

Housing Select Committee Agenda

Wednesday, 6 September 2017

7.30 pm,
Civic Suite
Catford
SE6 4RU

For more information contact: John Bardens (02083149976)

Part 1

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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, 6 September 2017.

Barry Quirk, Chief Executive
Tuesday, 29 August 2017

Councillor Carl Handley (Chair)	
Councillor Peter Bernards (Vice-Chair)	
Councillor David Britton	
Councillor Bill Brown	
Councillor John Coughlin	
Councillor Sophie McGeevor	
Councillor Jamie Milne	
Councillor Olurotimi Ogunbadewa	
Councillor Pat Raven	
Councillor Jonathan Slater	
Councillor Alan Hall (ex-Officio)	
Councillor Gareth Siddorn (ex-Officio)	

MINUTES OF THE HOUSING SELECT COMMITTEE

Wednesday 5 July 2017, 7.30pm

Present: Councillors Carl Handley (Chair), Peter Bernards (Vice Chair), Olurotimi Ogunbadewa, Jonathan Slater, Bill Brown and Pat Raven and ex-officio member Councillor Alan Hall.

Also present: Genevieve Macklin (Head of Strategic Housing), Jeff Endean (Housing Strategy and Programmes Manager), Emma Talbot (Head of Planning), Kevin Sheehan (Executive Director for Customer Services), Thiru Moolan (Building Control), Steve Kilden (Fire Safety Manager, Lewisham Homes), Andrew Potter (Chief Executive, Lewisham Homes), and John Bardens (Scrutiny Manager).

1. Minutes of the meeting held on 26 June 2017

The scrutiny manager outlined two changes that will be made to the minutes of the last meeting:

- 1.1 The attendance will be amended to reflect that no apologies were received.
- 1.2 Paragraph 5.4 will also be amended to say that “the committee agreed that in all future reports officers should define and explain the different types of affordable housing being referred to”.

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

2. Declarations of interest

2.1 The following non-prejudicial interests were declared:

- Councillor Slater is a member of the board of Phoenix Community Housing.
- Councillor Hall is a governor of the South London and Maudsley NHS Foundation Trust.

3. Responses from Mayor and Cabinet

There were no M&C responses for this meeting.

4. Fire safety in tall buildings

Kevin Sheehan (Executive Director for Customer Services) introduced the report. The following key points were noted:

- 4.1 Following the Grenfell Tower tragedy, council officers have been working to establish the number of tall buildings in Lewisham that need to be tested. Officers have been looking at the buildings owned by the council, registered social landlords (RSLs), and private developers, and what powers the council has to influence each sector.

- 4.2 Government guidance was to test all buildings with cladding made of Aluminium Composite Material (ACM) and, if a sample fails, to put in place interim fire safety measures to reduce the risk.
- 4.3 In Lewisham six blocks managed by Lewisham Homes were identified as needing testing. Three of these blocks have since failed ACM fire safety tests and the council has ordered the removal of cladding from these buildings and put interim fire safety measures in place. Lewisham Homes will be prioritising an intrusive inspection programme across their buildings. Cladding will not be the only risk being looked into.
- 4.4 RSLs in the borough are following a broadly similar process to the council and a small number of tower blocks have needed to have their cladding tested. One private sector building has had its cladding submitted for testing.
- 4.5 The council's relationship with its private sector partners is complex. The council does not regulate the private sector, but it does have some powers (as set out in the report) which it deploys on the basis of risk. the Grenfell fire public inquiry may look into relationships like this and who has the authority to regulate.
- 4.6 The Lewisham Mayor has asked officers to consider introducing sprinklers in tower blocks where it would be possible and appropriate. Only 1% of tall buildings in the social sector in the UK have sprinklers.
- 4.7 It is not yet clear if the Government are going to meet the costs of any necessary work. The council intends to ask the Government to contribute, as it sees this as a national issue.
- 4.8 Where fire risks are identified and there are things that could be done to improve safety – sprinklers and fire doors for example – the Council will be forceful, using relevant legislation where necessary, including with leaseholders.
- 4.9 Officers will talk to Barry Quirk (Chief Executive) about writing to the DCLG permanent secretary to express the Council's concerns about the cost of the necessary work.

Steve Kilden (Fire Safety Manager, Lewisham Homes), Andrew Potter (Chief Executive, Lewisham Homes) and Thiru Moolan (Building Control) also spoke on this item. The following key points were noted:

- 4.10 Lewisham Homes has a very experienced fire-safety team, with the right experience and qualifications, which cares about making their buildings as safe as possible for their residents.
- 4.11 It has long been accepted that the best advice in the event of a fire in a tower block of flats is to stay in your flat. Each flat is intended to act as a fire-resistant compartment to prevent the spread of fire beyond that flat. There has been no change to this advice since the Grenfell fire.

- 4.12 Communal fire alarms are not recommended in tall buildings for a number of reasons, including the fact that residents are likely to start ignoring them after a few false alarms.
- 4.13 Lewisham Homes' tall buildings have "dry risers" in place for the Fire Brigade to pump water through in the event of a fire. Buildings over a certain height have "wet risers", which are kept permanently charged with water.
- 4.14 All Lewisham Homes blocks that needed to be tested have been. This has identified three blocks with ACM cladding which needs to be removed. Three blocks tested were found to have non-ACM cladding. The priority has been to put in place interim measures on the three blocks with ACM cladding. This has included 24hr fire wardens and communicating widely with residents.
- 4.15 Lewisham Homes is aiming to have the name of a contractor to remove the cladding by the end of this month (July 2017). Once the cladding has been removed there will be another longer-term phase of work on fire safety and it is important that Lewisham Homes takes the time to choose the right contractors for this.
- 4.16 The Fire Brigade were the first people to inspect Lewisham Homes' blocks, which is important for residents as they are seen as independent. So far two Lewisham Homes blocks with ACM cladding have received intrusive surveys from the Fire Brigade. Over time Lewisham Homes will introduce a programme of intrusive surveys of all buildings of six stories or more regardless of the cladding system in use. However the buildings with ACM will be prioritised.
- 4.17 Prior to Grenfell, Lewisham Homes was already taking a number of fire safety measures in certain types of building. This included a programme of installing sprinklers in sheltered housing and installing automatic fire detection equipment in large houses that have been converted into flats. This programme should be fully completed by the end of the year. Lewisham Homes is also voluntarily installing sprinklers in all new-build properties.
- 4.18 Lewisham Homes' fire door installation programme, which has been running for five years, is nearing completion.
- 4.19 Lewisham Homes' fire-risk assessment process includes a fire-safety checklist that caretaker staff use daily to monitor and report any maintenance issues that might be a fire risk. Caretakers are trained by fire safety advisers to help them identify fire safety issues. This is an ongoing process with fire safety advisers always available to answer queries. Any fire related maintenance issues identified are inspected after the repairs are made and signed off by a repairs supervisor. All fire-safety-related maintenance must be completed in 48hrs.
- 4.20 Lewisham Homes will be engaging widely with residents, not just about cladding, but fire safety more generally. Lewisham Homes will be putting more robust fire safety checking systems in place, including looking more closely at those occupiers presenting a fire risk to others and taking formal action against

repeat offenders. Court action will be the last resort, but will be taken if necessary.

- 4.21 Where fire risks are identified and there are things that could be done to improve safety – sprinklers and fire doors for example – the Council will be forceful, using relevant legislation where necessary, including with leaseholders. The Council is also looking into carrying out intrusive surveys to identify any breaches in compartmentalisation from holes cut in walls from installing technology.
- 4.22 Some Lewisham Homes Tenants and Residents Associations have objected to having sprinklers installed due to concerns about the potential for water penetration.
- 4.23 The approach since the 1950s has been to design flats to contain a fire for one hour. The Fire Brigade will usually arrive long before then. Over time it is possible for holes to be cut in walls – for instance, to install technology – and that these have the potential to affect the ability of flats to contain fire. Retrofitting sprinklers can be destructive work which also involves cutting holes through fire compartmentalisation. Technical experts will need to weigh up the advantages and disadvantages of retrofitting sprinklers.
- 4.24 Officers noted that fire safety issues are not dealt with through planning – this is done through Building Control. The Government have said that planning shouldn't try to replicate or duplicate other controls. Officers also noted that developers have a choice about the Building Control they work with. The Grenfell public inquiry is likely to look into the deregulation of Building Control.

The Committee made a number of comments. The following were noted:

- 4.25 The Chair of Overview and Scrutiny noted that he had written to the Council's Chief Executive, Barry Quirk, asking questions about the fire safety in regeneration schemes across the borough. He explained that the intention of writing formally to the Chief Executive was to provide reassurance between council meetings.
- 4.26 The Chair of Overview and Scrutiny noted that Scrutiny will take a longer-term look at the council's response following Grenfell and that the request for this report was intended to provide an opportunity for officers to report early on and reassure residents.
- 4.27 The Chair of Overview and Scrutiny noted that Scrutiny will develop a programme of work to take forward any findings or recommendations relating to the Grenfell response.
- 4.28 The Chair of Overview and Scrutiny commented that the council needs to be open, transparent, effective and timely, with proper community engagement throughout this process.

- 4.29 The Chair of Overview and Scrutiny noted that following the Housing Select Committee this issue will be considered again by the full Overview & Scrutiny Committee, and then again at the Sustainable Development Select Committee.
- 4.30 The Chair of the Housing Select Committee noted that at the last meeting the committee discussed scrutinising the health and safety checks of some buildings.
- 4.31 The committee noted that the advice to stay in your flat in the event of a fire, based on the compartmentalisation of blocks of flats, assumes that all the safety measures are still in place as intended.
- 4.32 Given that there were a number of internal fire-safety issues with Grenfell, as well as the external cladding, the Committee queried what is being done to improve tenancy checks.
- 4.33 The Committee noted that hoarding can sometimes present a fire risk to other residents and that the recommendations from the committee's report last year on mental health and housing should help with this.
- 4.34 Given that we have now seen that the strategy of fire compartmentalisation can go catastrophically wrong, the Committee suggested that we need to consider what else we can do to cover the remote possibility that it fails again.
- 4.35 In order to warn and stop people walking into a building if there is a fire, the Committee queried whether buildings could be fitted with an alarm that can only be operated by the fire brigade.
- 4.36 With the number of councils needing contractors to remove cladding, the committee expressed concerned about companies trying to profiteer and asked to be kept informed.
- 4.37 The Committee thanked Steve Kilden, Andrew Potter, Thiru Moolan and Council officers for the information they provided.

Resolved: the Committee noted the report.

5. Lewisham Housing Strategy

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

- 5.1 This report is intended to set out the council's progress against its housing strategy 2015-2020. The strategy's priority areas are: Helping residents at times of severe and urgent housing need; Building the homes our residents need; Greater security and quality for private renters; and Promoting health and wellbeing by improving our residents' homes.
- 5.2 The Government is yet to publish any further detail on the implementation of recent changes to housing legislation. Officers do not therefore propose to carry out a wider review of the Housing Strategy at this stage.

- 5.3 Instead, officers have drawn a series of service priorities for the coming year from the existing strategy. This includes: Maximising the benefit of the Trailblazer programme on preventing homelessness; Implementing new approaches to housing development, both in-house and through wider partnerships; Continuing work to improve conditions in the private rented sector; and Restructuring the Housing Needs service to incorporate Refugee and No Recourse to Public Funds services.
- 5.4 The £985,000 of funding from DCLG for the Homelessness Prevention Trailblazer programme is one-off money. The £340,000 of funding from the GLA for the No First Night Out (NFNO) Shared Accommodation Scheme is to fund a shared programme across the boroughs of Bexley, Bromley, Greenwich and Lewisham.

Resolved: the Committee noted the update.

6. Select Committee work programme

John Bardens (Scrutiny Manager) introduced the report. The following was noted:

- 6.1 The first evidence session for the Committee's in-depth review of models for delivering new housing will be held on 6 September.
- 6.2 The annual report and business plans for Lewisham Homes and the Brockley PFI will also be presented at the meeting on 6 September.

Resolved: the Committee noted the work programme.

7. Referrals

7.1 There were no referrals at this meeting

The meeting ended at 21.30pm

Chair:

Date:

Housing Select Committee			
Title	Declarations of Interest	Item No.	2
Contributor	Chief Executive		
Class	Part 1 (open)	6 September 2017	

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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Agenda Item 3

Housing Select Committee		
Report Title	Response to the recommendations of the Housing Select Committee's Housing and Mental Health Review	
Key Decision	No	Item No 3
Ward	All	
Contributors	Executive Director for Resources & Regeneration (Head of Business & Committee)	
Class	Part 1	Date: 6 September 2017

1. Summary

This report informs members of the response given at Mayor and Cabinet to a referral in respect of recommendations to the Mayor by the Select Committee following discussions held on a Housing and Mental Health Review at its meeting in March 2017.

2. Purpose of the Report

To report to members the response given at Mayor and Cabinet to recommendations made by the Select Committee on March 7 2017.

3. Recommendation

The Select Committee is recommended to receive the Mayoral response to their consideration of a Housing and Mental Health Review.

4. Background

4.1 The Mayor considered the attached report entitled 'Response to Housing Select Committee's Housing and Mental Health Review' at the Mayor & Cabinet meeting held on July 19 2017.

5. Mayoral Response

5.1 The Mayor received an officer report and a presentation from the Cabinet Member for Housing, Councillor Damien Egan.

5.2 The Mayor resolved that the response shown in the attached report be submitted to the Select Committee.

BACKGROUND PAPERS

Mayor & Cabinet minutes July 19 2017

If you have any queries on this report, please contact Kevin Flaherty, Head of Business & Committee, 0208 314 9327

Mayor and Cabinet			
Report Title	Response to Housing Select Committee's Housing and Mental Health Review	Item No	
Contributors	Executive Director for Customer Services, Head of Law		
Class	Part 1	Date	19 July 2017

1. Purpose of paper:

- 1.1. At its meeting on 7 March 2017, Housing Select Committee held discussions on the Housing and Mental Health Review Draft Report and agreed the recommendations therein and for the draft report to be considered the final report of its review.
- 1.2. The decision was also taken at that time for the report and recommendations to be presented to Mayor and Cabinet.
- 1.3. This paper sets out the actions that officers propose to take in response to the recommendations.

2. Policy Context:

- 2.1. The proposed recommendations support the achievements of the Sustainable Community Strategy policy objectives:
 - Ambitious and achieving: where people are inspired and supported to fulfil their potential.
 - Empowered and responsible: where people can be actively involved in their local area and contribute to tolerant, caring and supportive local communities.
 - Healthy, active and enjoyable: where people can actively participate in maintaining and improving their health and well-being, supported by high quality health and care services, leisure, culture and recreational activities.
- 2.2. The proposed recommendations are also in line with the Council policy priorities:
 - Strengthening the local economy – gaining resources to regenerate key localities, strengthen employment skills and promote public transport.

- Clean, green and liveable – improving environmental management, the cleanliness and care for roads and pavements and promoting a sustainable environment.

2.3. It will also help meet the objectives of the Lewisham Housing Strategy in which the Council commits to:

- Helping residents at times of severe and urgent housing need
- Building the homes our residents need
- Greater security and quality for private renter
- Promoting greater quality in the social and private rented sectors

3. Recommendations:

3.1. It is recommended that the Mayor approves the actions laid out below in response to the recommendations of Housing Select Committee's Mental Health Review and that this is reported to the Select Committee.

4. Overall response to the recommendations:

4.1. At its meeting on 7 March 2017, Housing Select Committee held discussions on the Housing and Mental Health Review Draft Report and agreed the recommendations therein.

4.2. Officers will work with housing provider partners, and third sector organisations as relevant in order to action these recommendations.

4.3. To facilitate this a small working group will be formed, comprised of specialist officers from the main housing providers operating in the borough.

4.4. The group will scope the most effective ways to achieve the aims of the review, while having regard to the two following considerations:

- Ensuring that housing associations and other partners focus their work on mental health appropriately, and in particular being clear on the distinction between the roles of housing providers and mental health professionals.
- Ensuring that housing associations are not tasked with responsibilities that they are not resourced to provide, which would have a detrimental impact on other core functions of the service they deliver.

5. Referral from Housing Select Committee:

1.1. At its meeting on 7 March 2017, Housing Select Committee held discussions on the Housing and Mental Health Review Draft Report and agreed the recommendations therein.

- 1.2. The Committee's recommendations together with the proposed response from officers are set out below.

Recommendation 1

Housing providers and local partners, including the Council, SLAM, Mind, and other local organisations that regularly deal with mental health issues, should work together to develop an agreement/protocol on dealing with cases of low-level mental health.

Response to recommendation 1

A working group will be set up to incorporate key partners including local housing providers and other local organisations which regularly deal with mental health issues and will be responsible for developing such an agreement. The agreement will need to remain within the parameters of what would be appropriate for housing professionals to be engaged in.

Recommendation 2

The agreement should:

- Set out that all housing providers should provide proactive and appropriate tenancy support services for people with mental health needs
- Set out how partners should work together, and what they can expect from each other, in cases of low-level mental health
- Provide a directory of relevant local advice, support and services
- Set out pragmatic guidance on information sharing and data protection

Response to recommendation 2

The working group will scope the options for such an agreement, including all the above suggestions as far as they are feasible. For the first point it will be vital to delineate the boundary between the role of housing associations, of other informal local support systems and the role of medical professionals. It may be possible to codify this in a protocol based on the same lines as the successful hoarding protocol that the Council has in place with its housing providers.

Recommendation 3

The agreement should be supported by regular panel/workshop meetings where housing providers and local partners can:

- Share their knowledge, experience and best practice
- Build an evidence base on the prevalence of mental health issues, including low-level mental health
- Develop a common approach to dealing with low-level mental health issues

Response to recommendation 3

The Council has in place a regular forum for housing providers to meet and share knowledge – the Lewisham Affordable Housing Group (LEWAHG). LEWAHG has had a number of issue based sub-groups focussing on, for instance, ASB and safeguarding.

The working group will review whether this or another approach will provide the best way to enable the regular sharing of best practice and information.

Recommendation 4

The resources and structures in place for the Lewisham hoarding protocol may provide a useful model for the setting up and running of the agreement and accompanying panel/workshop meetings.

Response to recommendation 4

We will look to the Lewisham Multi-Agency Hoarding Protocol as a starting point for consideration of the new agreement. We will also explore whether it would be beneficial to amalgamate the Hoarding Protocol into the new protocol.

Recommendation 5

The agreement and directory of support services should be shared with private landlords as tool that they can also use to support their tenants.

Response to recommendation 5

We will explore ways of sharing best practice across the private rental sector but need to remain realistic given the fragmentation of this market, with 89% of landlords being private individuals and only 1% of private rented properties being owned by larger companies or institutions.

Recommendation 6

All housing providers should provide proactive and appropriate tenancy support services for people with mental health needs who may be struggling.

Response to recommendation 6

What level of intervention and support is considered appropriate will be explored and defined as a priority, alongside housing provider partners. Once this has occurred it will be reasonable to expect housing providers to adhere to what is appropriate and there will always be a threshold at which cases should be passed on to mental health professionals.

Recommendation 7

Housing providers should make help with budgeting and managing debt a key part of their tenancy support services.

Response to recommendation 7

Most of our providers already have a range of tenancy sustainment strategies in place and as part of our work we will help share these strategies. Where these services are not already provided, we will work with housing providers to establish what they can provide, sharing best practice.

Recommendation 8

Where staff have a concern about a tenant's vulnerability, housing providers should carry out a vulnerability assessment early on in each tenancy to get a better understanding of the tenant's physical and mental health, including whether they have any support or social workers.

Response to recommendation 8

Vulnerability assessments are already carried out by our providers, particularly where there is a concern around mental health. These assessments will be encouraged within the appropriate boundaries for housing providers - as determined by their capacity, resourcing, expertise and the need to ensure tenants are provided an adequate level of support by relevant professionals.

Recommendation 9

Where a vulnerability assessment identifies needs, housing providers should follow this up with an appropriate number of home visits during

the first year to make sure that tenants are accessing the support services they need.

Response to recommendation 9

This is already standard practice for probationary tenancies, and is regularly undertaken by our providers as a means to avoid eviction. Provided it isn't found to over-burden providers, and is compatible with their resourcing and role, follow-up visits to monitor the success and uptake of interventions and support would be encouraged where it isn't already in practice.

Recommendation 10

Housing providers should reassure tenants that sharing information about their mental health will not affect their tenancy.

Response to recommendation 10

Housing providers will be reminded that under the Equality Act 2010 they are unable to treat tenants who disclose a disability, mental or physical, any differently than a non-disabled tenant. They will be required to make reasonable adjustments with regard to any disability but will ultimately not be held responsible, once these duties are carried out, to maintain an unreasonable tenancy. We will encourage housing providers to promote their commitment to equality and to educate tenants on their rights in line with the Act.

Recommendation 11

Housing providers should consider setting up a confidential phone line that enables staff and residents to share information anonymously if they're concerned about a person's wellbeing.

Response to recommendation 11

We will explore the financial feasibility of this recommendation with local housing providers, alongside looking at what other mechanisms exist in their services which could be used to share information where there are concerns about an individual's wellbeing.

Recommendation 12

Some housing providers are trialling ways of categorising tenants according to their needs in order to provide more targeted

interventions. Housing providers should closely monitor the results of these trials and share their experiences with each other.

Response to recommendation 12

We will pursue with the working group the review of any pilots which could improve the management of mental ill health for tenants and lead to more successful tenancies, and encourage information sharing between agencies as per the earlier recommendations.

Recommendation 13

Some housing providers are looking into ways of helping tenants by “positively influencing” their behaviour. Housing providers should share their experiences from this and how it may be relevant to cases of low-level mental ill health.

Response to recommendation 13

As above, we will pursue with the working group the review of any pilots which could improve the management of mental ill health for tenants and lead to more successful tenancies, and encourage information sharing between agencies.

Recommendation 14

All housing providers should provide frontline staff with training on having “challenging conversations”, to help them overcome difficulties encouraging people with low-level mental health issues to engage with support.

Recommendation 15

Housing providers should make sure that they’ve identified and provided mental health training, such as mental health first aid, to all staff likely to come into contact with tenants.

Recommendation 16

Mental health training for housing officers should be tailored to reflect their day-to-day experiences and be based on the situations that they are most likely to come across.

Recommendation 17

Housing providers and local partners should also hold joint training sessions between their respective staff on subjects and issues where it

would improve the support provided to tenants to share their professional expertise.

Response to recommendations 14-17

We want to enable and share best practice and will bring local stakeholders together to achieve this in all respects, including training. However as independent organisations, the training that providers do deliver for their staff is for them to decide.

We will encourage local housing providers to promote all training as recommended above and to consider commissioning such training if it doesn't already exist. Through the working group we will establish where providers are already providing training on mental health and share information on what types of training have been useful and impactful.

A needs assessment will be periodically carried out to establish the developing training needs of housing officers internally and ensure that training delivered remains relevant and targeted with regards to their work and experience.

Recommendation 18

Given the lack of reliable information on the rates of mental ill health, housing providers should look into best practice for making reliable estimates of this. As a start, this could include talking to L&Q about how they made their estimations.

Response to recommendation 18

We will work with local providers to establish a stronger data set for the types of tenant they house, including how many experience mental ill health. We will look to L&Q as one of the largest providers in Lewisham and in line with their earlier estimate to establish their approach for obtaining their estimate and share in with other housing providers while looking to see if we can build on it.

Recommendation 19

Six months after these recommendations are considered by the Mayor, housing providers, local partners and the council should arrange for an independent external review of the progress being made. This should be carried out by an organisation with relevant knowledge and experience, such as Shelter

Response to recommendation 19

We will look to review progress in six months and will report our findings and developments back to Housing Select Committee in December 2017.

6. Financial Implications:

6.1. There are no specific financial implications arising from this response.

7. Legal Implications:

7.1. There are no specific legal implications relating to this report, save for noting that the Equality Act 2010 (the Act) introduced a public sector equality duty (the equality duty or the duty). It covers the following protected characteristics: age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex and sexual orientation.

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

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

7.3. It is not an absolute requirement to eliminate unlawful discrimination, harassment, victimisation or other prohibited conduct, or to promote equality of opportunity or foster good relations between persons who share a protected characteristic and those who do not. It is a duty to have due regard to the need to achieve the goals listed above.

7.4. The weight to be attached to the duty will be dependent on the nature of the decision and the circumstances in which it is made. This is a matter for the Mayor, bearing in mind the issues of relevance and proportionality. The Mayor must understand the impact or likely impact of the decision on those with protected characteristics who are potentially affected by the decision. The extent of the duty will necessarily vary from case to case and due regard is such regard as is appropriate in all the circumstances.

7.5. The Equality and Human Rights Commission has issued Technical Guidance on the Public Sector Equality Duty and statutory guidance entitled "Equality Act 2010 Services, Public Functions & Associations Statutory Code of Practice". The Council must have regard to the statutory code in so far as it relates to the duty and attention is drawn to Chapter 11 which deals particularly with the equality duty. The Technical Guidance also covers what

public authorities should do to meet the duty. This includes steps that are legally required, as well as recommended actions. The guidance does not have statutory force but nonetheless regard should be had to it, as failure to do so without compelling reason would be of evidential value. The statutory code and the technical guidance can be found at:

<https://www.equalityhumanrights.com/en/advice-and-guidance/equality-act-codes-practice> and <https://www.equalityhumanrights.com/en/advice-and-guidance/equality-act-technical-guidance>

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

- [The essential guide to the public sector equality duty](#)
- [Meeting the equality duty in policy and decision-making](#)
- [Engagement and the equality duty: A guide for public authorities](#)
- [Objectives and the equality duty. A guide for public authorities](#)
- [Equality Information and the Equality Duty: A Guide for Public Authorities](#)

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

<https://www.equalityhumanrights.com/en/advice-and-guidance/public-sector-equality-duty-guidance#h1>

8. Equalities implications

8.1. There are no direct equalities implications arising from this report. While the focus on mental health means people with the protected characteristic of disability under the Equality Act 2010 are the focus of the review, this paper will be followed by in depth work which will at each stage explore and consider the equalities implications. This paper itself proposes to look at and explore the recommendations rather and any later action will give further consideration to the equalities implications as it arises.

9. Crime and Disorder implications

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

10. Environmental implications

10.1. There are no environmental implications arising directly from this report.

11. Background Documents:

11.1. List of background documents:

Short title of document	Date
Housing and Mental Health	7 March 2017
Housing Select Committee Minutes	7 March 2017
Lewisham Multi-Agency Hoarding Protocol Second Edition	September 2014
Equality Act 2010	8 April 2010

11.2. For further information please contact Jeff Endean, Housing Strategy Manager, on 020 8314 6213

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Housing Select Committee		
Title	Models of delivering new housing – evidence session	
Contributor	Scrutiny Manager	Item 4
Class	Part 1 (open)	6 September 2017

1. Introduction

At the first evidence session of the committee's in-depth review of models of delivering new housing members will receive evidence from key council officers and external witnesses, including:

- Tom Chance (Head of Grants and Development, National CLT Network)
- Tony Rich (Board Member, RUSS)
- Calum Green (Co-Director, London Community Land Trust)
- Phil Tulba (Head of Services, Locality) (in writing, **see Appendices**)
- Executive Director for Customer Services (Lewisham Council) (**see Appendices**)

2. Key lines of enquiry

The key lines of enquiry, as agreed at the last meeting of the select committee, are set out below:

- **Consider the different models for delivering new housing in operation in Lewisham.** The key characteristics of each, the number of new homes being provided, within what timeframe, at what cost, and with which partners? In particular, how many affordable homes are they to provide, and which types. What are the anticipated next steps for each model?
- **Consider the advantages and disadvantages of each model for Lewisham,** in the short, medium and long-term, in terms of speed, cost, scale, quality, affordability, and the needs of Lewisham residents. And gather evidence about other models that could be of interest to Lewisham.
- **Consider the scope for further community-led models,** looking at, among other things, scalability, costs and local demand. **Also consider scope for different models of joint venture,** looking at, among other things, land and assets available and possible partners to council could work with – public and private.
- **Consider how the council might work with partners in the future** to ensure that good levels of affordable housing are achieved, taking into account, among other things, speed, costs, and tenure mix.
- **Consider the necessary involvement from the council for different models,** in the short, medium and long term. What help and support can and should the council provide in terms of, among other things, guidance, coordination and management, and funding and investment? Does the council have the capacity and necessary expertise?

