

Housing Select Committee Agenda

Wednesday, 31 January 2018

7.30 pm,

The Green Man
355 Bromley Road
London SE6 2RP

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, 31 January 2018.

Janet Senior, Acting Chief Executive
Tuesday, 23 January 2018

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

Thursday 14 December 2017, 7.30pm

Present: Councillors Carl Handley (Chair), Peter Bernards (Vice Chair), Olurotimi Ogunbadewa, John Coughlin, Bill Brown, Sophie McGeevor, Pat Raven and Jonathan Slater.

Apologies: Councillor Britton.

Also present: Nick Porter (Senior Adviser, Local Government Association), Lindsay Mortimer (Brockley Tenants' Co-operative), Genevieve Macklin (Head of Strategic Housing), Jeff Endean (Housing Strategy and Programmes Manager), Rachel Dunn (Housing Policy and Partnerships Manager), Kevin Sheehan (Executive Director for Customer Services), and John Bardens (Scrutiny Manager).

1. Minutes of the meeting held on 9 November 2017

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

2. Declarations of interest

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

Councillor Coughlin is a member of the Brockley Tenants' Co-operative

3. Responses from Mayor and Cabinet

There were no Mayor and Cabinet responses.

4. Models of delivering new housing – evidence session

Jeff Endean (Housing Strategy and Programmes Manager) briefly outlined Lewisham Council's approach to joint venture housing development. The following key points were noted:

- 4.1 The council's joint venture development in Besson Street is a 50/50 equal partnership between Lewisham Council and a private-sector partner.
- 4.2 The approach at Besson Street is to create a new joint venture company in which the council invests its land and secures matching investment from its partner. The development is funded 50/50 between the council and its partner, and the council benefits from 50% ownership of the final development. Both parties to the joint venture will have the right to buy out the other partner or sell out its interest.
- 4.3 The Besson Street development is expected to cost around £75m to build. This is one of the main reasons the council wanted to attract a partner. The joint venture approach allows the council to share the development risk with a partner and to benefit from a portion of the development's profits.

- 4.4 The Besson Street development is expected to provide around £500k a year income.
- 4.5 The development will provide 232 new homes, all of which will be rented. 35% will be let at London “living rent” levels, which are set according to the local median income. The development will also include a GP surgery and office and commercial space.
- 4.6 The allocation of tenancies is expected to work in a similar way to other affordable housing schemes, with priority being given to people who live or work in Lewisham.

Nick Porter (Local Government Association, Senior Policy Adviser, Housing, Planning and Homelessness) provided evidence to the committee. The following key points were noted:

- 4.7 The LGA is supporting a number of councils who are considering direct delivery of housing. The drivers for many councils include: generating revenue to reinvest in other services, adding quality and affordable private rented sector housing, and addressing gaps in the market for key workers.
- 4.8 Councils are exploring many different models, including housing companies and joint ventures. The LGA has been funding options appraisals on direct delivery for a number of councils to assess the local landscape and identify the best route for councils to intervene. The suitability of the model ultimately depends on the individual circumstances of the local authority.
- 4.9 For a number of councils considering setting up housing companies, the LGA has recommended taking more time to consider the best route to direct delivery for that particular area. Joint ventures may be more suitable than housing companies for some areas. Some smaller districts, for example, have not had the critical mass for housing companies.
- 4.10 Some councils do come across barriers to direct delivery. The key barriers councils often face are skills and capacity. There are also barriers around change of land use.
- 4.11 Affordable housing means affordable for that area, but it can be problematic to apply a definition of affordable to a housing market which the Government has acknowledged is broken.
- 4.12 London Living Rent is an interesting idea and the LGA is supportive of linking rents to incomes. This might be challenging to deliver nationally however.

Lindsay Mortimer (Brockley Tenants' Co-op, Manager) provided evidence to the committee. The following key points were noted:

- 4.13 Brockley Tenants' Co-op (BTC) believe that they have a lot to offer in bringing people and communities together. Their mission statement is: "delivering safe, secure, decent and affordable homes for our members".
- 4.14 BTC owns 90 properties and manages 72 for Hexagon Housing Association. They have 5 staff, 3 of which are part-time. All staff are experienced housing professionals. BTC has been in existence for more than 40 years.
- 4.15 BTC try to keep their costs at minimum so that their rents are reasonable. They also help people to find work and access benefits so that they can afford where they live. Tenants are able to come into the BTC office to talk about their issues and BTC staff will offer practical help, with filling out forms, for example.
- 4.16 BTC said that cooperative housing is an excellent model of social housing – there's a lot of ownership involved and members are made aware of their responsibilities to look after their home. If the co-op has to spend money on anti-social behaviour (ASB) issues, fly-tipping, or damaged homes, rents will have to go up. There is currently very little ASB in the BTC community and tenants look after their homes.
- 4.17 BTC also provide a signposting service every Thursday, through which they have supported a number of people. BTC noted that support like this is hard to come by in larger organisations.
- 4.18 BTC believe that they could provide their services on a wider scale in Lewisham and would be interested in working in partnership with Lewisham Council, particularly with new housing developments.
- 4.19 BTC would like to see cooperative housing included in new developments alongside the other types of housing. BTC would be happy to manage housing stock on behalf of Lewisham Council.
- 4.20 BTC noted that the main advantages of their model is that they are not too big to show that they care and not too big to communicate. They said they have the time to go and talk to people, evaluate their needs and try to help them – something which is often harder to deliver with larger organisations. BTC also noted, however, that there are large co-ops which have managed to do this well.
- 4.21 BTC has had two complaints in the last 18 months, both of which related to repairs. There have been no serious complaints, no complaints about disrepair, and no complaints about planned maintenance not being carried out on time. There have also been no complaints from the tenants of the 72 Hexagon properties.

- 4.22 When setting rent levels, BTC benchmark against other organisations, including Lewisham Council. They also work with Hexagon and set their rents at a similar level. Although they were not obliged to, BTC have applied the 1% decrease in social rents. Rent increases are gradual and reasonable and not intended to keep up with the market.
- 4.23 BTC monitor rents weekly and if someone appears to be struggling they will make a personal phone call to see if there's anything they can do to help. They are often able to help people access the right amount of benefits.
- 4.24 BTC does not have a high level of rent arrears. BTC will take people to court if necessary, but has not had to do this for at least 18 months.
- 4.25 All of the BTC team have been on courses to help identify potential mental health issues and regularly work with other support services to help people pay their rent. They also carry out regular tenancy audits.
- 4.26 One of the advantages of managing properties for others is that it allows BTC to expand its services in the community. The more properties BTC manage for others, the more revenue they can put back into providing housing.
- 4.27 One of the disadvantages is that there is potential for disparity between tenants of properties owned by BTC and those owned by others, such as housing associations – for example, if right to buy was to be applied to housing associations. BTC is fully mutual, so tenants of those homes owned by BTC would not have the right to buy.
- 4.28 BTC is always thinking of ways to expand its services. The aim with a property that BTC is currently in the process of purchasing, for example, is to rent it for five years at market rent, under a different company, and to reinvest this income in BTC. After five years the property would return to social rent levels. This is similar to what housing associations are allowed to do.
- 4.29 BTC explained that they have their own policy for allocations and advertise when they have a property. BTC are also currently in discussions with Lewisham Council about a more defined allocations policy with them.
- 4.30 Lewisham Council sees cooperatives as an essential part of the housing mix. The council has to be careful, however, with what it does with the limited land it has.
- 4.31 The committee noted that it is not the case that cooperatives always need council land – BTC have expanded their services by working with other organisations.
- 4.32 The committee noted that as a small organisation BTC appears to more in touch with their tenants than some larger organisations and that this allows them to identify any problems much earlier on.

- 4.33 The committee questioned, however, whether a bigger footprint for BTC would lead to a loss of its personal service.

Resolved: the committee noted the evidence from the witnesses.

5. Homelessness and temporary accommodation pressures

Genevieve Macklin (Head of Strategic Housing) introduced the report. The following points were noted:

- 5.1 Lewisham's homelessness trailblazer project aims to trial the use of predictive analytics to prevent homelessness. It involves data-driven identification of households at risk of homelessness and more targeted upstream intervention/prevention work. The council has more than 45 million rows of data to analyse.
- 5.2 The project has received £985k funding from the Department for Communities and Local Government (DCLG) for three years.
- 5.3 As things stand, the council's homelessness prevention work only starts when someone approaches the council with an eviction notice. One of the main aims of the trailblazer project is to identify common traits among those at risk of homelessness to be able to start prevention work much earlier.
- 5.4 Officers also want to change the council's approach to homelessness from one based on process to one based on problem solving with more conversational and motivational interview techniques.
- 5.5 Officers will work to ensure that there is consistent messaging across the borough from all partners on the council's approach to preventing homelessness.
- 5.6 The committee noted its previous in-depth review of mental health and housing and suggested that many of those being evicted and made homeless are people with mental health needs.
- 5.7 The committee noted that more data and intelligence would help with identifying those at risk of homelessness who are experiencing mental ill health.

Resolved: the committee noted the report.

6. Key housing issues

Rachel Dunn (Housing Policy and Partnerships Manager) introduced the report. The following points were noted:

- 6.1 The Chair informed the committee that the Sustainable Development Select Committee had written to him, following consideration of an update on fire safety in tall buildings, to express its concern about the lack of information available in relation to some of Lewisham's registered housing providers. The

Sustainable Development Select Committee asked the committee to consider if there are further actions that should be taken to ensure that providers share information.

- 6.2 In response, the committee suggested that officers could write to tenants informing them of the problems the council has had obtaining important fire safety information from their landlord.

Resolved: the committee noted the report.

7. Select Committee work programme

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

- 7.1 The Scrutiny Manager informed the committee that arrangements were being made to hold the next meeting of the Housing Select Committee at Phoenix Community Housing. This would include a tour beforehand of the new Extra Care housing at Hazelhurst Court.

Resolved: the committee noted the work programme.

8. Referrals

- 6.1 There were no referrals at this meeting

The meeting ended at 21.55pm

Chair: -----

Date:

Housing Select Committee			
Title	Declarations of Interest	Item No.	2
Contributor	Chief Executive		
Class	Part 1 (open)	31 January 2018	

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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Housing Select Committee		
Title	Housing delivery in-depth review – draft report	
Contributor	Scrutiny Manager	Item 4
Class	Part 1 (open)	31 January 2017

1. Overview

As part of the work programme for 2017/18, the Committee agreed to carry out an in-depth review of the delivery of new housing. The scope was agreed in June 2017 and evidence gathered at meetings in September and December 2017.

The attached draft report presents the written and verbal evidence received by the Committee. The executive summary, recommendations and conclusion will be inserted once the draft report has been agreed. The final report will be presented to Mayor and Cabinet at the earliest opportunity.

2. Recommendations

The Committee is asked to:

- Agree the draft review report
- Consider any recommendations the report should make
- Note that the final report, including the recommendations agreed at this meeting, will be presented to Mayor and Cabinet

3. Legal implications

The report will be submitted to Mayor and Cabinet, which holds the decision-making powers in respect of this matter.

4. Financial implications

There are no direct financial implications arising out of this report. However, the financial implications of any specific recommendations will need to be considered in due course.

5. Equalities implications

There are no direct equalities implications arising from the implementation of the recommendations in this report. The Council works to eliminate unlawful discrimination and harassment, promote equality of opportunity and good relations between different groups in the community and to recognise and to take account of people's differences.

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

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Overview and Scrutiny

Models of delivering new housing

March 2018

Membership of the Housing Select Committee in 2017/18:

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

Models of delivering new housing

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Chair's introduction

[Picture]

Councillor Carl Handley (Chair of the Housing Select Committee)

Executive Summary

1.1 Copy

Housing delivery models

1.2 Copy

Recommendations***Housing delivery***

1. Copy

Housing delivery

2. Copy

The purpose and structure of this review

- 3.1 At its meeting on 18 April 2017 the Housing Select Committee agreed to hold an in-depth review of housing-delivery models.
- 3.2 At its meeting on 26 June 2017, the Committee agreed the scope of the review.
- 3.3 The key lines of enquiry were:

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?

- 3.4 The timetable for the review was:

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.

Introduction and policy context

- 4.1 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 new homes each year to keep pace with its growing population.¹
- 4.2 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
- 4.3 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. Lewisham has a target of 18,165 new homes between 2009/10 and 2025/26.⁴ To achieve this, Lewisham is employing a range of models of delivering new housing, including community-led approaches and joint ventures with private partners.
- 4.4 This review took a closer look at these, in particular community land trusts, cooperatives and Lewisham Council’s joint venture development in Besson Street.

Community-led housing in Lewisham

- 5.1 The Lewisham Housing Strategy supports community-led housing development. It has been included in the strategy for a number of years. Lewisham has a strong tradition of supporting community-led housing developments, including the pioneering schemes at Segal Close and Walters Way in the 1980s.
- 5.2 The council takes this legacy of investing in communities seriously and is working to promote unique, resident centred approaches to addressing the housing crisis.
- 5.3 There are two active community land trust (CLT) developments in the borough: one in Ladywell, with RUSS, and one in Sydenham, with the London CLT. As far as officers are aware, Lewisham is the only local authority in the country with two active CLTs. The council intends to monitor and assess the success of these.
- 5.4 The council is proud that housing development like CLTs are increasing the diverse range of models for building new homes being adopted across Lewisham. Community-led housing development represents one of the more innovative responses to address the housing demand in Lewisham.

¹ <https://www.ippr.org/publications/building-a-new-deal-for-london>

² *ibid*, p5

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

⁴ [Lewisham Core Strategy, 2011, p36](#)

- 5.5 The council recognises 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.
- 5.6 It is important to Lewisham Council, however, that community-led development and housing fits well with the available land and surrounding area. It is also crucial that such development aligns with the Lewisham Housing Strategy goal of “*building homes our residents need*”.⁵ With more than 9,000 people on the housing list, housing those most in need is one of the council's highest priorities, and any time there is development in the borough, social housing has to be considered.
- 5.7 It is also important to recognise that the council does not own a lot of land anymore. While there are some pockets of land, including commercial property, which may be suitable for community-led housing, the council has to carefully consider the consequences of whatever it does with its land. The council would need to think very carefully, for example, about the possibility of a first-refusal policy on certain pockets of land for community-led housing. A blanket policy like that would restrict the flexibility of what the council can do with its land.
- 5.8 During the course of the review, the committee received written and in-person evidence from witnesses involved in community-led housing, including a number of organisations involved in developments in Lewisham. This included RUSS (Rural Urban Synthesis Society), London CLT, National CLT Network, Locality, and Brockley Tenants’ Co-op.

Rural Urban Synthesis Society

- 6.1 RUSS (Rural Urban Synthesis Society) is a CLT based in Lewisham. It was established in 2009 and has 700 members. Its main focus is the provision of affordable homes in perpetuity for Lewisham residents. It’s also interested in reducing environmental impact and food growing.
- 6.2 RUSS’s first development, in Church Grove, Ladywell, will provide 33 homes of a range of tenures, including affordable sale, shared equity, affordable rent, and social homes. The sale price will be linked to average earnings in the area and RUSS will retain a 20% stake in each property to ensure that they are affordable in perpetuity.
- 6.3 A mixture of people are moving into RUSS’s Church Grove development. This includes older people downsizing and wanting to be part of a community. RUSS said that the Church Grove project has been quite a complicated process, noting that it’s a community land trust, self-build, and cohousing. The development is also being run as a co-design process with the residents, which means that the project can take longer and become more expensive.

⁵ Homes for Lewisham: Lewisham Housing Strategy 2015-2020, March 2015, pp19-21

- 6.4 RUSS had a ballot to allocate their homes, but applicants had to demonstrate a link with Lewisham for two out of the last five years and not be able to afford market prices. The link with the area is very important to RUSS.
- 6.5 RUSS noted that one of the main benefits to the community of self-build is the opportunity to provide training as you do it. RUSS is intending to offer accredited training on site to develop people's skills. The other incentive with self-build is that people can get a discount on a one-bed property of up to £48K if they do the full amount of custom building.
- 6.6 In terms of what makes a CLT successful, RUSS said that building a broad membership in an affordable way has been important to them. They also stressed the importance of linking in with the local community and talking about the development. RUSS said that "once we describe what we're trying to do, it resonates with people, people can't afford homes in the area."

