare reform changes, collecting 99.6% of the debit against a target of 99.5%. The graph below shows the combined success of these figures by showing rent collection as a proportion of the annual rent roll plus the current tenant arrears.



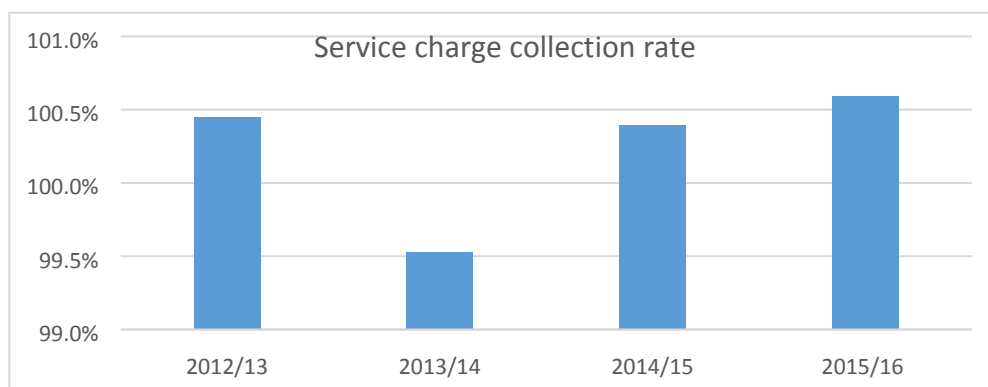
8.4.3 Lewisham Homes works closely with the Council to support households affected by the benefit cap and bedroom tax. A good partnership with the Trading Places Team has helped 97 LH residents affected by the bedroom tax to downsize since February 2015.

- 8.4.4 Financial Inclusion work supports residents in financial need by:
- working with local food banks to provide vouchers for residents in need;
  - providing welfare benefit advice surgeries at the Old Town Hall;
  - promoting the services provided by the Credit Union, with 1,286 current active LH members, with over £452,500 in savings; and
  - securing additional welfare benefits for residents, with £532,768 of additional benefits obtained in 2015/16.

8.4.5 Despite this work to help sustain tenancies, the annual rate of evictions for rent arrears has risen from 44 in 2013/14 to 56 last year.

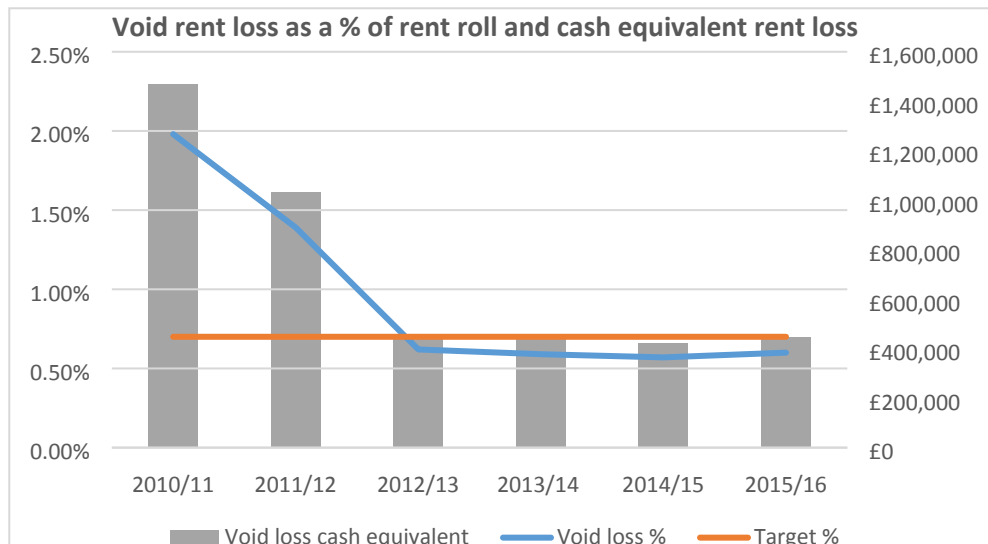
## 8.5 Home Ownership and service charges

8.5.1 Lewisham Homes collected 100.6% of the service charge due in the year. This is the best performance in four years.



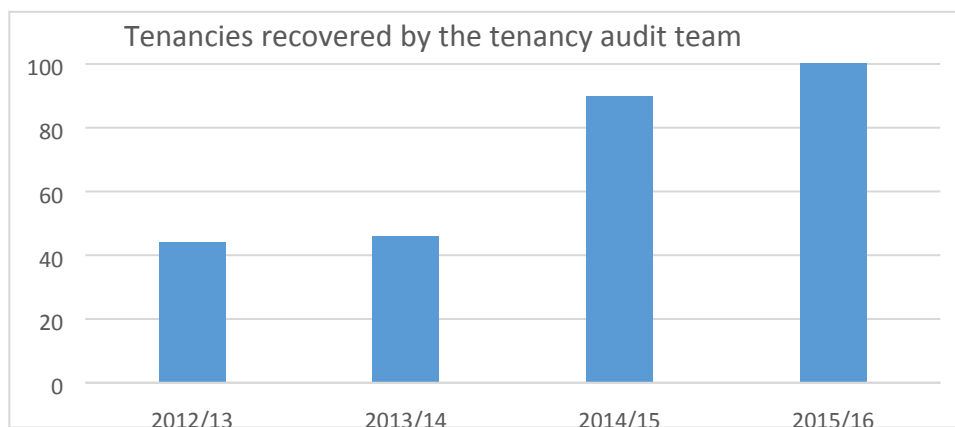
## 8.6 Void management

8.6.1 Void performance continues to be strong with void loss reaching 0.6% for the year against a target of 0.7%. Each 0.1% reduction saves £82k. All newly let properties now meet the Decent Homes Standard.



## 8.7 Tenancy Fraud

8.7.1 Between April 2015 and March 2016 Lewisham Homes recovered 102 properties to help the Council address the chronic housing shortage. The graph below shows the improvement in the last few years.



8.7.2 A new contract with 'Call Credit', a credit search company, is helping Lewisham Homes identify tenants who have another social tenancy.

## 8.8 Property acquisition

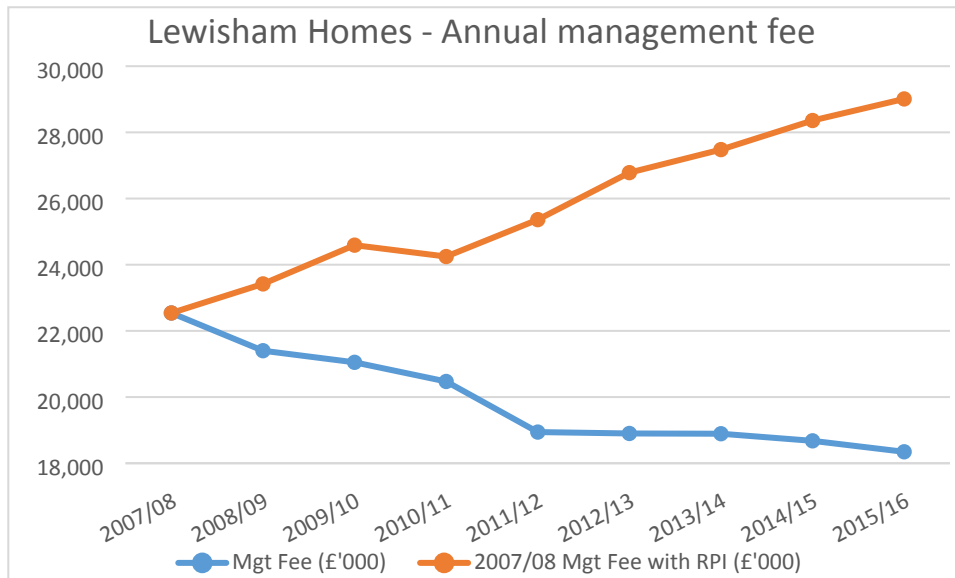
8.8.1 Lewisham Council has loaned £20 million to Lewisham Homes to purchase 80-100 properties in the next 18 months. As at 31 March LH had bought 50 properties which it uses to provide temporary accommodation to families placed by the Council to meet temporary housing duties and to prevent homelessness. Each property purchased saves the Council a substantial sum in accommodation and financing costs.

## 8.9 Improving efficiency and economies of scale

8.9.1 Lewisham Homes is improving efficiency by increasing economies of scale and has been working with the Council to bring services in house. A start has been made to increase the turnover of the repairs service by

using contractors less. The repairs service carried out Decent Homes work in 300 homes, work that in the past used to be done by contractors. The turnover of the repairs team increased by £300,000 to £13.4 million.

8.9.2 Whilst Lewisham Homes has taken on new services from the Council, including Grounds Maintenance, the management fee for 2015/16 at £18.3m was £0.3m lower than 2014/15 (£18.7m). Lewisham homes continues to drive out further cost efficiencies to work within a management fee which is now £4.2m lower than £22.5m in 2007.

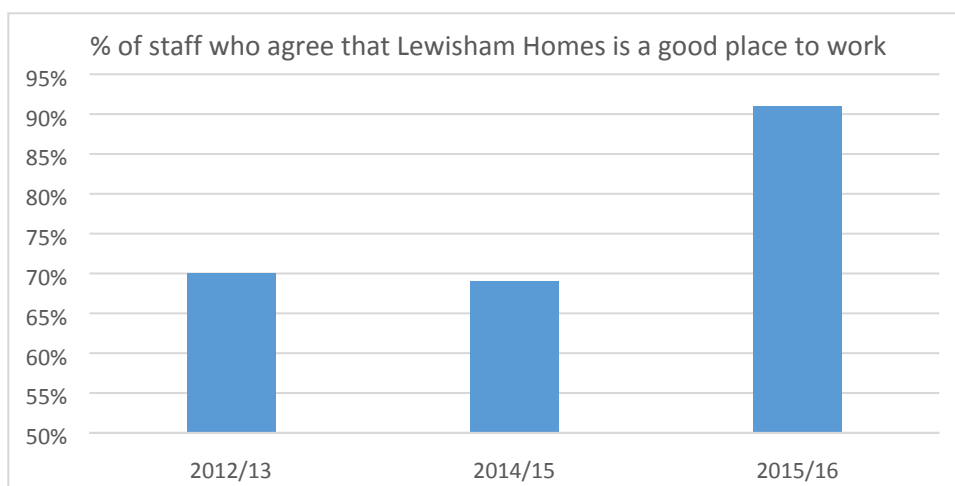


## 9 Employer of choice

9.1 Lewisham Homes recognises that its staff are the driver for its performance and the quality and efficiency of our services. In 2015/16 Lewisham Homes has:

- Reviewed its recruitment approach ensuring we attract the best staff.
- Revised its induction arrangements ensuring every single new staff member has face to face time with each member of the Executive management team.
- Invested in training programmes from personal professional development to core training modules such as health and safety and data protection to an organisation wide customer care programme.
- Carried out an annual staff awards ceremony to celebrate success.
- Achieved the Investors in People Gold Standard.

9.2 The percentage of staff who agreed that Lewisham Homes is a good place to work had jumped from 69% to 91%.



9.3 At the end of the year Lewisham Homes was awarded the prestigious gold award as an Investor in People, an important aim from the Business Plan.

9.4 Lewisham Homes supports the Council's apprenticeship programme and promotes training and job opportunities. In 2015/16 LH employed five trainee graduates and nine apprentices.

9.5 During the year 22 staff benefited from a mentoring scheme by being paired with 22 more experienced staff members. Most of them found it a valuable process. Internal recruitment accounted for 42% of appointments, showing the success of internal development opportunities.

9.6 Sickness remains relative low at 4.8 days per staff member per year for non-manual staff and 7.6 days for all staff.

## 10 Legal Implications

10.1 There are no specific legal implications arising from this report.

## 11 Financial Implications

11.1 There are no specific financial implications arising from this report.

## 12 Health & Safety

12.1 Monitoring Health and Safety Performance is well established with regular updates to the Executive Team and the Health and Safety Committee.

12.2 The Estate Inspection programme has been reducing slips and trips and strengthening insurance claims management for over two years.

12.3 Lewisham Homes has partnered with the London Fire Brigade, the Building Research Establishment (BRE) and the British Automatic Fire Sprinkler Association (BAFSA) to carry out world first experiments in fire safety. The tests examined how effective residential sprinkler systems are on mobility scooter fires. Working with the London Fire Brigade, Lewisham Homes are using the results of the experiments to shape fire safe safety plans for new build homes, sheltered accommodation, flats

and converted properties.

