

Housing Select Committee Agenda

Wednesday, 1 May 2019

7.30 pm, Committee Room 4 - Civic Suite

Civic Suite

Catford

SE6 4RU

For more information contact: John Bardens (02083149976)

Part 1

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Housing Select Committee Members

Members of the committee, listed below, are summoned to attend the meeting to be held on Wednesday, 1 May 2019.

Janet Senior, Acting Chief Executive
Tuesday, 23 April 2019

Councillor Peter Bernards (Chair)	
Councillor Stephen Penfold (Vice-Chair)	
Councillor Tom Copley	
Councillor Aisling Gallagher	
Councillor Leo Gibbons	
Councillor Sue Hordijkenko	
Councillor Silvana Kelleher	
Councillor Olurotimi Ogunbadewa	
Councillor Alan Smith	
Councillor Susan Wise	
Councillor Bill Brown (ex-Officio)	
Councillor Sakina Sheikh (ex-Officio)	

Agenda Item 1

Housing Select Committee			
Report Title	Confirmation of Chair and Vice Chair of the Housing Select Committee		
Ward		Item:	1
Contributors	Chief Executive (Head of Business & Committee)		
Class	Part 1	Date:	1 May 2019

1. Summary

This report informs the Committee of the appointment of a Chair and Vice Chair of the Housing Select Committee, further to the Annual General Meeting of Council on 3 April 2019.

2. Purpose of the Report

To issue directions to the committee regarding the election of the Chair and Vice Chair.

3. Recommendations

The Select Committee is recommended to:

- (i) Confirm the election of Councillor Peter Bernards as Chair of the Housing Select Committee
- (ii) Confirm the election of Councillor Stephen Penfold as Vice Chair of the Housing Select Committee

4. Background

- 4.1 On 3 April 2019 the Annual General Meeting of the Council considered a report setting out an allocation of seats on committees to political groups on the Council in compliance with the requirements of the Local Government and Housing Act 1989.
- 4.2 The constitutional allocation for both chairs and vice chairs of select committees is:
Labour: 6

5. Financial Implications

- 5.1 There are no financial implications arising from this report.

6. Legal Implications

- 6.1 Select Committees are obliged to act in accordance with the Council's Constitution.

BACKGROUND PAPERS

Council AGM Agenda papers are available on the Council [website](#) or on request from Kevin Flaherty, Business and Committee manager (020 8314 9327)

If you have any queries on this report, please contact John Bardens, Scrutiny Manager (020 8314 9976)

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MINUTES OF THE HOUSING SELECT COMMITTEE

Wednesday 6 March 2019, 7.30pm

Present: Councillors Susan Wise (Chair), Tom Copley, Aisling Gallagher, Leo Gibbons, Silvana Kelleher, Olurotimi Ogunbadewa and Stephen Penfold.

Apologies: Councillor Peter Bernards (Vice Chair)

Also Present: Nicholas Stabeler (Private Sector Housing Agency Manager), Karen Kemsley (Data Analyst, Strategic Housing), Nina Morris (Allocations & Lettings Manager), Rachel Dunn (Housing Policy and Partnerships Manager), Madeleine Jeffery (Assistant Director of Housing), Kevin Sheehan (Executive Director for Customer Services), and John Bardens (Scrutiny Manager).

1. Minutes of the meeting held on 31 January 2019

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

2. Declarations of interest

The following non-prejudicial interests were declared:

- Cllr Silvana Kelleher is a Lewisham Homes tenant.
- Cllr Aisling Gallagher is a Lewisham Homes tenant.

3. Responses from Mayor and Cabinet

There were no responses.

4. Private rented sector licensing

Nicholas Stabeler (Private Sector Housing Agency Manager) introduced the report.

The following key points were noted:

- 4.1 Officers delivered a presentation on proposals for a borough-wide selective licensing scheme. The proposals will go to Mayor & Cabinet in April 2019 for authorisation to go to consultation between May and August 2019.
- 4.2 If the scheme is approved, there will be a £400k upfront budget commitment. This would be fully recovered from the scheme's licensing fee.
- 4.3 No borough-wide licencing schemes have been implemented following the requirement to get approval from the Secretary of State. Some schemes have been renewed to cover selected areas.
- 4.4 Mayor and Cabinet will also be asked to consider the case for implementing an *additional* licensing scheme to cover all HMO (houses of multiple occupation) properties across the borough. An *additional* licensing scheme would not require Secretary of State approval.
- 4.5 An additional licensing scheme would allow the council to license HMOs that aren't covered by the mandatory licensing scheme, which only applies to PRS properties with five people over two households sharing facilities. This additional scheme would allow the council to license any PRS property with three people over two households sharing facilities, whether or not it is above

commercial premises. The administrative cost of licensing HMOs is significantly greater than other PRS properties because of the number of inspections and potential risks.

- 4.6 The intention of a borough-wide licensing scheme is: to improve standards in the private rented sector (PRS); tackle rogue landlords; improve security, stability and decency for residents in the PRS; help tenants feel safe in their homes through advice, support and effective enforcement; support local landlords during and after the 5 year scheme. The intention is to inspect 100% of all licenced properties over the term of the scheme.
- 4.7 Officers have carried out extensive data analysis of the private rented sector and the relationship with issues such as deprivation, crime and anti-social behaviour (ASB).
- 4.8 Analysis estimates that there are around 31,000 PRS properties in the borough – an increase of around 4,000 since the 2011 census. All wards (except Downham, 16%) have 19% or more PRS housing. 19% is the national average.
- 4.9 All wards in Lewisham are within the most deprived 40% of the country.
- 4.10 Lewisham Central, New Cross, Rushey Green, Bellingham, and Brockley, have shown persistently high levels of ASB from 2016 to 2018.
- 4.11 There is a very strong relationship between the amount of PRS in a ward and the amount of ASB. 15% of PRS properties have had an ASB incident recorded within 10 metres. 28% of PR properties have had an ASB incident recorded within 25 m. Both figures are higher than other tenures.
- 4.12 Lewisham Central, Rushey Green, New Cross, Brockley, Blackheath, and Evelyn wards have crime rates higher than the national average. The wards with the highest crime rates also have the highest number of PRS properties.
- 4.13 Proposed licensing fees for the borough-wide selective licencing scheme would be based on council tax banding, ranging from £575 for a Band A property to £750 for a Band H property. There would be an early-bird discount rate to encourage landlords to sign up early.
- 4.14 If approved, a selective licencing scheme can only be applied for a maximum of five years. The scheme will be reviewed on an ongoing basis to ensure that it is achieving its intended aims.
- 4.15 The committee noted the link between PRS properties, ASB and crime and asked if this had been looked into.
- 4.16 One theory, noted by officers, is that the PRS properties have a higher turnover which leads to more ASB environmental incidents such as fly tipping (mattresses etc.) as people move in and out of properties.
- 4.17 The committee noted the importance of getting a fair balance between tenants and landlord input into the consultation on the proposed scheme.

Resolved: *the committee noted the report and agreed to refer its views to Mayor & Cabinet in the following terms:*

Having considered a comprehensive officer report and presentation on the development of an evidence base to support an application for a borough-wide selective licensing scheme, the Housing Select Committee expresses its strong

support for the submission to the Secretary of State for approval to implement such a scheme. The committee notes the increasing number of families and individuals relying on the private rented sector to provide a home, and the evidence showing the links between the private rented sector and crime and anti-social behaviour, and expresses its support for the scheme's aims of tackling rogue landlords, improving standards in the sector, and improving security, stability and decency for residents in private rented accommodation. The committee also notes and praises officers for the extensive data analysis carried out to develop an informed evidence base to support the application to the Secretary of State.

5. Annual Lettings Plan

Nina Morris (Allocations & Lettings Manager) introduced the item. The following key points were noted:

- 5.1 The annual lettings plan report sets out how the council intends to allocate the lettings that become available in 2019/20 between the different priority groups. It also presents the lettings outcomes for the previous two years.
- 5.2 There are around 9,600 households on the housing register – up 9% from March 2018.
- 5.3 There are around 2,100 households in temporary accommodation - up 25% since March 2018. This significant increase is largely due to long-term voids awaiting allocation, an acute decant pressure at one of the regeneration schemes and the continued volume of homeless acceptances.
- 5.4 It was noted that temporary accommodation, particularly nightly-paid and bed & breakfast accommodation is among the worst form of housing.
- 5.5 A key priority area of the annual lettings plan is to support homeless households to secure accommodation so that they can get on with rebuilding their lives.
- 5.6 The annual lettings plan projects that 950 properties will become available for letting in 2019/20 – down 8.5% on last year. The projected outturn for 2018/19 is now 1,039 – 4% down on the 2017/18. These figures represent a continuation of a downward trend since 2010.
- 5.7 The average time on the housing register for successful applicants has continued to increase. In 2017/18 it was 100 weeks. In 2018/19 it was 112 weeks.
- 5.8 There are around 4,500 households living in overcrowded conditions in the borough. The lettings plan for 2019/20 allocates 26 lettings for households living in severely overcrowded conditions.
- 5.9 The committee noted that when an overcrowded family moves it frees up a property for other people to move in to and queried how this is being prioritised against moving people off the housing waiting list.
- 5.10 The council is often able to release large family accommodation by supporting people who are under occupying to find a new home. These properties are then advertised as preference to overcrowded households. The property vacated by the overcrowded tenant is then usually advertised to a homeless household.

- 5.11 *Housing Moves* is a housing mobility scheme run by the GLA which allows existing transferring tenants to move to another London borough. Priority is normally given for employment reasons or under-occupation. The number of households who move out of the borough will be the same as the number of households who move into the borough.
- 5.12 As well as Housing Moves, the council also runs a housing mobility scheme called *Trading Places* to support people to move into a smaller home if they are under-occupying.
- 5.13 The council also promotes a number of other [housing mobility schemes](#), including: *Homefinder UK*, which advertises social housing general needs properties across the UK and aims to help homeless households and social housing tenants find a home anywhere across social housing; *Seaside and Country Homes*, which helps older tenants of London councils and housing associations to move to seaside and countryside locations; [mutual exchanges](#), which allow council or housing association tenants to arrange to swap their house or flat with another tenant.
- 5.14 Lewisham Homes, Regenter B3, and Phoenix Community Housing tenants get financial assistance with moves. Under-occupiers get priority and may also receive bedroom release payments.
- 5.15 The committee noted that the report only deals with social housing allocations and that a lot of homeless people are now being housed in private accommodation. The committee asked if this could be covered in a separate report, including out-of-borough placements.
- 5.16 The annual lettings plan works in tandem with the council's allocations policy. The allocations policy sets out priority Bands for available housing and the criteria for each of these. The annual lettings plan looks at current pressures and sets out how the council intends to allocate the lettings that become available in that year. Properties are then advertised with specific criteria identified by the annual lettings plan and priority given to applicants meeting the relevant criteria even if they have a lower Band than applicants who do not meet the criteria. Officers are looking into both the allocations policy and annual lettings plan to see if the process can be made clearer.

Resolved: the committee noted the report and agreed in the future to receive data on the numbers of households being housed in private accommodation.

6. Housing strategy update

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

- 6.1 The proposed approach to developing a new housing strategy for 2020-2025 will start in spring with workshops with internal and external stakeholders on the key principles of the strategy.
- 6.2 There will be public consultation on a draft strategy in the autumn.

Resolved: the committee noted the updates and agreed to participate in the housing strategy workshops.

7. New Homes Programme

James Masini (Regeneration and New Supply Manager) introduced the report. The following key points were noted:

- 7.1 The council is working on the creation of a delivery and planning strategy for the redevelopment of the site of the former Ladywell Leisure Centre.
- 7.2 The site could deliver around 200 new homes. The ambition is to deliver 50% genuinely affordable homes.
- 7.3 The council intends to deliver this development itself.

Resolved: the committee noted the report.

8. Select Committee work programme

John Bardens (Scrutiny Manager) introduced the work programme.

- 8.1 The committee discussed a number of topics that could be considered by the incoming committee in the next municipal year, including:

- *Resident engagement, particularly around redevelopment*
- *The impact of the Homelessness Reduction Act*
- *The effect of housing people out of the borough*
- *Fire safety, fire doors and communications on this*
- *Overcrowding, under-occupying and housing mobility schemes*
- *Lewisham's capacity (staff and land) to deliver new council homes*
- *Major works and repairs*
- *Welfare reform*

- 8.2 Members agreed to email the scrutiny manager with further details and any other suggestions.

Resolved: the committee noted the completed work programme for 2018/19.

8. Referrals to Mayor and Cabinet

Resolved: the committee agreed to refer its views on item 4, Private rented sector licensing, to Mayor and Cabinet.

The meeting ended at 21.30pm

Chair:

Date:

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Housing Select Committee			
Title	Declarations of Interest	Item No.	3
Contributor	Chief Executive		
Class	Part 1 (open)	1 May 2019	

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	Lewisham Homes Corporate Plan 2019 to 2022 and Annual Business Plan for 2019/2020	
Wards	All wards	
Contributor	Margaret Dodwell, CEO Lewisham Homes	Item 5
Class	Part 1	1 st May 2019

1 Purpose

- 1.1 The purpose of this report is to provide Committee with an opportunity to discuss the Lewisham Homes Corporate Plan 2019-2022 and the Annual Business Plan 2019-2020.

2 Recommendations

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

3 Background

- 3.1 Lewisham Homes (LH) is a company wholly owned by the Council to manage the housing stock and latterly its role has expanded to being the Council's delivery agent for the new build programme.
- 3.2 It was set up 12 years ago to:
- deliver great housing services for thriving neighbourhoods;
 - provide great housing services to residents;
 - secure decent homes funding; and
 - improve the housing stock.
- 3.3 The Council sets strategy and key housing policy and manages homelessness prevention and the overall Housing Revenue Account (HRA). It clients the PFI and meets every six weeks to client LH.
- 3.4 Lewisham Homes:
- Manages day to day housing services
 - Ensures effective engagement with residents
 - Carries out day to day repairs and planned maintenance programmes to the housing stock
 - Manages the capital investment programme on the Council's behalf
 - Manages the new build programme on the Council's behalf.
- 3.5 Lewisham Homes has a strong resident voice on the board which comprises:
- Councillors who represent the community
 - Independents who provide expertise in areas such as finance and asset management
 - Residents who ensure the resident voice is central to everything Lewisham Homes do.

3.6 Lewisham Homes' overall direction is set out in its Corporate Plan and Annual Business Plan. The Management Agreement between the Council and LH requires the Council to approve the Lewisham Homes Business and Delivery Plan (the Plan or Business Plan).

4 Appendices

- Appendix 1 – Building Our Future - The Corporate Plan 2019-2022;
- Appendix 2 – Annual Business Plan 2019-2020

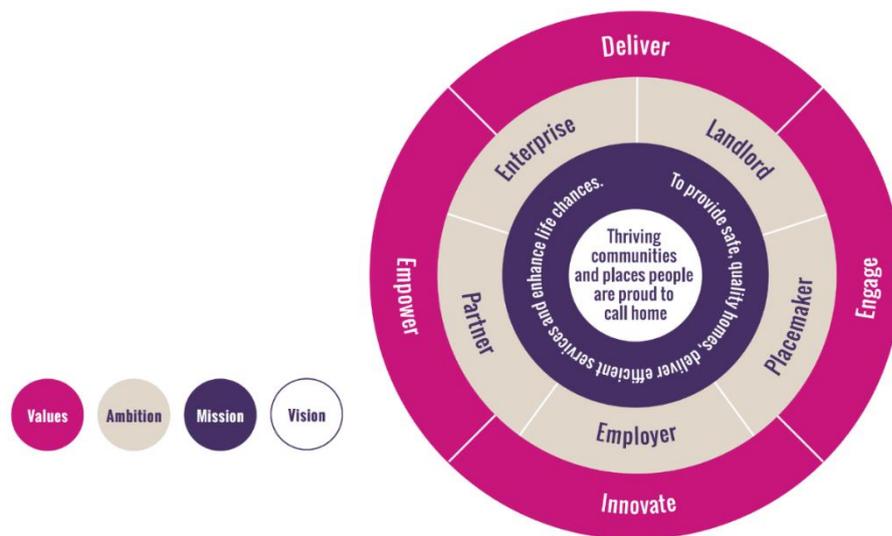
5 The Corporate Plan 2019-2022

5.1 In June 2018 Lewisham Homes Board commissioned a review of its vision and mission. This has culminated in the creation and approval of a new vision and mission and a new Corporate Plan, these were approved by Board on 27 March 2019.

5.2 Staff throughout Lewisham Homes have been involved in the formulation of the plan. Significant consultation was undertaken in the second half of 2018 with the following groups:

- Two open sessions for residents
- The Mayor
- The Cabinet Member for Housing
- Housing Select Committee
- Senior staff at Lewisham Council
- MPs Vicky Foxcroft and Janet Daby
- Trade Unions

5.3 The new vision and mission are shown pictorially below, along with Lewisham Homes' new corporate ambitions and organisational values.



- Landlord** Consistently delivering an excellent and reliable resident experience
- Placemaker** Building and investing in safe, attractive and sustainable homes and neighbourhoods
- Employer** Enabling our staff to be the best they can be
- Partner** Working in partnership to improve quality of life and life chances
- Enterprise** Being an efficient, high performing business, maximising opportunities to deliver more

6. The Business Plan 2019-2020

- 6.1 The Corporate Plan 2019/22: 'Building Our Future' sets the strategic direction for Lewisham Homes. The Annual Business Plan sets out how we plan to deliver the first year of our Corporate Plan. The annual plan is represented by the teal layer in the pyramid diagram below (the third layer from the top). It will be supported by annual directorate plans and each employee will have objectives designed to collectively deliver the annual targets.



