

Housing Select Committee Agenda

Thursday, 30 January 2020

7.30 pm,

Civic Suite

Lewisham Town Hall

London SE6 4RU

For more information contact: John Bardens (02083149976)

This meeting is an open meeting and all items on the agenda may be audio recorded and/or filmed.

Part 1

Item	Pages
1. Minutes of the meeting held on 16 December 2019	3 - 6
2. Declarations of interest	7 - 10
3. Responses from Mayor and Cabinet	
4. Resident engagement in housing development - recommendations	11 - 66
5. Overcrowding	67 - 84
6. Rent and service charge increases	85 - 110
7. New homes programme (information only)	111 - 116
8. Select Committee work programme	117 - 142
9. Referrals to Mayor and Cabinet	

Housing Select Committee Members

Members of the committee, listed below, are summoned to attend the meeting to be held on Thursday, 30 January 2020.

Kim Wright, Chief Executive
Wednesday, 22 January 2020

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 Susan Wise	
Councillor Bill Brown (ex-Officio)	
Councillor Sakina Sheikh (ex-Officio)	

MINUTES OF THE HOUSING SELECT COMMITTEE

Monday, 16 December 2019 at 7.30 pm

PRESENT: Councillors Peter Bernards (Chair), Stephen Penfold (Vice-Chair), Leo Gibbons, Sue Hordijkeno, Silvana Kelleher and Olurotimi Ogunbadewa

ALSO PRESENT: Councillor Paul Bell (Cabinet Member for Housing), Rachel Dunn (Housing Partnerships and Service Improvement Manager), Madeleine Jeffery (Director of Housing Services) and Kevin Sheehan (Executive Director for Housing, Regeneration & Environment)

Apologies for absence were received from Councillor Tom Copley, Councillor Aisling Gallagher, and Councillor Susan Wise

The Chair announced that Councillor Alan Smith has asked to be removed from the committee's membership.

1. Minutes of the meeting held on 30 October 2019

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

2. Declarations of interest

The following interests were declared:

- Cllr Olurotimi Ogunbadewa is a board member of Phoenix Housing
- Cllr Sue Hordijkeno is a board member of Phoenix Housing
- Cllr Silvana Kelleher is a Lewisham Homes tenant.

3. Responses from Mayor and Cabinet

There were none.

4. Lewisham Housing Strategy

Rachel Dunn (Housing Partnerships and Service Improvement Manager) introduced the report. There was a discussion and the following key points were noted:

4.1 The Council is planning an 8-week public consultation on its draft housing strategy for 2020-26 in February/March.

4.2 Officers thanked the committee for their input at the two informal consultation sessions held between officers and committee members.

4.3 The consultation will be hosted on the Council's online consultation portal. There will also be attendance at public events, such as local assemblies, and targeted events with key housing partners, such as L&Q and Phoenix.

4.4 The Council has a number of plans to improve the standards of temporary accommodation. There is an ongoing compliance project to ensure that necessary certification is in place. The Council is part of a London-wide project, Setting the Standard, looking at centralising the inspection of B&B temporary accommodation. The Council is part of Capital Letters, which is looking at standards around procurement of temporary accommodation. The Council is also working on the implementation of borough-wide licensing for the private rented sector.

4.5 The committee suggested that the section in the draft strategy on the climate emergency could be more specific and include detail on efforts to improve the energy efficiency of homes and car-free developments on regeneration projects.

Resolved: the committee noted the report.

5. Housing and mental health

Rachel Dunn (Housing Partnerships and Service Improvement Manager) introduced the report. There was a discussion and the following key points were noted:

5.1 The officer report provides a progress update in relation to the recommendations of an in-depth review of housing and mental health carried out by the Housing Select Committee in the last administration.

5.2 One of the key recommendations was to produce an agreement between housing providers and other relevant professionals on how to best help residents with low-level mental ill health issues.

5.3 The Council has since produced a draft handbook to raise awareness among housing partners of the services available for low-level mental health issues so that they can better help residents to access support. The handbook should help provide more consistency by sharing and embedding good practice.

5.4 The partners involved have committed to having a named person in their organisation responsible for making sure the handbook is up to date. The Council will also be responsible for carrying out regular reviews.

5.5 The main implications of this initiative are raising awareness and staff development. Some support services may get more referrals, but this should not fall outside of normal budgets.

5.6 The Council would eventually like to expand this kind of support to those in temporary accommodation.

5.7 The committee commended the wide range of stakeholders that the Council engaged in the production of the handbook.

5.8 The committee also noted the link between mental health and anti-social behaviour and how low-level anti-social behaviour can affect mental health.

5.9 The committee suggested including signposting to support for loneliness. Officers agreed that this would be a valuable addition.

Resolved: the committee noted the report.

6. Resident engagement in housing development - summary of evidence

This item was postponed until the next meeting.

7. Select Committee work programme

The Scrutiny manager introduced the report. The following points were noted:

7.1 The committee agreed to postpone the consideration of possible recommendations for its review of resident engagement in housing development until its meeting on 30th January 2020.

7.2 The committee agreed to provisionally schedule an item on out-of-borough placements for its meeting on 12th March 2020.

Resolved: the committee agreed the work programme.

8. Referrals to Mayor and Cabinet

There were none.

The meeting ended at 8.30 pm

Chair:

Date:

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Housing Select Committee

Declarations of Interest

Date: 30 January 2020

Key decision: No

Class: Part 1

Ward(s) affected: All

Contributors: Chief Executive (Director of Law)

Outline and recommendations

Members are asked to declare any personal interest they have in any item on the agenda.

1. Summary

1.1. Members must declare any personal interest they have in any item on the agenda. 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.

1.2. Further information on these is provided in the body of this report.

2. Recommendation

2.1. Members are asked to declare any personal interest they have in any item on the agenda.

3. Disclosable pecuniary interests

3.1 These 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.

4. Other registerable interests

4.1 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.

5. Non registerable interests

- 5.1. 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).

6. Declaration and impact of interest on members' participation

- 6.1. 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 not 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**
- 6.2. 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 6.3 below applies.
- 6.3. 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.
- 6.4. 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.
- 6.5. 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.

7. Sensitive information

- 7.1. 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.

8. Exempt categories

- 8.1. 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).

9. Report author and contact

9.1. Kath Nicholson, Director of Law, Kath.Nicholson@lewisham.gov.uk, 0208 31 47648



Housing Select Committee

Report title: Resident engagement in housing development: Summary of evidence

Date: 30 January 2020

Key decision: No.

Class: Part 1

Ward(s) affected: All

Contributors: John Bardens, Scrutiny Manager

Outline and recommendations

The purpose of this paper is to present a summary of the evidence collected as part of the committee's review of resident engagement in housing development in order to inform the committee's discussion and consideration of possible recommendations to Mayor and Cabinet.

- The committee is asked to note and comment on the evidence presented.
- Consider and agree any recommendations to Mayor and Cabinet.

1. Summary

- 1.1. As part of its work programme for 2019/20 the committee agreed to carry out an in-depth review of resident engagement in housing development. The scope of the review was agreed at the committee's meeting on 4th June 2019.
- 1.2. Since then a wide range of evidence has been gathered for the review through committee evidence sessions, public engagement workshops and meetings with other local authorities. A full list of the evidence gathering activity for the review is set out in section 5.
- 1.3. The purpose of this paper is to present a summary of the evidence collected in order to inform the committee's discussion and consideration of possible recommendations to Mayor and Cabinet.
- 1.4. **The summary of evidence is set out in Appendix A.**

2. Recommendations

- 2.1. The committee is asked to note and comment on the evidence presented and to consider and agree any recommendations to Mayor and Cabinet.

3. Policy Context

- 3.1. The Council's *Corporate Strategy 2018-2022* outlines the Council's vision to deliver for residents and includes the following priorities that relate to the provision of new affordable homes:
 1. *Tackling the Housing Crisis* – Providing a decent and secure home for everyone
 2. *Building and Inclusive Economy* – Ensuring every resident can access high-quality job opportunities, with decent pay and security in our thriving and inclusive local economy.
 3. *Building Safer Communities* – Ensuring every resident feels safe and secure living here as we work together towards a borough free from the fear of crime.
- 3.2. The *Homes for Lewisham*, Lewisham's Housing strategy (2015–20), also includes the following priority outcomes that relate to the provision of new affordable homes:
 - Key Objective 1 – Helping residents in times of severe and urgent housing need.*
 - Key Objective 2 – Building the homes our residents need.*
 - Key Objective 4 – Promoting health and wellbeing by improving our resident's homes*

4. Key lines of enquiry for the review

- 4.1. The review sought to consider how the council and its housing partners engage with communities around housing development and the following key lines of enquiry were agreed at the committee's meeting on 4th June 2019:
- *How does the council, and its housing partners, currently engage with communities around regeneration and housing development?*
 - *What has the council learned from previous engagement and how has this influenced subsequent engagement and consultation?*
 - *How does the council engage with often-excluded groups (young people and BAME, for example) and how does this affect the relationships between the council and residents?*
 - *What role can TRAs and similar bodies play in community engagement and how is the creation of new TRAs and similar facilitated through our partner organisations?*
 - *What is the role of councillors in bringing communities along with developments and what opportunities are there for member development?*
 - *What can we learn from how other local authorities carry out engagement and consultation on housing development?*

5. Evidence gathering timetable for the review

- 5.1. The review has drawn on national research, evidence from council officers and local partners, and the views of local residents. The evidence gathering timetable of the review was as follows:

4th June 2019 - scoping paper (attached as Appendix B)

The Committee received a scoping paper presenting the most relevant and up-to-date guidance on resident engagement and housing development in order to provide background research and inform the scope of the review.

10th July 2019 - first evidence session (see Appendix C)

The Committee received evidence on the approach to resident engagement in Lewisham, including case studies on previous developments, from Council and Lewisham Homes officers.

August to October 2019 - call for evidence on the council website

A call for evidence inviting residents to submit their views and opinions in relation to the review. This was promoted via social media.

5th September 2019 - workshop with the RB3 (Brockley PFI) residents

Residents provided their views on, among other things, the best ways for residents to be informed and involved; obstacles to engagement; and how to reach as wide a range of people as possible.

18th Sept 2019 - meeting with LB Hackney's Head of Estate Regeneration

Discussions centred on Hackney's recent experience and practice with resident engagement in relation to housing development.

18th September 2019 - second evidence session (see Appendix D)

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The Committee received evidence from key local housing partners on their approach to resident engagement in housing development, including Phoenix Community Housing and Peabody. L&Q were also invited.

30th September 2019 - meeting with residents local to Hillcrest Estate

Residents provided their views on the best ways for residents to be informed and involved; how to reach as wide a range of people as possible; and what should be done differently in the future.

3rd October 2019 - workshop with TRAS on Pepys Estate

Residents provided their views on the best ways for residents to be informed and involved; how to reach as wide a range of people as possible; and what should be done differently in the future.

10th Oct - meeting with LB Southwark's Community Engagement Manager

Discussions centred on Southwark's recent experience and practice with resident engagement in relation to housing development.

30th October 2019 - third evidence session (see *Appendix E*)

The Committee received evidence from [TPAS \(the Tenant Participation Advisory Service\)](#), a national tenant engagement organisation and author of the [National Tenant Engagement Standards](#).

1st Nov 2019 - meeting with Homes for Lambeth's Head of Operations

Discussions centred on Lambeth's recent experience and practice with resident engagement in relation to housing development.

6th December - meeting with Lewisham Homes New Development Team

Discussions centred on Lewisham Homes' recent experience and plans for resident engagement in relation to housing development. (*see Appendix F*)

6. Additional evidence gathering

- 6.1. As well as the evidence gathered through the activity set out above, officers and councillors also attended the following:
- Achilles Street "Bring it to the table" engagement event – 4th September
 - Forest Estate Residents Association meeting – 19th September
 - Tanners Hill Tenants and Residents Association – 26th September
 - Bampton Tenants and Residents Association meeting – 17th October
 - Urban Design London "Meaningful Engagement" event - 4th December

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7. Financial implications

7.1. There are no direct financial implications arising from the implementation of the recommendations in this report.

8. Legal implications

8.1. There are no direct legal implications arising from the implementation of the recommendations in this report.

9. Equalities implications

9.1. 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.

9.2. 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.

10. Climate change and environmental implications

10.1. There are no direct climate change or environmental implications arising from the implementation of the recommendations in this report.

11. Crime and disorder implications

11.1. There are no direct crime and disorder implications arising from the implementation of the recommendations in this report.

12. Health and wellbeing implications

12.1. There are no direct health and wellbeing implications arising from the implementation of the recommendations in this report.

13. Report contact

13.1. *John Bardens, Scrutiny Manager, john.bardens@lewisham.gov.uk 020 8314 9976*

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Resident engagement in housing development: A scrutiny review by the Housing Select Committee

Summary of evidence and main themes

December 2019

Table of Contents

Early resident engagement	1
Identifying local issues and context	3
Trust, transparency and information	4
Engagement during the planning process	6
Active and ongoing engagement.....	7
A range of methods	7
The design stage	8
Boundaries and levels of engagement.....	9
Open and honest engagement	11
TRA involvement	11
Hard-to-reach groups and capacity building	12
Resident support and capacity building	14

Early resident engagement

- 1.1 Engaging with residents early on in the housing development process was a key theme throughout the review – from the best practice and guidance presented in the scoping paper through to the feedback from the community engagement exercises carried out as part of the review.
- 1.2 Early engagement is a key theme of the Mayor of London’s 2018 [Good Practice Guide to Estate Regeneration](#), which states: “Early engagement is essential, and residents should be given opportunities to be involved from the outset in developing the vision, options appraisals, design, procurement, and delivery of schemes”.¹
- 1.3 The London Assembly Housing Select Committee’s 2015 [review of estate regeneration](#) also included in its summary of good practice: “Keep an open mind: involve residents from the outset and present a range of options where possible. Don’t present a ‘fait accompli’.”²
- 1.4 In evidence from officers, the committee heard that resident engagement on housing development in Lewisham begins at a very early stage, as soon as potential sites for new homes are identified. Engagement will often begin with an initial “ideas event” with local residents, to talk about existing and future homes and to understand the local identity and

¹ [Better Homes for Local People: The Mayor’s good practice guide to estate regeneration](#), February 2018, p10

² [Knock it Down or Do it Up? The challenge of estate regeneration, London Assembly](#), February 2015, p42

context of the site, as well as local door knocking (at various times of the day to make sure that a wide range of people are heard).³

- 1.5 Officers stated that early engagement is not just for talking about new homes, but for finding out about what people think of their local area and what issues and concerns there might be. Officers stressed the importance of building relationships and getting genuine buy-in from residents and noted that spending more time on early engagement can save a significant amount of time and money further down the line.
- 1.6 The Lewisham Homes development team said that, going forwards, resident engagement will feature more proactive outreach work and stakeholder mapping in order to develop a clearer understanding of the local area, relevant site history, and engagement preferences from the beginning of the process – once it has been established what it is possible to do on a particular piece of land but before any designs. This will involve working closely with the Lewisham Homes community relations team and speaking to local councillors and businesses, as well as residents and housing officers earlier on. This level of early engagement is not expected to delay development.

Case study: PLACE/Ladywell

The PLACE/Ladywell development was cited as an example of resident engagement starting at a very early stage with the creation of an on-site consultation “nook” to generate interest and engage people in the proposals. The “nook” attracted more than 600 people over the course of the consultation and continued to be used by local organisations after the consultation, which helped to stimulate a greater sense of community in the area.

- 1.7 Phoenix Community Housing, a resident-led housing association, which owns and manages 6,000 homes in Lewisham, said that it aims to ensure that residents have an opportunity to get involved at every stage of the development process. Phoenix are aiming to deliver an increasing number of new homes in Lewisham, and as all of the proposed sites sit within existing communities and estates (infill) the impact on existing residents is an important consideration for them.⁴
- 1.8 Residents are engaged at the beginning of the development process, when a site is initially being considered, in order to ask about their priorities for their neighbourhood (while at the same time stressing the importance of delivering new homes). Phoenix are conscious of the risk that existing residents may see investment in new homes as something that doesn't benefit them and are trying to align the new homes programme with the interests and aspirations of existing residents.
- 1.9 To help with this, Phoenix has developed a set of commitments to residents affected by new homes. This includes prioritising and funding wider environmental improvements identified by residents (see Ravensbourne Estate case study below). Phoenix said their approach involves a lot of up-front work to understand residents' priorities, and open and honest conversations to come up with solutions, and that it is intended to address the question: *what's in it for us?* There are still objections, but Phoenix aim to bring residents with them on the development journey rather than presenting proposals as a done deal.