4. Recommendations

The Committee is asked to note this information.

If you have any questions, please contact John Bardens (Scrutiny Manager) on 02083149976.

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Community-led housing

A brief analysis for London Borough of Lewisham

June 2017

Locality is a national network of 600 community-led organisations, working together to help neighbourhoods thrive. We have been working with communities on built environment issues for over a decade, initially using our own charitable reserves to invest in a national Community-Led Housing (CLH) Support Programme at a time when CLH was less high profile, but nevertheless an important sector.

Locality's objective is to support the growth of the CLH sector and promote CLH as a key means of addressing the housing crisis and supporting communities.

Locality's current [support for Community-led Housing](#) consists of a small Early Stage Support programme funded by Nationwide Foundation, an online resource hub, [MyCommunity](#), funded by DCLG for communities interested in community-led planning and action of all kinds, membership of an emerging alliance of CLH support organisations and support to our own CLH member network. We also manage the DCLG Community Buildings Grants which can provide feasibility and pre-feasibility funding for CLH projects.

Addressing the housing crisis is one of the most pressing challenges of the day and there is no sharper divide in our country than the one created by the current, dysfunctional housing market.

'Community led' housing is a term commonly used to describe homes that are developed and/or managed by local people or residents, in not-for-private-profit organisational structures. Organisational structure varies but governance should be overseen by people who either live or work in the locality of benefit, or are direct beneficiaries. Community-led housing generally refers to a small geographic identified area of belonging or association.

CLH is usually developed by, with and for a community-led organisation or enterprise, and is controlled and in some cases owned or managed by a community-led organisation or enterprise.

An introduction to Community-led Housing

There is no statutory definition of community-led housing. A working definition currently developed by the major players in the CLH sector at the moment defines CLH by a set of principles:

- I. A requirement that the community must be integrally involved throughout the process in key decisions (what, where, for who). They don't necessarily have to initiate and manage the development process, or build the homes themselves, though some may do
- II. A presumption in favour of activity where the local community are taking a long term formal role in ownership, management or stewardship of the homes
- III. A requirement that the benefits to the local area and/or specified community must be clearly defined and legally protected in perpetuity

CLH provides small-scale, locally-developed housing, designed and managed according to local priorities. It means local people can build the types of homes they need, for example, homes for young families who would otherwise be forced to move in search of lower prices, or homes for older people who want to downsize without having to look outside the places where they have lived all their lives. Crucially, CLH is a key element of communities taking control through the ownership and management of assets, and provides an important driver for economic regeneration and social enterprise.

CLH is an achievable option for many neighbourhoods but it currently represents only 1% of the total housing market, compared to our European neighbours where up to 10% of homes are community owned and managed. A new wave of community-led housing could make a clear impact on the housing crisis and help to deal with some of the following issues:

- the high cost of new homes - outside the reach of many of the individuals and families on low incomes
- the rising cost of private renting and the often poor conditions they offer, again affecting the individuals and families most in need of low cost, decent homes
- the overriding lack of any access to decent affordable housing for those at the margins of society
- the related problems that beset communities when access to decent, affordable accommodation is unavailable, for example, poor health, poor educational attainment, and crime

Communities have responded well to the community rights agenda and to neighbourhood planning, demonstrating a widespread interest in taking control of their local neighbourhoods. Over 300 neighbourhood plans have now passed a referendum and hundreds more are underway. Alongside this activity, existing community anchors with wide networks and reach, as well as new-start housing groups, are increasingly stepping forward to tackle the housing crisis for themselves.

Within Locality this is evidenced by the work of our 50 CLH members, the majority of which are involved in, or are considering the potential for taking on CLH projects, and also by other groups across the country who apply to the funding streams we manage. Most of the entrants to the CLH market choose to pursue the provision of affordable housing for rent as being the type of housing most urgently needed in their communities.

However in all cases, the organisation model, the type of tenure and the design of housing should be directly related to the particular needs of each local community and therefore CLH will continue to be developed in subtly different ways.

These groups overwhelmingly show a serious commitment to housing people according to need, but also have a high interest in building strong and sustainable communities and see decent, affordable accommodation as a lynchpin to these activities.

Though there are many complexities to running CLH projects, these groups, if properly set up and funded, can even raise a small income which can be re-invested in the wider neighbourhood, or in the building of further homes, leading to more resilient communities and ensuring a wider contribution to community action and new models of public service delivery.

Barriers and enablers to growth of CLH

CLH groups commonly have an interest in affordable developments of mixed tenure, designed to meet the needs of their own communities. Communities show a strong desire to:

- build new homes
- refurbish existing empty properties (houses, office blocks, heritage buildings etc.)
- have an ongoing role in the ownership and management of housing

The key issues they face are:

- lack of capacity to develop CLH projects (particularly within new start groups)
- lack of revenue funding to pay for development costs/technical support
- inability to access land or buildings due to high prices/reduced asset transfer support/ land banking by developers
- lack of capital grant for development
- cost of debt finance

It is important to recognise from the outset that the majority of new CLH projects are relatively small scale, unlike, say most Housing Associations. The situation is slightly different where existing community anchor organisations are concerned, as they already have core capability and track record and may have potential to move more quickly and at scale.

Where new start groups and new build is concerned, due to the small scale of the initiatives and the often high cost of land and development, reliance on loan finance can often fail to prove a viable option. As a result, the availability of capital grants remains of crucial importance to the growth of CLH.

The availability of land or buildings is a key issue and continues to offer up many obstacles to CLH projects. However in areas where local authorities work with local groups, asset transfers of local authority-owned land or buildings can be extremely successful.

A key route for new organisations into housing delivery continues to be the empty homes sector, which offers a lower cost option and enables groups to take on assets and make homes available more quickly than other approaches and often provides skills training in the process. This process then enables future borrowing, allowing groups to move into new home building subject to appropriate levels of grant and low cost debt finance being available.

At the same time this approach has a significant regenerative impact in communities, by tackling the blight of low occupancy and dereliction. Pump-priming with interest-free loans, or better still, capital grants can be extremely useful here. There may also be a role for compulsory purchase of empty properties owned by absentee and irresponsible landlords. CLH groups can be highly successful in areas of market failure by involving tenants in the refurbishment and management of their properties.

Overall, CLH has the power to provide much needed homes and to underpin a whole range of other community initiatives designed to improve the quality of life for those in need, and to encourage stronger and more resilient communities across the board.

Response to LBC Questions

Q. What are the key characteristics of community-led housing models? (feel free to focus on specific models if necessary)

A. The key characteristic of CLH is community control and accountability, via a democratic process, over the development process and the profits from housing development, and in some cases ongoing management of the housing.

Community is usually defined as community of place e.g. a ward, a village or a neighbourhood, but within that there may be a community of interest or need e.g. an intentional community, older people, young people, ex-service-personnel etc.

There is not a current statutory definition of 'community-led' housing, despite the term being in frequent use by public bodies and others. Two community-led housing approaches have UK statutory definition references and they are, the Cooperative Housing model in a raft of legislation starting with the 1965 Industrial and Provident Societies Act, and the Community Land Trust model secured a definition in Section 79 of the Housing and Regeneration Act 2008.

However, other forms for CLH fit within existing legal forms and models for community controlled organisations, such as Charitable Companies, Community Interest Companies and Community Benefit Societies. New models, such as Mutual Home Ownership, are being developed all the time within the existing legal forms available.

CLH organisations come in many shapes and sizes, but Locality's view is that scale matters and that most CLH organisations are managing less than 250 units of housing, which is why most Housing Associations these days are not classed as CLH.

Q. What is the size of the sector? How many homes is it delivering each year? How many homes is it forecast to deliver over the next five years?

A. Given that there is no clear definition of the sector, this is hard to say, but it is believed that the CLH sector currently accounts for about 1% of the housing in the UK, compared to 10% in Europe (Gulliver & Handy 2014, Lupton and McRoberts 2014). Predicting the growth of CLH homes is difficult given the many variables affecting such development and partly it depends on what support and finance is made available to accelerate growth. Some models predict possible delivery of 8-10,000 units by 2020 and of 40,000 units by 2025. In some parts of the country where gaining planning permission has become extremely hard due to opposition to large scale house building, a strategy of delivering all new housing via Community-Led Housing is being developed.

Q. How many of these are affordable?

A. CLH is almost always aimed at delivering some form of affordable housing (up to 80% market rate), either for rent or purchase, and critically, of ensuring affordability in perpetuity through the use of an asset lock, a Community Land Trust or other legal mechanism. In some CLH schemes there may be an element of commercial housing designed to subsidise the provision of affordable homes.

Some CLH is social rented housing, but given the need to become a Registered Provider to access HCA Grant, there is a major barrier to this at present.

Q. How long does it take on average to deliver housing?

A. This is no different to any mainstream housing provider in that this is dependent on how long it takes to achieve planning permission, development finance and land security. Research in 2014 found evidence of the potential of small housing providers to utilise local knowledge and connections to maximise community support for development, lower development costs and generate faster development timescales. (Lupton and McRoberts 'Smaller Housing Associations - Capacity to Develop New Homes' Joseph Rowntree Foundation, 2014)

The time taken to deliver housing also depends on the model - so that bringing empty homes or offices back into use for housing can be done very quickly whereas of course new build will take longer. Legal negotiations over transfer of land can unfortunately slow down the development process compared to buying on the open market, which is rarely an option for CLH groups.

Where a Neighbourhood Plan has been developed and adopted identifying suitable sites for community-led housing this can significantly speed up the planning process.

Q. How much does it cost on average to deliver housing, in comparison to other models of housing?

A. It is not possible to talk about 'average' costs given the range and diversity of CLH projects around the country. However, there are good reasons why CLH projects can deliver affordable housing, even at small scale. Community-led housing projects are not aiming to deliver a developer profit, therefore there can be a saving of 15% of the development costs which would normally constitute developer profit. Additional to this is the 'sweat equity' put in by volunteers managing the project and sometimes self-builders or volunteers/tenants involved in the actual refurbishment or building of the properties.

In addition there are considerable savings to be made when land or buildings are provided at less than market value, through a Community Asset Transfer from a Council or through a philanthropic landowner. CLH groups often take on sites which are not viable for commercial development and there can therefore be a good justification for providing the site at less than market rate. All of this explains why CLH groups are able to deliver affordable housing when commercial developers cannot.

Q. What are the key enablers that need to be in place to deliver community-led housing? (feel free to focus on specific models if necessary)

A. In Locality's experience the key enablers are:

- demand from local people coupled with skills and knowledge about what is possible
- availability of suitable land or property which can be accessed by CLH groups at a suitable price/on suitable legal terms
- development / capacity building/ pre-feasibility support and grants to enable groups to develop their knowledge, access technical support and undertake community consultation
- availability of finance for different development stages
- support from partners and help with brokering development partnerships
- Supportive planners with an understanding of CLH providing good pre-planning advice and guidance

Q. What support from local government does the sector currently receive?

A. This varies enormously around the country.

- The most supportive Councils have provided land or property at less than market rate, grants, interest free loans and or access to Right to Buy receipts.
- Some Councils have commissioned enablers like Locality to provide programmes of support to emerging CLH groups (Brent, Chichester).
- Other support provided by Councils includes encouraging the development of TMOs (tenant management organisations), or housing co-ops by their tenants, or encouraging the set-up of CLTs in their area.
- Local Authority ALMOs have partnered with CLH groups to help with access to development finance, especially Affordable Housing Grant.
- Some Councils have been very proactive in encouraging the development of Neighbourhood Plans in their areas and as these are adopted there is a framework in place to bring forward sites for CLH.

We know that new support arrangements are being set up by many Councils on the back of the CLH Fund but we don't have good information about what this looks like yet across the country.

Q. What additional support would help the sector deliver more homes?

A. One of the key actions Local Authorities can take is to identify suitable sites in their area for community-led housing, and create a process for making these sites available to CLH groups (new or existing organisations) at less than market value. The cost of land (particularly in London) is a major barrier to the development of affordable housing.

Other helpful activities include:

- Actively reaching out to community groups to encourage them to think about CLH
- Ensuring that officers are working across key Departments (planning, housing, community/neighbourhoods) to identify opportunities for CLH and make it easier for groups to come forward with CLH proposals (often it is very hard for community groups to identify a champion within the Council to help them on the journey)
- Making data on housing needs easily available to facilitate feasibility work and funding proposals
- Keeping an open mind about the best routes, models and options for developing CLH in the area (not assuming that a CLT is the only model, for example)
- Resisting the urge to try to control a community-led housing organisation or set up a local authority controlled 'community-led housing' vehicle. Community-led housing needs to be genuinely community led, democratically controlled and independent of the Local Authority.

Q. What is the realistic capacity of the sector if it were to receive any additional support it might need? Are there any potential barriers to the growth of the sector?

Where does the sector expect to be in five years?

A. This is a very difficult question to answer, as it depends so much on the enabling environment, commercial environment, land availability and planning system.

Given the huge shortage of suitable affordable housing across the country, CLH has an important role to play which is not simply to be measured by volume of housing delivered. CLH can help to create communities which work better, reduce housing voids and improve tenant relationships, provide specialist homes and help reduce care needs of older people, improve the quality and energy efficiency of new build housing and range of other benefits.

We are ambitious! In five years we expect the sector to have grown, considering the amount of interest we are seeing from within our member organisations, through Neighbourhood Planning groups and interest in pre-feasibility and feasibility funding. The major barrier to growth will be the failure to provide a consistent pipeline of development funding, capacity-building support, suitable and land/property.

In Lewisham the answer to this question will depend upon who owns land and property, what the demand is from local groups, and the strength of the existing community sector.

References

Gooding and Johnson (July 2015) Understanding the Potential of Small Scale Community Led Housing. Locality

Lupton and Dermot McRoberts (May 2014) Smaller Housing Associations - Capacity to Develop New Homes. Joseph Rowntree Foundation

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Housing Select Committee		
Title	Community-led housing approach	
Contributor	Executive Director for Customer Services	Item 4
Class	Part 1 (open)	6 September 2017

1 Community-led housing approach

- 1.1 One of the four key objectives in the Housing Strategy 2015-20 is to build the homes our residents need. In order to tackle the challenge of delivering affordable homes at the pace we need to, multiple approaches must be taken in order to fulfil this objective. There is no 'one-size-fits-all' approach to building new homes.
- 1.2 Legislation came into force in 2015 to support the development and utilisation of land for community based schemes and custom build, and guidance has been issued to confirm the requirements of local authorities to support self-building.
- 1.3 Lewisham has a strong tradition of supporting community led housing developments, including the pioneering schemes at Segal Close and Walters Way in the 1980s. The Council takes this legacy of investing in communities seriously and is working to promote unique, resident centred approaches to addressing the housing crisis.
- 1.4 We know that residents and communities have a critical role to play in ensuring that we support the development of the right homes in the right places. Community-led housing development represents some of the more innovative responses to address the housing demand in Lewisham. We are proud that these forms of housing development are increasing the diverse models being adopted across Lewisham to build new homes.
- 1.5 We also recognise that community led development is not just about building homes. There are vast benefits to a community approach, including increased resident satisfaction and community resilience, as well as contributing to addressing social disadvantage.
- 1.6 We are pleased to be supporting current projects already underway, including the developments proposed by RUSS and the London Community Land Trust (CLT).
- 1.7 RUSS are hoping to submit a planning application for the development later this month, meaning they would be able to start on site in Summer 2018. With the build process estimated to take about two years, the 33 new homes should be completed by mid-2020.

- 1.8 The Community Land Trust are also hoping to submit a planning application for the development by the end of the year, meaning they would also start on site in Summer 2018.
- 1.9 Combined, RUSS and the CLT are set to deliver fourteen units on an affordable sale model, fourteen units for shared equity, twelve shared ownership units, five social homes and two affordable rent.
- 1.10 For further examples of community led housing in Lewisham please refer to the comprehensive briefing document published at the start of this review (and included as an appendix to this item).
- 1.11 It is important to Lewisham Council that community-led development and housing fits well with the available land and surrounding area. It is also crucial that such development aligns with our key goal of building homes our residents need.
- 1.12 Lewisham council welcomes and encourages a collaborative approach to managing and developing current and future community based housing approaches. We are supportive of community based development where the community groups would like to work with us to deliver much needed new homes.

Housing Select Committee		
Title	Models of delivering new housing – scoping note	
Contributor	Scrutiny Manager	Item 5
Class	Part 1 (open)	26 June 2017

1. Purpose

At its meeting on 18 April 2017, the Committee agreed to hold an in-depth review into different models of delivering new housing in Lewisham. This paper provides some background information about delivery models for new housing, nationally as well as in Lewisham, and suggests some key lines of enquiry for the review.

2. Recommendations

The Committee is asked to:

- Consider and note the content of the report.
- Consider and agree the proposed key lines of enquiry and timetable for the review.

3. Policy context

- 3.1 It is widely accepted that there is a housing affordability crisis in London. The London Housing Commission said that providing enough secure, affordable and decent homes is one of the biggest challenges facing the capital – with London needing at least 50,000 of them each year to keep pace with its growing population.¹
- 3.2 The Commission found that the average house in London costs half a million pounds, more than 12 times the median income – the highest ratio since records began.² And according to Shelter, across England, eight out of ten working, private renting families cannot afford a newly-built home in their area.³
- 3.3 Lewisham itself faces severe housing pressures across all tenures, with a chronic lack of supply of new homes driving higher prices and decreasing levels of affordability. According to the Land Registry, the average house price in Lewisham is now more than £414,000 – 80% increase on 2010 (£226,000).⁴
- 3.4 Much attention is paid, nationally and regionally, to the numbers of new homes being delivered. The national government's target is to build one million new homes by 2020, while the London target is 42,000 each year.⁵ Lewisham also has a target of 18,165 new homes between 2009/10 and 2025/26.⁶
- 3.5 As well as setting targets for volume, Lewisham is employing a range of models of delivering new housing, providing a variety of housing options, from community-led approaches and temporary housing using modern methods of construction to joint ventures with private partners.
- 3.6 But which models, or combination of, are best suited to the needs of Lewisham residents? This review is intended to take a closer look at a number of different models and gather evidence to help the Housing Select Committee inform the debate.

¹ Bliss, N (2009), *Bringing Democracy Home*, Commission on Co-operative and Mutual Housing, p3

² *ibid*, p5

³ Shelter, *New Civic Housebuilding*, March 2017, p2

⁴ landregistry.data.gov.uk/app/ukhpi/explore

⁵ *The London Plan*, 2016, p97

⁶ *Lewisham Core Strategy*, 2011, p36

4. Community-led housing models

- 4.1 Community-led housing is designed and managed by local people and built to meet the needs of the community – not for private profit. It's intended to be a way for local communities to provide their own decent and affordable homes.⁷ Housing can be rented to local people at affordable rates, kept low over the long-term, or sold to create income for the community. It's often designed to help certain groups – for example, young people, older people, or those in need of affordable family homes.⁸
- 4.2 Community-led housing projects come in many forms, including Community Land Trusts, Co-operatives, Cohousing, and self-help housing, but two schemes are rarely the same. It's meant to be about enabling local people to develop housing in the way that is right for them.
- 4.3 Overall, community-led housing currently represents less than 1% of the UK's housing stock.⁹ This compares to 5 to 15% across Europe.¹⁰ The sector is growing however, as the need for local, affordable housing persists, particularly in large urban areas. The Smith Institute found that the sector is currently developing around 370 homes a year.¹¹
- 4.4 The box to the right sets out some of the benefits the 2009 Commission on Co-operative and Mutual Housing found that community-led housing can provide, where properly fostered and nurtured.¹²
- 4.5 Research has also found that community-led housing provides added social value. There is evidence that controlling assets by tenants and low-income groups has positive effects on personal and community wellbeing, as well as self-esteem, health, employment, and life chances.¹³
- 4.6 The community-led sector is currently dominated by co-operatives in terms of the existing housing portfolio – there are around 800 co-operatives in the UK, managing around 170,000 homes – but
- deliver high resident and member satisfaction with services alongside vibrant community identity;
 - stimulate individual and community resilience through active and democratic citizenship;
 - provide a place-making cornerstone, making places work better for people who live in them;
 - contribute to addressing social disadvantage and worklessness;
 - can enable collective influence over what happens beyond the immediate boundary of an individual property, whilst at the same time supporting the individual household interest in housing;
 - be a tenure of status, meeting the needs and aspirations of people who want their individuality guaranteed through community based solutions.

Source: Co-operative and Mutual housing commission

⁷ locality.org.uk

⁸ *ibid*

⁹ Locality, *Understanding the potential of small-scale community-led housing*, July 2015, p20

¹⁰ Kevin Gulliver and Chris Handy (2014) *More than Markets. Mutual and co-operative housing in the UK*. Institute for Human City, p21

¹¹ Heywood, A (2016) *local housing, community living: prospects for scaling up and scaling out community-led housing*, The Smith Institute, p15

¹² Bliss, N (2009), *Bringing Democracy Home*, Commission on Co-operative and Mutual Housing, p16

¹³ Kevin Gulliver and Chris Handy (2014) *More than Markets. Mutual and co-operative housing in the UK*. Institute for Human City, p23

information from the sector suggests that community land trusts are likely to achieve the majority of new development.¹⁴

4.7 According to the Economic & Social Research Council, community-based housing groups can make significant contributions to affordable housing, regeneration, and local wellbeing, but they cannot be expected to replace traditional social housing or resolve fundamental societal issues on their own, without local and central government support.¹⁵

4.8 In December 2016, Big Society Capital (an independent financial institution set up to help grow social investment in the UK) launched a £15m investment facility for social investors to fund large-scale community-led housing projects. The facility will support the growth of community-led housing by investing alongside other social investors into projects across the UK.¹⁶

4.9 Under the National Housing Federation's 2015 voluntary Right-to-Buy agreement with the government, most community-led developments should be exempt from the Right to Buy.¹⁷

Models of community-led housing

MODEL	DESCRIPTION OF THE MODEL
Self-help Housing	Self-Help Housing involves groups of local people bringing empty properties back into residential use. Use of the properties varies from long term tenancies to short life housing to meet immediate needs such as move on accommodation and supported housing.
Cohousing	Cohousing is a form of intentional, self-managed community, made up of single private dwellings and additional shared communal facilities such as a common house with a community kitchen and dining room. Cohousing communities can be mixed tenure.
Cooperative and tenant controlled Housing	A Housing Co-op is a housing organisation where members (tenants) democratically control and manage their homes. Housing Cooperatives are autonomous of external organisations. Housing cooperatives are encouraged to cooperate with other cooperatives and a key feature is the education and training of members.
Community Land Trust (CLTs)	CLTs are independent local organisations established to tackle dysfunctional housing market issues and create permanently affordable intermediate housing for purchase and for rent. CLTs sometimes own other facilities on behalf of the community.
Development Trusts, Settlements & Social Action Centres	They are community anchor organisations involved in a broad spectrum of community projects, charitable assistance, enterprise and community asset development that span social, economic and environmental concerns in a local area.

Source: Locality (2015)

¹⁴ Heywood, A (2016) *local housing, community living: prospects for scaling up and scaling out community-led housing*, The Smith Institute, p15-7

¹⁵ Heywood, A (2016) *local housing, community living: prospects for scaling up and scaling out community-led housing*, The Smith Institute, p21

¹⁶ Big Society Capital news release, *New £15m investment boost for community-led housing projects*, 13 Dec 2016

¹⁷ Heywood, A (2016) *local housing, community living: prospects for scaling up and scaling out community-led housing*, The Smith Institute, p42

5. Community Land Trusts

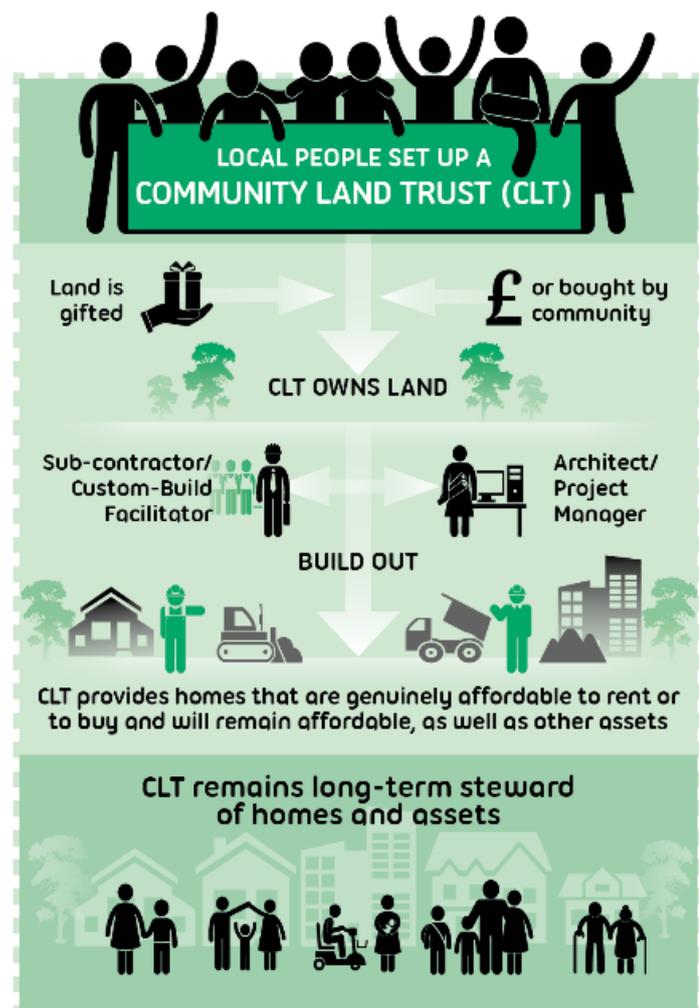
5.1 Community Land Trusts (CLT) are a form of community-led housing where local organisations set up and run by ordinary people develop and manage homes. The main purpose of the CLT is to make sure that the homes are genuinely affordable, based on what people actually earn in their area, and not just for now but for every future occupier.¹⁸

5.2 There are currently more than 225 community land trusts in England and Wales, half of which were set up in the last two years. According to the National CLT Network's estimates, a further 700 CLT homes are due to be completed by 2018, and more than 1,300 by 2020.¹⁹

5.3 CLTs are defined in law and there are certain things that a CLT do:²⁰

- A CLT must be set up to benefit a defined community
- A CLT must be not-for-private-profit. This means that they can, and should, make a surplus as a community business, but that surplus must be used to benefit the community
- Local people living and working in the community must have the opportunity to join the CLT as members
- Those members control the CLT (usually through a board being elected from the membership).

5.4 Many CLTs are not registered as a Registered Provider with the Homes and Communities Agency and so should not be affected by the Right to Buy.²¹



Source: National Community Land Trust Network

¹⁸ www.communitylandtrusts.org.uk

¹⁹ Heywood, A (2016) *local housing, community living: prospects for scaling up and scaling out community-led housing*, The Smith Institute, p16

²⁰ *ibid*

²¹ www.communitylandtrusts.org.uk

6. Community land trusts in Lewisham

6.1 Lewisham's Housing Strategy 2015-2020 includes a commitment to work with local communities and partners to maximise the delivery of well-designed and affordable new homes, and an objective to support resident-led development.

6.2 Lewisham is currently working with community land trusts on two separate developments in the borough, as an alternative way to provide homes that will be affordable in perpetuity.

6.3 At Church Grove, Ladywell, the council has been working with The Rural Urban Synthesis Society (RUSS) on a development that will provide 33 affordable homes – 14 for shared equity, 12 for shared ownership, and 2 shared houses for affordable rent and 5 social homes. The model RUSS are using on the site is to retain at least 20% ownership across all of the tenures so that they can make sure that any resale is affordable.

6.4 RUSS have recently completed an extensive co-design process with the Church Grove residents group and are currently working towards submitting a planning application. It's anticipated that the self-build process can start in early 2018.

6.5 A further community land trust site has been identified in Brasted Close, Sydenham. Officers have been working with the London Community Land Trust, Lewisham Citizens and the local community to develop plans for 14 new homes. These homes will be for sale with the value linked to local median income in perpetuity. Like with the Church Grove site, the contract signed by new residents makes sure that future sales are at a price according to local earnings.

Building the homes our residents need – our aims:

To work with our communities and partners in order to maximise our ability to deliver well designed and affordable new homes for Lewisham.

To support the development of new homes that meet high standards of design, sustainability, accessibility and energy efficiency to meet the long-term needs of our residents.

[...]