- 6.2 The Corporate Plan is the primary public facing document; the Annual Business Plan will also be published on the LH website. The Annual Business Plan is intended to be read alongside the Corporate Plan and does not seek to replicate or precis the Corporate Plan.
- 6.3 The management agreement with the London Borough of Lewisham (LBL) prescribes elements of its content. In line with this, the plan comprises:
- Context
 - Objectives
 - KPIs for business performance and asset compliance
 - Financial projections
- 6.4 Part three of the plan includes KPIs for both LBL and LH owned stock and for temporary accommodation managed on behalf of LBL. The latter two were previously not regularly monitored by Board and the information provided is embryonic. For the temporary accommodation managed on behalf of LBL these targets are yet to be agreed with LBL.
- 6.5 KPIs are included for three years, but these will be reviewed further by the LH Board in mid-2019 once LH has benchmarked its performance with peers, through HouseMark. This will provide more information about relative quartile performance.

6.6 The Board will also review the suite of KPIs; these are currently a traditional and extensive range of indicators; they tend to be lagging in nature and the intention will be to include more leading indicators.

7 Crime & Disorder Implications

7.1 There are no specific crime and disorder implications arising from this report. The Corporate Plan does include a review of the ASB Service including an exploration of diversionary activities to reduce ASB.

8 Legal Implications

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

9 Financial implications

9.1 There are no specific financial implications arising from this report. The Lewisham Homes Board have approved a Medium Term Financial Strategy to coincide with the Corporate Plan period.

10 Equalities Implications

10.1 A key objective under the employer ambition in the Corporate Plan is to:

Embed the principles of inclusive leadership and embrace diversity and wellbeing

- Be an open, diverse and inclusive organisation at every level
- Ensure that our workforce represents the diverse communities we serve and that everyone is treated fairly while working for Lewisham Homes
- Develop and promote a wellbeing offer to staff

10.2 The Lewisham Homes Equality and Diversity Strategy is being reviewed during 2019/20.

10.3 Diversity is celebrated at all levels. A third of LH managers are from BAME background, and gender pay shows women earn on average 7.7% more than men.

10.4 Lewisham Homes continues to support the Lewisham Safeguarding Agreement, which helps protect vulnerable adults and children.

11 Environmental Implications

11.1 One of the objectives under the landlord ambition is to reduce energy and fuel use. It is integral to the Pacemaker ambition.

12 Background papers and report originator

12.1 There are no background documents to this report.

For queries please contact Margaret Dodwell, CEO, Lewisham Homes: margaret.dodwell@lewishamhomes.org.uk or Rachel Dunn, Housing Partnerships and Service Improvement Manager, Lewisham Council: rachel.dunn@lewisham.gov.uk

Annual Business Plan

2019 - 2020

Contents

Part One: The context

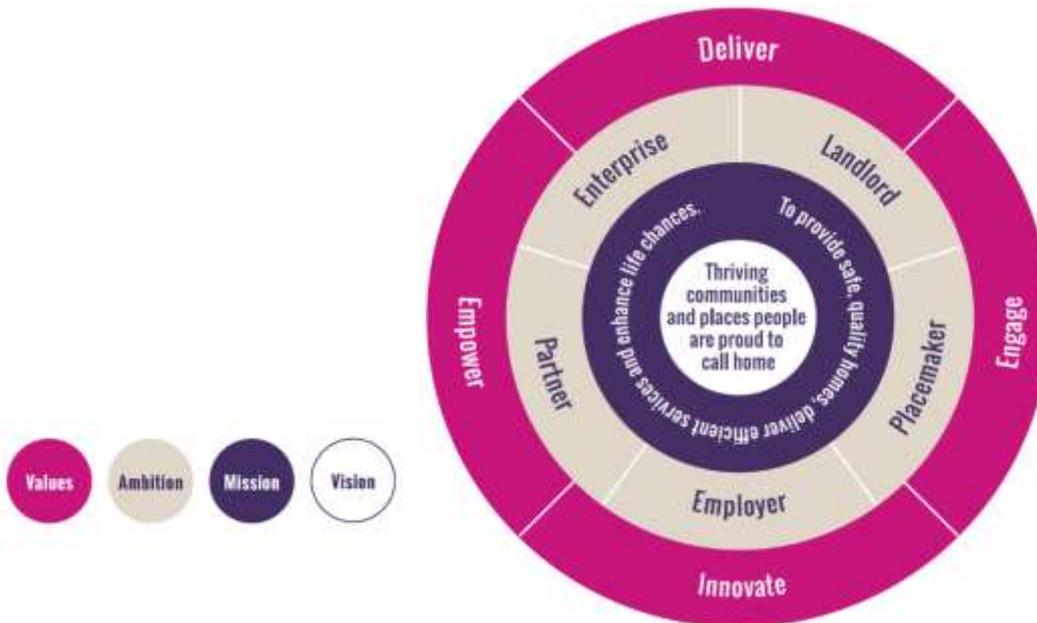
Part Two: Our objectives

Part Three: Our KPIs

Part Four: Our finances

Part One: The context

Our annual business plan for 2019/20 is about how we will deliver the first year of our three year Corporate Plan 2019/2022, Building our Future. It is focussed on delivering our vision and mission and is organised around five key ambitions. These are shown below.



- Landlord - Consistently delivering an excellent and reliable resident experience
- Placemaker - Building and investing in safe, attractive and sustainable homes and neighbourhoods
- Employer - Enabling our staff to be the best they can be
- Partner - Working in partnership to improve quality of life and life chances
- Enterprise - Being an efficient, high performing business, maximising opportunities to deliver more

The pyramid diagram below indicates the plans that Lewisham Homes has in place to support delivery of its three year corporate plan. This Annual Business Plan is the teal layer (third from the top) and it will be supported by directorate and team plans and all staff will have objectives and performance targets focussed on delivery.



Our performance against this plan will be regularly monitored by the Board and reported to the Council.

Part Two: Our objectives

Ambition	Task	Target	Progress update
LANDLORD			
Item 1	RAG: <input type="checkbox"/>		
Director of Resident Services	Know our residents by engaging with them to: <ul style="list-style-type: none"> Develop a methodology for engagement and community investment for approval by Board. Put in place a plan to maintain GDPR compliant customer insight information. 	September 2019 December 2019	
Item 2	RAG: <input type="checkbox"/>		
Assistant Director of People, Performance and Communications	Deliver consistent and reliable landlord services <ul style="list-style-type: none"> Increase the frequency and the way we look at resident satisfaction. Follow up on areas in a proactive way and use this information to drive service improvement. 	April 2019 From August 2019	
Items 3	RAG: <input type="checkbox"/>		
Director of Resident Services	Review our offer to residents for each tenure <ul style="list-style-type: none"> Review Service Standards. Review access, including digital routes. Review tenancy sustainment offer. 	September 2019	
Item 4	RAG: <input type="checkbox"/>		
Director of Resident Services	Review our offer to Leaseholders <ul style="list-style-type: none"> Map Customer Journey and develop service improvement plan. Implement agreed improvements. Improve the access to and transparency of service charge information for leaseholders. 	May 2019 September 2019 March 2020	
Item 5	RAG: <input type="checkbox"/>		
Director of Resident Services	Review our ASB Service in conjunction with residents <ul style="list-style-type: none"> Make recommendations to ELT for a revised service. Implement recommended changes to the service. Track satisfaction and undertake a post implementation review. 	July 2019 October 2019 March 2020	
Item 6	RAG: <input type="checkbox"/>		
Joint Leadership Director of Finance and Technology and Director of Resident Services	Review the way service charges are managed <ul style="list-style-type: none"> Establish a rent and service charge function. Scope the review with LBL. Determine the requirements for a service charge management system. Put in place a revised service charge policy in conjunction with LBL. 	October 2019 December 2019 December 2019 January 2020	
Item 7	RAG: <input type="checkbox"/>		
Joint Leadership Director of Property Services and Director of Resident Services	Maintain high quality and safe homes <ul style="list-style-type: none"> Determine our response to Hackitt in respect of building managers and an inspection regime. Determine the responsibilities and record keeping regime. Implement new regime and system of inspections. 	June 2019 September 2019 September 2019	

Ambition	Task	Target	Progress update
PLACEMAKER			
Item 1	RAG: <input type="checkbox"/>		
Director of Property Services	Investing in safe, attractive and sustainable homes and neighbourhoods <ul style="list-style-type: none"> Develop programme for modernisation of the DLO. Review the lettable property standards. 	June 2019 December 2019	
Item 2	RAG: <input type="checkbox"/>		
Director of Development	Deliver new homes to meet the Mayor's target <ul style="list-style-type: none"> Undertake first tranche development sites (Package A sites) and obtain approval to proceed to develop the sites. Procure and deliver the Council's New Homes, Better Places programme in line with the agreed programme. Ensure new developments achieve secure by design, building regulations, health and safety requirements and local planning policy. 	December 2019 March 2020 March 2020	
Item 3	RAG: <input type="checkbox"/>		
Director of Property Services	Improve our asset management knowledge to inform investment decisions <ul style="list-style-type: none"> Develop an HRA investment plan with LBL. Complete the stock condition survey and upload results. Develop an investment plan for our own stock. Establish a framework to publish rolling three year maintenance plans (homes and communal areas). 	December 2019 December 2019 March 2020 March 2020	
Item 4	RAG: <input type="checkbox"/>		
Director of Property Services	Increase the use of smart technology in our homes and estates <ul style="list-style-type: none"> Develop an approach to utilising smart technology, including the internet for things, to improve efficiency, service and safety. 	January 2020	
Item 5	RAG: <input type="checkbox"/>		
Director of Resident Services	Develop a standard for our estates <ul style="list-style-type: none"> Establish and roll out a management standard for our estates (based on pilot work undertaken in 2018/19). 	September 2019	

Ambition	Task	Target	Progress update
EMPLOYER			
Item 1	RAG: <input type="checkbox"/>		
Assistant Director of People, Performance and Communications	Value and encourage our people <ul style="list-style-type: none"> Put in place a People Strategy and action plan to implement. Develop and roll out approach to succession planning. 	May 2019 December 2019	
Item 2	RAG: <input type="checkbox"/>		
Assistant Director of People, Performance and Communications	Review our employment offer to staff <ul style="list-style-type: none"> Review the presentation of the offer for recruitment purposes in line with our "Share the Ambition brand". Develop and implement plan for a modern office environment to include agile working. Review and improve approaches to recognition to ensure consistency across all teams. Conduct review of terms and conditions in line with people strategy objectives. 	September 2019 September 2019 March 2020 March 2020	
Item 3	RAG: <input type="checkbox"/>		
Assistant Director of People, Performance and Communications	Invest in the skills and expertise of our staff <ul style="list-style-type: none"> Design and roll out specific management development programmes. Deliver and roll out a consistent and cost effective approach to the delivery and assessment of technical needs training. Develop the leadership team (Directors and Heads of Service) to have the key skills to operate at a strategic level and lead the organisation well. 	October 2019 October 2019 March 2020	
Item 4	RAG: <input type="checkbox"/>		
Assistant Director of People, Performance and Communications	Embed inclusive leadership <ul style="list-style-type: none"> Ensure the agreed principles of inclusive leadership are communicated, embedded and aligned in everything we do. Develop Equality, Diversity and Inclusion Strategy. 	June 2019 July 2019	
Item 5	RAG: <input type="checkbox"/>		
Assistant Director of People, Performance and Communications/ Head of Health and Safety	Embrace well-being <ul style="list-style-type: none"> Develop and implement annual well-being plan which promotes work life balance, good attendance at work. 	September 2019	
Item 6	RAG: <input type="checkbox"/>		
Assistant Director of People, Performance and Communications	Become a high performing organisation <ul style="list-style-type: none"> Launch our new appraisal system. Undertake liP reassessment. Develop and implement and monitor staff engagement and internal communications plan. Embed our new values and behaviours in line with the corporate plan. 	April 2019 June 2019 September 2019 March 2020	
Item 7	RAG: <input type="checkbox"/>		
Strategic Head of Health and Safety	Embed Health and Safety <ul style="list-style-type: none"> Put in place a health and safety strategy and action plan to embed the Health and Safety Management System (HSMS) based upon ISO 45001 and create a climate which supports health and safety: leadership, stakeholder participation, risk management, organisational health and safety culture, and continual improvement. Plan, implement, monitor and improve levels of employee performance towards achieving best practice as evaluated by the British Safety Council Five Star Audit process (FSA). Undertake the FSA as an initial benchmark and as an annual progress review. 	June 2019 July 2019 + annually	

Ambition	Task	Target	Progress update
PARTNER			
Item 1	RAG: <input type="checkbox"/>		<input type="checkbox"/>
Director of Resident Services	Build local partnerships to promote independent living <ul style="list-style-type: none"> • Develop an action plan with Public Health to support and promote good health amongst our residents. • Actively support the Lewisham Deal. 	March 2020 March 2020	
Item 2	RAG: <input type="checkbox"/>		<input type="checkbox"/>
Director of Finance and Technology and Director of Development	Continue to be a trusted partner of Lewisham Council <ul style="list-style-type: none"> • Agree a programme and funding for acquisitions. • Acquire homes in accordance with timescales agreed with LBL. 	June 2019 March 2020	
Item 3	RAG: <input type="checkbox"/>		<input type="checkbox"/>
Director of Property Services	Enhance social value through our partnerships and supply chain <ul style="list-style-type: none"> • Develop and implement strategic core groups for our maintenance services. • Ensure the supply chain is involved in our service delivery via our main contractors. • Maximise employment and social value through our partnering arrangements with our contractors and supply chain. 	September 2019 December 2019 March 2020	
Item 4	RAG: <input type="checkbox"/>		<input type="checkbox"/>
Assistant Director of People, Performance and Communications.	Promote a positive image of social housing <ul style="list-style-type: none"> • Develop and deliver communications plans to support: <ul style="list-style-type: none"> • New homes programme • Resident Voice • Investing in communities and reducing the stigma of social housing • Create a social media strategy to promote the achievements of Lewisham Homes and our residents. 	September 2019 September 2019	

Ambition	Task	Target	Progress update
ENTERPRISE			
Item 1	RAG: <input type="checkbox"/>		<input type="checkbox"/>
Director of Finance and Technology; Assistant Director of People, Performance and Communications	Invest in modernisation <ul style="list-style-type: none"> Develop an ICT strategy for approval by Board (incorporating digitisation). Develop and implement a system of data governance. Review our performance management software to improve efficiency. Incorporate benchmarking info into performance reporting. 	July 2019 July 2019 September 2019 December 2019	
Item 2	RAG: <input type="checkbox"/>		<input type="checkbox"/>
Director of Finance and Technology	Manage risk well <ul style="list-style-type: none"> Put in place Medium Term Financial Strategy and annual efficiency targets. Introduce an operational risk map owned by Heads of Service. Embed the risk management framework and three lines of defence to monitor assurance. 	May 2019 July 2019 March 2020	
Item 3	RAG: <input type="checkbox"/>		<input type="checkbox"/>
Director of Property Services	Put in place new long term contracts Procure term contracts following an OJEU compliance procurement process involving residents for <ul style="list-style-type: none"> Windows 2 x general maintenance contracts 	March 2020	
Item 4	RAG: <input type="checkbox"/>		<input type="checkbox"/>
Director of Finance and Technology; Assistant Director of People, Performance and Communications	Embed a culture of efficiency and value for money <ul style="list-style-type: none"> Produce a value for money strategy that encompasses the new Regulatory standard Have a high profile corporate Right First Time campaign 	July 2019 October 2019	

Progress will be reported in three ways:

Radio Buttons: The progress to complete an item will be indicated by the solid radio buttons. Each button represents the completion of 20%.

RAG rating:
 Red: Not expected to complete in line with the target
 Amber: Some risk it will not complete on target
 Green: On Target
 Purple: Completed Item

Progress Update: A commentary will always be provided for any item that is red or amber.