### **13 Crime & Disorder Implications**

13.1 There are no specific crime and disorder implications.

### **14 Equalities Implications**

14.1 Lewisham Homes' Equality and Diversity Strategy was approved by the Lewisham Homes Board in May 2013. The Board receives regular monitoring reports to assess progress against the strategy.

14.2 Measures have been put in place to protect the most vulnerable tenants. Lewisham Homes collects profiling information to plan and improve services, and to flag up where tenants require support.

14.3 Lewisham Homes continues to support the Lewisham Safeguarding Agreement, which helps protect vulnerable adults and children. A training programme in safeguarding awareness has been delivered.

### **15 Environmental Implications**

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

### **16 Background papers and report originator**

16.1 There are no background documents to this report.

16.2 For further information please contact Michael Westbrook, Housing Policy and Partnerships Manager on 020 8314 6346.

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# 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

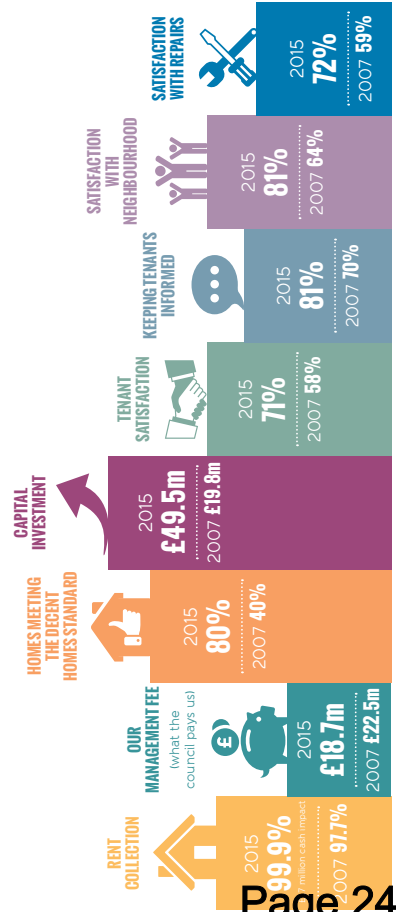
Homes has become an organisation that listens to its residents, and values their engagement and influence on decisions and its services.

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.

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

## THE MEMBERS



**Julia Cotton**  
Resident & chair



**Ophelia Bobori**  
Resident



**Susan Wise**  
Councillor



**Ainsley Forbes**  
Vice Chair and independent



**Paul Bell**  
Councillor



**Sarah Smith**  
Independent



**Terry James**  
Independent and chair of audit committee



**Nick Joslyn**  
Independent



**Neil Poppmacher**  
Resident



**Steven McGann**  
Resident and chair of scrutiny committee



**John Paschoud**  
Councillor



**Grace Padonou Addy**  
Resident

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.



**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

# Our mission

To deliver great housing services for thriving neighbourhoods

**OUR CORPORATE OBJECTIVES ARE:**

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

## 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

## HOUSING MANAGEMENT (INCLUDING TENANCY, ANTI-SOCIAL 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-focused 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.



**DIRECTOR OF PROPERTY SERVICES**  
Mark Agnew  
Thriving neighbourhoods

## 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 private 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.



**DIRECTOR OF RESOURCES**  
Adam Barrett  
Sustainable future

## 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.



**DIRECTOR OF CORPORATE SERVICES**  
Hilary Barber  
Employer of choice

## 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.

## 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

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.

### 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

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.

### 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.



**Delivering great housing**

**services for thriving**

**neighbourhoods**



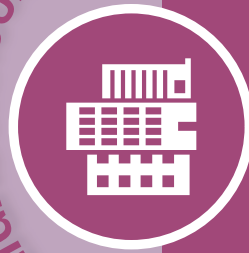
# Our Strategic Objectives

## EXCELLENT SERVICES



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

## THRIVING NEIGHBORHOODS



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

## SUSTAINABLE FUTURE



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

## EMPLOYER OF CHOICE



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

# Excellent Services

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

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

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

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

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



## Our Plans

We have made significant progress since we were set up in 2007, but we want to achieve more. We have set challenging targets ahead 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%.

6272

Households have had Decent Homes work completed.

we're aiming for 100% by 2016

Satisfaction with home increased from 61% (2010) to 70% (2016)

and target 85% (2019)

## 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 in cluding 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 Levitating 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.

500 new homes by 2019

## 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.

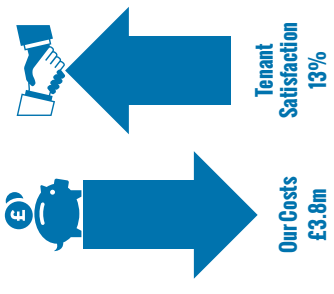
- Ensuring we have the right information to base investment planning and decisions by setting out a **30 year plan for investment.**
- Securing investment with our partners and **provide opportunity for people through training and employment programmes** that add value to the community.
- Delivering **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	£99.33	£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.

# 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

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

## 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

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## 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

March 2016

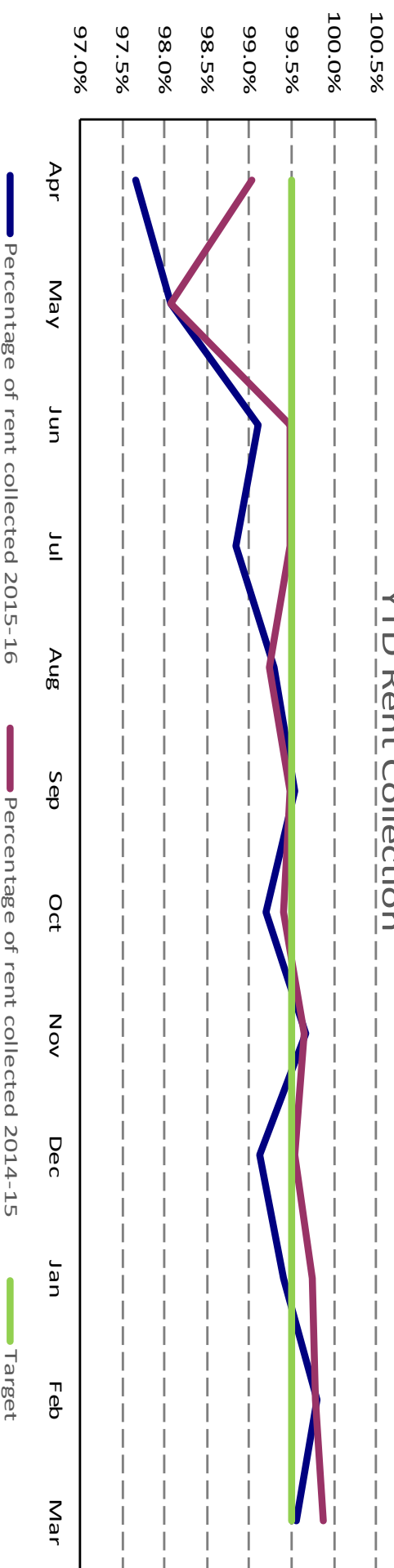
Board Paper 5

Indicator	Year		Year end outturn	Target	Direction of Travel *	YTD vs Target
	2013- 2014	2014- 2015				
LH 30 Percentage of rent lost through vacant properties	0.78%	0.61%	0.61%	0.70%	▲	▲
BV 13 Average days to relet all properties (includes all major works time)	71	43	46	40	▼	▼
<b>New</b> Average days to re-let minor works voids	52	29	34	22	▼	▼
LH 29 Percentage of rent collected excluding current tenant arrears	98.7%	99.9%	99.6%	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	56	-	-	-
LH 305 RTB sales completed (annual equivalent)	91	105	102	-	-	-

### Indicator

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%	100.6%	102%	102.0%	▼

### YTD Rent Collection



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

## Excellent Services

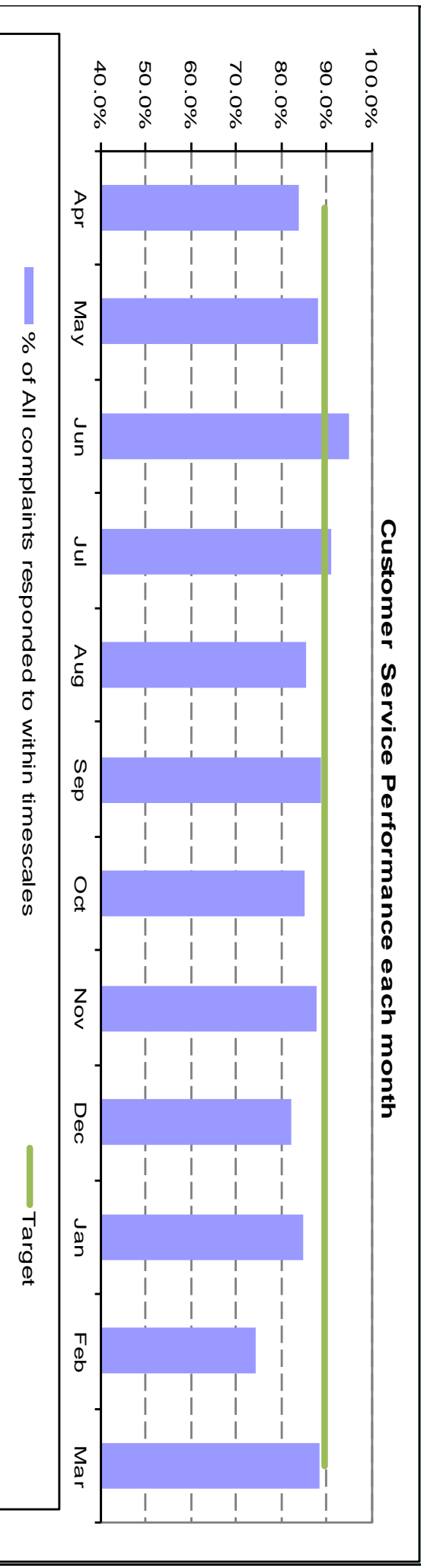
March 2016

Board Paper 9

Indicator	Year		Direction of Travel *	YTD vs Target
	2013-2014	2014-2015		
LH 308 Satisfaction with Internal Caretaking and Cleaning	68%	64%	▲	▼
LH 32 Tenant satisfaction with the last repair	93%	87%	▲	▼
<b>New</b> Average monthly number of new complaints	40	62	▲	▼
LH 34 % of complaints responded to within timescales	83.0%	90.6%	▲	▼
LH 4 Percentage of homes with a current annual gas safety check	100.00%	100.00%	▲	▼
LH 307 Number of properties for which a fire risk assessment is overdue	0	0	▲	▼

### Annual Indicators

BV 74	Tenant satisfaction with the overall service provided by their landlord	N/A	71%	N/A	▲
LH 113	Leaseholder satisfaction with the performance of the service	N/A	35%	N/A	▲



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

## Thriving Neighbourhoods

March 2016

Board Papers

Indicator	Year end		Year end outturn	Target	Direction of Travel *	YTD vs Target
	2013-2014	2014-2015				
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%	90.0%	90%	—	—
<b>New</b> Number of new properties developed by Lewisham Homes cumulatively	0	6	9	9	—	—

### Annual Indicators

<b>New</b> Tenant satisfaction with the quality of their home	N/A	70%	N/A	80%	▲	
<b>New</b> Tenant satisfaction that we take their views into account	N/A	59%	N/A	63%	▲	

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

\*\* The target is for Decent Homes at 31 March 2016

## Employer of Choice

March 2016

Board Papers

Indicator	Year end		Year end outturn	Target	Direction of Travel *	YTD vs Target
	2013-2014	2014-2015				
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%	6.4%	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.

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Housing Select Committee			
<b>Title</b>	Brockley PFI – Annual Review Report		
<b>Key decision</b>	No	<b>Item no</b>	4
<b>Wards</b>	Brockley		
<b>Contributors</b>	Executive Director for Customer Services		
<b>Class</b>	Part 1	7 September 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 1,298 are currently tenanted and 537 are leaseholder dwellings, and 4 becoming freeholder dwellings.
- 1.2. The PFI project involves the refurbishment, management and maintenance of properties for 20 years.
- 1.3. The purpose of this report is to give a brief overview of the background of the Brockley PFI and the key achievements and progress that has been made to date during 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.