Source: Lewisham Housing Strategy 2015-2020

7. Co-operative housing

7.1 Co-operative housing is housing that is “developed by, with and usually for, a democratic community membership organisation; and is controlled (and in some cases owned) by a local democratic community membership organisation”.²²

7.2 Co-operatives are essentially housing associations governed by the tenants/members which provide grass-roots control over housing. They provide rented housing without landlords, where the tenants are collectively their own landlord.

7.3 Co-operatives come in all shapes and sizes and can have diverse structures and constitutions. Two of the most common models in the UK are Tenant management organisations and Housing Owned by the Co-operative.²³

²² Heywood, A (2016) *local housing, community living: prospects for scaling up and scaling out community-led housing*, The Smith Institute, p17

²³ *ibid*

- **Tenant management organisations (TMOs).** Certain housing services are democratically managed by tenants through a management agreement with the social landlord. TMOs do not own the properties in which their members live.
- **Housing Owned by the Co-operative.** Here the housing is owned and democratically governed by the membership. Members have collective control and have the same responsibilities and privileges as any other homeowner.

7.4 Within the community-led sector, co-operative housing is the largest in terms of existing housing under management. There are an estimated 836 co-operatives operating within the UK, managing around 169,000 homes.²⁴

8. Co-operative housing in Lewisham

8.1 There are a number of co-operative housing schemes established in Lewisham, including:

- **Deptford Housing Co-operative** – A fully mutual ownership co-operative with 138 properties.²⁵
- **Sanford Housing Co-operative** – 14 purpose-built shared houses and 6 studio flats, providing 123 single rooms.²⁶
- **May Day Permanent Housing Co-operative** – 17 homes, from one-bed flats to four-bed flats. Operates a 50% nominations agreement with the Lewisham Council.²⁷
- **Brockley Tenants' Co-operative** – owns 90 flats and houses and manages a further 72 which belong to Hexagon Housing Association.²⁸

“Local authorities would benefit from looking at Europe. There are hundreds of co-housing groups in the Netherlands and the government actively subsidises it as a real option for people to choose.”

Dr Melissa Fernández Arrigoitia,
Research Fellow, LSE (2015)

9. Cohousing

9.1 Cohousing is separate, but shares some features of co-operative housing. Cohousing communities are often defined as “intentional communities” – they are created and run by their residents. Each household has a self-contained, personal and private home but residents come together to manage their community, share activities, eat together.²⁹

²⁴ Heywood, A (2016)

²⁵ <http://www.cds.coop/co-op-directory/az-listing/deptford-housing-co-operative-limited>

²⁶ <http://www.cds.coop/co-op-directory/az-listing/sanford-housing-co-operative-limited>

²⁷ <http://www.cds.coop/co-op-directory/az-listing/may-day-permanent-housing-co-operative-limited>

²⁸ <http://www.brockley-tenants-co-op.co.uk/page/1/about-the-co-op.html>

²⁹ Heywood, A (2016) *local housing, community living: prospects for scaling up and scaling out community-led housing*, The Smith Institute, p17-8

9.2 Cohousing started to develop in the UK at the end of the 1990s. According to the UK Cohousing Network, there are now 19 completed cohousing projects in England and one in Scotland. Looking ahead, there are an estimated 231 new-build and 17 renovated homes planned for 2018-20.³⁰



10. Cohousing in Lewisham

10.1 One co-housing scheme currently in development in Lewisham is at Featherstone Lodge, Sydenham Hill. Featherstone Cohousing Ltd are developing a cohousing scheme for over-50s, converting and extending a large Victorian house. They aim to have a final decision on the site purchase in 2017, with development expected to take at least another year before residents can move in.

11. Joint venture models

11.1 Establishing a joint venture with a partner organisation is one of the options that an increasing number of local authorities are looking to in order to deliver affordable housing in difficult times. Joint ventures can provide access to new land and development opportunities and allow councils to keep control of land and assets while sharing risk.

11.2 There are a wide range of joint venture models in operation across the sector, from one-off contractual agreements to special-purpose vehicles. The structure of any particular joint venture ultimately depends on the objectives of the partners involved.

11.3 A common model is where the housing provider owns land or assets and seeks a partner to invest equity funding in the venture and to manage parts of the process, for example, constructing and selling market sale homes. Another common scenario is where a housing provider enters a joint venture to access more land opportunities –

³⁰ *ibid*

some partners may have better land-buying capability or an existing land bank, for example.

- 11.4 A current example is provided by Haringey Council's proposal to form a 50/50 partnership with a private developer to regenerate and develop council-owned land through a housing development vehicle (HDV).³¹
- 11.5 Haringey is contributing land and other assets as its equity stake and the developer will match this with their own funds. Both parties will have 50% control and individual business plans will be signed-off by the council before each piece of land is passed over to the HDV.
- 11.6 Haringey intends that social rent homes transferred like this should no longer be subject to the Right to Buy.³²
- 11.7 Hammersmith and Fulham Council have also recently signed a 50/50 joint venture deal with a property developer in order to build 133 new affordable homes. The majority will be at council-level rents and local people will be given first refusal on new homes.³³

Case study: Packington Estate, Islington

To enable this estate regeneration project, Islington Council agreed to transfer the land and existing buildings of a dilapidated estate to Hyde Housing Association, who entered a 50/50 joint venture with private construction firm Rydon. Most of the homes are for social rent, at a fraction of the rent that similar homes would cost to rent privately, and are indistinguishable from the homes for private sale.

Source: Shelter (2017)

12. Joint ventures in Lewisham

- 12.1 Lewisham Council itself has recently been seeking a joint venture partner for the Besson Street "build to rent" scheme. The council has been looking for an experienced organisation, which would bring expertise, housing management and development funding, as a partner for a 50/50 deal to develop, market and manage the scheme.
- 12.2 The scheme will create around 230 units of private rented accommodation. 65% of homes will be let at an initial market rent, with increases capped in line with inflation. 35% will be affordable homes let at a discounted rent linked to local incomes – a "living rent". The intention of the scheme is to provide secure and quality housing for local residents in employment who are not eligible for social housing, but who are also priced out of home ownership. If successful, the joint venture model could be expanded across the borough.³⁴

³¹ Haringey Council website, [Haringey Development Vehicle](#) [accessed June 2017]

³² Shelter Blog, [Can Haringey's housing development vehicle provide a case study in joint ventures?](#), February 2017

³³ Hammersmith and Fulham Council, [More than 130 genuinely affordable homes planned for Fulham](#), November 2016, LocalGov, [Council signs joint venture to deliver 'genuinely' affordable homes](#), February 2017

³⁴ Inside Housing, [Lewisham Council seeks partner for JV scheme](#), October 2016

13. Commentary on joint venture models

13.1 Joint venture approaches have received significant attention from industry experts and commentators in recent years, with many in favour of broadly similar models.

13.2 Shelter, for example, in their report, *New Civic Housebuilding: A better way to build the homes we need* advocated an “equity partnership” approach. This approach would see landowners invest their land as equity into partnerships to deliver long-term revenues and high-quality, locally affordable housing schemes – rather than being sold for the highest price.³⁵

13.3 Partnerships would typically include the major landowner, a source of “patient finance” and a coordinating body, with each acquiring equity in a single corporate body. The report said that these new partnerships relied on land entering the scheme at a predictable and lower value, and recommended that the public sector lead by example by using its land to support high quality development and affordable housing.³⁶ Given the lower risks provided by securing land at lower prices, the report also recommended that longer-term, lower cost sources of “patient” finance (like pension funds) could also be attracted to such partnerships.³⁷

13.4 The final report of the London Housing Commission, *Building a New Deal for London* (March 2016) also commented on the possibility of using joint ventures to deliver more homes across all tenures in London.³⁸

13.5 The report observed that, as major landowners, landlords and planners, local authorities are well placed to deliver significant numbers of new homes, and recommended (like Shelter) that borough-owned land should be brought forward through joint-venture partnerships, with housing associations or private developers, to develop affordable and market housing.³⁹ The public landowner would keep either an equity stake or some portion of the rental income from the development.⁴⁰

13.6 The final report of the Local Government Association Housing Commission, *Building our homes, communities and future* (December 2016) also supported the option of joint ventures. The report said that there is no “one size fits all” approach, as demonstrated by the range of examples sent in as evidence by councils, but recommended that local and national government work together to develop routes for



³⁵ Shelter, *New Civic Housebuilding*, March 2017, p87

³⁶ *ibid*, p67

³⁷ *ibid*, p69

³⁸ IPPR London Housing Commission, *Final report: Building a new deal for London*, March 2016

³⁹ *ibid*, p77

⁴⁰ *ibid*, p23

councils to directly deliver new homes of all tenures through innovative delivery vehicles, including joint delivery vehicles.⁴¹

- 13.7 The Centre for London, in their recent report, *Strength in Numbers: Funding and Building More Affordable Housing in London* (March 2017) as well as discussing joint ventures between boroughs and private developers, also highlighted the potential for cross-borough collaboration between local authorities. The report noted that the difference in land value between in inner and outer London means that some boroughs lack land which they can afford to develop, while others have land available but lack public funding.⁴²
- 13.8 The report recommended that the government should give local authorities explicit permission to spend commuted sums on affordable housing outside of borough boundaries, with boroughs co-commissioning a single developer.⁴³ The report argued that this approach could deliver up to five times more affordable homes, and noted that most local authority housing officers they spoke to expressed enthusiasm for greater collaboration between boroughs.⁴⁴

14. Meeting the criteria for a review

A review into housing delivery models meets the criteria for a scrutiny review because:

- The issue affects a number of people living, working and studying in Lewisham
- The issue is strategic and significant
- This issue is of concern to partners, stakeholders and the community
- Scrutiny is likely to add value – Lewisham Council are currently working on a number of different housing delivery models across the borough so this would be a good time for the committee to review what's happened so far and consider the next steps.

15. Key lines of enquiry

- 15.1 **Consider the different models for delivering new housing in operation in Lewisham.** The key characteristics of each, the number of new homes being provided, within what timeframe, at what cost, and with which partners? In particular, how many affordable homes are they to provide, and which types. What are the anticipated next steps for each model?
- 15.2 **Consider the advantages and disadvantages of each model for Lewisham,** in the short, medium and long-term, in terms of speed, cost, scale, quality, affordability, and the needs of Lewisham residents. And gather evidence about other models that could be of interest to Lewisham.
- 15.3 **Consider the scope for further community-led models,** looking at, among other things, scalability, costs and local demand. **Also consider scope for different models of joint venture,** looking at, among other things, land and assets available and possible partners to council could work with – public and private.

⁴¹ LGA Housing Commission, *Building our homes, communities and future*, December 2016, p22

⁴² Centre for London, *Strength in Numbers: Funding and Building More Affordable Housing in London*, March 2017, pp18-21

⁴³ *ibid*, p36

⁴⁴ *ibid*, p41

- 15.4 **Consider how the council might work with partners in the future** to ensure that good levels of affordable housing are achieved, taking into account, among other things, speed, costs, and tenure mix.
- 15.5 **Consider the necessary involvement from the council for different models**, in the short, medium and long term. What help and support can and should the council provide in terms of, among other things, guidance, coordination and management, and funding and investment? Does the council have the capacity and necessary expertise?

16. Timetable and potential witnesses

First evidence session – 5 July 2017

Council officers, RUSS, Lewisham Citizens, Deptford co-op, Brockley co-op, London Community Land Trust, National Community Land Trust Network.

Second evidence session – 6 September 2017

Council officers, other local authorities with experience of joint ventures (Newham, Croydon, Barking and Dagenham, Haringey), Shelter, LGA.

Report – 9 November 2017

Committee to consider final report presenting the evidence and agree recommendations for submission to Mayor and Cabinet.

17. Further implications

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

For further information please contact John Bardens, Scrutiny Manager, on 02083149976 or email john.bardens@lewisham.gov.uk,

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Housing Select Committee		
Title	Lewisham Homes Business and Delivery Plan 2016-19	
Wards	All wards (Except Brockley, Whitefoot and Downham)	
Contributor	Executive Director for Customer Services	Item 5
Class	Part 1 (open)	6 September 2017

1 Purpose

- 1.1 The purpose of this report is to allow the Housing Select Committee to see how well Lewisham Homes performed in 2016/17 against the Business and Delivery Plan for 2016-2019.

2 Recommendations

- 2.1 The Housing Select Committee 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 Lewisham Homes Business and Delivery Plan (the Plan or Business Plan). The Council faces significant challenges of homelessness; Lewisham Homes, the Council's main housing partner, helps to meet these challenges by:
- Providing excellent easily accessible services
 - building new homes;
 - acquiring properties to help with homelessness; and
 - investing in Lewisham's neighbourhoods.

4 Background

- 4.1 A new management agreement has been agreed with the Council. It extends the life of the contract for another ten years. The management agreement requires Lewisham Homes to produce a business plan in consultation with the Council. The Business Plan is approved by the Mayor and Cabinet and is reviewed at Housing Select Committee on a regular basis.
- 4.2 Attached are:
- appendix 1 - The 2016-19 Business Plan;
 - appendix 2 - The targets and KPIs in the Plan; and
 - appendix 3 – The KPI outturn performance for 2016/17.

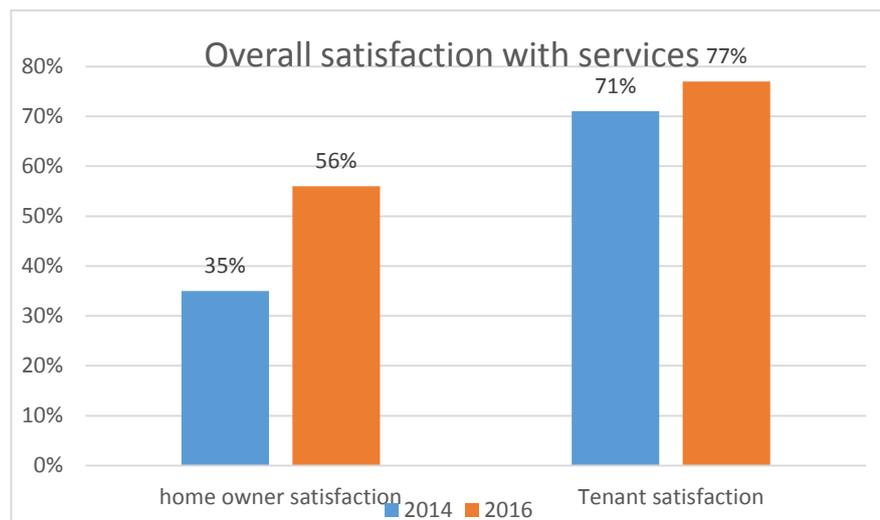
5 Review of performance in 2016/17

- 5.1 Lewisham Homes' mission is to deliver great housing services for thriving neighbourhoods. It has succeeded in progressing its aims to improve residents' homes and to provide excellent services to residents. The full details of the achievements are outlined in the rest of this report. The highlights are as follows.
- 5.1.1 Resident satisfaction has improved, particularly for home owners.
- 5.1.2 Lewisham Homes has improved performance against the majority of its key performance indicators.

- 5.1.3 The Decency level of the homes has increased from 41% in 2011 to 95% in March 2017.
- 5.1.4 Lewisham Homes purchased 25 homes in 2016/17 bringing the total owned to 75. These properties are all allocated to Lewisham Council nominations helping those in housing need and saving the Council £375,000 a year in temporary accommodation costs.
- 5.1.5 Efficiencies were delivered by taking on new services without an increase in overheads.
- 5.1.6 Lewisham Homes has achieved good progress over the last 10 years by recruiting the right people, investing in staff and creating a good working environment. In 2016 Lewisham Homes achieved the Investors in People Gold Standard.

6 Excellent Services

- 6.1 Business Plan achievements in 2016/17 include:
 - Developing more customer-focused services and more choices for resident engagement, particularly online.
 - Continuing conversations with residents by personal contact to find out views on services (The Big Conversation)
 - Improved engagement with leaseholders to help steer service improvements.
 - Investment of £360,000 in environmental improvements.
 - Introducing a new enhanced sheltered housing support service for older residents.
- 6.2 The Business Plan set out 22 key performance indicators on which to judge the service. Lewisham Homes' performance improved in 20 out of the 22 indicators as shown in the appendix.
- 6.3 Lewisham Homes has made good progress in increasing resident satisfaction.



In 2016 a new satisfaction measure excluded 'neither satisfied nor dissatisfied'

6.4 Customer service

- 6.4.1 Lewisham Homes is providing more services online and residents are making better use of these services. On-line activity more than doubled during the year as shown in the table below.

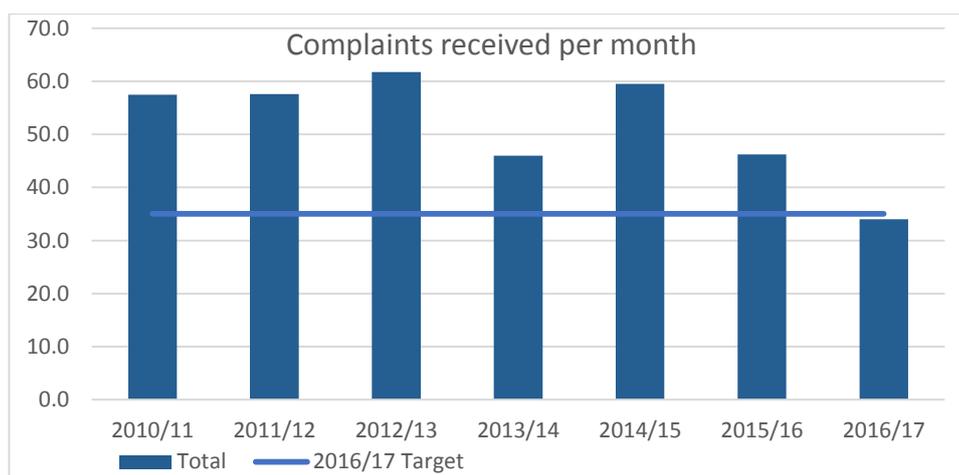
Increase in digital engagement per month

	Apr to Jul 016	Apr-17	Increase
% of households registered on portal	7.5%	15%	99%
Requests for text balances	603	1733	187%
Rent account page view	936	2186	134%
Service Charge account	64	215	236%
Book and view repairs	197	442	124%
Book and view communal repairs (Leaseholders)	31	109	252%

6.4.2 Timely call answering failed to reach target during the year so Lewisham Homes changed the call centre arrangements and returned to a repairs only function enabling tenants to call directly to all other teams.

6.5 Complaints management

6.5.1 Complaints performance continued to improve during the year meeting the targets of 35 complaints or less per month and 90% responded to within the target time.

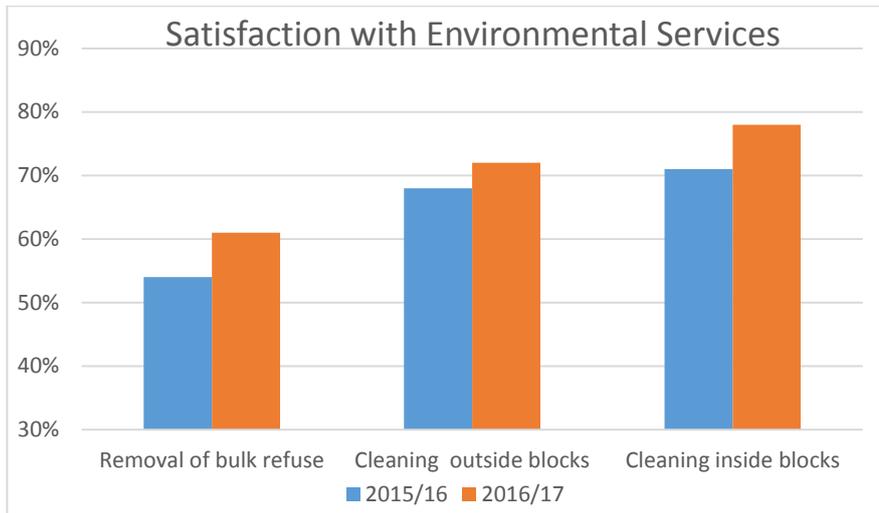


6.6 Environmental Service

6.6.1 Satisfaction with environmental services is improving as shown in the graph below.

6.6.2 Lewisham Homes took over responsibility for grounds maintenance from the Council in October 2015. Since then £400,000 has been invested in new equipment and vehicles and staff have planted new plants in 25 different sites. Resident satisfaction with the service has improved marginally to 77% for 2016/17.

6.6.3 Lewisham Homes took over cleaning outside blocks and removal of bulk refuse from the Council in April 2016. Satisfaction improved in both of these areas following the transfer of the services.

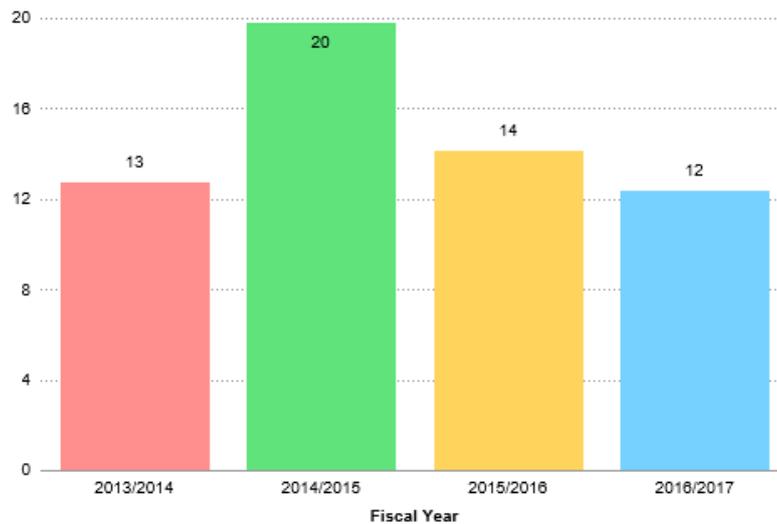


6.7 Repairs & Maintenance

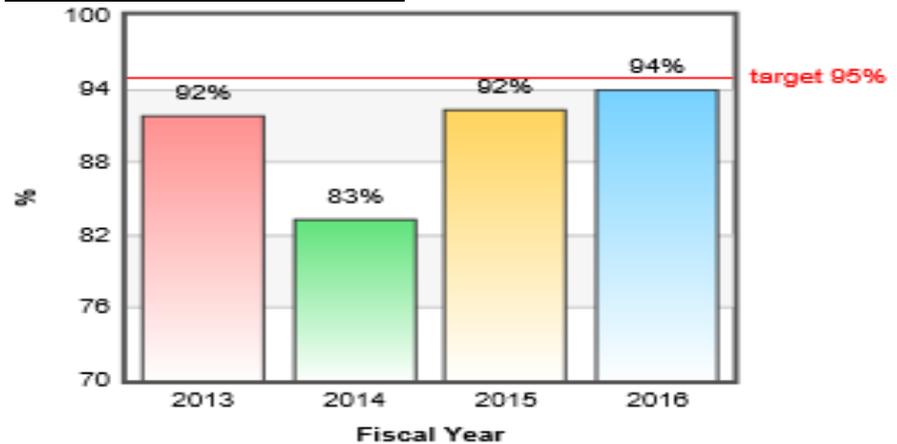
6.7.1 The Repairs Service has performed well:

- Complaints about the repair service per month have halved from 26 in 2010/11 to 12 in 2016/17.
- Satisfaction with the last repair has risen from 92% to 94%

Complaints per month about the repairs service

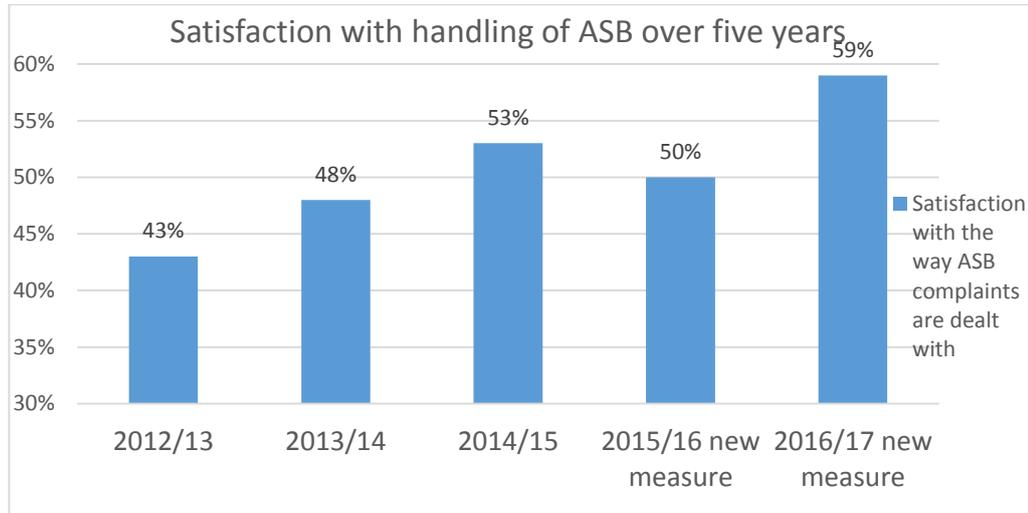


Satisfaction with the last repair



6.8 Housing Management

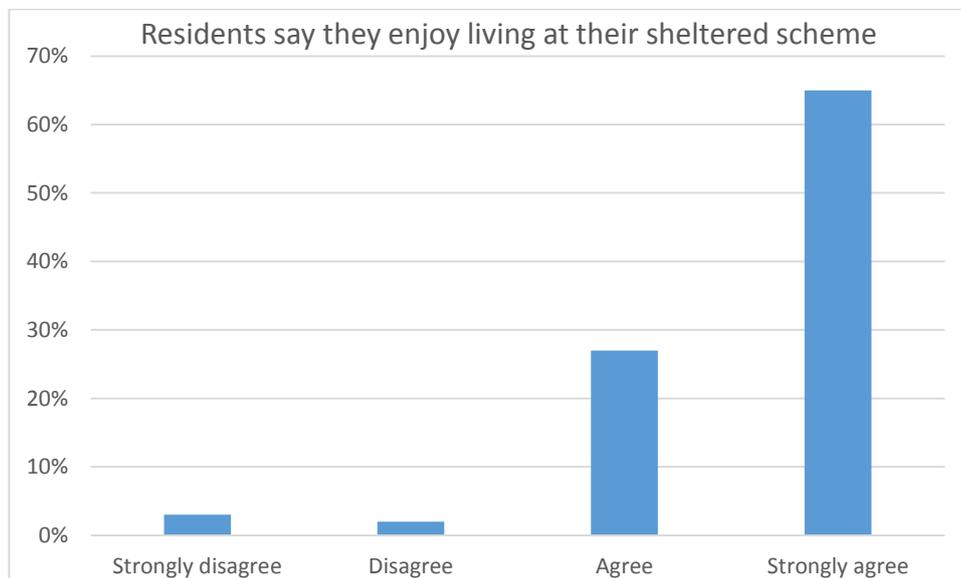
6.8.1 Satisfaction with ASB handling continues to improve.



Since 2015/16 a new satisfaction measure excluded 'neither satisfied nor dissatisfied'

6.9 Sheltered Housing

6.9.1 Lewisham Homes took over management of the Sheltered Housing service, providing an enhanced housing management service by the Independent Living Team with effect from 1 April 2016. The Team provide a variety of services to residents in order to help them live independently and maintain lifetime tenancies. Nearly all the residents like their home as shown in the graph below.



7 **Thriving Neighbourhoods**

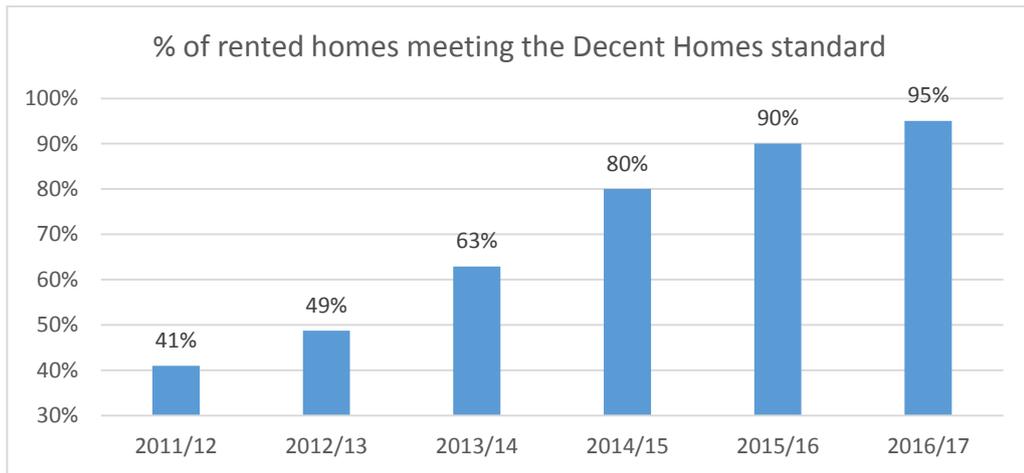
7.1 Lewisham Homes Business plan sets out to work with Lewisham Council to increase housing supply in the borough, to ensure that all its homes meet the Decent Homes programme and to ensure that its investment in Lewisham maximises the opportunities for residents.