Part Three: Our KPIs

NO.	KPI Measure - LBL Owned Permanent Stock	Actual	Target	Actual to Feb	Target	Target	Target
		2017/18	2018/19	2018/19	2019/20	2020/21	2021/22
LANDLORD							
1	Tenant satisfaction with the overall service	-	80%	79%	80%	81%	83%
2	Leasehold satisfaction with the overall service	-	60%	59%	60%	61%	62%
3	Net promoter score tenants	-	3	3	5	7	9
4	Net promoter score leaseholders	-	-58	-58	-55	-53	-50
5	Satisfaction with the last repair	91%	95%	92%	90%	91%	92%
6	Satisfaction with internal caretaking and cleaning	77%	81%	79%	81%	83%	85%
7	Satisfaction with grounds maintenance	77%	82%	79%	81%	83%	85%
8	Average days to turnaround all voids (calendar days)	28	30	29	28	26	25
9	Average days to turnaround minor voids (calendar days)	18	18	18	18	18	17
10	Void rent loss as a % of annual rent roll	0.36%	0.50%	0.38%	0.40%	0.40%	0.40%
11	Current tenant arrears as % of rent debit	3.61%	3.7%	3.88%	4.2%	4.2%	4.2%
12	Rent collected	99.08%	99.20%	99.19%	99.0%	99.0%	99.0%
13	Leasehold service charges collected	103.9%	102%	91.0%	102%	102%	102%
14	All evictions	34	-	33	-	-	-
15	Average number of new complaints per month	-	35	34	35	35	35
16	Complaints responded to on time	90%	95%	-	95%	95%	95%
17	Percentage of FOI responded to on time	-	95%	94%	100%	100%	100%
NO.	KPI Measure - LBL Owned Permanent Stock	Actual	Target	Actual to Feb	Target	Target	Target
		2017/18	2018/19	2018/19	2019/20	2020/21	2021/22
PLACEMAKER							
1	New homes completed	0	31	0	52	62	295
2	Properties with full stock condition data (%?)	0	-	0	70%	70%	70%
3	Number of tenanted properties with an EPC rating of D or better (%?)	1,058	-	1,058	-	-	-
NO.	KPI Measure - LBL Owned Permanent Stock	Actual	Target	Actual to Feb	Target	Target	Target
		2017/18	2018/19	2018/19	2019/20	2020/21	2021/22
EMPLOYER							
1	Staff who agree that Lewisham Homes is a good place to work	-	-	-	70%	72%	74%
2	Staff turnover	11.5%	12%	12.5%	13%	13%	13%
3	Staff sickness (days annual equivalent)	8.1	6.5	7.5	6	6	6
4	Proportion of staff who have had an annual performance review	60%	100%	-	100%	100%	100%
NO.	KPI Measure - LBL Owned Permanent Stock	Actual	Target	Actual to Feb	Target	Target	Target
		2017/18	2018/19	2018/19	2019/20	2020/21	2021/22
ENTERPRISE							
1	Proportion of resident's actively using the portal			29%	35%	42%	50%

NO.	KPI Measure - LBL Owned Permanent Stock	Actual	Target	Actual to Feb	Target	Target	Target
		2017/18	2018/19	2018/19	2019/20	2020/21	2021/22
Fire Risk Assessments (FRA)							
FR 1	FRA completed on time	99.8%	100.0%	99.7%	100.0%	100.0%	100.0%
FR 2	FRA actions open - P1 & P1X actions	97.1%	100.0%	69.6%	100.0%	100.0%	100.0%
FR 3	FRA actions open - P2 actions	99.7%	100.0%	75.2%	100.0%	100.0%	100.0%
FR 4	FRA actions open - P3 actions	N/A	100.0%	99.5%	100.0%	100.0%	100.0%
Fire Equipment Inspection							
FE 1	Fire alarms	96.4%	100.0%	100.0%	100.0%	100.0%	100.0%
FE 2	Automatic Opening Vents	94.1%	100.0%	100.0%	100.0%	100.0%	100.0%
FE 3	Emergency lighting	92.1%	100.0%	100.0%	100.0%	100.0%	100.0%
FE 4	Dry risers	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
FE 5	Wet risers	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
FE 6	Sprinklers	N/A	100.0%	75.0%	100.0%	100.0%	100.0%
Gas Safety Checks - Completed On Time							
GS 1	Lewisham Homes - domestic units	99.5%	100.0%	99.9%	100.0%	100.0%	100.0%
GS 2	Lewisham Homes - commercial units	N/A	100.0%	100.0%	100.0%	100.0%	100.0%
GS 3	Lewisham Homes - ducts	N/A	100.0%	100.0%	100.0%	100.0%	100.0%
GS 4	Private Sector Lease - domestic units	93.4%	100.0%	99.8%	100.0%	100.0%	100.0%
Water Hygiene (Legionella) Risk Assessments (WRA)							
WR 1	WRA completed on time	99.8%	100.0%	100.0%	100.0%	100.0%	100.0%
WR 2	WRA actions completed on time	N/A	100.0%	N/A	100.0%	100.0%	100.0%
Asbestos							
AS 1	Asbestos surveys completed on time	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
AS 2	Asbestos actions	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
Lifts							
LF 1	Lift safety inspection certificates issued	92.7%	100.0%	94.5%	100.0%	100.0%	100.0%
LF 2	Services done on time	92.0%	100.0%	100.0%	100.0%	100.0%	100.0%
Lightening Conductors							
LC 1	Lightning conductors serviced on time	100.0%	100.0%	98.8%	100.0%	100.0%	100.0%
Playgrounds							
PG 1	Playground inspections		100.0%	N/K	100.0%	100.0%	100.0%

NO.	KPI Measure - LH Owned Temporary Accommodation	Actual	Target	Actual to Feb	Target	Target	Target
		2017/18	2018/19	2018/19	2019/20	2020/21	2021/22
LANDLORD							
1	Average days to turnaround all voids		-	8	10	10	10
2	Void rent loss as a % of annual rent roll		-	1.30%	1.2%	1.1%	1.0%
3	Current tenant arrears		-	8.76%	8%	7%	7%
4	Rent collected		-	94.56%	95%	95%	95%
5	Rent arrears evictions	0	-	0	-	-	-
NO.	KPI Measure - LH Owned Temporary Accommodation	Actual	Target	Actual to Feb	Target	Target	Target
		2017/18	2018/19	2018/19	2019/20	2020/21	2021/22
PLACEMAKER							
1	Number of new acquired properties	42	-	44			
2	Properties with full stock condition data (%?)	0	-	0	70%	70%	70%
3	Number of tenanted properties with an EPC rating of D or better	0	-	0	-	-	-
NO.	KPI Measure - LH Owned Temporary Accommodation	Actual	Target	Actual to Feb	Target	Target	Target
		2017/18	2018/19	2018/19	2019/20	2020/21	2021/22
Fire Risk Assessments (FRA)							
1	Current valid fire risk assessment	100%	-	100%	100%	100%	100%
Fire Equipment Inspection							
1	Current valid fire equipment	100%	-	100%	100%	100%	100%
Gas Safety Checks - Completed On Time							
1	Annual valid gas certificate	-	-	100%	100%	100%	100%

NO.	KPI Measure - LBL Temporary Accommodation (B&B, Hostels & PSL/PMA)	Actual	Target	Actual to Feb	Target	Target	Target
		2017/18	2018/19	2018/19	2019/20	2020/21	2021/22
LANDLORD							
1	B&B - current tenant arrears as % of rent debit	3.86%	-	5.76%	TBC	TBC	TBC
2	B&B - rent collected - LBL definition	96.54%	98.65%	93.72%	TBC	TBC	TBC
3	Hostel - average days to turnaround all voids (calendar days)	13.4	-	17.8	TBC	TBC	TBC
4	Hostel - void rent loss as a % of annual rent roll	3.35%	4.0%	3.80%	TBC	TBC	TBC
5	Hostel - current tenant arrears as % of rent debit	4.88%		3.72%	TBC	TBC	TBC
6	Hostel - rent collected - LBL definition	96.07%	96.92%	95.04%	TBC	TBC	TBC
7	PSL/PMA - average days to turnaround all voids (calendar days)	29.8	-	20.5	TBC	TBC	TBC
8	PSL/PMA - void rent loss as a % of annual rent roll	4.82%	6.0%	5.75%	TBC	TBC	TBC
9	PSL/PMA - current tenant arrears as % of rent debit	4.40%	-	5.54%	TBC	TBC	TBC
10	PSL/PMA - rent collected - LBL definition	98.41%	97.72%	98.97%	TBC	TBC	TBC
Gas Safety Checks - Completed On Time							
1	Temporary accommodation annual valid gas certificate	-	-	100%	100%	100%	100%

Part Four: Our finances

	Original Budget 2018/19 £000	Budget Movement	Proposed Budget 2019/20 £000
Core Company Costs	(86)	(179)	(265)
Repairs Service	(534)	(51)	(585)
Acquisitions	239	(158)	81
Place Ladywell (ends March 2020)	(11)	(6)	(17)
School Leases (ends March 2022)	(31)	0	(31)
Total Lewisham Homes Budget	(423)	(215)	(552)
Planned Works & Improvements	11,491	8,011	19,502
Mechanical & Electrical	2,917	5,473	8,390
Urgent & Responsive Works	2,376	1,502	3,878
Fire Programme	6,362	7,402	13,764
Contingency	1,810	(1,810)	0
Stock Condition Survey	300	900	1,200
Capital Programme	25,255	21,479	46,734
Schemes on Site	624	(369)	255
Schemes with Planning Permission	25,567	(6,415)	19,152
Schemes in Planning Phase	3,507	(2,198)	1,309
Schemes on Hold or Withdrawn	0	0	0
Non Apportioned Feasibility Costs	1,288	(1,128)	160
Development Budget	30,986	(10,110)	20,876

	Original Budget 2018/19 £000	Proposed Budget 2019/20 £000	Proposed Budget 2020/21 £000	Proposed Budget 2021/22 £000	Proposed Budget 2022/23 £000	Proposed Budget 2023/24 £000
Core Company Costs	(86)	(265)	(747)	(556)	(404)	(244)
Repairs Service	(534)	(585)	(684)	(694)	(716)	(722)
Acquisitions	239	81	0	0	0	0
Place Ladywell (ends March 2020)	(11)	(17)	0	0	0	0
School Leases (ends March 2022)	(31)	(31)	(31)	(31)	0	0
Total Lewisham Homes Budget	(423)	(552)	(715)	(725)	(716)	(722)
Planned Works & Improvements	11,491	19,502	20,500	21,322		
Mechanical & Electrical	2,917	8,390	6,539	4,546		
Urgent & Responsive Works	2,376	3,878	2,300	1,300		
Fire Programme	6,362	13,764	7,500	4,500		
Contingency	1,810	0	0	0		
Stock Condition Survey	300	1,200	0	0		
Capital Programme	25,255	46,734	36,839	31,668	0	0
Schemes on Site	624	255	86	0	0	
Schemes with Planning Permission	25,567	19,152	28,168	4,719	566	
Schemes in Planning Phase	3,507	1,309	8,497	4,480	12	
Non Apportioned Feasibility Costs	1,288	160	0	0	0	
Development Budget	30,986	20,876	36,751	9,200	578	0

It should be noted that the Development Budgets are still subject to agreement by the Council and may therefore change. This could also impact on the Development Team staffing structure as indicated previously.

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BUILDING OUR FUTURE

CORPORATE PLAN 2019 - 2022



Lewisham
Homes

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FOREWORD



This is our three year corporate plan and it sets out what sort of organisation we want to be and what we want to deliver between now and 2022. Our residents, staff, key stakeholders and the Board have contributed to shaping this plan. The key messages are clear; we need to focus and invest in the quality of our existing homes and estates, and all the services we provide, whilst delivering more new homes to help the Mayor's objective aimed at tackling the local housing crisis.

We are an ambitious organisation, this is reflected in the plan, with the objective of benefitting our residents and staff.

We are looking forward to working closely with our residents, staff and partners to make a real difference.

M. Dodwell

Margaret Dodwell
Chief Executive

Ainsley Forbes
Chair of the Board



1

SUMMARY

1. SUMMARY

WE RECOGNISE THE IMPORTANCE OF AN AFFORDABLE, SAFE AND SECURE HOME AS A FOUNDATION FOR LIFE AND LIFE CHANCES

At Lewisham Homes we also recognise that, once someone has a home, their neighbourhood and community play a crucial role. Empowering people to interact with each other, build strong communities and reduce neighbourhood tensions stands side-by-side with the need to provide good quality homes and reliable and trusted services. Getting these factors right will improve our residents' life chances.

OUR VISION IS:

**TO CREATE THRIVING COMMUNITIES
AND PLACES PEOPLE ARE PROUD
TO CALL HOME**

IT'S WHY WE EXIST

SUMMARY

This is our Corporate Plan for 2019 to 2022.
It articulates our mission and our five ambitions.

Together these will help us deliver our vision
in an ever-changing and increasingly
complex environment.



OUR MISSION IS:

**TO PROVIDE SAFE, QUALITY HOMES,
DELIVER EFFICIENT SERVICES
AND ENHANCE LIFE CHANCES**

We will do this by focusing on our five ambitions:

LANDLORD

Consistently delivering an excellent and reliable resident experience

PLACEMAKER

Building and investing in safe, attractive and sustainable homes and neighbourhoods

EMPLOYER

Enable our staff to be the best they can be

PARTNER

Working in partnership to improve quality of life and life chances

ENTERPRISE

Being an efficient, high performing business, maximising opportunities to deliver more



THE FEEDBACK WE RECEIVED CONFIRMS JUST HOW IMPORTANT OUR SERVICES AND THE WAY WE DELIVER THEM ARE TO OUR RESIDENTS

Consultation on our Corporate Plan 2019 - 22

We have consulted widely on setting our Corporate Plan. This commenced with significant contributions from our staff and the basis for consultation was approved by the Board. Open workshops were held to seek the views of our residents. We also sought the views of the Mayor of Lewisham, the Housing Select Committee and the Cabinet Member for Housing, as well as local MPs.

We received considerable feedback. This confirmed just how important our services and the way we deliver them are to our residents. There is a strong desire to see us do more and be innovative, but to do this in a way that retains the focus on delivering a high quality housing service.



2

ABOUT US



2. ABOUT US

Lewisham Homes is the London Borough of Lewisham's housing company. We manage homes on behalf of the Council, and have our own small portfolio of acquired homes, purchased to help the Council deliver its responsibilities to tackle homelessness. Lewisham Homes is a wholly owned local authority company limited by guarantee. We are a not-for-profit business investing in our communities for the benefit of local people and making a major contribution to life in our borough.

Lewisham Homes began operating in 2007 with the primary purpose of delivering the Decent Homes Programme across the Council's 13,300 social-rented homes. Since then, the range of services that we deliver for the Council has increased and we now also develop new homes on the Council's behalf. In 2017, our tenth anniversary year, we agreed a new 10-year management agreement with the Council.

Lewisham Homes manages around 19,400 homes and houses around 47,000 people. We house individuals and families in general needs, temporary and specialist accommodation, including sheltered housing for older people.

With the exception of our 1,400 units of temporary housing, all the homes we manage for the Council are let on social rents. These are substantially below rents in the private rented sector and also provide far greater security of tenure. In addition to our 12,600 social rented homes, we also manage 5,400 leasehold properties, most of which transferred into private ownership under Right to Buy. These homes are now occupied by a mix of the original owner occupiers, second or subsequent generation owner occupiers, and the private tenants of portfolio landlords.

Our customer base is diverse, we recognise everyone as an individual and must provide services in a way that distinguishes and responds to this. Residents' expectations are changing all the time and the way technology enables us to respond to them will evolve significantly over the duration of this plan.

We are here for our residents and are committed to further amplifying their voices as we shape and improve all aspects of our services so that they:

- follow a stringent compliance framework
- place strong customer advocacy at the heart of service delivery
- deliver the Council's priorities on housing
- produce quality, value for money services
- have clear accountabilities in the management and maintenance of the whole property asset, with an emphasis on creating safe and thriving communities
- value employees, the employee experience and levels of engagement

ABOUT US

We want residents to be involved at every level, actively participating in decision-making. This includes our Board. Eight of our 15 board member positions are reserved for residents, who set the strategic direction of the organisation.

Listening to residents and working in partnership with them is an important theme of this plan. We recognise that we have a long term relationship with the majority of our residents, and we want them to trust us and have confidence in our services.

Our team comprises 550 people. Our workforce is talented, with a strong commitment to meeting housing need and delivering high quality services to our residents. Our people are critical to the delivery of our vision.

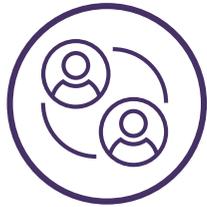
We have reviewed our organisational values alongside the development of this plan. Our values define the way we work with our residents and each other.



LISTENING TO RESIDENTS AND WORKING IN PARTNERSHIP WITH THEM IS AN IMPORTANT THEME OF THIS PLAN



OUR VALUES



ENGAGE

We work with you and include you in decision making



EMPOWER

We encourage and enable you to achieve your best



INNOVATE

We actively seek new ideas and explore solutions with energy and excitement



DELIVER

We work with empathy and integrity to provide quality homes and great services



3

OUR OPERATING ENVIRONMENT

3. OUR OPERATING ENVIRONMENT

The national context

The housing sector, like all others, continues to change and evolve. Since our last Corporate Plan, social housing has risen much higher on the national agenda, predominantly as a result of the national housing ‘crisis’, and the tragic fire at Grenfell Tower.

Our Corporate Plan commences immediately after the UK is scheduled to leave the European Union, and covers a period where there is likely to be continued economic uncertainty. This will inevitably create challenges for Lewisham Homes and our residents, particularly those who rely on public services.

We exist in an increasingly global economy. National and international trends will affect both Lewisham Homes and our residents, interest rates, energy prices and inflation being key examples. A period of economic stagnation, and potential increases in both interest rates and inflation, would have a significant impact on those on low incomes.

Welfare reform will continue to place a strain on the incomes of our many residents who receive social security payments as part of their household income. The new mechanisms for claiming social security payments mean that social landlords like Lewisham Homes will need embedded approaches to tenancy sustainment, if we are to avoid increasing tenant debt and costs of collection.

Departure from the EU presents challenges to the construction industry, both in respect of costs and the availability of labour and materials. The impacts are predictable but their extent is so far unknown. Skills shortages in the construction sector are forecast but this will also create an opportunity to work with our partners to train and employ more local people. The rise in offsite construction is expected to continue.

Social housing makes an important contribution to addressing the issues of undersupply and affordability that underpin our national housing crisis. The 2017 Autumn Budget set a national target to build 300,000 homes a year by 2020. This has been accompanied by a return to social rent grant funding, a change in direction from the Cameron years, when policy focused exclusively on homeownership and affordable, near-‘market’ rents. In recent years, the number of homes built for social rent in the UK have fallen to record lows. Lewisham Homes is firmly committed to working with the London Borough of Lewisham to deliver increased numbers of homes for rent in our borough.

After four years of rent reductions, rents will increase from 2020. The Government’s rent policy, which will commence in April 2020, links rents to the Consumer Price Index plus 1% for a period of five years. This will increase monies available in the HRA to build more homes, increase the investment in existing homes, or do more for our residents.