Phoenix case study – Ravensbourne Estate

Phoenix carried out five consultation events at different stages in the development process to reach as many residents as possible. As well as presenting new build proposals, the events were focused on the improvements residents would like to see

³ See Appendix 2

⁴ See Appendix 5

in their area. Issues identified by residents included the provision of a community facility; new refuse facilities; parking issues; and empowering residents to manage landscaped areas for their children to play. Phoenix subsequently committed to addressing these issues as part of a package of works.

- 1.10 Early resident involvement also arose as a strong theme in the community engagement exercises carried out as part of the evidence gathering for the review. In a meeting with a small group of residents local to an estate in the south of the borough, Hillcrest, there was a strong feeling that residents should have been engaged much earlier on a recent development proposal. There was a perception that the development process was well underway before local residents were given the chance to be involved, and that they were effectively presented with a done deal following minimal consultation. The group felt that discussions with residents should start with a blank piece of paper, be open and honest, and rather than offer solutions, pose problems and involve residents in co-design.⁵
- 1.11 Similarly, a group of Tenant and Residents' Associations (TRAs) from the north of the borough called for engagement to be more proactive and strategic. They felt that residents should be informed and involved from the outset so that plans can be tailored in response to feedback at the initial ideas stage.⁶
- 1.12 National tenant engagement specialists, TPAS, also suggested starting engagement with a blank piece of paper and "building up", noting that communities have a huge amount of knowledge and experience about where they live.⁷
- 1.13 A number of the local authorities engaged with as part of the review stressed the importance of engaging residents from the outset and identifying local issues and context early on. Camden, which describes its approach to its council-led housing schemes as "community led", said that it seeks to build homes and schemes that address local issues, from housing need to reducing crime, and that it ensures that "residents are involved in the design and development from the outset and throughout".⁸

Identifying local issues and context

- 1.14 In a meeting at LB Hackney, it was noted that their process involves mapping key local stakeholders and talking to estate management teams, housing officers, and ward councillors early on in order to identify local issues that could be addressed as part of the development, such as parking or anti-social behaviour problems, for example. It was noted that getting to know and understand the community at an early stage can help to engage more effectively throughout the development process, including with hard-to-reach groups.⁹
- 1.15 In a meeting at LB Southwark, it was noted that where delivery is based on the council's estates they prepare engagement plans based on local intelligence gathered early on in the process. It was noted that there can be a tension between good quality engagement and time, but that as each site is different, it is important to be aware of site history when planning engagement.¹⁰

⁵ See Appendix 6

⁶ See Appendix 7

⁷ See Appendix 9

⁸ See Appendix 13

⁹ See Appendix 4

¹⁰ See Appendix 8

Case Study: Home Park

The Home Park development in Lewisham was cited as an example of when building more knowledge about local issues and concerns early on would have helped with the engagement process. In response to proposals for new homes on the estate, residents responded by expressing concern about existing issues on the estate, including a recent serious crime, which residents felt had not been addressed properly. Officers said that it took a long time following this for the council to rebuild trust and reassure residents that the development could help with a number of the issues on the estate.

- 1.16 At the first evidence session the committee noted that while there is a growing number of people who support the building of new homes, there is also a growing number of people opposed to development, which should be taken into account in resident engagement.
- 1.17 A 2016 study by the *Centre for London*, a politically independent, not-for-profit think tank, looked at how effective engagement can help in dealing with opposition to residential development, and made a number of observations about the early involvement of residents.¹¹
- 1.18 The study, which focused on the reasons people oppose development in their area, stressed the importance of genuinely listening residents in order to better understand the concept of “place attachment” – where someone’s neighbourhood comes to form an integral part of their identity – given that place attachment has been identified as one of the most powerful motivations for opposition.¹²
- 1.19 The report cited research showing that, when understood, place identity can be harnessed to win local people around to support local development, and argued that by listening carefully to residents, to develop a nuanced, site-specific understanding of how people identify with their local area, more homes can get built with less opposition. The report noted that most developers assess the character of a local area before design work and suggested that adding an assessment of residents’ “sense of home” could be a valuable addition.¹³
- 1.20 Similar points were made during the community engagement exercises carried out as part of the review. The group of residents from the south of the borough, for example, argued that developers should recognise the uniqueness of areas and listen to resident suggestions. They said that architects should walk around estates to understand the landscape and that desktop designs without understanding the ‘on the ground’ situation were a waste of time and money. The group of TRAs from the north of the borough specifically called for “local heritage plans” to preserve and promote local history.¹⁴

Trust, transparency and information

- 1.21 In the visit the LB Hackney, it was noted that they had a lot of work to do on some estates to rebuild trust following many years of failed new homes proposals. When engaging residents in the development process, they said that it is important to be clear early on about the key stages at which they can influence, and how best to do this. They also said that it is important to be clear about what’s feasible – noting, for example, that if you explain where it is unviable to refurbish homes due to their poor condition, it can sometimes be residents who push for regeneration.¹⁵

¹¹ [Why people oppose residential developments in their back yard](#), Centre for London, July 2016

¹² *ibid*, pp31-3

¹³ *ibid*, p33

¹⁴ See Appendix 7

¹⁵ See Appendix 4

- 1.22 National tenant engagement experts, TPAS, stated that enabling residents to scrutinise plans is an important step in building confidence and trust and that engagement should be planned to achieve transparency and accountability. Developers should be available to residents, provide answers, and be open and transparent about decision making and funding.
- 1.23 Trust and transparency were also key themes in the community engagement exercises carried out as part of the review. In the workshop with the TRAs from the north of the borough it was noted that, as well as earlier engagement, residents wanted to have open and honest discussions with developers to find solutions to residents' requests and for residents' practical views to be listened to. Residents' also wanted to see their promises kept and design details, such a play areas and communal spaces, not lost post planning.¹⁶
- 1.24 Other groups of residents engaged with felt that more information should be provided to address residents' concerns. The group from the south of the borough highlighted concerns about overcrowding, emergency vehicle access, local amenities and public transport, and felt that local service providers should be engaged to address these. A group of residents at a Brockley PFI Engagement Panel meeting said it would be useful to see information about the impact on communal and green areas; parking and road safety; local crime; local transport; and domestic waste. In the visit the LB Hackney, it was noted that they explain to residents where any money that is being made (from private sales, for example) goes as there can sometimes be suspicion otherwise.
- 1.25 The Centre for London study of why people oppose development also discussed the importance of early engagement in terms of "framing", noting that residents tend to make sense of proposals through discussion with others and that the way facts are presented (or "framed") has a big impact on how people respond to those facts.¹⁷
- 1.26 The report cited research showing that explaining the effects of high house prices on family life and children, for example, significantly reduces opposition to development. It said that this shows how important it is to start communication with residents early in order to frame new housing development as a social necessity that benefits real people, and noted that framing can also help address concerns relating to services early on. At the first evidence session, the committee also stressed the importance of getting early engagement right in order to prevent misinformation from spreading.
- 1.27 A 2015 report on infill development by *Future of London*, an independent housing a regeneration policy network, stated that paying early attention to the narrative, as well as identifying and working with community leaders, is time well spent well, and that an important part of working with existing communities is about how you tell the story of change. The report also discusses confronting cultural and social attitudes towards density and space and winning people over to the idea that increasing the local population is good for neighbourhoods – for example, by providing more customers for local shops and increased funding for services.¹⁸
- 1.28 A 2019 roundtable on community engagement, held by the *Centre for London*, found that early and prolonged relationship building with local people was good practice in communicating the potential benefits of a development to an area. Good local engagement was viewed by some practitioners as a way of improving schemes and even raising densities. Participants discussed examples of residents pushing for higher densities where they felt in control – there was a feeling that residents are not against high densities, but against bad design.¹⁹

¹⁶ See Appendix 7

¹⁷ [Why people oppose residential developments in their back yard](#), Centre for London, July 2016, pp35-7

¹⁸ [Delivering Infill Development: A London 2050 briefing paper](#), Future of London, January 2015

¹⁹ [Capital Homes: Trust, design and community engagement](#), Centre for London, July 2019

1.29 The report also noted that demonstrating local benefits can be powerful and mentioned cases of developers changing the narrative of development from simply changing the built form to revitalising a community through providing training, employment opportunities, community assets and facilities. TPAS also said that while engagement on infill development should acknowledge the impact it will have on neighbours it should also promote the benefits. Some caution was expressed in the roundtable, however, about the time demands of engagement where developments are time sensitive and cost constrained.²⁰

Engagement during the planning process

1.30 It was noted during the first evidence session for the review that early resident engagement is separate to formal consultation during the planning process, which involves making comments on specific planning grounds. The committee heard from officers that residents that come to consultation events before the planning stage are informed that they if they want to make representations on planning grounds these would need to be submitted separately during the planning stage.

1.31 The committee expressed some concern about the differences in the resident engagement carried out before the planning stage and the consultation during the formal planning process. It was noted during the review, however, that the council is currently looking into information and communications during the planning process in response to recommendations of the council's Local Democracy Review.²¹

1.32 During one of the visits carried out as part of the review it was noted that one south London local authority is amending its statement of community involvement to include a development consultation charter setting out the consultation requirements for developers' pre-planning applications, which depend on the scale of the development. The charter is then considered as part of the planning application process.²²

²⁰ See Appendix 14

²¹ [Lewisham Democracy Review: A democratic and open Lewisham](#), 2019

²² See Appendix 8

Active and ongoing engagement

- 2.1 The ongoing engagement process and the particular methods used was another key theme among the evidence gathered during the review.
- 2.2 The Mayor of London's 2018 guidance on estate regeneration, for example, discusses a range of methods, but states that developers should be open to suggestions from residents and stakeholders about developing more effective mechanisms. The 2015 London Assembly report on estate regeneration states that active and ongoing engagement is essential to leverage the support of residents and notes the value of on-site engagement and working with community leaders.
- 2.3 In evidence from officers, the committee heard that, depending on the scale of the project, ongoing engagement would typically include one or two consultation events, where ideas and concepts from initial engagement are more developed. Engagement would continue throughout construction and following completion to ensure that developments are constantly improved [graphic]. Residents are provided with feedback in a variety of ways following engagement. One of the key ways is publishing "you said, we did" statements online, setting out written responses to comments received during engagement [graphic].²³ LB Hackney also find the "you said, we did" approach useful.

Case study: Edward Street

The Edward Street development was noted as an example of early resident engagement influencing a development. The project was initially called PLACE/Deptford, but was renamed Edward Street following resident feedback that the "PLACE" name didn't capture the sense of the area. Changes were also made to the shape and orientation of the building in response to feedback.

Case study: Bampton Estate

Bampton Estate was noted as an example of where ongoing resident involvement during a lengthy consultation period [screenshot] helped to shape the direction, size and scale of the development, by taking into account resident comments on cycling routes, local connections, and the design of the public realm.

A range of methods

- 2.4 In written evidence, Peabody stressed the importance of having a portfolio of methods so that all stakeholders have the opportunity to contribute their ideas. Methods outlined by Peabody ranged from formal meetings, exhibitions and resident steering groups to individual appointments, attendance at resident gatherings, informal drop in sessions and fun days, and newsletters, text messages and email. Residents have also been given a say in the choice of materials used in certain schemes. And on a recent scheme in Battersea residents contributed their ideas to develop artwork for the scheme that was meaningful to residents [graphic].²⁴
- 2.5 The Lewisham Homes development team are looking to make use of a range of methods. They have recently carried out "walk and talks" with local residents as part of early engagement, and, going forwards, are planning to underpin this with digital engagement on the Commonplace platform. In addition to drop-ins at different times of the day and focus sessions for specific groups, they are also looking to establish Steering Groups for certain projects, with residents responsible for establishing the terms of reference and code of conduct. For some projects residents are also being trained on appointing architects and selecting construction teams and being included in the discussions around the complex

²³ See Appendix 2

²⁴ See Appendix 11

finances and budgets involved. Given the collaborative approach with the community from the outset, Lewisham Homes said that the final submission to planning should be akin to a joint submission.

- 2.6 Feedback from the community engagement exercises during the review also stressed the importance of using a wide range of engagement methods. The group of TRAs from the north of the borough suggested online engagement and newsletters providing regular updates up to the start of construction and community events for local residents. Another group suggested email, notices on announcement boards, and community events such as historical walks.²⁵
- 2.7 Among a small group of residents from the south of the borough there was a preference for in-person and on-site engagement. They suggested using on-site community centres and warned against an overreliance on digital engagement.²⁶
- 2.8 The time and location of engagement was also a strong theme. The group from the south of the borough were particularly unhappy with the location and timing of the consultation events for recent development proposal, which were held away from the estate between 4-8pm, which the group felt excluded many people. Another group noted that standard consultation events and meetings are not accessible to everyone and that those held in the evening, for example, can make it difficult for those with children, among others, to give their views.

Case study: Achilles Street

Achilles Street was cited by Lewisham officers as an example of the importance of the location of in-person engagement. After holding a consultation event away from the estate, some residents said that the council was trying to hide away.

- 2.9 At the first evidence session the committee noted the importance of face-to-face engagement, stating that it can be a better way of addressing people's concerns, listening to feedback and explaining the borough's housing need. The committee noted that door-knocking and in-person engagement is particularly important on infill developments, where, unlike estate regeneration, the council is not making an offer to all residents and some people may be wondering what's in it for them.²⁷
- 2.10 In the visit to LB Hackney it was noted that online engagement is not widely used with housing development, given the very local geography, and that social media has been used with mixed results. The design process was, however, cited by LB Hackney, and a number of others during the review, as one of the best ways to engage constructively with the community.

Design stage involvement

- 2.11 There are a wide range of ways residents could be involved at the design stage including, for example, in the appointment design teams. It is important, however, according to LB Hackney, to be clear with residents what role they will have, especially whether or not it is a decision-making role.²⁸
- 2.12 LB Hackney also noted that it is important to link back at the design stage to the priorities and concerns identified by residents during early engagement, as some issues, such as parking, for example, can be addressed through design. It is again important, however, to be clear about what might be feasible – public realm improvements, for example, can be expensive if clear guidelines are not given.

²⁵ See Appendix 7 and 3

²⁶ See Appendix 6

²⁷ See Appendix 2

²⁸ See Appendix 4

- 2.13 Guidance from the *Design council* on infill development notes that involving residents at the design stage in particular could provide opportunities to tackle social and environmental problems. The opportunities of new development may not be immediately obvious to residents, however, and it may take time to build confidence with residents who have suffered from issues, such as anti-social behaviour, that good design can help reduce these problems. Allowing residents to influence design at an early stage can help. The guidance notes that involving residents may require different ways of working and additional resource and discusses providing skilled support and facilitation from independent providers as one possible measure (this is discussed further in the next section).²⁹
- 2.14 Homes for Lambeth has also included the involvement of residents in the design process (where they are being re-housed) in its *Housing Design Principles* for the new homes they build. One of the other key methods they support is a monthly Resident Engagement Panel meeting for each estate to update residents on their scheme.³⁰
- 2.15 Similarly, LB Southwark established (in 2014) a charter of principles on resident involvement in the development of new homes in estates, which includes the key principle that consultation on new sites will be led by local “project groups” of residents and local councillors. Project groups meet three or four times, with the first session including training with an independent advisor.³¹
- 2.16 Project group membership is drawn from a mixture of TRA representatives and residents who express an interest at initial drop in sessions. Anyone living within the vicinity of the potential site, taking into account natural boundaries such as railway lines and major roads, is invited to drop in sessions. In those areas where there has been little take up of the offer to form project groups, the way residents are involved has had to be adapted to ensure they continue to be engaged.
- 2.17 The involvement of local groups and the design process was also mentioned during the community engagement exercises of the review. The TRAs from the north of the borough suggested establishing “panels” to provide residents with a meaningful role in decision-making. They also advocated the involvement of residents in the detail of regeneration schemes through design reviews, citing engagement with architects as an example of where engagement has gone well in the past.³²

Boundaries and levels of engagement

- 2.18 The geographic boundaries of engagement was also a topic of discussion. There was a feeling in one resident group that the whole community should be involved in discussions about where to put local housing, as local people have valuable local knowledge. And with major developments, it was suggested that everyone affected within a certain area, taking into account local geography, should be engaged.³³
- 2.19 TPAS said that engagement on infill development should acknowledge the impact it will have on neighbours and that there should be boundaries for different levels of engagement, but that developers should be prepared to talk to anybody.