7.2 In line with the Business plan, in 2016/17 Lewisham Homes has:

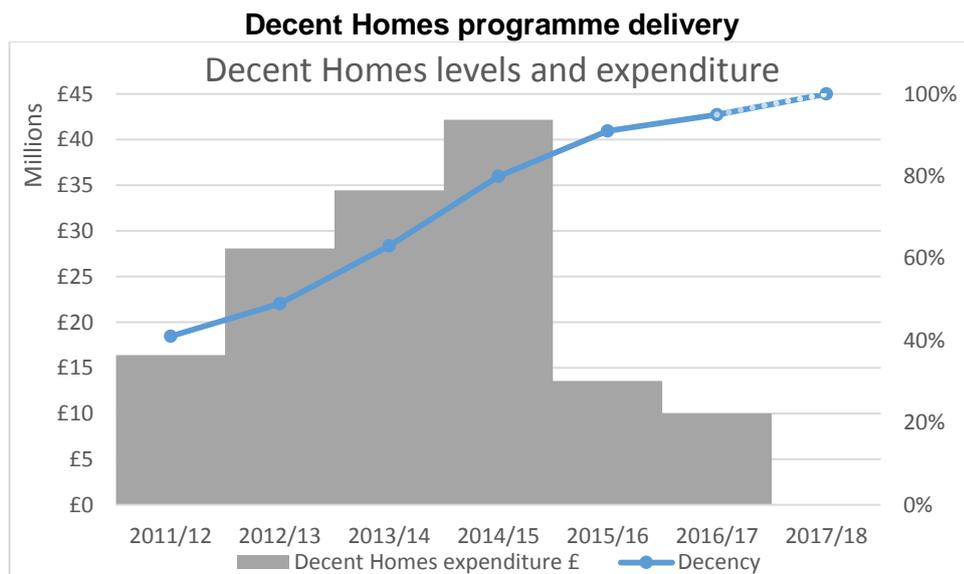
- Increased levels of decency in the stock to 95%.
- Continued its investment in apprenticeships and graduate employment opportunities.
- Developed its community investment partnership with the Albany.

7.3 Major Works Investment Programme

7.3.1 Lewisham Homes has spent £146m since 2011 delivering stock improvements and the Decent Homes programme. Despite no grant from the GLA this year, Lewisham Homes increased the Decency level from 91% to 95% and will make all stock decent by April 2018.



7.3.2 Issues with the Decent Homes contractors and delays in procurement impacted on last year's programme. Plans are in place to ensure that the programme is delivered in 2017/18, with underspends carried forward.



7.3.3 Work on kitchens, bathrooms and electrical rewire are now managed by the Lewisham Homes Repairs Service. They installed kitchens or bathrooms into 325 homes in 2016/17, a third were done by the direct labour force who achieved 98% satisfaction from residents.

- 7.4 New build
- 7.4.1 Lewisham Homes completed four new build properties in the year bringing the total up to 10 with 79 under construction at March 2017. Of these, 6 homes were completed and handed over in June at Dacre Park South.
- 7.4.2 By the end of 2018 LH will have built or be building 320 new properties. Lewisham Homes is exploring off-site manufactured solutions for three schemes in the programme, which will increase the speed of delivery as well as offering high quality standards.
- 7.5 Community Focus
- 7.5.1 Residents are encouraged to be involved in many ways. This includes formal approaches
- 7 residents on the LH Board;
 - the Residents Scrutiny Committee; and
 - the Resident Engagement Panel.
- 7.5.2 LH is developing resident skills to help governance succession, improve involvement and to help residents' employment and careers. Lewisham Homes has organised for London Metropolitan University to run three successful 'improving housing services' courses;
- 39 residents completed the course; and
 - 14 gained accreditations enhancing their employment opportunities.
- 7.5.3 Lewisham Homes is helping residents access online services to save themselves time and money and ensure the services LH provides are efficient and affordable.
- The borough-wide 'Go On Lewisham' initiative helps residents learn how to do things online.
 - The weekly digital drop-in session at the Old Town Hall has provided residents with advice and tips on using their devices.
 - Lewisham Homes has installed IT equipment and Wi-Fi in the communal areas of three sheltered schemes.
- 7.5.4 By supporting the Lewisham Credit Union, Lewisham Homes is improving the financial inclusion of potentially marginalised residents, helping them sustain their tenancies. Participating LH residents are steadily growing, achieving:
- 1,350 active accounts;
 - £470,000 in total savings; and
 - 13 Loans to facilitate the costs of setting up a home, with interest rates 1% less than the standard credit union loans.
- 7.5.5 The partnership with the Albany continues and has delivered:
- 195 participants in Love2Dance, a free weekly street dance programme for 8-18 year olds. It increases aspirations, self-esteem and confidence and allows parents to form strong local connections. In 2016 the classes grew from 113 to 195 participants, and is now hosted over three different sites – Deptford, Sydenham & Honor Oak.
 - 150 participants benefiting from 'Meet Me at Lewisham Homes', an arts, social and lunch club run in six sheltered schemes to help recognise the creative potential of the over- 60s and offering a way to combat loneliness and isolation.

- 650 participants benefitting from gardening activities including an accredited course for local residents with learning difficulties and a Gardening Club which attracts older residents.

7.5.6 Food banks are an essential aid for people in hardship run by the not-for-profit Trussel Trust. Lewisham Homes has an agreement with the Trust to supply residents with vouchers, which they can exchange for food at one of the food banks. In 2016/17 LH gave out 160 vouchers to residents and 10 bags of food from staff donations.

8 Sustainable Future

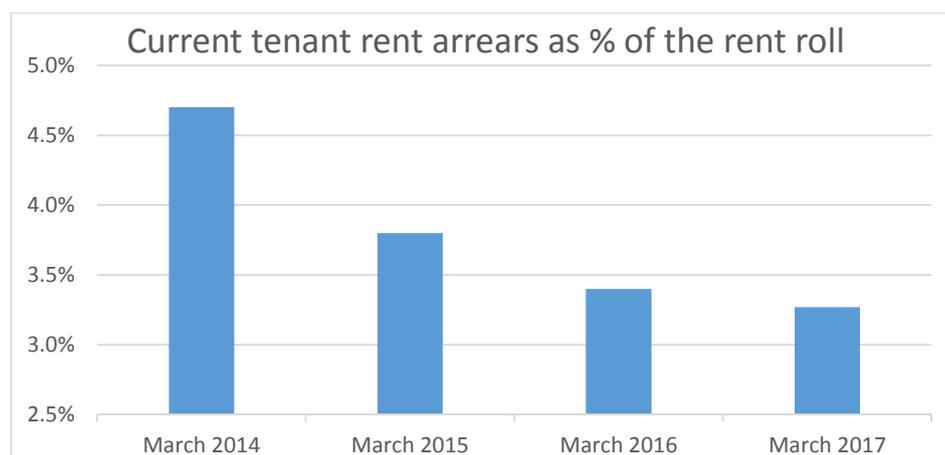
8.1 Lewisham Homes is committed to ensuring its services represent value for money and are affordable. It has a good track record of reducing management costs since 2007 and in using efficiencies delivered to invest in service improvements and to keep service charge increases low.

8.2 In line with the Business plan, in 2016/17 Lewisham Homes has:

- delivered efficiencies through taking on new without an increase in overheads;
- reduced fixed costs for responsive repairs and invested more in planned maintenance;
- purchased 25 homes bringing the total up to 75 that help those in housing need and save the Council £5,000 a year each in temporary accommodation costs;
- invested in a new modern telephone system that has provided many technological advantages; and
- upgraded the approach to contract management.

8.3 Rent collection and welfare benefits

8.3.1 Current tenant rent arrears continue to reduce, down from 3.41% in March 2016 to 3.27 in March 2017



8.3.2 Rent income collection was successful, collecting 99.5% of the debit,

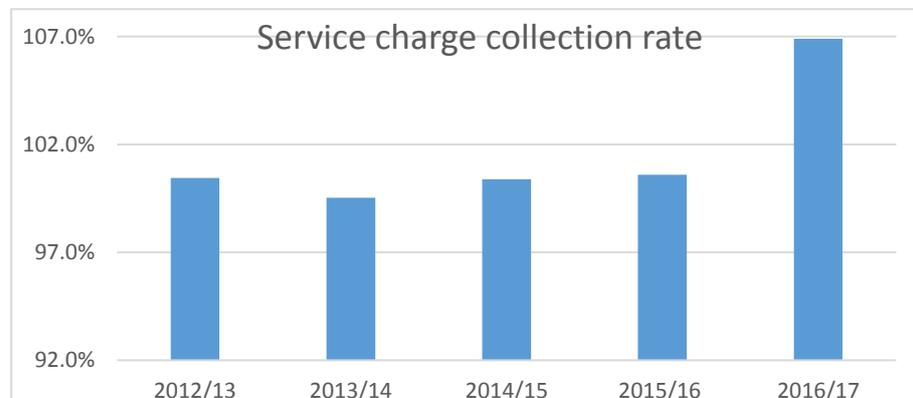
8.3.3 Financial Inclusion work supports residents in financial need by securing additional welfare benefits for residents, with £479,565 of additional benefits obtained in 2016/17.

8.3.4 This work paid off helping to sustain tenancies, the 31 tenants evicted represents the lowest level for many years.



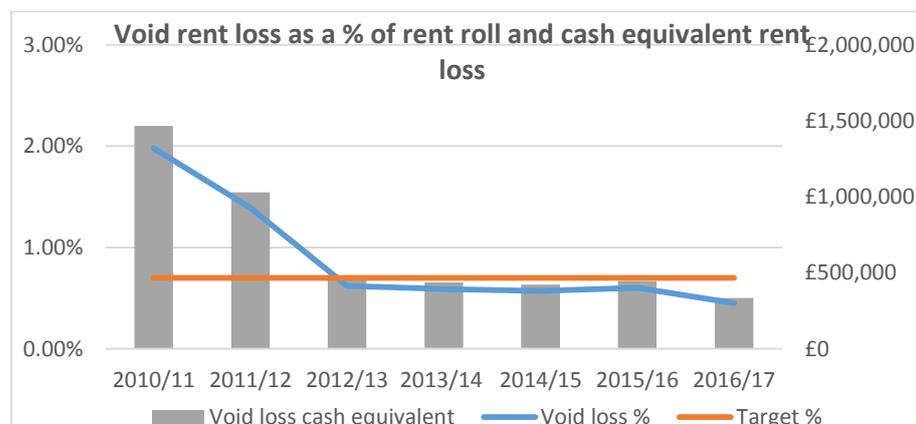
8.4 Home Ownership and service charges

8.4.1 Lewisham Homes collected 106.9% of the annual service charge due in the year and so reduced arrears from previous years. This is the best performance by far in the past five years.



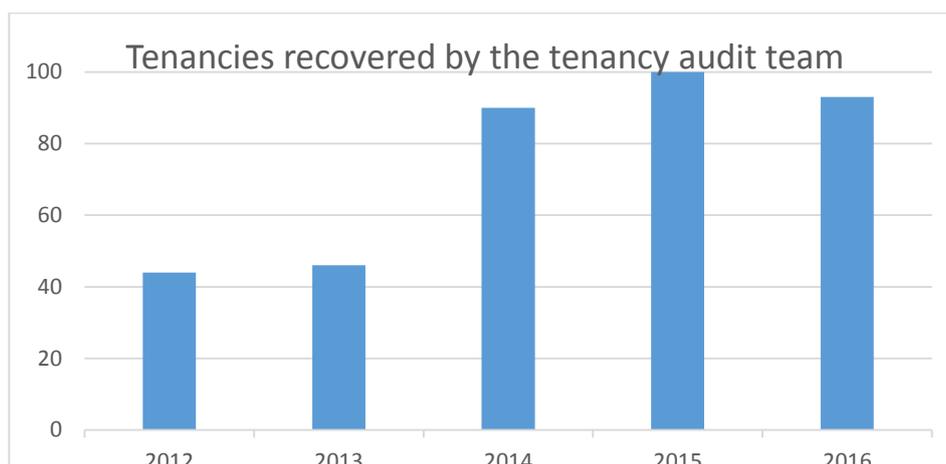
8.5 Void management

8.5.1 Void performance continues to be strong with void loss reaching 0.45% for the year against a target of 0.7%. Each 0.1% reduction saves £75k. All newly let properties now meet the Decent Homes Standard.



8.6 Tenancy Fraud

8.6.1 Between April 2016 and March 2017 Lewisham Homes recovered 93 properties to help the Council address the housing shortage. The graph below shows an improved level of recovery over recent years.



8.7 Property acquisition

8.7.1 As at 31 March LH had bought a total of 75 properties which it uses to provide good quality temporary accommodation to families placed by the Council to meet temporary housing duties and to prevent homelessness. Each property purchased saves the Council £5,000 a year in temporary accommodation costs. Lewisham Council is lending a further £20 million to Lewisham Homes to purchase an additional 72 properties in the next 24 months.

8.8 Improving efficiency and economies of scale

8.8.1 Lewisham Homes has improved efficiency by increasing economies of scale and working with the Council to bring services in house.

8.8.2 The turnover of the repairs service was increased by using contractors less. The repairs service carried out Decent Homes work in 625 homes, work that in the past used to be done by contractors. The turnover of the repairs team increased by £2.2m to £15.8m. Fixed costs in the repairs team went down in cash terms by 3% despite the increase in work.

8.8.3 Lewisham Homes has taken on the following services from the Council in the past two years

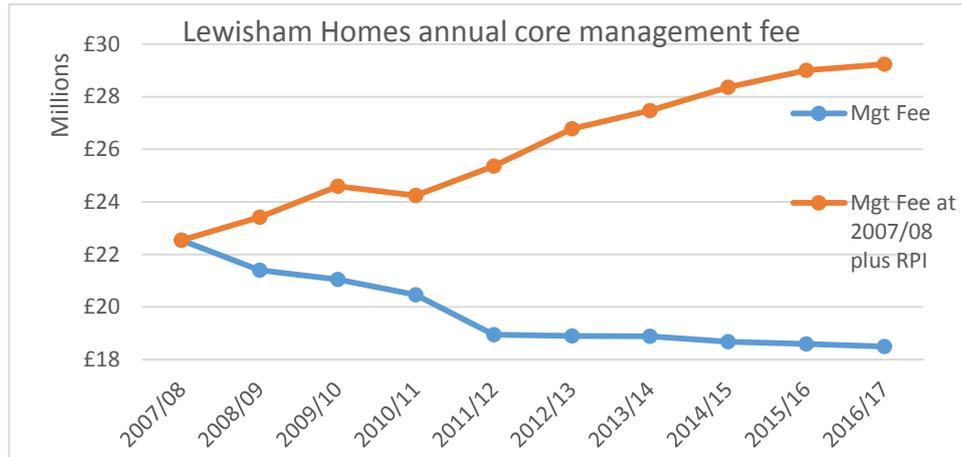
- Grounds maintenance - October 2015
- External estate sweeping - April 2016
- Bulk refuse (Lumber) collection - April 2016
- Independent Living - April 2016
- Temporary Housing - September 2016
- Hostels management - September 2016

8.8.4 In 2016/17 Lewisham saved £1.1m against the budget as follows

Savings	£1,100,000
Growth	£700,000
Net savings	£400,000

8.8.5 Lewisham Homes management fee for 2016/17 was £21.4m, including £2.9m for the new services transferred from the Council in the past two years. The core management fee, excluding new services, was £18.5m. Lewisham homes continues to drive out further costs to work within a core management fee which is now £4.0m

lower than £22.5m in 2007.

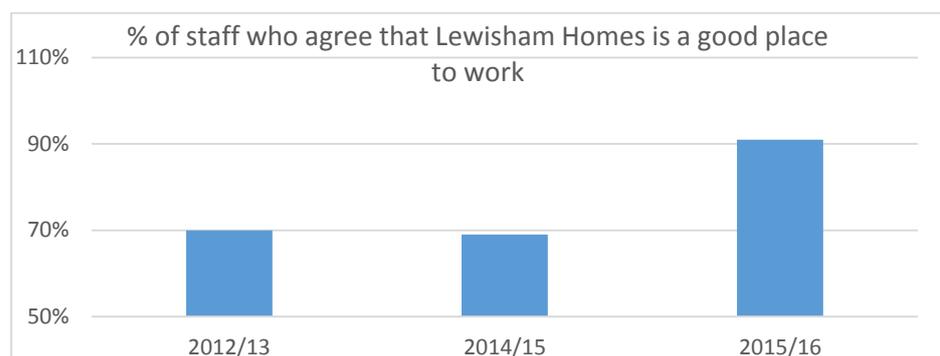


9 Employer of choice

9.1 Lewisham Homes recognises that its staff are the driver for its performance and the quality and efficiency of our services. In line with the Business plan, in 2016/17 Lewisham Homes has:

- Reviewed its recruitment approach and rolled out a revised branding for 'Share the Ambition' to help attract the best staff.
- Invested in training programmes from personal professional development to core training modules.
- Achieved the Investors in People Gold Standard.
- Consolidated the approach to equality and diversity with a focus on engaging communications, training, celebratory events and representation at all management levels.
- Agreed an approach to support the Ageing workforce.
- Implemented its talent and succession plan.

9.2 The percentage of staff who agreed that Lewisham Homes is a good place to work had jumped from 69% to 91%. The next survey will be in July 2017.



9.3 In April 2016 Lewisham Homes was awarded the prestigious gold award as an Investor in People.

9.4 A bespoke training course for aspiring managers was well received by the 16 people who completed the program, 5 of whom were promoted into a management role.

9.5 Lewisham Homes supports the Council's apprenticeship programme and promotes training and job opportunities. In 2016/17 LH employed

five trainee graduates and ten apprentices.

- 9.6 During the year 21 staff benefited from mentoring by being paired with 21 more experienced staff members; two thirds said the mentoring met the objectives they set themselves. Successful internal recruitment opportunities enabled 21% of appointments to go to internal candidates.
- 9.7 Sickness remains relative low at 4.6 days per staff member per year for non-manual staff and 8.1 days for all staff.

10 Health & Safety

- 10.1 Monitoring Health and Safety Performance is well established with regular updates to the Executive Team and the LH Board, based on a comprehensive framework and performance indicators.
- 10.2 The Estate Inspection programme has reduced slips and trips and strengthened insurance claims management for over three years.

Lewisham Homes continues to build its relationship with the London Fire Brigade, who have commended it for its approach to installing sprinklers in new build properties and schemes for older people. LH was runner up for the National Fire sprinkler Network awards.

11. Financial Implication

- 11.1 There are no specific Financial Implications arising from this report.

12. Legal Implications

There are no specific Legal Implications arising from this report.

13. Crime & Disorder Implications

There are no specific crime and disorder implications

14. Equalities Implications

Lewisham Homes' approach incorporates equality and diversity in its key strategies and policies, aiming to ensure good practice in employment, service delivery and community engagement. It is also a member of Stonewall.

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.

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.

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

Improving sustainability and energy efficiency is an important part of the Decent Homes Programme.

16 Background papers and report originator

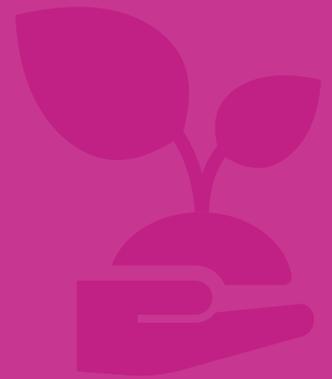
There are no background documents to this report.

***Please contact Rachel Dunn, Policy and Partnerships Manager
on 020 8314 6713 or Rachel.Dunn@lewisham.gov.uk***

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Business Plan

2016/19





A MESSAGE from the Board Chair

In 2016 Ainsley Forbes was elected to the role of Chair of our Board. He succeeds Julia Cotton who previously held this role since Lewisham Homes began in 2007.

On behalf of the Board I would like to thank Julia for her hard work, dedication and commitment to Lewisham Homes over the past nine years. Julia oversaw the setup of Lewisham Homes and has been tireless in championing improved services and ensuring Lewisham Homes listens to its residents'. Over this time she has overseen a 13% increase in tenant satisfaction, a £3.8 million reduction in management costs and a £185 million programme of investment benefiting thousands of resident's homes across the borough.

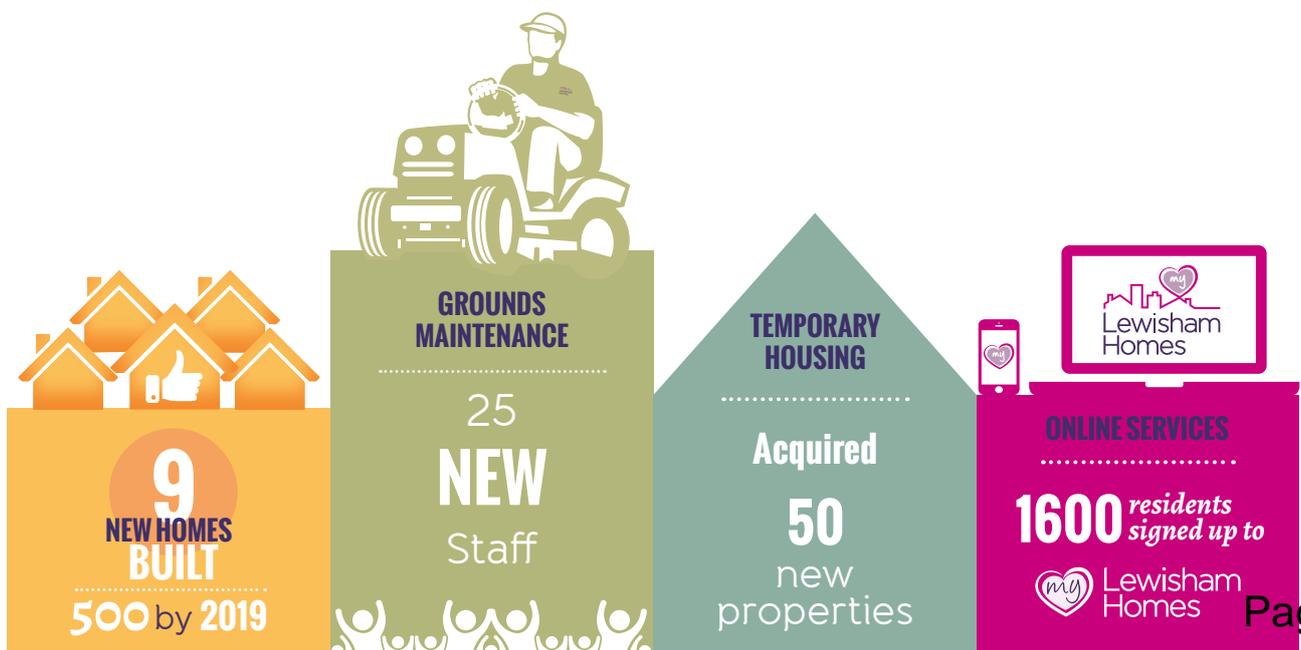
We plan to build on the foundations over the next three years. We will continue our drive to increase satisfaction and add value to our services among tenants and leaseholders, providing new ways to access services online, give more options to get involved and help shape the services we provide.

The next three years will be challenging for our community. Housing costs are rising and the supply of truly affordable housing is shrinking. We will work hard with Lewisham Council to explore how we can provide more affordable housing for people in Lewisham.

Our success will be based on investing in our people, redesigning our services around new technology and strengthening our relationships with partners including Lewisham Council. By growing the organisation, evolving services, and continuing to be efficient we aim to generate the financial capacity to do more for Lewisham and our community.

Ainsley Forbes
Board Chair

NEW PROJECTS AND SERVICES



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

	Ainsley Forbes Chair and independent		Ophelia Bobori Resident		Joan Reid Councillor
	Grace Padonou Addy Vice chair and resident		Gareth Siddorn 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		Andrea Corsi Resident		Susan Wise Councillor
	Kevin Stearns Resident		Owen Fox Independent		Steve Gough Independent



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.

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

As we enter the first year of a new management agreement with

Lewisham Council it is a good opportunity to reflect on how things have changed since we were set up, and what the future holds. Thinking back to when we started in 2007, the government was issuing grants to refurbish and build new social housing, people were conducting business in person or over the phone, rent rises happened annually and right to buy discounts were capped at £16,000. Nearly 10 years on we enter a more difficult time. Grants and rents have been reduced, and many of our partners face challenging times and are less able to support people. Ahead we face four years of reduced income through rent reductions, which means we have less money to deliver services for residents too.

However, our mission remains and we have made significant progress to date. We are committed to increasing tenant and leaseholder satisfaction with our services, building new homes, creating strong partnerships and doing our best to benefit Lewisham's community and neighbourhoods.

Over the past year we invested in all of our employees by running an organisation-wide customer care programme. We are also improving our offer of service to residents by giving more online and through self-service. Providing this means investing in some of our systems and technology, supporting residents to take their first steps online, and challenging ourselves to do things differently to be more efficient, and deliver value for money. We will ensure that despite financial constraints we build on and continue to deliver on the service improvements we have made over the last nine years.

We are ambitious for Lewisham, for our residents and for us. This plan sets out our areas of focus ahead. We will invest in our employees and recruit the best people to join us; use new technology to improve services; grow the organisation and add value; and challenge ourselves to be innovative to address the borough's housing need.



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.

What we do

As a major local employer employing 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 service, investing in Lewisham neighbourhoods, and growing our business to shape a bright future.



DIRECTOR OF HOUSING
Jon Kanareck
Excellent services

HOUSING MANAGEMENT

Our team of officers work with the council to let homes to new tenants, advise on a range of requests including changes to tenancies and transfers for re-housing, enforce Tenancy Agreements and tackle antisocial behaviour.

INCOME & CUSTOMER SERVICES

Our contact centre advisors offer comprehensive advice covering all aspects of housing management, and manage our complaints process. We have a specialist team collecting tenants' rent, as well as providing money and benefits advice.

ENVIRONMENTAL SERVICES

We have more than 100 caretakers and gardeners who look after communal areas, bulk refuse, and green spaces across our estates, keeping them tidy and clean.

HOMEOWNERSHIP SERVICES

Provides services to 5000 leaseholders including consultation for major works, collecting service charges, and processing Right to Buy applications.



DIRECTOR OF PROPERTY SERVICES
Mark Agnew
Thriving neighbourhoods

ASSET MANAGEMENT

Delivers long term investment programmes to improve and maintain residents homes, including major works and strategic planning to improve estates and neighbourhoods.

MECHANICAL & ELECTRICAL SERVICES

Oversees gas servicing for all tenanted properties, as well as maintenance of lifts. The team also manage a number of contracts including pirate radio removals, mobile phone and CCTV installations.

RESPONSIVE REPAIRS

We have around 90 employees who carry out repairs in and around tenants' properties, including installation of new kitchens and bathrooms.



DIRECTOR OF DEVELOPMENT (INTERIM)
Mark Baigent
Thriving neighbourhoods

DEVELOPMENT

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



FINANCIAL SERVICES

Supports the development of our business plan, provides financial management support, as well as effective performance monitoring to managers across the business enabling us to improve services and deliver value for money.

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 services.

PROCUREMENT

Our team provides advice and support on procurement and good contract management so that we can deliver value for money through service improvements and cost savings.

HUMAN RESOURCES & ORGANISATIONAL DEVELOPMENT (HR&OD)

Supports and advises managers on employee relations as well as dealing with recruitment, payroll queries and changes to terms and conditions. Leads on staff development and ensuring we have the right skills in the organisation to deliver excellent services.

COMMUNICATIONS & COMMUNITY

Our team delivers a programme of engagement and information campaigns, and supports residents to influence housing services and access opportunities locally. We build networks and partnerships which support positive community development.