In August 2018 the long awaited green paper on social housing was published. This focused on five key themes:

EXPANDING SUPPLY AND OWNERSHIP

ENSURING SAFE AND DECENT HOMES

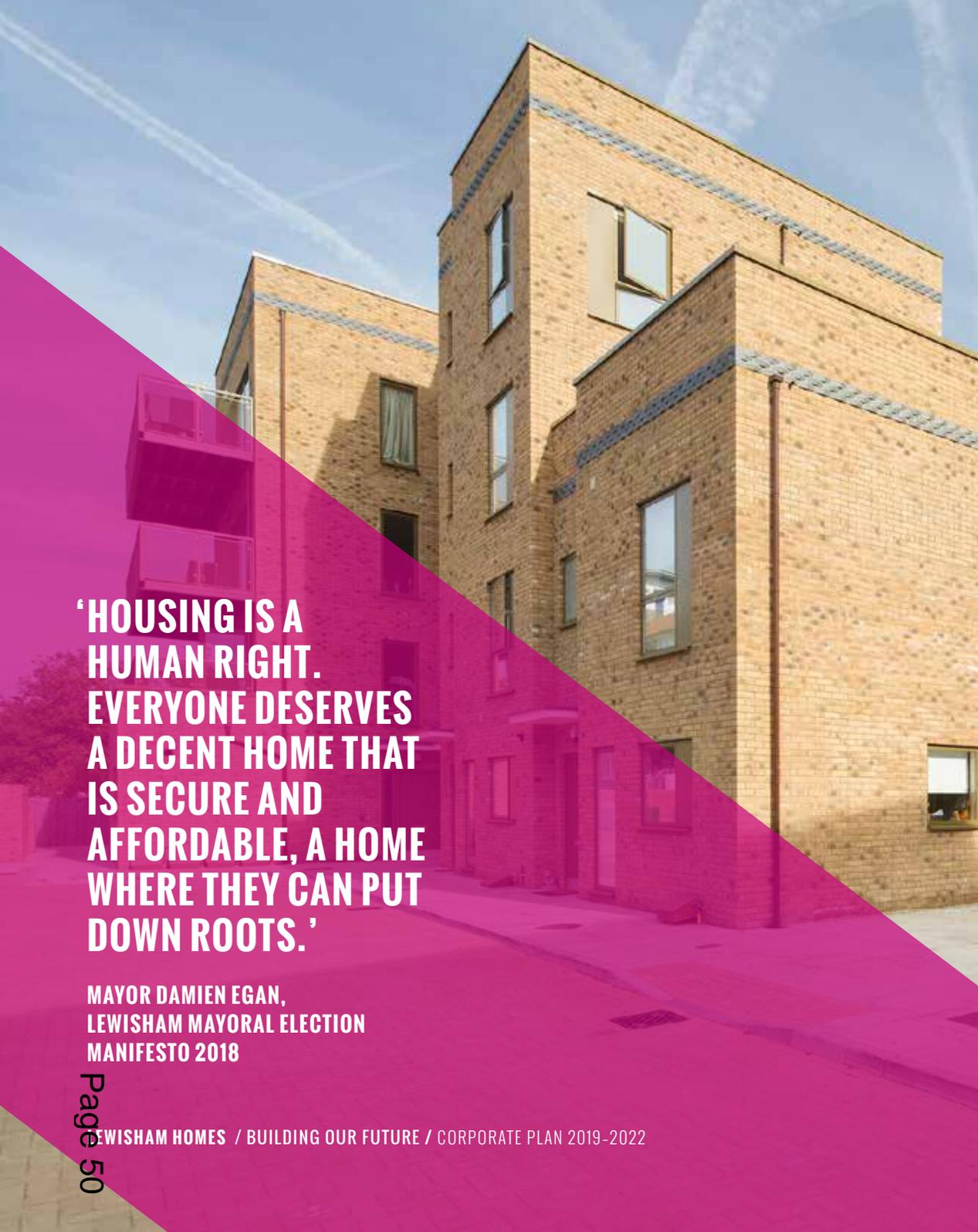
EFFECTIVE COMPLAINT RESOLUTION

EMPOWERMENT OF RESIDENTS AND THE REGULATOR

ENDING STIGMA

We welcome these changes and have actively addressed the anticipated changes in our plan. One outcome that will specifically impact Lewisham Homes is the likelihood that all social housing providers will be regulated by the Regulator of Social Housing, in the same way as housing associations are. We have already measured ourselves against these standards.

The tragic fire at Grenfell Tower in June 2017 has had a profound impact on the social housing sector. Lewisham Homes has the highest regard for the safety of our residents and staff, and the tragedy has brought this into renewed focus. We will respond proactively to any additional requirements arising from the Grenfell Inquiry, and will develop and implement a plan to address the recommendations from the Hackitt Review of Building Regulations, accepted in full by the Government in December 2018



**‘HOUSING IS A
HUMAN RIGHT.
EVERYONE DESERVES
A DECENT HOME THAT
IS SECURE AND
AFFORDABLE, A HOME
WHERE THEY CAN PUT
DOWN ROOTS.’**

**MAYOR DAMIEN EGAN,
LEWISHAM MAYORAL ELECTION
MANIFESTO 2018**

The local context

Lewisham Homes actively supports the Council’s strategic direction and ambitions for our borough. This plan coincides with the current Mayoral term of office, and the Council’s priorities have been a significant consideration in the formulation both of our strategic direction and our detailed plans. A key Council priority is to deliver 1,000 new social homes by 2022.

Tackling poverty, deprivation and inequality is at the heart of Lewisham Council’s vision for a resilient, healthy and prosperous borough. This will be achieved through strong and collaborative partnerships, like the one with Lewisham Homes.

Lewisham Council was the first Council to become an accredited Living Wage employer; Lewisham Homes is similarly accredited.

Lewisham is a vibrant, culturally rich and inclusive inner London borough. It has a population of 306,000 people, and this is forecast to increase by approximately 0.9 per cent per year to more than 340,000 in 2028. Lewisham is the 15th most ethnically diverse borough in the country. In the 2011 Census, 46.4 per cent of Lewisham’s people

were from a Black, Asian and Minority Ethnic (BAME) background.

Lewisham is a very young borough, with a quarter of residents under 20 years old, so demand for housing will continue to grow in the future. However older residents and those with additional needs still comprise a major part of the population. 14.4 per cent of Lewisham's residents described themselves as living with a long-term health condition in the 2011 Census, compared to 17.6 per cent for England. The number of residents aged 85 and over also continues to rise.

Lewisham is situated close to the centre of London, one of the wealthiest cities in the world. Yet, as in many London boroughs, our community still suffers from high levels of poverty, deprivation and inequality.

According to the Department for Communities and Local Government's 2015 Index of Multiple Deprivation (IMD), the borough ranked 48th out of 326 local authorities (1st being most deprived). This is a marked improvement from 2011 when it was ranked 31st, yet Lewisham still remains well within the most deprived quartile of local authorities. As would be expected in a highly diverse inner

London borough, there are significant variations in deprivation by ward, with concentrations in the far north and the far south of the borough.

In the 2017 London Poverty Profile, Lewisham ranked among the bottom 25 per cent of all 32 London boroughs for the average across all poverty indicators. Lewisham is among the worst four boroughs for the number of out-of-work benefit claimants and the proportion of 19 year olds lacking level 3 qualifications.

In the north of the borough, high housing costs and low incomes combine to produce high levels of deprivation, but there are good connections to the rest of London. In the south, housing tends to be marginally more affordable but incomes are low and residents are more likely to be unemployed and in receipt of out-of-work benefits.

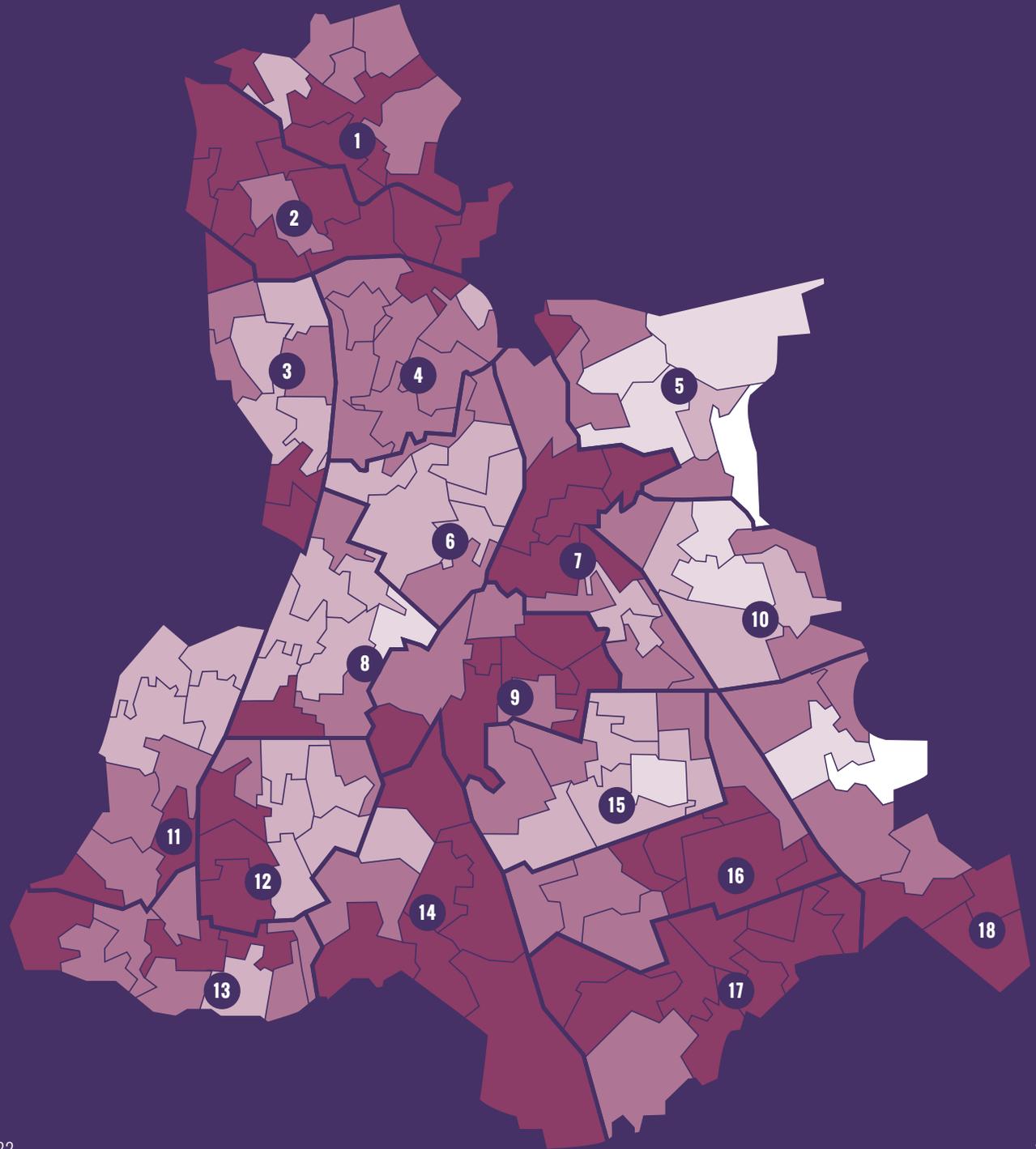
The average property value in Lewisham is over twelve times the average income level.

LEWISHAM HOMES IS FIRMLY COMMITTED TO WORKING WITH THE LONDON BOROUGH OF LEWISHAM TO DELIVER INCREASED NUMBERS OF HOMES FOR RENT

Deprivation in England



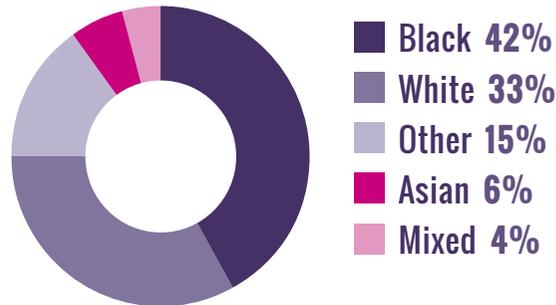
1. Evelyn
2. New Cross
3. Telegraph Hill
4. Brockley
5. Blackheath
6. Ladywell
7. Lewisham Central
8. Crofton Park
9. Rushey Green
10. Lee Green
11. Forest Hill
12. Perry Vale
13. Sydenham
14. Bellingham
15. Catford South
16. Whitefoot
17. Downham
18. Grove Park



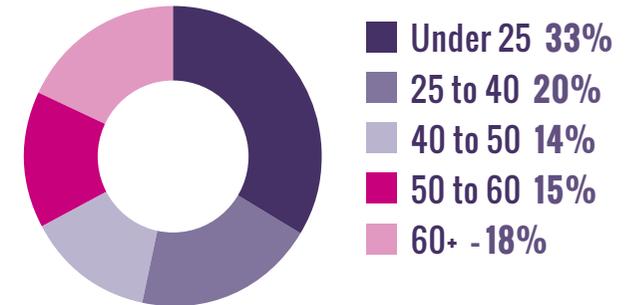
Our residents

We use the knowledge that we have of our residents to help us design and tailor our services. We recognise the need to know more about our residents in order that we can improve our services, as well as identifying residents who might be able to benefit more from the services we offer.

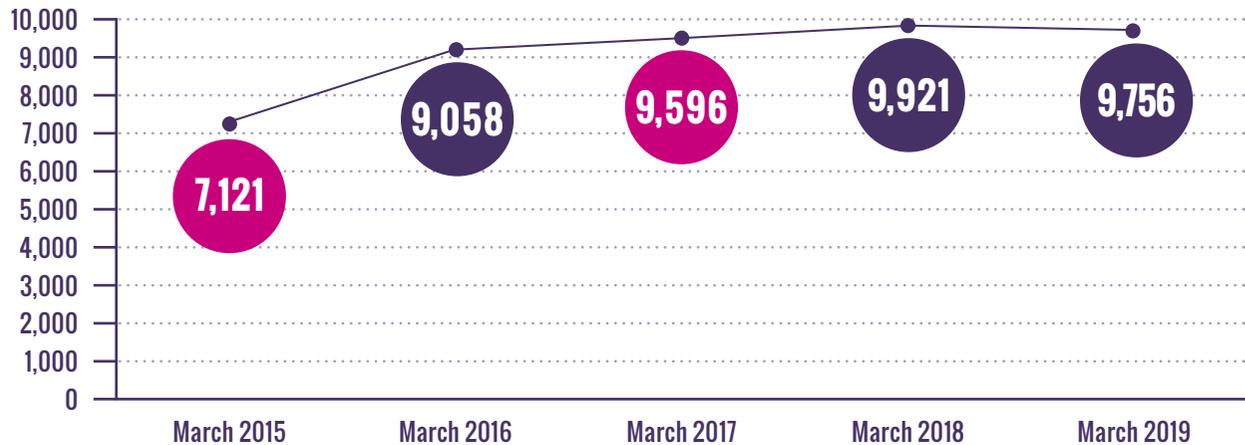
Lead tenants and leaseholders



Age of all occupants in tenanted and leasehold homes where age is known



The housing register



4

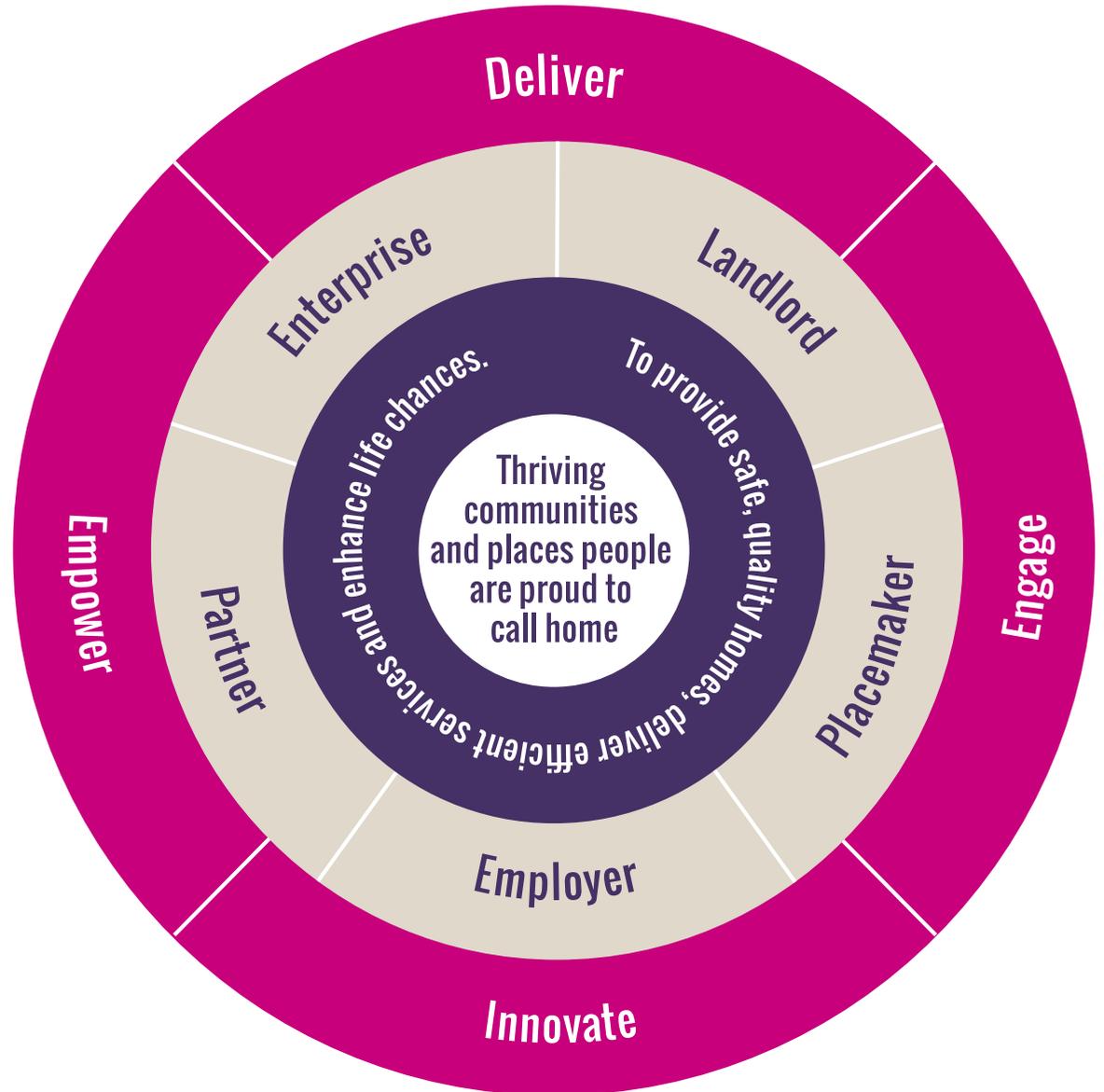
DELIVERING OUR AMBITIONS



Lewisham
Homes

4. DELIVERING OUR AMBITIONS

Lewisham Homes is ambitious for our residents, our employees and our organisation as a whole. We want to continuously improve, to be easy to deal with and to get things right first time. Here's how we plan to do this.



We will expand on each of the five ambitions in turn in the sections that follow. However, all five ambitions are interconnected and interdependent. They represent where we want Lewisham Homes to be at the end of our Corporate Plan period in 2022.