London Community Land Trust

- 7.1 The London CLT helps communities provide permanently affordable homes in their local neighbourhoods. In Lewisham they're partnering with Lewisham Citizens.
- 7.2 In 2013, Lewisham Citizens started a campaign to get CLT homes built in the borough and asked the London CLT to partner with them. In March 2016 the Lewisham Mayor & Cabinet agreed that Brasted Close in Sydenham would be the first site.
- 7.3 Since then, London CLT ran a community-led design process, led by Lewisham citizens. They held workshops on site, invited the local school and neighbours, and shortlisted architects, which the people then picked.
- 7.4 The project is on an infill garage site and is hoping to provide 10-12 homes, which will be *genuinely* affordable (linked to local median incomes). A one-bed property will be around £166-180K, a two-bed will be about £215-231K, and a three-bed around £264-282K – roughly half the market price.
- 7.5 The homes will also be permanently affordable. When residents come to sell they will have to sell it on according to local median incomes again. This continues for as long as the lease exists, often 125 to 250 years. The site is aiming to go to planning at the beginning of 2018.
- 7.6 The way homes will be allocated has not yet been decided. With the London CLT's Mile End development, applications were scored according to a criteria agreed with the local authority and people needed to have very strong connection to the local area. The London CLT would support a similar policy in Lewisham, with more input from the council if it is their land.

National Community Land Trust

- 8.1 The National Community Land Trust Network (NCLT) is a network of 225 Community Land Trusts (CLTs) across England and Wales. The organisation has been around for seven years and in that time the community land trust movement has built 800 homes around England and Wales, with around 4000 more in the pipeline.
- 8.2 According to the NCLT, community-led housing (such as CLTs) is where the community initiates and controls the housing-delivery process, as opposed to being consultees, and is ultimately the owners or stewards of those homes in the long term.
- 8.3 Members of the NCLT network have a range of allocation policies. Those that work with a housing association or the council, for example, will often take a proportion from the council list. Those in rural towns and villages will often require people to demonstrate a strong connection to that area.
- 8.4 The NCLT noted that there are a number of community-led housing projects already active in Lewisham, including well-established cooperatives, cohousing groups, and self-help housing projects.⁶
- 8.5 According to the NCLT, “it is increasingly clear that we can only deliver the homes we need if we utilise all the different delivery models that are available, including the public, private and third sectors. “The current model is clearly not delivering the quantity of homes we need, and it is vital that we think imaginatively about where else supply can come from, including self and custom-build, Community Land Trusts (CLTs) in order to create a more diverse and resilient housing sector”.⁷
- 8.6 In 2016/17 the NCLT was involved in a review of new models of housing supply by the All Party Parliamentary Group on housing and planning. Among other things, the review found that there are obvious benefits to the community-led housing approach in terms of delivering *genuinely* affordable housing; that the community-led approach tends to lead to higher quality housing; and that community-led housing tends to see higher levels of community engagement and support, which often leads to communities accepting higher density developments.

⁶ Self-help housing involved local people bringing empty properties back into use – usually properties that awaiting decisions about their future use or their redevelopment. For further information see: self-help-housing.org

⁷ RICS, *National Housing Taskforce* (webpage), Nov 2016

Brockley Tenants' Co-op

- 9.1 The Brockley Tenants' Co-op (BTC) owns 90 properties and manages 72 others for Hexagon Housing Association. BTC told the committee that they have a lot to offer in bringing people and communities together. Their mission statement is: "delivering safe, secure, decent and affordable homes for our members".
- 9.2 There's a lot of ownership involved in cooperative housing and members are made aware of their responsibility to look after their home. BTC keep their costs at minimum to keep rents reasonable. If they had to spend money on repairing damaged homes or dealing with anti-social behaviour (ASB) issues the rent would have to increase. There is currently very little ASB in their homes.
- 9.3 BTC said that the main advantages of their model is that they are not too big to show that they care and not too big to communicate effectively. They said they have the time to go and talk to people, evaluate their needs and try to help them – something which is often harder to deliver with larger organisations.
- 9.4 BTC would like to provide their services on a wider scale in Lewisham and would be interested in working in partnership with Lewisham Council, particularly with new housing developments. BTC are also currently in discussions with Lewisham Council about a more defined allocations policy with them.
- 9.5 From the wide range of evidence provided to the committee, by witnesses and officers, a number of key issues were discussed and a number of potential barriers and opportunities for community-led housing identified.

Land

- 10.1 From the evidence received, it is clear that one of the main barriers to building more homes for community-led groups is accessing land, particularly in London and cities, where it's a very competitive land market. There has been fast growth of CLTs in rural areas, where Rural Exception Sites provide groups with access to land, but there is no equivalent for London.
- 10.2 Witnesses noted that initiatives such as Lewisham's programme of looking at infill sites and the Greater London Authority (GLA) and Transport for London (TFL) small-sites programme are a good opportunity for public authorities to think about how to make more sites available for community-led approaches. Community groups accept that they will often have to settle for more difficult sites (such as those with access, contamination or flooding issues) as they are unable to compete with big developers.
- 10.3 The committee heard that in areas where local authorities work with local groups, asset transfers of local authority-owned land or buildings can be extremely successful. Witnesses said that one of the key actions that local authorities can take to help community-led groups access land is to identify

suitable sites in their area for community-led housing, and create a process for making these sites available to CLH groups at less than market value.

- 10.4 In written evidence, one witness, Locality, noted that DCLG Community Buildings Grants can provide feasibility and pre-feasibility funding of up to £9,000 to support the development of a neighbourhood plan.⁸ Locality noted that the development and adoption of a neighbourhood plan, identifying suitable sites for community-led housing, can significantly speed up the planning process. Some councils have been very proactive in encouraging the development of neighbourhood plans and developing a framework to bring forward sites for community-led housing.
- 10.5 Another key route into housing delivery for community group is the empty homes sector. This offers a lower cost option and enables groups to take on assets and make homes available more quickly than other approaches. It can also provide skills training in the process. For further information see: self-help-housing.org.

Working in partnership

- 11.1 Witnesses involved in community-led housing acknowledged that there are other models to new housing delivery that community organisations could explore, including those highlighted in the background paper, such as partnering, for example. The committee heard, for example, that there is a CLT in Bristol which has partnered with a housing association.⁹ This has provided the CLT with access to core staff, which can also often be a barrier to community-led groups. RUSS noted that they would be in favour of trying a range of different approaches, including partnering with private developers and housing associations.
- 11.2 The London CLT's first development, St Clements in East London, is a private development built by Linden Homes in partnership with the Greater London Authority (GLA) and Peabody. This will provide 252 new homes, 35% of which will be genuinely affordable homes, including 58 for social rent and 23 community land trust homes. There will be CLT homes in all the blocks – there will be no separation from other tenures. The London CLT said that the benefit of being involved in a private development is that it's less risky for community groups as they will not need to borrow money to finance the procurement risk, for example. The downside is that community group will not get the same self-build opportunities.
- 11.3 The NCLT noted that community-led projects do not always have to settle for awkward pieces of land, with a number of local authorities in the UK with bigger development sites now aiming to have a percentage of homes delivered by a community-led organisation. This is how the London CLT developed their homes in their scheme in Mile End. The NCLT also suggested that with councils around the UK introducing self-build and custom-build registers, and

⁸ Locality, [Neighbourhood Planning](#) (webpage), undated

⁹ <http://bristolclt.org.uk/blog/contact-us/>

allocating a percentage of homes in local plans to these approaches, that the same could be done with community-build approaches.

- 11.4 Brockley Tenants' Co-op (BTC) would like to provide their services on a wider scale in Lewisham and would be interested in working in partnership with Lewisham Council, particularly with new housing developments. BTC would like to see cooperative housing included in new developments alongside the other types of housing. They would also be happy to manage housing stock on behalf of Lewisham Council. BTC said that one of the advantages of managing properties for others is that it allows it to expand its services in the community. The more properties BTC manage for others, the more revenue they can put back into housing.

Start-up advice and support

- 12.1 Community-led housing groups also face difficulties accessing start-up advice and support. In some parts of the country there are well-established organisations that can support groups from the point of having an initial idea, through to getting on site. Until now this hasn't existed in London. However, the NCLT is now working with the GLA to set up a community-led housing hub for London, which would provide this type of support. The Hub will provide community housing groups, including CLTs, with technical support as well advice on accessing funding and land.¹⁰
- 12.2 A number of witnesses noted that lack of staff and capacity, particularly among new community groups, often acts as a barrier to community-led housing development. RUSS noted that they, as a group of volunteers, have at times struggled with not having paid staff. They said that having the funding to employ someone to help run the organisation would make a significant difference.
- 12.3 The committee heard that councils could also help improve the community-led process by aligning their relevant departments in a way that helps the process of providing land to community-led groups work as smoothly as possible. This includes ensuring that officers are working across key Departments (planning, housing, community/neighbourhoods, for example) to identify opportunities for community-led housing and make it easier for groups to come forward with community-led housing proposals. Locality noted that it is often very hard for community groups to identify a champion within the Council to help them. Councils could also help by reaching out to community groups to encourage them to think about community-led housing and by making data on housing needs easily available to facilitate feasibility work and funding proposals.

¹⁰ [Greater London Authority announces Community Housing Hub](#), NCLT, May 2017

Procurement processes

- 13.1 The NCLT told the committee that it is important that community groups, which usually start out with very little money, do not have to go through costly competitive procurement processes. Groups can often be put off schemes if they have to fundraise £100k to go through a procurement process. Competitive procurement processes are often only affordable to big developers, who may deliver much poorer quality.
- 13.2 The NCLT said that if community groups are able to acquire land without having to compete in the commercial land market, at a price that's going to enable genuinely affordable development, then community-led housing is able to deliver high-quality, affordable housing, with high levels of community support, while building assets and skills in the local community.

Long-term target

- 14.1 In terms of increasing scale for CLTs, London CLT suggested setting a long-term target for the number of community-led homes. They said that being able to show that there's a programme in place over a number of years would make securing investment much easier. It would also provide community-led organisations with stability and allow them to plan ahead and consider employing staff. A target could be supported by agreeing a template legal agreement with CLTs, producing an accessible list of appropriate sites, and delegating the programming to officers.

Grant availability

- 15.1 The committee heard that another barrier for community-led housing development is lack of capital grant for development. Locality stated that, 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. They said that this means that the availability of capital grants is of crucial importance to the growth of community-led housing.
- 15.2 Locality themselves manage six programmes of grants and support on behalf of the Department for Communities and Local Government. This includes two types of grants for Community-led Housing projects: Community-led Buildings Pre-feasibility Grant and the Community-led Buildings Project Support Grant. They do not cover the building stage of the project however.
- 15.3 Locality also manage the DCLG Community Buildings Grants, which can provide feasibility and pre-feasibility funding of up to £9,000 to support the development of a neighbourhood plan.
- 15.4 Locality noted that new support arrangements are being set up by many Councils on the back of the DLGG Community Housing Fund. However, it is not yet clear what this looks like across the country. In its first year, the Community Housing Fund allocated £60 million to 148 local authorities to support

community-led housing. Grants of £5,000 to £5,000,000 were paid to authorities that had the least affordable homes or the highest density of second homes. Lewisham received £38k. The fund is due to be re-launched in January 2018.¹¹

Joint ventures

- 16.1 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. Joint ventures can provide access to new land and development opportunities and allow councils to keep control of land and assets while sharing risk.
- 16.2 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.
- 16.3 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 – some partners may have better land-buying capability or an existing land bank, for example.
- 16.4 Lewisham Council has been working towards the creation of a joint venture to develop the Besson Street site in New Cross since 2016. Lewisham's approach is to create a 50/50 equal partnership between Lewisham Council and a private-sector partner. The council would invest its land into the joint venture and secure equal investment from its partner.
- 16.5 In December 2017, following a partner selection process, the property management company Grainger plc was appointed as preferred bidder. (Mayor and Cabinet).
- 16.6 The Besson Street development is expected to cost around £75m to build. Setting up a joint venture company allows the council to share the funding of the development and retain some control of the land. The council would also benefit from any increase in value following infrastructure or other investment in the area.
- 16.7 As a commercial company the joint venture will make an annual surplus, of which the council would receive 50% - estimated to be around £500k a year. This additional income stream can help the council with the financial and savings challenges it faces.

¹¹ [Community-led housing](#), Ministry of Housing, Communities & Local Government, 27 November 2017

- 16.8 The development itself will provide 232 new homes, all of which will be rented. 35% will be let at London “living rent” levels, which are set according to the local median income. There will also be GP surgery and office and commercial space.
- 16.9 As all of the development is rented, the development will be tenure-blind. There will be no “poor doors”, and no way of knowing whether one flat is let for living rent or market rent. Allocations are expected to work in a similar way to other affordable housing schemes, with priority being given to people who live or work in Lewisham.
- 16.10 The joint venture company will be the tenants’ landlord, not the council. This means that tenants will not have council tenancies or be social tenants and will therefore not be able to exercise a right to buy their home.
- 16.11 The Local Government Association (LGA) is supporting a number of councils which are considering direct delivery of housing. The drivers for many councils include: generating revenue to reinvest in other services, adding quality and affordable private rented sector housing, and addressing gaps in the market for key workers.
- 16.12 The LGA has funded options appraisals to help councils assess the local landscape and identify the best route to intervene. For a number of councils considering setting up housing companies, the LGA has recommended taking more time to consider the best route to direct delivery for that particular area. Joint ventures may be more suitable than housing companies for some areas.
- 16.13 Some councils do come across barriers to direct delivery. The key barriers councils often face are skills and capacity. There are also barriers around change of land use.

Monitoring and ongoing scrutiny

- 17.1 The recommendations from this review will be referred for consideration by the Mayor and Cabinet at their meeting on **XX March 2018** and their response reported back to the Committee within two months of the meeting, or at the earliest opportunity following the 2018 local elections. The Committee will also receive a progress update six months after this in order to monitor the implementation of the review’s recommendations.

Housing Select Committee			
Report Title	Mental Health and Housing Update	Item No	5
Contributors	Head of Strategic Housing		
Class	Part 1	Date	31 January 2018

1. Purpose of paper:

- 1.1. This report serves as an update to the work carried out in response to Housing Select Committee's In Depth Review of Mental Health and Housing in the borough.

2. Recommendations:

- 2.1. It is recommended that Housing Select Committee notes the work to date and approves officers to continue facilitating the working group as outlined in this report.

3. Policy Context:

- 3.1. The contents of this report are consistent with the Council's policy framework. It supports the achievements of the Sustainable Community Strategy policy objectives:
- Ambitious and achieving: where people are inspired and supported to fulfil their potential.
 - Empowered and responsible: where people can be actively involved in their local area and contribute to tolerant, caring and supportive local communities.
 - Healthy, active and enjoyable: where people can actively participate in maintaining and improving their health and well-being, supported by high quality health and care services, leisure, culture and recreational activities.
- 3.2. The proposed recommendations are also in line with the Council policy priorities:
- Decent homes for all: investment in social and affordable housing, improve housing conditions and tackle homelessness.

- Caring for adults and older people: working with health services to support older people and adults in need of care.
- Inspiring efficiency, effectiveness and equity: Ensuring efficiency, effectiveness and equity in the delivery of excellent services to meet the needs of the community.

3.3. It will also help meet the Council's Housing Strategy 2015-2020 in which the Council commits to the following key objectives:

- Helping residents at times of severe and urgent housing need
- Building the homes our residents need
- Greater security and quality for private renters
- Promoting health and wellbeing by improving our residents' homes

4. Background:

4.1. In 2016/17 Housing Select Committee carried out an in-depth review of housing and mental health. At its meeting on 7 March 2017, Housing Select Committee held discussions on the Housing and Mental Health Review Draft Report (final version contained in Appendix A) and agreed the recommendations therein.

4.2. Officers in the Strategic Housing Division were asked to provide a response to these recommendations, and this response took the form of a report which was submitted for the review of both Mayor and Cabinet and Housing Select Committee on 19 July and 6 September respectively.