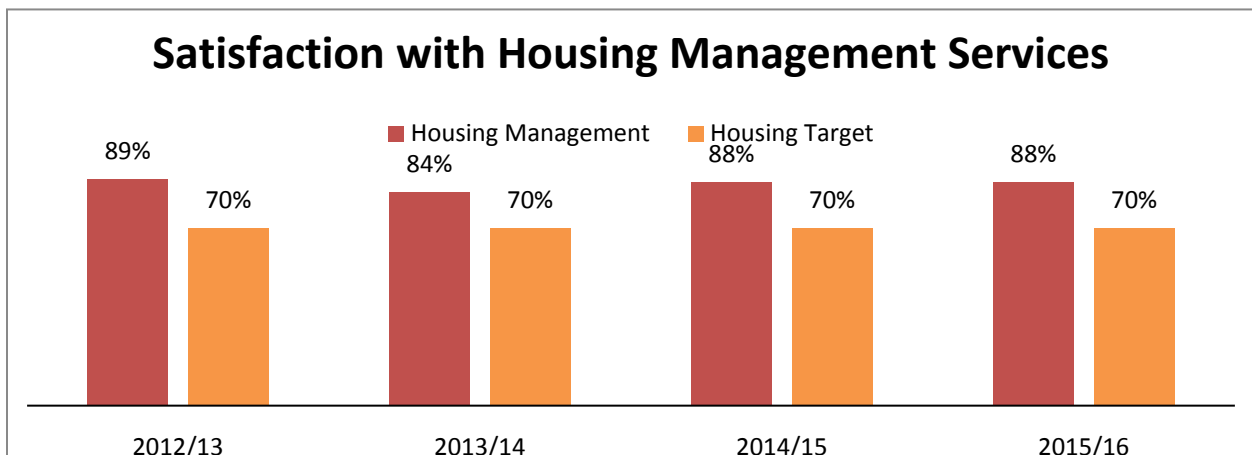
- Housing management and estate services is delivered by Pinnacle.
- Repairs and Maintenance and continuing life cycle works is delivered by Rydon Maintenance (formerly Equipe).

#### 4. Performance Indicators

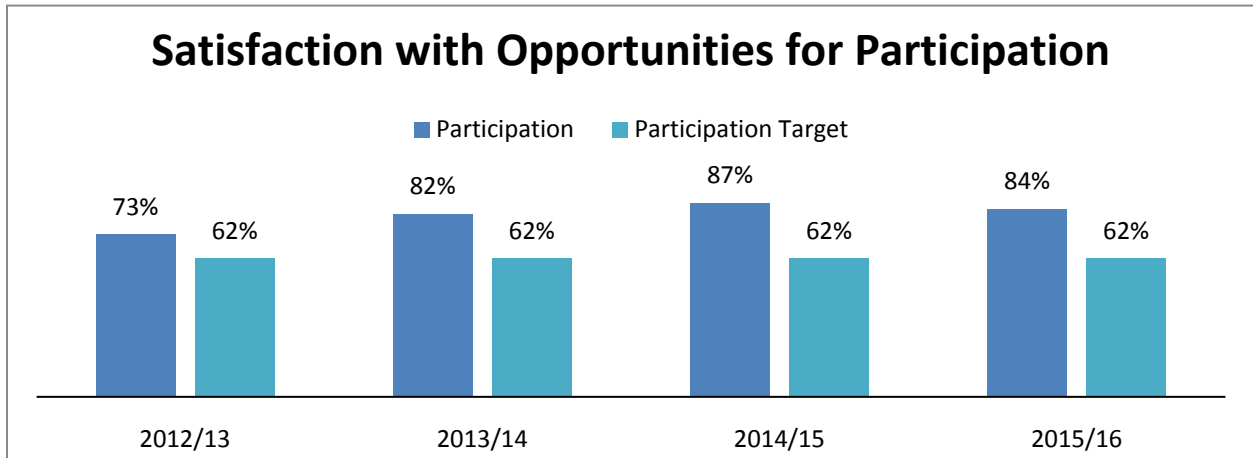
- 4.1. Altogether there are 26 contractual Key Performance Indicators (KPI), of which 19 are provided on a monthly basis and seven on an annual basis. The list of the KPIs is provided at Appendix 1.
- 4.2. The data entry sheet, which provides the current performance against those KPIs up until March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

#### 5. Customer Satisfaction

- 5.1 The housing management team have continued to provide excellent customer services to the residents in Brockley. An annual survey is carried out with residents in the Brockley PFI area to ensure that we provide the best possible service, to find our weak and strong areas and to measure trends in satisfaction in order to implement improvements to our services.
- 5.2 Our 2014 -2015 survey results show high-level levels of satisfaction. The target of 70% for satisfaction with housing management services has been frequently exceeded with the last three years' satisfaction ranging from 84% to 89%.



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



## 6. Customer Service

6.1. RB3 has performed well throughout the year with there were 484 items of correspondence and 100% were responded to within the 10 working day target.

6.2. RB3 received 41 complaints throughout the year. The breakdown is shown below:

	Housing Management	Repairs	Total
Stage 1	8	20	28
Stage 2	1	9	10
Stage 3	1	2	3

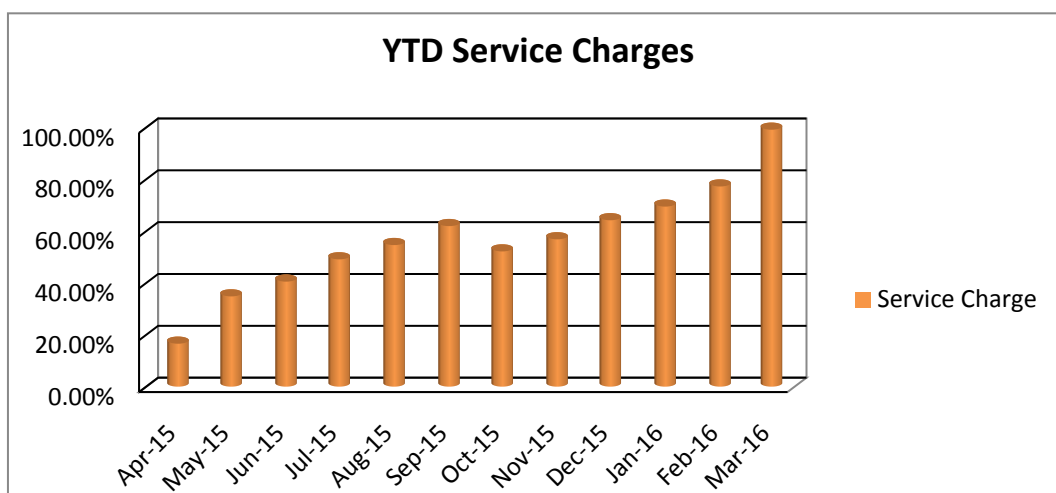
6.3. The number of complaints received this year is a significant reduction on the 64 complaints for the previous year.

## 7. Tenancy Management

- 7.1. RB3 attend the Crime and Anti-social Behaviour forum run by LEWHAG to share best practice and learn from other Registered Providers working in the borough.
- 7.2. RB3 received 36 reports of anti-social behaviour throughout the year and these reports ranged from noise nuisance to neighbour disputes. Of these reports, 72% were noise nuisance cases. In reviewing these cases, RB3 have now subscribed to 'The Noise App' in order that residents can record and report noise nuisance on their android phones directly to RB3 and build their case. The tool has been used by various housing providers and is understood to provide good evidence.
- 7.3. We have actively promoted mediation and continued to use Lewisham Mediation (LAMP), who provide an invaluable service especially for neighbour nuisance cases.
- 7.4. RB3 were required to audit 20% of the tenanted properties in Brockley in 2015 - 2016. We completed 100% of Tenancy Audits by the end of the year and have repossessed 10 properties where there was unlawful sub-letting. We continue to work closely with Lewisham's fraud team.

**8. Leasehold Management**

- 8.1. There were 2 cases that were brought to the First Tier Tribunal; in both these cases, the residents' claims were not upheld.
- 8.2. The team met their service charge contract target in 2015-16 by collecting 107.5% which exceeded the target of 90%

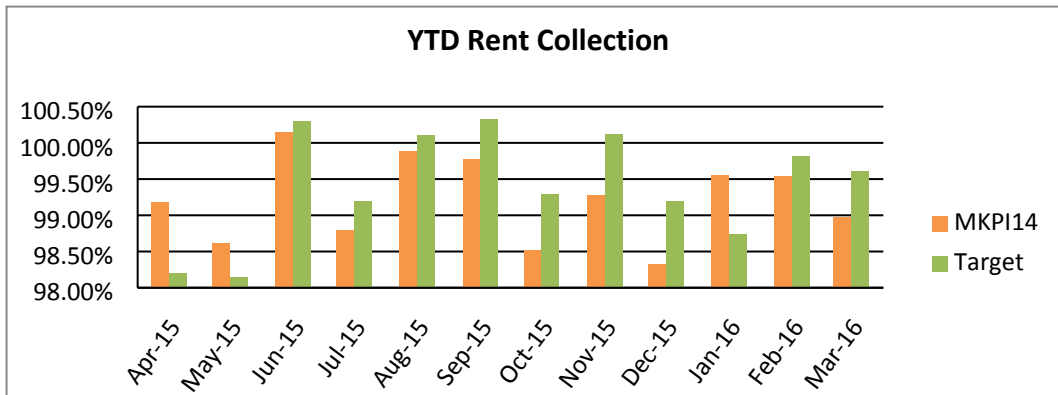


- 8.3. Leaseholders in Brockley should have paid their major works bills in total by 2013. All leaseholders who have not paid their outstanding major works debts in total, are being pursued via mortgage lenders and legal action.



## 9. Income Collection

- 9.1. The amount of rent collected at the end of March 2016 was 98.97% of the debit raised. This is 0.6% behind the Council's providers who achieved 99.6%. RB3 are measured against the performance indicator MKPI14 for rent collection, which requires the provider to be equal to or ahead of the borough month on month.



- 9.2. Throughout 2015-2016 RB3 encountered ICT issues which were not its fault, and which affected its ability to collect rent. Contractual relief letters were submitted by RB3 and accepted by the Council. The Council has been working with RB3 and Lewisham Homes to address these issues, and will continue to work towards recovering this position in 2016/17.
- 9.3. The Income Managers attended the CIH Welfare Reform 3<sup>rd</sup> Episode Seminar to ensure that staff were prepared for reform in anticipation of the introduction of Universal Credit.
- 9.4. RB3 continues to work with residents affected by the Welfare reforms. All residents affected by the benefit cap and the 'bedroom tax' have been contacted and offered advice. Residents are reviewed at regular intervals to ensure that they are able to maintain their rent payments.
- 9.5. RB3 have employed 170 Community Project to give welfare benefit advice and support to the residents of Brockley. They operate out of the offices at Brockley one day a week. Tenants are supported not only around issues to do with universal credit but also people are referred to them as part of the rent arrears process in order to sustain tenancies and prevent eviction.

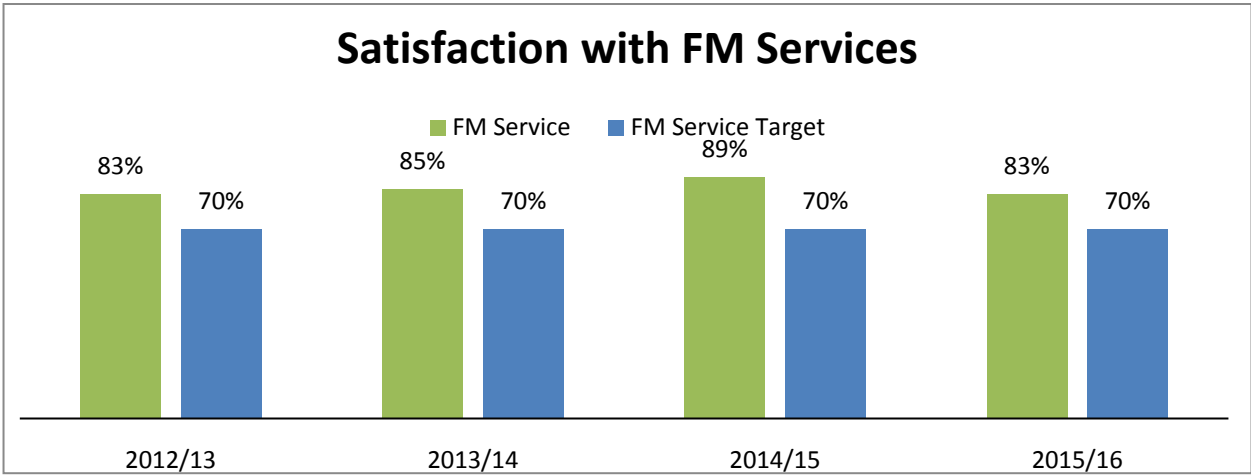
## 10. Estate Management

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

10.2. Inspections are carried out on 113 blocks each month, both internal and external communal areas are inspected. Over the current period RB3 achieved an average Environmental Performance Report (EPA) standard A in 98% of external inspections and a 97% on internal inspection.