²⁹ [Involving local residents in the design of small and infill sites](#), Design Council, 2016

³⁰ See Appendix 10

³¹ See Appendix 8

³² See Appendix 7

³³ See Appendix 6

- 2.20 Lambeth also noted that it is important to recognise that residents want to engage on different levels, from short video animations to newsletters on business plans. The authority has also recognised that communities are often based around interests and activities, not necessarily where they live, and has provided a physical engagement hub on each estate regeneration for running events, often around key decision points. Events like this have allowed Homes for Lambeth to increase awareness and understanding among a broader range of residents.³⁴
- 2.21 Engagement on different levels was another theme from the review's community engagement. One group suggested that engagement should aim to meet the visual and verbal preferences of residents and that imagination was required to devise creative engagement exercises, such as on-site exhibitions and community theatre. There was a strong feeling among all groups that engagement should be in plain English and jargon-free.
- 2.22 LB Southwark has produced an engagement plan template, which includes questions about the purpose, key stakeholders, and what residents need to contribute, intended to guide the engagement process. TRAs are consulted about draft engagement plans. The authority also endeavours to involve residents who may be moving into the new homes once completed.³⁵
- 2.23 Involving a wide range of stakeholders was another theme in the review's community engagement. The TRAs from the north of the borough said that having local leaders on board, such as block reps, for example, could make a significant difference. There was also a feeling among a number of groups that local Councillors play a key role.
- 2.24 The LGA's guidance on engagement is also supportive of the greater involvement of frontline Councillors in engagement and the development of proposals. The guidance notes that local Councillors generally have a close relationship with stakeholders and lead local opinion and can often broker a compromise. Frontline Councillors are also able to empathise more with the community and are more sensitive to the subtle consequences of decisions, and ought to be encouraged to provide a steer.³⁶
- 2.25 The *Centre for London* study of opposition to development, mentioned in the previous section, argues that Councillors need to be given additional support and suggests that one way of boosting the quality of debate around housing development could be to hold "town hall seminars" bringing together architects, urban designers, councillors and council officers to explore issues around development – such as improving the quality of high-density schemes, for example. Events like this could help equip councillors and officers with the expertise and confidence to guide developers and defend against opposition. The report also suggests that inviting residents groups to such events could give all stakeholders a common language and help make debates more constructive.³⁷
- 2.26 LB Camden is piloting a new peer-to-peer engagement model where local residents, known as "Community Liaison Advisors" (CLAs), are employed to help tailor the approach to delivering community-led regeneration.³⁸
- 2.27 On a recent estate regeneration development (of around 300 homes) CLAs worked with officers to set out principles of inclusive and collaborative engagement. CLAs then identified a range of communication tools to inform and involve residents and set out a clear feedback mechanism to show how residents have influenced the process.

³⁴ See Appendix 10

³⁵ See Appendix 8

³⁶ [New Conversations: LGA guide to engagement](#), LGA, 2017, pp88-93

³⁷ See Appendix 12

³⁸ See Appendix 13

2.28 The authority said that the CLAs had helped residents to understand the regeneration process and encouraged residents to be actively involved in the appointment of lead architects.

Open and honest engagement

2.29 Another common theme from the community engagement of the review was honesty, openness and transparency. There were calls for discussions to be open and honest and a feeling from some of a lack of confidence in new homes consultation process. One group warned of “token” and “tick box” consultation exercises and the feeling of consultation “being done to” residents as opposed to being given an opportunity to influence.³⁹

2.30 As discussed in the previous section, the group of TRAs from the north of the borough wanted open and honest discussions with developers in order to find solutions, for their views to be listened to, and for promises to be kept. TPAS also said that engagement should be planned to, among other things, achieve transparency, as enabling residents to scrutinise plans is an important step in building trust.

2.31 The *Centre for London's* 2019 roundtable on community engagement also noted that honesty is undervalued, with some participants saying that developers and local authorities are not entering into honest engagement with the public, or each other, about potential limitations and constraints. Some participants felt that there needs to be better management of expectations, noting that the development industry can be reluctant to say ‘no’ and explain the financial and other constraints at play. The report noted that while councils acting as developers can deliver benefits it can also create suspicion about the role of the local authority and the interests they serve. The report commented that local people are pragmatic and perceptive enough to understand potential trade-offs and that there is therefore capacity for greater honesty in the system.⁴⁰

TRA involvement

2.32 The committee heard from officers that Tenant and Residents’ Associations (TRAs) are involved throughout the resident engagement process in Lewisham. While they are not always representative of a local area, they often better understand the local area and the views of local people.

2.33 A number of other authorities engaged with during the review also said that TRAs are involved in the engagement process, where established. On an estate in Hackney the TRA has served as the resident steering group for the ongoing regeneration project.

2.34 TRA involvement also came up during the community engagement for the review. The TRAs from the north of the borough suggested that contact details of key people involved in the development of proposals should be made available to TRAs. Other groups said that more TRAs should be encouraged, formed and engaged.

2.35 Officers noted that ongoing engagement with residents and TRAs can lead to better quality developments that local residents feel proud of. The Council wants to engage with as many people as possible, but engagement varies from scheme to scheme, and ensuring good attendance at consultation events is a significant challenge. This is particularly the case with “hard-to-reach” or “seldom-heard” groups.⁴¹

³⁹ See Appendix 7

⁴⁰ See Appendix 14

⁴¹ See Appendix 2

Hard-to-reach groups and capacity building

- 3.1 Engagement with hard-to-reach groups was a specific key line of enquiry for the review. It's a difficult term to define precisely, with various similar terms used interchangeably by different sources – such as “under-represented”, “seldom-heard”, “often-excluded”, and “need-to-reach”, for example.
- 3.2 A scrutiny review of engagement with hard-to-reach groups by Haringey Council, however, provides a useful, albeit broad, explanation: “*Those groups which are difficult to engage with from an organisational perspective because they do not feel empowered to do so, or due to barriers which may be overcome*”.⁴²
- 3.3 In written evidence, Peabody set out a number of specific examples, including older people, those who are time poor, groups who may be hostile to plans, groups with limited language capacity, and those with mobility issues.⁴³
- 3.4 The committee heard from officers that engaging with hard-to-reach residents is one of the toughest challenges for resident engagement. Ensuring good attendance at consultation events is a significant challenge with hard-to-reach groups, particularly those who might feel uncomfortable or intimidated attending typical public consultation meetings.⁴⁴
- 3.5 Officers outlined a number of recent initiatives intended to increase engagement with hard-to-reach groups, including engaging with people through the [Evelyn Community Store](#); the Achilles Street “[Bring it to the table](#)” events [graphic]; and the provision of translators for residents who may be more confident expressing their views in another language. Officers also noted the importance of engagement material being easy for residents to understand, clear, and jargon-free.
- 3.6 Other creative methods being considered include fun days, soft play and mobile cinema. While online engagement is increasingly being used – Team Catford, for example, have successfully used the online consultation platform, Commonplace [graphic] – officers said that it is still underused as a consultation tool.
- 3.7 Lewisham Homes’ approach to engaging with hard-to-reach residents is informed by their early outreach work to understand the area. This includes identifying specific groups (age-related or faith-related, for example) and vulnerable residents (those with support workers, for example) and enabling them to engage. This might be through engagement at community hubs, such as GP surgeries, schools, and market places, and, as mentioned earlier, local “walk and talks” and online engagement. This should enable a wider range of people, particularly those who wouldn’t normally attend a meeting or workshop, to give their views at a time and place that is more comfortable and convenient for them. In recognition that every community is different, however, engagement activity will be regularly reviewed with the community to continuously improve.

Case study: Achilles Street

The Achilles Street “Bring it to the Table” events were intended to provide an opportunity for residents to ask questions and express their views about the estate in a more informal setting. Once a week, from afternoon to evening, in one of the community rooms on the estate, residents are able to drop in to have an informal conversation over free cakes and sandwiches. Discussions were focused on finding

⁴² [Scrutiny Review of Engaging with ‘Hard to Reach Communities’](#), Haringey Council, March 2010, p8

⁴³ See Appendix 11

⁴⁴ See Appendix 2

out what residents think about where they live and helping with their queries about the process, rather than talking about any particular plans for development.

- 3.8 One of the key ways Phoenix seeks to engage with a wider range of residents is through an informal consultation event it calls “Chat and Chips” [graphic]. As the name suggests, “Chat and Chips” is an event where residents are asked for their views on current and future plans over free fish and chips. Phoenix held seven “Chat and Chips” events last year, engaging with more than 400 residents, 64% of which were residents they had not engaged with before.⁴⁵
- 3.9 Phoenix consider ways to engage with particular groups from the beginning of the development process and carry out targeted door-knocking. Phoenix’s tenancy sustainment officers also help with identifying vulnerable tenants, older people, disabled people, or young people who may not be engaging.
- 3.10 Peabody also discussed the importance of identifying hard-to-reach communities and making targeted contact – either by going out to them or specifically inviting them to attend engagement events. It was noted that typical engagement exhibitions and drop-in sessions are not effective methods for engaging with a number of hard-to-reach groups.
- 3.11 In a meeting with a group of residents from the north of the borough, a lack of support for disabled residents to attend engagement meetings and events was identified as an issue – with the group noting, for example, that there were none at the meeting they were in.⁴⁶
- 3.12 In Phoenix’s experience, young people, aged 18-25, tend to be the hardest to reach and most under-represented during engagement. Peabody also noted that young people are notoriously difficult to reach. To increase general levels of engagement among this group, Phoenix are providing training and support for small groups of young people. Peabody on the other hand has set up an innovative virtual reality workshop for a public realm project in Thamesmead to encourage young people to feed into plans and help formulate designs [graphic].⁴⁷
- 3.13 How to improve engagement with hard-to-reach groups was also a topic of discussion in the community engagement exercises for the review. A group of residents from the south of the borough suggested that other Council departments might be able to help identify and engage with vulnerable groups and individuals. Care workers, for example, could help identify people who have just been discharged from hospital, while health visitors could help identify new and isolated mothers. The group also suggested engaging people through local libraries and providing sports programmes to engage young people.⁴⁸
- 3.14 A group of residents from the north of the borough suggested holding family and community events, directly involving young people; notices and events in schools and community hotspots; and a permanent section on new developments in *Lewisham Life*. The group stressed the importance of going out into the community and engaging groups where they gather - for example, places of worship, toddler groups, disability groups – rather than relying on a narrow number of groups to speak for the whole community. They also suggested keeping a register of people who aren’t digitally connected.⁴⁹
- 3.15 At the first evidence session the committee stressed the importance of door knocking to engaging with hard-to-reach groups, particularly those who might find public meetings

⁴⁵ See Appendix 5

⁴⁶ See Appendix 3

⁴⁷ See Appendix 11

⁴⁸ See Appendix 6

⁴⁹ See Appendix 7

intimidating. One member recounted how they had been approached by a resident at a public consultation event who was supportive of the development, as they were living in overcrowded conditions, but felt too intimidated to speak up at the meeting.

- 3.16 TPAS praised the innovative hard-to-reach engagement methods outlined by officers in first evidence session. They said that in order to engage with “need-to-reach” groups (as they described them) the first steps are having a customer relationship management system in place and carrying out analysis of the community in relation to equalities.
- 3.17 In terms of engagement methods, TPAS said that local volunteers should be recruited, supported and trained to be involved in the engagement process (to influence, co-design and scrutinise) but to recognise when recruiting volunteers that the majority of people do not have lots of spare time.
- 3.18 Engagement activity that involves significant time commitment can be off-putting to many people. To reach certain groups, especially those who are time poor, engagement should be increasingly focused around short bursts of work, such as task and finish groups, over a few days. Residents should also be asked how they would like to organise themselves to be engaged on a project, if they do at all – imposing engagement models on residents should be avoided.⁵⁰
- 3.19 TPAS said that often the first challenge is to connect and relate to the communities you’re working with to build their trust. The biggest challenge can be speaking the right language with the community to build the trust and respect to work together positively and constructively. This can take time, particularly where communities have a long history of bad experiences, but the key is having well-trained staff to speak to communities and support communications back to council officers so that everyone understands each other.
- 3.20 In order to be able to assess the impact, TPAS also recommends that any engagement activity should be planned, monitored and measured, and regularly reviewed with the community that you’re engaging with.

Resident support and capacity building

- 3.21 The committee heard from officers that there is a wide range of support in place to help residents of Lewisham Homes to engage effectively. This includes free housing courses and help setting up Tenant and Resident Associations (TRAs). Officers noted that building capacity among residents can help to create a more informed and collaborative process, as well as give residents more confidence to challenge decisions. As noted early, Lewisham Homes are currently training resident steering groups to help with the appointment of architect and construction teams. They have also invited steering groups from other London boroughs to come and share their experience with interested residents in Lewisham.
- 3.22 TPAS said that tenants, leaseholders and community members should be provided with the appropriate levels of support to be help residents understand and take a meaningful and active part in the process. It was noted that communities affected by significant housing development often want expert, independent advice.⁵¹
- 3.23 Lambeth has used Independent Resident Advisors (IRAs) on estate regeneration schemes for some time. Each of their current estate regenerations schemes has its own IRA responsible for supporting and advising residents of their rights throughout the process. IRAs also support

⁵⁰ See Appendix 9

⁵¹ *ibid*

engagement with hard-to-reach groups on an estate by estate basis. The IRAs know their estates and residents well and are able to direct and carry out targeted door knocking.⁵²

- 3.24 In Hackney, Independent Tenant and Leaseholder Advisors (ITLA) have been used successfully with large-scale estate regeneration projects. They have been particularly useful for engaging with hard-to-reach groups. On the King's Crescent Estate regeneration project, for example, after struggling to engage with the Turkish Community, the council liaised with the ITLA, who had local knowledge and was aware that a number of Turkish residents were keen gardeners. The council then held a number of consultation events in nearby gardening areas. They also held a Halloween disco to engage with younger people. The authority noted, however, that it would only use an ITLA for large-scale regeneration project or particularly complex infill sites.⁵³
- 3.25 Lewisham Homes' has not used ITLAs, or similar, for a number of years. They noted, however, that they can be quite useful on estate regeneration schemes, helping guide residents through the process and providing an independent opinion on information from the council. They are particularly helpful where there has been an element of activism on a scheme. It was felt that they are of less value, however, with infill developments, and that the budget could be better used for other engagement initiatives.
- 3.26 The 2018 Mayor of London guidance on estate regeneration recommends providing independent capacity-building and advocacy support for residents if they request it. The 2015 London Assembly review of estate regeneration also notes that some capacity building is likely to be required to enable communities to participate as fully as possible, and that in some cases, independent resident advisers have been appointed by a residents to support engagement activity.
- 3.27 TPAS, which provides an Independent Tenant Advice service (ITA), said that ITAs are essential to regeneration projects, and stressed that communities should be given the opportunity to choose their own. In response to questions from the committee, TPAS noted that ITAs should constantly demonstrate they are there to represent the views of the community. Residents should accompany ITAs at project meetings and be copied in to correspondence. Some ITAs also ask residents to monitor and agree their activity.⁵⁴

⁵² See Appendix 10

⁵³ See Appendix 4

⁵⁴ See Appendix 9

Appendix 2

Resident engagement in housing development – first evidence session

LB Lewisham and Lewisham Homes – 10th July 2019

James Masini (Regeneration & New Supply Manager, LB Lewisham) delivered a presentation on Lewisham's approach to engaging residents on housing development in their area. The following key points were noted from the presentation:

- 1.1 The engagement process begins at a very early stage. This might include an "ideas event" with residents or local door knocking. There will be an initial consultation event and sometimes a second event depending on the scale of the project. There will also be engagement throughout the construction phase and after completion.
- 1.2 It was noted that this engagement is separate to consultation during the formal planning process.
- 1.3 Engagement exercises attract varying numbers of people. An event around the PLACE/Ladywell development, for example, involved 600 people over six days. Smaller developments tend to attract less interest.
- 1.4 It was noted that engaging with residents often leads to better quality development. The council wants to engage as many people as possible, but it was noted that ensuring good attendance at consultation events is a significant challenge. This is particularly the case with hard to reach groups.
- 1.5 Examples of innovative responses to this challenge were discussed, including engaging people through the Evelyn Community Store and the Achilles Street "Bring it to the table" events.
- 1.6 Lewisham Homes has a programme of support in place to help residents engage effectively, including free housing courses for residents and help with setting up Tenant and Resident Associations.
- 1.7 Other creative methods the council is considering include fun days, soft play and mobile cinema. Online engagement, although being used more, is still underused as a consultation tool. The online consultation platform, Commonplace, for example, has been used successfully by Team Catford.