GOVERNANCE

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

HEALTH & SAFETY

The safety of residents and employees is hugely important to us, we work hard to comply with legislation, carry out risk assessments and checks and develop clear policies, including staff 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.

National

Local

THE ECONOMY

The global economy is weakening and this is putting strain on public finances. The Government's drive to reduce the deficit has led to cuts in welfare spending and support for Local Government.

Wages in the private sector are rising and the Government policy to attract people into work has led to an increase in the minimum wage.

THE ECONOMY

Cuts in local government funding are having a significant impact in London where the population and demand for services is rising, housing costs are high and affordability for those on low incomes is most stretched. Affordability is an increasing issue for Londoners and increasing housing costs are a key factor in putting pressure on household budgets.

WELFARE REFORM

The welfare system is being reformed with a single benefit paid directly to individuals rather than to landlords. The maximum benefit is decreasing from £26,000 to £23,000 per year.

Pay to stay is being introduced, this means that tenants in social housing who earn more than £30,000 (£40,000 in London) must pay market rent.

WELFARE REFORM

Benefit levels for a small number of households in Lewisham will be capped. Direct payment of Universal Credit is expected to see an increase in arrears. These changes will require an increasing level of support on welfare advice and prevention.

HOUSING

A clear direction in policy is emerging with Government support being shifted away from affordable housing for rent and into new housing supply for ownership.

The Right to Buy has been extended to Registered Providers. They will be compensated for the properties they sell through receipts from the sale of high value council housing.

Social Housing rents are being reduced by 1% annually for the next four years.

These changes combined mean there will be a reduction in the overall supply of affordable housing across the country.

HOUSING

Lewisham will face reductions in its housing income and housing stock over the next four years.

The Mayor's commitment to build 500 homes will compensate for this loss of stock, but will not address the increased demand for affordable housing in Lewisham.

Providing additional sources of affordable housing will continue to be a high priority across London.

Excellent Services

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

In 2015 we ran an organisation-wide training programme to equip our employees with skills to give customers a great experience with us. We've been able to help people access £500,000 in benefits they are entitled to, and we're tackling problems by investigating tenancy fraud – we've recovered more than 100 properties to relet to tenants who need it.

As a result of resident feedback through surveys resident forums, we have shaped a new approach to tackling antisocial behaviour through late-night patrols, introduced our new grounds maintenance service where staff have ownership over the estates they maintain, and begun to resolve complaints more quickly and informally through a 'two day outcome' target.

We've also worked on keeping residents better informed with major works, revamped our leaseholder statements, and offered more services and feedback opportunities through our website. We know we have work to do, particularly with leaseholders, but we are committed to doing better in the future.



This year we added more services online, including booking a repair, and polls and forums to share your views



- ★ View your transactions
- ★ Repairs & gas appointments
- ★ Balance request by text
- ★ Make payments
- ★ Check communal repairs
- ★ Forums & polls



Lewisham Homes ASB @LH_ASB Sep 11
Had a good patrol round the #PepysEstate, speaking with local residents who were pleased to see us. #Walking Talking

The ASB team are on patrol until 10pm Thursday-Saturday. They use twitter to share what they get up to @lh_asb



Lewisham Homes ASB @LH_ASB Dec 19

Domestic violence. Welfare check carried out, increased security. All is well on we go

Our Plans

Over the next five years we will invest in technology and services to ensure we design these around what makes the most difference to residents and the way our employees carry out their work. We will do this by:

- > Developing **more customer-focused services**, particularly online, making them simple to access.
- > Continue our conversations with residents by **contacting residents personally** to find out views on our service and how we can improve.
- > Review and improve engagement with **leaseholders to help steer service improvements**.
- > Invest **£360,000 in environmental improvements**. Introducing a new **enhanced sheltered housing support** service for older residents.
- > Increasing the choices available to **diversify resident engagement opportunities** including developing our online channels.
- > Review problems with **overgrown gardens and untidy communal spaces**.
- > Support the **Resident Scrutiny Committee to complete a review** of safety and security and ensure recommendations are taken into account in future plans.

Thriving Neighbourhoods

We will build thriving neighbourhoods by improving our estates and building new homes. We will generate investment in Lewisham to build stronger communities, provide training and employment opportunities and build local partnerships.

Homes people want to live in

We have invested £185 million over the past five years in making residents homes comfortable, safe and more energy efficient. We've carried out a wide-reaching programme of improvements to communal areas and estates, and set out a long term plan for continued investment for the future.

Throughout the Decent Homes programme we have worked hard to provide good quality improvements and raise the standards for investment in homes we manage, contributing to the long term reduced maintenance costs. Energy efficiency is considered in all estate improvements and is part of our approach for ongoing heating and insulation programmes.



We are working with Lewisham Council to build the first new council housing in a generation. Aiming to build 500 homes by 2019 under the New Homes Better Places programme, in 2016 we begin building 17 new homes at Wood Vale in Forest Hill, 25 at Dacre Park South in Lee, and 27 at Longfield Crescent in Sydenham. We are also consulting on sites at Kenton Court (35 homes) and Forest Estate (50 homes). Our first six new homes were completed in 2015.

10

Community Investment



Our community investment programme sets out the areas we want to make a difference in, including four

strands: Supporting residents to get online, access to money advice, promoting health lifestyles and wellbeing, and providing opportunities to employment and training.

In 2015/16 this included placements for six apprenticeships, a £20,000 Community Fund for projects, a series of digital inclusion initiatives, and budget advice supporting residents through a range of changes as a result of welfare reform. We also help people maximise their income through giving benefits advice.

We are building on this programme in 2016/17 to maximise funding opportunities to add social value, and working with partners to deliver more than we could on our own.

Help to get online



67,500 adults in Lewisham do not have basic skills needed to use the internet and are missing out on estimated savings of more than £50 million per year.

To help address this, we have joined the borough-wide Go On Lewisham initiative which aims to help the people understand the benefits online and learn how they can save time and money.

We will work with others to spread the message through initiatives and activities that boost the digital skills of employees, customers and communities. For us, this includes giving one-on-one training to help residents access the internet, gifting reconditioned ICT equipment, and installing wifi to some homes.



Working Together



In 2015 we began a partnership with the Albany, a leading London arts venue and community hub. Our partnership is creating opportunities that help Lewisham families to form strong local connections, including:

- > Love2Dance is a free weekly street dance programme for 8-18 year olds. It aims to increase aspirations, self-esteem and confidence and allows parents to form strong local connections. In 2015 the classes grew from 25 to 112 participants.
- > Meet Me at the Albany pop ups – an arts, social and lunch club for older people that recognises the creative potential of the over-60s offering a way to combat loneliness and its impact on wellbeing. We plan to bring more pop ups to the borough in 2016.



Hanna Dimtsu, Deputy Young Mayor of Lewisham, performing with Love2Dance at the Albany

- > Subsidised tickets for high quality family shows at the Albany for Lewisham Homes residents – making a theatre trip truly affordable.
- > The gardening and food growing hub is a new initiative for 2016 supporting residents to learn and share new skills, carry out garden maintenance, volunteer and live healthy lifestyles. Food and flowers grown on site can be transferred to window boxes, balconies and gardens across the borough.

Employability and training opportunities



We launched an innovative new course in partnership with the London Metropolitan University and celebrated with 11 graduates. Funded by Lewisham Tenants Fund the course aims to support residents into work and volunteering.

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 community development. We will do this by:

- > Increasing the supply of affordable housing by **building 500 new homes.**
- > Providing good quality energy efficient homes by **completing our Decent Homes programme** and raising the standard of homes we manage.
- > **Acquire properties** and identify opportunities for additional development.
- > Invest **£4 million in homes for older people** to support independent living.
- > Deliver a range of initiatives to **support residents to get online.**
- > Work with the council to provide management and support the provision of **estate based community facilities**
- > Maximise investment with our partners and provide opportunity for people through projects identified in our **community investment programme**

Sustainable Future

We will ensure our services are affordable and represent value for money so we can invest more in improvements to services and residents homes. In 2016 our management agreement was extended for 10 years, securing our future as a partner with Lewisham Council.

Value for Money

Delivering Value for Money ensures we can do more for less and keep our services to resident affordable. We will achieve this by

Growing our business

We will look at opportunities to take on services where we can add value and deliver efficiencies through spreading our costs more widely. We are planning to take on more housing and estate services from the council and to expand the range of work carried out by our Repairs Service.

Investing in technology

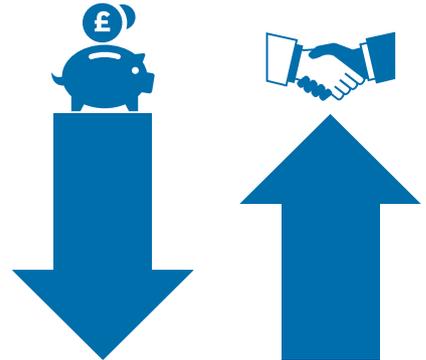
We will look to deliver efficiencies through using new technology to simplify the way we run our services and deliver better, more accessible services to residents at a lower cost.

Buying and managing services

We are making improvements to how we buy and manage services. We are investing in training and development that will lead to better and more effective procurement and contract management. We will build relationships with our key suppliers that ensures we get real value for our community.

Using business analysis to improve performance

We are investing in better information management systems that will help us to have the right information to make the right business decisions in the future. This will help us to target investment where it is needed and identify how we can improve performance and deliver savings that we can invest in improving services



We plan to invest **£1.75m** in improving services and providing more affordable homes

50 properties we've acquired for temp housing will save **£500,000** council housing costs this year



Our repairs service is continuing a programme of internal Decent Homes work, generating additional income and achieving 94% resident satisfaction.

In 2016/18 we will be fitting new kitchens at 18 sheltered housing schemes as part of a programme of £2.5 million investment.



We welcomed 25 new employees and invested £400,000 to deliver grounds maintenance

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:

- > **Growing business turnover by £3 million** by 2018/19 by delivering new housing, environmental and repairs services.
- > Supporting the council to look at **new forms of housing provision**, and purchase 30 homes to provide affordable temporary accommodation
- > **Investing more than £2 million in new technology** to deliver more efficient and effective services.
- > Delivering procurement and contract management training that will **maximise the value we get** from our suppliers
- > Investing in **better information management** systems and business analysis to improve performance and deliver value for money
- > Review value for money in our repairs service and **deliver more for less**
- > Review our options for **gas services** Take on management of the **hostels** service.
- > Taking over **environmental management of our estates** including bulk refuse and sweeping, and deliver more for less.
- > Providing a management service for the council's **temporary accommodation.**

Our annual employee awards recognise the contribution of individuals and teams who make a difference and make Lewisham Homes a great place to work.

ICT, Make a Difference Team of the Year



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 have the skills, flexibility and innovative spirit to do great things.

In 2015 we invested in all staff to take part in a good quality customer care programme, to support delivery of excellent services. We are working to sustain the skills and knowledge gained, to ensure this investment gives long term value. This, together with our staff engagement programme, achieved a positive response in our staff survey, with 91% saying it's a good place to work. We are delighted to have been awarded the Investors in People Gold accreditation, which independently recognises our journey to develop and motivate our staff to achieve more.

We will continue to grow our own talent through our graduate and apprenticeship schemes (offering employment opportunities locally), and other established programmes such as leadership development and mentoring. We will use this to support our succession planning and to achieve a skilled and diverse leadership team for the future.



Our workforce is changing as we take on new areas of work, and we now have more manual than office workers. In 2015 we put more resources into supporting these teams; improving communications and forums for supervisors to develop their leadership skills.

We have integrated health, well-being and social responsibility into our engagement programme, supporting staff to take part in activities like exercise, choir and fundraising. Our new flexible working policy supports this and our plans for a more flexible future workforce.

15

90% 

Employee engagement increased from 61% in 2014 to 90% in 2015

We're aiming for **93%** by 2018



91%

say Lewisham Homes is a good place to work!

Our Plans

To achieve our goals and deliver excellent services to our residents we need great people on our team. It is important to us to create opportunity and invest in our employees to ensure they give their best.

We will do this by:

- > Developing our **employer brand and reward** offer so we can recruit and retain excellent staff.
- > Building on our success as a Gold Investors in People organisation, and work towards becoming a **Times Top 100** company.
- > Providing **targeted support and development** to talented staff who wish to progress their careers, reviewing our approach to talent management.
- > Opportunities for local young people to start their careers, and which supports our succession planning, by providing **10 graduate training and apprenticeship places** each year.
- > Supporting field staff to acquire skills that will enable them to progress their careers, including a **literacy skills programme**.
- > **Recognising and rewarding excellence** by celebrating our achievements.
- > Positioning ourselves as a fair employer, **achieving accreditation with the Living Wage Foundation**.



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

Key Performance Indicators 2016/19

Indicators with focus on improvement	2012/ 13	2013/ 14	2014/ 15	2015/ 16	Target 16/17	Target 17/18	Target 18/19
Excellent Services							
Tenant satisfaction with the overall service	69%	-	71%	-	75%	-	85%
Leaseholder satisfaction with the overall service	-	-	35%	-	50%	-	60%
Tenant satisfaction with the last repair	94%	93%	87%	93%	95%	96%	97%
% 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	5	0	0	0
Satisfaction with Internal Caretaking and Cleaning	59%	68%	64%	70%	75%	80%	80%
Satisfaction with grounds maintenance	69%	69%	67%	65%	70%	80%	80%
Average monthly number of new complaints	47	40	62	49	35	35	35

Thriving neighbourhoods							
Tenant satisfaction with the quality of their home	63%	-	70%	-	80%	-	85%
Number of new properties built	0	0	6	9			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%	95%	100%	100%

Sustainable future							
Average days to relet all properties (includes all major works time)	62	71	43	46	38	35	30
Average days to re-let minor works voids	57	52	29	34	18	18	18
Current tenant rent arrears as a percentage of the annual debit	4.18%	4.70%	3.8%	3.4%	4.0%	4.0%	4.0%
Percentage of rent lost through vacant properties	0.81%	0.78%	0.61%	0.61%	0.65%	0.65%	0.65%
Percentage of rent collected excluding current arrears	99.1%	98.7%	99.9%	99.6%	99.5%	99.5%	99.5%
Percentage of leaseholder service charge collected against total available excluding arrears	103.7%	101.5%	100.4%	100.6%	102%	101%	101%
Right to Buy sales completed (annual equivalent)*	17	91	105	102	-	-	-
Energy efficiency SAP rating			67%	67%			72%

Employer of choice							
Percentage of staff who agree that Lewisham Homes is a good place to work.	70%		69%*	91%		93%	
Number of working days lost due to sickness (YTD) annual equivalent	8.1	6.3	6.7	7.6	6	6	6
Voluntary staff turnover as a percentage of total workforce.		8.3%	7.2%	6.4%	6.0%	5.5%	5.0%

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

Strategic Performance Indicators and Action Plans 2016/19

2016/17	2017/18	2018/19
Excellent Services		
<p>Develop more services online</p> <p>Review resident engagement options, particularly for leaseholders</p> <p>Seek residents views through the STAR survey</p> <p>Introduce an enhanced service in sheltered housing schemes</p> <p>Support Resident Scrutiny Committee to complete review of safety and security</p>		
<p>Digital transformation programme - (focus housing, customer services, repairs 2016/18)</p> <p>Investment in improving green spaces</p>		

2016/17	2017/18	2018/19
Thriving neighbourhoods		
<p>Deliver a range of initiatives to help residents get online</p> <p>Deliver a £100,000 investment programme in community partnerships and projects</p> <p>Acquire 30 properties and identify opportunities for more</p>	<p>Complete Decent Homes Programme</p> <p>Invest £4m improvements to sheltered housing schemes</p>	<p>Provide management and support for estate based community facilities</p>
<p>Improve the energy efficiency of homes we manage</p> <p>Build 500 new homes</p>		

2016/17	2017/18	2018/19
Sustainable Future		
<p>Invest in new technology - Telephony System</p> <p>Take on new estate services including sweeping and bulk waste services</p> <p>Take on new services including PSLs and hostels</p> <p>Deliver a procurement and contract management training programme</p> <p>Set out a programme for repairs service business development and value for money</p>	<p>Take on new housing services - pest control</p> <p>Three year review of our Business Plan</p> <p>Review viability of the repairs service providing gas servicing</p>	<p>Invest in new technology - Implement CRM system</p>
Implement improved information management systems and training		
Grow the repairs service		

2016/17	2017/18	2018/19
Employer of Choice		
<p>Develop an employer brand and reward offer</p> <p>Provide 10 apprenticeship and graduate places</p>	<p>Implement the London Living Wage across all services</p>	<p>Become a Times Top 100 company</p>
Provide targeted career development support to employees		
Deliver a change in leadership style and mindset across the organisation		

Financial Forecasts 2016/21

	2016/17 £000	2017/18 £000	2018/19 £000	2019/20 £000	2020/21 £000
Business Plan					
Management Fee	20,824	20,878	20,860	20,740	20,960
Efficiency savings	-1,041	-451	-397	-500	-295
Investment target	1,150	1,150	1,250	1,250	1,250

	2016/17 £000	2017/18 £000	2018/19 £000	2019/20 £000	2020/21 £000
Management allowance per HRA dwelling (£000)					
	1,641	1,669	1,687	1,698	1,732
Stock numbers (under management)					
Opening stock	12,808	12,571	12,446	12,279	12,154
Stock loss	-112	0	-42	0	0
Right to buy	-125	-125	-125	-125	-100
Closing stock	12,571	12,446	12,279	12,154	12,054
Average stock	12,690	12,509	12,363	12,217	12,104

	2016/17 £000	2017/18 £000	2018/19 £000	2019/20 £000	2020/21 £000
Lewisham Homes Repairs					
Income	14,233	14,470	15,117	20,614	20,614
Total direct costs	-9,734	-9,947	-10,488	-14,908	-14,908
Fixed costs	-3,940	-3,980	-4,060	-4,626	-4,626
Projected surplus/-deficit	559	543	569	1080	1080
Investment target	600	600	800	1000	1000
Efficiency Target	-41	-57	-231	0	0

	2016/17 £000	2017/18 £000	2018/19 £000	2019/20 £000	2020/21 £000
Investment Plans					
Core system upgrades	130	100	100	100	100
New business	20	100	400	100	100
Service modernisation	550	500	400	800	800
Total service improvement projects	700	700	900	1,000	1,000
Asset investment	800	850	900	1,000	1,000
Community investment	250	250	250	250	250
Total investment	1,750	1,800	2,050	2,250	2,250

*Investment allocations to be agreed annually by Lewisham Council

Performance Indicators	2013 - 2014	2014- 2015	2015- 2016	Direction	2016- 2017	Target 16- 17	Target 17-18	Target 18-19	Target 19-20
<i>Excellent Services</i>									
Tenant satisfaction with the overall service provided by their landlord		71%		↑	77%	75%		80%	
Leaseholder satisfaction with the overall service provided by their landlord		35%		↑	56%	50%		60%	
Tenant satisfaction with the last repair	93%	87%	93%	↑	94%	95%	95%	96%	96%
Percentage of homes with a current annual gas safety check	100%	100.0%	100%	→	100%	100%	100%	100%	100%
Number of properties for which a fire risk assessment is overdue	0	0	5	↑	1	0	0	0	0
Satisfaction with Internal Caretaking and Cleaning	68%	64%	67%	↑	78%	75%	80%	82%	84%
Satisfaction with grounds maintenance	69%	67%	65%	↑	77%	70%	80%	82%	84%
Average monthly number of new complaints per month	40	62	46	↑	35	35	35	35	35
<i>Thriving Neighbourhoods</i>									
Tenant satisfaction with the quality of their home		70.0%		↑	72%	80%		75%	
Cumulative new properties on site or developed by Lewisham Homes	0	6	9	↑	10	9	330	380	530
Tenant satisfaction that we take their views into account		59%		↑	68%	63%		70%	
Percentage of tenanted homes that meet the Decent Homes standard	55.7%	80%	90%	↑	94%	95%	100%	100%	100%
<i>Sustainable Future</i>									
Average days to relet all properties (includes all major works time)	71	43	41	↑	29	38	35	30	30
Average days to re-let minor works voids	52	29	30	↑	20	18	20	18	18
Current tenant rent arrears as a percentage of the annual debit	4.70%	3.8%	3.4%	↑	3.3%	4.0%	3.5%	3.4%	3.3%
Percentage of rent lost through vacant properties	0.78%	0.61%	0.61%	↑	0.45%	0.65%	0.65%	0.65%	0.65%
Percentage of rent collected excluding current tenant arrears	98.7%	99.9%	99.6%	↓	99.5%	99.5%	99.5%	99.5%	99.5%
Number of tenants evicted as a result of rent arrears	44	53	56	↑	31	N/A	N/A	N/A	N/A
Percentage of leaseholder service charge collected	101.5%	100.4%	100.6%	↑	106.5%	102%	102%	102%	102%
Right to buy sales (annual equivalent)	90	107	104	↑	97				
<i>Employer of Choice</i>									
Percentage of staff who agree that Lewisham Homes is a good place to work		69%	91%	N/A	N/A		90%		90.0%
Number of working days lost due to sickness (YTD) annual equivalent	6.3	6.7	7.5	↑	7.4	6	6	6	6
Total staff turnover as a percentage of total workforce.		10.9%	10.7%	↓	13.1%		12%	12%	12%
<i>Private Sector Leasing (PSL)</i>									
Current tenant rent arrears as a percentage of the annual debit					4.1%	To be agreed with the Council at a later date			
Percentage of rent lost through vacant properties					4.8%				
Percentage of rent collected excluding current tenant arrears					97.97%				
		Bench mark	Top Quartile	2nd Quartile	3rd Quartile	Bottom Quartile			

* The benchmark for these figures are adjusted by a formula as they are on a different scale

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HOUSING SELECT COMMITTEE			
Report Title	Brockley PFI – Annual Review Report 2016/17		
Key Decision	No	Item No.	6
Ward	Brockley		
Contributors	Head of Strategic Housing		
Class	Part 1 (open)	Date:	6 September 2017

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 1,281 are currently tenanted and 533 are leaseholder dwellings, and 5 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 2016/17.

2. Recommendation

- 2.1. It is recommended that Members 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 are delivered by Pinnacle.
 - Repairs and Maintenance and continuing life cycle works are delivered by Rydon Maintenance (formerly Equipe).

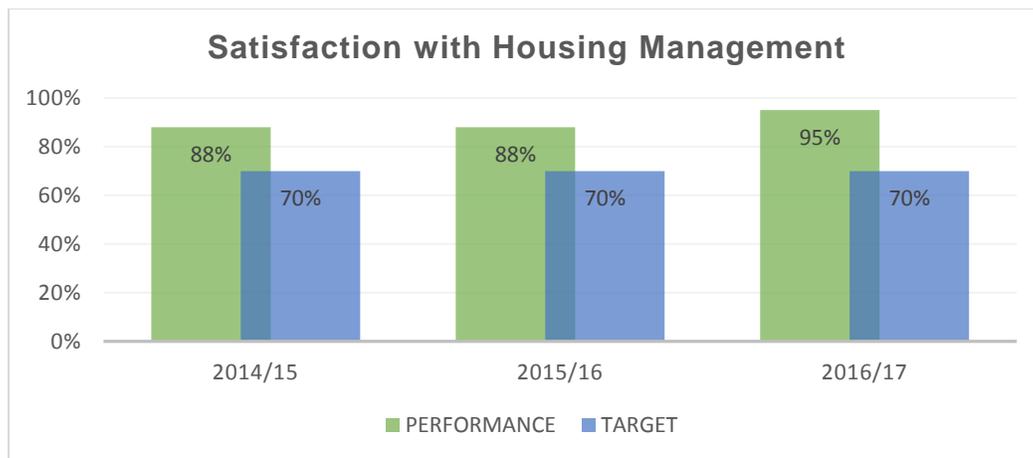
4. Performance Indicators

- 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 and the current performance against those KPIs up until March 2017 is provided in Appendix 1.

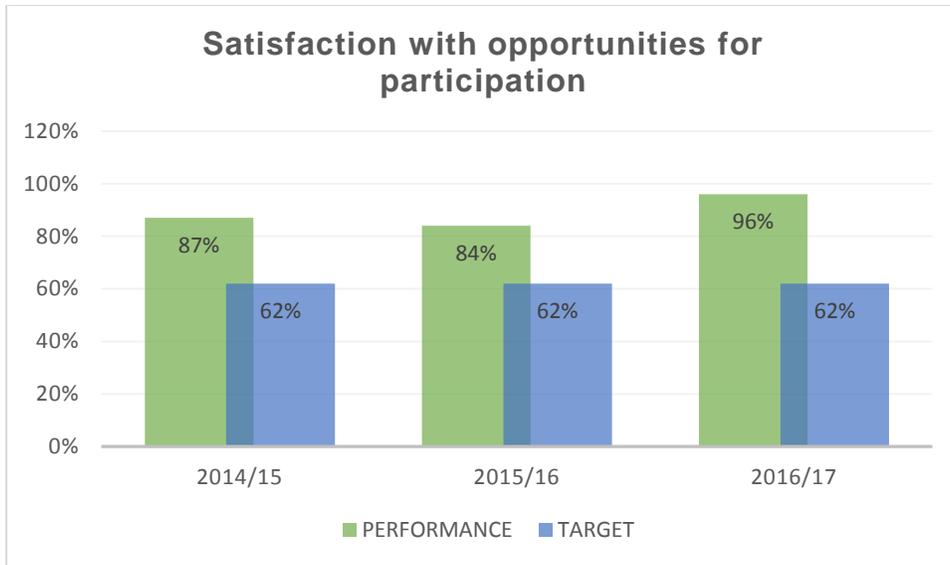
5. Customer Satisfaction

- 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. The survey helps us to identify our weak and strong areas and to measure trends in satisfaction in order to implement improvements to our services.

Our 2016-2017 survey results show high levels of satisfaction. The target of 70% for satisfaction with housing management services has frequently been exceeded in the last three years with the satisfaction level reaching 95% in 2016/17.

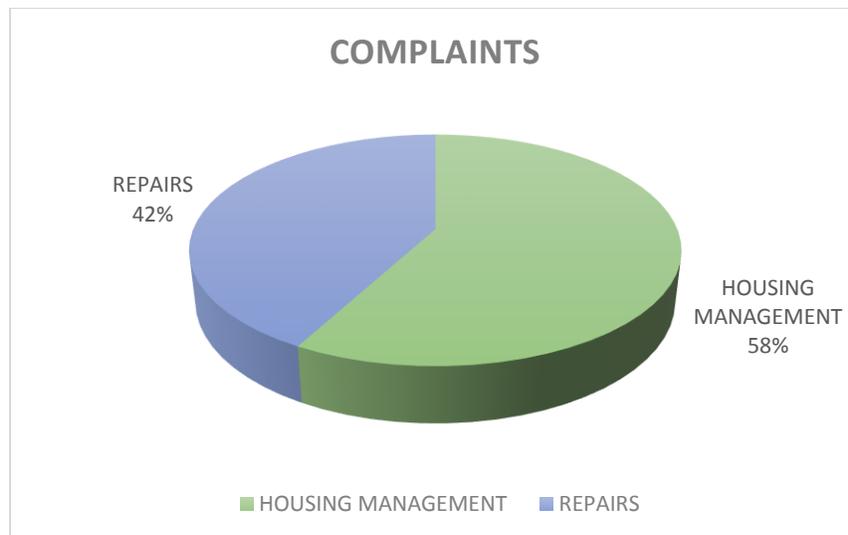


- 5.2 Equally, the residents from Brockley have been very happy with opportunities for participation. The satisfaction levels have increased from 88% in 2015/16 to 96% in 2016/17. We contribute this to our commitment to treating people respectfully, fairly and equally across all areas of our business. Our residents' views and opinions about the services we provide to them are important to us. During 2016/17 we developed an online customer experience survey that enabled residents to feedback to us about their experience with the services we provide together with their ideas and suggestions.