Estate Services		2012/13	2013/14	2015/2016	Target
KPI	Performance Standard				
MKPI9 Contractual (Monthly)	External communal area inspected at EPA standard A	95%	99%	98%	90%
MKPI10 Contractual (Monthly)	Internal communal area inspected at EPA standard A	94%	98%	97%	90%

10.3. Our survey results show that over 83% of residents are satisfied with the cleaning and gardening of their blocks. The performance figures for the period under review are set out below.



**11. Void Management**

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

11.2. There were a total of 40 voids with an average re-let time of 19.13 days. All properties are re-serviced and brought up to the contractual Decent Homes plus standard by Rydon.

**12. Asset Management**

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

**13. Repairs and Maintenance**

13.1. The responsive repairs maintenance service covers all day to day repairs including an emergency out of hour’s service, and the management of void properties. The average number of repairs carried out each month for the period April 2015 –March 2016 was 838.

The three main Key Performance Indicators relating to the responsive repairs performance are identified 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%
<b>MKPI 17 - % Responsive Emergency Repairs responded to in time</b>	97%	100%
<b>MKPI 18 - % Responsive repairs carried out within priority times</b>	95%	100%

**14. Health & Safety**

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

**15. Resident Involvement**

15.1. The RB3 Residents Panel represents all residents in the RB3 area and is the forum where discussion and consultation on issues of relevance to residents takes place.

At each meeting residents can raise individual concerns with the relevant officials and guest speakers attend to make presentations on wider issues. The residents' panel also acts as a scrutiny panel to scrutinize the contract.

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

- Big Lunch 2015 - Tyrwhitt Road. Brockley PFI assisted residents in arranging a street party taking part in the national big lunch day.
- Wickham Mews Garden Open Day- Pinnacle supported this event and supplied water for the gardeners by installing a tap on the outside of the rear wall.
- Clare, Shell & Nuding Close –Seaside Away Day sponsored by RB3
- Summer Play Schemes: Pinnacle contributed to the St Andrews scheme a £1200 donation allowed the scheme to include 2 coach trips to the seaside.
- Children's Christmas Party held at St Andrews Church
- Easter/Spring Party for children

15.3 RB3 has met with tenant groups and individuals, with a view to running a series of advice and information sessions covering health and wellbeing, fuel poverty and energy conservation and 'getting online' training. We are also surveying tenants to get a sense of what type of community activities they would like RB3 to carry out in the coming year.

## **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 & Partnership Manager, on 020 8314 6534.

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## 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.

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# ANNUAL SERVICE REPORT

2015-2016



## Foreword

We are committed to achieving excellence across our Brockley contract. This can only be delivered through our frontline staff. Our Managers are responsible for creating the right culture and climate for our teams to thrive in, while promptly tackling issues of poor performance. We deliver a resident lead, values-driven service with significant investment in all staff development.

A set of role-specific key tasks has been issued to all staff ensuring all individuals have a clear set of operating objectives. We carry out regular 121's with all staff to reflect on performance and discuss any relevant issues (positive as well as negative). An annual appraisal is carried out at the end of each financial year.

Staff are regularly encouraged to contribute and discuss better or new ways of improving the service we offer. Formally all team meeting across the contract include an agenda item for consideration of this point and all 121 reviews also ask staff for any suggestions they have. However, more importantly, the culture we create in our teams positively encourages staff to challenge the way operations are carried out and seek innovative solutions.

This is our Brockley's Annual Service Report that is designed to update you on the above commitment and our performance during the year 1<sup>st</sup> April 2015 – 31<sup>st</sup> March 2016. The report describes how we performed in delivering our core performance indicators; as well as looking at service improvement proposals, which demonstrate our ongoing commitment to provide high-quality services.

We expect all our staff to take a proactive approach to leading all aspects of service delivery in the areas we manage. Our teams are encouraged to provide a responsive, flexible and helpful service to our customers forming strong local bonds. This approach ensures residents see us as the key local community partner and helps achieves high levels of customer satisfaction.

We carry out an annual survey with residents in the Brockley PFI area to ensure that we provide the best possible service and to measure trends in satisfaction. The results from our surveys help us to improve our services by identifying where there is room for us to get better.

This year's survey shows high-level levels of satisfaction. However, we remain committed to continually improving the quality of the services and improving satisfaction further. This is one of the top priorities for 2016/17.

Furthermore, we will aim to build upon our current good performance locally and play a full role in working with the London Borough of Lewisham to continue improving its services across all areas.

Finally, I would like to thank residents, officers and members of Lewisham Council, our partner organisations, and all our staff and Board for their continued support during the past 12 months.

**Steve Bonvini**  
**RegenterB3**

# ANNUAL SERVICE REPORT

2015-2016

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## Introduction

RegenterB3 make certain that our teams fully comply with all contractual obligations and that we deliver high-quality customer-focused services that address specific needs and achieve a high level of residents' satisfaction. The need to work with all relevant stakeholders is essential in the delivery of our primary objectives and performing well against twenty-six Key Performance Indicators. Throughout 2015/16 we have worked closely with the Council, Lewisham Homes, Councillor, residents and other stakeholders to ensure that the contract is adhered to and that all targets are achieved.

Effective communication is a critical component of customer service for all organisations, and RegenterB3 are no exception. In dealing with customers, communication is essential, whether it is face-to-face, over the phone, via email or, increasingly, through online channels. Our Customer Service Team efforts have focused on ensuring a prompt response to all communication and effective complaints handling. During 2015/16 all customers were attended to within the required timescales, and all correspondence and complaints were responded to by the contractual deadline.

The results of our annual satisfaction survey show a high level of satisfaction; with 88.15% of tenants and leaseholders satisfied with housing management services. However, we recognise that there are areas where improvements can be made, and we will be aiming for the satisfaction of over 90% across all our services in 2016/17.

During 2015/16 we made further improvements in the management of empty properties and re-let all voids more than eight days faster than our target with the average turnaround time of 19.13 days.

We have continued with a robust auditing of tenanted properties to ensure that the correct people are living in them. There is high demand for public housing, and it is unacceptable that some tenants abuse their tenancy and profit from it by unlawfully sub-letting their property to someone else. Therefore, we completed 271 tenancy audits and worked together to identify fraud and take firm steps to eliminate tenancy misuse. As a result, we have claimed back ten properties during the 2015/16 year.

## Customer Satisfaction

RegenterB3 have been providing excellent services to the residents in Brockley since the beginning of the contract in September 2007. Customer expectations continue to rise, and we have to ensure that we measure them through satisfaction surveys and tailor services around the results.

We carry out an annual customer satisfaction survey, and the response we receive from residents helps us identify any areas for improvement as well as recognising the things we do well.

Our 2015/16 survey results show high-level levels of satisfaction: -

- 88% of residents were satisfied with housing management services; 18% above the target.
- 84% of our residents were satisfied with opportunities for participation; 22% above our target.
- 83% of our residents were satisfied with the cleaning services; 13% above the target.
- 88% of our residents were satisfied with grounds maintenance services.



## Customer Services

RegenterB3 has performed exceptionally well throughout the year. This the summary of our achievements in 2015/16: -

- 100% of customers who visited our reception were seen within 15 minutes
- 100% of the housing applications that were received were registered within ten working days target
- 100% (484 out of 484) of all correspondence were responded to within the ten working days target
- 100% (48 out of 48) of all stage one complaints were answered within ten working days target
- 100% (29 out of 29) of all Member Enquiries were answered within
- We have been commended for the quality of our responses to correspondence and complaints

While our performance in 2015/16 was excellent, we recognise that complaints are a valuable source of information that can help us identify recurring or underlying problems and potential improvements.

We will conduct periodic analysis of the trends in both the number and nature of the complaints that we receive to identify shared and recurring causes of complaints. We will couple the results of the analysis with the results of our customer satisfaction surveys to build up an accurate picture of how we perform and how we can improve our services further in 2016/17.

## Housing Management

### Income Collection

The total collection rate at the end of 2015/16 was 98.97% of the debit raised. This is 0.64% behind the Council's providers who achieved 99.61%.

Throughout 2015/2016, our performance was detrimentally affected by the lack of access to Lewisham's ICT system for managing and collecting rent. We did not have full access to the system for seven months of the year. The lack of access made it difficult to achieve higher rent collection and reduce rent arrears further.

RegenterB3 are operating in increasingly challenging financial circumstances. Maximising income collection and reducing rent arrears is always of the top priorities. Therefore, we are committed to working with the colleagues from the Council and Lewisham Homes to secure appropriate access to the system that would enable us to increase rent collection and reduce rent arrears.

The need to work more intensively with tenants affected by welfare reform meant that we introduced a welfare benefit/debt advice surgery in December 2014. The 170 Project run the surgery throughout 2015/16 with great success.

The service is a referral service with fixed appointments for Brockley PFI tenants. Case recording is confidential, and the advice given is impartial. The service is advertised as independent and confidential. During 2015/16 one hundred and forty-free tenants were seen and assisted with various issues such as Housing Benefit, Council Tax Benefit, Bedroom Tax, Debt advice, etc.

Furthermore, the Income Managers attended the CIH Welfare Reform 3<sup>rd</sup> Episode Seminar to ensure that they can assist residents in the management of their arrears and signpost them to relevant partnership organisations.

One of the Income officers attended regular meetings of Pinnacle Welfare Reform Group. This group exchanges best practise to prepare for the ongoing changes to Welfare Benefits.

Throughout last year we worked with residents affected by the Welfare reforms. All residents affected by the benefits cap and the 'bedroom tax' were contacted and offered advice. These residents are reviewed at regular intervals to ensure that they can maintain their rent payments.

In the forthcoming year, we will introduce a formalised structure of quarterly Management Scrutiny Panel Reviews. These will concentrate on: -

- Discussion on rent management
- Planning and rent strategy
- Emerging issues/current changes
- Review of casework performance against pre-determined compliance targets.

Furthermore, we will be looking to link up with wider Lewisham Initiatives and groups such as LEWHAG Welfare Reform Group, Digital Zones and Lewisham Homes.

The 2016/17 year will also see us using the text messaging rent arrears software. This will enable further, more efficient communication with tenants, helping to resolve rental disputes promptly. The module that provides instant and graphical analysis of rent arrears data, from which automated Letter One or chasing messages also includes pre-built transactions such as Rent Balance Enquiry, Letter One, Letter Two, Notice of Seeking Possession and Court Proceeding notifications.

We are confident that the above system will lead to: -

- Fast response from the recipients
- Increased income collection
- Reduced calls.



## **Anti-social Behaviour**

RegenterB3 treat all complaints about anti-social behaviour very seriously and take the remedy that reflects the urgency and severity of the behaviour of a perpetrator. We attend the Crime and Anti-social Behaviour forum run by LEWHAG to share best practice and learn from other Registered Providers working in the borough.

Throughout the year, we have also played an active role in Multi-Agency Risk Assessment Conference (MARAC) sharing information with different statutory and voluntary sector agencies on the highest risk cases of domestic violence and abuse. Furthermore, we have worked closely with the Brockley & Ladywell Safer Neighbourhood Team re-enforcing the partnership working. The team have also maintained an excellent relationship with the London Borough Lewisham Community Safety team operating together to bring a quick resolution to some cases.

During 2015/16 RegenterB3 received thirty-six reports of anti-social behaviour, with seventy-two percent of them being noise nuisance cases. All cases were investigated, action planned and regularly monitored. The most complex cases were discussed at a wider Pinnacle ASB forum.

Throughout the whole of 2015/16 we put more emphasis on mediation and continued working closely with Lewisham Mediation in dealing with neighbour-to-neighbour disputes where both parties were willing to participate in such a process.

RegenterB3 have subscribed to 'The Noise App'. Our residents will be able to record and report noise nuisance on their Android phones directly to us the forthcoming year. The tool has been used by various housing providers and is understood to provide good evidence.

We will also continue to encourage residents to take reasonable steps themselves to initially deal with some of the issues they are faced with i.e. talk to their neighbours and tell them how their behaviour affects them.

## **Resident Involvement**

We have worked closely with the Residents Panel throughout the 2015/16 year. The panel represents all residents in the RegenterB3 area and is the forum where discussion and consultation on issues of relevance to residents take place. At each meeting, residents can raise individual concerns with the relevant officials. Guest speakers attend to make presentations on wider issues. The residents' panel also acts as a scrutiny committee to scrutinise the contract.

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

- Big Lunch 2015 - Tyrwhitt Road. RegenterB3 assisted residents in arranging a street party taking part in the national big lunch day.