The Board will approve an annual business plan each year so it can monitor ongoing delivery of the Corporate Plan. The business plan will include the tasks, projects and KPIs that ensure that we are delivering our ambitions. All our staff will have team and individual targets focused on delivering our plan in line with our values. These values are brought to life by the behaviours that underpin our culture and style of service delivery. We are developing a competency model which will support the achievement of the Corporate Plan and set these behavioural expectations for all staff.

OUR BEHAVIOURS

- Excels with residents and customers
- Collaborates with colleagues/partners
- Takes responsibility for delivering
- Learns and innovates
- Communicates effectively
- Safety first

OUR AMBITIONS REPRESENT WHERE WE WANT LEWISHAM HOMES TO BE BY 2022



OUR LANDLORD AMBITION IS TO

**CONSISTENTLY DELIVER AN EXCELLENT AND
RELIABLE RESIDENT EXPERIENCE**

THIS AMBITION HAS SEVEN STRANDS:

Deliver consistent and reliable landlord services

- Have a resident offer in place for each tenure
- Set new service standards and hold ourselves to account against the promises we make to residents
- Review our ASB service and demonstrate an increase in satisfaction with this service
- Increase the frequency and way we look at resident satisfaction, follow up areas of dissatisfaction in a proactive way, and use this to drive service improvement
- Look in depth at our service charges to ensure they are both transparent and value for money

Greater access and choice through our quality online self-service offer

- Develop a digital offer that works for our residents; this means face-to-face and telephone contact will remain in place alongside self-service channels
- Improve our self-service offer, making it intuitive and easy to use

Help sustain tenancies, working to meet individual needs

- Ensure that our residents feel supported and are aware of the support we can offer
- Increase the use of customer data to facilitate preventative measures and target support
- Help people to maximise their incomes and prioritise their rent

Review our offer to leaseholders with an increased focus on affordability, transparency and communication

Maintain high quality and safe homes to meet or exceed building safety requirements

- Continue to invest in our existing homes and maintain them to a high standard

- Develop a plan to enhance the quality of the communal areas on our estates, recognising that investment is required
- Develop and implement a proactive plan to ensure we meet the requirements of the Hackitt report

Reduce energy use and fuel poverty

- Gain an understanding of our residents' energy costs to target investment and ensure homes are cost effective
- Offer support and advice to alleviate fuel poverty

Know our residents; engage and collaborate, ensuring their voices are heard

- Have a comprehensive framework for resident involvement
- Be clear what we need to know about our residents on an ongoing basis, to maintain this information securely
- Support the development and maintenance of Tenants and Residents Associations
- Work in partnership with Lewisham Tenants Fund

OUR PLACEMAKER AMBITION IS TO:

**BUILD AND INVEST IN SAFE, ATTRACTIVE AND
SUSTAINABLE HOMES AND NEIGHBOURHOODS**

THIS AMBITION HAS SIX STRANDS:

Ensure our neighbourhoods are safe and attractive

- Maintain decent homes
- Work closely with the Police, the Council and other agencies to reduce crime, nuisance and anti-social behaviour
- Enhance the security of homes through our ongoing investment programme

Safe neighbourhoods and communities that promote cohesion

- Develop a standard for our estates; take action where these standards are not met
- Review parking and garage provision and management

Deliver quality homes to contribute significantly to the Mayor's new homes target

- Make a significant contribution to delivering 1,000 new homes in Lewisham by 2022
- Build homes that are high quality, well designed, energy efficient
- Ensure where we build new homes we create the right environment for communities to thrive

Innovation and sustainability achieving added social value

- Gain a reputation for innovation and quality homes
- Use our purchasing power and supply chain to drive social value
- Develop our approach to the environment and sustainability across our fleet, homes and working practices

Improve and maintain our asset knowledge to ensure informed investment decisions based on sound data

- Improve knowledge of the condition of our homes and use this intelligence to drive our investment decisions
- Investment decisions to reflect both financial and social returns

Increase the use of smart technology to know how our homes are performing and when works are needed

- Explore the potential to use Smart Home technology to enable remote monitoring and management of systems and appliances
- Hold our property records so that staff can access a complete view of a home or building

OUR EMPLOYER AMBITION IS TO:

**ENABLE OUR STAFF TO
BE THE BEST THEY CAN BE**

THIS AMBITION HAS FIVE STRANDS:

Value and encourage our people to be the best they can

- Develop and implement an innovative People and Organisational Development Strategy that aligns with our values and will drive culture and engagement
- Maintain positive and constructive relationships with trade unions, recognising their important role

Have an exciting culture and flexible employment offer that attracts, develops and retains talented people

- Improve and modernise our office environment and estate facilities
- Introduce effective mobile and agile working solutions that increase efficiency, resolve more customer issues at first point of contact, and enhance flexibility for staff

Invest in skills, expertise and the right tools to ensure we deliver high quality services

- Have a development offer that enables people to grow personally and professionally
- Promote and develop our apprentice and graduate programmes
- Recognise and celebrate achievements of teams and individual staff members

Embed the principles of inclusive leadership and embrace diversity and wellbeing

- Be an open, diverse and inclusive organisation at every level
- Ensure that our workforce represents the diverse communities we serve and that everyone is treated fairly while working for Lewisham Homes
- Develop and promote a wellbeing offer to staff

Become a high performing organisation that learns and embraces creativity and change, setting clear expectations, pace and standards

- Introduce an outcome-focused performance management system that enables every team and team member to understand their role in the delivery of this Corporate Plan
- Ensure effective internal communications mechanisms exist so staff are clear on priorities, what success looks like and decision making processes
- Promote our values and behaviours in a way that encourages people to connect and engage with our vision

OUR PARTNER AMBITION IS TO BE:

**WORKING IN PARTNERSHIP TO IMPROVE QUALITY
OF LIFE AND LIFE CHANCES**

THIS AMBITION HAS FIVE STRANDS:

Continue to be a trusted and proactive partner in supporting the delivery of Lewisham Council's aspirations and plans

- Work with LBL to increase the scope of services provided on their behalf, particularly when this leads to a more seamless service for residents

Promote investment in communities and a positive image of social housing

- Align our investment in communities with our front line tenancy management to maximise impact
- Use social media and other channels to promote the achievements of Lewisham Homes and our residents
- Explore diversionary activities to reduce ASB

Build local partnerships to promote independent living, access to employment, health and wellbeing, and reduce social isolation and costs to the public purse

- Actively support the Lewisham Deal
- Develop our organisation-wide dementia awareness and friendliness
- Enhance our partnerships with social services, health and the voluntary sector to promote independent living in both our general needs and specialist homes

Enhance social value through our partnerships and supply chain

Facilitate and support digital inclusion

- Help to reduce digital isolation by supporting residents to become digitally active
- Support residents in transition to Lewisham Homes' digital offer



OUR ENTERPRISE AMBITION IS:

**BE AN EFFICIENT HIGH PERFORMING BUSINESS,
MAXIMISING OPPORTUNITIES TO
DELIVER MORE**

THIS AMBITION HAS SIX STRANDS:

Meet all our legal and regulatory responsibilities

- Have the highest regard for asset compliance
- Ensure effective systems of control and assurance are in place

Invest in modernisation and removing waste from processes

- Develop and implement a new ICT strategy
- Review our core ICT systems, bringing together our information and processes to ensure efficient working and the best possible services

Focus on embedding a culture of affordability, efficiency and value for money

- Enhance our understanding of the costs of service provision and benchmark this
- Demonstrate an increased focus on affordability and transparency in leaseholder service provision
- Drive a 'right first time' approach

Manage risk well - innovate, take measured risks and protect the future

- Implement a new Risk Management Framework – including setting a risk appetite
- Develop a financial strategy that balances investment in the business to deliver this plan with long-term business security

Put in place a range of new long term stock investment contracts to deliver enhanced value

Improve access to quality management information to make timely decisions

- Develop and embed our approach to quality information management
- Use customer feedback, solicited and unsolicited, to drive service improvement and enhance satisfaction





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 lhomes.org.uk/lhlin

 instagram.com/lewishamhomes

Housing Select Committee			
Report Title	New Homes Programme Update	Item No	6
Contributors	Assistant Director Regeneration & Place		
Class	Part 1	Date	1 May 2019

1. Purpose of paper

- 1.1. This report provides an update on progress of the delivery of the 500 new homes in the New Homes, Better Places programme and the broad strategy for the delivery of a further 1,000 new social homes.

2. Recommendations

- 2.1. It is recommended that Housing Select Committee review and note the report.

3. Background

- 3.1. The Lewisham Housing Strategy 2015-2020 contains four priorities:
- Helping residents at times of severe and urgent housing need
 - Building the homes our residents need
 - Greater security and quality for private renters
 - Supporting our residents to be safe, healthy and independent in their home
- 3.2. London faces one of the most significant housing shortages since the end of the Second World War. In line with our strategy priorities, Lewisham Council acknowledges the challenges faced by our residents and is committed to tackling those with the greatest housing need.
- 3.3. In July 2012 the Council embarked on a programme to build 500 new social homes in response to a series of on-going housing policy and delivery challenges, most notably an enduring under-supply of new affordable homes available to the Council to meet housing demand.
- 3.4. The Council has set a target of a further 1000 social homes by 2022.

4. New Homes update

Feasibility for the 1,000 Homes Programme

- 4.1. At Mayor and Cabinet in March, officers sought approval to invest in feasibility work that would lead to the next stage of work for the 1,000 Homes programme.

- 4.2. Detailed work has been undertaken by Lewisham Council, Lewisham Homes and our partners to ensure that a robust programme for the delivery of the 1,000 units is in place. Broadly, this has been broken down into two main packages:
 1. Homes delivered directly by the Council including Ladywell, the infill programme and homes for temporary accommodation;
 2. Homes built by partners where the Council has actively enabling the delivery of genuinely affordable homes for residents on our housing register, such as our ongoing relationship with Phoenix Community Housing.
- 4.3. The approval from Mayor and Cabinet related to the first tranche of directly delivered council homes and should yield a significant number of infill units on underutilised space on our land.
- 4.4. It should be noted that this programme is not static and further sites will be added and removed as design work evolves.
- 4.5. These schemes will not only improve existing neighbourhoods by improving and investing in underutilised or disused areas but they will create places that minimise the risk of anti-social behaviour and promote more engaged communities and responsive environments.
- 4.6. These units will, for the most part, be estate infill projects on land within the Housing Revenue Account. However, it is anticipated that a small percentage of sites may come forward on General Fund land.

Church Grove

- 4.7. Church Grove is a community led self-built development being led by the Rural Urban Synthesis Society (RUSS) in partnership with Lewisham Council. RUSS are a community land trust that have received planning permission to deliver 33 new homes, on the Church Grove site. All of the 33 homes are different types of affordable housing that include 5 homes for social rent and the rest as either London Living Rent or Shared Ownership products.
- 4.8. The scheme will also include a Community Hub to promote training and community led developments across London.
- 4.9. As all of the homes will remain partly owned by RUSS as a community land trust they will ensure that they remain affordable in perpetuity. The scheme was designed by the future residents and self-builders through a collaborative design process, with a strong focus on sustainability so that the new homes will be as energy efficient and environmentally friendly as possible, with recycled materials favoured and space for residents to grow food provided.
- 4.10. RUSS have now appointed a main contractor who will work with the

resident group to build the homes, with works starting on the community hub first and then on the main development over the summer. The Church Grove development is expected to complete in mid-2021.

5. Financial implications

- 5.1. The Council's current 30 year financial model for the Housing Revenue Account (HRA) includes provision for the HRA contribution to the 500 new units target, for social rent purposes, at an average cost of £190k each (adjusted annually for inflation) over the first 10 years of the model.
- 5.2. The delivery of the HRA Social Units from the New Homes Better Places programme will be funded from this provision.
- 5.3. The delivery of the Temporary Accommodation schemes, and the new homes programme will be funded through the use of RTB 1-4-1 receipts, S106 receipts, GLA grant and HRA & General Fund Prudential Borrowing.
- 5.4. Work continues on the identification and financial impacts of the individual sites associated to the delivery of the new 1,000 additional homes target.
- 5.5. The financial implications of the schemes associated with the 1,000 homes programme will be reported on individually as and when they are sufficiently developed and brought forward for approval by Mayor and Cabinet.

6. Legal implications

- 6.1 The Council has a wide general power of competence under Section 1 of the Localism Act 2011 to do anything that individuals generally may do. The existence of the general power is not limited by the existence of any other power of the Council which (to any extent) overlaps the general power. The Council can therefore rely on this power to carry out housing development, to act in an "enabling" manner with other housing partners and to provide financial assistance to housing partners for the provision of new affordable housing.
- 6.2 Most of the proposals referred to in this report are at a very early stage of development. Detailed specific legal implications will be set out in subsequent reports to Mayor and Cabinet. Section 105 of the Housing Act 1985 provides that the Council must consult with all secure tenants who are likely to be substantially affected by a matter of Housing Management. Section 105 specifies that a matter of Housing Management would include a new programme of maintenance, improvement or demolition or a matter which affects services or

amenities provided to secure tenants and that such consultation must inform secure tenants of the proposals and provide them with an opportunity to make their views known to the Council within a specified period. Section 105 further specifies that before making any decisions on the matter the Council must consider any representations from secure tenants arising from the consultation. Such consultation must therefore be up to date and relate to the development proposals in question.

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

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

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

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

6.6 The weight to be attached to the duty will be dependent on the nature of the decision and the circumstances in which it is made. This is a matter for the Mayor, bearing in mind the issues of relevance and proportionality. The Mayor must understand the impact or likely impact of the decision on those with protected characteristics who are potentially affected by the decision. It is not an absolute requirement to eliminate unlawful discrimination, advance equality of opportunity or foster good relations. The extent of the duty will necessarily vary from case to case and due regard is such regard as is appropriate in all the circumstances.

6.7 The Equality and Human Rights Commission has recently issued Technical Guidance on the Public Sector Equality Duty and statutory guidance entitled "Equality Act 2010 Services, Public Functions & Associations Statutory Code of Practice". The Council must have regard to the statutory code in so far as it relates to the duty and attention is drawn to Chapter 11 which deals particularly with the equality duty. The Technical Guidance also covers what public authorities should do to meet the duty. This includes steps that are legally required, as well as recommended actions. The guidance does not have statutory force but

nonetheless regard should be had to it, as failure to do so without compelling reason would be of evidential value. The statutory code and the technical guidance can be found at:

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

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

7. Equalities implications

7.1. The provision of new social housing in the borough has a positive equalities impact. Households on the Council's Housing Register are more likely to have a protected characteristic than the wider population as access to the register is limited to those most in housing need.

8. Crime and Disorder implications

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

9. Environmental implications

9.1. Any environmental implications from the delivery of new homes are considered and addressed on a scheme by scheme basis through the design and planning process. There are therefore no additional environmental implications arising directly from this report.

For further information please contact Freddie Murray, Assistant Director Regeneration & Place on 0208 314 3914.

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Housing Select Committee		
Title	Select Committee work programme 2019-20	
Contributor	Scrutiny Manager	Item 7
Class	Part 1 (open)	1 May 2019

1. Purpose

1.1. To ask members to agree an annual work programme for the select committee.

2. Summary

2.1. This report:

- Provides a summary of the committee's work in 2018-19
- Provides the context for setting the 2019-20 work programme
- Asks members to agree on priorities for the 2019-20 municipal year
- Sets out the process for Business Panel approval of the work programme
- Sets out how the work programme can be monitored and developed

3. Recommendations

3.1. The Select Committee is asked to:

- Note the meeting dates and committee terms of reference
- Note the key decision plan at appendix F
- Consider the provisional work programme at appendix B
- Consider additional items for the work programme
- Consider opportunities for public participation
- Agree a work programme for 2019-20
- Ensure the work programme is manageable within the number of scheduled meetings and time available at each meeting.

4. Meeting dates

4.1. The meeting dates below were agreed at the Council AGM on 3 April 2019:

- Wednesday 24 April 2019
- Tuesday 4 June 2019
- Wednesday 10 July 2019
- Wednesday 18 September 2019
- Wednesday 30 October 2019
- Monday 16 December 2019
- Thursday 30 January 2020
- Thursday 12 March 2020

5. The role of the select committee

- 5.1. The role of the select committee is to scrutinise the discharge of the council's housing functions. This includes scrutinising Lewisham Homes and Regenter B3, which manage the council's stock of council properties, and establishing links with other social housing providers in the borough. The Committee's full terms of reference are set out in appendix A.
- 5.2. A key part of the committee's role is scrutinising the performance and objectives of the council's housing strategy. This includes support and accommodation for those who are homeless or threatened with homelessness; measures to increase the supply of new, affordable housing; improving conditions in the private rented sector; and improving standards in social housing. The current [housing strategy](#) covers the period 2015-2020.
- 5.3. The Committee can invite expert witnesses to provide evidence to the Committee on specific topics, such as local housing partners or representatives from the voluntary sector. While witnesses often welcome the chance to speak to the Committee, they are not obliged to attend (as opposed to officers of the Council and decision makers).

6. Provisional 2019-20 work programme

- 6.1. The scrutiny manager has drafted a provisional work programme for the committee to consider (see appendix B).
- 6.2. The provisional work programme currently includes:
 - items suggested by the committee in the previous year
 - items suggested by council officers
 - issues arising as a result of previous scrutiny
 - items the committee is required to consider by its terms of reference
- 6.3. The committee should also give consideration to:
 - issues of importance to Local Assemblies (appendix C)
 - decisions due to be made by Mayor and Cabinet (appendix F)
 - issues suggested by members of the public (see paragraph 8.10)
- 6.4. Suggestions made by the committee at the last meeting of 2018-19
 - *Resident engagement on estate redevelopments*

It was suggested at the last meeting of 2018/19 that the committee should look into resident engagement, in particular how the council engages with communities around regeneration & housing development.

Suggested questions included:

- How does the council consult with communities around regeneration and housing development?
- How has the council learned from past mistakes in consultation and how has this affected subsequent consultation and engagement?
- How does the way the council engages with communities on these issues impact relationships between the council and residents, particularly those from often excluded groups?
- Can we learn from other councils (London & further afield) on how they do engagement and consultation on housing?
- What role can TRAs play in community engagement and how are we facilitating the creation of new TRAs through our partner organisations? (Lewisham Homes, Regenter B3, and other housing associations).