The committee asked a number of questions. The following key points were noted:

- 1.8 The committee expressed concern about the differences in resident engagement carried out before the planning process and consultation during the formal planning process.
- 1.9 It was noted that consultation by the local planning authority during the formal planning process involves making comments on specific planning grounds. This is separate and different to the broader discussions about an area and/or development that take place as part of resident engagement carried out by the Council and Lewisham Homes before a development goes to planning.
- 1.10 The Achilles Street "Bring it to the table" events have been running every Wednesday since June. There are 87 properties on the estate and attendance has been about 10 households per night, half of which have been returning households.
- 1.11 The committee stressed the importance of door knocking in terms of engaging hard-to-reach groups and those who might find public meetings intimidating.

- 1.12 One member noted that they had been approached by a resident at a recent public consultation event who said that they were desperate for the development to go ahead as they were living in overcrowded conditions, but that they felt like they couldn't speak up at the meeting.
- 1.13 The committee noted that door knocking on infill developments is particularly important because, unlike estate regeneration, the council is not making an offer to all residents and some local residents may be wondering what's in it for them.
- 1.14 The committee noted the importance of face-to-face conversations and that they can be a better way of addressing people's concerns, listening to feedback and explaining the borough's housing need.
- 1.15 The committee noted while there is a growing number of people who support development, there is also a growing number of people who oppose development.
- 1.16 The committee stressed the importance of getting early engagement right in order to prevent misinformation from spreading.
- 1.17 Lewisham Homes carry out door knocking on their infill developments, at various times of the day, to make sure that a wide range of people are heard.
- 1.18 Engagement exercises like the Bring it to the table events at Achilles Street are an important part of early engagement. Engagement like this is more about finding out what residents think about where they live, rather than talking about the plans for a particular development.
- 1.19 It was noted that the best way of measuring the effectiveness of engagement is the quality of the schemes. Developments with a high degree of resident involvement tend to be higher quality.
- 1.20 The proposed residents' charter is a response to new rules on estate ballots from the Mayor of London.
- 1.21 The residents' charter will apply to every estate regeneration where a ballot is required. The ballot requirement applies to projects that involve GLA funding, the demolition of any social homes and the construction of 150 or more homes.
- 1.22 Achilles Street is the only development in the new social homes programme that requires a ballot.
- 1.23 Tenant and Resident Associations (TRAs) are involved throughout the engagement process. TRAs often better understand the local area and the views of local people. TRAs are not always representative of a local area, but it is useful to engage with them from an early stage.

Resolved: the committee noted the report.

Appendix 3

Housing Select Committee – resident engagement in housing development review

Notes from workshop with RB3 (Brockley PFI) Leaseholder Engagement Panel

5th September 2019

Kate Donovan (Area Manager, Pinnacle), Chantelle Barker (Project Manager, Pinnacle), and John Bardens (Scrutiny Manager) were present.

The workshop was based around table discussions on a set of questions. Participants separated into small table groups to discuss and then reported back to the wider group.

The questions that the groups focused on during the workshop related to: the best ways for residents to be informed and involved; useful information; obstacles to engagement; advice and support; and how to reach as wide a range of people as possible.

The key points of the workshop are summarised below.

- 1.1 On the best ways for residents to be informed and involved, the groups suggested a number of tools including online (in particular email) engagement, letters and notices on announcement boards, local assemblies; door knocking and social events such as historical walks.
- 1.2 In terms of information that it would be helpful to see at some stage during the engagement process, the groups suggested information about: communal and green areas; parking and road safety (such as issues with speeding and moped crime; other crime (such as drug dealing); plans for local transport; and plans for domestic waste.
- 1.3 In terms of obstacles to engagement the group said that it was important to provide residents with several weeks' notice of any events; to consider transport issues for those without support when considering a venue. In terms of format, the group said that the ability to communicate through the website would be important for those unable to attend meetings. The group noted that there is a lack of support for disabled residents to engage – noting, for example, that there were none at this meeting, which was held in the evening.
- 1.4 In terms of advice and support, the availability of independent advice was suggested by one table. Independent advice was also considered by some residents as a good way to hear from as wide a range of people as possible – as was door knocking and holding events at times that work for different groups.

Appendix 4

Housing Select Committee – resident engagement in housing development review

Notes from meeting with Karen Barke, Head of Estate Regeneration & Interim Head of Housing Supply Programme, London Borough of Hackney

18th September 2019

Cllr Aisling Gallagher (Housing Select Committee) and John Bardens (Scrutiny Manager) were present. Some of the key points of the discussion are set out below:

- 1.1 The Mayor of London's good practice guide to estate regeneration contains many examples of good practice in relation to resident engagement, including two case studies from Hackney.
- 1.2 Hackney has had to do a lot of challenging work to rebuild trust with residents on estates where there has been many years of failed proposals. (King's Crescent Estate, for example).
- 1.3 Resident engagement should start early and be regular and take into account the key points at which residents can be involved.
- 1.4 It is important to be clear with residents about the stages during the engagement process at which they can influence the development and how they can best do this.
- 1.5 The design process was cited as one of the best ways to engage constructively with the community. This could include being involved with appointing design teams.
- 1.6 It is important to be clear what role residents will have at the design stage, including whether or not it is a decision-making role.
- 1.7 It is important to get to know and understand the community in order to engage effectively, including with hard-to-reach/seldom-heard groups.
- 1.8 On the King's Crescent Estate, for example, after struggling to engage with the Turkish Community, Hackney held consultation events in gardening areas after being informed by the estate's ITLA, who had local knowledge, that a number of the Turkish residents are gardening enthusiasts. They also held a Halloween disco to engage with younger people.
- 1.9 It is important to talk to the local estate management team, local housing officers, and ward councillors in order to identify local issues, such as parking or anti-social behaviour problems.
- 1.10 Hackney has found the "you said, we did" approach helpful with resident engagement.
- 1.11 The use of an Independent Tenant and Leaseholder Advisor (ITLA) has also been helpful with large-scale estate regeneration projects. An ITLA would only be used for particularly complex infill sites.
- 1.12 The resident offer is particularly important with infill development.
- 1.13 Hackney has moved from a site-by-site approach to estate regeneration to a programme-wide approach.
- 1.14 Hackney explains to residents where any money that is being made goes – from private sales, for example. There can be suspicion otherwise.
- 1.15 It is important to be clear during engagement about what might be feasible – public realm improvements, for example, can be expensive if clear guidelines are not given.

- 1.16 It is important to link back to early engagement and what residents' priorities were. There are some priorities, such as parking, that can be addressed through design.
- 1.17 Tenant and Resident Associations (TRA) are involved in the engagement process where they are established. On the Colville Estate regeneration, for example, the TRA has formed the resident steering group for the project.
- 1.18 Other key local stakeholders will be mapped.
- 1.19 It is important to explain where it is unviable to refurbish homes due to poor condition. It can sometimes be residents who push for regeneration.
- 1.20 It is important to engage on measures to mitigate noise and dust during construction.
- 1.21 Hackney has recently started carrying out post-occupancy evaluations in order to ask questions about size, storage and room size. This can help with engagement on future projects. They also work with residents on financial viability.
- 1.22 Online engagement is not widely used with housing engagement. Social media has been used with mixed results.
- 1.23 Hackney piloted a local lettings policy with the King's Crescent Estate, which gave priority for new social rent homes being built to residents living close to the development sites in priority need, such as under-occupying and overcrowded for example.

Resident engagement in housing development - evidence session

Phoenix Community Housing – 18th September 2019

Angela Hardman (Head of Development, Phoenix Community Housing) delivered a presentation on Phoenix's approach to engaging residents through the development and delivery of new homes. The following key points were noted from the presentation:

- 6.1 Phoenix are aiming to deliver an increasing number of new homes in Lewisham. The majority of their development programme is due to be delivered over the next 3-4 years.
- 6.2 All of the sites Phoenix will be developing sit within existing communities and estates. The impact on existing residents is an important consideration when thinking about how to deliver.
- 6.3 Phoenix's approach to resident engagement on housing development, called "building together", sets out a number of commitments to residents affected by new homes.
- 6.4 When Phoenix was established a number of promises were made to residents and Phoenix are looking to follow a similar approach with the delivery of new homes.
- 6.5 Phoenix wants to develop proposals together with residents in a similar way to how it has with improvements to properties in the past.
- 6.6 They also intend to engage residents when they start to buy land for development in order to hear residents' views on affordable housing options such as shared ownership for example.
- 6.7 Phoenix aims to ensure that residents have an opportunity to get involved at every stage. This includes considering and funding environmental improvements identified by residents
- 6.8 Phoenix are conscious of the risk that existing residents may see investment in new homes as something that's not necessarily for them and want to ensure that the new homes programme is aligned with the interests and aspirations of existing residents.
- 6.9 Establishing and understanding existing residents' priorities and ideas for environmental improvements comes through the consultation process when developing new homes.
- 6.10 Phoenix's approach is intended to address the question "what's in it for us?".
- 6.11 Residents are engaged at the beginning of the development process, when development is initially being considered on a certain piece of land, to ask what's important to them in their neighbourhood, while stressing the importance of delivering new homes.
- 6.12 They also intend to discuss with residents the balance between maximising new homes and economic viability.
- 6.13 At later stages in the process, residents will help select architects. Residents will also be involved in the selection of contractors and how to minimise disruption during construction and ongoing engagement during construction. During the construction of Hazlehurst Court, for example, Phoenix offered free coffee and cake at the Green Man community centre while the foundations were being laid.

- 6.14 Phoenix also carry out post-occupancy surveys with residents to gather feedback to help improve future developments.
- 6.15 Phoenix recognises that some of the money being invested in new homes has been raised through the rental stream that existing residents pay.
- 6.16 If environment improvements are identified and committed to, they are funded and put into a programme to be delivered over the course of the development programme.
- 6.17 One of the different ways Phoenix seeks to engage residents is through an informal resident consultation event it calls “Chat and Chips”, where residents are asked for their views on current and future plans while enjoying free fish and chips.
- 6.18 They held seven “Chat and Chips” events last year and engaged with more than 400 residents, 64% of which were residents that they had not engaged with previously.
- 6.19 Other methods include newsletters, door-knocking and looking at hard-to-reach groups.
- 6.20 On a recent development Phoenix have found that the use of 3D polystyrene models is a particularly useful way of engaging residents and discussing options and proposals. It can be difficult for some people to get a sense of a development from 2D plans alone.
- 6.21 In terms of engaging with hard-to-reach and under-represented groups, Phoenix’s tenancy sustainment officers help to identify vulnerable tenants, older people, disabled people, or young people who may not be engaging.
- 6.22 They also use data to identify potential groups that may be interested in a new development. For a new intergenerational scheme Melfield Gardens, for example, Phoenix has started looking into how to engage with different groups right from the beginning of the process. The idea is to attract residents who are under-occupying in order to generate chain lets.
- 6.23 One of the other commitments is to try to establish a local letting policy for Phoenix residents. On a previous development, Hazlehurst Court, a third of new homes were allocated to residents that were under-occupying existing Phoenix homes. This generated more than 60 chain lets.
- 6.24 From carrying out resident engagement on a recent development, Ravensbourne Estate, Phoenix established a number of commitments. The commitments included providing a community facility, new refuse facilities, addressing parking issues, and looking into ways to empower residents to manage some of the landscaped areas so that their children could play there.
- 6.25 Phoenix carried out five consultation events at different stages in the process to reach as many residents as possible and so that most of the issues could be resolved by the time it came to submitting plans.

The committee asked a number of questions. The following key points were noted:

- 6.26 Phoenix’s approach to resident engagement on housing development involves a lot of up-front work to try to understand residents’ concerns and come up with solutions through open and honest conversations. They do still get objections, but they want to bring residents on the journey rather than presenting a proposal as a done deal.
- 6.27 The funding for Phoenix’s new homes programme comes from GLA grant funding, refinancing, rental income subsidy, and support for social homes from Lewisham

Council. Building on their own land allows Phoenix to provide a high proportion of homes for social rent.

- 6.28 There are no resident ballots proposed in Phoenix's new homes programme.
- 6.29 In Phoenix's experience, young people aged 18-25 tend to be the hardest to reach and under-represented during engagement. Younger young people, under 18s, tend to use the Green Man Community Hub, but not 18-25s. The typical cohort tends to be older people and some families.
- 6.30 Phoenix are also trying to engage smaller groups of young people by providing training and support.
- 6.31 While Phoenix's development programme consists of mostly small infills, they are still calling it regeneration.

Resolved: the committee thanked the representatives from Phoenix for their presentation and noted the evidence provided.

Appendix 6

Housing Select Committee - resident engagement in housing development review

Notes from meeting with group of residents local to Hillcrest and High-Level Drive

30th September 2019

One resident lived on the Hillcrest Estate, two lived on nearby roads, and two were members of the Sydenham Society. The discussion was centred on a set of six questions, which had been sent around in advance. Some of the key points of their feedback are noted below:

- 1.1 In relation to now-withdrawn development proposals on the estate, the group were unhappy with the location and timing of the consultation events.
- 1.2 The consultation events were held a long way from the estate itself and it was felt that the timing of the public consultation events, 4-8pm, excluded many people.
- 1.3 It was felt that everyone affected by a major development within a certain area, taking into account local geography, should be engaged.
- 1.4 The whole community should be involved in discussions about where to put local housing as local people have valuable local knowledge.
- 1.5 Engagement should also involve local services to address concerns about these.
- 1.6 It was felt that residents should be engaged earlier – residents should not be presented with a done deal involving one evening consultation well away from the site involved.
- 1.7 With a recent development proposal, it was felt that the process was well underway before local residents were involved.
- 1.8 Discussions with residents should start with a blank piece of paper. Discussions should be open and honest. Solutions should not be offered – problems should be posed and residents involved in co-design.
- 1.9 Developers should recognise the uniqueness of areas and listen to suggestions. Developers should also acknowledge when they have made mistakes.
- 1.10 Architects should walk around estates to understand the landscape. It was felt that desktop designs without understanding the 'on the ground' situation are a waste of time and money.
- 1.11 In terms of engagement methods, in-person and on-site engagement was preferred. On-site community centres should be used.
- 1.12 There should not be an overreliance on digital engagement tools such as Commonplace.
- 1.13 Local Tenant and Resident Association's (TRAs) should be encouraged, formed and engaged.
- 1.14 Ward Councillors should be engaged.
- 1.15 A planning officer should attend consultation events.
- 1.16 It was queried whether it is appropriate for Lewisham Homes to carry out consultation as they are not independent.
- 1.17 With a recent development proposal, it was felt that the design pictures used in the consultation boards were misleading. It was felt that dull colours were used to depict the estate, including play and games areas, as run down and unused, while wide-angle, full

colour images were used to depict the proposals. Some of the design images produced did not include existing buildings.