4.3. At these meetings the response was noted and approved.

5. Update on work to date:

5.1. Following the review, officers convened a working group to approach the recommendations and improve partnership working.

5.2. This working group has met five times since its inception, the first meeting being delayed by the events of the summer which meant housing partners were required to focus elsewhere. Meetings have taken place on a monthly basis since 2 August and are due to continue throughout early 2018.

5.3. Membership of the working group is robust though attendance has proved variable. Approaches were made to partners across the voluntary and community sector, mental health, social care, commissioning and housing. There is representation from the following agencies and teams:

- Advice Lewisham
- Family Mosaic

- Housing Strategy and Programmes, LBL
- Lewisham and Bromley Mind
- Lewisham Homes
- London and Quadrant
- Mental Health Joint Commissioning
- Neighbourhood Coordinators, LBL
- Phoenix Community Housing
- Prevention, Inclusion and Public Health Commissioning, LBL
- Private Sector Housing Agency, LBL
- SCAIT, LBL
- Single Homeless Intervention and Prevention, LBL
- South London and Maudsley NHS Trust

5.4. Meetings are formatted for an hour and a half, with an agenda based on the Committee's recommendations and the decisions of the working group. A representative from Lewisham and Bromley Mind has been established to act as chair.

Initial meetings

5.5. At the initial meetings the main outcome was providers leaving with better knowledge of what else was being offered in Lewisham. It was notable that industry partners were not as aware of each other, or the variety of services on offer, as might have been expected. As such, a sharing and mapping process dominated the first few meetings to enable the group to understand the landscape in which they were operating. A copy of a document produced as part of this is contained in Appendix B.

5.6. The engagement of the partners in this way allowed the group to troubleshoot some typical case types and also attend to some specific cases. Where previously partners struggled to open lines of communication with each other, this group facilitated that interaction and early meetings saw active relationship building between key stakeholders.

Handbook

5.7. A recommendation arising from the Committee's review was that:

'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.'

5.8. The group considered protocols produced by other local authorities and concluded that a handbook would be more appropriate in order to focus on this lower level of mental ill health and establish a shared understanding of

service provision. It was also agreed that the handbook should not be dependent on any external infrastructure to avoid the shortcomings of similar documents, like the 2013 Hoarding Protocol.

- 5.9. The handbook will serve as a resource which is not reliant on external panels or boards, but rather exists as a common reference point at the interface of housing and mental health for providers who would work in these fields.
- 5.10. It is hoped to serve as part of the induction for any individuals joining this area of work. In essence, it is a common operating picture which should help to minimise variation in experiences and outcomes for residents, and improve the knowledge and partnership working of professionals.
- 5.11. A draft handbook has been produced, currently consisting of a skeleton framework, which is being populated by the group itself. An updated draft will be discussed at the next meeting of the working group.
- 5.12. The handbook covers an introduction to mental ill health and the borough, the role of housing providers, a guide to local mental health pathways and community services, information sharing processes, information on capacity and the Mental Health Act and a directory of partners who may be involved in a resident's care.

6. Next steps

- 6.1. The work of the group is due to conclude at the end of March.
- 6.2. Between now and then, the group seeks to complete and publish the handbook on the Council website. It will include by this time high-level multi-agency agreements to facilitate more partnership work going forward.
- 6.3. The work will also be shared with stakeholders at a borough event planned in February 2018 on mental health more broadly.
- 6.4. During the final meetings of the group, further discussion will be facilitated regarding the need in this area and any unfulfilled recommendations. The group will also establish methods for updating the handbook and ensuring responsibility is allocated for maintaining the integrity of the directory and guide to services.
- 6.5. The working group has proven fruitful for developing and fostering important links across service providers, and has highlighted areas where further work can develop. Officers will ensure they are linking into any other relevant work on mental health and housing going forward, making use of the connections the group has fostered.

6.6. Officers will report back to the Committee with a closure report updating on the remaining actions and any additional findings when the group disbands.

7. Financial implications

7.1. The purpose of this report is to update Members on the ongoing work being undertaken following on from the Committee's In Depth Review of Mental Health and Housing in the borough. As such, there are no specific financial implications arising from the report itself.

8. Legal implications

8.1. There are no specific legal implications associated with this report

9. Equalities implications

9.1. The working group is focussing on mental health, with a view to improving provision for those with low level mental ill health in the borough through a housing-related focus.

9.2. The products this group continue to work towards and the recommendations that come out of this work are being designed to have a positive impact and to reduce inequalities arising from mental ill health, specifically around housing.

9.3. The nature of the group itself improves knowledge, understanding and collaboration between partners, and this will have a positive impact on practices of local agencies, reducing inconsistency in resident experience and promoting good practice.

9.4. No other protected characteristics as laid out by the Equality Act 2010 are explicitly impacted by this work, other than disability, but an improvement for one characteristic is likely to lessen the marginalisation of those with intersectionality of protected characteristics or other inequalities.

9.5. The only apparent negative, not arising from this work but which this work has identified, is a gap in provision at present for those experiencing low levels of mental health need who do not meet the threshold for secondary care but who do have a current need which is not being met.

10. Background documents:

10.1. Please see relevant background documents in the table below:

Short title of document	Date
Housing and Mental Health	7/3/2017
Housing Select Committee Minutes	7/3/2017
Response to HSC's Housing and Mental Health Review	19/7/2017

M&C Response to HSC's Housing and Mental Health Review	6/9/2017
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10.2. Two appendices are included as below:

Appendix	Name
A	Housing Select Committee In-Depth Review: Housing and Mental Health
B	Partner Map

10.3. For further information please contact Natasha Valladares, Housing Strategy and Programmes National Management Trainee, on x46277.

Overview and Scrutiny

Housing and mental health

Housing Select Committee
March 2017



Membership of the Housing Select Committee in 2016/17:

Councillor Carl Handley (Chair)

Councillor Peter Bernards (Vice-Chair)

Councillor John Coughlin

Councillor Liz Johnston-Franklin

Councillor Maja Hilton

Councillor Simon Hooks

Councillor Olurotimi Ogunbadewa

Councillor John Paschoud

Councillor Joan Reid

Councillor Jonathan Slater



**Councillor
Carl Handley
(Chair)**



**Councillor
Peter Bernards
(Vice-Chair)**



**Councillor
John Coughlin**



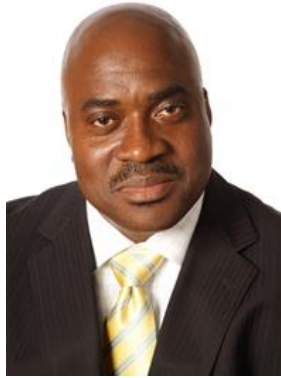
**Councillor
Liz Johnston-
Franklin**



**Councillor
Maja Hilton**



**Councillor
Simon Hooks**



**Councillor
Olurotimi
Ogunbadewa**



**Councillor
John Paschoud**



**Councillor
Joan Reid**



**Councillor
Jonathan Slater**

Housing and mental health

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Executive Summary

- 1.1 In recent years, as awareness of mental health has increased and public attitudes towards mental health have improved, mental health has continued to move up the policy agenda. Research has recognised the significant social and economic impact that poor mental health can have – some estimates putting the cost to the UK economy at over £100 billion a year.
- 1.2 There's now a broad consensus on the need for change, for a shift towards prevention and, in particular, for mental health issues to be given the same priority as physical health issues. But while there's been a push for the integration of health and care services, there are still a number of barriers to more joined-up working when it comes to housing and mental health.
- 1.3 Recent research into housing and mental health has made a number of findings. Some of the measures most often cited include joint-working agreements between local organisations and more mental health awareness training for frontline staff. To encourage closer working between local housing and mental health services, a number of local authorities in London have already established joint agreements on housing and mental health.

The current situation for social housing

- 1.4 Over the course of the review the Committee received evidence from range of local and national stakeholders, including some of the largest social housing providers in Lewisham. From this, a number of key themes emerged:

More people with mental health needs are being housed in general needs housing

- 1.5 Increasing numbers of vulnerable people – people with multiple and complex needs and mental health needs of various levels – are being housed in general needs housing in Lewisham. During a recent pilot in a nearby borough, for example, one provider, L&Q, found that around 50% of their residents in general needs housing had some form of vulnerability. While most housing providers were unable to provide reliable data, the large majority said that low-level or mild mental health needs, such as depression, anxiety and stress, were becoming increasingly common.

People with mental health problems often have a housing related problem too

- 1.6 The South London and Maudsley NHS Foundation Trust (SLAM), the acute mental health provider for Lewisham, said that the underlying problems for people with mental health issues are almost always related to housing and tenancy or money and debt. Mind Bromley & Lewisham said that 32% of people referred to their Community Support Service last year had a housing-related issue. One of the lead mental-health GPs in the borough also said that the threat of eviction and money problems hanging over people are frequent contributors to mental health problems.

How housing providers are responding

- 1.7 The Committee was also able to build a picture of how housing providers responding to tenants with mental health needs, including how they identify tenants with needs; what support they offer; and what training they provide staff. There were a number of key findings:

Most housing providers offer tenancy support and sustainment services

- 1.8 Most housing providers in Lewisham provide “tenancy sustainment” or “tenancy support” services. These often provide vulnerable tenants at risk of losing their tenancy with holistic support to help them stay in their home. The National Housing Federation cited Progress Housing Association in Preston as a particularly good example. Progress Futures, for example, is a free service that helps tenants access training, apprentices and employment support.
- 1.9 Lewisham Homes, despite noticing an increase in mental health issues among their tenants and finding it hard to find support for lower-level mental health problems, do not have a tenancy sustainment team in place.

Housing providers are trying to provide more targeted support and interventions

- 1.10 Family Mosaic, for example, are paying closer attention to the first year of a tenancy, looking at needs and vulnerabilities to provide more targeted interventions. Phoenix also said that they carry out a vulnerability assessment at the start of a tenancy, looking at physical and mental health and whether they have any support workers in place. Housing providers said that it’s generally in a provider’s interests to support a tenant to stay in their home. The alternative, the eviction process, is disruptive, stressful and expensive.

Most housing providers provide some form of mental health training for staff

- 1.11 Housing providers in Lewisham provide a range of mental health training on topics such as mental health pathways, signs and symptoms, and making referrals. Phoenix, for example, provide training on having “challenging conversations” to give staff the necessary skills to deal with a range of sensitive and challenging situations.
- 1.12 Mind said that housing staff need specific training on spotting when mental ill health may be the cause of the housing problem and what to do next – like mental health first aid. SLAM said that mental health training for housing officers – possibly involving their Recovery College – would be a great idea.

Ways of helping tenants to help themselves

- 1.13 Some providers, Family Mosaic for example, felt that many tenants with low-level mental health problems, like anxiety and depression, have problems with “personal motivation”. They said that housing providers need to find ways of “nudging” people into higher levels of motivation. Other providers, L&Q for example, are looking into the possibility of conditional tenancies so that they can say that a tenancy comes with the requirement to attend certain support programmes – employment coaching, for example.

Recommendations

Helping housing providers and local partners to work together

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.
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
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
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.

Including private landlords

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.

Providing tenancy support services

6. All housing providers should provide proactive and appropriate tenancy support services for people with mental health needs who may be struggling.
7. Housing providers should make help with budgeting and managing debt a key part of their tenancy support services.

Helping housing providers to identify needs

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.

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.
10. Housing providers should reassure tenants that sharing information about their mental health will not affect their tenancy.
11. Housing providers should consider setting up a confidential phonenumber that enables staff and residents to share information anonymously if they're concerned about a person's wellbeing.
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.
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.

Training for housing staff

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.
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.
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.
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.

Gathering more reliable data

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.

Progress review

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.

The purpose and structure of this review

- 2.1 At its meeting on 25 May 2016 the Housing Select Committee agreed to hold an in-depth review into housing and mental health, particularly how social housing tenants with low-level or mild mental health issues (such as anxiety and depression) are supported.
- 2.2 At its meeting on 6 July 2016, the Committee agreed the scope of the review.
- 2.3 It was agreed that the Committee would need to establish:
 - The rates of mental ill health among social housing tenants
 - The most common mental health issues among social housing tenants
 - How housing providers currently respond to and provide for tenants with mental health problems – specific processes, special training, joint-working arrangements
 - The contribution of the voluntary and community sector
 - Examples of good practice from local areas
- 2.4 The key questions the review looks to answer are:
 - What are the key services to someone living in social housing with mental health needs?
 - What are the barriers to closer working between relevant local bodies and organisations
 - What can be done to help local housing providers identify mental health problems and provide appropriate support at the earliest possible opportunity?
- 2.5 The timetable for the review was:
 - In October 2016 the Committee heard from representatives from the Council and local housing providers
 - In November 2016 the Committee heard from other local Councils – for example, Islington, Southwark, Richmond
 - In January the Committee heard from local organisations – for example, Mind, Carers Lewisham

Introduction

- 3.1 In recent years, as awareness of mental health has increased, and public attitudes towards mental health have improved, mental health has continued to move up the policy agenda across government. Research has also recognised the significant social and economic impact that poor mental health can have – with some estimates putting the cost to the UK economy at over £100 billion a year.¹
- 3.2 There is now a broad consensus across society on the need for change, for a shift towards prevention and, in particular, for mental health issues to be given the same priority as physical health issues. There's also been a wider push for the integration of health and care – encouraging services to work together more to provide better health outcomes.
- 3.3 While the integration of health and care is taking shape, there are still a number of barriers to more joined-up working when it comes to housing and mental health – particularly those around providing and sharing information.²
- 3.4 To develop closer working, some local areas have put in place joint-working and vulnerable-people protocols – allowing the relevant local bodies to agree and set out how they'll work together to deal with certain situations. As part of this, some local areas have also rolled out mental health awareness training to frontline staff – helping them to identify mental health problems and to provide more appropriate help and support.

National policy context

- 3.5 There have been a number of national policy developments in recent years – as public awareness and understanding of mental health issues has continued to grow.³
- 3.6 The previous government launched the mental health strategy for England, *No health without mental health*, in 2011 – setting out the government's plans to improve people's mental health and wellbeing and to improve services for those with mental health problems.⁴
- 3.7 The strategy noted the importance of housing and said that housing providers had a key role in improving mental health outcomes – both by providing settled accommodation and by providing the support services that people need to maintain their tenancies. The strategy suggested a number of ways that housing providers could support people at risk of mental ill health.⁵

¹ Mental Health Foundation, *Fundamental Facts About Mental Health*, 2015, p1

² See, for example, Shelter, *Good practice: briefing, A long way from home, Mental distress and long-term homelessness*, Dec 2008

³ For a comprehensive overview see: House of Commons Library, *Mental health policy in England*, 2016

⁴ Department of Health, *No health without mental health*, 2011

⁵ Department of Health, *No health without mental health: implementation framework*, 2011, p38

What housing organisations can do:

- **Link housing and health needs assessments.** Housing organisations can improve evidence of housing needs of people with mental health problems, and use this understanding to inform local needs assessments and commissioning plans. This includes reviewing how housing waiting lists take account of mental health needs, to ensure 'parity of esteem' with physical health.
- **Identify tenants with risk factors for mental ill health, and deliver appropriate prevention and early intervention services.** Services could include parenting or intensive family support, floating support to single tenants, and pre-tenancy and signposting services.
- **Work with NHS organisations to provide integrated support for people with mental health problems** improving outcomes, reducing overall costs and enabling people to access the services they need.
- **Ensure staff and contractors receive appropriate, evidence-based mental health awareness training.** Training is available from a variety of providers, and can be tailored to organisations' specific needs. Housing organisations can also offer information and training to landlords to improve their awareness of mental health issues, and support them to let accommodation to people living with mental health problems.
- **Ensure debt and rent arrears collection processes are sensitive to people with a range of needs.** This includes providing a range of ways for people to engage with the service, and offering reasonable adjustments for repayment.