- Wickham Mews Garden Open Day – we supported this event and supplied water for the gardeners by installing a tap on the outside of the rear wall.
- Clare, Shell & Nuding Close – Seaside Away Day sponsored by RegenterB3
- Summer Play Schemes: RegenterB3 donated £1,200 to the St Andrews scheme enabling the scheme to include two coach trips to the seaside.
- We held children’s’ Christmas party held at St Andrews Church
- Children’s Easter/Spring Party



RegenterB3 and Pinnacle PSG are always looking to impact positively on the quality of our residents’ lives. Currently, we are working with Pulse CIC to help residents to engage in local community activities. One of our most important priorities for the forthcoming year is for Pinnacle PSG and Pulse CIC to develop links with local health and wellbeing services and find ways to run community information sessions, activities, clubs, workshops, etc.

## Estate Management

Throughout the year 2015/16, we have delivered a focused Estate Management service that has performed very well on the Brockley PFI sites. We ensured that issues are captured in a pro-active way and resolved correctly at the first attempt. During the past 12 months, we have worked to engage more actively with all stakeholders, including residents and contractors to complete both planned and unscheduled quality inspections of the services we deliver. We ensured that feedback is captured and acted upon and that our customers receive a good level of service, to the specified standard at all times.

The Estate Services team have been more visible around the estates thereby ensuring that active resident engagement is undertaken, and concerns can be resolved before they escalate into an on-going problem. We received positive feedback from many residents regarding the increased visibility.

Caretaking

We looked at the way we communicate that estate concerns noted by caretakers to the housing team. We also established communication pathways whereby repairs, abandoned vehicles and ASB are recorded, actioned and followed up. Better communication between the teams and the increased confidence in each other has helped improve our services to the residents.

We continued to assess our environmental impact by reducing cleaning chemical usage by using Smartdose technology and BICS training (British Institute of Cleaning Science). The caretakers have regular team meetings where best practice is exchanged, and new management ideas are disseminated.

### **Grounds Maintenance**

The ground maintenance team has benefited from new equipment this year. A new ride on mower was purchased, and this enabled the team to complete larger grass areas quickly freeing the team up to carry out other unscheduled activities. We also purchased new direct injection Japanese Knotweed control equipment which helps us deliver this service efficiently and effectively.

### **Specialist Clean**

The Specialist cleaned our blocks and improved their appearance substantially. The second cleaning cycle is envisaged by the end of this financial year. This service ensures that there is no build up in the level of dirt in the blocks. It also tackles tasks not covered on a day to day basis like large scale wall, ceilings, hopper head and light fittings.

### **Bulk Removal**

Bulk waste continues to be a concern on the Brockley PFI. The team now dispose of mattresses, white goods and hazardous white goods separately. The Estate Services team work in close cooperation with the housing team seeking ways to reduce the amount of bulk found on estates.

Greater use has been made of the online reporting facility available on the Lewisham Council website, and this has improved response times to those areas under their jurisdiction. We also worked more closely with the Council with regards to bin replacement, recycling collections and general waste collections. The estate service team now communicate more effectively with external agencies and Lewisham Council, with regards to specialist removals e.g. rubber tyres and gas bottles.

### **Tree Management**

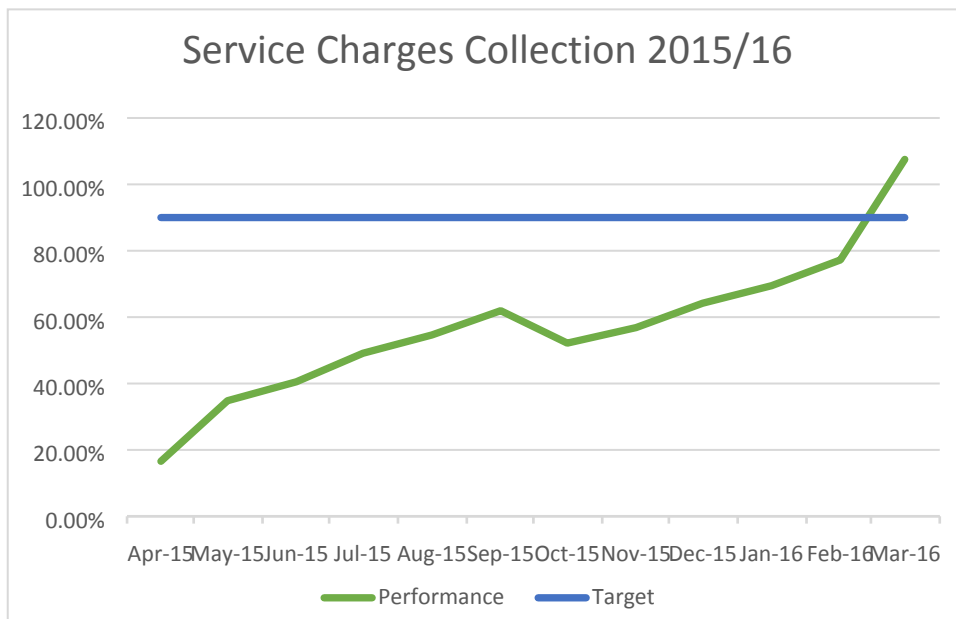
We have assessed many trees over the past year and have taken the appropriate actions where necessary. Reactive times after severe winds has been excellent. We dealt with most fallen trees within a week. Where possible green waste generated is recycled by a contractor.

We look forward to improving customer satisfaction over the coming year by continuing the specialist cleans and implementing additional the grounds maintenance works. We hope to engage with local groups and invite them to suggest improvements on their estates and work to making these ideas real.

## Leasehold Management

The team performed very well in 2015/16 exceeding their service charge collection target and steadily collecting the backlog of outstanding major works charge arrears.

The team collected 107.52% of service charges in 2015/16 exceeding the target of 90% by impressive 17.52%.



There have been historical issues with the leaseholders raising queries questioning the justification of the major works charges that were raised about six years ago. Many leaseholders have failed to pay this money while these issues remained unresolved.

We worked closely with various teams and departments throughout the year to get to the bottom of the questions. Where investigations uncovered issues the accounts were adjusted accordingly.

In cases where there was a resolution, and the leaseholders persisted in not paying, we contacted them and their mortgage providers to clear their outstanding debt. Furthermore, we informed them we would not hesitate to take a legal action to recover the debt.

The outstanding balance at the beginning of 2014/15 was £1,016,093.00 and as a result of our work, this amount was reduced by £396,404.

The Leasehold team were not required to attend any First Tier Tribunal cases in support of Lewisham Council about the outstanding major works bills with one instance being settled before it reached that stage.

We made changes to our website and enhanced the information that is available to leaseholders. However, a Leaseholders’ Handbook and the information about each Leasehold forum meeting remain a big challenge and a top priority for 2016/17.

## Repairs and Maintenance

### Repairs and Maintenance

The responsive repairs maintenance service covers all day to day repairs including an emergency out of hour’s service, and void properties reserving. The repairs service delivery performance is closely monitored through operatives using hand held smart phones in providing the call centre with real time information enabling any resident’s queries to be responded to efficiently and accurately supporting residents expectations are met or exceeded. Rydon strive to complete works where at all possible within the first visit, through a stay and fix process.

The average number of repairs carried out each month for the period April 2015 to March 2016 was 700. The three main Key Performance Indicators relating to the responsive repairs performance are identified below.

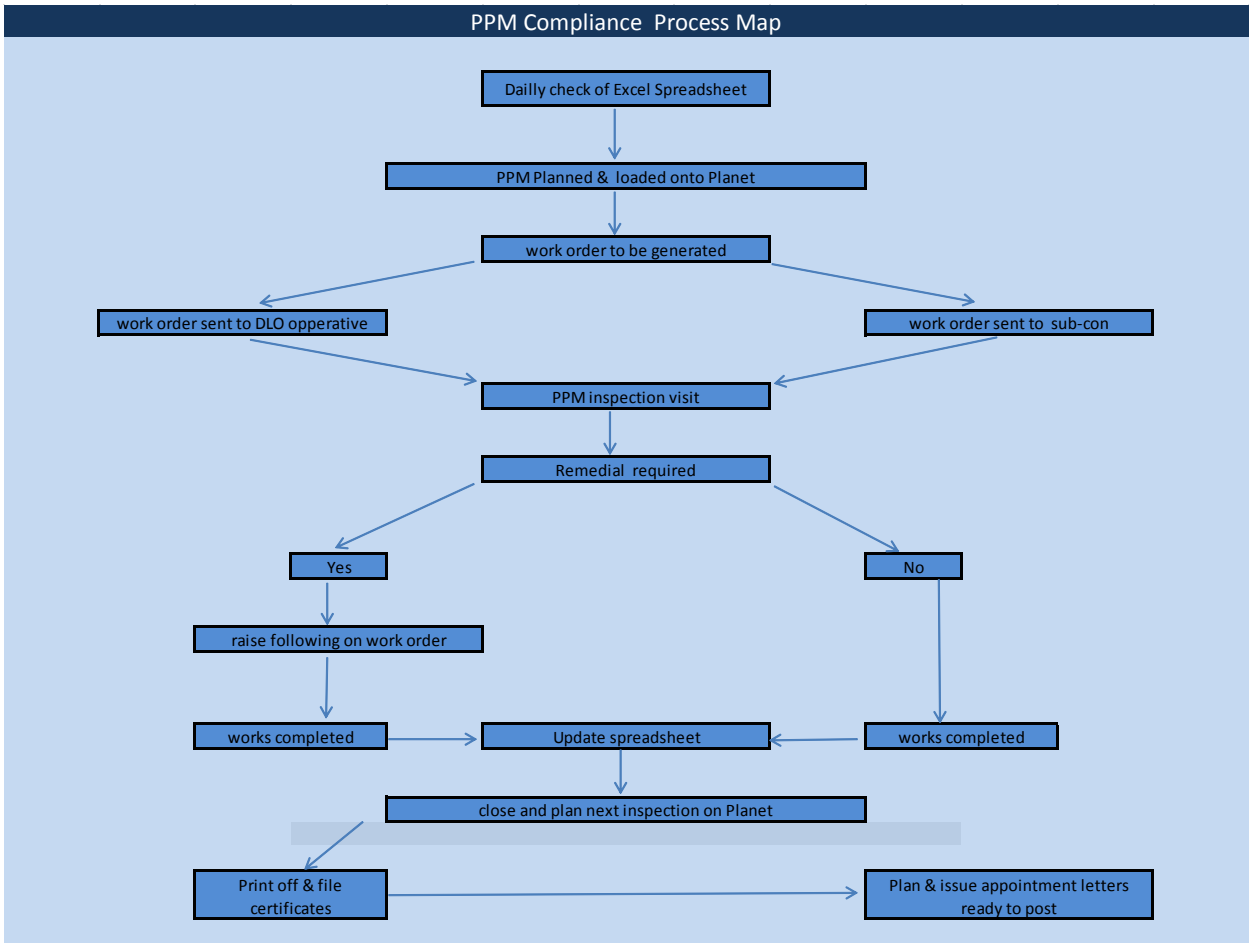
<b>Repairs Performance</b>		
	<b>Target</b>	<b>YTD Performance</b>
<b>MKPI 5 - % of telephone calls answered in 15 seconds</b>	92.5%	94.33%
<b>MKPI 17 - % Appointments made and kept</b>	95%	99.93%
<b>MKPI 18 - % Responsive repairs carried out within priority times</b>	95%	99.83%

## **Health & Safety**

In relation to the statutory health and safety requirements Rydon's performance against the contractual performance indicator AKPI 7 – the percentage of safety certifications for dwellings and common areas that are not overdue totalled 99.69% against a target performance indicator of 99%. To achieve this Rydon work closely with the Council's Environmental Health Services Team to enable access to properties to undertake the required test for the safety certification to be carried out; if it is not being granted by the tenant after several unsuccessful attempts.

## **Rydon Maintenance Preventive Planned Maintenance Process (PPM)**

Rydon have established in-line with; statutory compliance, contractual, and industry best practice. Programme and monitoring process that allows full control of PPM from creating the task, issuing the instruction, and closing the inspection when completed. Rydon use a database system called Planet FM, this allows all of the PPM's to be planned and scheduled to a specific date meaning that work orders are generated only when they are due. The scope of works is varied and complex.