- 1.18 It was noted that pictures could be very influential, particularly for those who may only pay a quick visit to a consultation event.
- 1.19 The headers of two consultation event letters for a recent development only referred to one site on the estate when the events were in relation to all sites on the estate. It was felt that this could have given the impression to some residents that the events were not be relevant to them and prevented them from being involved.
- 1.20 It was felt that the feedback presented on the consultation excluded some of the points made and didn't accurately reflect the concerns. Information presented only included the concerns that had already been addressed. The concerns petitioned by local tenants and residents were not acknowledged.
- 1.21 There needs to be more information to address concerns about congestion and overcrowding, emergency vehicle access, use of garages, lack of amenities, lack of public transport, and lack of a community centre.
- 1.22 There was criticism of a public meeting held in response to local opposition to a recent development on the Hillcrest Estate. It was felt that the meeting should have enabled residents to properly voice their concerns, however a high proportion of time was allowed for the consultants, including the appointed architects, to present their proposals again.
- 1.23 The meeting was held on a weekday in the Civic Suite. There was no agenda and it fell on the same night as an England World Cup Game.
- 1.24 One member of the group mentioned resident ballots and spoke about a loss of trust and felt that it was unclear what would happen if residents voted against a development.
- 1.25 Other Council departments might be able to help identify some hard-to-reach groups. Care workers might be able to help identify people who may have just been discharged from hospital and health visitors might be able to help identify new and isolated mothers.
- 1.26 Engaging people through local libraries was also suggested as a way of reaching some hard-to-reach groups.
- 1.27 A multi-use games area, with a sports programme, would help to engage young people.
- 1.28 It was felt that local engagement would be vastly improved if the community centre on the estate was re-opened for use by tenants and residents.
- 1.29 Facilities on the estate should be regularly improved for existing residents – upgrades should not be dependent on new housing being built.
- 1.30 Given the lack of transport, community facilities and the hilly topography on the estate, it was queried whether any new housing would provide 'lifetime homes'.

Housing Select Committee – resident engagement in housing development review

Notes from workshop with Tenant and Resident Associations on Pepys estate

3rd October 2019

Cllr Aisling Gallagher (Housing Select Committee), Chantelle Barker (Head of New Initiatives, Lewisham Homes), and John Bardens (Scrutiny Manager) were present.

The workshop was based around table discussions on a set of questions that had been shared in advance. Participants separated into small table groups, chose the questions to discuss and then reported back to the wider group.

The questions that the groups focused on during the workshop related to: the best ways for residents to be informed and involved; how to reach as wide a range of people as possible; and what should be done differently in the future. The key points of the workshop are summarised below.

(Photographs of the groups' full written comments are also attached.)

Engagement methods

- 1.1 On the best ways for residents to be informed and involved, the group suggested a number of tools including, online engagement and newsletters, with regular updates up to construction, and community events held in different locations, with all residents in the area made aware.
- 1.2 It was also suggested that the contact details of key people involved in the development of proposals should be made available to residents and TRAs.
- 1.3 One table noted that events and meetings are not always accessible for everyone. Meetings held in the evening, for example, can make it more difficult for those with children to give their views.
- 1.4 A numbers of tables also warned of “token” and “tick box” consultation exercises, and the feeling of consultation “being done to” residents as opposed to being given the opportunity to influence the process.
- 1.5 One table suggested “panels” to provide residents with a meaningful role in decision-making and also advocated the involvement of residents in the detail of regeneration schemes through design reviews, for example.
- 1.6 Engagement with architects was cited by one group as an example of where engagement has gone well in the past.
- 1.7 There were calls from a number of tables for more co-design and co-production with residents.
- 1.8 Another table said that it was also important that engagement starts early, with residents informed and involved from the outset, so that plans can be tailored in response to feedback at the ideas stage.
- 1.9 There were calls for engagement to be more strategic and proactive through the development of local masterplans.

- 1.10 There was a strong feeling among the groups that engagement should be in plain English and jargon-free. One table said that engagement should aim to meet the visual and verbal preferences of residents and that imagination was required to devise creative engagement exercises, such as on site exhibitions and community theatre.

Hard-to-reach groups

- 2.1 On the topic of what the council can do to ensure that it hears from as wide a range of people as possible (particularly so-called hard-to-reach and under-represented groups), the group suggested several methods, including:
- 2.2 Family and community events; directly involving young people; notices and events through schools and other community hotspots; community theatre; door-to-door visits; and a permanent section in Lewisham Life on new developments.
- 2.3 The group stressed the importance of going out into the community and engaging people through, for example, places of worship, toddler groups, disability groups, and not relying on a few groups to speak for the whole community. One group also suggested keeping a register of people who aren't digitally connected
- 2.4 One table said that engagement with residents should start with what the community needs and the benefits that a development could bring. Another group felt that there needed to be a sense of urgency to get people involved.
- 2.5 There was also discussion about overcoming the history of poor relationships and mistrust built up over the years. There was a feeling that there's nothing to show for the years of consultation and engagement in the past and that residents are only engaged when things have already been decided.

What should be done differently

- 3.1 In terms of what residents would like to see done differently, the groups said they wanted to see earlier engagement. They wanted to be able to have open and honest discussions with developers to find solutions to residents' requests, and for practical views to be listened to. They also wanted to see their promises kept and design details, such a play areas and communal spaces, not being lost post planning.
- 3.2 The group said that it was important for a wider range of people and groups to be engaged. They said that having good local intelligence is key to this, and that having local leaders on board, Block reps, for example, can make a significant difference. There was also a feeling that local Councilors should play a key role.
- 3.3 The groups called for a local masterplan to coordinate all of the regeneration in a ward, and across boroughs, and to help old and new communities and developments integrate. One group specifically called for a local "heritage plan" to preserve and promote local history. Another table suggested engaging with charities that successfully run community centres and other facilities in other areas.

There were also a number of other comments more related to the planning process, rather than pre-planning engagement. These included:

- 4.1 It was felt that residents and TRAs should be given advance notice of any plans in their areas due to go to planning committee, and that they should have the opportunity to engage with planning committees before planning permission is given. One table said that the major findings of planning committees should be displayed at local community hotspots.

- 4.2 It was also felt that a dedicated planning officer should be assigned to local communities to create local masterplans in order to join up various developments and help residents get the best deal. A number of tables said that s106 and CIL money should be ringfenced and spent on local needs and infrastructure of the community.

Housing Select Committee – resident engagement in housing development review

Notes from meeting with Jessica Leech, Community Engagement Manager, London Borough of Southwark

10th October 2019

Cllr Aisling Gallagher (Housing Select Committee) and John Bardens (Scrutiny Manager) were present. Some of the key points of the discussion are set out below:

- 1.1 In 2014 Southwark carried out a significant consultation and established a charter of principles on resident involvement in the development of new homes (in estates).
- 1.2 One of the key principles was that consultation on new sites would be led by local project groups of residents and local councillors in each area.
- 1.3 In 2015 Southwark asked residents to identify sites where new council homes could be built, using an online map and talking to TRAs.
- 1.4 It was a collaborative process – tenants recognised the need for new council homes.
- 1.5 In 2015 Southwark worked with people borough-wide to develop the design principles that should be adopted.
- 1.6 This identified, for example, a preference for separate kitchens and living rooms; the value placed upon green spaces on estates; and how the sense of space contributed to a sense of wellbeing and value of place.
- 1.7 Project group membership is drawn from a mixture of TRA representatives and people who express an interest at initial drop in sessions.
- 1.8 The wider engagement process involves discussions with ward Cllrs, TRAs, open drop-ins, project groups, meeting three or four times, with the first session including training with an independent advisor.
- 1.9 Those that are invited to open drop ins are anyone who lives in the vicinity of the potential site, taking into account natural boundaries such as railway lines and major roads, and ensuring that rows of houses or parts of estates, where development is proposed, are not excluded.
- 1.10 It is the council's view that through collaborative working it is able to design proposals that can be supported locally and bring benefit to the community within which they are located whilst delivering new council homes for local tenants and others in desperate need of a home they can afford to rent.
- 1.11 Southwark carried out an evaluation of four schemes, two that worked well and two where there were challenges, to find out how residents felt.
- 1.12 In some areas there was little take up of the offer to form project groups and the way residents were involved in the design process adapted to ensure that residents continued to be engaged.
- 1.13 Residents groups for one site expressed concern about involving residents that are not living on the estate affected and on another residents in private homes near a proposed development complained that they were not involved.
- 1.14 Some residents have requested repairs to existing properties first.

- 1.15 There have been sites that Southwark has not been able to move forward.
- 1.16 Southwark also carried out a Housing Commission in 2013 to assess the state of housing in Southwark, which, without an ALMO had not qualified for funding for decent homes.
- 1.17 This included community and stakeholder engagement on what should be the way forward for housing and establishing a Futures Steering Board of council tenant and homeowner representatives, with independent facilitation and the capacity to co-opt members.
- 1.18 The Futures Steering Board is very supportive of building council homes and has been a good forum to talk about the challenges and get insight on working with tenants. It is however quite resource intensive for key officers.
- 1.19 In 2017 Southwark made amendments to the charter and engagement process.
- 1.20 This included stating the importance of TRAs in the process and recognising that one size does not fit all and on some occasions the council may wish to modify the way in which it works.
- 1.21 Council officers will also now prepare engagement plans based on gathering local intelligence much earlier in the process where delivery is based on the council's estates.
- 1.22 The council will also endeavour to involve residents who may move into the new homes when they are completed.
- 1.23 There is another review planned of the council's wider engagement process.
- 1.24 There are plans to provide guidance and toolkits for staff, to run master classes and training for staff, and to involve people from the community and voluntary sector in the training.
- 1.25 Southwark has an engagement plan template, which asks a series of questions to guide the engagement process. This includes questions about purpose, stakeholders, and what residents need to contribute. TRAs are also consulted about draft engagement plans.
- 1.26 There can be a tension between good quality engagement and time, but each site is different. It is important to be aware of site history when planning engagement.
- 1.27 Southwark produced a template Terms of Reference for setting up project groups, which is flexible based on local intelligence.
- 1.28 There's a difference between letting people know something is happening and helping them to shape it.
- 1.29 Who should be involved in projects should be informed by sensible analysis of the geography of the estate.
- 1.30 There are different levels of engagement depending on the stake someone has in the development.
- 1.31 There are significant barriers to setting up TRAs in terms of resourcing support.
- 1.32 Southwark's new homes programme also includes infill development.
- 1.33 Southwark is also amending its statement of community involvement to include a development consultation charter setting out the consultation requirements for developers pre planning application. Requirements depend on the scale of the development. The charter is then considered as part of the planning application process.

- 1.34 The statement of community involvement in a planning document with legal force.
- 1.35 It is important to be clear which stakeholders the council has a responsibility for, i.e. tenants, while recognising that leaseholders are as much part of local communities. The council has a relationship with everyone.

Appendix 9

Kevin Farrell, Senior Associate, TPAS, delivered a presentation on resident engagement in housing development.

The presentation covered TPAS's National Engagement Standards, good practice for Independent Tenant Advisors (ITAs), how to engage with "need-to-reach" communities, engagement on infill development, and aspects of the social housing green paper.

The work being carried out by the council and Lewisham Homes was acknowledged by the TPAS representative, as was the research carried out for the review.

Some of the key points of the presentation included:

- Engagement should be planned to, among other things, achieve accountability and transparency. This is one of the first issues that will concern residents. Developers should be available to residents, have dialogue, provide answers, and be open and transparent about decision making and funding.
- Engagement should be allocated sufficient resources. It is important to have the right people and resources to support communities through an often stressful and anxious period of change.
- Tenants, leaseholders and community members should be provided with the appropriate levels of support to be effectively engaged. This includes capacity building to help residents understand and take a meaningful and active part in the process. It is important to understand the existing level of knowledge among residents as this varies from community to community.
- Volunteers should be recruited, supported and trained so that they can influence, co-design and scrutinise. There should be mechanisms in place to enable residents to influence thinking and decisions.
- Communities have a huge amount of knowledge and experience about where they live and engagement should start with a "blank piece of paper" and build up. Enabling residents to scrutinise plans, funding, designs etc is an important step in building confidence and trust.
- Communities affected by housing development often want expert advice. Independent Tenant Advisors (ITA) can provide advice to residents independent from the council.
- TPAS, which provides an ITA service, believes ITAs are essential to regeneration projects and that communities should be given the opportunity to choose their own ITA.
- In order to engage with "need-to-reach" (also referred to as "hard-to-reach") groups, there are some important initial steps, such as having a customer relationship management system in place and carrying out analysis of the community in relation to equalities.
- Engagement should be planned, monitored and measured so its impact can be assessed, and regularly reviewed with the community you're engaging with.

- It is important to understand residents' preferred channels of engagement and engagement activity should be used to gain further insight into communication preferences.
- Engagement on infill development should acknowledge the impact it will have on neighbours but also promote its benefits. There should be boundaries for different levels of engagement. Developers should take an inclusive approach and be prepared to talk to anybody. There should be excellent resident liaison.

The committee asked a number of questions and a discussion followed. The key points noted were:

- The first challenge with engagement is to connect and relate to the communities you're working with and to build their trust.
- The biggest challenge is speaking the right language and translating between the developer and the community. Key to this is having well-trained staff to speak to communities and translate back to council officers in a way they can understand.
- Speaking the right language can help build the trust and respect necessary to work together positively and constructively. It can take time, however, where communities have a long history of bad experiences. It helps to focus on the solutions to problems.
- On the Carpenters Estate, Newham, TPAS worked with the community to co-design a residents' charter. The community produced the charter and presented it to the council. This process created a dialogue, provided the community with an opportunity to highlight its priorities, and built trust.
- In order to assert their independence, some ITAs ask residents to monitor and agree to their activity. Residents should accompany ITAs at project meetings and be copied in to correspondence. ITAs should constantly demonstrate they are there to represent the views of the community.
- When recruiting volunteers to be involved in the engagement process it's important to recognise that the majority of people do not have lots of spare time. Engagement activity that involves significant time commitment can be off-putting. Engagement is increasingly about short burst of work, such as task and finish groups, over a few days.
- It's also important to ask residents how they would like to organise themselves to be engaged on a project, if they do at all. Developers should avoid imposing engagement models on residents.

Housing Select Committee – resident engagement in housing development review

Notes from meeting with Paul Simpson, Head of Operations and Engagement, Homes for Lambeth

1st November 2019

Cllr Stephen Penfold (Housing Select Committee) and John Bardens (Scrutiny Manager) were present. Some of the key points of the discussion are set out below:

- 1.36 Lambeth is currently engaging with residents on [six estate regeneration schemes](#) in the borough: Cressingham Gardens; Knights Walk; Westbury; Fenwick; Central Hill; and South Lambeth. Engagement has been ongoing since 2015 in some cases.
- 1.37 Lambeth has produced 10 Housing [Design principles](#) that will need to be met by every new home they build. This includes involving residents in the design process where they are being re-housed.
- 1.38 Lambeth has also produced Key Guarantees on estate regeneration, setting out what secure tenants and home owners can expect from the council. This includes, for residents choosing to stay on their estate, being involved in the design of the new homes and the estate as a whole and influencing decisions around the phasing of building new homes and the construction works.
- 1.39 The Key Guarantees were first published in July 2015 and, following a review by TPAS, re-published in 2016.
- 1.40 Lambeth has used Independent Resident Advisors (IRAs) on estate regeneration schemes for some time. Each of the six current estate regenerations schemes has its own independent advisor. The IRAs role is to support and advise residents of their rights throughout the process, but not advise them on how to oppose a development.
- 1.41 Lambeth has established, and supports, a monthly Resident Engagement Panel (REP) meeting for each estate to update residents on the scheme. Each REP has terms of reference, but is able to work in its own way.
- 1.42 Lambeth avoided using local TRAs as a forum for regular updates on estate regeneration as TRAs have a broader role. It also wanted to avoid overlapping discussion with general housing management issues.
- 1.43 As well as a website for storing relevant information about the scheme, there are regular (4-6 weeks) Newsletters for each estate. This helps to inform residents and prevent misunderstandings. IRAs are given the opportunity to contribute to newsletters. There are also weekly or fortnightly drop-in sessions on each estate held together with the IRA.
- 1.44 Engagement with hard-to-reach groups is considered on an estate by estates basis and through working with IRAs. The IRAs know their estates, the residents they see and those they do not. They are then able to carry out targeted door knocking.
- 1.45 Door knocking has its limitations, however, so (social value / social investment) engagement events and activities have also been organised to target particular communities and reach new groups.

- 1.46 It was recognised that communities are often based around interests and activities, not necessarily where they live. So on each estate there is a physical engagement hub for running events. Engagement like this allows the council to meet a broader range of residents and increase awareness and understanding among residents. It's important to focus engagement around key decision points.
- 1.47 It is important to recognise that resident want to engage on different levels, from short animations to newsletters on business plans to sessions of design. Some residents may be interested in finances and funding but commercial sensitivity needs to be considered carefully.
- 1.48 It's important to be clear, across the programme, about where residents are going to be involved in, what they can influence, and what they will be informed about, so that residents understand the boundaries.