3.8 Building on this, in 2014, the government published *Closing the gap: priorities for essential change in mental health*. This stated that parts of mental health care and support weren't changing fast enough, and set out 25 areas for immediate change – including providing more people with mental health problems with homes that support recovery. The report focused on supported housing, but recognised more widely the importance of settled accommodation that can support recovery from mental illness.⁶

3.9 Later in 2014, the government also published the *Mental health crisis care concordat*. This set out a joint agreement on how public services should work together to respond to people who are in a mental health crisis. It focused on the health, social care and criminal justice systems, but stated that it was also relevant to other partners, such as housing providers.⁷

3.10 Most recently, in February 2016, the independent Mental Health Taskforce, chaired by the Chief Executive of Mind, published the *Five Year Forward View for Mental Health* – setting out a series of recommendations for improving outcomes in mental health over the next ten years.

3.11 Among several other things, the wide-ranging report noted the importance of stable housing. It said that local housing providers, mental health services and local authorities, should work together and share joint plans and other information so that “*mainstream housing services can play a more active role in preventing mental health problems arising*”.⁸

⁶ Department of Health, *Closing the gap: priorities for essential change in mental health*, 2014, p28

⁷ Department of Health et al, *Mental health crisis care concordat*, 2014, p11

⁸ Mental Health Taskforce, *Five Year Forward View for Mental Health*, 2016, pp25-6

Lewisham policy context

3.12 One of the priority areas of Lewisham’s health and wellbeing strategy is improving mental health. The strategy notes that rates of both common mental illness, such as anxiety and depression, and severe mental illness, such as schizophrenia and bipolar disorders, are higher in Lewisham than the London and national average.⁹

Around three quarters of common mental illnesses, such as anxiety and depression, go undiagnosed.

Source: JSNA

3.13 As part of improving mental health, the health and wellbeing strategy notes, among other things, the importance of early identification – and says that “identifying risk factors and early presentation of mental health problems can prevent escalation and help recovery”.¹⁰

3.14 The Joint Strategic Needs Assessment (JSNA), underlying the strategy, also notes the mental health differences within Lewisham itself – with wards in the south of the borough having 25% to 40% higher needs than other, more affluent areas – and the significant social and economic impact that poor mental health can have.¹¹ The JSNA also states that mental health care that includes elements of support outside of health, such as debt counselling, employment support and housing support, can have a significant impact on mental health outcomes.

3.15 The JSNA points out that around half of referrals to mental health services come from agencies and organisations other than GPs – and that demand for mental health awareness training for frontline staff in non-health related organisations has been very high.

3.16 As well as the aims of the health and wellbeing strategy, a key part of Lewisham’s housing strategy is preventing homelessness – including among people with mental health needs. The strategy highlights the work of the Single Homeless Intervention and Prevention Service (SHIP) – which provides advice to residents facing homelessness – and states that simplifying the process of getting support is crucial to preventing homelessness among people with mental ill health and other needs.¹²

Rates of common mental illnesses:

- Lewisham: 19.8%
- London: 18.2%
- England: 16.6%

Source: JSNA

⁹ Lewisham Health and Wellbeing Board, [Achieving a healthier and happier future for all Health and wellbeing strategy](#), December 2013, p19

¹⁰ *ibid*

¹¹ Lewisham Strategic Partnership, [Lewisham’s Joint Strategic Needs Assessment \(JSNA\)](#)

¹² Lewisham Council, [Lewisham Housing Strategy 2015-2020](#), March 2015, pp17-8

Recent research into housing and mental health

- 3.17 Recent research into housing and mental health has made a number of observations and recommendations about the housing-related problems faced by people with mental health needs. Some of the measures most often talked about include establishing joint-working agreements between local organisations and providing more mental health awareness training for frontline staff.
- 3.18 A report on housing and mental health by the NHS confederation noted that mental health issues are often cited as a reason for tenancy breakdown – and that it is often housing problems that lead to a further deterioration of mental health.¹³ Research by Shelter also found that tenancy loss is a common issue for people with mental health needs – and that losing a tenancy can often exacerbate mental health problems.¹⁴ Shelter found that, without appropriate and timely support, mental health problems can contribute to a cycle of failed tenancies and long-term homelessness.¹⁵
- 3.19 The NHS Confederation also said, however, that housing providers can play an important role in supporting people to maintain their tenancies. They said that, by working in partnership, housing and mental health providers can provide better pathways and outcomes for tenants with mental health needs.¹⁶ The NHS Confederation recommended, among other things, that housing and mental health providers should use predictive analysis to identify those most at risk to provide targeted care and support. They also suggested that housing providers could play a key role in signposting more people to relevant early intervention services.¹⁷
- 3.20 Shelter also said that housing providers have a vital role in preventing people with mental health problems from losing their tenancies and that it's crucial that frontline workers are able to identify housing problems early on. They made a number of recommendations about what action housing providers could take (see text to the right):¹⁸
- 3.21 A report by the National Housing Federation also commented that there was huge potential for health and housing providers to work together – with considerable advantages to service users and the public purse.¹⁹ The report said that a number of housing providers were already working in partnership with local health organisations to offer psychological therapies and other early intervention services.²⁰

¹³ NHS Confederation, *Housing and mental health*, December 2011, p2

¹⁴ Shelter, *A long way from home Mental distress and long-term homelessness*, December 2008, p3

¹⁵ *ibid*, p5

¹⁶ NHS Confederation, *Housing and mental health*, December 2011, p1

¹⁷ *ibid*, p4

¹⁸ Shelter, *A long way from home Mental distress and long-term homelessness*, December 2008, p5

¹⁹ National Housing Federation, *Health and housing: worlds apart? Housing care and support solutions to health challenges*, 2010, p43

²⁰ *ibid*, p27

- 3.22 Recent research by the Chartered Institute of Housing (CIH) also found that the responsibilities of frontline housing staff are changing. It found that housing organisations are increasingly dealing with customers with multiple and complex needs – where a housing-only response is not enough – and that that supporting vulnerable tenants to sustain their tenancies is becoming increasingly important.²¹
- 3.23 The research recognised that there is a debate about what support can be provided by housing organisations, but noted that tenancy loss is expensive to housing providers and that providing support to maintain tenancies makes good business sense.²² The research found that many housing providers are making tenancy sustainment a top priority.²³
- 3.24 The CIH found that many housing providers are starting to pick-up issues like non-payment earlier on, so that conversations about the underlying causes can be started – and the relevant support provided – as soon as possible.²⁴
- 3.25 The CIH also found that frontline collaboration is becoming increasingly important to frontline staff – and that local partnerships and shared training are too becoming more important as cuts to local services take their toll.²⁵

What other local areas have set up

- 3.26 To achieve better outcomes for tenants with mental health problems, some local areas have tried to encourage closer working between local housing and mental health providers by establishing joint agreements about how tenants with mental health needs should be treated.

- 3.27 The Richmond upon Thames Mental Health and Housing Joint Working Protocol is a recent example.



Published in May 2016, this sets out an operational-level agreement on the working relationship and information sharing arrangements between mental health services, housing providers and the council.

- 3.28 The agreement notes that in many cases it is only when different agencies share information that a comprehensive picture of needs and risk can be built up – and sets out mechanisms for housing and mental health professionals to share appropriate and relevant information about their service users within a framework that protects privacy.²⁶ Richmond Council said that better communication and understanding between mental health services and housing provides greater efficiencies for the council and better and smoother services for tenants.

²¹ Chartered Institute of Housing et al, *New era, changing role for housing officers*, 2014, p13, 21

²² *ibid*, p14

²³ *ibid*, p33

²⁴ *ibid*, p33

²⁵ *ibid*, p34

²⁶ Richmond Council et al, *Mental Health and Housing Joint Working Protocol*, May 2016 , pp10-13

3.29 The focus of the agreement is cases where someone with mental health needs is the victim or perpetrator of anti-social behaviour – where there is a danger that without the right information the wrong action could be taken, possibly leading to the loss of a tenancy.²⁷

3.30 The agreement also states that all professionals in partner agencies can access training on mental health and housing – held three times per year – and that following training, staff are encouraged to shadow a professional from another organisation.

3.31 Another example is Southwark Council's protocol on housing and vulnerable tenants. This sets out steps to prevent vulnerable tenants, including those with mental health needs, from becoming homeless.²⁸ Like the research above, it also notes that it's more cost-effective to support vulnerable tenants to maintain their tenancies than to evict them – and goes on to set out guidance on pre-tenancy action and dealing with problems during the tenancy.



3.32 In terms of identifying and dealing with problems during the tenancy, the guidance states that where it is known that the tenant is vulnerable and a problem arises – for example, non-payment of rent or anti-social behaviour – that the housing provider should conduct a home visit and if necessary make an appropriate referral.

3.33 Where the tenant is not previously known to any other agencies, the guidance states that they should be referred to SUSTAIN – a specialist team set up specifically to prevent tenancy breakdown by providing advice, support and making the right referrals.

3.34 Islington Council also launched a housing and mental health joint working protocol in 2011.²⁹ Like those above, this was also developed to help provide the best possible outcome for services users by improving communication and information sharing between mental health and housing providers.

3.35 It sets out the working relationships between the local health services, housing providers and the council and the procedures for dealing with vulnerable clients – including sharing personal information, routes for communication, time frames and escalation processes.



ISLINGTON

3.36 Islington council said that previously issues like hoarding may have been reported and dealt with as an anti-social behaviour issue, but that now anti-social behaviour and tenancy management teams can share information and identify the right support for residents who might be experiencing mental health issues.

²⁷ *ibid*, p17

²⁸ Southwark Council, *Protocol with Housing - Vulnerable Tenants* [accessed June 2016]

²⁹ See, Islington Council, *Housing and Mental Health Joint Working Protocol (presentation)*, [undated]

The current situation for social housing

- 4.1 Over the course of the review the Committee received a wide range of evidence, in writing and in person, from a wide range of local and national stakeholders, including some of the largest social housing providers in Lewisham.
- 4.2 This helped the Committee to start to build an understanding of the mental health-related issues currently being experienced by social housing tenants and providers, included trying to establish the prevalence and types of mental illness and mental health-related issues.

- 4.3 From this, a number of key themes emerged:

More people with mental health needs are being housed in general needs housing

- 4.4 Most housing providers in Lewisham were unable to provide reliable data on the numbers of tenants in their properties with mental health needs.
- 4.5 They told the Committee, however, that they are aware that increasing numbers of vulnerable people – people with multiple and complex needs and mental health needs of various levels – are being housed in general needs housing in Lewisham.
- 4.6 During a recent pilot in a nearby borough, for example, one provider, L&Q, found that around 50% of their residents in general needs housing had some form of vulnerability.
- 4.7 Despite the lack of reliable data, the large majority of housing providers said, in their experience, that low-level or mild mental health needs, such as depression, anxiety and stress, were becoming increasingly common across the borough.
- 4.8 These are often needs that don't quite reach the levels for statutory intervention, but which are impacting on the resident's ability to maintain their tenancy and which housing providers are finding it difficult to access the right support for.
- 4.9 The Committee was told, as things stand, that mental health problems usually have to escalate to crisis point before any help or intervention is provided. Given the damaging impact this has on the individual, their neighbours, and the providers themselves, providers agreed that more prevention and early intervention is needed – as advocated in the mental health strategy for England.³⁰
- 4.10 The Committee notes that housing providers are coming across increasing numbers of vulnerable people, particularly those with low-level or mild mental

³⁰ HM Government, *No health without mental health*, February 2011

health problems, and expresses concern about housing providers' difficulties establishing reliable data on tenants with mental health problems.

- 4.11 We know from the Lewisham JSNA that the rates of common mental illness, such as anxiety and depression, are generally higher in Lewisham than the London and national average. And if housing providers are to fully understand the scale of the issue among their tenants and respond effectively they will need more accurate information.

Recommendation

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.

People with mental health problems often have a housing related problem as well

- 4.12 The South London and Maudsley NHS Foundation Trust (SLAM) explained to the Committee that while services like their Assessment and Liaison Service aim to help people recover within 12 weeks, it can often take much longer than this. They said the main reason for this is that there are often a number of other underlying problems or difficulties that people are facing that often can't be resolved within this time.
- 4.13 In SLAM's experience, these underlying problems are almost inevitably related to housing and tenancy or money and debt. If someone has a housing-related problem, SLAM will try to help them to maintain their tenancy, or find another, because if someone is having serious housing or money problems they are unlikely to make a successful recovery with just mental health treatment.

SLAM manage two main intake services in Lewisham: the [Increasing Access to Psychological Therapy \(IAPT\)](#) service and the [Assessment and Liaison](#) service based at Southbrook Road.

The Assessment and Liaison service helps people who may be approaching crisis point. It aims to stabilise people within 12 weeks, but it often takes much longer. 90% of referrals to the Assessment and Liaison service come from GPs.

The IAPT service has a very high recovery rate: 50% of the people that access it get better, and around 65% of those who use the service will see a clinically significant improvement.

- 4.14 Mind Bromley & Lewisham said that 32% of people referred to their Community Support Service last year had a housing-related issue – 25% of these lived in the private rented sector.

4.15 In Mind's experience, most housing issues relate to repairs or rent arrears. They said that living in poor conditions and not feeling like you can go to the landlord, which is often the case in private rented housing, often exacerbates anxiety, depression and other mental health issues.

4.16 To support people with low-level mental ill health living in the private rented sector, Mind will intervene and speak to the landlord on the person's behalf and try to come to an agreement. This may involve, for example, coming to a payment plan to avoid eviction or talking to the landlord about repairs that need to be done.

Mind's Community Support service in Lewisham helps people to stay out of secondary care by providing short-term interventions of around 12 weeks. However, underlying problems or difficulties, like poverty and chaotic home lives, can mean it takes longer. By intervening early on, the service is able to help people get back to the point where they can begin dealing with things themselves again, but without other support there is always a risk of them sliding back.

27% of referrals come from secondary level services, this includes 19% from the Assessment and Liaison service. 20% of referrals come from GPs. Only a handful come from housing providers.

85% of all referrals mention anxiety and depression.

4.17 One of the lead mental-health GPs in the borough mentioned that the threat of eviction and money problems hanging over people are frequent contributors to mental health problems.

4.18 The Committee noted that the percentage of people with mental health problems living in the private rented sector is only likely to increase as the sector increases as a whole, and expressed concern about the strain that this might put on mental health services in the community such as Mind.

Recommendation

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

How housing providers are responding

- 5.1 From the evidence taken the Committee was also able to build a picture of the way that housing providers are currently responding to tenants with mental health needs, including how they're identifying tenants with needs; what help and support they offer; and what training they're providing to their staff.
- 5.2 The Committee heard a number of example of good practice, from local and national stakeholders, but also a number of areas where more work could be done.
- 5.3 Some of the key findings included:

Most housing providers offer tenancy support and sustainment services

- 5.4 Most housing providers in Lewisham provide a range of support services for residents struggling with a variety of issues – from help with accessing benefits to getting involved in community activities.
- 5.5 Most provide “tenancy sustainment” or “tenancy support” services of some form. Tenancy sustainment services commonly provide vulnerable tenants at risk of losing their tenancy with holistic support to help them get back on track and stay in their home.
- 5.6 As part of their tenancy sustainment services, a number of providers offer help with budgeting, and some with managing debt. The support on offer is usually for a fixed amount of time, up to six months in some cases, after which the provider may in some cases resort to eviction proceedings.
- 5.7 Mental health specialists, such as Mind, and independent financial experts, such as the Financial Ombudsman, have long spoken about the link between mental ill health and money problems.³¹
- 5.8 The National Housing Federation mentioned that most housing associations across the country provide a range of interventions, including for mental health needs, to support people to live independently and healthily. This includes employment support, tenancy sustainment, and floating support.
- 5.9 The National Housing Federation cited Progress Housing Association in Preston as a particularly good example of housing supporting people with mental health needs. After seeing increasing numbers of people with mental health needs, Progress developed a number of support services, including financial advice (in partnership the local Citizens Advice Bureau and credit union) and pre-employment support services (in partnership with local employers). Progress Futures, for example, is a free service for Progress tenants that helps them access training, apprentices and employment support to improve their job prospects and achieve their goals.