The inspections that Rydon carry out in identified below

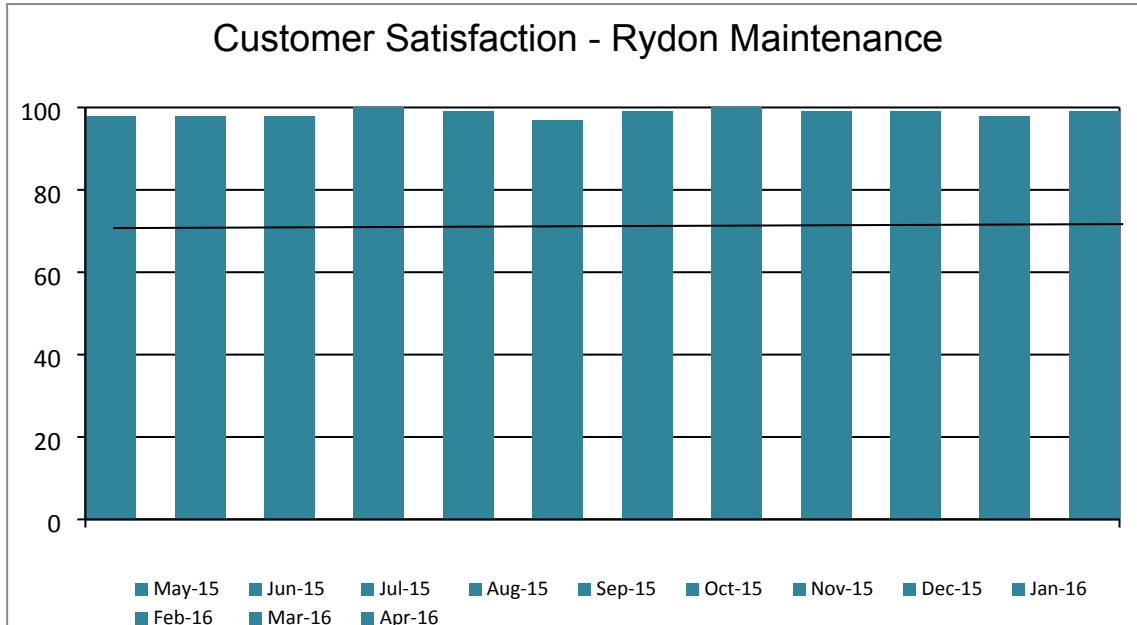
<b>Inspections Streams</b>	<b>Scope</b>	<b>Inspection Frequency</b>
GAS SAFETY INSPECTION (CP12)	Statutory	Annually
PERIODIC TESTING (NICEIC)	H & S	5 Yearly
DRY RISERS	Statutory	Monthly
DRY RISERS	Statutory	Annually
Earthing System	H & S	3 Yearly
EMERGENCY LIGHTING NICEIC	Statutory	Monthly
EMERGENCY LIGHTING NICEIC	Statutory	Annually
FIRE ALARM TESTING	Statutory	Weekly
FIRE ALARM TESTING	Statutory	Quarterly
FIRE EXTINGUISHER	Statutory	Monthly
FIRE EXTINGUISHER	Statutory	Annually
Landlords Supply	H & S	3 Yearly
LATERAL MAINS	H & S	3 Yearly
LIFT Inspection INSURANCE	Statutory	6 Monthly
LIFT Inspection MAINTENANCE	H & S	Monthly
LIGHTING PROTECTION	H & S	Annually
Portable Appliance Testing (PAT)	H & S	Annually
Switchgear & LV Distribution Boards	H & S	3 Yearly
Water Tank Housing Risk Assessments	Statutory	By-Annual
Water Tank Inspections	Statutory	6 Monthly

### **Repairs Team – Customer Satisfaction**

Rydon Maintenance carries out monthly satisfaction surveys with their residents to drive continuous improvement. Customer satisfaction has exceeded the agreed KPI of 70% month on month between April 15 and March 16 and all feedback is used to implement best practise processes and procedures.

During 2015/16 99% of customers surveyed have reported that they are satisfied with the service provided by the Maintenance team.





### Repairs Team - Complaints

Improved systems and processes have contributed to reduced number of complaints received throughout the year. Resident expectations are managed proactively and communication has been greatly improved.

Lessons have been learnt from regular reviews of complaints to meet the needs of our customers and ensure excellent communication. The Maintenance team work closely with Partners and Clients to constantly review and improve service delivery.

Trends identified relating to complaints as follows:

Communication

Resident Expectation

Delays

However, reported complaints continue to decrease when issues are reported year on year.









## Conclusion



Another successful year during which we performed very well and delivered high-quality customer focused services is behind us.











The residents' satisfaction remains very high, but we cannot allow any complaisance. We must concentrate our efforts on working together with all stakeholders to provide further improvements and more consistency in our service delivery.

## Appendix – Key Performance Indicators

Our overall performance is measured through a series of key Performance Indicators (KPI's). The table below shows the main performance requirement in the year. This highlights that the majority of our performance targets were achieved.

Performance standard	2015/16	Target met
<b><i>Voids and Allocations</i></b>		
Percentage of applications registered or amended within ten working days	100%	
Average number of days to let a property	19	
<b><i>Customer Services</i></b>		
Percentage of tenants attended to within 15 minutes of arrival at office	100%	
Percentage of home visits undertaken within five working days of tenants requests	100%	
Percentage of open office hours in the month	100%	
Percentage of telephone calls answered within 15 seconds	100%	
Percentage of correspondence items responded to within 10 working days	100%	
<b><i>Housing Management</i></b>		
Number of occasions of failure to deal with a sustained breach of long lease	0	

<b>Performance standard</b>	<b>2015/16</b>	<b>Target met</b>
Number of tenancy audits undertaken	271	
Percentage of rent collected compared with the borough average	99%	

<b>Performance standard</b>	<b>2015/16</b>	<b>Target met</b>
<b><i>Estate Environment</i></b>		
Percentage of external common areas achieving cleaning standard	97.27%	
Percentage of internal common areas achieving cleaning standard	97.89%	
Percentage of grassed areas that are maintained to between 25 & 60mm high	99.83%	
Percentage of graffiti incidents reported that were dealt within four working days	100%	
<b><i>Repairs and Maintenance</i></b>		
Percentage of responsive repairs appointments made and kept	99.90%	
Percentage of responsive repairs completed on time	99.80%	
<b><i>Satisfaction</i></b>		
Satisfaction with housing management	88.15%	
Satisfaction with opportunities to participate	84.36%	
Satisfaction with cleaning	83.25%	
Satisfaction with gardening and grounds maintenance	87.73%	

Housing Select Committee			
<b>Title</b>	Key Housing issues		
<b>Key decision</b>	No	<b>Item no</b>	6
<b>Wards</b>	All		
<b>Contributors</b>	Executive Director for Customer Services		
<b>Class</b>	Part 1	7 September 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.

## 2 Report on Homelessness - Communities and Local Government Select Committee

2.1 The Communities and Local Government Select Committee launched an inquiry into homelessness – with a particular focus on rough sleeping – in December 2015 and the findings were published in August 2016. It is the first Parliamentary inquiry into homelessness since 2005 and sought to get a clearer picture of the levels of homelessness and understand the pressures affecting homeless people. Lewisham submitted evidence to the Committee in a joint submission with other boroughs in the South East London region.

2.2 The report highlights the following:

- Homelessness is increasing, with the greatest increase in those who have been homeless for two consecutive years. The principal cause is the lack of availability of housing which is affordable to households who become homeless.
- There are three different types of homelessness including; rough sleeping, those in temporary accommodation and night shelters and people with short-term arrangements with friends and family – the ‘hidden homeless’.
- The Committee was supportive of local authorities and recognises the challenges they face. However, there is evidence of varying levels of support to vulnerable people across the country and the evidence of those who are not priority need being poorly served is unacceptable.

### 2.3 The report's conclusions and recommendations state:

- A Cross-Departmental Government strategy is needed in which “all Departments need to contribute to the ending of homelessness by subscribing to a common approach”.
- The impact of welfare reforms of recent years has increased pressure on the levels of homelessness.
- The Government should consider setting a statutory duty to provide meaningful support to single homeless people who can prove a local connection.
- Local Housing Allowances levels should also be reviewed so that they more closely reflect market rents.
- Government should review and reinforce the statutory Code of Practice ensuring it outlines clearly the levels of service local authorities must provide. This will ensure a sympathetic and sensitive service for all.
- The Government should review the level of refuge and hostel accommodation and consider providing additional resources for further provision with regard to victims of domestic abuse.
- Housing benefit recipients should have the option of their benefit being paid directly to the landlord to reduce likelihood of arrears and increase landlord confidence.
- Landlords should be encouraged to offer longer Assured Shorthold Tenancy agreements to increase stability, with the tenants allowed to break tenancy early without penalty if they want to move.

2.4 The Committee also noted its support for a current Private Members Bill which would introduce a ‘prevention duty’ to homeless households. The text of this Bill has yet to be published, but it is expected to be based on the Welsh Government’s 2014 Housing Act as well as recent work by Crisis. The Welsh model created a new duty for Welsh Councils to provide advice and support for anyone at risk of homelessness, regardless of whether they are deemed to be in priority need under existing laws. As this created a new duty, the Welsh government provided additional funding for Councils when it introduced this legislation.

2.5 A new duty to prevent homelessness would have a substantial impact on councils in London. It would significantly increase the case load of the housing needs services and it is also likely it would increase the number of households in temporary accommodation.

2.6 Officers will monitor the outcome of the CLG’s report and responses from government.

### **3 Update on the New Government and legislative change**

- 3.1 As part of the Prime Minister's new cabinet, Sajid Javid MP was appointed as Secretary of State for Communities and Local Government on 14<sup>th</sup> July 2016. Gavin Barwell MP was also appointed as Minister of State for Housing and Planning Minister for London.
- 3.2 Initial statements from the new Government have indicated that they will proceed with the housing policies introduced by the previous Government. Before the change in government, it had been expected that the regulations setting out the detail of measures such as Pay to Stay and High Value Voids would be published in the summer before Parliament went into recess. It is now expected that draft regulations will be published in September or October.

### **4 PLACE/Ladywell opens and wins two architecture awards**

- 4.1 The residential units at PLACE/Ladywell were handed over to Lewisham Homes on 18<sup>th</sup> August 2016 and homeless families who were previously in nightly paid accommodation moved in on the same day.
- 4.2 PLACE/Ladywell was awarded both The Mayor's Prize and 'The Temporary' award at the New London Architecture Awards held on 7 July. When selecting the Mayor's Prize, Mayor of London Sadiq Khan described PLACE/Ladywell as "inspirational" and an example of

"... an imaginative borough using innovative design to build affordable homes for Londoners that really need them, as well as affordable workspace for creative start-ups, and community space for use by local people. It shows how excellent architecture can create more social value, for less cost".
- 4.3 As well as providing much better temporary accommodation, PLACE/Ladywell will also save money by reducing the need for expensive nightly paid/bed and breakfast temporary accommodation. This will save approximately £170,000 per year over what would be spent to house these families in very expensive nightly paid "bed and breakfast" type accommodation.

### **5 Syrian Refugee Resettlement Programme**

- 5.1 Conflict in Syria began over 5 years ago and continues today with no signs of imminent resolution. Since the conflict began in March 2011 more than 250,000 Syrian people, predominantly civilians have been killed. It is estimated that over 4.5 million Syrian people have fled the country since the start of the conflict, one of the largest refugee exoduses in recent history. In September 2015 the Prime Minister announced that the UK Government would resettle 20,000 Syrian refugees by 2020 under the Home Office's Syrian Vulnerable Persons Relocation scheme, known as the Syrian Resettlement Programme (SRP). As of March 2016 just over 2400 Syrian refugees have been resettled in the UK, 50 of these households have been resettled in London.

- 5.2 On 7<sup>th</sup> September a report is going to Mayor and Cabinet to seek approval for the resettlement of up to 10 Syrian refugee households in Lewisham. To date, 2,400 Syrians have been resettled in the UK across 71 local authorities, with 50 households having been resettled in London. It is currently estimated that pledges have been made nationwide to resettle 10,000 Syrian refugees.
- 5.3 Accommodation for Syrian refugees in Lewisham will be sourced from the private rented sector (PRS) and from offers of community support in line with the approach of other participating London boroughs. All London boroughs who have accepted Syrian refugees as part of the SRP to date have accommodated households in PRS accommodation rather than social housing.
- 5.4 The outline time table for accepting and resettling cases is set out below. Once a household is accepted then it is typically 6-8 weeks before their arrival. Coordination support and commissioned support services need to be in place ahead of arrival in the UK.