The Peabody Approach to Resident Engagement around Housing Development

Introduction

Peabody has over 150 years of history, experience and expertise in working with residents. Our mission is to help people make the most of their lives by providing good quality homes, working with communities and promoting wellbeing.

- We develop and help create great places at scale – designing, building and maintaining homes and neighbourhood.
- We are working to enhance our local impact through building long term partnerships which includes our relationship with our residents but also with other local stakeholders in the neighbourhoods in which we work.
- Our engagement with residents is at the heart of what we have set out to do, namely to grow and use our position of influence to create positive change.

We can't do any of this work effectively unless our residents and the communities in which we work have the opportunity to become involved by being consulted about our work both during the planning stage and onward throughout the time they live in a Peabody home or in the proximity of one.

Range of Methods

There are many different ways in which residents can be engaged, and at the end of this paper a list is included of many of the ones we use⁵⁵ to reach out to residents. These vary from the statutory formalised consultation exhibitions which can be used to communicate plans during the formal planning process to more informal methods such as drop in sessions and contacting community groups and Councillors. A portfolio of options is essential in order that all stakeholders have the chance to contribute their ideas.

A good example of where a variety of methods are in use at Thamesmead, Peabody's largest regeneration project, where in addition to the standard meetings there is an opportunity to engage with the plans in a large variety of ways including; through the website www.thamesmeadnow.org.uk, various resident groups, an information centre to enable residents to ask questions in person and they hold a variety of events which are also promoted through forms of social media such as Instagram, Twitter and Facebook as well as the more traditional fliers and posters to reach as large an audience as possible.

⁵⁵ Appendix A – Methods of Engagement

Hard to Reach Communities

There are many groups who are difficult to reach as part of the engagement process. Standard exhibitions and drop in sessions will not be effective methods to use with certain groups. Young people, for example, are notoriously difficult to reach, older people, people who are time poor and groups who may be hostile to the plans, and groups with limited language capacity or mobility issues can also be more isolated from the debate. For these groups it is important to go to them, or specifically invite them to attend. Recent resident consultation at Parkside in Lewisham held with young people on play equipment took place during a nursery session, and a youth club session, although it was still open to the wider community.

Our Thamesmead team ran a virtual reality workshop allowing residents to work with VR software to help formulate designs for a public realm project (Claridge Way). In this way it was possible to engage with young people in particular as they were very interested in using this medium to feed into plans.

Similarly with local interest and pressure groups the development team from Peabody would look to invite to meet with the group to listen to their specific concerns away from the setting of a generic planning meeting to see if there is any potential for common ground and to establish any room for negotiation as part of the planning process.

Supporting Residents [building capacity]

We are fortunate in having resources within Peabody to call upon to assist us in supporting residents through the consultation process if required. We have colleagues available in community development, employment and training, and an older persons team, to assist us with advice and guidance, and in some cases with practical support for residents. All these specialists can help us work with in the communities we work with over the long term to improve 'capacity'⁵⁶ 'so they are able to engage with us more fully. With 'capacity' in mind we do try to get our engagement pitched at the right level, so that residents who may not have good literacy or numeracy skills are still able to contribute to the debate affecting their community.

In this way residents contribute through steering groups and focus groups to the ongoing conversations in long term regeneration schemes which lead to planning applications. Specialist training can be provided to help residents manage committee work and to be able to interrogate the information they are given by Peabody and our contractors as part of the steering process. Resident steering groups have become a vital part of the decision making

⁵⁶ Community capacity building is about promoting the 'capacity' of local communities to develop, implement and sustain their own solutions to problems in a way that helps them shape and exercise control over their physical, social, economic and cultural environments,

process affecting their communities on our regeneration project, as can be seen currently at Thamesmead and also at St Johns Hill in Battersea.

We will look to form partnerships with other organisations in the area where we work, as appropriate, to assist with the engagement process. Currently our community development colleagues are working together with a school at Lewisham to run parenting classes as an example of the sort of support Peabody can help provide as part of our longer term commitment to communities, which goes well beyond planning. This team are also providing activities and training for our younger residents, so there is additional support to residents throughout the regeneration process and beyond.

The Role of Councillors

Councillors have a vital role to play in supporting the residents through the consultation process by being a source of information between Peabody and residents, providing the interface between the parties and by signposting the consultation to community leaders, and other interested groups within the community to distribute information more widely. The local intelligence of councillors about their community should help Peabody target engagement activity to reach the widest audience.

Regular briefing of ward councillors will mean they will be able to disseminate the information to the wider community on our behalf. For example one of the councillors we work with in Wandsworth comes back to us for comment on social media posts which concern our planning application. This is extremely helpful for Peabody as we are able to provide accurate information and reach more of the community, but it is also helpful for the councillor as he knows we are responsive to him and the wider community he serves.

Another example of working together with councillors is at The Moorings, a local area within Thamesmead which has established a Neighbourhood Forum with the support of Peabody, and local councillors attend these forum meetings where local plans are discussed and the local communities input is being used to help design the redevelopment of the former social club which is being refitted by Peabody along with funding from the GLA.

Providing Feedback & Influence on Outcomes

The influence on outcomes from engagement can be hugely significant during the planning process. An example would be the design competition held at Thamesmead to decide the preferred option for their new library. A number of architects submitted proposals of options for the design of this library, and it was the one which was most popular during the consultation with the general public that was the one Peabody went to planning with. In this way it is possible to really give local people a sense of ownership of a building within the public realm.

We aim to give residents feedback on their engagement and this can be shown by the evolution of a planning application. Current engagement at Archway campus, Islington provides a useful example of where the engagement is shaping the plans during the planning application process. The key with all schemes seems to be to begin consulting with the community and neighbours of a development from an early stage, to allow for changes to be made before the planning application is submitted.

At Archway local residents have had concerns which are often raised during the engagement process. These worries were around massing, the proximity of the new development to existing homes and the impact this will have on privacy. These concerns of residents there have resulted in changes to the massing. To achieve this the greatest density has been moved further away from the closest neighbours. Although this does not mean that there has been a reduction in the number of homes we are planning to develop, we have been able to be responsive to this by changing the massing.

Residents also have an important contribution to make to the choice of materials used in the scheme, vitally important as they are the ones who are going to look at it and live with it. Similarly in this scheme there has been an issue with concerns around privacy. As pictured this has contributed to the evolution of the plans for the North Wing Gallery.

There are many ways of giving feedback which include by newsletter, website or holding events to let people know how their opinions have shaped our plans. We have also created project booklets of major projects such as this example from The Moorings intended to summarise how we have arrived at particular designs through previous consultation⁵⁷. This was issued to residents before we started on site.



Archway, North Wing Gallery

Pictured above is an attractive building with an access gallery which was originally designed as a steel framed structure which would be open above balustrade height. However as a response to feedback from the neighbourhood options for potential screening are being considered because of privacy concerns of the local neighbours.

⁵⁷ Attached - Your Moorings Booklet

At Thamesmead the Wolvercote Road Steering Group directly feeds into the masterplan for the regeneration of the Wolvercote Road area which is currently being designed by architects who use feedback on their designs from this group to shape those overall plans. There is also a South Thamesmead Forum which consists of an open group of residents across the whole south area of Thamesmead. This group is an information sharing forum to allow residents to understand the plans taking place across the whole area, and their feedback is often incorporated in plans going forward, particularly if there is a strong opinion on a particular subject.

Resident engagement at St Johns Hill, Battersea, has influenced outcomes throughout the regeneration process that is currently taking place. This is an old Peabody estate which is being regenerated at greater density because the old 1930s homes were no longer fit for purpose. This is being achieved over three phases. A Residents Steering Group was established to guide the regeneration through the first phase and on to completion. The residents have contributed their ideas and been part of the process throughout from the early stages when they helped to choose the architects and the contractors, and contributing their ideas to the planning process. This has included contributing their ideas to the artwork delivered on the scheme. This has resulted in artwork that is meaningful to the residents of the old homes and local community. It is entirely appropriate that the artwork links the new homes to the old and this has been achieved through the resident's involvement. At many new developments the artwork seems to have very little connection with the neighbourhood, and consultation has been key in drawing the strands of development and community together here.⁵⁸

About the Brick Relief Sculptures
Phase One redevelopment St Johns Hill

The Sculptures on the new buildings celebrate the philanthropy of George Peabody, his unique values and how that translated into life on the original estate. They explore the history and memories from the original Peabody St John's Hill estate.

How natural light falls on the works determines their clarity, so as light changes throughout the day the sculptures appear more or less defined.

Each of the images were developed following workshops, discussions and events with tenants and local people and attempt to give a flavour of what life was like when the estate was built. Each work is placed in a suitable context and location to reflect its original purpose and to develop a Sculpture trail throughout the site.



Tools

The Tools sculpture reflects the culture of self-help that existed on the estate: homes were offered to those who helped themselves. The central square that used to be opposite this piece became allotments during the second world war and tools such as these would have been used.



Sink

Communal washing facilities were the only source of hot water on the estate. These washrooms became important social meeting places.

Uniform

The Uniform sculpture represents the many men from the estate who went in to the services or were porters. It also reflects the moral code tenants had to adhere to in order to gain a home.



⁵⁸ Pictured overleaf three of the brick sculptures from phase one St Johns Hill, SW11

Pictured three of the brick sculptures at St Johns Hill

It is also possible to discover through this kind of engagement activity preferences that residents have, which we may have previously had no idea about. At the Parkside scheme in Lewisham there has been ongoing consultation throughout phases 1 to 4 of this scheme. The context of this scheme is this one is where Lewisham Homes residents have moved to new Peabody homes as part of a land transfer regeneration scheme of mixed tenure over multiple phases. Through engagement associated with planning the Peabody team have found out that social rent tenure residents do not like underfloor heating. They do not like open plan living and they do not like living in tower blocks. Although we were not aware of these preferences in time to influence the designs for social homes in phase one, they have been fed through to the design team and these preferences have informed the plans for subsequent phases.

Evaluation of Engagement Activity

A successful planning application can be a tangible sign of positive engagement activity, with few objections. Other ways in which we can start to measure the engagement of residents could be the numbers in attendance at meetings, the feedback we receive, and the hits on a consultation website or responses to text messages. Surveys that have been completed and knowledgeable feedback from councillors can all show us that residents and the wider community are interested and have been informed about our plans.

In consultation exercises leading up to planning we would always hope to be able to demonstrate how this engagement has influenced the plans. Please see overleaf for an example of how we have been able to demonstrate the changes to planning which have been made as a result of resident engagement from the Archway scheme.

Welcome to this follow-up consultation event. We wanted to provide residents on the residential roads immediately to the north of the site with some more detailed information on how the plans relate to your properties. Please see the images below for more information on how the plans have evolved since we began consulting the local community back in 2015. Following the first set of consultation events, a series of changes were made to blocks 5B and 5C which are the two northernmost new residential buildings proposed. We have amended these again since our follow-up consultation event in July and we look forward to hearing your views on the current plans.

BLOCK 5B and 5C MASS AND FORM Consultation events November 2015

- 5B proposed as 8 storeys across
- 5C proposed as ranging from 4, 5 and 7 storeys
- 8 storey building proposed along Highgate Hill
- 12 storey building at the apex of the site



BLOCK 5B and 5C MASS AND FORM Consultation events July 2017

- 5B proposed as 7 storeys
- 5C proposed as staggered from 2 to 7 storeys
- 8 storey building removed along Highgate Hill
- Additional massing added to the apex building bringing it up to 20 storeys



Haworth
Tompkins

calfordseaden

Farrer Huxley Associates

MONTAGU
EVANS

PHILIP PARK

conisbee

Newington

For further information please contact Daniel Stern at
archway@peabody.org.uk or telephone 020 7234 3668

The Challenges

Challenges can include hard to reach communities already discussed here, but also consultation fatigue when a community has been involved in regeneration proposals for a number of years. For example at Parkside in Lewisham, because the residents have had the opportunity to be involved for around 10 years, and all the social rent tenants have now been decanted from the old Lewisham stock to new Peabody homes there is much less interest in future outcomes. Therefore it becomes much more difficult to maintain the same degree of interest in engagement. So for a recent engagement exercise for outside gym equipment held on this scheme, the engagement was kept it very simple. A leaflet to choose pieces of preferred equipment rather than anything more involving. This seems appropriate when a high level of consultation has already achieved good feedback on the contents of the new linear park, and the desire for outside gym equipment had already been established.

At Thamesmead when we took over in 2014 the area was a product of under investment and broken promises by previous organisations who managed it. This has created cynicism amongst residents who did not believe any of the improvements under discussion were going to come to fruition, making engagement very difficult in the early stages. However as buildings start to come out of the ground and public areas are being improved, this cynicism is softening, but the team there feel there is still some way to go before the residents are able to fully trust and engage with us.

The Future

There will be more updates and information available online for residents to look at in the future. Large scale regeneration projects are likely to increasingly use apps to engage with the general public over plans which will impact on multiple communities and they will be able to capture real time data which may be very useful. Innovation such as the virtual reality workshop described here, and the increasing use of three dimensional images as a result of technological advances has the potential to make engagement more exciting and also easier for residents to understand.

Social media can be effective when reaching the part of the audience who are technologically savvy, but it will be important not to leave behind the traditional methods involving face to face meetings and written communication in the future. For older people and those who are less comfortable with technology for whatever reason, it is important that they are not left behind during advances in engagement technology. You will still need to reach out to residents to get them to engage with an app, particularly with young people, so outreach at youth events, drop in sessions and fun days are still likely to be part of the process for some time to come.

At Peabody we know that our residents want to engage with us in an increasingly varied number of ways. We will look to continuously improve our methods of engagement so the

conversation with our residents remains meaningful and they can provide valuable input into the shape of their communities for the foreseeable future.

Appendix A - Range of Methods

This list is not intended to be exhaustive, but it will give some idea of the variety of methods we use.

Meetings

Structured Meetings & exhibitions

Resident Steering groups and focus groups, but also less formal meetings such as;

Drop in sessions, fun days, stalls

Door knocking

Individual appointments

Going to residents gatherings such as coffee mornings, youth clubs

Correspondence such as;

Newsletters

Letters

Text messages

Email

DVD

Translation services can be made available depending on the demographic of the community we are trying to reach

Social media

Websites

Facebook

Instagram

Twitter

Apps

Centre for London, STOPPED: why people oppose residential development in their back yard, July 2016

Summary of key relevant points from report:

- 1.1 This study by the Centre for London (a politically independent, not-for-profit think tank) focused on why people oppose development in their area. The study noted that opposition from local residents can have a meaningful impact on supply (slowing things down, adding costs, and reducing units) but that while it's easy to caricature opposition as NIMBYism this explanation has been roundly criticised by academic researchers.
- 1.2 Based on a literature review and interviews with resident groups and industry experts the study identified a number of typical areas of concern* and discussed the importance of resident engagement in addressing several of these. Recognising, however, that each development will have its own blend of issues specific to its location, history and demographics the final report also stressed the importance accurately understanding opposition before tailoring solutions to any particular development.

(*Services; Trust; Outsiders; Place; Politics; Engagement; and Disruption)
- 1.3 Under the section on Engagement, the report cites academic research suggesting that residents are more likely to support development if they can influence it. The report notes, however, that engagement is often poor – statutory planning consultations kick in too late and budget cuts have led to more proactive engagement work being scaled back.
- 1.4 The study found that some developers have begun taking the lead on engagement, referring to the example of a developer of a 500-unit scheme in a West London town centre writing to all residents in the borough and holding weekly resident meetings for two years.
- 1.5 The report also notes, however, that the methods of engagement are perhaps more important than the quantity. It cites academic criticism of consultation in which information is collected without any intention of being used and stresses that “engagement is only effective if it goes beyond collecting information to genuinely listening to residents”, to “both listen to residents and to be seen to be listening”.
- 1.6 Under the section on Place, the report goes on to discuss the importance of listening in order to understand people’s “place identity” or “place attachment” – when the look and feel of the place someone lives comes to form an important part of their identity.
- 1.7 According to the report, place attachment has significant implications for residential development in London. It cites empirical research suggesting that place attachment is among the most powerful motivations for opposition. But also cites research showing that place identify can be harnessed to win local people around to support local development.
- 1.8 The report acknowledges that not all sites benefit from strong local identities, but maintains that by listening carefully to residents to develop a nuanced, site-specific understanding of how people identify with their local area, more homes can get built with less opposition.