³¹ See, for example, [money and mental health, Mind website \(accessed February 2017\)](#), [mental health and debt, Financial Ombudsman website \(accessed February 2017\)](#)

- 5.10 Despite noticing an increase in mental health issues among their tenants, and finding it hard to find support for lower-level mental health problems, Lewisham Homes do not have a tenancy sustainment team in place. They said they would like to, but do not have the resources. They said that they do recognise, however, that they need to re-engage with local partners so that they are able to better signpost people to the support that is available.
- 5.11 Over the course of the review, the Committee heard that housing providers (and other partners) in Lewisham often find that mental health issues are one of the main reasons why someone has been struggling with their tenancy. One provider, Hyde, has found that the overwhelming majority of people with rent arrears and other tenancy issues, and referred for money and debt advice, have an underlying mental health issue.

Recommendations

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

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

Housing providers are trying to provide more targeted support and interventions

- 5.12 Following the number of changes to welfare in recent years,³² and the increasing numbers of vulnerable people being housed in their properties, more housing providers are recognising that they have a responsibility to get to know their tenants and to play a role in their wellbeing.
- 5.13 Family Mosaic, for example, are now paying much closer attention to the first year of a tenancy and, as well as assessing the tenant's affordability, are also looking at their wider needs and vulnerabilities to try to provide more targeted interventions.
- 5.14 The earlier problems are picked up, the more likely – and sometimes more able – people are to engage with the support on offer.
- 5.15 The Committee was told how it's generally in a provider's interests to understand their tenants' needs and support them to stay in their home. The alternative, the eviction process, is disruptive, stressful and expensive.
- 5.16 To get a better understanding of their tenants' needs, one provider, Phoenix, explained how they carry out a vulnerability assessment at the start of a tenancy, which looks at the tenant's physical and mental health and whether

³² Major changes to the benefits system have come into force in the last few years, including the benefit cap, the bedroom tax and the roll out of universal credit

they have any support workers or social carers. (A copy of the form used for this is included in the appendices).

- 5.17 After this assessment, there are then at least three home visits during first year. One at six weeks to make sure the tenant's settled in, and again at three and eight months to make sure they're accessing the support services they need. Visits like these provide a valuable opportunity to pick up on any signs of possible mental ill health in the home.
- 5.18 Some providers have made understanding their residents' vulnerabilities part of their corporate objectives. For most providers, however, much of this work relies on finding further income. Providers stressed that the responsibilities of housing providers and other services like social care need to be carefully worked out in cases of low-level mental health.
- 5.19 As housing providers find themselves housing more and more vulnerable people likely to struggle with their tenancy, some are also looking into ways of categorising tenants according to needs so that they can provide more tailored interventions.
- 5.20 One provider, Family Mosaic, explained how they are categorising the ability of their resident to manage their tenancies on a scale of green, amber and red, and tailoring their interventions accordingly.
- 5.21 Residents in the green category would be those able to afford their tenancy and who need the least support, those in the amber category would be those who may need some support finding work or managing their money, for example, and those in the red category would be those that are a long way from a work and in need of the most support.
- 5.22 The Committee is pleased to hear that housing providers are beginning to play more of a role in their tenants' wellbeing. The Committee recognises the benefits for both tenants and housing providers of identifying problems early on, providing appropriate support and trying to maintain a tenancy – rather than going for eviction. A more proactive approach is also widely advocated by a number of other stakeholders, including the Chartered Institute for Housing, Shelter, NHS Confederation, and the Government.

Recommendations

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.

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.

Most housing providers provide some form of mental health training for staff

- 5.23 Housing providers provide their staff with a range of training on a range of issues, from hoarding to domestic violence. Most provided various levels of mental health training as well, on topics including mental health pathways, possible trigger points, signs and symptoms of mental illness, and making the right referrals.
- 5.24 Housing providers tend to focus much of their training on their frontline staff. More in-depth mental health training tends to be focused on those most likely to have to recognise and work with people with mental health issues, such as tenancy sustainment officers.
- 5.25 One provider, Phoenix, provides training on having “challenging conversations”, which is designed to give staff the necessary skills to deal with different sensitive and challenging situations.
- 5.26 As well as formal training, the Committee also heard how more experienced housing staff tend to be more familiar with local services and how this can help people get the right support earlier on.
- 5.27 Some providers, L&Q for example, have also invited local partners to speak at team meetings. Housing providers acknowledged, however, that knowledge of local services among their staff is something they could still get better at.
- 5.28 One local service provider, Mind, said that their experience of housing providers is that that they don’t understand mental health at all; that they don’t recognise mental health problems until there is a tenancy sustainment issue; and that they see anti-social behaviour as only that – they don’t see the underlying causes of the behaviour.
- 5.29 Mind said that housing providers don’t seem to have proper training or be willing to engage with services like theirs. They said that the general mental health training that housing staff commonly receive isn’t focused enough for what they need. They said housing staff need specific training on spotting when mental ill health may be the cause of the housing problem and what to do next – similar to mental health first aid.
- 5.30 Mind did mention that some individual housing officers are much better at engaging with them than others – often those who have worked with services like theirs before. But they complained that before people get to any sort of help or support they will usually have had letter after letter that they’re too scared to open, been threatened with eviction, and had people knocking on their door that they don’t know. Mind felt that people’s mental health problems were being aggravated by the systems they’re living within.

5.31 SLAM thought that mental health training for housing officers – possibly involving their *Recovery College* – would be a great idea.³³ They said that many housing officers don’t have a good understanding of what SLAM can and can’t do, believing that SLAM can cold-call whoever they want on the basis of a concern being raised. SLAM find that they often need to explain to partners that arranging contact with people, over the phone or face-to-face, needs to be done with consent.

5.32 After meeting with the head of housing at Southwark council, one member of the Committee spoke about how Southwark have found becoming a “Mindful Employer” a very helpful influence on their services – providing access to a number of good-practice guides covering a range of topics as well as online training modules for staff.

Mindful Employer is a voluntary NHS initiative, which aims to provide businesses and organisations with easier access to information and local support for staff that face stress, anxiety, depression or other mental health issues.

It invites organisations to sign up to its *Charter for Employers who are Positive About Mental Health*, which is a voluntary set of aspirations and quality standards – there are currently more than 1,500 signatories – and provides members with access to mental health awareness training.

The initiative has been recommended by the government and other national bodies.

5.33 The Committee is pleased to hear that most housing providers provide some level of mental health training – and hopes that all providers can build on this – but is concerned by what it heard from Mind about some housing providers.

5.34 The Committee is aware of the importance of frontline staff having the right training and knowledge if they are to be able to recognise and respond to low-level mental health problems. The Committee notes the suggestion from Mind that housing officers need more specific mental health training based on the situations they are most likely to come across. Evidence-based mental health awareness training is specifically recommended by a number of relevant stakeholders, including Shelter and the Government.

5.35 The Committee appreciates why housing providers tend to focus mental health training on frontline staff, particular given current financial pressures. The Committee was also pleased, however, to hear during the course of the review that one of the largest housing providers in the borough, Hyde, are considering extending mental health awareness training to their repairs teams, given the direct contact they have with tenants.

³³ SLAM’s [Recovery College](#) provides free course on recovering from mental ill health for people who use SLAM services, their carers, and SLAM staff

Recommendations

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.

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.

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.

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.

Ways of helping tenants to help themselves

- 5.36 In its first evidence session the Committee heard that some providers, Family Mosaic for example, felt that many tenants with low-level mental health problems, like anxiety and depression, or where they are out of work, also have problems with personal motivation (as they described it). They suggested that housing providers need to find way of using “nudging” people into higher levels of personal motivation.
- 5.37 Providers discussed research that shows how creating communities with more befriending and volunteering opportunities can help with personal motivation.
- 5.38 They also talked about a method of encouraging personal resilience and self-management which has been used in healthcare settings, the Patient Activation Measure, as something that could have some application to housing support services as well.

Nudge theory, or “behavioural insights”, is based on the idea that interventions are likely to be more effective if informed by an understanding of human behaviour.

The 2010 Cabinet Office report [Applying behavioural insight to health](#) looks at how, by understanding how people react and behave in different situations, policymakers can design policy to go with the grain of how people behave rather than against it, both improving outcomes and respecting people’s autonomy.

According to the [King's Fund](#) "patient activation" is about the knowledge, skills and confidence a person has in managing their own health and health care.

People with low levels of activation are less likely to play an active role in staying healthy. They are less good at seeking help when they need it and will often prefer not to think about it.

Highly activated patients, on the other hand, are more likely to adopt healthy behaviour and to have lower rates of hospitalisation. Tailoring services to patient activation levels can also maximise productivity and efficiency.

5.39 Some providers, L&Q for example, are looking into the possibility of conditional tenancies and whether, rather than just offering people support, they can say that a tenancy comes with the requirement to attend certain support programmes – employment coaching, for example.

5.40 It was acknowledged, however, that this is a potentially tricky approach and that it would need to be carefully thought through, flexible and evidence-based.

Shelter cited their work as part of the Manchester Advice Alliance. This comprises social housing providers, local Citizens Advice Bureaus, local CCGs, and GPs and involves GPs giving advice on prescription – rather than handing out leaflets or signposting. The individual is then able to take their prescription to advice agencies. People who have used this service have said that they value the ability to access independent agencies, and that they feel in control, listened to and understood.

e ndations

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.

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.

The problems that housing providers are facing

6.1 Through analysis of the evidence received and questioning of local and national stakeholders the Committee was also able identify some of the barriers potentially holding housing providers back from proving more effective support for tenants with mental health needs – as well as what can be done to help overcome these.

6.2 The key issues that emerged were:

Housing providers are having information-gathering difficulties

6.3 The Committee heard that most housing providers have experienced problems with either sharing or gathering information about the mental health needs of their tenants.

6.4 Housing providers said that sharing information about tenants' needs is often unnecessarily complex and difficult – with the law around data protection widely misunderstood and allowed to get in the way.

6.5 Housing providers are also finding that some tenants are uncomfortable with telling them that they have a mental health issue which makes getting that tenant's consent to make a referral, or share information about them with local partners, extremely difficult.

6.6 Most housing providers are struggling to gather reliable data on the numbers of people in their properties with mental health issues. They said that some tenants are reluctant to share information that they think will affect their tenancy and, given the nature of mental health, others may not even realise they have an illness or need help.

6.7 To overcome some of their information-sharing problems, one provider, Family Mosaic, has established a confidential helpline, which allows people to share information anonymously if they're concerned about a person's wellbeing.

6.8 The Committee was told how repairs teams, for example, often see things that others won't and how this helpline gives them an easy and anonymous way of reporting their concerns.

6.9 Other providers, Phoenix for example, spoke about how they rely on building open and trusting relationships with their tenants and good working relationships with their local partners to find out about their tenants' vulnerabilities.

6.10 The Committee expresses concern about the difficulties housing providers are having gathering and sharing information and notes how this can prevent people with low-level mental health needs getting the support that they need. Encouraging housing providers, mental health services and local authorities to work together and share information was a key point of the NHS's Five Year Forward View for Mental Health.

- 6.11 The Committee notes that there is also a need for better guidance on data protection, confidentiality and the information providers can share to help people, including when and how to ask for consent. The Committee notes that the Social Care Institute for Excellence has published online information-sharing guidance for frontline housing staff and contractors.³⁴

Recommendations

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

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

Housing providers and local partners are not working together

- 6.12 Over the course of the review, the Committee heard that housing providers and other local partners have experienced a number of problems working with each other and trying to work more closely.
- 6.13 One housing provider, Phoenix, spoke about the problems they've had with not hearing back from local partners after making referrals to them – social care, for example. They explained how they've previously made referrals, expecting someone from that organisation to make contact with the person, only to later find out that the case has been closed without any contact being made.
- 6.14 The Committee was told how much harder this makes it for housing providers to keep track of their tenants' wellbeing and make sure they're getting the support they need.
- 6.15 According to one of the largest housing providers in the borough, Hyde, frontline staff are finding it incredibly difficult to access professional support once they've picked up on someone's mental health problems. After being consulted, nearly all frontline staff at this provider said that they'd like to see better access to support for low-level mental health problems.
- 6.16 Several witnesses told the Committee that there is an overwhelming lack of cohesion between housing providers and other local partners, and that providing effective early support currently relies on individuals building good relationships with other individuals in other agencies. Given that these relationships and arrangements are liable to breaking down when these individuals move on, witnesses suggested that having one agreed way of

³⁴ SCIE, [Sharing information, joint working and communication: Guidance for frontline housing staff and contractors](#) (accessed February 2017)

working between local partners would help everyone to provide more consistent and effective support.

- 6.17 A number of providers noted that Lewisham used to have a hoarding protocol and panel in place, which had helped local partners coordinate their actions better, and suggested that it would be helpful if the protocol and panel could be refreshed.
- 6.18 Council officers assured providers that there is still an officer responsible for the hoarding protocol.
- 6.19 A member of the Committee also spoke about the hoarding and anti-social behaviour protocols and panels in place in Southwark, and how these have allowed people from different organisations to come together and address situations and people's needs holistically.
- 6.20 Shelter and the National Housing Federation both advocated a multi-agency, whole-system approach.
- 6.21 Shelter cited the example of their new Welcome Home Service in Birmingham. This is a partnership between Shelter and Birmingham Mind which involves specialists from Mind and Shelter embedded in clinical settings, helping people with mental health related issues. Mind helps with issues such as access to counselling and Shelter help with problems related to landlords, benefits and rent deposits.
- 6.22 The National Housing Federation cited the health and housing memorandum of understanding in Nottingham as a good example of health and housing working together.³⁵

The *Nottingham Memorandum of Understanding* is an agreement between local health, social care, housing and support colleagues who are committing to working in partnership to ensure that there is cross-sector identification and awareness of the needs of the local population. The Memorandum of Understanding provides the detail of how partners aim to fulfil the priorities set out in the local governing strategies for housing and health and wellbeing in Nottingham through early intervention and prevention activity.

- 6.23 Nearly everyone the Committee heard from over the course of the review expressed a strong interest in the idea of setting up a panel or workshop for housing providers to come together and share information, experiences, and best practice. Housing providers in particular recognised that they're all facing very similar challenges and that a panel or workshop would be a good way to build an evidence base about what works and come to a common approach, rather than trying to work it out individually.
- 6.24 Housing providers suggested that it might also be helpful to involve other local partners from across the mental health pathway. The Committee was told that

³⁵ [Memorandum of Understanding to Support Joint Action on Improving Health through the Home: Nottingham a Local Perspective](#), July 2016

the longer a problem goes on the more difficult it tends to be to intervene, and that perhaps coming to a clear agreement on ways of working between housing providers and local partners could help them to work together and sort things out earlier on.

- 6.25 Housing providers spoke about how there have been lots of changes to services in the borough recently and suggested that mapping what is now available would also help them to provide more appropriate and timely interventions. They reiterated to the Committee that it's often obvious to their frontline staff that something is wrong, but while they want to help, they don't always know where to go.
- 6.26 The South London and Maudsley NHS Foundation Trust (SLAM), the acute mental health provider in Lewisham, also suggested that a clear agreement on ways of working between all the relevant agencies in the borough, setting out in particular how people with low-level mental health issues should be helped, would be a really good idea.
- 6.27 SLAM weren't aware of anything like this in Lewisham and told the Committee that many people, including housing officers, misunderstand what SLAM can and can't do.
- 6.28 One local support agency said that some sort of local wellbeing panel or workshop, where providers could share ideas and establish relationships with other services in the borough (for them, the CCG in particular), would also help them to better support people with low-level mental ill health in the private rented sector.
- 6.29 While there was broad support for setting up an agreement, with an accompanying panel or workshop, housing providers said that there are questions that need to be addressed about who would be responsible for setting up and running things.
- 6.30 The Committee expresses considerable concern about the reported lack of cohesion among housing and mental health providers, and the reported gaps in knowledge among housing providers of what help there is for people with low-level mental health issues. The Committee believes that this is clearly preventing vulnerable tenants from accessing more effective and timely support.
- 6.31 Shelter, among others, have long-advocated the establishing of multi-agency protocols, with clear channels of communication, to help provide timely support, share information, and avoid tenancy loss.
- 6.32 The Committee strongly believes that investing in better coordination and early intervention for low-level mental health problems is more effective, and cheaper, in the long run.

Recommendations

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.