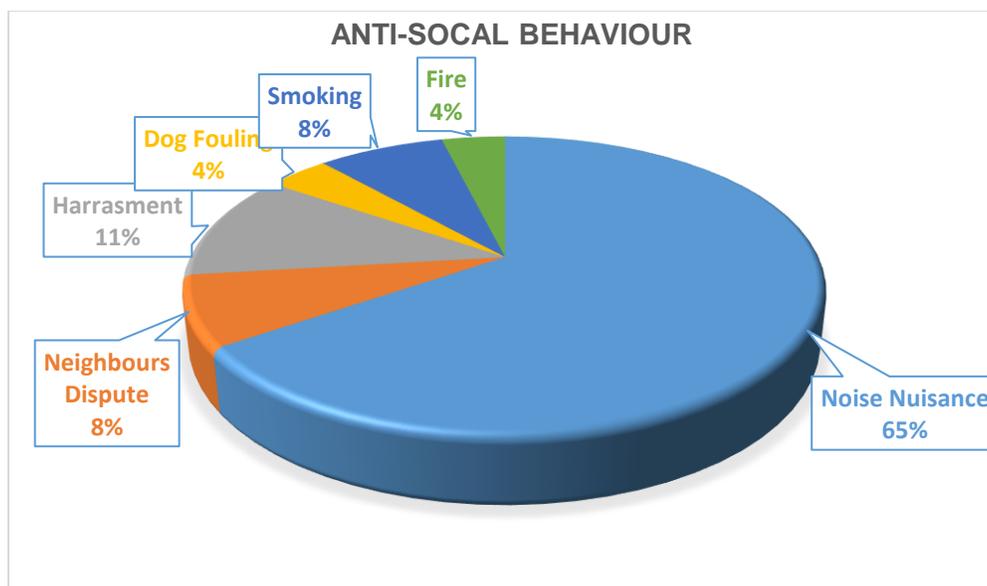
6. Customer Service

- 6.1. RB3 have performed well throughout the year. There were 699 items of correspondence and all of them were responded to within the ten working days target.
- 6.2. RB3 received 57 complaints during the 2016/17 year, which is an increase of 1% comparing with the last year. 58% of complaints were related to housing management issues and 42% were regarding repairs. All of them were responded to within the required ten working days target.



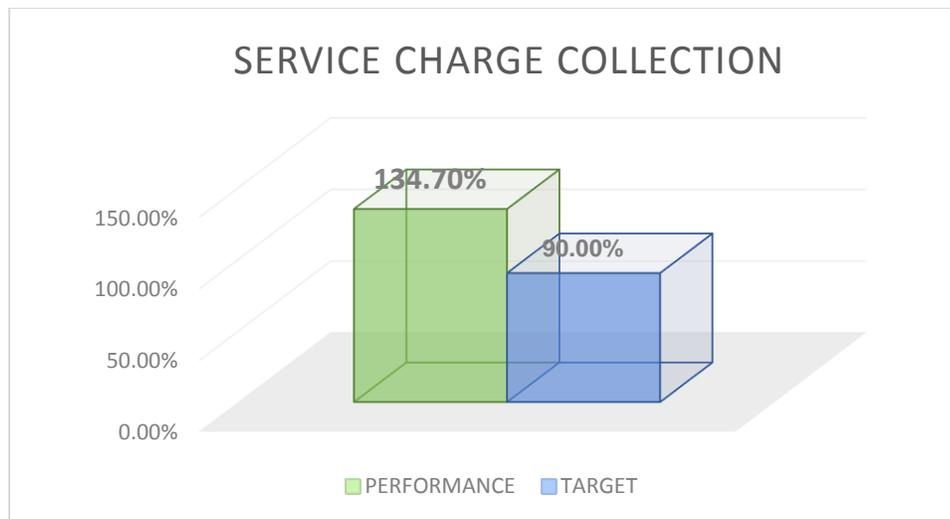
7. Tenancy Management

- 7.1. RB3 are required to audit 20% of the tenanted properties in Brockley every year and we successfully completed our target in 2016/17. We have worked closely with the colleagues from the Council's Fraud team and repossessed 5 properties by the end of 2016/17 year.
- 7.2. RB3 received 26 reports of anti-social behaviour (ASB) throughout the year. More than half of these were noise nuisance cases. Consequently, we are subscribed to 'The Noise App' in order for residents to record and report noise nuisance directly to RB3 using their smartphones. Our records show that 20% of residents reporting noise nuisance used the app.
- 7.3. We have actively promoted mediation and used Crime Concern UK to provide an invaluable service particularly for neighbours' disputes.
- 7.4. Throughout the year we have worked closely with the local Safer Neighbourhood Teams and the Council's Crime Enforcement & Regulation Service to find resolution to several of our cases.
- 7.5. We have also successfully utilised the Lewisham CDRP Information Sharing Protocol to gain valuable information from the Police regarding a number of our cases.
- 7.6. RegenterB3 have also continued to have close links with Lewisham's Multi-Agency Risk Assessment Conference and the Council's Emergency Panel, which helped us in moving the tenants whose lives were in danger to the places of safety.



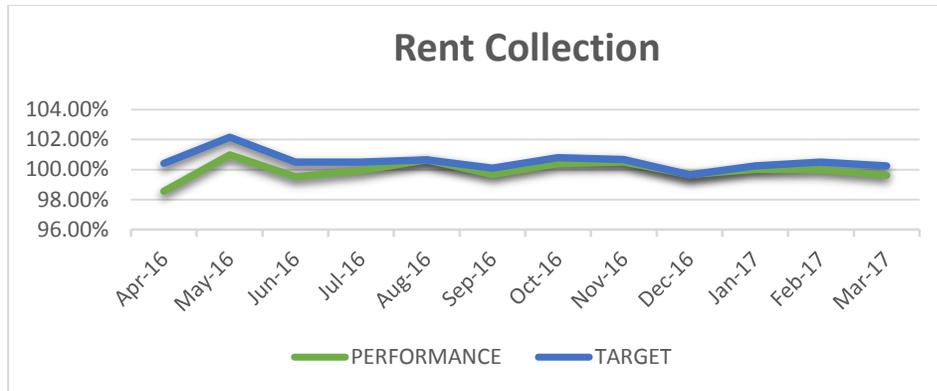
8. Leasehold Management

- 8.1. RegenterB3 performed exceptionally well throughout 2016/17. The team exceeded their service charge contract target of 90% by more than 40%.
- 8.2. 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, were pursued via mortgage lenders and legal action. Consequently, we collected £490,830 in the 2016/17 year.
- 8.3. There were 2 cases that were brought to the First Tier Tribunal and we are still waiting for the outcome of these hearings.



9. Rent Collection

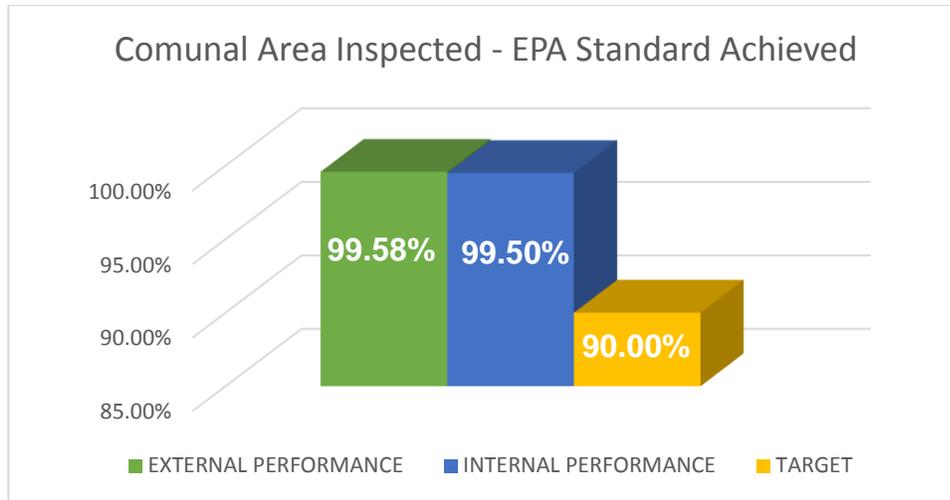
- 9.1. The percentage of rent collected at the end of March 2017 was 99.62% of the debit raised. Although this was an increase of 0.65% compared with the previous year, ReegenterB3 were 0.63% behind the Council's other provider, Lewisham Homes. RegenterB3' performance is measured against the performance of Lewisham Homes we are required to be ahead or within 0.49% of Lewisham Homes.



- 9.2. 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 can maintain their rent payments.
- 9.3. RB3 also continued their association with 170 Community Project who provide debt and welfare benefits advice to the residents of Brockley. 170 Community Project who work from the Brockley Housing Office one day a week also provide invaluable support to tenants in arrears in order to sustain their tenancy.

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.
- 10.2. Inspections are carried out on 113 blocks each month; both internal and external communal areas are inspected. Over the period April 2016 - March RB3 achieved an average Environmental Performance Report (EPA) standard A in 99.58% of external inspections and 99.50% on internal inspection.



10.3. Our survey results show that 90% of our residents were satisfied with the cleaning services. As the graph below demonstrates, this is an increase from last year's 83%.



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 30 voids during 2016/17 with an average re-let time of 24.27 days. All properties are re-serviced and brought up to the contractual Decent Homes plus standard by Rydon.

12. Asset Management

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 contract provides a wide range of works, to ensure the property assets is effectively managed and residents' homes are maintained. Through our Contact Centre residents are able to report any repairs requiring attention including requests for an emergency out of hour's service. Additionally properties that become empty are re-serviced in readiness for the new tenant occupier to take up residency.

14. Lifecycle and planned works

Following a period of refurbishment by our partners Higgins Construction (years 1-4) there has been a lull in programmed replacement works with only reactive lifecycle works being undertaken. We have now just finished the 10th year of a 20 year PFI contract – this effectively being the halfway point.

As such Rydon commissioned the services of a respected surveying practice to undertake an assessment of both internal and external elements to identify areas where investment works are required.

Internal Work: the programme of internal surveys has now been completed. Of the 1,295 number of tenanted dwellings on the PFI site we have managed to assess 974. Despite numerous documented attempts, which included the assistance of our Housing Management partner, defined in the no access protocol, we have not being able to access 321 (c.25%) dwellings to review the condition of internal components. Although these properties are deemed to be 'Available' under the contract, Rydon will persist with our attempts to gain access where the opportunity presents itself. Where lifecycle works are deemed required, they will be delivered either programmed or undertaken reactively. For the homes we have managed to assess, we have identified a programme of kitchen and bathroom replacement works, which we have recently awarded to our sub-contractor and are anticipating commencing works during July 2017. This first phase of works includes 77 kitchens, 56 bathroom and 19 separate WC's. The survey results have also allowed Rydon to profile future internal replacement works, and we will continue to attempt to access those homes where we have not been able to do so already to ensure facilities are kept to a modern standard.

External Work: the programme of external surveys is currently ongoing. There are 534 physical buildings (blocks and houses) within the PFI site, of which 474 have been surveyed. Rydon have reviewed 200 of these to rationalise, allocate and programme the works identified by the consultants. This information has allowed us to prioritise areas where investment works are required and we will shortly be commencing the sequencing of these works. We are now assessing this information and profiling a programme of works to the areas required to ensure that the stock is maintained to the availability standard. We are mobilising and procuring for the delivery of these works.

During contract year 10 which finished on the 31st May 2017 Rydon have undertaken the following items of lifecycle works on a reactive basis:

35 boiler renewals,
6 bathroom renewals,
5 electrical re-wires,
8 kitchen renewals,
38 major roof works,
24 major external repair/renewals, and
14 major window renewal works.

Moving forward we anticipate a marked increase in lifecycle works, both planned and reactive, as the stock begins to show that it is some 10 years out of a refurbishment programme. We will be consistently reviewing elements throughout the remainder of the contract to ensure we are delivering correctly targeted investment work.

15. Health & Safety

15.1. Statutory testing and maintenance; examples being gas and electric is carried out to ensure health and safety compliance exists. Such works are safety certified in meeting the specific legislation. Statute legislation deems where tenants refuse to allow access to properties to undertake the required works legal action can be sought. In such cases, Rydon work closely with the authorities Environmental Health Services team to obtain access to be granted to properties in protecting the occupants and property from being potentially unsafe.

16. Resident Involvement

16.1. 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.

16.2. There have been a number of initiatives that took place during 2016/17. These are some of the highlights: -

- Spring Party for children held at St Andrews
- Big Lunch 2016 - Tyrwhitt Road. Brockley PFI assisted residents in arranging a street party taking place on the national big lunch day.
- Brockley staff showed their support for Children in Need by wearing pyjamas at work on Friday 18th November 2016. We raised a total of £136.99, which will help make a difference to disadvantaged children and young people in communities across the UK.
- Children's Christmas Party held at St Andrews Church
- Community Café: The Community Café took place in the period from November to December 2016. We had four sessions at St Andrews Church during which residents played some board and quiz games, were involved in art and had an opportunity to discuss various subjects and befriend other residents.

17. Financial Implications

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

18. Legal Implications

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

19. Equality Implications

19.1. 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.

19.2. 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.

20. Crime & Disorder Implications

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

21. Environmental Implications

21.1. 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.

22. Conclusion

22.1. RB3 met and exceed their contractual obligation and remain one of the boroughs best performers.

23. Background documents and originator

23.1. There are no background documents to this report.

23.2. Please contact Rachel Dunn, Housing & Partnership Manager, on 020 8314 6713.

Appendix 1

Key performance Indicator	2016/17	Target met
MKPI 1 Proportion of applications registered or amended in 10 working days (minimum of 20 applications)	100.00%	
MKPI 2 Proportion of home visits undertaken within 5 working days of tenant requests	100.00%	
MKPI 3 Percentage of tenants attended to within 15 minutes of arrival	100.00%	
MKPI 4 Percentage of open office hours in the month	100.00%	
MKPI 5 Percentage of telephone calls answered within 15 seconds	93.94%	
MKPI 6 Percentage of correspondence items responded to within 10 working days	100.00%	
MKPI 7 Number of failures to deal with substantiated breach of a long lease	0	
MKPI 8 Percentage reactive actions identified through inspection completed on time	100.00%	

MKPI 9 Percentage of external common parts on HRA land & within PFI area achieving EPA cleaning 'A'	100.00%	
MKPI 10 Percentage of internal common parts on HRA land within PFI area achieving EPA cleaning 'A'	100.00%	
MKPI 11 Percentage of grassed areas that are maintained to between 25mm & 60mm high	100.00%	
MKPI 12 Percentage of abandoned vehicles within PFI area removed within time	100.00%	
MKPI 13 Percentage of graffiti incidents reported that were dealt with within 4 working days	100.00%	
MKPI 14 Percentage of rent and service charges collected	99.62%	
MKPI 15 Percentage of former tenant rent & arrears cases where recovery procedures have been followed	100.00%	
MKPI 16 Percentage of requests for information from Authority HBOs not responded to within 7 working days	100.00%	
MKPI 17 Percentage of responsive (not emergency) repairs requested where an appointment was made & kept	99.45%	
MKPI 18 Percentage of responsive repairs requested that were completed within relevant timescale	99.17%	
MKPI 19 Average number of days to let minor void dwellings	24.27	
AKPI 1 Percentage of tenants & leaseholders satisfied with opportunity to participate in decision making	95.69%	
AKPI 2 Percentage of 20% of total rented dwellings audited that comply with requirements of tenancy audit	100.00%	
AKPI 3 Percentage of tenants & leaseholders satisfied with overall housing management provided	94.78%	
AKPI 4 No. of reported instances of crime and anti-social behaviour where no action is recorded	0	
AKPI 5 Percentage of tenants & leaseholders satisfied with the standard of caretaking & cleaning	89.73%	
AKPI 6 Percentage of residents & leaseholders satisfied with repairs & maintenance service	99.41%	
AKPI 7 Percentage of safety certifications for dwellings and common areas that are not overdue	100.00%	

Housing Select Committee			
Title	Key Housing issues		
Key decision	No	Item no	7
Wards	All		
Contributors	Executive Director for Customer Services		
Class	Part 1	6 September 2017	

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 Fire safety following the fire in Grenfell Tower

2.1 At the Housing Select Committee on 5th July 2017 the committee received the report '*Fire Safety in Tall Buildings*' which was then presented to Overview & Scrutiny on 11th July. This report outlined in full the response from the London Borough of Lewisham in the immediate period after the fire in Grenfell Tower.

2.2 Sections three, four and five of this key housing issues report highlights updates relating to fire safety since '*Fire Safety in Tall Buildings*' was released.

3 Fire safety update – London and national context

3.1 On the 28th July 2017 DCLG announced the Building Safety Programme which aims to identify buildings of concern through testing how different Aluminium Composite Material (ACM) cladding in combination with two forms of insulation react in a fire. These tests follow on from the initial test carried out by DCLG reported on in the previous report.

3.2 The DCLG is publishing regular updates on the testing that is being undertaken, including information on what is being tested, why this has been identified as necessary and the outcome of this testing. These are being published online as tests are completed and validated.

- 3.3 The DCLG have tested seven combinations of ACM cladding and insulation. Six test results of differing ACM and insulation types have been released so far. Four combinations have failed and three combinations have passed safety tests.
- 3.4 At the time of writing, only ACM cladding has been tested by the BRE and the DCLG have not indicated whether the buildings safety programme will test non-ACM forms of cladding.
- 3.5 London Councils met on 12th July 2017 to discuss the initial response to the fire and to provide assistance, advice and co-ordination to local authorities in London.
- 3.6 It was agreed that a board should be established to facilitate ongoing co-ordination amongst councils, to share best practice and to ensure that member authorities have access to advice and support from across the region. This group would provide overall strategic direction to the regional response.
- 3.7 The board also agreed that a technical board be set up to discuss guidance and recommendations produced by the DCLG, to advise authorities with regards to the detail of any such publication, and to work with DCLG and others as necessary to ensure the suitability and appropriateness of future guidance.

4 Fire safety in Lewisham update

Tower blocks with ACM cladding

- 4.1 Members will recall that Lewisham Homes (LH) and Regenter B3 (RB3) manage Lewisham Council properties, including 81 tower blocks (71 LH, 10 RB3). No blocks under RB3 required testing, but six blocks managed by LH did. Of these, three blocks failed the initial test carried out by DCLG. These blocks are Hatfield Close 1-48, Hatfield Close 49-96 and Gerrard House.
- 4.2 Since the last report, these blocks also failed the second tranche of testing carried out by the Building Safety Programme.
- 4.3 Lewisham Homes (LH) has appointed a contractor and professional services to start work removing and replacing the cladding. A site visit has occurred and a planning workshop has been organised for early September to determine a programme of works. After this workshop, a start date will be established. Our priority at this stage will be to remove the cladding as quickly and safely as possible.

- 4.4 The London Fire Brigade (LFB) conducted intrusive inspections at Hatfield and Gerrard blocks. All three blocks received notices listing fire safety works deemed necessary, which have commenced and are well underway. It should be noted that administrative errors on behalf of the LFB have delayed the formal issuing of these notices, and LFB have indicated they will be revisiting to do a further inspection.
- 4.5 Twenty-four hour fire wardens continue to be on site at three blocks to ensure resident safety until the cladding has been fully removed.
- 4.6 Residents continue to be updated and LH will arrange public meetings in consultation with the Tenant Resident Association as deemed necessary.
- 4.7 In respect of blocks managed by registered providers in Lewisham, since the last report it has emerged that London and Quadrant (L&Q) have five blocks at Clyde Terrace which also failed the BRE testing carried out by the Building Safety Programme.
- 4.8 L&Q have informed us that they are currently in the planning stage to remove and replace the cladding on the affected blocks. They have also put in place twenty-four hour fire wardens.
- 4.9 We have now been in correspondence with all of our private landlords who have tall buildings in Lewisham. Whilst we await formal response from two landlords, we are entirely confident no private blocks in Lewisham have ACM cladding. All building owners have further been advised of their fire risk assessment regimes and that they are fully aware of their responsibilities in relation to fire safety.
- 4.10 Goldsmiths University have also confirmed that none of their buildings in Lewisham have ACM cladding. They have also reassured us in relation to their fire risk assessment regime.
- 4.11 A full list of tall buildings and their status in relation to ACM cladding can be found at Appendix A.
- 4.12 Regarding the funding of works, the Mayor of Lewisham wrote to Mr Javid MP on July 7th regarding funding of essential fire related works (accessed [here](#) via Lewisham Council website, and also included in the appendices). The reply from Mr Javid MP dated 26th July 2017 is attached at Appendix B.
- 4.13 Since then communication from DCLG has maintained the position that *‘as landlords, you will fund measures designed to make a building fire safe, and will draw on your own existing resources to do so’* and that *‘where a Local Authority has concerns about funding essential fire safety measures, they should approach us as soon as possible to discuss the position.’* (Letter from The Rt Hon Sajid Javid MP to Chief Executives of Local Authorities and Registered Providers, dated 31st July 2017).

4.14 The Mayor of Lewisham has been in further correspondence with Mr Javid outlining concerns with funding fire safety works. In this correspondence, he asked for a meeting with Mr Javid and officials to discuss the matter further.

Wider fire-safety

4.15 RB3 are starting a programme of works identified during the most recent fire risk assessment (FRA) inspections across the entirety of their estate.

4.16 LH will be conducting the same rigorous assessment of fire safety that has been overseen by LFB. Intrusive inspections are due to start in the autumn and may take up to a year to complete.

4.17 In response to concerns which have been raised by residents and as part of prioritising work following assessments undertaken to date, Lewisham Homes commissioned independent tests on a sample of front entrance doors in Daubeney and Eddystone Towers by one of their main contracting partners.

4.18 The contracting partner has sampled the work of three appointed certified installers and have established poor workmanship.

4.19 As a result they have agreed to test all of their fire door installations and to correct any poor work. They will do this at their own cost. Lewisham Homes will also ensure the testing and corrective work is fully and independently verified. They will also pay for this.

4.20 As a result of the above, they are investigating and correcting, where needed, work in both Hatfield Close and Gerrard House. TRAs and residents will be fully informed and advised throughout all of this work.

4.21 We will monitor very closely the outcome of these works and consider whether any wider action is necessary as a result of any findings.

5 Safety in concrete panel buildings

5.1 Following concerns around cracks to the fabric of a flat raised by a resident of the Ledbury Towers in the borough of Southwark, Southwark council carried out a detailed structural survey of the blocks on the estate to satisfy themselves as to the safety and security of the towers.

5.2 Southwark records indicated that the design of the blocks had been strengthened following the incident at Ronan Point, a building of similar construction where an explosion had taken place previous to the construction of the blocks at the Ledbury estate.

5.3 Investigations carried out by Southwark and Arup technical specialists found the flank wall did not meet the level of robustness required for blocks

containing piped gas. These investigations indicated that the blocks fall significantly short of the standard set out in the 2010 Building Regulations. They recommended that Southwark council increase the safety and security of the blocks whilst more intrusive surveying can be undertaken.

- 5.4 Lewisham Council has identified 6 blocks at the Heathside & Lethbridge estate that were constructed in a similar manner to those on Ledbury Estate. These blocks are due for demolition in phases 5 & 6 of the ongoing regeneration scheme on the estate.
- 5.5 Since the issue was identified on the Ledbury Estate, Lewisham Homes – which continues to manage the remaining homes until they are demolished – has appointed a structural surveyor who has confirmed that there are no signs of distress or cracking which require immediate attention.
- 5.6 As a further precaution a structural engineer will review the strengthening work that should have been undertaken, as set out in the report. The structural engineer is due to undertake assessment at the end of August 2017.
- 5.7 The current decant plan is for phase five (132 homes in total) to be fully decanted this December ahead of demolition. Phase six (52 homes) are scheduled to be decanted by June 2018.
- 5.1 Contingency plans have been drawn up to enable the decant to take place at greater speed if this is required.

6 Update on the housing team structure

- 6.1 Over the past three months there have been some changes in the housing teams within the London Borough of Lewisham.
- 6.2 The Housing Strategy and Programmes team continues to be led by Jeff Endean. Private Sector Housing is now led by Madeleine Jeffery
- 6.3 The Housing Needs team has expanded to include refugee services and no recourse to public funds. This team is led by Lee Georgiou.
- 6.4 Appendix C shows the structure of the housing teams and their remit.

7 New Homes Programme Update

- 7.1 A series of update reports has subsequently been considered by Mayor and Cabinet and Housing Select Committee outlining progress in meeting the target of starting 500 new Council homes for social rent, by March 2018.
- 7.2 17 new council homes have now been completed, 203 are on-site and being delivered. This means that a total of 196 new social rented homes are now underway. In addition there are a further 19 projects on which

design development is advancing and which have the capacity to provide around 301 council homes, all of which could start before March 2018.

- 7.3 During the next six months many schemes will be subject to consultation and we will see a significant number of schemes being considered by Mayor and Cabinet for final approvals. If these approvals are provided, the projects will then be progressed through the statutory planning process.
- 7.4 A full summary of the development programme is appended to this report as appendix D.

8 Homes for Londoners: Affordable Homes Programme 2016-21

- 8.1 In July, The Mayor of London, Sadiq Khan, announced that £1.7bn is to be invested in affordable housing through the Greater London Assembly's (GLA) 2016-2021 main grant programme. This will deliver nearly 50,000 new affordable homes across all London Boroughs. Of this funding, £23,032,577 has been granted to schemes in Lewisham which are being delivered by our partners including L&Q, Peabody, Viridian, City of London Corporation, and Moat Homes. This funding will be used to deliver 648 new affordable homes (of a mix of tenures including shared ownership) including 433 new London Affordable Rented Homes.
- 8.2 While some London Authorities bid for funding from the GLA's main grant programme, many – including Lewisham - did not, choosing instead to take advantage of other funding sources such as recycled right to buy grant funding which is not compatible with GLA grant funding.
- 8.3 As well as the main grant programme, the GLA is also funding projects which seek to innovate in housing delivery through the GLA Innovation Fund. Lewisham Council is in the process of bidding for around £13m from the GLA Innovation Fund to help deliver a Precision Manufactured Housing Programme, to build new affordable homes across 4 sites in the borough, and is currently through to the second stage of the bidding process.
- 8.4 An update on the Innovation Fund bid will be presented to Mayor and Cabinet in Autumn, prior to entering into any agreements with the GLA.
- 8.5 The innovative precision manufactured technology being used is the next iteration of the approach used at PLACE/Ladywell, which means we can create high-quality and sustainable homes more efficiently and cost effectively than with traditional construction methods.
- 8.6 The programme will deliver around 140 new homes, including 105 new Council homes and 35 new homes that will be used as Temporary Accommodation for homeless families, reducing the amount the Council spend on costly nightly paid accommodation.

8.7 The GLA have recognised that this innovative approach can provide a model for how precision manufactured housing can grow and become an important tool that the public sector can use to deliver much needed new affordable housing.

9 Legal Implications

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

10 Financial implications

10.1 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.