Time Table for Lewisham Syrian Refugee Resettlement	
Date	Activity
September 2016	<ul style="list-style-type: none"> <li>• Enter into formal agreement with the Home Office post Full Council meeting</li> <li>• Establish a multi-agency support panel (including housing, health, DWP, education, resettlement, support service provider and other third sector agencies)</li> </ul>
October – December 2016	<ul style="list-style-type: none"> <li>• Procure resettlement services</li> <li>• Work with the Voluntary Sector, Landlords and agencies known to the Council to identify suitable accommodation at LHA rates</li> </ul>
January – March 2017	<ul style="list-style-type: none"> <li>• Agree households with the Home Office</li> <li>• Begin accepting Syrian refugee households</li> </ul>

- 5.5 The Government has just over £20,000 in resettlement funding available per household member across 5 years to be paid directly to local authorities. There will be additional funding available for 'high cost cases' where families have additional needs concerning social care, education and medical care.
- 5.6 On the 13<sup>th</sup> of July Lewisham hosted a Lewisham community groups event to address the issue of asylum seekers, refugees and migrants in Lewisham. It was agreed that a Lewisham Syrian Refugee Offer would be developed and that voluntary sector and community sector offers of support and sharing of information would be coordinated through the development of a Directory.
- 5.7 Officers will update Housing Select Committee as Lewisham's offer for the resettlement of Syrian refugees develops.



## **6 Legal Implications**

6.1 There are no specific legal implications arising from this report.

## **7 Financial implications**

7.1 The purpose of this report is to update Members on current housing issues. As such, there are no specific financial implications arising from the report itself.

7.2 As firmer details become available, in particular regarding the new legislation, officers will report back to Members with the implications of each issue.

## **8 Crime and disorder implications**

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

## **9 Equalities implications**

9.1 There are no equalities implications arising from this report.

## **10 Environmental implications**

10.1 There are no environmental implications arising from this report.

## **11 Background Documents and Report Originator**

11.1 There are no background documents to this report.

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

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# Agenda Item 7

Housing Select Committee			
Title	Select Committee work programme		
Contributor	Scrutiny Manager	Item	7
Class	Part 1 (open)	7 September 2016	

## 1. Purpose

To advise Members of the proposed work programme for the municipal year 2016-17, 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 24 May 2016 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 about 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 2016/17 was agreed at the Committee's meeting on 12 April 2016.

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 25 October 2016:

Agenda item	Review type	Link to Corporate Priority	Priority
<b>Housing and mental health in-depth review</b>	Policy development	Decent homes for all	High
<b>Monitoring homelessness and temporary accommodation pressures</b>	Policy development	Decent homes for all	High
<b>Communal heating systems review update</b>	In-depth review	Decent homes for all	Medium
<b>Housing Action Zones</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 items, based on the outcomes the Committee would like to achieve, so that officers are clear about what they need to provide for the next meeting.

## 6. Financial Implications

There are no financial implications arising from this report.

## 7. Legal Implications

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**

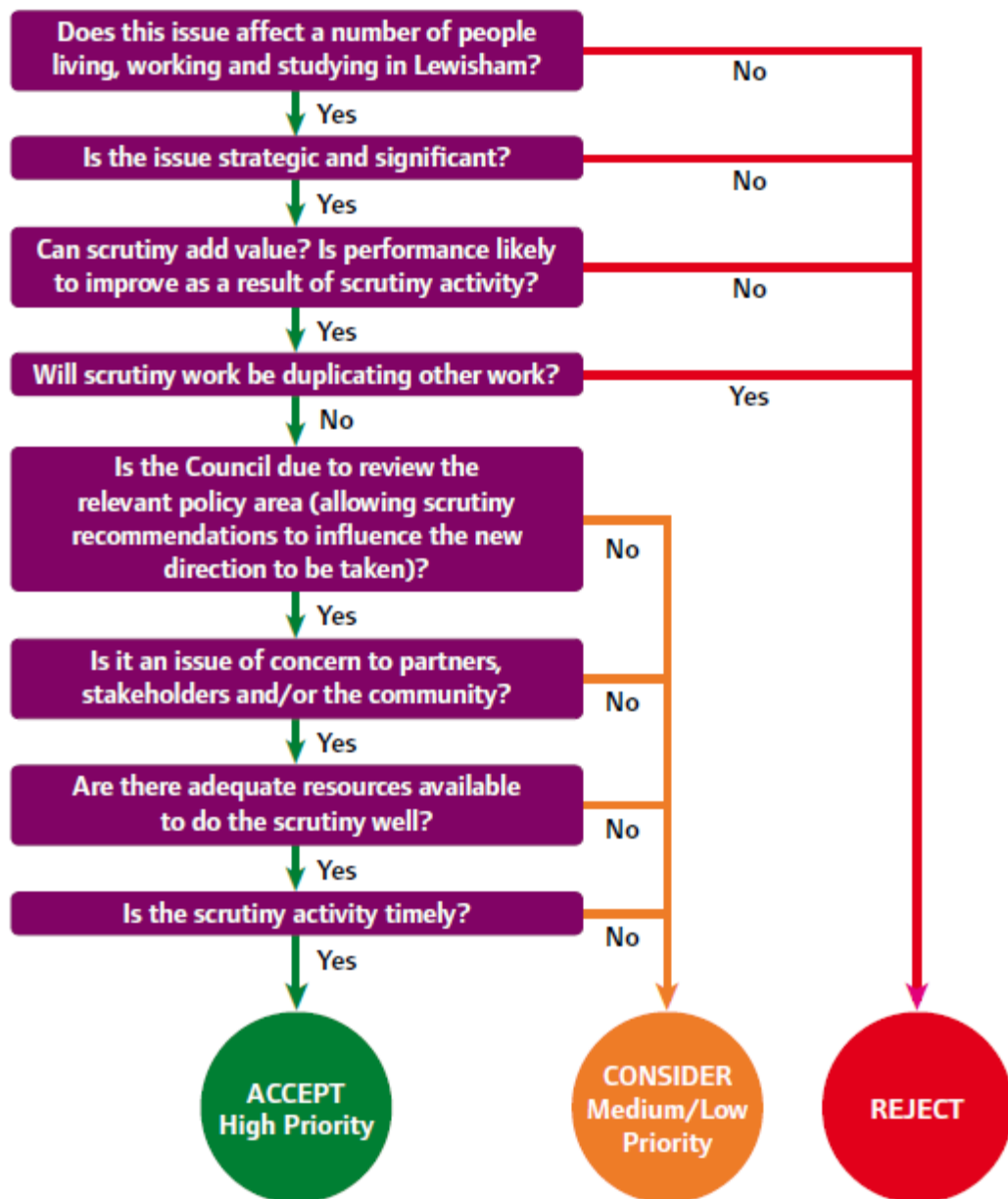
The date of the next meeting is Tuesday 25 October 2016.

**Background Documents**

Lewisham Council's Constitution

Centre for Public Scrutiny: the Good Scrutiny Guide

## Scrutiny work programme – prioritisation process



Housing Select Committee work programme 2016/17

Programme of work

Work item	Type of item	Priority	Strategic priority	Delivery deadline	12-Apr	25-May	06-Jul	07-Sep	25-Oct	16-Nov	10-Jan	07-Mar
Lewisham Future Programme	Standard item	High	CP6	Ongoing				Savings				
Key Housing Issues	Standard item	Low	CP6	Ongoing								
Election of the Chair and Vice-Chair	Constitutional req	N/A	CP6	Apr								
Committee work programme 2016/17	Constitutional req	High	CP6	Ongoing								
Discharge into the PRS policy	Policy development	Medium	CP6	July								
Lewisham's Housing Strategy (2015-2020) - monitoring	Policy development	Medium	CP6	Oct								
Housing and older people	Standard item	Medium	CP6	June								
New Homes Programme	Performance monitoring	High	CP6	June								
In-depth review	Policy development	High	CP6	Jan '17			Scoping		Evidence	Evidence	Report	Referral
Lewisham Homes	Performance monitoring	Medium	CP6	Sep				Annual report & business plan			Mid year review	
Brockley PFI	Performance monitoring	Medium	CP6	Sep				Annual report & business plan			Mid year review	
Monitoring homelessness and temporary accommodation pressures	Policy development	High	CP6	Oct					Update			
Communal Heating Systems review update	In-depth review	Medium	CP6	Oct								
Housing Action Zones	Standard item	Medium	CP6	May								
Allocations scheme consultation	Policy development	High	CP6	Nov								
Proposed rent and service charge increases	Standard item	High	CP6	Nov								
Discretionary licensing scheme	Performance monitoring	Medium	CP6	Mar								
Annual lettings plan	Standard item	High	CP6	Mar								

	Item completed
	Item ongoing
	Item outstanding
	Proposed timeframe
	Item added

Meeting Dates:					
1)	Tue	12 April		5)	Tue 25 Oct
2)	Tue	25 May		6)	Wed 16 Nov
3)	Wed	6 Jul		7)	Tue 10 Jan
4)	Wed	7 Sep		8)	Tue 7 Mar

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 September 2016 - December 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](mailto:kevin.flaherty@lewisham.gov.uk). However the deadline will be 4pm on the working day prior to the meeting.

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

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

**FORWARD PLAN – KEY DECISIONS**

Date included in forward plan	Description of matter under consideration	Date of Decision Decision maker	Responsible Officers / Portfolios	Consultation Details	Background papers / materials
August 2016	<b>Private Rented Sector Discharge Policy</b>	07/09/16 Mayor and Cabinet	Kevin Sheehan, Executive Director for Customer Services and Councillor Damien Egan, Cabinet Member Housing		
June 2014	<b>Surrey Canal Triangle (New Bermondsey) - Compulsory Purchase Order Resolution</b>	07/09/16 Mayor and Cabinet	Janet Senior, Executive Director for Resources & Regeneration and Councillor Alan Smith, Deputy Mayor		
May 2016	<b>The Future of Lewisham Music Service</b>	07/09/16 Mayor and Cabinet	Councillor Paul Maslin, Cabinet Member for Children and Young People and Councillor Damien Egan, Cabinet Member Housing		
June 2016	<b>Federations - Revisions to Instruments of Government</b>	07/09/16 Mayor and Cabinet	Sara Williams, Executive Director, Children and Young People and Councillor Paul Maslin, Cabinet Member for Children and Young People		
August 2016	<b>Gypsy and Traveller Local Plan Consultation</b>	07/09/16 Mayor and Cabinet	Janet Senior, Executive Director for Resources & Regeneration and Councillor Alan Smith, Deputy Mayor		
February 2016	<b>Health and Social Care Devolution Pilot</b>	07/09/16 Mayor and Cabinet	Aileen Buckton, Executive Director for		

**FORWARD PLAN – KEY DECISIONS**

Date included in forward plan	Description of matter under consideration	Date of Decision Decision maker	Responsible Officers / Portfolios	Consultation Details	Background papers / materials
			Community Services and Councillor Chris Best, Cabinet Member for Health, Wellbeing and Older People		
August 2016	<b>LGO Report against Lewisham</b>	07/09/16 Mayor and Cabinet	Kevin Sheehan, Executive Director for Customer Services and Councillor Kevin Bonavia, Cabinet Member Resources		
August 2016	<b>Recommendations of the Broadway Theatre Working Group</b>	07/09/16 Mayor and Cabinet	Aileen Buckton, Executive Director for Community Services and Councillor Chris Best, Cabinet Member for Health, Wellbeing and Older People		
August 2016	<b>Primary School Expansion Proposal - Permission for Consultation</b>	07/09/16 Mayor and Cabinet	Sara Williams, Executive Director, Children and Young People and Councillor Paul Maslin, Cabinet Member for Children and Young People		
May 2016	<b>Street Lighting Variable Lighting Policy</b>	07/09/16 Mayor and Cabinet	Janet Senior, Executive Director for Resources & Regeneration and Councillor Alan Smith, Deputy Mayor		
August 2016	<b>Syrian Refugees Resettlement</b>	07/09/16	Kevin Sheehan,		

**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>Programme</b>	Mayor and Cabinet	Executive Director for Customer Services and Councillor Kevin Bonavia, Cabinet Member Resources		
August 2016	<b>1 Year Extension Passenger Transport Framework for CYP and Community Services Transport Provision</b>	07/09/16 Mayor and Cabinet (Contracts)	Sara Williams, Executive Director, Children and Young People and Councillor Paul Maslin, Cabinet Member for Children and Young People		
August 2016	<b>Out of Hours Service Contract Extension</b>	07/09/16 Mayor and Cabinet (Contracts)	Kevin Sheehan, Executive Director for Customer Services and Councillor Damien Egan, Cabinet Member Housing		
August 2016	<b>2016 Schools Minor Works Contract</b>	07/09/16 Mayor and Cabinet (Contracts)	Sara Williams, Executive Director, Children and Young People and Councillor Paul Maslin, Cabinet Member for Children and Young People		
February 2016	<b>Insurance Renewal</b>	09/16 Overview and Scrutiny Business Panel	Janet Senior, Executive Director for Resources & Regeneration and Councillor Kevin Bonavia, Cabinet Member Resources		
August 2016	<b>Carer Specialist Information</b>	20/09/16	Aileen Buckton,		