- 1.9 The report notes that most developers assess the character of a local area before design work and suggested that adding an assessment of residents' sense of home could be a valuable addition. (See Ealing in scoping paper for example)
- 1.10 Under the section on Politics, the report discusses the influence of "framing" and the importance of early engagement. The report notes that residents tend to make sense of proposals through discussion with others and that the way facts are presented (or "framed") has a big impact on how people respond to those facts. The report cited research showing that explaining the effects of high house prices on family life and children, for example, significantly reduces opposition to development.
- 1.11 The report states that developments can therefore receive very different levels of opposition depending on how residents first become aware, and that the influence of framing shows how important it is to start communication with residents early in order to frame new housing development as a social necessity that benefits real people.
- 1.12 Framing can also help address concerns relating to services early on, while early engagement can help to build or rebuild trust by making and keeping small commitments - for example, instead of winding down maintenance, keep going and rebrand under the regeneration project.
- 1.13 The report also argues that Councillors need to be given additional support and suggests that one way of boosting the quality of debate around housing development could be to hold "town hall seminars" bringing together architects, urban designers, councillors and council officers to explore, for example, how the quality of high-density developments can be improved.
- 1.14 According to the report, events like this could help equip councillors and officers with the expertise and confidence to guide developers and defend against opposition. The report also suggests that inviting residents groups to such events could give all stakeholders a common language and help make debates more constructive.

Camden's Community Infrastructure Programme and Community Liaison Advisors

Notes from report submitted to Camden Housing Scrutiny Committee Dec 2018

Camden plans to directly deliver 1,100 council homes and 300 affordable homes to rent as part of its Community Investment Programme (CIP) – its long-term programme of investment into in schools, homes and community facilities.

Camden notes that CIP housing schemes are often complex requiring engagement and commitment over time and describes its approach to development as “community led”.

It says that it seeks to build homes and schemes that address local issues – from housing need to reducing crime – and ensures that “residents are involved in the design and development from the outset and throughout”.

This ranges from residents helping to select architects to co-developing decant strategies and local lettings plans and includes paying for residents to attend workshops to help them understand and participate in the regeneration process.

Camden is also piloting a new peer-to-peer engagement model where local residents, known as “Community Liaison Advisors” (CLAs), are employed to help tailor the approach to delivering community-led regeneration.

On a recent estate regeneration development (of around 300 homes) CLAs worked with officers to set out principles of inclusive and collaborative engagement.

CLAs then identified a range of communication tools to inform and involve residents and set out a clear feedback mechanism to show how residents have influenced process.

Other engagement activity included home visits; letters hand-delivered by CLAs; drop-ins; exhibitions; estate newsletters; site visits; walkabouts with architects; resident training in design and appraisal, and a setting up a ward-member-led steering group.

Camden said CLAs have helped residents to understand the regeneration process and encouraged residents to be actively involved in the appointment of lead architects.

<https://www.camden.gov.uk/west-kentish-town-estate>

<https://cip.camden.gov.uk/>

<https://cip.camden.gov.uk/housing/>

<https://cip.camden.gov.uk/housing/council-homes/>

<https://www.camden.gov.uk/community-investment-programme>

Appendix 14

Centre for London, Capital Homes: Trust, design and community engagement (roundtable report), July 2019

Summary of key relevant points from report:

- 1.1 This paper presents a summary of expert roundtable discussions held on the topic of trust, design and community engagement in housing development in May 2019.
- 1.2 The introduction to the report noted that engagement is often viewed as tokenistic, rather than as part of a genuine effort to involve local communities in decision making, and asked how can better engagement create the housing that London needs, and the type of places that communities value, as pressure for new development intensifies?
- 1.3 Given the low uptake of community powers such as neighbourhood plans, the paper noted that most people's experience of engagement on housing development will be the thumbs-up or -down planning process, as opposed to a discussion about how a neighbourhood is going to change as a whole.
- 1.4 Early and prolonged relationship building with local people was noted as good practice in conveying the potential benefits of a development to an area, as was the need to maintain different levels of formal and informal engagement over the course of the project.
- 1.5 The report noted that good local engagement was viewed as a way of improving schemes and even raising densities. Roundtable participants discussed examples of residents pushing for higher densities where they felt in control. There was a feeling that residents are not against high densities, but against bad design.
- 1.6 The report noted the demonstrating local benefits can be powerful and mentioned cases of developers changing narrative of development from simply changing the built form to revitalising a community through providing training, employment opportunities, community assets and facilities.
- 1.7 There was some discussion about whether arrangements could be more formalised as a "deal" between local residents and developers, where the community negotiated on their own behalf the benefits to be delivered from new building.
- 1.8 Some caution was expressed, however, about the time demands of engagement where developments are time sensitive and cost constrained.
- 1.9 The report noted that honesty is undervalued, with some participants saying that developers and local authorities are not entering into honest engagement with the public or each other about the potential limitations and constraints.
- 1.10 Some felt that there needs to be better management of expectations, noting that the development industry can be reluctant to say 'no' and explain the financial and other constraints at play. The report also noted that while councils acting as developers can deliver benefits it can also create suspicion about the role of the local authority and the interests they serve
- 1.11 The report noted that local people are pragmatic and perceptive enough to understand potential trade-offs and that there is therefore capacity for greater honesty in the system.

Appendix 15

Future of London, *Delivering Infill development: A London 2050 briefing paper*, 2015

Summary of key relevant points from report:

- 1.1 This report focuses on the infill development, the main barriers, and how to win the support of the existing community.
- 1.2 It notes that increasing densities in existing locations plays an important role in meeting housing need, that London has capacity for infill development at significant scale [SHLAA capacity chart], but that thoughtful schemes may improve existing communities and provide benefits beyond contributing to housing targets.
- 1.3 The report states that local concerns are to be expected, but that that winning local support within existing communities is crucial and part of this is about acknowledging negative impacts and mitigating them wherever possible – whether by allocating some homes for existing residents or by investing in shared amenities.
- 1.4 The report states that an important part of working with existing communities is about how you tell the story of change. It said that paying early attention to the narrative, and identifying and working with community leaders, is time well spent.
- 1.5 While big sites take years but offer eventual benefits to existing residents, the report notes that the benefit to existing residents of infill development may not be so clear and that local communities will use their voice to prevent change unless the process is carefully managed.
- 1.6 The report also discusses confronting cultural and social attitudes towards density and space and winning people over to the idea that increasing the local population is good for neighbourhoods – providing, for example, more customers for local shops and increased funding for local services.

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HOUSING SELECT COMMITTEE			
Report Title	Overcrowding in Lewisham		
Key Decision	No	Item No.	5
Ward	All		
Contributors	Assistant Director for Housing Services		
Class	Part 1	Date:	30 Jan 2020

1 Summary and purpose of this report

- 1.1 This report provides Housing Select Committee with detail on overcrowding in Lewisham, as requested by the Committee.
- 1.2 This report explores:
- The definition of overcrowding, including the difference between overcrowding and statutory overcrowding.
 - The context and extent of overcrowding in Lewisham;
 - The supply of and demand for social housing in Lewisham;
 - Actions undertaken by the service to support overcrowded households;

2 Recommendations

It is recommended that Housing Select Committee note and comment on the content of this report.

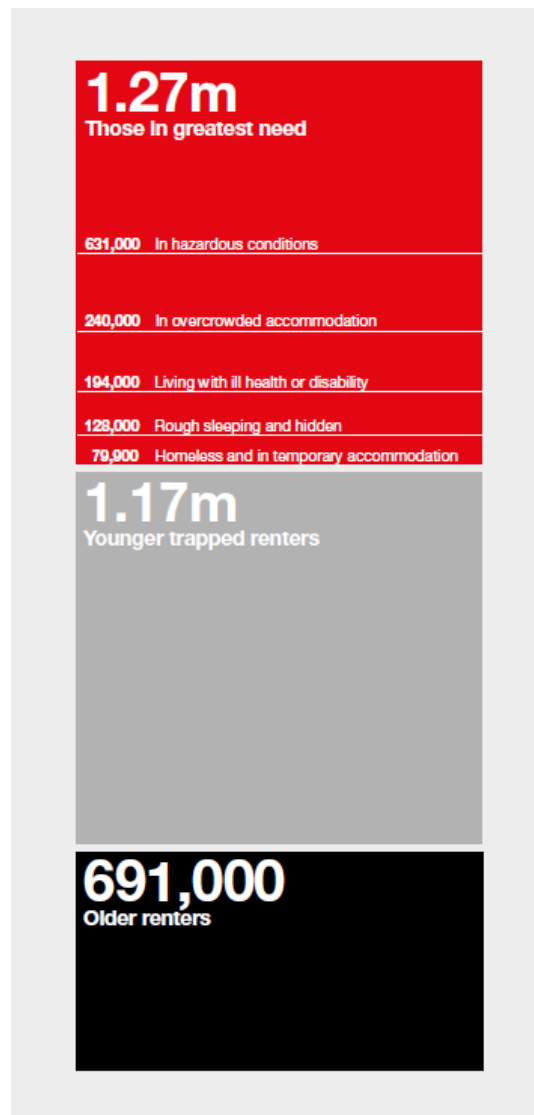
3 Policy Context

- 3.1 The contents of this report are consistent with the Council's policy framework. It supports the following priorities of the Council's Corporate Strategy 2018-22:
- Tackling the housing crisis – Everyone has a decent home that is secure and affordable.
- 3.2 It will also support the delivery of the Council's Housing Strategy 2015-2020, specifically the objective of helping residents at times of severe and urgent housing need.
- 3.3 The contents of this report also refer to the Council's Allocations scheme. The current scheme took effect on the 10th April 2017 and details how the Council operates the Housing Register. Properties are allocated to households in housing need as per an annually agreed letting plan. The current annual lettings plan was approved by Mayor & Cabinet on the 27th March 2019.

4 Background

- 4.1 The scale of the housing crisis is vast. Analysis by Shelter estimates that over 3m households need a social home. This includes a substantial number of older and younger renters trapped in the private sector, and almost 1.3m households in the greatest need.¹

Chart 1 – The number of households requiring a social home in the UK



- 4.2 A chronic lack of supply combined with enormous pressures has a limiting factor on how authorities can respond to this crisis. To tackle the most acute need, authorities are increasingly focussing on using their limited resources to help those with the most urgent and substantive issues. This however limits access to social housing for those who do

¹ https://england.shelter.org.uk/__data/assets/pdf_file/0005/1642613/Shelter_UK_-_A_vision_for_social_housing_full_interactive_report.pdf

not meet this high bar, increasing the risk that they make become homeless or experience other urgent housing need.

- 4.3 The term overcrowding refers to a situation where there is not enough space for a household to live in their home comfortably and safely. The negative impact of overcrowding on all areas of a households wellbeing are widely understood. A number of reports from government departments, charities, the GLA and others outline the extent of the issue and the detrimental impact that overcrowding, particularly severe overcrowding where families require at least 2 more bedrooms, can have on health, social and educational outcomes.^{2 3 4}
- 4.4 Overcrowding is a key facet of housing need. Over the past 20 years, the overcrowding pressure in England has been worsening. The severity of the overcrowding issue in London is a symptom of the housing crisis – it is due to the chronic shortage of genuinely affordable homes.
- 4.5 One of the solutions used to tackle this issue is to increase the supply of genuinely affordable homes of the right size. This has not been delivered at the scale required to meet the required demand for many years.
- 4.6 Overcrowding is most problematic in the rented sector, particularly in social renting. The scale of the challenge is exacerbated by a decrease in the number of social lets available year on year and continued high demand from other groups in housing need. There is currently an unprecedented number of households living in temporary accommodation as a result of homelessness; over 730 are currently living in nightly paid temporary accommodation (the worst and most expensive kind). The rapid increase of homelessness has been due to welfare reform, high housing costs, a chronic shortage of properties available at genuinely affordable rent levels and the impact of the Homelessness Reduction Act .
- 4.7 Housing is usually considered affordable for a household where it costs less than a third of their income. Since 2011, private rents have increased by 50% in Lewisham whereas earnings have only increased by 17%. As a consequence of earnings not keeping pace with costs, the only properties which are affordable to those on the median income are those set at London Living Rent or below. A household in Lewisham would require an income of over £46,000 p.a. to be able to afford the median private rented property, over £47,000 p.a. plus deposit to be able purchase a 50% shared ownership property and over £63,000 p.a. to be able to purchase a property. As housing remains unaffordable to the majority of residents, households are more inclined to remain at home for longer or to seek other solutions, which may not be appropriate, in order to afford housing.

²https://england.shelter.org.uk/professional_resources/policy_and_research/policy_library/policy_library_folder/full_house_how_overcrowded_housing_affects_families

³ <https://dera.ioe.ac.uk/5073/1/138631.pdf>

⁴https://www.london.gov.uk/sites/default/files/gla_migrate_files_destination/Final%20overcrowding%20report%20-%20print%20version.pdf

5 Legal Framework and Definitions

- 5.1 All local authorities are required by section 166a of the Housing Act 1996 to have an allocations scheme which must give reasonable preference to households that meet certain criteria. One of these criteria is when the household is '*occupying insanitary or overcrowded housing or otherwise living in unsatisfactory housing conditions*'.
- 5.2 There are two main ways of defining overcrowding –**the statutory definition** of overcrowding (the room standard and the space standard), and **the bedroom standard**, which is the definition used by Lewisham when assessing overcrowding.
- 5.3 The statutory definition of overcrowding is outlined by the Housing Act 1985. The act establishes that a household may be overcrowded on account of the number of rooms or the space that they have available – either the room standard, or the space standard.
- 5.4 The room standard is “contravened” where any two people of the opposite sex who are not a couple are required to share a room subject to the below caveats:
- Children under 10 are not included;
 - A room is considered as sleeping accommodation if it is a bedroom or a living room.
- 5.5 The room standard is not generous. When interpreting this definition, the standard looks at how sleeping arrangements within the premises could be organised, rather than how they are actually organised. Thus, a couple, with two children of opposite sexes and aged ten years or more, with two living rooms (e.g. bedrooms), may not be statutorily overcrowded because the couple could occupy separate rooms, with one each of the children (of the appropriate sex). There is also no limit on the number of people of the same sex who can live in the same room under section 325 although there may be a contravention of the space standard (see below).
- 5.6 The space standard determines the number of people who could occupy a property based on the number of rooms (bedrooms, living rooms and dining rooms), the age of residents and the space of the rooms available. For the purposes of the space standard, a child under the age of 1 is not included and a child between the age of 1 and 10 is counted as 0.5 persons. Rooms under 50 sq ft. are not included. The below tables set out how the standard is calculated.

Table 1 – Space Standard Requirements

Number of rooms	Maximum number of persons
1	2
2	3
3	5

4	7.5
5 or more	2 for each room

Table 2 – Space Standard Requirements

Floor area of room	Number of persons
110 sq. ft. or more	2
90 – 110 sq. ft.	1.5
70 – 90 sq. ft.	1
50 – 70 sq. ft.	0.5

5.7 The second method of defining overcrowding is the ‘Bedroom Standard’ which follows the 2012 Ministry of Housing Communities and Local Government (MHCLG) guidance on the allocation of housing by local authorities. MHCLG recommended that authorities adopt this as a minimum.⁵

5.8 The bedroom standard allocates a separate room to each:

- Married or cohabiting couple;
- Adult aged 21 years or more;
- Pair of adolescents aged 10-20 of the same sex;
- Pair of children aged under 10 regardless of sex.

5.9 The bedroom standard is more generous than the statutory overcrowding standards.

5.10 A worked example of the application of the different definitions of overcrowding:

A couple with one daughter aged 5 and one son aged 8, living in a one bedroom flat with a living room.

	Standard	Application of standard	Outcome
MHCLG Definition	Bedroom standard	The household require a 2 bed property – the children are able to share a room	Overcrowded by 1 bed.

⁵https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/5918/2171391.pdf

Statutory Definition	Statutory: Room standard	The room standard disregards individuals under 10, and only considers mixed-sex occupation of non-couples. It also places no limit on numbers of individuals of the same sex sharing a room so would see two rooms as the requirement to split the household between sexes. Given the statutory standard views living rooms as bedrooms, this property would be considered to have the requisite two rooms for the two sexes that live there.	The family are not overcrowded.
	Space standard	Under the <u>statutory overcrowding space standard</u> (as outlined in Table 1) the family would not be overcrowded – they total 3 units and are eligible for 2 rooms. Only if both rooms were smaller than 90ft would the rooms be too small and the standard contravened.	