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

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

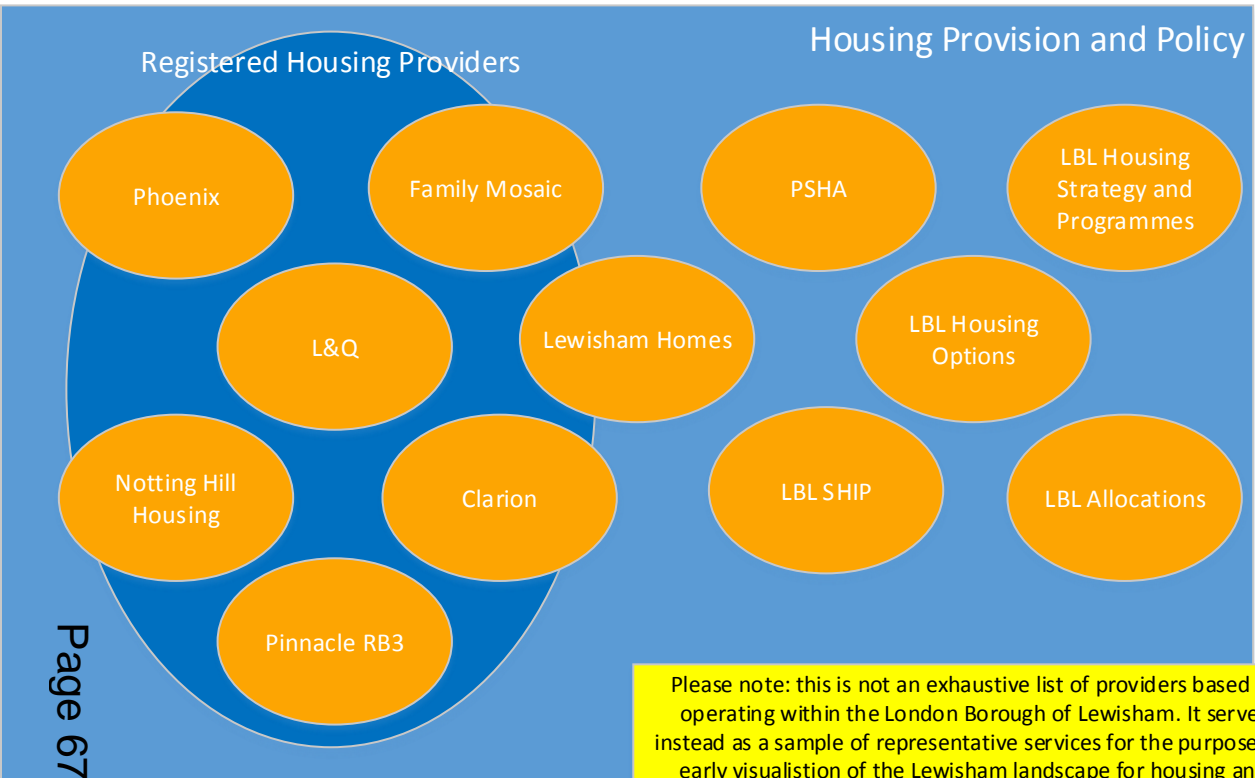
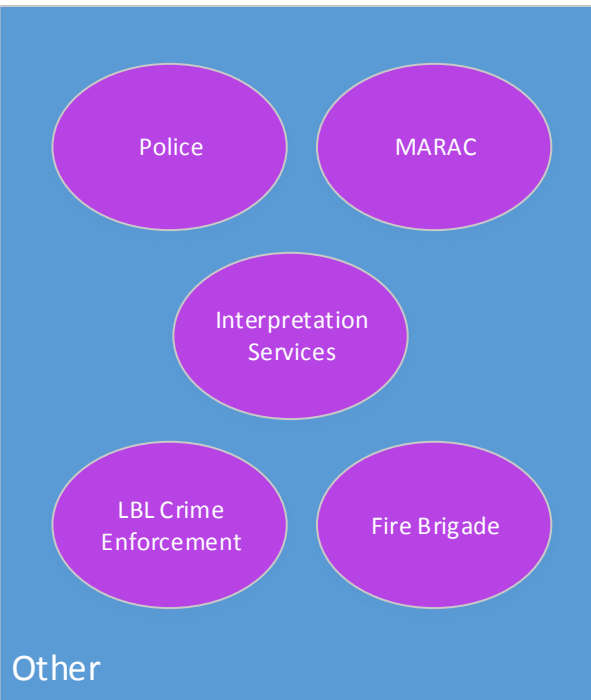
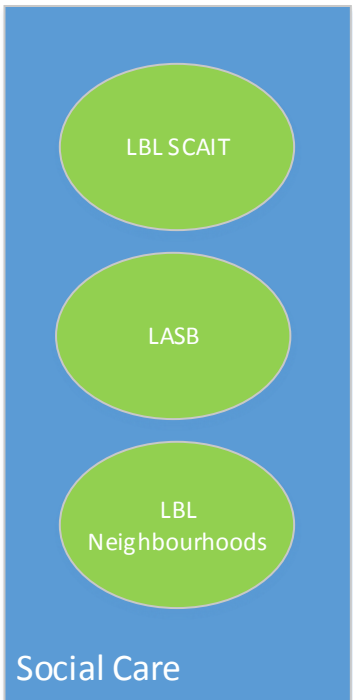
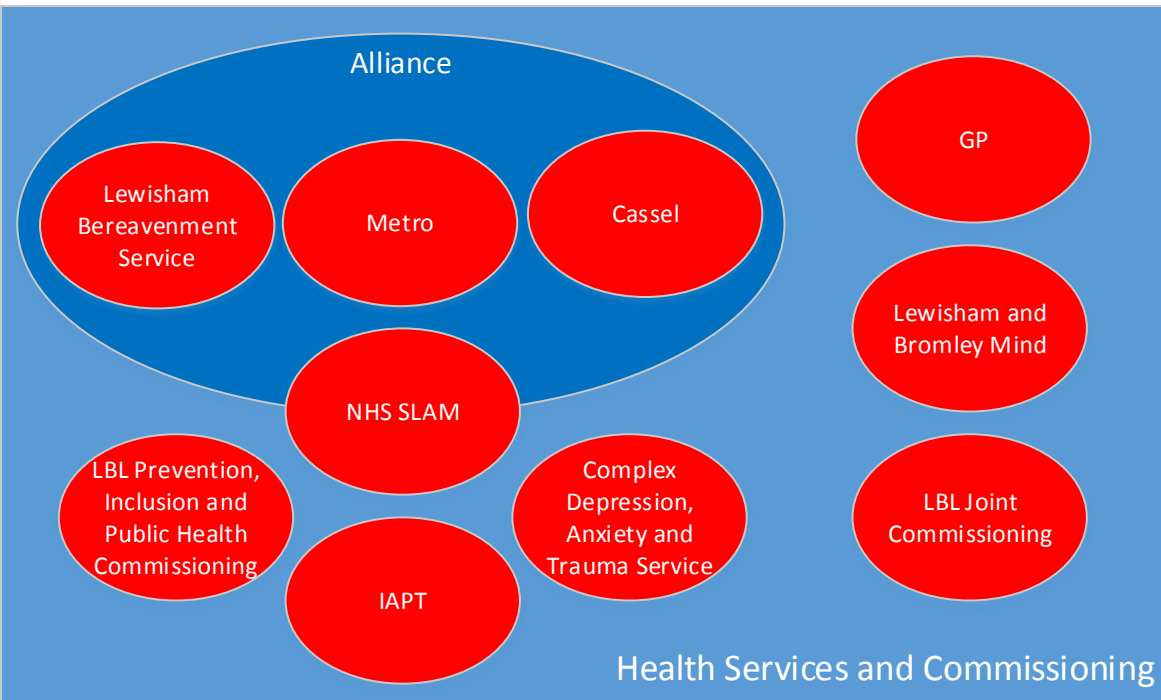
- Share their knowledge, experience and best practice
- Build an evidence base on the prevalence of mental health issues, including low-level mental health
- Develop a common approach to dealing with low-level mental health issues

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.

Monitoring and ongoing scrutiny

- 6.33 The recommendations from the review will be referred for consideration by the Mayor and Cabinet at their meeting on 22 March 2017 and their response reported back to the Committee within two months of the meeting. The Committee will also receive a progress update in six months in order to monitor the implementation of the review's recommendations.

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Please note: this is not an exhaustive list of providers based or operating within the London Borough of Lewisham. It serves instead as a sample of representative services for the purposes of early visualisation of the Lewisham landscape for housing and mental health.

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Housing Select Committee		
Report Title	Housing Revenue Account (HRA) – Rent Setting	
Contributors	Executive Director for Customer Services & Executive Director for Resources & Regeneration	
Class	Part 1	Date: 31 st January 2018

1 Purpose of the Report

To outline the forecast rent, service charge, garage and heating and hot water charge changes for Lewisham Council Dwellings in 2018/19, including resident feedback on the proposals.

2 Executive summary

- 2.1 Until this year, the Council’s rent setting process gave tenants the opportunity to provide comments and feedback on proposed rent changes and changes to service charges. The Government’s current rent policy, as announced in the July 2015 budget statement, is for a 1% reduction in rents each year for 4 years from April 2016, is now set in statute and the Council has no choice but to follow Government policy and the consultation process in respect of rents has been rendered redundant.
- 2.2 This is the third year in which the reduction will apply, and will result in an average decrease in rent for 2018/19 of 1.0% or £0.97 over a 52 week period. This will reduce the full year average dwelling rent for the London Borough of Lewisham HRA stock (as at April 2017) from £96.69 to £95.72pw. The proposed decrease will result in a loss of £0.708m of rental income to the HRA.
- 2.3 The potential average service and heating and hot water charge changes are contained in the Lewisham Homes and Brockley RB3 Service charge report 2018/19, which are included as Appendix 2 & 3 to this report. The proposal is for an increase of £0.18pw or 2.0% for the Lewisham Homes area, and an increase of £0.47pw or 4.9% for the Brockley RB3 area.
- 2.4 Although no direct efficiencies/savings are currently being considered for 2018/19, work continues to identify opportunities for cost reductions and efficiencies relating to the HRA business model. Where identified, these savings would be available to off-set future rental losses due to a constrained uplift to protect investment in stock or services.
- 2.5 Proposals have been received to increase the current levy for the Tenants’ Fund by £0.03pw, which will move the charge from £0.10pw to £0.13pw.
- 2.6 Garage rents are proposed to rise in line with RPI inflation @ September 2017 which is 3.9%. This represents an increase of £0.46pw and would raise the

average basic charge from £11.82pw to £12.28pw. The proposed increase will raise an additional £51k of revenue income.

3 Policy Context

- 3.1 The proposals in this report support the priorities of 'Shaping our Future' – Lewisham's Sustainable Community Strategy (2008 -20), specifically 'Clean, green and liveable - where people live in high quality housing and can care for and enjoy their environment' and supports the Council's corporate priority regarding 'Decent Homes for all'.

4 Proposal for rent increases

- 4.1 Due to the requirements to comply with Government legislation, rents are expected to reduce by 1% each year for a 4 year period starting April 2016.
- 4.2 A 1% reduction in average rents for dwelling stock 2018/19 will equate to an average decrease of £0.97 over a 52 week period. This will reduce the full year average dwelling rent for the London Borough of Lewisham from £96.69 to £95.72pw. The proposed decrease will result in a loss of £0.708m of rental income to the HRA against 2017/18 income levels.
- 4.3 Government are currently consulting on returning to the previous method of rent increase calculations once the rental contraction requirements have been completed. This was based on CPI + 1%. For the purpose of business and financial planning, it is assumed that this will be agreed and that rental charges will be increased in line with the prior Government guidance of CPI + 1%. Any variation to this could put additional pressure on the financial forecasts for the HRA.

5 Efficiencies & Savings Proposals for 2018/19

- 5.1 The HRA strategy and self-financing assessments are continually updated and developed with the view to ensuring resources are available to meet costs and investment needs and are funded for 2019/20 and future years.
- 5.2 Savings and efficiencies delivered against the HRA business model and future budgets can be re-invested to off-set constrained rent rises or to help bridge any investment gap identified. As a prudent measure the original financial model was developed with no savings identified. Subsequently, discussions have taken place regarding appropriate savings and 'target' management and maintenance costs per unit. For example, there is already an assumed reduction in the Lewisham Homes fee in 2018/19 to reflect stock losses through Right to Buy Sales.
- 5.3 An update of the HRA Strategy, proposed rent & service charge increases and comments from consultation with tenant representatives will be reported to Mayor & Cabinet as part of the HRA Rents and budget strategy report. Mayor & Cabinet will make the final budget decisions in the new year.

6 Service Charges & Garage Rents

- 6.1 The agreed policy on Service Charges are that charges should reflect full cost recovery for the type of service undertaken. Heating and hot water costs are also recovered by a charge to tenants and leaseholders. The overall tenant and leaseholder increase being proposed is £0.18pw or 2.0% for the Lewisham Homes managed area, and £0.47pw or 4.9% for the Brockley RB3 manages area.
- 6.2 Lewisham Homes and Regenter B3 provided separate consultation reports to their respective panels giving further details of the increase to be applied for 2018/19. These reports are included as Appendix 2 & 3 to this report.
- 6.3 Tenants were are asked to provide any comments and feedback on service charges and garage rent proposals for inclusion in the Mayor & Cabinet budget report to be presented in February 2018. Tenants feedback and comments are included as Appendix 1 to this report.

Garage Rents

- 6.3 Garage rents are proposed to rise in line with RPI inflation @ September 2017 which is 3.9%. This represents an increase of £0.46pw and would raise the average charge from £11.82pw to £12.28pw. The proposed increase would raise an additional £51k of revenue income.
- 6.4 The authority will be commissioning a review into rental values across the garage stock, with a view to reporting to Mayor & Cabinet sometime in the next year recommending rental values to take forward in the longer term. Any changes are likely to be consulted on and implemented for financial year 2019/20 onwards.

7 Tenants' Levy

- 7.1 As part of the budget and rent setting proposals for 2005/6 an allowance was 'unpooled' from rent as a tenants service charge in respect of the Lewisham Tenants' Fund. The current levy is £0.10pw.
- 7.2 Proposals have been put forward by the tenants fund committee to vary this levy for 2018/19 by £0.03pw which will raise the charge from £0.10pw to £0.13pw.
- 7.3 The tenants' fund has provided the panels with a consultation report regarding the accounts of the fund and budget proposals for 2016/17.

8 Consultation

- 8.1 Consultation under tenants' compact

Consultation on service charge and garage rent proposals will continue to take place in line with the tenants' compact arrangements. Since these arrangements provide an opportunity to engage tenants in a discussion on rent rises, it is proposed to continue to involve tenant representatives through the Housing Panels in January and feedback any views to Mayor & Cabinet.

8.2 Mayor & Cabinet

Mayor & Cabinet will consider the proposed increases and feedback from tenants and Housing Select Committee as part of the overall council budget setting report to be presented on 7th February 2018.

9 **Conclusion**

- 9.1 Following the Government's decision to legislate on the rent reduction, the Council has no alternative but to reduce rents in line with that policy. Service charges are set at a level to recover the full cost of the services included.
- 9.2 The Council's budget setting timetable enables tenants comments to be included in the budget report being presented to Mayor and Cabinet on 7th February 2018.

If you require any more information about this report please contact Tony Riordan on 0208 314 6854 (email tony.riordan@lewisham.gov.uk)

Tenants' rent consultation 2018/19**Appendix 1**

The Tenants' rent consultation meetings took place on 12th December 2017 with Regenter B3 (Brockley) managed tenants and 14th December 2017 with Lewisham Homes managed tenants.

Views of representatives on rent and service charge changes & savings proposals.

	Lewisham Homes	Brockley PFI
No of representatives (excl Cllrs)	15+	9
Rent Reduction @ 1%	No comments	No comments
Savings Proposals:-		
No Savings proposed	n/a	n/a
Service Charges inc:		
Heating & Hot Water Charges	See Below	No comments
Garage Rents	No comments	See Below
Tenants Fund	No comments	No comments

Summary of comments made by representatives

Lewisham Homes Panel

Rent reduction:

Agreed with no comments

Tenants Service Charges & Heating & Hot water Charge:

Main questions related to the proposal to enhance the grounds maintenance service which was supported but was it enough to provide an enhancement to the estates.