11 Crime and disorder implications

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

12 Equalities implications

12.1 There are no equalities implications arising from this report.

13 Environmental implications

13.1 There are no environmental implications arising from this report.

14 Background Documents and Report Originator

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

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Situation Update - 29th August 2017

Confirmed - ACM		
Address	Provider	Postcode
HATFIELD CLOSE	Lewisham Council (Lewisham Homes)	SE14 6JL
HATFIELD CLOSE	Lewisham Council (Lewisham Homes)	SE14 6JL
GERRARD HOUSE	Lewisham Council (Lewisham Homes)	SE14 5HT
Ingres Apartments (Clyde Terrace)	L&Q	SE23 3
Manila Apartments (Clyde Terrace)	L&Q	SE23 3
Azure Apartments (Clyde Terrace)	L&Q	SE23 3
Quadrille Apartments (Clyde Terrace)	L&Q	SE23 3
Ream Apartments (Clyde Terrace)	L&Q	SE23 3

Confirmed - no ACM		
Address	Provider	Postcode
ASHLEIGH POINT	Lewisham Council (Lewisham Homes)	SE23 2XL
CLAIRVILLE POINT	Lewisham Council (Lewisham Homes)	SE23 2PA
DEEPDENE POINT	Lewisham Council (Lewisham Homes)	SE23 2BN
HEATHWOOD POINT	Lewisham Council (Lewisham Homes)	SE23 2XJ
ROSEMOUNT POINT	Lewisham Council (Lewisham Homes)	SE23 2BW
DAUBENEY TOWER	Lewisham Council (Lewisham Homes)	SE8 3QN
EDDYSTONE TOWER	Lewisham Council (Lewisham Homes)	SE8 3QU
KENDER STREET	Lewisham Council (Lewisham Homes)	SE14 5JQ
Syringa House	Lewisham Council (RB3)	SE4 1NG
Alder House	Lewisham Council (RB3)	SE4 1TT
Jasmin House	Lewisham Council (RB3)	SE4 1NF
Myatt Court	Lewisham Council (RB3)	SE4 1BZ
Veronica House	Lewisham Council (RB3)	SE4 1NQ
Conifer House	Lewisham Council (RB3)	SE4 2RX

Confirmed - no ACM

Address	Provider	Postcode
Holly Tree House	Lewisham Council (RB3)	SE4 2RU
Poplar House	Lewisham Council (RB3)	SE4 1NE
Foxborough Gardens (Block 1)	Lewisham Council (RB3)	SE4 1HT
Foxborough Gardens (Block 2)	Lewisham Council (RB3)	SE4 1HT
RAWLINSON HOUSE	Lewisham Council (Lewisham Homes)	SE13 5EL
HAWKE TOWER	Lewisham Council (Lewisham Homes)	SE14 6HL
MILTON COURT ROAD	Lewisham Council (Lewisham Homes)	SE14 6JL
MILTON COURT ROAD	Lewisham Council (Lewisham Homes)	SE14 6JL
NEWBRIDGE POINT	Lewisham Council (Lewisham Homes)	SE23 2XA
RADCOT POINT	Lewisham Council (Lewisham Homes)	SE23 2AZ
STANDLAKE POINT	Lewisham Council (Lewisham Homes)	SE23 2XB
ELIOT BANK	Lewisham Council (Lewisham Homes)	SE23 3XD
ELIOT BANK	Lewisham Council (Lewisham Homes)	SE23 3XD
ELIOT BANK	Lewisham Council (Lewisham Homes)	SE23 3XD
ELIOT BANK	Lewisham Council (Lewisham Homes)	SE23 3XB
GREYSTEAD ROAD	Lewisham Council (Lewisham Homes)	SE23 3SE
SHIRBURN CLOSE	Lewisham Council (Lewisham Homes)	SE23 3AD
WOOD VALE	Lewisham Council (Lewisham Homes)	SE23 3EA
WOOD VALE	Lewisham Council (Lewisham Homes)	SE23 3DZ
HAZEL GROVE	Lewisham Council (Lewisham Homes)	SE26 4JG
CAMBRIA HOUSE	Lewisham Council (Lewisham Homes)	SE26 6XX
LONGHEDGE HOUSE	Lewisham Council (Lewisham Homes)	SE26 6XS
PEMBERTON HOUSE	Lewisham Council (Lewisham Homes)	SE26 6XW
SHAMROCK HOUSE	Lewisham Council (Lewisham Homes)	SE26 6XZ
TARQUIN HOUSE	Lewisham Council (Lewisham Homes)	SE26 6XU
BELL GREEN LANE	Lewisham Council (Lewisham Homes)	SE26 5TF
BELL GREEN LANE	Lewisham Council (Lewisham Homes)	SE26 5TN

Confirmed - no ACM		
Address	Provider	Postcode
BELL GREEN LANE	Lewisham Council (Lewisham Homes)	SE26 5TE
PORTHCAWE ROAD	Lewisham Council (Lewisham Homes)	SE26 5TA
WINCHFIELD ROAD	Lewisham Council (Lewisham Homes)	SE26 5TQ
WINCHFIELD ROAD	Lewisham Council (Lewisham Homes)	SE26 5TH
WINCHFIELD ROAD	Lewisham Council (Lewisham Homes)	SE26 5TG
MILFORD TOWERS	Lewisham Council (Lewisham Homes)	SE6 4SA
MILVERTON HOUSE	Lewisham Council (Lewisham Homes)	SE6 4HA
MILFORD TOWERS	Lewisham Council (Lewisham Homes)	SE6 4SA
ROSENTHAL HOUSE	Lewisham Council (Lewisham Homes)	SE6 4AR
DOLPHIN TOWER	Lewisham Council (Lewisham Homes)	SE8 5TG
LAPWING TOWER	Lewisham Council (Lewisham Homes)	SE8 5UH
MARINE TOWER	Lewisham Council (Lewisham Homes)	SE8 5UY
MERMAID TOWER	Lewisham Council (Lewisham Homes)	SE8 5ST
ASHFORD HOUSE	Lewisham Council (Lewisham Homes)	SE8 5LX
HOWARD HOUSE	Lewisham Council (Lewisham Homes)	SE8 5QS
WARDALLS HOUSE	Lewisham Council (Lewisham Homes)	SE8 5LU
GIFFIN STREET	Lewisham Council (Lewisham Homes)	SE8 4RH
CITRUS HOUSE	Lewisham Council (Lewisham Homes)	SE8 5NP
ARGOSY HOUSE	Lewisham Council (Lewisham Homes)	SE8 3QZ
BEMBRIDGE HOUSE	Lewisham Council (Lewisham Homes)	SE8 3AT
BENCE HOUSE	Lewisham Council (Lewisham Homes)	SE8 5RU
CLEMENT HOUSE	Lewisham Council (Lewisham Homes)	SE8 5RY
HARMON HOUSE	Lewisham Council (Lewisham Homes)	SE8 3AS
LANYARD HOUSE	Lewisham Council (Lewisham Homes)	SE8 3QY
PELICAN HOUSE	Lewisham Council (Lewisham Homes)	SE8 3AP
PENDENNIS HOUSE	Lewisham Council (Lewisham Homes)	SE8 5RZ
ARLINGTON HOUSE	Lewisham Council (Lewisham Homes)	SE8 5QT

Confirmed - no ACM		
Address	Provider	Postcode
CORBURY HOUSE	Lewisham Council (Lewisham Homes)	SE8 5QP
LANGFORD HOUSE	Lewisham Council (Lewisham Homes)	SE8 5QJ
PITMAN HOUSE	Lewisham Council (Lewisham Homes)	SE8 4PP
TRUNDLEYS TERRACE	Lewisham Council (Lewisham Homes)	SE8 5AX
Meadowcroft Mews, George Lane, SE6 (Rushey Green	L&Q	SE6 4AP
01-17 Bluebell House, Copperwood Place, SE10 8GB	Family Mosaic	SE10 8GB
1-78 JUBILEE HEIGHTS PRIMROSE WAY LONDON SE10 8FN	Family Mosaic	SE10 8FN
BLK 1-20 Mulberry House Parkside Avenue London SE10 8FW	Family Mosaic	SE10 8FW
BLK 1-50 Mountsfield House Primrose Way London SE10 8FL	Family Mosaic	SE10 8FL
BLK 2-43 Kestrel House Parkside Avenue London SE10 8FP	Family Mosaic	SE10 8FP
Flats 1-17 Blossom House Hillside Avenue London SE10 8GB	Family Mosaic	SE10 8GB
Flats 1-18 Liberty House Silverwood Place London SE10 8FZ	Family Mosaic	SE10 8FZ
Flats 1-26 Osprey House Copperwood Place London SE10 8FY	Family Mosaic	SE10 8FY
Flats 1-56, Gentian House, Blackheath Hill, SE10 8FJ	Family Mosaic	SE10 8FJ
1 Avonley Road, New Cross, London	Hyde	SE1 9EQ
1-22 Wardalls Grove,	Hyde	SE1 9EQ
1-80 The Drakes, The Drakes, 390 Evelyn Street, Deptford, London	Hyde	SE1 9EQ
1-56 Orchard Court, Bell Green	Clarion	SE26 4EJ
57-97 Orchard Court, Bell Green	Clarion	SE26 4EJ
98-122 Orchard Court, Bell Green	Clarion	SE26 4EN
Aurora House, Bromley Road	Clarion	SE6 2RP
St Peters Gardens	Clarion	SE13 7UW
Leybridge Court A, Leybridge Estate	Clarion	SE12 8TH
Leybridge Court B, Leybridge Estate	Clarion	SE12 8TJ
Leybridge Court C, Leybridge Estate	Clarion	SE12 8TQ
Merridale, Leybridge Estate	Clarion	SE12 8TG

Confirmed - no ACM		
Address	Provider	Postcode
L&Q	L&Q	N/A
Millcroft House	Phoenix	SE6 3AJ
Nayland House	Phoenix	SE6 2TQ
Tuscany Corte, 71 Loampit Vale SE13	L&Q	SE13 7FP
Paris Corte, 75 Loampit Vale, SE13	L&Q	SE13 7FN
Loampit Vale (Renaissance)	Barratt London	SE13 7DJ
Cannon Wharf (Greenland Place)	Barratt London	SE8 5JN
Catford Green	Barratt London	SE6 4BS
Eros House	Catford Holdings Limited	SE6 2EG
Marine Wharf West	Berkeley Homes	SE16 7UD
Chapter Student Living	Greystar	SE13 7SD
Seager Distillery	Galliard Homes	SE8 4HR
Lewisham Gateway (Block 1)	Muse	SE13 5MQ
Lewisham Gateway (Block 2)	Muse	SE13 5MQ
Lewisham Gateway (Block 3)	Muse	SE13 5MQ
Batavia Road	Real Star Living	SE14 6BJ
Deptford Project	U+I	SE8 4BX
18-32,THE ARCHES,CHILDERS STREET,ROTHERHITHE,LONDON	Optivo	SE8 5BT

Confirmed - no ACM		
Address	Provider	Postcode
1-17, THE ARCHES, CHILDERS STREET, ROTHERHITHE, LONDON	Optivo	SE8 5BT
30-58, NORFOLK HOUSE, BROOKMILL ROAD, DEPTFORD, LONDON	Optivo	SE8 4HL
1-29, NORFOLK HOUSE, BROOKMILL ROAD, DEPTFORD, LONDON	Optivo	SE8 4HL
Aragon Tower	KFH	SE8 3AL
Goldsmiths College Buildings	Goldsmiths College	SE8
Lewisham House (Citibank Building)	Lewisham House No1 Limited/GVA	SE13 7EX
Miriam Lodge	TBC	SE26 4RQ
LETHBRIDGE CLOSE	Lewisham Council (Lewisham Homes)	SE13 7QL
LETHBRIDGE CLOSE	Lewisham Council (Lewisham Homes)	SE13 7QW
LETHBRIDGE CLOSE	Lewisham Council (Lewisham Homes)	SE13 7QH
LETHBRIDGE CLOSE	Lewisham Council (Lewisham Homes)	SE13 7QH
LETHBRIDGE CLOSE	Lewisham Council (Lewisham Homes)	SE13 7QJ
LETHBRIDGE CLOSE	Lewisham Council (Lewisham Homes)	SE13 7QJ

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Mayor calls on government to fund fire safety work in Lewisham

Published on 10 July 2017

The Mayor of Lewisham, Steve Bullock, has urged the government to fund the removal of external cladding from three Lewisham tower blocks.

In a letter to Sajid Javid MP, Secretary of State for Department for Communities and Local Government, Steve Bullock said:

The government should fund the removal of external cladding from three Lewisham tower blocks, 'Can you confirm the Prime Minister's commitment to support local authorities with funding, in London and across the country, still stands, and when any money would be available for this vital work?' 'Leaseholders in Lewisham should not be charged for this vital work, as they would be for general building improvements to their properties.'

The full letter from Mayor of Lewisham to Sajid Javid is copied below:

Rt
Hon Sajid Javid MP
Department for Communities and Local Government,
2
Marsham Street,
London,
SW1P 4DF

06/07/2017

Dear
Sajid,

Re: Fire safety funding

Following the horrific fire at Grenfell Tower, council staff and those of our ALMO, Lewisham Homes and other housing providers have worked around the clock to ensure any buildings in Lewisham with external aluminium cladding are checked and tested so our residents are safe.

Last week the removal of cladding from three buildings in New Cross managed by the ALMO was ordered, following the results of Government fire safety tests. We have also put 24-hour fire safety patrols into each of the buildings to keep residents safe. Lewisham Council has also written to every individual or organisation who owns a tower block to remind them of their duty to have an up-to-date fire risk assessment.

As you know we have also deployed over 30 council employees to Kensington and Chelsea to run rest centres and support people who have been made homeless as well as releasing my Chief Executive to take over on an interim basis.

I welcomed the Prime Minister's commitment on 25 June that the government would be "supporting local authorities", and, "making sure that the resources are there to make sure what is needed to keep people safe is being done."

But I was concerned that on 27 June it was reported your departmental spokesperson had said there was, "no guarantee" of government funding and that it would be "up to local authorities and housing associations to pay" and that financial support would be considered on a "case by case" basis.



At

this early stage we don't know how much the detailed work to remove cladding and make the subsequent repairs to the three buildings will cost, but it is likely to be considerable. I am also clear that leaseholders should not be charged for this vital work, as they would be for general building improvements to their properties.

It was therefore disappointing that your speech to the LGA Conference did not clarify the willingness of the government to underwrite the costs which my authority and many others will incur.

I would therefore be grateful if you would now confirm if the Prime Minister's commitment to support local authorities with funding, in London and across the country, still stands, and when any money would be available for this vital work.

Sir
Steve Bullock
Mayor of Lewisham

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Department for
Communities and
Local Government

Sir Steve Bullock
Mayor of Lewisham
Lewisham Council
Civic Suite
Catford
London SE6 4RU

Email: steve.bullock@lewisham.gov.uk

The Rt Hon Sajid Javid MP

Secretary of State for Communities and Local Government

Department for Communities and Local Government

4th Floor, Fry Building
2 Marsham Street
London SW1P 4DF

Tel: 0303 444 3450

Fax: 0303 444 3289

E-Mail: sajid.javid@communities.gsi.gov.uk

www.gov.uk/dclg

Our Ref: 3420965

26 July 2017

Dear Sir Steve,

Thank you for your letter to my Department about the position on funding for works you consider necessary to buildings following the Grenfell Tower fire. We recognise that local authorities as landlords will be working hard to ensure that their buildings are safe and we appreciate you getting in touch with details of the position you are in, which my officials are considering in detail.

We have been clear that we will ensure that financial barriers don't prevent essential fire safety work from being done, and I wanted to reply to you now to give you further detail about how as a landlord you can determine what work will be necessary, and when support will be available.

As you may know, the Building Research Establishment is currently carrying out further tests to determine the fire safety risks associated with buildings. Those tests are well underway, and as we get results we will be writing separately to authorities who may be affected based on information that authorities have already provided about buildings in their area. This will be an on-going process over the next few weeks. If you would like to receive updates about the progress of these tests, you can sign up for alerts at – www.gov.uk/guidance/building-safety-programme

Our expectation is that, as a building owner, you will fund measures designed to make a

building fire safe, and will draw on your existing resources to do so.

Local fire services should provide advice on the essential safety measures to make residential buildings safe, and alongside this landlords should take professional advice (e.g. from a qualified engineer with relevant experience in fire safety) on any essential work they may need to take on their cladding system to make it safe. Essential work would be any measures required to meet the requirements of current Building Regulations guidance.

Once you have a clear idea of the work that is deemed to be essential, if you still have concerns about funding essential fire safety measures, you should approach us again as soon as possible to discuss your position. Where works have been advised by local fire services to be essential to ensure the fire safety of a building, we will ensure that lack of financial resources will not prevent them going ahead. Any support provided would not include general improvements, or enhancements to buildings, which go beyond this.

Whilst we recognise the desire to carry out other work, if this is not deemed essential, this is a decision that must be taken by and funded by the local authority. If you would like to discuss the matter further then please do get in touch again, or you can send an email to localauthorityhousing@communities.gsi.gov.uk .

A handwritten signature in black ink, appearing to read 'S. Javid', with a small comma at the end.

THE RT HON SAJID JAVID MP

Structure of the Housing division

Genevieve Macklin, Head of Housing

Contact: 020 8314 6057
genevieve.macklin@lewisham.gov.uk

Housing Needs and Refugee Services

Team manager:
Lee Georgiou

Contact: 020 8314 7413
lee.georgiou@lewisham.gov.uk

Responsibilities

The team manages:

- Housing Options and Advice service, including assessment, review and support of homeless people, operation of the housing register and homelessness prevention
- Single Homeless Intervention Project
- Lettings and allocations
- No recourse to public funds
- Syrian vulnerable person refugee scheme

Private Sector Housing

Team manager:
Madeleine Jeffery

Contact: 020 8314 9484
madeleine.jeffery@lewisham.gov.uk

Responsibilities

The team manages:

- Delivery of improvements in the private rented sector, including the Rogue Landlord project, empty homes and Environmental Health Residential services
- Management of hostel accommodation and procurement of private sector properties for temporary accommodation

Housing Strategy & Programmes

Team manager:
Jeff Endean

Contact: 020 8314 6213
jeff.endean@lewisham.gov.uk

Responsibilities

The team manages:

- Contractual and client relationships with housing management providers Lewisham Homes and RB3
- Partnership relationships with Registered Providers, including delivery of affordable homes
- Strategy and policy development
- Major housing regeneration and development programmes

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Housing Select Committee			
Title	Select Committee work programme		
Contributor	Scrutiny Manager	Item	8
Class	Part 1 (open)	6 September 2017	

1. Purpose

To advise Members of the proposed work programme for the municipal year 2017-18, to inform members of the policy and legislative intentions of the new Conservative government (**see appendix D**), 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 22 May 2017 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 2017/18 was agreed at the Committee's meeting on 18 April 2017.

4.2 The Committee is asked to consider if any urgent issues have arisen that require scrutiny and if any existing items are no longer a priority and can be removed from the work programme. Before adding additional items, each item should be considered against agreed criteria. The flow chart attached at **Appendix A** may help Members decide if proposed additional items should be added to the work programme. The Committee's work programme needs to be achievable in terms of the amount of meeting time available. If the Committee agrees to add additional

item(s) because they are urgent and high priority, Members will need to consider which medium/low priority item(s) should be removed in order to create sufficient capacity for the new item(s).

5. The next meeting

5.1 The following reports are scheduled for the meeting on 9 November 2017:

Agenda item	Review type	Link to Corporate Priority	Priority
Models for delivering new housing – evidence session	In-depth review	Decent homes for all	High
Housing zones update	Standard item	Decent homes for all	Medium
Supported housing	Standard item	Decent homes for all	Medium
Changes that will impact private rented sector licensing	Standard item	Decent homes for all	Medium

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

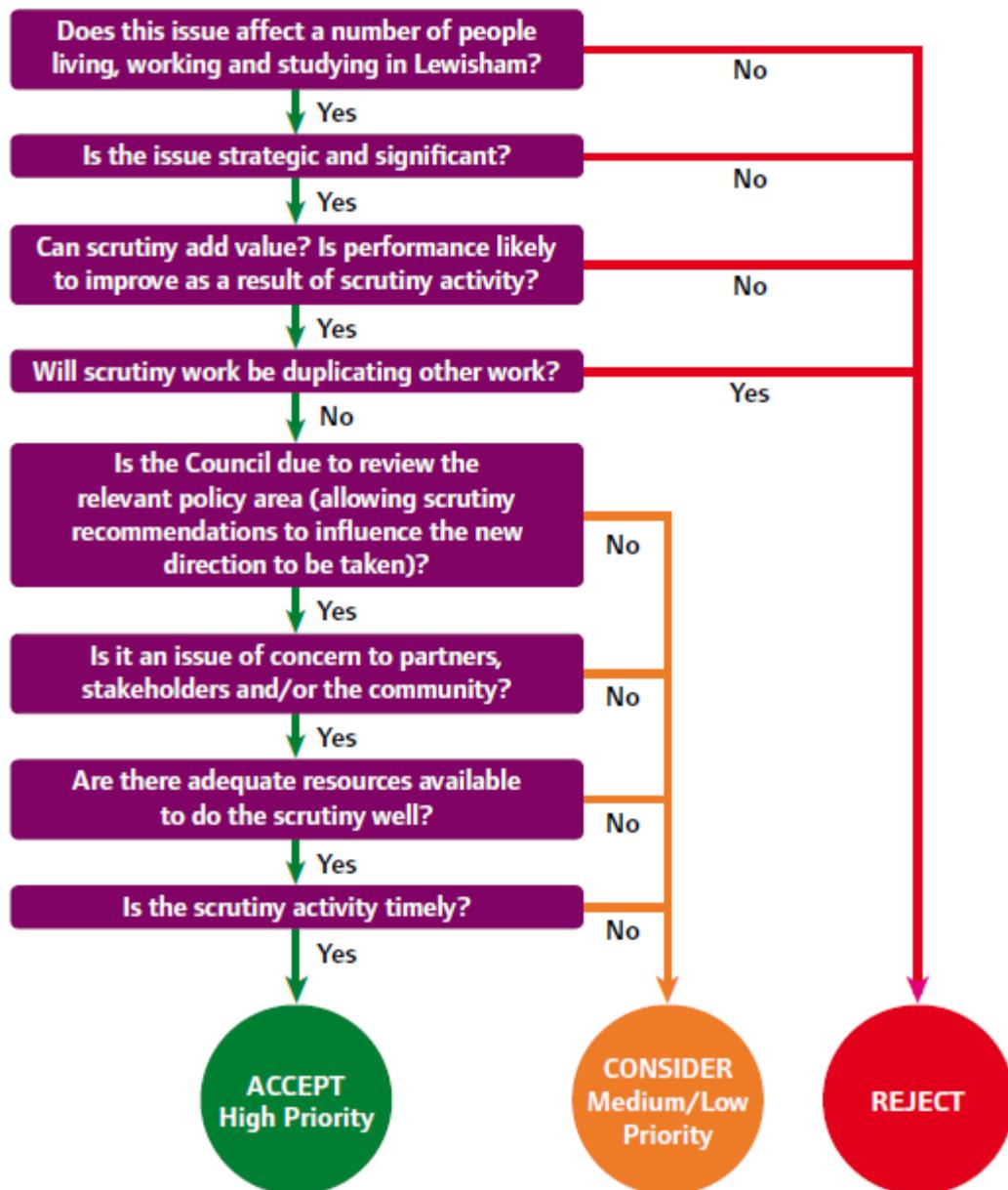
The date of the next meeting is Thursday 9 November 2017.

Background Documents

Lewisham Council's Constitution

Centre for Public Scrutiny: the Good Scrutiny Guide

Scrutiny work programme – prioritisation process



Housing Select Committee work programme 2017/18

Programme of work

Work item	Type of item	Priority	Strategic priority	Delivery deadline	18-Apr	26-Jun	05-Jul	06-Sep	09-Nov	14-Dec	31-Jan	14-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	Apr								
New Homes Programme	Performance monitoring	High	CP6	Jul								
Housing delivery models	Policy development	High	CP6	Jun		Scoping		Evidence	Evidence	Report		
Lewisham's Housing Strategy	Policy development	Medium	CP6	Jul								
Fire safety in tall buildings	Standard item	High	CP6	Jul								
Lewisham Homes	Performance monitoring	Medium	CP6	Sep				Annual report & business plan				
Brockley PFI	Performance monitoring	Medium	CP6	Sep				Annual report & business plan				
Changes that will impact private rented sector licensing	Standard item	High	CP6	Sep								
Housing zones update	Policy development	Medium	CP6	Oct								
Supported housing	Policy development	Medium	CP6	Oct								
Homelessness and temporary accommodation pressures	Policy development	High	CP6	Dec								
Housing and mental health review update	In-depth review	Medium	CP6	Dec						Update		
Lewisham Central opportunity site	Policy development	Medium	CP6	Jan								
Proposed rent and service charge increases	Standard item	High	CP6	Jan								
Annual lettings plan	Standard item	High	CP6	Mar								

	Item completed
	Item ongoing
	Item outstanding
	Proposed timeframe
	Item added

Meeting Dates:					
1)	Tuesday	18 April	5)	Thursday	9 Nov
2)	Monday	26 June	6)	Thursday	14 Dec
3)	Wednesday	5 Jul	7)	Wednesday	31 Jan
4)	Wednesday	6 Sep	8)	Wednesday	14 Mar

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FORWARD PLAN OF KEY DECISIONS

Forward Plan September 2017 - December 2017

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

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

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

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

	Blackheath Joint Events Policy 2017-2020	13/09/17 Mayor and Cabinet	Kevin Sheehan, Executive Director for Customer Services and Councillor Rachel Onikosi, Cabinet Member Public Realm		
	Housing Infrastructure Fund - Bids for Catford town centre, Lewisham Interchange and Lewisham Gateway	13/09/17 Mayor and Cabinet	Janet Senior, Executive Director for Resources & Regeneration and Councillor Alan Smith,		

FORWARD PLAN – KEY DECISIONS

Date included in forward plan	Description of matter under consideration	Date of Decision Decision maker	Responsible Officers / Portfolios	Consultation Details	Background papers / materials
			Deputy Mayor		
	Fostering Strategy	13/09/17 Mayor and Cabinet	Sara Williams, Executive Director, Children and Young People and Councillor Paul Maslin, Cabinet Member for Children and Young People		
February 2017	Telephony re-procurement	13/09/17 Mayor and Cabinet (Contracts)	Kevin Sheehan, Executive Director for Customer Services and Councillor Kevin Bonavia, Cabinet Member Resources		
August 2017	New Homes Programme	13/09/17 Mayor and Cabinet	Kevin Sheehan, Executive Director for Customer Services and Councillor Damien Egan, Cabinet Member Housing		
August 2017	Agreement to enter into a contract to deliver a Training and Work Experience Programme in Good Hope Cafes with For Jimmy	13/09/17 Mayor and Cabinet (Contracts)	Janet Senior, Executive Director for Resources & Regeneration and Councillor Kevin Bonavia, Cabinet Member Resources		
May 2017	Sangley and Sandhurst Road Highway Improvement Scheme Contract Award	13/09/17 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
April 2017	Proposed revision to the contract structure of the Downham Health & Leisure Centre PFI	13/09/17 Mayor and Cabinet (Contracts)	Aileen Buckton, Executive Director for Community Services and Councillor Joan Millbank, Cabinet Member Third Sector & Community		
	Foster Care Preferred Provider Framework Extension	13/09/17 Mayor and Cabinet (Contracts)	Sara Williams, Executive Director, Children and Young People and Councillor Paul Maslin, Cabinet Member for Children and Young People		
May 2017	Audited Accounts and Pension Fund Accounts 2016/17	20/09/17 Council	Janet Senior, Executive Director for Resources & Regeneration and Councillor Kevin Bonavia, Cabinet Member Resources		
May 2017	Financial Regulations and Directorate Schemes of Delegation	20/09/17 Council	Janet Senior, Executive Director for Resources & Regeneration and Councillor Kevin Bonavia, Cabinet Member Resources		
	Insurance Renewal Contracts	26/09/17 Overview and Scrutiny Business Panel	Janet Senior, Executive Director for Resources & Regeneration and Councillor Kevin Bonavia, Cabinet Member Resources		

FORWARD PLAN – KEY DECISIONS

Date included in forward plan	Description of matter under consideration	Date of Decision Decision maker	Responsible Officers / Portfolios	Consultation Details	Background papers / materials
March 2017	Achilles Street Regeneration Proposals	04/10/17 Mayor and Cabinet	Kevin Sheehan, Executive Director for Customer Services and Councillor Damien Egan, Cabinet Member Housing		
June 2017	Joint Strategic Depot Review	04/10/17 Mayor and Cabinet	Kevin Sheehan, Executive Director for Customer Services and Councillor Rachel Onikosi, Cabinet Member Public Realm		
June 2017	PLACE / Deptford: Precision Manufactured Temporary Accommodation	04/10/17 Mayor and Cabinet	Kevin Sheehan, Executive Director for Customer Services and Councillor Damien Egan, Cabinet Member Housing		
	Discretionary Business Rates Scheme 2017/2018 Revaluation Support	04/10/17 Mayor and Cabinet	Kevin Sheehan, Executive Director for Customer Services and Councillor Kevin Bonavia, Cabinet Member Resources		
June 2017	Update and preferred provider position refurbishment of Ladywell Playtower.	04/10/17 Mayor and Cabinet	Janet Senior, Executive Director for Resources & Regeneration and Councillor Alan Smith, Deputy Mayor		
	Debts write-off for Recoupment of Invoices	04/10/17 Mayor and Cabinet	Sara Williams, Executive Director, Children and Young People and Councillor Paul Maslin,		

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 Children and Young People		
	Response to Consultation regarding changes to Targeted Short Breaks Provision	04/10/17 Mayor and Cabinet	Sara Williams, Executive Director, Children and Young People and Councillor Paul Maslin, Cabinet Member for Children and Young People		
May 2017	Community Services Youth Theatre and Performing Arts Review	04/10/17 Mayor and Cabinet (Contracts)	Aileen Buckton, Executive Director for Community Services and Councillor Joan Millbank, Cabinet Member Third Sector & Community		
May 2017	Transfer of the Applications Support Function to the LB Brent Shared Service	25/10/17 Mayor and Cabinet	Janet Senior, Executive Director for Resources & Regeneration and Councillor Kevin Bonavia, Cabinet Member Resources		
	Lewisham Homes Business Plan	25/10/17 Mayor and Cabinet	Kevin Sheehan, Executive Director for Customer Services and Councillor Damien Egan, Cabinet Member Housing		
June 2017	Gypsy and Traveller Local Plan Update	25/10/17 Mayor and Cabinet	Janet Senior, Executive Director for Resources & Regeneration and Councillor Alan Smith,		

FORWARD PLAN – KEY DECISIONS

Date included in forward plan	Description of matter under consideration	Date of Decision Decision maker	Responsible Officers / Portfolios	Consultation Details	Background papers / materials
			Deputy Mayor		
	School Improvement Partnership	25/10/17 Mayor and Cabinet	Sara Williams, Executive Director, Children and Young People and Councillor Paul Maslin, Cabinet Member for Children and Young People		
	Introduction of a new Public Space Protection Order	25/10/17 Mayor and Cabinet	Aileen Buckton, Executive Director for Community Services and Councillor Janet Daby, Cabinet Member Community Safety		
May 2017	Report of the Barriers to Participation Working Party	22/11/17 Council	Janet Senior, Executive Director for Resources & Regeneration and Councillor Suzannah Clarke, Chair Planning Committee C		
May 2017	Lewisham Future Programme 2018/19 Revenue Budget Savings	06/12/17 Mayor and Cabinet	Janet Senior, Executive Director for Resources & Regeneration and Councillor Kevin Bonavia, Cabinet Member Resources		
June 2017	Deptford Lounge & Tidemill School Facilities and Centre Management	06/12/17 Mayor and Cabinet	Sara Williams, Executive Director, Children and Young People and Councillor Paul Maslin, Cabinet Member 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
			Children and Young People		

FORWARD PLAN – KEY DECISIONS

Date included in forward plan	Description of matter under consideration	Date of Decision Decision maker	Responsible Officers / Portfolios	Consultation Details	Background papers / materials

Overview and Scrutiny Committee			
Report Title	Conservative Party Manifesto, Conservative-DUP Agreement, Queen's Speech and Brexit Update		
Contributors	Executive Director for Resources and Regeneration	Item	
Class	Part 1 (Open)	Date	11 July 2017

Introduction

1. This report sets out the policy and legislative programme of the new Conservative administration. The above mentioned programme reflects the commitments set out in the Conservative Party Election manifesto published in May as well as the contents of the Queen's Speech and the Conservative-Democratic Unionist Party Agreement, both of which were released in June 2017. In addition, this report includes an update on Brexit.