**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>Advice and Support Service Contract</b>	Overview and Scrutiny Business Panel	Executive Director for Community Services and Councillor Chris Best, Cabinet Member for Health, Wellbeing and Older People		
August 2016	<b>Procurement Sexual Health Services</b>	20/09/16 Overview and Scrutiny Business Panel	Aileen Buckton, Executive Director for Community Services and Councillor Chris Best, Cabinet Member for Health, Wellbeing and Older People		
August 2016	<b>Review of Highway Maintenance Contract Variation</b>	20/09/16 Overview and Scrutiny Business Panel	Janet Senior, Executive Director for Resources & Regeneration and Councillor Alan Smith, Deputy Mayor		
August 2016	<b>Audited Accounts 2015-16</b>	21/09/16 Council	Janet Senior, Executive Director for Resources & Regeneration and Councillor Kevin Bonavia, Cabinet Member Resources		
August 2016	<b>Deptford Parish Council Petition and Community Governance Terms of Reference</b>	21/09/16 Council	Kath Nicholson, Head of Law and Councillor Kevin Bonavia, Cabinet Member Resources		
August 2016	<b>Gypsy and Traveller Local Plan Consultation</b>	21/09/16 Council	Janet Senior, Executive Director for Resources & Regeneration and		

**FORWARD PLAN – KEY DECISIONS**

Date included in forward plan	Description of matter under consideration	Date of Decision Decision maker	Responsible Officers / Portfolios	Consultation Details	Background papers / materials
			Councillor Alan Smith, Deputy Mayor		
August 2016	<b>Gypsy and Traveller Local Plan Site Selection</b>	21/09/16 Council	Janet Senior, Executive Director for Resources & Regeneration and Councillor Alan Smith, Deputy Mayor		
August 2016	<b>LGO Report against Lewisham</b>	21/09/16 Council	Kevin Sheehan, Executive Director for Customer Services and Councillor Kevin Bonavia, Cabinet Member Resources		
April 2016	<b>Autistic Spectrum Housing</b>	28/09/16 Mayor and Cabinet	Kevin Sheehan, Executive Director for Customer Services and Councillor Damien Egan, Cabinet Member Housing		
August 2016	<b>Catford Housing Zone Funding Award and Terms</b>	28/09/16 Mayor and Cabinet	Janet Senior, Executive Director for Resources & Regeneration and Councillor Damien Egan, Cabinet Member Housing		
June 2016	<b>Children and Young People Public Health Nursing Redesign</b>	28/09/16 Mayor and Cabinet	Aileen Buckton, Executive Director for Community Services and Councillor Chris Best, Cabinet Member for Health, Wellbeing and Older 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>
February 2016	<b>Disposal of Copperas Street Depot Creekside</b>	28/09/16 Mayor and Cabinet	Janet Senior, Executive Director for Resources & Regeneration and Councillor Alan Smith, Deputy Mayor		
May 2016	<b>Schools with License deficits</b>	28/09/16 Mayor and Cabinet	Sara Williams, Executive Director, Children and Young People and Councillor Paul Maslin, Cabinet Member for Children and Young People		
August 2016	<b>LIP Annual Spending Submission 2017/18 and 2016/17 Update</b>	28/09/16 Mayor and Cabinet	Janet Senior, Executive Director for Resources & Regeneration and Councillor Alan Smith, Deputy Mayor		
August 2016	<b>Lewisham Future Programme</b>	28/09/16 Mayor and Cabinet	Janet Senior, Executive Director for Resources & Regeneration and Councillor Kevin Bonavia, Cabinet Member Resources		
May 2016	<b>Lewisham Homes Loan Acquisition Programme parts 1 and 2</b>	28/09/16 Mayor and Cabinet	Kevin Sheehan, Executive Director for Customer Services and Councillor Damien Egan, Cabinet Member Housing		
January 2016	<b>New Bermondsey Housing Zone Bid Update</b>	28/09/16 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 Alan Smith, Deputy Mayor		
June 2016	<b>Options for 118 Canonbie Road</b>	28/09/16 Mayor and Cabinet	Kevin Sheehan, Executive Director for Customer Services and Councillor Damien Egan, Cabinet Member Housing		
August 2016	<b>Outcome of Public Health Savings Consultation and Approval to Procure</b>	28/09/16 Mayor and Cabinet	Aileen Buckton, Executive Director for Community Services and Councillor Chris Best, Cabinet Member for Health, Wellbeing and Older People		
August 2016	<b>Secondary School Re-organisation/Expansion Proposal Permission for Consultation</b>	28/09/16 Mayor and Cabinet	Sara Williams, Executive Director, Children and Young People and Councillor Paul Maslin, Cabinet Member for Children and Young People		
August 2016	<b>The Wharves Deptford - Compulsory Purchase Order Resolution</b>	28/09/16 Mayor and Cabinet	Janet Senior, Executive Director for Resources & Regeneration and Councillor Alan Smith, Deputy Mayor		
February 2016	<b>Contract Award Cleaning</b>	28/09/16 Mayor and Cabinet (Contracts)	Janet Senior, Executive Director for Resources & Regeneration and Councillor Alan Smith, Deputy Mayor		



**FORWARD PLAN – KEY DECISIONS**

Date included in forward plan	Description of matter under consideration	Date of Decision Decision maker	Responsible Officers / Portfolios	Consultation Details	Background papers / materials
February 2016	<b>Contract Award Planned and Preventative Maintenance</b>	28/09/16 Mayor and Cabinet (Contracts)	Janet Senior, Executive Director for Resources & Regeneration and Councillor Alan Smith, Deputy Mayor		
August 2016	<b>Prevention and Inclusion Contract</b>	28/09/16 Mayor and Cabinet (Contracts)	Aileen Buckton, Executive Director for Community Services and Councillor Chris Best, Cabinet Member for Health, Wellbeing and Older People		
August 2016	<b>Deptford Reach Development</b>	19/10/16 Mayor and Cabinet	Kevin Sheehan, Executive Director for Customer Services and Councillor Damien Egan, Cabinet Member Housing		
August 2016	<b>Discretionary Rate Relief Review</b>	19/10/16 Mayor and Cabinet	Aileen Buckton, Executive Director for Community Services and Councillor Kevin Bonavia, Cabinet Member Resources		
August 2016	<b>Financial Forecasts 2016/17</b>	19/10/16 Mayor and Cabinet	Janet Senior, Executive Director for Resources & Regeneration and Councillor Kevin Bonavia, Cabinet Member Resources		
August 2016	<b>Heathside &amp; Lethbridge Phase</b>	19/10/16	Kevin Sheehan,		

<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>
	<b>5 Compulsory Purchase Order</b>	Mayor and Cabinet	Executive Director for Customer Services and Councillor Damien Egan, Cabinet Member Housing		
August 2016	<b>Heathside &amp; Lethbridge Phase 6 Parts 1 &amp; 2</b>	19/10/16 Mayor and Cabinet	Kevin Sheehan, Executive Director for Customer Services and Councillor Damien Egan, Cabinet Member Housing		
August 2016	<b>Treasury Management Mid-Year Update</b>	19/10/16 Mayor and Cabinet	Janet Senior, Executive Director for Resources & Regeneration and Councillor Kevin Bonavia, Cabinet Member Resources		
August 2016	<b>Update on action plan following Education Commission Report</b>	19/10/16 Mayor and Cabinet	Sara Williams, Executive Director, Children and Young People and Councillor Paul Maslin, Cabinet Member for Children and Young People		
August 2016	<b>Community Premises Management Contract Permission to Tender</b>	19/10/16 Mayor and Cabinet (Contracts)	Aileen Buckton, Executive Director for Community Services and Councillor Joan Millbank, Cabinet Member Third Sector & Community		
August 2016	<b>Family Support Service Contract Award</b>	19/10/16 Mayor and Cabinet (Contracts)	Sara Williams, Executive Director, Children and Young People and		

**FORWARD PLAN – KEY DECISIONS**

Date included in forward plan	Description of matter under consideration	Date of Decision Decision maker	Responsible Officers / Portfolios	Consultation Details	Background papers / materials
			Councillor Paul Maslin, Cabinet Member for Children and Young People		
August 2016	<b>Footways Contract Award</b>	19/10/16 Mayor and Cabinet (Contracts)	Janet Senior, Executive Director for Resources & Regeneration and Councillor Alan Smith, Deputy Mayor		
August 2016	<b>Re-Procurement Managed Service Interpretation, Translation and Transcription Services Contract award</b>	01/11/16 Overview and Scrutiny Business Panel	Janet Senior, Executive Director for Resources & Regeneration and Councillor Kevin Bonavia, Cabinet Member Resources		
May 2016	<b>Annual Complaints Report</b>	09/11/16 Mayor and Cabinet	Janet Senior, Executive Director for Resources & Regeneration and Councillor Joe Dromey, Cabinet Member Policy & Performance		
August 2016	<b>Regionalising Adoption</b>	09/11/16 Mayor and Cabinet	Sara Williams, Executive Director, Children and Young People and Councillor Paul Maslin, Cabinet Member for Children and Young People		
August 2016	<b>Review of National Non Domestic Rates - Discretionary Discount Scheme for</b>	09/11/16 Mayor and Cabinet	Kevin Sheehan, Executive Director for Customer Services 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
	<b>Businesses Accredited to Living Wage Foundation</b>		Councillor Kevin Bonavia, Cabinet Member Resources		
August 2016	<b>Carriageway Resurfacing Contract Award</b>	09/11/16 Mayor and Cabinet (Contracts)	Janet Senior, Executive Director for Resources & Regeneration and Councillor Alan Smith, Deputy Mayor		
August 2016	<b>School Minor Works Programme 2017</b>	09/11/16 Mayor and Cabinet (Contracts)	Sara Williams, Executive Director, Children and Young People and Councillor Paul Maslin, Cabinet Member for Children and Young People		
August 2016	<b>Deptford High Street (North) Contract Award</b>	22/11/16 Overview and Scrutiny Business Panel	Janet Senior, Executive Director for Resources & Regeneration and Councillor Alan Smith, Deputy Mayor		
August 2016	<b>Consultant Appointment 2016 Schools Minor Works Contract</b>	22/11/16 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		
May 2016	<b>Main Grants Programme 2017-18 Appeals Against Proposals</b>	30/11/16 Mayor and Cabinet (Contracts)	Aileen Buckton, Executive Director for Community Services and Councillor Joan Millbank,		

**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 Third Sector & Community		
May 2016	<b>2017-18 Council Tax Reduction Scheme</b>	07/12/16 Mayor and Cabinet	Kevin Sheehan, Executive Director for Customer Services and Councillor Kevin Bonavia, Cabinet Member Resources		
August 2016	<b>Fusion Leisure Contract Variation</b>	07/12/16 Mayor and Cabinet (Contracts)	Aileen Buckton, Executive Director for Community Services and Councillor Chris Best, Cabinet Member for Health, Wellbeing and Older People		
May 2016	<b>Main Grants Programme 2017-18 Allocation of Funding</b>	07/12/16 Mayor and Cabinet (Contracts)	Aileen Buckton, Executive Director for Community Services and Councillor Joan Millbank, Cabinet Member Third Sector & Community		
May 2016	<b>Prevention and Inclusion Team Award of Contracts</b>	07/12/16 Mayor and Cabinet (Contracts)	Aileen Buckton, Executive Director for Community Services and Councillor Janet Daby, Cabinet Member Community Safety		
August 2016	<b>Prevention Inclusion and Public Health Commissioning Contract Award</b>	07/12/16 Mayor and Cabinet (Contracts)	Aileen Buckton, Executive Director for Community Services and Councillor Chris Best,		

**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 for Health, Wellbeing and Older People		
May 2016	<b>Council Tax Reduction Scheme 2017-18</b>	18/01/17 Council	Kevin Sheehan, Executive Director for Customer Services and Councillor Kevin Bonavia, Cabinet Member Resources		
August 2016	<b>Community Premises Management Contract Award</b>	08/02/07 Mayor and Cabinet (Contracts)	Aileen Buckton, Executive Director for Community Services and Councillor Joan Millbank, Cabinet Member Third Sector & Community		
May 2016	<b>Council Budget 2017-18</b>	22/02/17 Council	Kevin Sheehan, Executive Director for Customer Services and Councillor Kevin Bonavia, Cabinet Member Resources		