Lewisham Homes responded by informing residents that the increase will provide resources to pay for a new team and undertake tenant's suggestions for more/new painting on estates.

There was also a discussion on the improvements needed to pavements and walkways and the installation of Thames Water smart meters.

These will be taken forward by Lewisham Homes and responses provided at the next panel meeting.

Garage Charges:

No comments

Tenants Fund:

Agreed with no comments

Savings Proposals:

n/a

Brockley PFI Area	<p>Rent reduction:</p> <p>Agreed with no comments</p> <p>Tenants and Leaseholders Service Charges:</p> <p>Agreed with no comments</p> <p>Garage Charges:</p> <p>Increase seems high, especially as there is no parking enforcement on estates and cars are frequently parking in front of resident garages blocking them in. There was also a query regarding repairs and the process for reporting work requests.</p> <p>Tenants Fund:</p> <p>Agreed with no comments</p>
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APPENDIX 2: Leasehold and Tenants Charges Consultation 2018/19

Committee	Brockley Residents Panel	Item No	
Report Title	Leasehold and Tenant Charges Consultation		
Contributor	Regenter Brockley Operations Manager		
Class	Decision	Date	12th December 2017

1 Summary

- 1.1 The report sets out proposals to increase service charges to ensure full cost recovery in line with Lewisham Council's budget strategy.
- 1.2 The report requests Brockley Residents Panel members to consider the proposals to increase service charges based on an uplift of 4.90% for 2018/19 on specific elements. This is based on full cost recovery in line with previous years' proposals.

2 Policy Context

- 2.1 The policy context for leasehold and tenant service charges is a mixture of statutory and Council Policy.
- 2.2 The Council's Housing Revenue Account is a ringfenced revenue account. The account is required to contain only those charges directly related to the management of the Council's Housing stock. This requires that leaseholder charges reflect the true cost of maintaining their properties where the provision of their lease allows. This prevents the situation occurring where tenants are subsidising the cost of leaseholders who have purchased their properties.

3. Recommendations

- 3.1 The Brockley Residents Panel is requested to consider and comment on the proposals contained in this report and the feedback from the residents will be presented to Mayor and Cabinet as part of the wider rent setting report.

4. Purpose

- 4.1 The purpose of the report is to:
 - outline the proposals for increases in service charges in line with the contract arrangements for leaseholders and tenants to recover costs incurred for providing these services

5. Housing Revenue Account Charges

- 5.1 There are a number of charges made to residents which are not covered through rents. These charges are principally:
- Leasehold Service Charges
 - Tenant Service Charges
- 5.2 A service charge levy is applied to Tenants for caretaking, grounds maintenance, communal lighting, bulk waste collection and window cleaning. Tenants also pay a Tenants Fund Levy which is passed onto the Tenants Fund as a grant.
- 5.3 The key principles that should be considered when setting service charges are that:
- The charge should be fair and be no more or less than the cost of providing the service
 - The charge can be easily explained
 - The charge represents value for money
 - The charging basis allocates costs fairly amongst those receiving the service
 - The charge to all residents living in a block will be the same
- 5.4 The principle of full cost recovery ensures that residents pay for services consumed and minimises any pressures in the Housing Revenue Account in providing these services. This is in line with the current budget strategy.
- 5.5 In the current economic environment it must however be recognised that for some residents this may represent a significant financial strain. Those in receipt of housing benefit will receive housing benefit on increased service charges. Approximately 50% of council tenants are in receipt of housing benefit.

6. Analysis of full cost recovery

- 6.1 The following section provides analysis on the impact on individuals of increasing charges to the level required to ensure full cost recovery. The tables indicate the overall level of increases.

6.2 Leasehold service charges

The basis of the leasehold management charge has been reviewed and externally audited this summer to reflect the actual cost of the service. In line with best practice in the sector this is now a fixed cost rather than a variable cost. The management charge is £53.00 for street properties and £145.30 for blocks.

- 6.2.1 The uplift in leaseholder charges should reflect full cost recovery for the type of service undertaken. It is proposed that any uplift is applied at 4.90% [RPI (September 2017) +1.00%].

6.2.2 The following table sets out the average weekly increase for the current services provided by Regenter Brockley:

Service	Leasehold No.	Current Weekly Charge	Weekly Increase	New Weekly Amount	Increase (%)
Caretaking	393	£4.80	£0.24	£5.04	4.90%
Grounds Maintenance	393	£2.50	£0.12	£2.62	4.90%
Lighting	393	£1.15	£0.06	£1.21	4.90%
Bulk Waste	393	£0.46	£0.02	£0.48	4.90%
Window Cleaning	221	£0.15	£0.01	£0.16	4.90%
Resident Involvement	557	£0.23	£0.01	£0.24	4.90%
Customer Services	557	£0.36	£0.02	£0.38	4.90%
Ground Rent	557	£0.20	£0.01	£0.21	4.90%
General Repairs	557	£1.73	£0.08	£1.81	4.90%
Technical Repairs	400	£0.34	£0.02	£0.36	4.90%
Entry Phone	139	£0.05	£0.00	£0.05	4.90%
Lift	235	£0.31	£0.01	£0.32	4.90%
Management Fee	557	£1.70	£0.08	£1.78	4.90%
Total		£13.98	£0.69	£14.67	4.90%

6.3 Tenant service charges

6.3.1 Tenant service charges were separated out from rent (unpooled) in 2003/04, and have been increased by inflation since then. RB3 took over the provision of the caretaking and grounds maintenance services in 2007/08. Both tenants and leaseholders pay caretaking, grounds maintenance, communal lighting, bulk waste collection and window cleaning service charges.

6.3.2 In addition, tenants pay a contribution of £0.10pw to the Lewisham Tenants Fund. At present there are no plans to increase the Tenants Fund charges.

6.3.3 In order to ensure full cost recovery, tenant's service charges for caretaking, grounds maintenance and other services should be increased in line with the percentage increase applied to leaseholder service charges. Overall, charges are suggested to be increased by an average of £0.43 pw which would move the current average weekly charge from £8.72 to £9.15.

6.3.4 The effect of increases in tenant service charges to a level that covers the full cost of providing the service is set out in the table below.

Service	Current Weekly Charge	Weekly Increase	New Weekly Amount	Increase (%)
Caretaking	£4.80	£0.24	£5.04	4.90%
Grounds Maintenance	£2.50	£0.12	£2.62	4.90%
Communal Lighting	£1.15	£0.06	£1.21	4.90%
Bulk Waste	£0.46	£0.02	£0.48	4.90%
Window Cleaning	£0.15	£0.01	£0.16	4.90%
Tenants fund	£0.10	£0.00	£0.10	
Total	£9.16	£0.47	£9.63	

6.3.5 The RB3 Board is asked for their views on these charges from April 2018 to March 2019. Results of the consultation will be presented to Mayor and Cabinet for approval in Spring 2018.

7. Financial implications

The main financial implications are set out in the body of the report.

8. Legal implications

8.1. Section 24 of the Housing Act 1985 provides that a local housing authority may make such reasonable charges as they determine for the tenancy or occupation of their houses. The Authority must review rents from time to time and make such changes as circumstances require. Within this discretion there is no one lawful option and any reasonable option may be looked at. The consequences of each option must be explained fully so that Members understand the implications of their decisions.

8.2 Section 76 of the Local Government and Housing Act 1989 provides that local housing authorities are under a duty to prevent a debit balance in the HRA. Rents must therefore be set to avoid such a debit.

8.3 Section 103 of the Housing Act 1985 sets out the terms under which secure tenancies may be varied. This requires: -

- the Council to serve a Notice of Variation at least 4 weeks before the effective date;
- the provision of sufficient information to explain the variation;
- an opportunity for the tenant to serve a Notice to Quit terminating their tenancy.

- 8.4 The timetable for the consideration of the 2017/18 rent levels provides an adequate period to ensure that legislative requirements are met.
- 8.5 Part III of Schedule 4 of the Local Government and Housing Act 1989 provides that where benefits or amenities arising out of the exercise of a Housing Authority's functions, are provided for persons housed by the authority, but are shared by the community as a whole, the authority shall make such contribution to their HRA from their other revenue accounts to properly reflect the community's share of the benefits or amenities.
- 8.6 Where as an outcome of the rent setting process, there are to be significant changes in housing management practice or policy, further consultation may be required with the tenants affected in accordance with section 105 of the Housing Act 1985.

9. Crime and disorder implications

There are no specific crime and disorder implications in respect of this report paragraph.

10. Equalities implications

The general principle of ensuring that residents pay the same charge for the same service is promoting the principle that services are provided to residents in a fair and equal manner.

11. Environmental implications

There are no specific environmental implications in respect of this report.

12. Conclusion

- 12.1 Revising the level of charges ensures that the charges are fair and residents are paying for the services they use.
- 12.2 The additional resources generated will relieve some of the current pressures within Housing Revenue Account and will contribute to the funding of the PFI contract which is contained within the authorities Housing Revenue Account.

If you require any further information on this report please contact

Louise Vallance
Contract Manager
or
Sandra Simpson
Project Manager

Brockley.customerservice@pinnaclepsg.co.uk

or 0207 635 1200.

APPENDIX 3: Leasehold and Tenants Charges and Lewisham Homes Budget Strategy 2018/19

www.lewishamhomes.org.uk



Service Charge Consultation 2018/19

Delivering great housing services for thriving neighbourhoods



www.lewishamhomes.org.uk



Introduction

- Inform tenants of changes to rents
- Explain changes to service charges
- Consult residents on service charge changes

Delivering great housing services for thriving neighbourhoods





Lewisham Homes aims to

- Deliver services that are value for money
- Deliver services that are affordable to residents
- Improve services whilst limiting cost increases to inflation or below

Delivering great housing services for thriving neighbourhoods



Changes to rents

- The Government has directed that rents reduce by 1% in social housing for the next 2 years
- The Council has reduced rents to match this policy

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Changes to rents

Bed size	Average of Rent - 2017/18	Average of Rent - 2018/19	£ Change
Bedsit	£73.28	£72.54	-£0.74
1	£85.21	£84.35	-£0.86
2	£95.46	£94.50	-£0.96
3	£111.87	£110.75	-£1.12
4	£125.05	£123.80	-£1.25
5	£143.49	£142.06	-£1.43
6	£149.01	£147.52	-£1.49
7	£154.42	£152.88	-£1.54
Average Total	£96.53	£95.56	-£0.97

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Changes to garage rents

- Garage rents are proposed to rise by 3.9% (RPI)
- This is an increase of £0.46pw
- Rents would rise from £11.82pw to £12.28pw
- The increase will raise an additional £51k
- The additional income will be used to maintain garages

Delivering great housing services for thriving neighbourhoods





Service Charges

- Sets out proposed service charge levels for 2018/19
- Shows changes from 2017/18

Delivering great housing services for thriving neighbourhoods



2017/18 compared to 2018/19 - i

Leaseholders and Tenants	2017/18	2018/19	Change
Caretaking (L&T)	£5.93	£5.81	-£0.12
Ground Maintenance (L&T)	£1.66	£1.93	£0.27
Repairs and Maintenance - Building (L)	£2.32	£2.32	£0.00
Repairs and Maintenance Technical (L)	£1.00	£1.00	£0.00
Lifts (L)	£2.77	£2.77	£0.00
Entry Phone (L)	£0.76	£0.76	£0.00
Block Pest Control (L&T)	£1.60	£1.63	£0.03
Ground Rent (L)	£0.19	£0.19	£0.00
Sweeping (L)	£0.88	£1.00	£0.12
Management (L)	£2.36	£2.48	£0.12
Window Cleaning (L&T)	£0.06	£0.09	£0.03
Bulky House Hold Waste Collection (L&T)	£0.47	£0.48	£0.01
Bulk Waste Disposal (L&T)	£0.79	£0.81	£0.02
Insurance (L)	£1.16	£0.94	-£0.22
Communal Lighting (L&T)	£1.13	£1.14	£0.01
Communal Heating and Hot Water (L&T)	£9.89	£9.89	£0.00

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Estate Services

- Caretaking, Grounds Maintenance, Bulk Collection, Sweeping
- Charged to tenants and leaseholders
- There are some cost variations due to a restructure of the service
- It is proposed to invest £180,000 in grounds maintenance which is included in the previous table

Delivering great housing services for thriving neighbourhoods



Repairs and Maintenance

- Only charged separately to leaseholders
- Charges maintained at last year's levels
- Leaseholders will receive an actual cost adjustment following the year end

Delivering great housing services for thriving neighbourhoods





Management

- The estimated management charges have been based on 2016/17 actual costs, and increased by 2% to reflect two 1% pay awards.

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Insurance

- There has been a reduction in insurance costs charged to the HRA and these are being passed on to leaseholders.

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Energy

- Charged to tenants and leaseholders in blocks where there is a communal supply
- Charges are maintained at last year's levels
- The Council has entered into new energy contracts
- Charges will be reviewed after the first year of these contracts



Overall Impact

- RPI is at 3.9%
- Tenant charges (rent and service charge) move from £105.60 pw in 2017/18 to £104.81 in 2018/19, a reduction of £0.79 pw (-1%)
- Leaseholder charges move from £14.43 pw to £14.69 pw, an increase of £0.26 pw (+1.8%)



Your input

- Comments on the proposed charges
- Comments on the increased investment in grounds maintenance
- We will feedback your comments to the Council

Delivering great housing services for thriving neighbourhoods



Housing Select Committee			
Title	Select Committee work programme		
Contributor	Scrutiny Manager	Item	9
Class	Part 1 (open)	31 January 2018	

1. Purpose

To advise Members of the proposed work programme for the municipal year 2017-18 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 14 March 2018:

Agenda item	Review type	Link to Corporate Priority	Priority
Housing zones update	Standard item	Decent homes for all	Medium
Lewisham Central opportunity site	Standard item	Decent homes for all	Medium
Private Sector Housing Assistance Policy	Standard item	Decent homes for all	High
Annual lettings plan	Standard item	Decent homes for all	High

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

6. Financial Implications

There are no financial implications arising from this report.

7. Legal Implications

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

8. Equalities Implications

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

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

- eliminate unlawful discrimination, harassment and victimisation and other conduct prohibited by the Act

- advance equality of opportunity between people who share a protected characteristic and those who do not.
- foster good relations between people who share a protected characteristic and those who do not.