Background and context

2. The 2017 UK General Election was called just two months after the Government had triggered Article 50, signalling the UK's intention to leave the European Union. Citing the need for a clear mandate to commence the Brexit negotiations as a rationale, on 18 April 2017, the Prime Minister Theresa May announced she would seek an Election on 8 June.
3. The Prime Minister had previously indicated that she had no plans to call a snap poll. However, a House of Commons motion to allow this was passed on 19 April, with 522 votes for and 13 against (a majority of 509) meeting the required two-thirds majority to permit the early dissolution of Parliament as required by the Fixed Term Parliaments Act of 2011.
4. The Election result, saw the Conservative Party win the largest number of seats in Parliament (318) but short of the 326 required to form a majority Government. In total the Conservatives lost 13 seats compared to 2015. By contrast, Labour won 262 seats (up 30 compared to 2015), the Liberal Democrats 12 seats (up 4 on 2015), whilst the Scottish Nationalists won 35 seats (down 21 on the last General Election). The Green Party held on to the one seat secured in 2015.
5. Crucially in the context of this Election, the Democratic Unionist Party (DUP) won 10 seats. Following days of negotiation, it was to the DUP that the Conservatives turned to secure the working majority necessary to form a Government.

Policy programme

6. This section of the report covers the manifesto commitments made by the Conservative Party that specifically affect local government or the broader public

sector. Some of these manifesto commitments have made their way into the Government's legislative programme over the term of the new administration.

7. The Conservative Party manifesto set out, what it describes as, the five giant challenges as follows:
 - the need for a strong economy
 - Brexit and a changing world
 - enduring social divisions
 - an ageing society
 - fast-changing technology
8. Set out under the sub-headings below (taken directly from the manifesto text) is a summary of key elements of the broader policy programme of the new Government.

A strong economy that works for everyone

9. The manifesto sets out that a strong economy is the basis for everything the Conservatives want to achieve for the nation. Key commitments under this theme are as follows:

9.1 The economy

- increase the personal allowance to £12,500 and the higher rate to £50,000
- continue to ensure that local residents can veto high increases in Council Tax via a referendum
- make longer term reforms to the business rates system to address concerns about the way it currently works (to include a full review of the system to make sure that it is up to date for a world in which people increasingly shop online)
- simplify the tax system
- continue to increase the National Living Wage to 60 per cent of median earnings by 2020 and after that, by the rate of median earnings
- take steps to ensure that people working in the 'gig' economy are properly protected
- ask the independent Migration Advisory Committee to make recommendations to the Government about how the visa system can become better aligned with the administration's modern industrial strategy

A strong and united nation in a changing world

10. The manifesto pledges: an orderly and smooth exit from the European Union, to strengthen democracy and recognise the role played by the public sector. Key commitments under this theme are as follows:

10.1 Brexit legislation

- enact a Great Repeal Bill that will convert EU law into UK law, allowing Parliament the ability to pass legislation to amend, repeal or improve any piece of EU law that it chooses
- bring forward additional bills to ensure that when the UK has left the EU, there is a clear statutory basis for UK authorities to exercise powers that are currently exercised through EU law and institutions

10.2 Democratic institutions

- legislate to ensure that a form of identification must be presented before voting
- continue with the current boundary review, enshrining the principle of equal seats, while reducing the number of MPs to 600
- make sure that Councils receive help to deal with asylum seekers and refugees as they arrive and establish schemes to help individuals, charities, faith groups, churches and businesses to provide housing and other support for refugees
- take new powers to force Councils to remove roadside litter and prosecute offenders
- place new duties on Councils to consult when they wish to cut down street trees
- establish in law, the freedom for employees to mutualise, where appropriate within the public sector

The world's great meritocracy

11. The manifesto pledges to make Britain the world's Great Meritocracy, with "more" to be done to support millions of people who live in "ordinary working families". Key commitments under this theme are as follows:

11.1 Education and employment

- prohibit Councils from creating any new places in schools that have been rated either 'inadequate' or 'requires improvement' by Ofsted
- introduce new funding arrangements so that a specialist maths school can be opened in every major city in England
- lift the ban on the establishment of selective schools, subject to conditions, such as allowing pupils to join at other ages as well as eleven
- strengthen the teaching of literacy in the early years so that all pupils regardless of background get the best possible start in life
- make funding fairer and ensure that no school has its budget cut as a result of the new formula
- increase the overall schools budget by £4 billion by 2022 and continue to protect the Pupil Premium to support those who need it
- offer a free school breakfast to every child in every year of primary school, while children from low-income families will continue to receive free school lunches
- break down the barriers to public sector workers taking on more qualified roles because of their prior educational attainment (eg: teaching assistants)

can become qualified teachers and healthcare assistants can become qualified nurses via a degree apprenticeship route)

- offer a full-year National Insurance Contributions holiday to those employing former wards of the care system, ex-offenders, those with disabilities, people with chronic mental health problems and those who have been unemployed for a year

11.2 Communities and social integration

- bring forward a new integration strategy
- work with schools to ensure that those with intakes from one predominant racial, cultural or religious background teach their students about pluralistic British values
- take further steps to reduce immigration from outside the European Union

11.3 Tackling crime and criminal justice

- consider what new criminal offences and aggravated offences need to be established to defeat extremists
- takes steps to address pay gaps for gender and race as well as the experiences of those affected by mental health problems of who are disabled
- legislate to enshrine a definition of domestic violence and abuse in law, providing the legal underpinning for everything in the new act
- create a domestic violence and abuse commissioner in law to stand up for victims and survivors
- ensure that victims who have life-time tenancies and flee violence are able to secure a new lifetime tenancy automatically
- enshrine victims entitlements in law, making it clear what level of service they should expect from the police, courts and criminal justice system
- widen the role of police and crime commissioners to help them cut crime for their local communities
- create a national community sentencing framework that punishes offenders and focuses on the measures that have a better chance of turning people around and preventing crime such as curfews and orders to tackle drug and alcohol abuse

A restored contract between the generations

12. The manifesto sets out a commitment to restore the contract between generations, providing older people with security against ill health, whilst ensuring that the promise of opportunity and prosperity for young people is maintained. Key commitments under this theme are as follows:

12.1 Social care and health

- maintain the pensions triple lock until 2020, thereafter introduce a new double lock – meaning that pensions will rise with earnings or inflation
- align the future means-testing for domiciliary care with that for residential care so that people are looked after in the place that is best for them

- introduce a single capital floor, for care costs, set at £100,000 (more than four times the current means test threshold)
- extend freedom to defer payments for residential care to those receiving care at home, so that no-one will have to sell their home in their life-time to pay for care
- introduce a new statutory entitlement to carers leave – in recognition of the fact that the majority of care is informally provided mainly by families
- as part of Brexit negotiations, make it a priority that the 140,000 staff from EU countries can continue to work in the NHS
- enable more care to be delivered closer to home by building and upgrading primary care facilities, mental health clinics and hospitals
- increase the Immigration Health Surcharge to £600 for migrant workers and £450 for international students
- implement the recommendations of the Accelerated Access Review to make sure that patients get new drugs and treatments faster while the NHS gets better value for money and remains at the forefront of innovation
- retain the 95 per cent Accident & Emergency target, and the 18 week elective care standards, so that those needing care receive it in a timely fashion
- review the NHS' own internal market and, in time for the start of the 2018 financial year, make non-legislative changes to remove barriers to the integration of care
- extend the scope of the Care Quality Commission to cover the health-related services commissioned by local authorities
- legislate for an independent healthcare safety investigations body in the NHS
- recruit up to 10,000 more mental health professionals and require medical staff to have a deeper understanding of mental health

12.2 Housing

- deliver on the reforms proposed in the Housing White Paper to free up more land for new homes in the right places, speed up build-out by encouraging modern methods of construction and give Councils powers to intervene where developers do not act on their planning permissions
- enter into new Council Housing Deals with ambitious, pro-development local authorities to help them build more social housing
- reform Compulsory Purchase Orders to make them easier and less expensive for Councils to use and to make it easier to determine the true market value of sites
- give housing associations greater flexibility to increase their housing stock, building on their considerable track record in recent years
- reform and modernise the home-buying process so that it is more efficient and less costly

12.3 Children and families

- introduce, in 2017, thirty hours of free childcare for three and four year olds for working parents who find it difficult to manage the costs of childcare
- institute a capital fund to help primary schools to develop nurseries where they do not currently have the facilities to provide one

- publish a Green paper on young people’s mental health before the end of this year
- ensure that Councils provide consistency of care and cannot relocate vulnerable children far from their home when it is not in their best interests to do so
- demand all local authorities be commissioners of the highest quality family support and child protection services, removing these responsibilities from the weakest Councils and placing them in trust

Prosperity and security in a digital age

13. Responding to the opportunities, challenges and threats of the digital age, the manifesto commits to assure the British people of security and fairness and strengthen the UK’s position as one of the world’s leading digital economies. Key commitments under this theme are as follows:

- develop a digital charter, working with industry and charities to establish a new framework that balances freedom with protection for users and offers opportunities alongside obligations for businesses and platforms
- publish operational performance data of all public-facing services for open comparison as a matter of course – helping people to hold their local services to account or choose other better services if they prefer
- set out a strategy to rationalise the use of personal data within Government, so that the wider public services comply with the ‘once-only’ principle by 2025
- support new providers seeking to use digital technology to monitor long-term conditions better, deploy carers to patients or support domiciliary care away from hospitals

The Conservative- Democratic Unionist Agreement

14. Following the General Election, the Conservatives emerged as the party with the largest number of seats. Unable to meet the threshold of 326 seats (required to form a Government outright) the Conservatives approached the DUP in an effort to form a governing majority. As part of the agreement, that facilitated the deal, the DUP will support the Conservatives in Parliament in an arrangement commonly known as ‘confidence and supply’.

15. A confidence and supply agreement is one whereby a party or independent members of parliament will support the Government in motions of confidence and appropriation or budget (supply) votes, either by voting in favour or abstaining. However parties and independent members normally retain the right to otherwise vote in favour of their own policies or on conscience on legislative bills.

16. The main elements of the above-mentioned agreement, which were revealed on 26 June 2017 are as set out under the sub headers below.

confidence and supply agreement in the UK Parliament

17. The DUP agrees to support the Government on all motions of confidence; and on the Queen's Speech; the Budget; finance bills; money bills, supply and appropriation legislation and estimates.
18. In line with the parties' shared priorities for negotiating a successful exit from the European Union and protecting the country in the light of recent terrorist attacks, the DUP also agrees to support the Government on legislation pertaining to the United Kingdom's exit from the European Union; and legislation pertaining to national security. Support on other matters will be agreed on a case by case basis.
19. The DUP agrees to support the Government in votes in the UK Parliament, in line with this agreement.

policy agreement

20. Both parties have agreed that there will be no change to the Pensions Triple Lock and the universal nature of the Winter Fuel Payment. The parties agree to meet the NATO commitment of spending 2% of GDP on the armed forces. Both parties are committed to the Armed Forces Covenant and to its implementation throughout the United Kingdom.
21. Both parties agree to work together to consider options to support the highly successful reserve forces in Northern Ireland. The parties recognise the importance of the agriculture sector to Northern Ireland and the opportunities for growth that exist. Agriculture will be a critical policy area during the EU exit negotiations.
22. The parties agree to continue to commit the same cash total in funds for farm support until the end of the Parliament. Further discussions will take place on the future framework for farming support.

financial support

23. The UK government will allocate £200 million per year for 2 years and with sufficient flexibility as to the choice of project to ensure the Executive is able to deliver the York Street Interchange (infrastructure) Project and other priorities.
24. The UK government will contribute £75 million per year for 2 years to help provide ultra-fast broadband for Northern Ireland. In order to target pockets of severe deprivation, the UK government will provide £20 million per year for 5 years to support the Northern Ireland Executive to deliver this measure.
25. The UK government will, allocate an additional £50 million per year for 2 years to enable the Executive to address immediate pressure in health and education. The UK government will allocate £100 million per year for 2 years to support the Northern Ireland Executive's delivery of its priority of health service

transformation. The UK government will provide £10 million per year for 5 years to support the Northern Ireland Executive for mental health.

The Queen's Speech 2017

26. The Queen's Speech, which sets out the Government's legislative programme for the Parliamentary session, was delivered on 21 June 2017. A briefing paper circulated by the Cabinet Office set out that: *this Queen's Speech is about recognising and grasping the opportunities that lie ahead for the United Kingdom as we leave the European Union:*

- *delivering a Brexit deal that works for all parts of the United Kingdom;*
- *building a stronger, fairer country by strengthening our economy, tackling injustice and promoting opportunity and aspiration.*

27. In total the Government is proposing to bring forward 27 Bills in this Parliament. A number of these (eight in total) focus specifically on Brexit. Notable Bills in the Queen's Speech are as follows:

- **Repeal Bill** - this Bill will allow for a smooth and orderly transition as the UK leaves the EU, ensuring that, wherever practical, the same rules and laws apply after exit and therefore maximising certainty for individuals and businesses.
- **Customs Bill** - the Bill will ensure that the UK has a standalone UK customs regime on exit; provides flexibility to accommodate future trade agreements with the EU and others and ensures that changes can be made to the UK's VAT and excise regimes to ensure that the UK has standalone regimes on EU-exit.
- **Trade Bill** - the Bill will cement the United Kingdom's status as a leading trading nation, driving positive global change through trade, whilst ensuring UK businesses are protected from unfair trading practices.
- **Immigration Bill** - With the repeal of the European Communities Act, it will be necessary to establish new powers concerning the immigration status of EEA nationals. The Bill will allow the Government to control the number of people coming here from Europe while still allowing us to attract the brightest and the best.

28. A summary of other key Bills introduced in the Queen's Speech are attached to this report as an Appendix A, whilst a summary of relevant non-legislative measures is set out at Appendix B.

Brexit update

29. The following paragraphs summarise the legislative and policy and decision-making framework guiding Britain's exit from the European Union. These

summaries update the position, since the last briefing to the Overview and Scrutiny Committee in January 2017.

The United Kingdom's Exit from and New Partnership with the European Union: White Paper

30. In February 2017, the Government published a White Paper which set out the Government's broader vision for Brexit going forward. The document achieved three things; firstly it underlined the Government's commitment to follow through with plans to withdraw from the EU and honour the outcome of the EU Referendum; secondly, it set out the first stage in the legislative process for EU withdrawal and finally, it set out the 12 key priorities for the UK's exit.

European Union (notification of withdrawal) Act

31. The European Union (notification of withdrawal) Bill was introduced in Parliament on 31 January 2017 and sought to confer power on the Prime Minister to notify, under Article 50(2) of the Treaty on European Union, the United Kingdom's intention to withdraw from the EU. The Bill received Royal Assent and became an Act of Parliament on 16 March 2017.

Article 50

32. Article 50 of the EU Treaty is a basic five-point plan of action, should any country wish to leave the European Union. Once Article 50 is activated a nation state is cut out of EU decision-making at the highest level and there will be no way back unless by unanimous consent from all other member states. Article 50 was triggered on 29 March 2017.

Great Repeal Bill White Paper

33. Building on the formal triggering of Article 50 the day before, on 30 March 2017, the Great Repeal Bill White Paper was published. The Bill sets out the Government's proposals for ensuring a functioning statute book once the UK has left the EU. In simple terms, the Great Repeal Bill will convert the body of European legislation – into UK law at the moment the European Communities Act (the governing charter for EU law) is repealed.

Formal negotiation

34. Formal Brexit negotiations commenced on the 19 June 2017. The initial focus of the discussions has been the rights of some 3 million EU nationals living in the UK and the 1 million UK citizens living in the EU. On 26 June, the Government published a policy paper, which sets out proposals for addressing this issue specifically. As part of this, the paper makes clear that EU citizens looking to remain in the UK can do so. The paper also confirms the creation of a new 'settled status' for EU citizens who arrive before a cut-off date, which is yet to be specified and will be agreed as part of the negotiations with the EU.

35. Under the proposals, applicants who already have five years' continuous residence in the UK will be immediately eligible for settled status. Those who arrived before the specified date but do not yet meet the five year threshold by exit day will be allowed to stay until they reach that milestone and can also secure settled status. EU citizens who are granted settled status will be treated like a comparable UK national, entitled to broadly the same rights and benefits.
36. A grace period of up to two years will be in place for all EU citizens, including those who arrive after the cut-off date, allowing them to regularise their status to remain in the country.
37. In terms of the UK's wider negotiating stance, a statement to Parliament by Brexit Secretary David Davis, after the Queen's Speech, underlined the Government's commitment to exit both the Single Market and the Customs Union. Although in the same statement, the Secretary of State made clear that leaving the Single Market does not mean losing access to the Single Market.

Legal implications

38. At the time of writing, it is premature to be specific as to exact legal implications, save for noting that we will need to keep this under review. In any event, the obligations for us as a Local Authority pursuant to, for example, the provisions of the Equality Act, will continue.
39. The Equality Act 2010 (the Act) introduced a public sector equality duty (the equality duty or the duty). It covers the following protected characteristics: age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex and sexual orientation.
40. In summary, the Council must, in the exercise of its functions, have due regard to the need to:
- eliminate unlawful discrimination, harassment and victimisation and other conduct prohibited by the Act.
 - advance equality of opportunity between people who share a protected characteristic and those who do not.
 - foster good relations between people who share a protected characteristic and those who do not.
41. It is not an absolute requirement to eliminate unlawful discrimination, harassment, victimisation or other prohibited conduct, or to promote equality of opportunity or foster good relations between persons who share a protected characteristic and those who do not. It is a duty to have due regard to the need to achieve the goals listed above.
42. The weight to be attached to the duty will be dependent on the nature of the decision and the circumstances in which it is made. This is a matter for the Mayor, bearing in mind the issues of relevance and proportionality. The Mayor

must understand the impact or likely impact of the decision on those with protected characteristics who are potentially affected by the decision. The extent of the duty will necessarily vary from case to case and due regard is such regard as is appropriate in all the circumstances.

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

<https://www.equalityhumanrights.com/en/advice-and-guidance/equality-act-codes-practice>

<https://www.equalityhumanrights.com/en/advice-and-guidance/equality-act-technical-guidance>

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

- [The essential guide to the public sector equality duty](#)
- [Meeting the equality duty in policy and decision-making](#)
- [Engagement and the equality duty: A guide for public authorities](#)
- [Objectives and the equality duty. A guide for public authorities](#)
- [Equality Information and the Equality Duty: A Guide for Public Authorities](#)

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

Further information and resources are available at:

<https://www.equalityhumanrights.com/en/advice-and-guidance/public-sector-equality-duty-guidance#h1>

Financial implications

46. There are no direct financial implications in noting this report.

Crime and disorder implications

47. Section 17 of the Crime and Disorder Act 1988, as amended, places a duty upon Local Authorities to consider crime and disorder implications and in particular, “to exercise its various functions with due regard to the likely effect of the exercise of

those functions on, and the need to do all that it reasonably can to prevent, crime and disorder in its area.” This statutory obligation is the same for the Authorities “responsible partners” too. The level of crime and its impact is influenced by the decisions and activities taken through the day-to-day functions of local bodies and organisations.

48. The Queen’s Speech outlined that new legislation will be brought forward to protect the victims of domestic violence and abuse. This may have implications for a range of statutory services when the detail is laid out.

Information relied upon in the preparation of this report	
1.	Forward Together: Our Plan for a Stronger Britain and Prosperous Future; The Conservative and Unionist Party Manifesto, May 2017
2.	Standing Strong for Northern Ireland: the DUP Manifesto for the 2017 Westminster Election
3.	The United Kingdom’s Exit from and Partnership with the European Union, March 2017
4.	The Great Repeal Bill White Paper, UK Parliament, March 2017
5.	The Queen’s Speech and Associated Background Briefing, on the Occasion of the Opening of Parliament, June 2017
6.	Conservative-DUP Agreement, June 2017
7.	Safeguarding the position of EU citizens in the UK and UK nationals living in the EU, June 2017

Appendix A: Queen's Speech - Key Bills

Repeal Bill

This Bill will allow for a smooth and orderly transition as the UK leaves the EU, ensuring that, wherever practical, the same rules and laws apply after exit and therefore maximising certainty for individuals and businesses.

Customs Bill

The Bill will ensure that the UK has a standalone UK customs regime on exit; provides flexibility to accommodate future trade agreements with the EU and others and ensures that changes can be made to the UK's VAT and excise regimes to ensure that the UK has standalone regimes on EU-exit.

Trade Bill

The Bill will cement the United Kingdom's status as a leading trading nation, driving positive global change through trade, whilst ensuring UK businesses are protected from unfair trading practices.

Immigration Bill

With the repeal of the European Communities Act, it will be necessary to establish new powers concerning the immigration status of EEA nationals. The Bill will allow the Government to control the number of people coming here from Europe while still allowing us to attract the brightest and the best.

Smart Meter Bill

In order to help deliver more transparent energy bills and allow households to monitor their use effectively.

National Insurance Contributions Bill

The Bill will legislate for National Insurance contributions (NICs) changes announced at previous fiscal events (Budget 2016 and Autumn Statement 2016).

Courts Bill

The Bill will reform the courts system in England and Wales to ensure it is more efficient and accessible, and in doing so utilise more modern technology.

Draft Tenants' Fees Bill

Tackling unfair fees on tenants will make the private rental market more affordable and competitive.

Draft Domestic Violence and Abuse Bill

In line with the manifesto commitment, draft proposals will be published to update the law to help tackle the evil of domestic abuse and violence. Proposals will be published in draft for scrutiny by MPs and peers to help build a consensus and raise the profile of this issue.

Civil Liability Bill

This Bill will crack down on fraudulent whiplash claims and is expected to reduce motor insurance premiums by about £35 per year.

Financial Guidance and Claims Bill

The Bill will combine three financial advice bodies into one, ensuring that people across the UK are able to seek the help and advice they need to manage their finances.

Goods Mortgage Bill

The Bill will implement recommendations from the Law Commission to update Victorian era law on logbook loans.

Data Protection Bill

The Bill will fulfil a manifesto commitment to ensure the UK has a data protection regime that is fit for the 21st century.

Draft Patient Safety Bill

The draft Bill will set out a framework to help improve patient safety in the NHS and instil greater public confidence in the provision of healthcare services in England.

Appendix B: Queen's Speech - Non legislative measures

Counter Terrorism Review

This review of counter-terrorism legislation is part of a broader review of our whole approach to counter-terrorism. Urgent work is already underway which will ensure that Government is doing everything possible to address the threat from terrorism and keep the public safe, drawing on lessons from the recent attacks in London and Manchester.

Commission for Countering Extremism

This Government is committed to identifying and stamping out extremism across society, promoting pluralistic British values and reducing tolerance of extremism. To support this we will be establishing a statutory Commission for Countering Extremism that will play a key role in supporting communities and the public sector to identify and confront extremism wherever it exists.

Public Inquiry into the Grenfell Tower Fire

On 15 June 2017, the Prime Minister announced a full public inquiry would take place to look into the circumstances behind the tragic fire which broke out in Grenfell Tower in the Royal Borough of Kensington and Chelsea.

Independent Public Advocate

The purpose of the Independent Public Advocate is to keep the bereaved and surviving victims of disasters informed of progress in any relevant investigation and make them fully aware how they can contribute to that investigation. The Public Advocate will be able to access information held by public bodies and will, where appropriate, report on or share that information with representatives of the victims.

Mental Health Reform

The Mental Health Act 1983 sets out the legal framework in England and Wales for the treatment and detention of people with mental ill health, including when such action may be compulsory. The Act has not been fully updated for 34 years, although the Mental Health Act 2007 made changes. The Government will now begin to consider what further reform of mental health legislation is necessary, including changes in how the Act is implemented on the ground.

Social Care

The Government will work to address the challenges of social care for our ageing population, bringing forward proposals for consultation to build widespread support.

Digital Charter

The Government will develop a Digital Charter that will create a new framework which balances users' and businesses' freedom and security online. The Charter will have two core objectives: making the UK the best place to start and run a digital business and the safest place in the world to be online.

Public Finances

The Government will reflect on the message voters sent at the General Election – while always remembering that we have to balance the books and eliminate the

deficit we inherited following the financial crisis. This is to ensure that future generations do not pay when we fail to live within our means. The Government values the important work that public sector workers do in delivering essential public services. We can only have well-funded public services and high standards of living if we deliver a stronger economy and increase our productivity.

Schools and Technical Education

The Government will continue to encourage more people, schools and institutions with something to offer to come forward and help deliver more good school places. To continue the growth of good or outstanding school places, we have made available to academies and maintained schools a £140 million Strategic School Improvement Fund. We will continue to convert failing maintained schools into academies so that they can benefit from the support of a strong sponsor, and we are focused on building capacity across the system to enable this, including through growing new multi academy trusts.

National Living Wage

We want to make sure employment rules and rights keep up to date to reflect new ways of working, and that is why in October we asked Matthew Taylor to conduct an independent review into modern employment practices. The Matthew Taylor Review of Employment Practices is an important step towards us ensuring fairness for everyone in work and we look forward to receiving the report shortly.

Tackling the Gender Pay Gap and Discrimination

The Government will make further progress to tackle the gender pay gap and discrimination against people on the basis of their race, faith, gender, disability or sexual orientation.

Housing

The Government will deliver the reforms proposed in the White Paper to increase transparency around the control of land, to “free up more land for new homes in the right places, speed up build-out by encouraging modern methods of construction and diversify who builds homes in the country. The Government will consult and look to take action to promote transparency and fairness for leaseholders. We will look at the sale of leasehold houses and onerous ground rents, working with property developers, the Competition and Markets Authority and others as outlined in the Housing White Paper.

Consumer Markets, including the Energy Market

The Government will publish a green paper that will closely examine markets which are not working fairly for consumers, and is prepared to act where necessary.