- *Homelessness Reduction Act*

Another suggestion from the last meeting of 2018/19 was to look into the impact of the new Homelessness Reduction Act upon housing provision.

Suggested questions included:

- Has the Act resulted in more applications from homeless people?
- Has Lewisham provided more accommodation as a result of the Act?
- If Lewisham has provided more accommodation, what is the nature of the accommodation: is it private/public, AST, duration of tenancy, its location?
- The impact of the Act upon the “full” duty under s193 of the Housing Act and the number of full applications being decided. Specifically, has the Act meant a reduction in the number of investigations into priority need and intentionality?
- What impact has the Act had on the Housing List.

- *Overcrowding*

At the last meeting of 2018/19, it was noted that there are around 4,500 households living in overcrowded conditions in Lewisham. It was suggested that the committee should look into overcrowding and under-occupancy and ways incentivise downsizing and access to available housing mobility schemes.

- *Effects of housing people out of the borough*

To consider the impact of the Localism Act 2011, which allowed local authorities to house homeless applicants out of borough, both in respect of temporary and permanent accommodation.

Suggested questions included:

- How often does this occur?
- What are the distances involved?
- What has been the effect of the policy upon individual applicants?

Other suggestions made by the committee included:

- *Lewisham's capacity to build new council homes, in terms of resources, staff and land.*
- *Fire safety and fire doors*
- *Major works and repairs*

6.5. Suggestions from officers in view of forthcoming developments

- *Housing strategy*

At the last meeting of 2018/19 ([March](#)), the committee received an update on the approach to developing a refreshed housing strategy for 2020-25. The committee has been invited to participate in a workshop on the key principles of the strategy (provisional date of 23rd April). Officers also expect to bring a draft strategy to committee around September.

- *New Homes Programme*

The delivery of 1,000 new social homes forms part of the council's corporate strategy for 2018-22. A pipeline of the proposed homes is expected by spring.

- *Tenant and resident engagement*

The first resident's ballot on development proposals is expected to be held in the summer, on the redevelopment plans for Achilles Street, New Cross. The committee has expressed a particular interest in this topic.

- *Lewisham Homes acquisitions programme*

Lewisham Homes is continuing its programme of property acquisitions in order to provide homes for homeless families and reduce spending on nightly-paid temporary accommodation. The acquisitions will count towards the corporate priority of delivering 1,000 new social homes.

6.6. Issues arising as a result of previous scrutiny

- *Mental health and housing*

The committee carried out an in-depth review of [mental health and housing](#) in 2016/17, and made a number of recommendations to Mayor and Cabinet. The committee is due a progress update on the recommendations.

- *Lewisham Homelessness Forum*

In [January 2019](#), the committee received a comprehensive update on rough sleeping from the Lewisham Homeless Forum (a partnership between the council and local homelessness organisation). There may be particular discussion points from this item that the committee would like to explore further. The committee may also want to engage with the forum again.

- *Fire Safety*

The committee has received a number of updates on fire safety, in tall buildings in particular, since the Grenfell tragedy in 2017, most recently in [December 2018](#). There may be particular areas of interest that the committee

would like to receive further updates on, such as the replacement of defective fire doors, for example.

6.7. Items the committee can consider by virtue of its terms of reference

- Lewisham Homes annual report and business plans
- Regenter B3 annual report and business plans
- Rent and service charge increases
- Annual lettings plan
- Budget cuts proposals relating to the committee's areas *

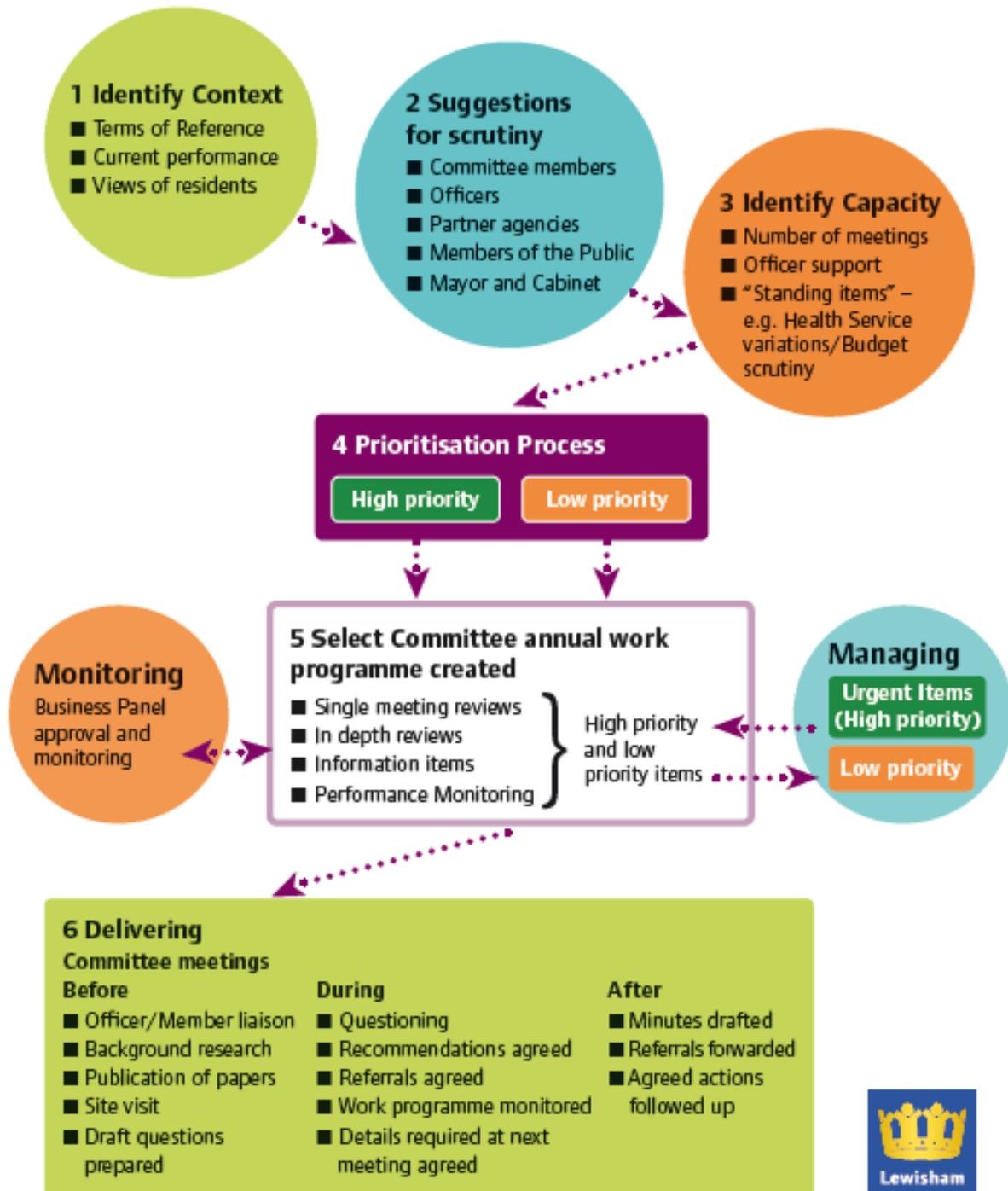
**The council continues to identify areas from which it will deliver significant budget reductions in order to agree a balanced budget, as required by legislation. Officers have committed to regular interactions with Members in order to facilitate the effective scrutiny of specific proposals. The committee will need to retain capacity in its work programme to consider these as is necessary.*

6.8. It is for the committee to consider the provisional work programme and agree any additional items it would like to include.

6.9. The flowchart below (available on the [Members Information Site](#)) and following section set out further guidance on the steps involved in setting, monitoring, managing and delivering the work programme:

Work Programme: Setting, monitoring, managing and delivering

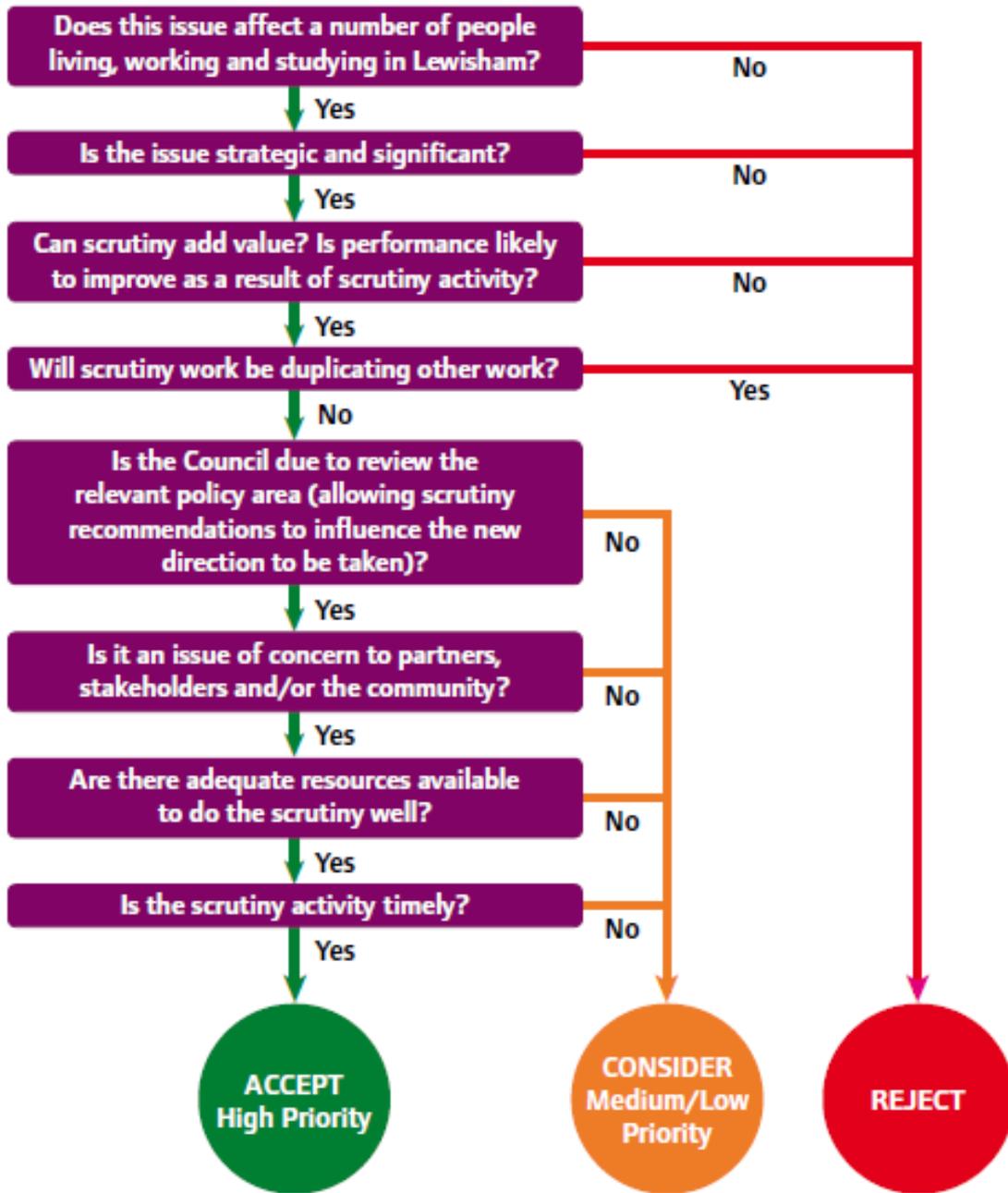
Setting



7. Deciding on items to add to the work programme

- 7.1. When deciding on items to include in the work programme, the committee should consider:
- the key services, programmes and projects within the committee's remit
 - the criteria for selecting and prioritising topics (see flowchart below)
 - suggestions already put forward (see paras 6.4 to 6.6)
 - items committee required to consider by its terms of reference (para 6.7)
 - the capacity for additional items (see paras 10.5 to 10.8 below)
- 7.2. Prioritising potential work programme items helps the committee to decide which items to include and which items it could potentially remove from its work programme if it decides to take any urgent high-priority issues over the course of the year.
- 7.3. It may help to designate items as either high or medium priority. Low priority items should not be included on the work programme.
- 7.4. The flowchart below (available from the [Members Information Site](#)) provides guidance on prioritising topics for scrutiny:

Scrutiny work programme – prioritisation process



8. Different types of scrutiny

8.1. Scrutiny can be carried out in a number of ways and it is important to consider which type of scrutiny is the most appropriate and proportionate for each item on the work programme.

8.2. Some items, for example, may only require a briefing report for information (and will not need to be considered at a formal committee meeting), while another may require more detailed analysis and questioning of a particular issue with input from stakeholders.

8.3. Some of the main ways of carrying out scrutiny are described below.

8.4. The committee should also note the comments submitted by scrutiny to the council's *Local Democracy Review* on how scrutiny can be even more effective, participative and open. Ideas and suggestions included:

- Focusing on fewer issues more closely linked to council priorities
- Formal questioning of cabinet members at committee meetings
- More engagement with the public outside of formal meetings
- Individual scrutiny members leading on defined topic areas
- Contributing to new policy proposals at an early stage

8.5. Standard items

8.6. The majority of work programme items tend to be standard items, where scrutiny is carried out as part of a single meeting and members:

- agree what information and analysis they wish to receive
- receive a report presenting that information and analysis
- ask questions of the presenting officer or guest
- agree, following discussion of the report, whether the committee will make any recommendations or receive further information.

8.7. In-depth reviews

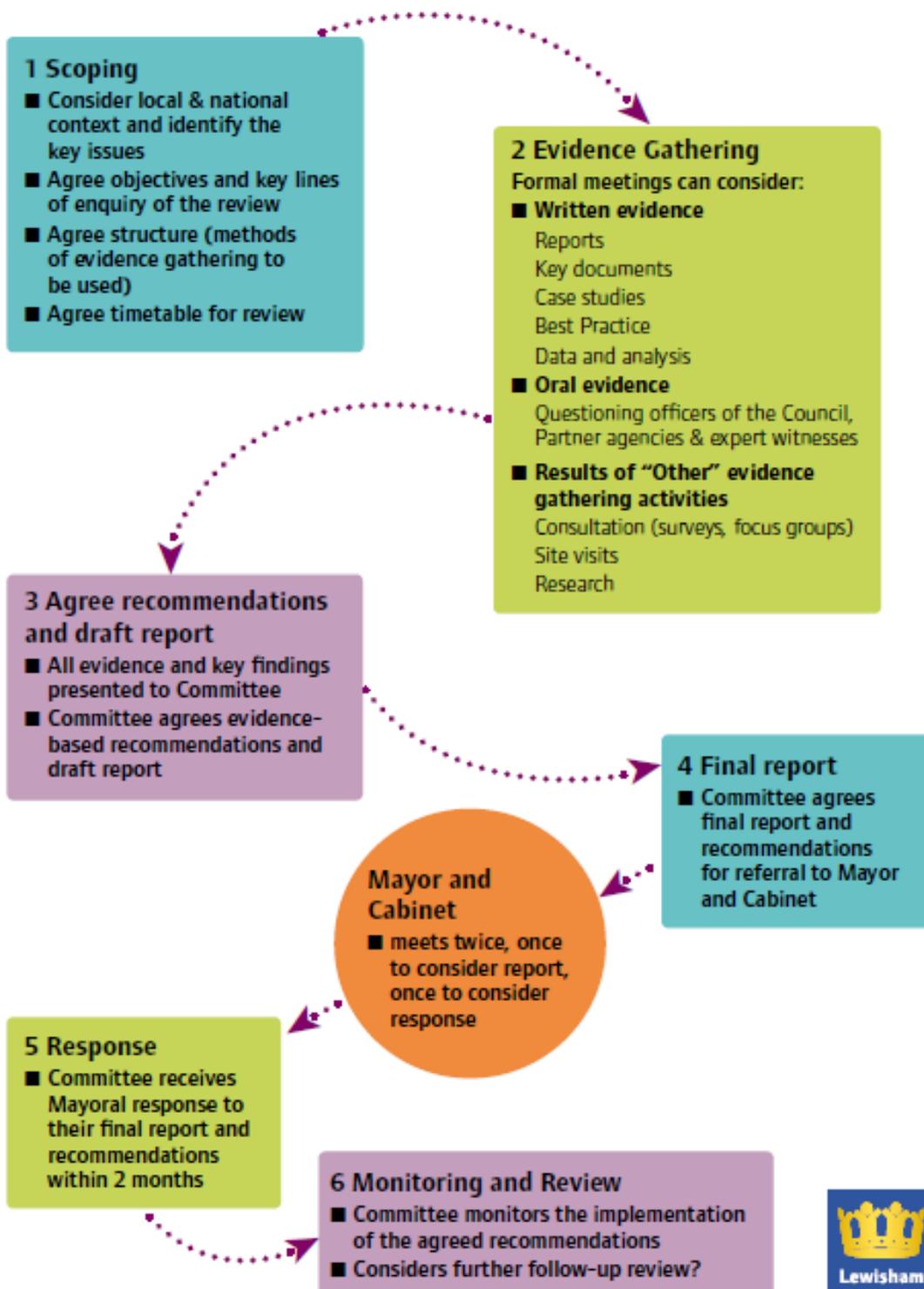
8.8. For issues that require more detailed analysis and more extensive evidence gathering, the committee may decide to carry out an in-depth review over a series of meetings.

8.9. The committee can use a range of methods to investigate and gather evidence as part of an in-depth review. This includes:

- inviting expert witnesses and specialists to meetings
- consulting relevant sections of the community
- requesting specific information and analysis from council officers
- individual members participating in meetings, events and visits – and reporting back to the committee

- 8.10. In order to increase public participation in scrutiny, the committee may also decide to ask members of the public to contribute to in-depth reviews by submitting evidence via the council website: [Open Overview and Scrutiny Investigations](#). This is a new tool available to scrutiny committees.
- 8.11. It is important to note that evidence gathering as part of an in-depth review can take place outside of the formal committee meeting setting. In previous years scrutiny committees have:
- carried out visits and fact-finding trips
 - consulted with local resident and special interest groups
 - asked individual members to report on a specific issue
- 8.12. In-depth reviews usually take place over at least four meetings:
- Meeting 1 - scoping and planning the review
 - Meetings 2 to 3 - evidence gathering
 - Meeting 4 - agreeing draft report and recommendations
 - Report sent to Mayor and Cabinet for consideration and response
- 8.13. If the committee would like to designate one of its work programme items as an in-depth review, this should be done at the first meeting of the municipal year to allow sufficient time to carry out the review. A scoping paper for the review will then be prepared for the next meeting.
- 8.14. The flowchart below (available on the [Members Information Site](#)) sets out more information on the different stages involved in scoping and carrying out an in-depth review:

How to carry out an in-depth review



Different types of scrutiny (continued...)