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

9. Date of next meeting

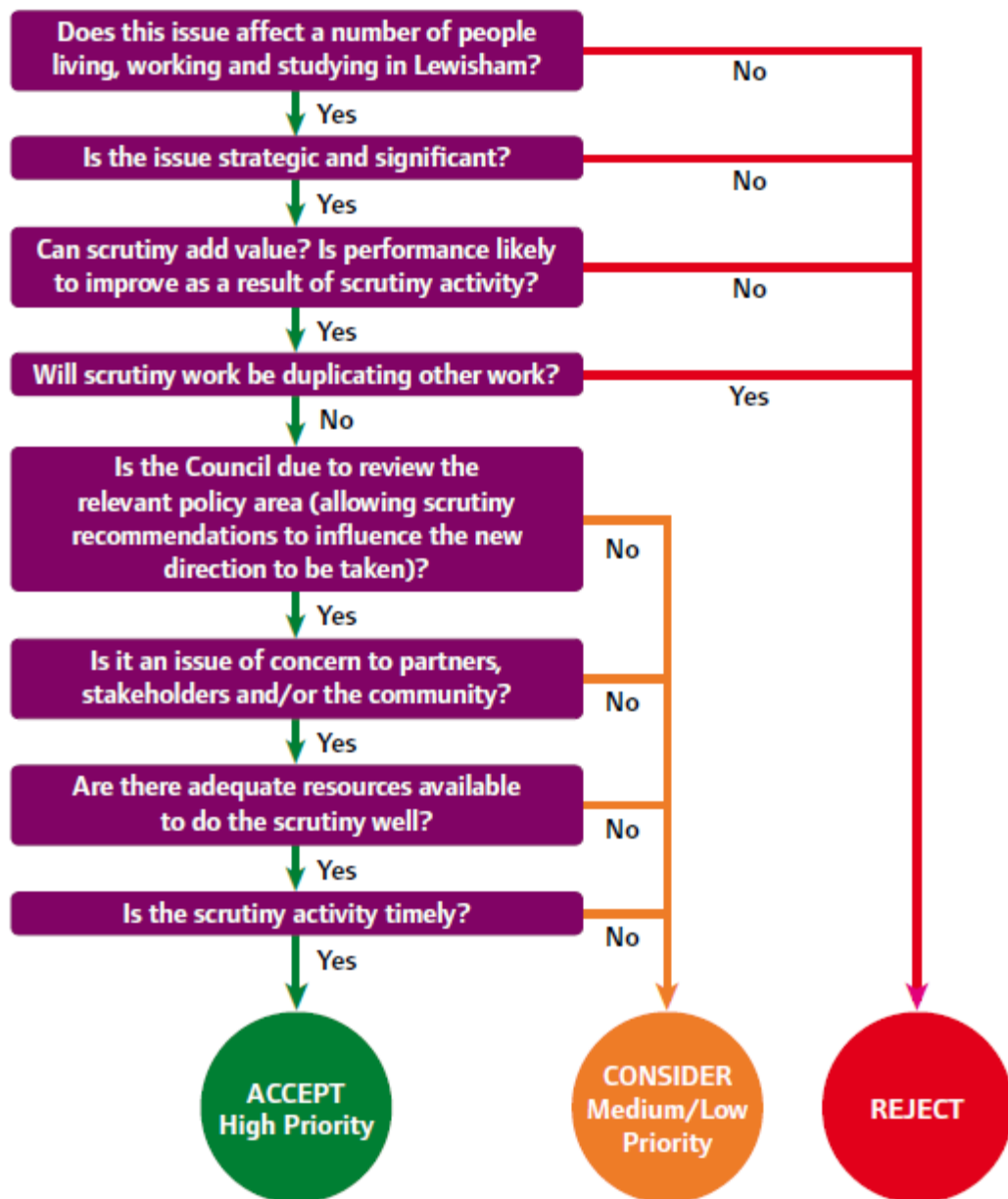
The date of the next meeting is Wednesday 14 March 2018.

Background Documents

Lewisham Council's Constitution

Centre for Public Scrutiny: the Good Scrutiny Guide

Scrutiny work programme – prioritisation process



FORWARD PLAN OF KEY DECISIONS

Forward Plan February 2018 - May 2018

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

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

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

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

FORWARD PLAN – KEY DECISIONS					
Date included in forward plan	Description of matter under consideration	Date of Decision Decision maker	Responsible Officers / Portfolios	Consultation Details	Background papers / materials
September 2017	Council Tax Base	17/01/18 Council	Janet Senior, Acting Chief Executive and Executive Director for Resources & Regeneration and Councillor Kevin Bonavia, Cabinet Member Resources		
November 2017	Council Tax Reduction Scheme 2018/19	17/01/18 Council	Kevin Sheehan, Executive Director for Customer Services and Councillor Kevin Bonavia, Cabinet Member Resources		
December 2017	Local Development Scheme	17/01/18 Council	Janet Senior, Acting Chief Executive and Executive Director for Resources & Regeneration and Councillor Alan Smith, Deputy Mayor		
December 2017	Business Rate Retention Pilot Pool 2018-19	17/01/18 Council	Janet Senior, Acting Chief Executive and Executive Director for Resources & Regeneration and Councillor Kevin Bonavia, Cabinet Member Resources		
November 2017	Planning Service Statement of Community Involvement	17/01/18 Council	Janet Senior, Acting Chief Executive and		

FORWARD PLAN – KEY DECISIONS						
Date included in forward plan	Description of matter under consideration	Date of Decision Decision maker	Responsible Officers / Portfolios	Consultation Details	Background papers / materials	
			Executive Director for Resources & Regeneration and Councillor Alan Smith, Deputy Mayor			
December 2017	Report of New Bermondsey Independent Inquiry Committee	17/01/18 Council	Sara Williams, Executive Director, Children and Young People and Councillor Chris Barnham			
January 2018	Contract Extension Carers Specialist Information Advice and Support Service	23/01/18 Overview and Scrutiny Business Panel	Aileen Buckton, Executive Director for Community Services and Councillor Chris Best, Cabinet Member for Health, Wellbeing and Older People			
December 2017	Council Budget 2018-19	07/02/18 Mayor and Cabinet	Janet Senior, Acting Chief Executive and Executive Director for Resources & Regeneration and Councillor Kevin Bonavia, Cabinet Member Resources			
December 2017	School Admission Arrangements 2019-20	07/02/18 Mayor and Cabinet	Sara Williams, Executive Director, Children and Young People and Councillor Paul Maslin, Cabinet Member for Children and Young People			

FORWARD PLAN – KEY DECISIONS						
Date included in forward plan	Description of matter under consideration	Date of Decision Decision maker	Responsible Officers / Portfolios	Consultation Details	Background papers / materials	
September 2017	School Deficits	07/02/18 Mayor and Cabinet	Sara Williams, Executive Director, Children and Young People and Councillor Paul Maslin, Cabinet Member for Children and Young People			
November 2017	New Homes Programme Update	07/02/18 Mayor and Cabinet	Kevin Sheehan, Executive Director for Customer Services and Councillor Damien Egan, Cabinet Member for Housing			
December 2017	Development of Partnership Arrangements for Neighbourhood Community Teams	07/02/18 Mayor and Cabinet	Aileen Buckton, Executive Director for Community Services and Councillor Joan Millbank, Cabinet Member Third Sector & Community			
December 2017	Annual Pay Statement	07/02/18 Mayor and Cabinet	Janet Senior, Acting Chief Executive and Executive Director for Resources & Regeneration and Councillor Kevin Bonavia, Cabinet Member Resources			
November 2017	Contract award of new framework agreement for Personalised Care and Support in the Home"	07/02/18 Mayor and Cabinet (Contracts)	Aileen Buckton, Executive Director for Community Services and Councillor Chris Best, Cabinet Member for Health, Wellbeing and			

FORWARD PLAN – KEY DECISIONS						
Date included in forward plan	Description of matter under consideration	Date of Decision Decision maker	Responsible Officers / Portfolios	Consultation Details	Background papers / materials	
			Older People			
December 2017	Oracle Financials archiving	14/02/18 Mayor and Cabinet	Janet Senior, Acting Chief Executive and Executive Director for Resources & Regeneration and Councillor Kevin Bonavia, Cabinet Member Resources			
September 2017	Review of Implementation of the Armed Forces Community Covenant	14/02/18 Mayor and Cabinet	Janet Senior, Acting Chief Executive and Executive Director for Resources & Regeneration and Councillor Damien Egan, Cabinet Member for Housing			
December 2017	Annual Budget Update	14/02/18 Mayor and Cabinet	Janet Senior, Acting Chief Executive and Executive Director for Resources & Regeneration and Councillor Kevin Bonavia, Cabinet Member Resources			
December 2017	Proposed Change of use and site access site adjacent to Ashmead School and 265 Lewisham Way	14/02/18 Mayor and Cabinet	Sara Williams, Executive Director, Children and Young People and Councillor Paul Maslin, Cabinet Member for Children and Young People			

FORWARD PLAN – KEY DECISIONS						
Date included in forward plan	Description of matter under consideration	Date of Decision Decision maker	Responsible Officers / Portfolios	Consultation Details	Background papers / materials	
January 2018	Update of the Local Assemblies Handbook	14/02/18 Mayor and Cabinet	Aileen Buckton, Executive Director for Community Services and Councillor Joan Millbank, Cabinet Member Third Sector & Community			
January 2018	Adult Social Care Charging and Financial Assessment Framework	14/02/18 Mayor and Cabinet	Aileen Buckton, Executive Director for Community Services and Councillor Chris Best, Cabinet Member for Health, Wellbeing and Older People			
January 2018	Lewisham Gateway - Affordable Housing contribution.	14/02/18 Mayor and Cabinet	Kevin Sheehan, Executive Director for Customer Services and Councillor Damien Egan, Cabinet Member for Housing			
January 2018	Miscellaneous Debt Write-Off	14/02/18 Mayor and Cabinet	Janet Senior, Acting Chief Executive and Executive Director for Resources & Regeneration and Councillor Kevin Bonavia, Cabinet Member Resources			
January 2018	Public Health Neighbourhood Grants	14/02/18 Mayor and Cabinet (Contracts)	Aileen Buckton, Executive Director for Community Services and Councillor Joan Millbank, Cabinet Member Third Sector & Community			

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	
September 2017	Contract Award and Approval to Proceed with 1 FE expansion at Ashmead School	14/02/18 Mayor and Cabinet (Contracts)	Sara Williams, Executive Director, Children and Young People and Councillor Paul Maslin, Cabinet Member for Children and Young People			
January 2018	Contract awards for 2 supported housing services - people with mental health problems and those with drug and alcohol problems	14/02/18 Mayor and Cabinet (Contracts)	Aileen Buckton, Executive Director for Community Services and Councillor Chris Best, Cabinet Member for Health, Wellbeing and Older People			
January 2018	Development of a Soft Play facility at Glassmill Leisure Centre	14/02/18 Mayor and Cabinet (Contracts)	Aileen Buckton, Executive Director for Community Services and Councillor Chris Best, Cabinet Member for Health, Wellbeing and Older People			
December 2017	Neighbourhood Planning	21/02/18 Council	Janet Senior, Acting Chief Executive and Executive Director for Resources & Regeneration and Councillor Alan Smith, Deputy Mayor			
December 2017	Council Budget 2018-19	21/02/18 Council	Janet Senior, Acting Chief Executive and Executive Director for			

FORWARD PLAN – KEY DECISIONS						
Date included in forward plan	Description of matter under consideration	Date of Decision Decision maker	Responsible Officers / Portfolios	Consultation Details	Background papers / materials	
December 2017	Excalibur Regeneration Programme Parts 1 & 2	28/02/18 Mayor and Cabinet	Kevin Sheehan, Executive Director for Customer Services and Councillor Damien Egan, Cabinet Member for Housing			
January 2018	Brasted Close Development - Land Appropriation	28/02/18 Mayor and Cabinet	Kevin Sheehan, Executive Director for Customer Services and Councillor Damien Egan, Cabinet Member for Housing			
August 2017	Response to Consultation regarding changes to Targeted Short Breaks Provision	28/02/18 Mayor and Cabinet	Sara Williams, Executive Director, Children and Young People and Councillor Paul Maslin, Cabinet Member for Children and Young People			
October 2017	Disposal of the former Saville Centre	28/02/18 Mayor and Cabinet	Janet Senior, Acting Chief Executive and 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	
October 2017	Schools Minor Works Programme	28/02/18 Mayor and Cabinet	Sara Williams, Executive Director, Children and Young People and Councillor Paul Maslin, Cabinet Member for Children and Young People			
August 2017	School Improvement Partnership	28/02/18 Mayor and Cabinet	Sara Williams, Executive Director, Children and Young People and Councillor Paul Maslin, Cabinet Member for Children and Young People			
June 2017	Joint Strategic Depot Review	28/02/18 Mayor and Cabinet	Kevin Sheehan, Executive Director for Customer Services and Councillor Rachel Onikosi, Cabinet Member Public Realm			
October 2017	Update on Fire Safety in Lewisham	28/02/18 Mayor and Cabinet	Kevin Sheehan, Executive Director for Customer Services and Councillor Damien Egan, Cabinet Member for Housing			
November 2017	Private Sector Housing Assistance Policy	28/02/18 Mayor and Cabinet	Kevin Sheehan, Executive Director for Customer Services and Councillor Damien Egan, Cabinet Member for Housing			

FORWARD PLAN – KEY DECISIONS						
Date included in forward plan	Description of matter under consideration	Date of Decision Decision maker	Responsible Officers / Portfolios	Consultation Details	Background papers / materials	
December 2017	Catford Regeneration Programme Masterplan Brief	28/02/18 Mayor and Cabinet	Janet Senior, Acting Chief Executive and Executive Director for Resources & Regeneration and Councillor Alan Smith, Deputy Mayor			
January 2018	Lewisham Homes Governance Update	28/02/18 Mayor and Cabinet	Kevin Sheehan, Executive Director for Customer Services and Councillor Damien Egan, Cabinet Member for Housing			
January 2018	SEND Consultation Outcome	28/02/18 Mayor and Cabinet	Sara Williams, Executive Director, Children and Young People and Councillor Paul Maslin, Cabinet Member for Children and Young People			
January 2018	Approval to procure three SEND school expansion and remodelling projects using the LCP Framework.	28/02/18 Mayor and Cabinet (Contracts)	Sara Williams, Executive Director, Children and Young People and Councillor Paul Maslin, Cabinet Member for Children and Young People			
January 2018	Contract Award Refurbishment Laurence House as part of Smarter Working Programme	28/02/18 Mayor and Cabinet (Contracts)	Janet Senior, Acting Chief Executive and 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			
January 2018	Contract award for building restoration works in Beckenham Place Park	28/02/18 Mayor and Cabinet (Contracts)	Janet Senior, Acting Chief Executive and Executive Director for Resources & Regeneration and Councillor Rachel Onikosi, Cabinet Member Public Realm			
January 2018	Approval of the Dynamic Purchasing System	28/02/18 Mayor and Cabinet (Contracts)	Sara Williams, Executive Director, Children and Young People and Councillor Paul Maslin, Cabinet Member for Children and Young People			
August 2017	Fostering Strategy	21/03/18 Mayor and Cabinet	Sara Williams, Executive Director, Children and Young People and Councillor Paul Maslin, Cabinet Member for Children and Young People			
September 2017	Agreed Syllabus Review and Syllabus Launch	21/03/18 Mayor and Cabinet	Sara Williams, Executive Director, Children and Young People and Councillor Paul Maslin, Cabinet Member for Children and Young People			
January 2018	Contract award for landscaping	21/03/18	Janet Senior, Acting			

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	
	works in Beckenham Place Park	Mayor and Cabinet (Contracts)	Chief Executive and Executive Director for Resources & Regeneration and Councillor Rachel Onikosi, Cabinet Member Public Realm			
June 2017	Deptford Lounge & Tidemill Academy Facilities Management and Centre Management Contract Award	21/03/18 Mayor and Cabinet (Contracts)	Sara Williams, Executive Director, Children and Young People and Councillor Paul Maslin, Cabinet Member for Children and Young People			
December 2017	Contract Award for Additional Accommodation Units in Young Persons Pathway for Care Leavers	21/03/18 Mayor and Cabinet (Contracts)	Aileen Buckton, Executive Director for Community Services and Councillor Chris Best, Cabinet Member for Health, Wellbeing and Older People			
January 2018	Contract award for residential care service for adults with learning disabilities with behavioural support needs (Holmbury Dene)	21/03/18 Mayor and Cabinet (Contracts)	Aileen Buckton, Executive Director for Community Services and Councillor Chris Best, Cabinet Member for Health, Wellbeing and Older People			
January 2018	PCSA Contract Award for Stage 1 of two SEND school expansion projects.	10/04/18 Overview and Scrutiny Education Business Panel	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	
January 2018	Housing Revenue Account Business Plan	06/06/18 Mayor and Cabinet	Kevin Sheehan, Executive Director for Customer Services and Councillor Damien Egan, Cabinet Member for Housing			
January 2018	Demolition Contract Award for SEND school expansion projects	19/06/18 Overview and Scrutiny Education Business Panel	Sara Williams, Executive Director, Children and Young People and Councillor Paul Maslin, Cabinet Member for Children and Young People			

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

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								
Homelessness and temporary accommodation pressures	Policy development	High	CP6	Dec								
Housing and mental health review update	In-depth review	Medium	CP6	Jan							Update	
Supported housing	Policy development	Medium	CP6	Jan								
Proposed rent and service charge increases	Standard item	High	CP6	Jan								
Private Sector Housing Assistance Policy	Standard item	High	CP6	Mar								
Housing zones update	Policy development	Medium	CP6	Mar								
Lewisham Central opportunity site	Policy development	Medium	CP6	Mar								
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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