8.15. Single-meeting reviews

8.16. A more concise review where evidence is collected at one meeting and a brief report with recommendations produced for the next meeting. This approach allows a quicker turnaround for recommendations.

8.17. Policy development

8.18. This usually takes place when the council is due to renew a particular policy. Scrutiny might consider the options available and officer recommendations before a decision is made by Mayor and Cabinet.

8.19. It is important that select committees are engaged at an early enough stage to be able to actively influence and contribute to the new policy.

8.20. Performance monitoring

8.21. Scrutiny regularly uses performance information and data to examine the effectiveness of specific council services. This includes assessing the delivery of a particular project against a set timescale.

8.22. For example, in the past year the committee has monitored the performance of the council's adult learning service as well as local NHS trusts.

8.23. Information items

8.24. Some potential work programme items might be low priority and may only require a briefing report to be produced for the committee to note. There is no provision for discussion of information items. Information items can be circulated to committee member by email and questions can be put to the report author for a written response.

8.25. The council's *guide to overview and scrutiny* (available from the [Members Information Site](#)) provides further information on carrying out scrutiny.

9. The committee's work in 2018-19

- 9.1. A brief overview of the wide range of issues the committee considered over 2018-19 is set out below. Members are asked to take this into consideration when setting the work programme for the coming year.

Homelessness

Homelessness remains a priority issue for the council and the committee scrutinised a number of related developments over 2018-19. This included the implementation of the *Homelessness Reduction Act* (December); rough sleeping (January); the extension of the leasing arrangements at Milford Towers, some of which is used as temporary accommodation (July); and the establishment of a London-wide procurement vehicle, *Capital Letters*, to deliver accommodation for homeless families (September).

On the establishment of Capital Letters, the committee asked a number of questions and queried whether the scheme would reduce homes available on the housing list and have any implications for the council's allocations policy.

On rough sleeping, the committee received a comprehensive update on from the Lewisham Homeless Forum (a partnership between the council and local homelessness organisation) in January. The committee heard about some of the biggest challenges facing the Forum, including data, outreach and tenancy sustainment, and some of the most effective interventions, such as *Housing First*. The committee discussed the correlation between homelessness and brain injury and the risk of rough sleepers being misdiagnosed with mental health issues.

Resident engagement on estate redevelopments

In September the committee was consulted on the introduction of residents' ballots on estate regeneration schemes that involve replacing existing homes and the development of a residents' charter, which would guarantee residents the right to remain on their estate.

The committee expressed a number of concerns about the ballot proposals, included holding residents' ballots too early in the process, and the possibility of external influences on ballots. The committee also commented on the proposed resident charter and the offer for private tenants of non-residential leaseholders and freeholders. Officers agreed to invite responses on this point in the public consultation.

Mayor & Cabinet agreed in December that there would be a resident ballot held on the Achilles street project, a development with the potential to provide 450 new homes. The ballot is likely to take place in summer 2019.

The 2018-19 committee suggested resident engagement as an area of work for the 2019-20 committee.

Private rented sector licensing

The committee was regularly consulted on the development of a number of private rented sector licensing schemes over the course of 2018/19. This included receiving updates on the performance of licensing schemes already

in place, such as the national *mandatory* licensing scheme for HMOs, and the Lewisham-specific *additional* licensing scheme for HMOs above commercial premises ([September](#)). It also included scrutinising the development of a borough-wide *selective* licensing scheme for all private rented sector properties ([September](#), [March](#)).

The committee expressed broad support for licensing schemes already in place and for the development of a borough-wide scheme. The committee questioned officers on whether it would be possible to obtain all of the data necessary for an evidence base to support the case for a borough-wide *selective* licensing scheme. The committee also queried the absence of an equalities impact assessment for the scheme. Officers assured the committee that equalities considerations would be brought back to committee as part of the fully developed business case.

The committee received a further update on the proposal for a borough-wide licensing scheme in [March](#). This included a comprehensive report and presentation on the development of an evidence base to support the application for the scheme. The evidence base included detailed analysis of large datasets relating to the prevalence of the private rented sector, deprivation, crime, and anti-social behaviour for each ward. The committee restated its support for a borough-wide licensing scheme, praised officers for the extensive data analysis, and referred its views to Mayor & Cabinet.

Budget scrutiny

As in previous years, a key part of the committee's work over 2018/19 has been scrutinising savings proposals put forward by officers to ensure that the council meets its statutory obligation to set a balanced budget ([October](#)).

The committee focused on proposals to generate more than £400k of income for the council by investing in five temporary accommodation developments like PLACE/Ladywell, and proposals to save £600k by reducing the number of households in nightly-paid accommodation.

The committee also considered the proposal to cut the intensive housing advice and support service, and queried whether reducing this service could lead to more people falling into the cycle of homelessness, which could end up costing the council more.

Officers said that that the risks would be mitigated by the council's work in other areas, such as the Homelessness Trailblazer project, and agreed to report back on this cut six months after its implementation.

Referrals to Mayor and Cabinet

- 9.2. Scrutiny committees have the option to refer their views on a particular item to Mayor and Cabinet in the form of a formal “referral”. The Chair or a nominated member of the committee can attend Mayor and Cabinet to present the referral and add additional context to the committee’s views.
- 9.3. Mayor and Cabinet are required by the council’s constitution to provide a response to a referral within two months. The relevant Cabinet Member or senior officer may attend the committee meeting at which the response is due to be considered in order to present the response and answer questions.
- 9.4. The committee’s previous referrals can be viewed on the [council’s website](#).

10. Approving, monitoring and managing the work programme

- 10.1. In accordance with the Overview and Scrutiny Procedure rules outlined in the Council’s constitution, each select committee is required to submit their annual work programme to the Overview and Scrutiny Business Panel.
- 10.2. The Business Panel will meet in 7 May 2019 to consider provisional work programmes and agree a co-ordinated Overview and Scrutiny work programme, which avoids duplication of effort and which facilitates the effective conduct of business.
- 10.3. The work programme will be reviewed at each meeting of the committee. This allows urgent items to be added and items which are no longer a priority to be removed. Each additional item added should be considered against the priority criteria outlined in this report. If the committee agrees to add high priority items, it must also consider which medium/low priority items should be removed. There are eight meetings in this municipal year and the work programme needs to be achievable given the time available.
- 10.4. Members have previously requested additional guidance about prioritising and managing work programmes. The Council’s constitution (part IV, section E) sets out the procedural rules for overview and scrutiny committees. The following issues were noted in 2014-18 as key issues:
 - the length of meetings
 - the number of items scheduled for each meeting
 - the order of items at meetings

Length of meetings

- 10.5. Provision is made for committee meetings to last for **two and a half hours**. If the items scheduled for the meeting are not completed within this time the committee may decide suspend the Council’s standing orders in order to complete committee business. The Council’s constitution also provides the option for meetings to be adjourned by the Chair until a later date (with

limitations). The suspension of standing orders and any decision to adjourn a meeting are matters for members of the committee and the Chair.

- 10.6. It is suggested that if standing orders are suspended, the meeting should continue for no longer than a further 30 minutes. Once a meeting has been in progress for more than three hours, especially if it takes place in the evening, the concentration of participants and the meeting's effectiveness declines.
- 10.7. The length of each item at Committee meetings will vary based on a number of factors – including the complexity of the subject under scrutiny; the number of issues identified by members and questions put to officers and guests.

The number of items scheduled for each meeting

- 10.8. It is for members of the committee to decide how many items should be scheduled for the meeting. However, giving consideration to the time available and the length of previous meetings of the committee, Members may wish to schedule **three items for each meeting**, leaving space available for Mayor and Cabinet responses and other urgent business.
- 10.9. The terms of reference of the committee are broad and there are many areas of service delivery and budgetary management that the committee could scrutinise. The prioritisation process set out earlier in the report is designed to help the Committee decide whether it should add items to its work programme. Where the committee identifies issues of interest that are low priority because, among other things: they are not due to be reviewed by the Council; there are inadequate resources available to carry out the scrutiny effectively; the issue has recently been reviewed by others; then members may wish to make a request to receive a briefing – or task the relevant scrutiny manager to identify sources of further information for circulation to the committee by email in order to provide context for future discussions.

The order of items at meetings

- 10.10. The Council's standing orders require that the minutes of previous meetings, declarations of interest and responses to select committees from Mayor and Cabinet are considered as the first items on select committees' order of business. At the beginning of the municipal year it is also necessary for a committee to decide on a chair and vice chair and to set a programme of business for the coming year at the earliest opportunity.
- 10.11. It has become standard practice for committees to consider items presented by guests and officers from partner organisations at the beginning of each agenda. This allows these speakers and presenters to be released from the meeting at the earliest opportunity.
- 10.12. The Committee has been asked to allocate a level of priority to each of the items on its work programme. Following the consideration of standing items and taking into account invitations to guests and external witnesses as well as

the complexity and length of the reports on the agenda, work programmes are ordered by priority (high/medium).

- 10.13. Decisions about agreeing the order of business and changing the priority of items for discussion are made by the Chair, with the agreement of the Committee, where possible.

11. Financial Implications

- 11.1. There may be financial implications arising from some of the items that will be included in the work programme (especially reviews) and these will need to be considered when preparing those items/scoping those reviews.

12. Legal Implications

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

13. Equalities Implications

- 13.1. 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.
- 13.2. 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.
- 13.3. There may be equalities implications arising from items on the work programme and all activities undertaken by the Committee will need to give due consideration to this.

Background Documents

Lewisham Council's Constitution

Appendices

Appendix A – Committee's terms of reference

Appendix B – Provisional work programme

Appendix C – Local assembly priorities

Appendix D – Areas of the Council scrutinised by the Select Committee

Appendix E – Centre for Public Scrutiny criteria for selecting scrutiny topics

Appendix F – Notice of forthcoming executive decisions

Appendix A

The following roles are common to all select committees:

(a) General functions

To review and scrutinise decisions made and actions taken in relation to executive and non-executive functions

To make reports and recommendations to the Council or the executive, arising out of such review and scrutiny in relation to any executive or non-executive function

To make reports or recommendations to the Council and/or Executive in relation to matters affecting the area or its residents

The right to require the attendance of members and officers to answer questions includes a right to require a member to attend to answer questions on up and coming decisions

(b) Policy development

To assist the executive in matters of policy development by in depth analysis of strategic policy issues facing the Council for report and/or recommendation to the Executive or Council or committee as appropriate

To conduct research, community and/or other consultation in the analysis of policy options available to the Council

To liaise with other public organisations operating in the borough – both national, regional and local, to ensure that the interests of local people are enhanced by collaborative working in policy development wherever possible

(c) Scrutiny

To scrutinise the decisions made by and the performance of the Executive and other committees and Council officers both in relation to individual decisions made and over time

To scrutinise previous performance of the Council in relation to its policy objectives/performance targets and/or particular service areas

To question members of the Executive or appropriate committees and executive directors personally about decisions

To question members of the Executive or appropriate committees and executive directors in relation to previous performance whether generally in comparison with service plans and targets over time or in relation to particular initiatives which have been implemented

To scrutinise the performance of other public bodies in the borough and to invite them to make reports to and/or address the select committee/Business Panel and local people about their activities and performance

To question and gather evidence from any person outside the Council (with their consent)

To make recommendations to the Executive or appropriate committee and/or Council arising from the outcome of the scrutiny process

(d) Community representation

To promote and put into effect closer links between overview and scrutiny members and the local community

To encourage and stimulate an enhanced community representative role for overview and scrutiny members including enhanced methods of consultation with local people

To liaise with the Council's ward assemblies so that the local community might participate in the democratic process and where it considers it appropriate to seek the views of the ward assemblies on matters that affect or are likely to affect the local areas, including accepting items for the agenda of the appropriate select committee from ward assemblies.

To keep the Council's local ward assemblies under review and to make recommendations to the Executive and/or Council as to how participation in the democratic process by local people can be enhanced

To receive petitions, deputations and representations from local people and other stakeholders about areas of concern within their overview and scrutiny remit, to refer them to the Executive, appropriate committee or officer for action, with a recommendation or report if the committee considers that necessary

To consider any referral within their remit referred to it by a member under the Councillor Call for Action, and if they consider it appropriate to scrutinise decisions and/or actions taken in relation to that matter, and/or make recommendations/report to the Executive (for executive matters) or the Council (non-executive matters).

(e) Finance

To exercise overall responsibility for finances made available to it for use in the performance of its overview and scrutiny function.

(f) Work programme

As far as possible to draw up a draft annual work programme in each municipal year for consideration by the overview and scrutiny Business Panel. Once approved by the Business Panel, the relevant select committee will implement the programme during that municipal year. Nothing in this arrangement inhibits the right of every

member of a select committee (or the Business Panel) to place an item on the agenda of that select committee (or Business Panel respectively) for discussion.

The Council and the Executive will also be able to request that the overview and scrutiny select committee research and/or report on matters of concern and the select committee will consider whether the work can be carried out as requested. If it can be accommodated, the select committee will perform it. If the committee has reservations about performing the requested work, it will refer the matter to the Business Panel for decision.

The Housing Select Committee has specific responsibilities for the following:

To fulfil all overview and scrutiny functions in relation to the discharge by the authority of its housing functions. This shall include the power to:

- (a) review and scrutinise decisions made or other action taken in connection with the discharge of the Council of its housing function
- (b) make reports or recommendations to the authority and/or Mayor and Cabinet with respect to the discharge of these functions
- (c) make recommendations to the authority and/or Mayor and Cabinet proposals for housing policy
- (d) to review initiatives put in place by the Council with a view to improving, increasing and enhancing housing in the borough, making recommendations and/or report thereon to the Council and/or Mayor and Cabinet
- (e) To establish links with housing providers in the borough which are concerned with the provision of social housing

Appendix B

Provisional Select Committee Work Programme 2019-20

Work item	Type of item	Priority	Delivery	24-Apr	04-Jun	10-Jul	18-Sep	30-Oct	16-Dec	30-Jan	12-Mar
Budget cuts proposals	Standard item	High	Ongoing								
Confirmation of Chair and Vice Chair	Constitutional req	High	Apr								
Work programme 2019-20	Constitutional req	High	Apr								
Lewisham Homes acquisitions programme	Standard item	High	Apr								
In-depth review	In-depth review	High	Jun		Scope						
Housing and mental health review update	Performance monitoring	High	Jun								
Lewisham Homes annual report and business plan	Performance monitoring	High	Jul								
Brockley PFI annual report and business plan	Performance monitoring	High	Jul								
Fire safety update	Performance monitoring	High	Sep								
Resident engagement in estate redevelopment	Performance monitoring	High	Oct								
Homelessness Reduction Act progress update	Performance monitoring	High	Dec								
Rent and service charge increases	Standard item	High	Jan								
Annual lettings plan	Standard item	High	Mar								

	Item completed
	Item on-going
	Item outstanding
	Proposed timeframe
	Item added

Meetings			
1)	Wed 24th April 2019	5)	Wed 30th Oct 2019
2)	Tue 4th June 2019	6)	Mon 16 Dec 2019
3)	Wed 10th July 2019	7)	Thu 30 Jan 2020
4)	Wed 18th Sept 2019	8)	Thu 12 Mar 2020

Appendix C - Assembly priorities

Bellingham

- Children and young people.
- Older people's issues
- Community events and festivals
- The promotion and development of Bellingham as a community

Blackheath

- Environment and Community.
- Provision for Older people, Young People and Children
- Parking, Streets and Waste.
- Crime and Anti-Social Behaviour

Brockley

- Creating a high-quality living environment – helping improve our local living environment and making Brockley a safer, cleaner and greener place to live, work and learn
- Creating development opportunities for Brockley residents
- Connecting communities – bringing Brockley residents together, fostering a sense of community spirit, mutual understanding and respect through community projects, events and activities. These could be art, music, drama or sports based. We are also keen to open up the criteria to include ideas around exciting intergenerational projects.

Catford South

Improving the Catford South Environment

Parking, Idling and CPZs
Improving Cycling Provision
General traffic issues in Catford South
Supporting Local Air Quality Campaigns

Improving Catford South for Residents

Fly-tipping, Litter and Bins
Greening through planting trees and flowers
Noise nuisance
Street cleaning

Developing more activities for Children and You People in Catford South

Activity for Teenagers
Activity for Young Adults
Developing activity for under 5s
Activity for Children aged 6-12 years

Improving the Cultural offer in Catford South

Developing Community Events
Access to Theatre and Music
Night time offer for adults better
Access the Visual Arts Film

Increasing opportunities for Older People Catford South Community

Providing activities and events for older people
Dementia Friendly Community Work
Improving the health of Older People
Maintaining the Independence of older people

General things that matter to Catford South Residents

Volunteering Opportunities
Crime and Safety
Supporting Local Business
Employment and Training

Crofton Park

- Activities for older people
- Activities for younger people
- The environment
- Health and wellbeing
- Supporting community cohesion

Downham

- Children and young people
- Older people and intergenerational projects
- Creating a high quality living environment

Evelyn

- Provision for young people and children
- Provision for older people, people with disabilities and intergenerational activities
- Skills development and access to local employment opportunities
- Community support on anti-social behaviour, crime and drug issues
- Housing issues / developments and improving the built environment
- Community capacity building, cohesion and events

Forest Hill

- Youth engagement and provision- looking for activities that will appeal and support new and existing schemes young people. These could include those that are Art, Music, Drama and Sports based. We are also keen to open up the criteria to include ideas around exciting intergenerational projects.
- Making Forest Hill more attractive - looking for proposals that will help to keep Forest Hill streets clean and appealing. This could include the planting of trees and flowers or a proposal that would increase street art or improve an area.
- Community events – looking for proposals around events that include celebrations, e.g Christmas or events that engage residents and local groups offering education and relevant information to the Forest Hill area, as well as being fun.
- Supporting local Traders – looking for proposals that could support and promote Forest Hill as a vibrant town centre and the Kirkdale area for local businesses.

Grove Park

- Improving the town centre
- Crime and antisocial behaviour
- Neighbourliness, community activities, events and cohesion
- Community facilities
- Parking, road safety & traffic calming

Ladywell

- improving air quality and pollution
- campaigning for the inclusion of genuinely affordable housing in future development
- better provision for youth – including apprenticeships linked to local businesses
- community safety.

Lee Green

- Traffic and pollution: traffic speeds and rat running.
- Parking in areas without restrictions: overparking causing problems for residents.
- Our environment: parks, green spaces, community gardens, streets, flytipping, litter, dog fouling, neglected or empty buildings.
- Community services: community centre and community events.
- Antisocial behaviour and crime: misuse of bikes, noise, drug dealing.
- Transport links and accessibility of railway stations in the ward.

Lewisham Central

- Improving health and wellbeing.
- Cleaner, better environment.
- Better access to activities for children and young people.
- Better access to activities and opportunities for the elderly.
- Promoting and improving community cohesion.

New Cross

- Unemployment and skills development
- Activities for older people and tackling social isolation
- Housing developments and the built environment
- Health, wellbeing and community safety

Perry Vale

- Children and Young People
- Unemployment and skills development
- Older people and intergenerational
- Crime and antisocial behaviour
- Environment and ecology

Rushey Green

- activities and opportunities for children (under 18) and young people (under 25)
- increasing opportunities for older people (55+)
- community cohesion – including events, activities and projects designed to create a sense of community in Rushey Green
- culture and the arts – with particular reference to improving the wellbeing of people in the Rushey Green Area
- improving your local area – including local 'streetscape', environment and ecology.

The Rushey Green Assembly is also committed to keeping residents informed about the ongoing improvements to Catford town centre.

Sydenham

- bringing our community together
- health and wellbeing
- vibrant high street
- clean and green
- crime and anti-social behaviour.

Telegraph Hill

- Unemployment and skills development
- Activities for older people
- Neighbourliness and tackling social isolation.
- Community safety, wellbeing and tackling anti-social behaviour.

Whitefoot

- Healthy living including fitness, wellbeing and mental health.
- Creative arts – using art to bring Whitefoot residents together and foster a sense of community spirit, mutual understanding and respect.
- Improved parks, play areas and green spaces – helping improve our local living environment, making Whitefoot a safer, cleaner and greener place to live, work, and learn

Appendix D – Further information about areas of the Council scrutinised by the Housing Select Committee

Customer Services Directorate

The directorate was created with the vision of ‘delivering high quality, user focused services and driving improved customer service across the Council.’ The creation of an Executive Director for Customer Services ensures representation of customer needs and views at a corporate level. The directorate is formed of the following services:

- Environment
- Public Services
- Strategic Housing
- Technology & Change

The following services are of particular relevance to the committee:

Strategic Housing

The Strategic Housing Division is based in Laurence House, Eros House and Winslade Way. The service provides a wide range of statutory housing services for people in housing need, or homeless or threatened with homelessness. It is split into 3 service areas:

Housing Strategy & Programmes

The service contract manages the direct provision of housing services for the Council’s retained housing stock of c 18,000 homes (through Lewisham Homes and the Brockley PFI) and the estate regeneration and delivery of new housing supply with partners and by the Council.

Housing Needs Service

Delivers a wide range of statutory housing services, advice and support services for people in housing need, or homeless, or threatened with homelessness.

Private Sector Housing Agency (PSHA)

Facilitates closer working relationships between Housing Needs, the management of temporary accommodation and private rented housing and wider Private Sector Housing.

Appendix E – Criteria for selecting topics

The Centre for Public Scrutiny (CfPS) has developed a useful set of questions to help committees prioritise items for scrutiny work programmes:

General questions to be asked at the outset:

- is there a clear objective for scrutinising this topic – what do we hope to achieve?
- does the topic have a potential impact for one or more section(s) of the population?
- is the issue strategic and significant?
- is there evidence to support the need for scrutiny?
- what are the likely benefits to the council and its customers?
- are you likely to achieve a desired outcome?
- what are the potential risks?
- are there adequate resources available to carry out the scrutiny well?
- is the scrutiny activity timely?

Sources of topics

The CfPS also suggest that ideas for topics might derive from three main sources: the public interest; council priorities; and external factors. These are described below.

Public interest

- issues identified by members through surgeries, casework and other contact with constituents
- user dissatisfaction with service (e.g. complaints)
- market surveys/citizens panels
- issues covered in media

Internal council priority

- Council corporate priority area
- high level of budgetary commitment to the service/policy area (as percentage of total expenditure)
- pattern of budgetary overspend
- poorly performing service (evidence from performance indicators/benchmarking).

External Factors

- Priority area for central government
- new government guidance or legislation
- issues raised by External Audit Management Letters/External Audit Reports
- key reports or new evidence provided by external organisations on key issue

Criteria to reject items

Finally, the CfPS suggest some criteria for rejecting items:

- issues being examined elsewhere - e.g. by the Cabinet, working group, officer group, external body
- issues dealt with less than two years ago
- new legislation or guidance expected within the next year
- no scope for scrutiny to add value/ make a difference
- the objective

Housing Select Committee work programme 2019/20

Work item	Type of item	Priority	Delivery	24-Apr	04-Jun	10-Jul	18-Sep	30-Oct	16-Dec	30-Jan	12-Mar
Budget cuts proposals	Standard item	High	Ongoing								
Confirmation of Chair and Vice Chair	Constitutional req	High	Apr								
Work programme 2019-20	Constitutional req	High	Apr								
Lewisham Homes acquisitions programme	Standard item	High	Apr								
In-depth review	In-depth review	High	Jun		Scope						
Housing and mental health review update	Performance monitoring	High	Jun								
Lewisham Homes annual report and business plan	Performance monitoring	High	Jul								
Brockley PFI annual report and business plan	Performance monitoring	High	Jul								
Fire safety update	Performance monitoring	High	Sep								
Resident engagement in estate redevelopment	Performance monitoring	High	Oct								
Homelessness Reduction Act progress update	Performance monitoring	High	Dec								
Rent and service charge increases	Standard item	High	Jan								
Annual lettings plan	Standard item	High	Mar								

	Item completed
	Item on-going
	Item outstanding
	Proposed timeframe
	Item added

Meetings			
1)	Wed 24th April 2019	5)	Wed 30th Oct 2019
2)	Tue 4th June 2019	6)	Mon 16 Dec 2019
3)	Wed 10th July 2019	7)	Thu 30 Jan 2020
4)	Wed 18th Sept 2019	8)	Thu 12 Mar 2020

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FORWARD PLAN OF KEY DECISIONS

Forward Plan April 2019 - July 2019

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
January 2019	Lewisham Homes Articles Amendment - Governance	13/03/19 Mayor and Cabinet	Kevin Sheehan, Executive Director for Customer Services and Councillor Paul Bell, Cabinet Member for Housing		
February 2019	Community Grant Appeals	27/03/19 Mayor and Cabinet	Aileen Buckton, Executive Director for Community Services and Councillor Jonathan Slater, Cabinet Member for Community Sector		
February 2019	New Homes Development	27/03/19 Mayor and Cabinet	Kevin Sheehan, Executive Director for Customer Services and Councillor Paul Bell, Cabinet Member for Housing		
February 2019	Catford Regeneration Partnership Limited 2019-20 Business Plan	27/03/19 Mayor and Cabinet	Kevin Sheehan, Executive Director for Customer Services and Mayor Damien Egan, Mayor		
March 2019	Catford Regeneration Partnership - Directors	27/03/19 Mayor and Cabinet	David Austin, Head of Corporate Resources and Mayor Damien Egan, Mayor		
January 2019	Retendering of the Occupational Health and Employee Assistant Programme	27/03/19 Mayor and Cabinet	David Austin, Head of Corporate Resources and Councillor Joe Dromey, 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
			Finance, Skills and Jobs (job share)		
February 2019	Local Democracy Review	27/03/19 Mayor and Cabinet	Kevin Sheehan, Executive Director for Customer Services and Councillor Kevin Bonavia, Cabinet Member for Democracy, Refugees & Accountability		
February 2019	Boundary Commission Review	27/03/19 Mayor and Cabinet	Kevin Sheehan, Executive Director for Customer Services and Councillor Kevin Bonavia, Cabinet Member for Democracy, Refugees & Accountability		
February 2019	Local Safeguarding Partnership - Future Arrangements	27/03/19 Mayor and Cabinet	Sara Williams, Executive Director, Children and Young People and Councillor Chris Barnham, Cabinet Member for School Performance		
February 2019	Annual Lettings Plan	27/03/19 Mayor and Cabinet	Kevin Sheehan, Executive Director for Customer Services and Councillor Paul Bell, Cabinet Member for Housing		
December 2018	Parking Policy Update and Response to Select Committee	27/03/19 Mayor and Cabinet	Kevin Sheehan, Executive Director for		

FORWARD PLAN – KEY DECISIONS

Date included in forward plan	Description of matter under consideration	Date of Decision Decision maker	Responsible Officers / Portfolios	Consultation Details	Background papers / materials
			Customer Services and Councillor Brenda Dacres, Cabinet Member for Parks, Neighbourhoods and Transport (job share)		
February 2019	Pre-Tender Authorisation for Procurement of a supplier to operate CCTV control room	27/03/19 Mayor and Cabinet	Aileen Buckton, Executive Director for Community Services and Councillor Joani Reid, Cabinet Member for Safer Communities		
March 2019	Capital Letters Update	27/03/19 Mayor and Cabinet	Kevin Sheehan, Executive Director for Customer Services and Councillor Paul Bell, Cabinet Member for Housing		
February 2019	Local Democracy Review	03/04/19 Council	Kevin Sheehan, Executive Director for Customer Services and Councillor Kevin Bonavia, Cabinet Member for Democracy, Refugees & Accountability		
January 2019	Pay Statement	03/04/19 Council	David Austin, Head of Corporate Resources and Councillor Joe Dromey, Cabinet Member for Finance, Skills and Jobs (job share)		

FORWARD PLAN – KEY DECISIONS

Date included in forward plan	Description of matter under consideration	Date of Decision Decision maker	Responsible Officers / Portfolios	Consultation Details	Background papers / materials
February 2019	Catford Regeneration Partnership Limited 2019-20 Business Plan and Directors	03/04/19 Council	Kevin Sheehan, Executive Director for Customer Services and Councillor Kevin Bonavia, Cabinet Member for Democracy, Refugees & Accountability		
February 2019	Boundary Commission Review	03/04/19 Council	Kevin Sheehan, Executive Director for Customer Services and Councillor Kevin Bonavia, Cabinet Member for Democracy, Refugees & Accountability		
December 2018	Beckenham Place Park update	24/04/19 Mayor and Cabinet	Kevin Sheehan, Executive Director for Customer Services and Councillor Brenda Dacres, Cabinet Member for Parks, Neighbourhoods and Transport (job share)		
December 2018	Heathside and Lethbridge Phases 5 & 6 Land Assembly. Part 1 & 2	24/04/19 Mayor and Cabinet	Kevin Sheehan, Executive Director for Customer Services and Councillor Paul Bell, Cabinet Member for Housing		
December 2018	New Woodlands School Remodelling works Contract Award	24/04/19 Mayor and Cabinet	Sara Williams, Executive Director, Children and Young People and Councillor Chris Barnham, Cabinet		

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
			Member for School Performance		
February 2019	Watergate Special School Expansion Contract Award	24/04/19 Mayor and Cabinet	Sara Williams, Executive Director, Children and Young People and Councillor Chris Barnham, Cabinet Member for School Performance		
December 2018	Proposals for private rented sector licensing in Lewisham	24/04/19 Mayor and Cabinet	Kevin Sheehan, Executive Director for Customer Services and Councillor Paul Bell, Cabinet Member for Housing		
February 2019	Re-Procurement of Tier 4 Substance Misuse framework Contract for adult substance misuse services	24/04/19 Mayor and Cabinet	Aileen Buckton, Executive Director for Community Services and Councillor Chris Best, Deputy Mayor		
February 2019	Community Grant Appeals Outcomes	24/04/19 Mayor and Cabinet	Aileen Buckton, Executive Director for Community Services and Councillor Jonathan Slater, Cabinet Member for Community Sector		
February 2019	Business Rates Revaluation Support Scheme'	24/04/19 Mayor and Cabinet	David Austin, Head of Corporate Resources and Councillor Amanda De Ryk, Cabinet Member for Finance, Skills and Jobs		

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
			(job share)		
March 2019	Corporate Facilities Management Update	24/04/19 Mayor and Cabinet	David Austin, Head of Corporate Resources and Councillor Amanda De Ryk, Cabinet Member for Finance, Skills and Jobs (job share)		
March 2019	New Cross Area Framework and Station Opportunity Study	24/04/19 Mayor and Cabinet	Kevin Sheehan, Executive Director for Customer Services and Mayor Damien Egan, Mayor		
March 2019	Planning Service Residential Extensions and Alterations SPD	24/04/19 Mayor and Cabinet	Kevin Sheehan, Executive Director for Customer Services and Mayor Damien Egan, Mayor		
March 2019	Procuring external consultancy support for managing a Travel and Transport Programme	24/04/19 Mayor and Cabinet	Aileen Buckton, Executive Director for Community Services and Councillor Chris Best, Deputy Mayor		
March 2019	Excalibur Phase 3 enabling works	24/04/19 Mayor and Cabinet	Kevin Sheehan, Executive Director for Customer Services and Councillor Paul Bell, Cabinet Member for Housing		
May 2018	Stillness School Kitchen and Dining Hall Contract	07/05/19 Executive Director	Sara Williams, Executive Director, Children 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
		for Children and Young People	Young People and Councillor Chris Barnham, Cabinet Member for School Performance		
October 2018	Chelwood Nursery Expansion	07/05/19 Executive Director for Resources and Regeneration	Kevin Sheehan, Executive Director for Customer Services and Councillor Chris Barnham, Cabinet Member for School Performance		
October 2018	Rockbourne Community Centre Refurbishment	07/05/19 Executive Director for Resources and Regeneration	Kevin Sheehan, Executive Director for Customer Services and Councillor Brenda Dacres, Cabinet Member for Parks, Neighbourhoods and Transport (job share)		
March 2019	Extension of Contracts for operation of CCTV contron Room and maintenance of CCTV equipment	07/05/19 Executive Director for Community Services	Aileen Buckton, Executive Director for Community Services and Councillor Joani Reid, Cabinet Member for Safer Communities		
October 2018	Neighbourhood CIL Strategy	08/05/19 Mayor and Cabinet	Janet Senior, Executive Director for Resources & Regeneration and Mayor Damien Egan, Mayor		
February 2019	Lewisham Homes Acquisitions	08/05/19	Kevin Sheehan,		

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Date included in forward plan	Description of matter under consideration	Date of Decision Decision maker	Responsible Officers / Portfolios	Consultation Details	Background papers / materials
	Programme	Mayor and Cabinet	Executive Director for Customer Services and Councillor Paul Bell, Cabinet Member for Housing		
February 2019	Authorisation to consult on adoption of new Conservation Area Appraisal and Article 4 Direction Deptford High Street Conservation Area	08/05/19 Mayor and Cabinet	Kevin Sheehan, Executive Director for Customer Services and Mayor Damien Egan, Mayor		
March 2019	Violence Reduction Approach	08/05/19 Mayor and Cabinet	Aileen Buckton, Executive Director for Community Services and Councillor Joani Reid, Cabinet Member for Safer Communities		
March 2019	Fleet Vehicle Replacement Programme	08/05/19 Mayor and Cabinet	Kevin Sheehan, Executive Director for Customer Services and Councillor Brenda Dacres, Cabinet Member for Parks, Neighbourhoods and Transport (job share)		
December 2018	Review of older adults day services and day activities	05/06/19 Mayor and Cabinet	Aileen Buckton, Executive Director for Community Services and Councillor Chris Best, Deputy Mayor		
August 2018	Lewisham Strategic Heat Network Business Case	05/06/19 Mayor and Cabinet	Kevin Sheehan, Executive Director for		

FORWARD PLAN – KEY DECISIONS

Date included in forward plan	Description of matter under consideration	Date of Decision Decision maker	Responsible Officers / Portfolios	Consultation Details	Background papers / materials
			Customer Services and Mayor Damien Egan, Mayor		
March 2019	Children and Young People's Plan 2019-21	05/06/19 Mayor and Cabinet	Sara Williams, Executive Director, Children and Young People and Councillor Chris Barnham, Cabinet Member for School Performance		
February 2019	Adoption Lewisham Park Conservation Area, accompanying Article 4 direction, and appraisal document	26/06/19 Mayor and Cabinet	Kevin Sheehan, Executive Director for Customer Services and Mayor Damien Egan, Mayor		
February 2019	Provision of Services to Adults with Learning Disabilities - Contract Award	26/06/19 Mayor and Cabinet	Aileen Buckton, Executive Director for Community Services and Councillor Chris Best, Deputy Mayor		
February 2019	Children and Young People's Plan 2019-21	17/07/19 Council	Sara Williams, Executive Director, Children and Young People and Councillor Chris Barnham, Cabinet Member for School Performance		
November 2018	Neighbourhood CIL Strategy	17/07/19 Council	Janet Senior, Executive Director for Resources & Regeneration and Mayor Damien Egan, Mayor		

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Date included in forward plan	Description of matter under consideration	Date of Decision Decision maker	Responsible Officers / Portfolios	Consultation Details	Background papers / materials
February 2019	Insurance Renewal	30/10/19 Mayor and Cabinet	David Austin, Head of Corporate Resources and Councillor Amanda De Ryk, Cabinet Member for Finance, Skills and Jobs (job share)		

FORWARD PLAN – KEY DECISIONS

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