5.11 In serious cases a household may be considered homeless if it is determined that it would be unreasonable for them to continue to occupy a property on account of its being overcrowded. In making this assessment the local authority would consider the local overcrowding context alongside the room standard and the space standard.

6 London wide context

6.1 London has the highest rates of overcrowding in the country, and the majority of overcrowding in London occurs in the rented sector, predominantly in the social housing sector. As of 2017/18, 15% of households in social housing, 12% of those in private rented housing, and 3% of homeowners were overcrowded.

6.2 It is estimated that over 250,000 (7.5%) of all households in London were overcrowded, including one in nine privately renting, and one in seven social rented homes.⁶ There has been an increase in overcrowding from under 6% to over 8% of all households in London since the 1990s.⁷

6.3 Not all households will require social accommodation to resolve their overcrowding, but where households have very little options to move due to the affordability of suitably sized properties, social housing will likely be needed to resolve their overcrowding, or households will have to move location to where rents for the appropriate property size are affordable.

6.4 As has been reported to the committee previously, demand for social accommodation to tackle housing need, including overcrowding, considerably exceeds the supply of available accommodation. In

⁶ <http://researchbriefings.files.parliament.uk/documents/SN01013/SN01013.pdf>

⁷ <https://data.london.gov.uk/download/housing-london/316587b6-dd75-4c7b-a0fc-365cbdc10db2/Housing%20in%20London%202019.pdf>

2017/18 there were approximately 25,000 social lets to households on all housing registers across London⁸ compared to 310,000 households registered with London authorities⁹.

- 6.5 Overcrowding in London has been exacerbated not just by a lack of supply but a lack of the right supply. To tackle overcrowding effectively, larger homes of three beds or more need to be built in order to facilitate more moves within the overall social housing stock.
- 6.6 The 2017 GLA Strategic Housing Market Assessment (SHMA) identified that over 18,000 new homes of 3 bedrooms or more are required per annum to tackle the backlog of housing need as well as future demand.¹⁰ 23% of these homes will need to be at social rent and a further 22% at intermediate rents.
- 6.7 Unfortunately, there has been a sharp decrease in the number of three beds built by Housing Associations (HAs), who in recent years have been the predominant affordable house builders. The number of three beds built by HAs has decreased from 39% of all new builds in the late 1990s to 17% in the late 2000s.¹¹
- 6.8 Supply increasingly does not meet the demand for social accommodation and new builds are increasingly developed for smaller households. It is increasingly challenging for households to resolve their overcrowding through accessing suitable housing via the housing register.

7 Lewisham context

- 7.1 Overcrowding in Lewisham has decreased since the 2001 census, in which almost 19,000 households were overcrowded.¹² By the 2011 census, 14,000 households (12% of all households) were overcrowded in Lewisham.¹³
- 7.2 Whilst overcrowding has decreased overall in this time, the tenure of those who are overcrowded has changed significantly. In 2001 over 10,000 households living in social rented accommodation were overcrowded, over 4,300 in private rented accommodation and the remaining 4,600 were homeowners.¹⁴ By 2011 under 6,000 overcrowded households were living in social rented accommodation (17% of all social

⁸https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/809439/Local_Authority_Housing_Statistics_data_returns_2017_to_2018.xlsx

⁹ <https://www.gov.uk/government/statistical-data-sets/live-tables-on-rents-lettings-and-tenancies>

¹⁰ https://www.london.gov.uk/sites/default/files/london_shma_2017.pdf

¹¹ https://www.london.gov.uk/sites/default/files/gla_migrate_files_destination/Final%20overcrowding%20report%20-%20print%20version.pdf

¹² <https://data.london.gov.uk/dataset/census-2001-key-statistics-19-rooms-and-amenities>

¹³ <https://data.london.gov.uk/download/2011-census-housing/a469ab1b-ff43-482d-bbe1-fe97581e5fd1/2011-census-trends-in-overcrowding.pdf>

¹⁴ https://www.nomisweb.co.uk/census/2001/ST053/view/1946157254?rows=c_tenhuk11&cols=occrat

rented homes) and over 5,600 were living in the private rented sector (19% of all private rented homes).¹⁵

- 7.3 This change is particularly challenging. Households that are overcrowded in the private sector lack the security of tenure and affordability that a social home provides, which limits their ability to find alternative accommodation. In addition, if a low-income household claiming Local Housing Allowance requires a property larger than a 4 bed, it is likely that only social housing will be affordable due to the four bed claim maximum for LHA.
- 7.4 There were over 9,340 households on the housing register at the end of September, of which 528 were overcrowded by 2 bedrooms or more and 4,567 were overcrowded by 1 bedroom. Overcrowded by 1 bed is the single largest re-housing reason for households on the register.
- 7.5 Census data suggests that more households in Lewisham are overcrowded than those that are on the housing register. Given the scale of the challenge, the council makes best use of its resources by focussing on those that are overcrowded and have applied to join the housing register.
- 7.6 Roughly 33% of overcrowded households on the housing register (1,670 households) are currently renting privately. The remaining 67% (3,425) households already have a social tenancy. Whilst the council supports all households on the housing register through the allocations scheme, annual lettings plan amongst other programmes, there are more options for households that already have a social tenancy. This includes opportunities such as mutual exchanges, where two social housing residents mutually agree to exchange their homes to the benefit of both households. These residents also benefit from chain lettings schemes, as well as the inherent benefits to households of already having the security and affordability of a social tenancy. More detail is given in section 10 of this report.

8 Allocations & Lettings

- 8.1 The Lewisham Allocations Scheme sets out the way the council allocates a limited number of properties to a large number of households in need as fairly as possible. The scheme details how the council meets its statutory obligations to provide certain households with reasonable preference, defines what other households are able to join the register and for what reasons, as well the size and type of property that households are eligible to bid for.
- 8.2 The Lewisham Allocations Scheme awards a band 2 priority to any household that is overcrowded by more than 2 bedrooms as per the bedroom standard. A band 3 priority is awarded to any household that is

¹⁵ <https://data.london.gov.uk/download/2011-census-housing/a469ab1b-ff43-482d-bbe1-fe97581e5fd1/2011-census-trends-in-overcrowding.pdf>

overcrowded by 1 bedroom as per the bedroom standard. Lewisham does not currently award banding priority as a result of meeting statutory overcrowding definitions. This is discussed further at section 8.11 – 8.14 of this report.

- 8.3 Given the wide range of housing need in Lewisham, careful consideration is given to the allocation of the limited number of social homes available. This is defined in the annual lettings plan, which is presented to Housing Select Committee and agreed by Mayor and Cabinet yearly. The plan allocates properties to groups on the housing register based on the expected supply of properties and demand for properties amongst those groups.
- 8.4 To date in 19/20 we have had 506 social lets. Over the same period in 18/19 there were 570 social lets. There are currently over 9,500 households on the housing register, this has been steadily increasing over the course of the year. Over 2,300 on the housing register are homeless.
- 8.5 There are a substantial range of pressures on this limited stock and the council responds according to these pressures. For example, there has been a substantial increase in the level of homelessness and the numbers of families living in shared bed and breakfast in Lewisham in recent years, as detailed in previous reports provided to the committee.¹⁶ Currently, there are over 730 families in nightly paid B&B. The grant funding from central government is not sufficient to sustain this level of nightly paid accommodation alongside the other temporary accommodation cost pressures. In light of this pressure, the council has responded by allocating an increased number of lets to homeless households in the annual lettings plan, whilst maintaining supply for other priority groups.
- 8.6 The properties allocated to homeless households are predominantly 2 and 3 bed properties. Almost 4,000 of the 5,095 households that are overcrowded on the housing register also require a 2 or 3 bedroom property. Any changes to the allocation of these properties would cause a sharp and substantial increase the number of households in temporary accommodation.
- 8.7 The council allocates a substantial proportion of all social housing that becomes available to overcrowded households on the housing register. 549 homes were let to overcrowded households between 2014/15 and 2018/19, roughly 10% of all homes that became available.
- 8.8 The average length of time on the register for an applicant currently registered as overcrowded by 1 bed is 7.4 years and for an overcrowded by 2 bed household it is 7.2 years.

¹⁶ <http://councilmeetings.lewisham.gov.uk/ieListDocuments.aspx?CId=135&MId=5030&Ver=4>

8.9 In 18/19 those overcrowded households who were successful in moving had been on the housing register for an average of 2.9 years. This figure represents the length of time an applicant is actively bidding on all available properties before they are successful. This is substantially below the average length of time that such households are on the register for in total. The below table shows the length of time that successful applicants were on the housing register for over the past 5 years.

Table 3 – Number of years for which a successful applicant was on the housing register

	14/15	15/16	16/17	17/18	18/19
Decant	2.5	2.2	2.5	2.2	4.3
Homeless Prevention	0.6	1.0	1.7	1.9	2.1
Leaving Care	1.7	1.0	0.8	0.5	0.3
Medical	2.0	2.4	2.4	2.4	2.3
Overcrowded By 1 Bed	3.0	3.2	3.3	4.6	2.9
Overcrowded by 2 bed or more	2.2	2.3	2.3	2.3	2.9
Priority Homeless	1.8	1.8	2.3	2.3	2.5
Supported Housing Move On	0.2	0.2	0.1	0.1	0.2
Under Occupiers	6.5	5.3	4.7	2.6	3.3
Total Average	2.1	1.9	2.0	1.9	2.1

8.10 The length of time successful overcrowded by 1 bed households are on the register for is relatively short. This is reflective of such households bidding for properties that were less in demand than others that became available. The average number of bids for any property in 2018/19 was 74, whereas properties that had a successful overcrowded by 1 bed applicant had on average 21 bids. As a consequence of a smaller pool of bids, households with a shorter register date and lower banding are able to access these properties.

8.11 However, most households that are on the register as overcrowded have not bid for a property in 2019. The below table shows the number of households that have been on the register for over 3 months that have not registered a bid in 2019.

Table 4 – Number of households that have bid for a property in 2019

	Yes	No
Overcrowded By 1 Bed	1888	2636
Overcrowded by 2 bed or more	221	295

The statutory definition applied to overcrowding in Lewisham

8.12 The Lewisham allocation scheme follows the bedroom standard, as defined at point 5.7, 5.8 and 5.9 of this report and as recommended by MHCLG as the method of defining overcrowding. This method of defining overcrowding is more generous than the statutory room standard,

meaning that more households are able to register on our housing waiting list than if the statutory definition alone was used.

Severely overcrowded households (overcrowded by 2 beds or more) are allocated band 2 in line with the allocations policy. In most cases these households would also be defined as statutory overcrowded, as per the example below:

8.13 *Example: Couple with 4 children, two sons aged 16 and 13, and two daughters aged 7 and 11, living in a 1 bedroom property with a living room.*

	Standard	Application of standard	Outcome
MHCLG Definition	Bedroom standard	<p>The household require a 3 bedroom property. The standard considers the couple to need 1 room, the two sons to need 1 room, and the two daughters to need 1 room.</p> <p>The property is considered to have 1 bedroom, as the living room is not counted as a bedroom.</p>	Overcrowded by 2 bed.
Statutory Definition	Statutory: Room standard	<p>The room standard disregards individuals under 10, and only considers mixed-sex occupation of non-couples. It also places no limit on numbers of individuals of the same sex sharing a room so would see two rooms as the requirement to split the household between sexes.</p> <p>Given the statutory standard views living rooms as bedrooms, this property would be considered to have the requisite two rooms for the two sexes that live there.</p>	While not overcrowded under the room standard, the space standard is failed so the household are overcrowded by 2 bed.
	Space standard	<p>The standard considers the couple to be two persons, each son and the oldest daughter, being 10 or older, to be a person, and the 7 year old daughter to count as 0.5 persons. This totals 5.5 persons.</p> <p>The property is considered to be 2 bed, as the living room is counted as a bedroom under the statutory definition, and the standard allows for 3 persons in a 2 bed, 5 persons in a 3 bed and 7.5 in a 4 bed.</p>	

8.14 Around half of London boroughs currently take into account statutory overcrowding in their allocations scheme with the others operating as Lewisham does by adopting the Bedroom standard. In order to correctly apply the statutory overcrowding standard, room size must be taken into account. This would require significant resource to verify the size of

rooms and the suitability for certain rooms to be counted under the standard. Due to limited resource within the Council, and the resource that would be required from registered providers, this would be unfeasible to undertake.

- 8.15 An issue that has been highlighted by this review relates to differences in the way properties are categorised in terms of available bedspaces across providers. For Lewisham Homes, RB3 and Phoenix properties, properties are categorised by numbers of bedrooms. All other RPs categorise by the number of bedspaces. This means there is a risk for the Lewisham Homes, RB3 and Phoenix homes that properties may be let to households who have a greater bedspace need than the property contains. This issue will be addressed over the next financial year to ensure that all properties will be advertised by bedspace.

9 Lettings summary

- 9.1 As in previous years a comprehensive update on all lettings in the year will be presented to committee in March alongside a proposed annual lettings plan for 2020/21.
- 9.2 As at the end of December over 510 properties had been let to households on the register.
- 9.3 This represents 50 fewer lets than were available over the same period in 2018/19. A decrease in the number of lets available places additional pressure on the service to ensure that those lets that are made available are utilised in the most effective way possible.
- 9.4 62 of the households that have been successful in bidding for a property in the year to date have been on the register for overcrowding. Over the same period in 2018/19, 43 households that were on the housing register as a result of overcrowding were successful in bidding for a property.
- 9.5 Table 5 details where the successful household has applied from and the property size they were successful in bidding for.

Table 5 – Number of properties successfully let to households on the housing register as at the end of December

	Studio or 1 Bed	2 Bed	3 Bed	4 Bed	Total
Homeless Applicant	48	80	44	5	177
Transferring Tenant*	37	32	33	7	109
<i>:of which overcrowded</i>	<i>0</i>	<i>8</i>	<i>22</i>	<i>7</i>	<i>37</i>
Applicant from PRS	194	34	5		233
<i>:of which overcrowded</i>	<i>9</i>	<i>12</i>	<i>4</i>	<i>0</i>	<i>25</i>

*this is an applicant who currently has a social tenancy.

10 How Lewisham approaches overcrowding

- 10.1 The council allocates a substantial proportion of all social housing that becomes available to overcrowded households on the housing register. 549 homes were let to overcrowded households between 2014/15 and 2018/19, roughly 10% of all homes that became available.
- 10.2 The Building for Lewisham programme will deliver a new supply of social housing for use in tackling housing need for those on the housing register. The council works extensively with partners to maximise the number of social lets available to those in need in Lewisham.
- 10.3 The council has been working to try and increase the number of lets to transferring tenants, to create 'churn' through a chain-let process. Many applicants on the housing register are coming from Temporary Accommodation and the Private Rented Sector. When these tenants are successful, they do not release a social property. When an applicant who is already in social housing moves, they start a 'chain' of lets.
- 10.4 To understand how this can work, a pilot has been initiated with 32 new build properties on the Longfield Crescent and Dacre Park developments. A lettings plan was developed for these properties that allocated 50% of the units to transferring tenants and the remaining 50% as per the annual lettings plan. The properties advertised to transferring tenants were prioritised for under occupiers and overcrowded households to help achieve churn.
- 10.5 The pilot is still in progress and as such the final results are not yet available. When last analysed, the original 32 properties had enabled 49 households to move of which 30 were transferring tenants. 14 of those transferring households were overcrowded households. Table 6 shows the breakdown of properties let to households by applicant type and bedsize as at the middle of November. Analysis on the impact of this pilot is ongoing. The results will inform the use of similar approaches in the future.

Table 6 – Number of properties let as at mid-November through the chain lettings pilot

	Studio	1 Bed	2 Bed	3 Bed	4 Bed	Total
Applicant from PRS		8	1	1		10
Homeless Applicant		1	1	7		9
Transferring Tenant		4	17	8	1	30

- 10.6 The council operates a Fresh Start scheme that helps households who are homeless or who are overcrowded and wish to relocate to another area to find private rented accommodation in that area.

- 10.7 Given the pressures on the housing register, one of the most effective ways that households can move is through a mutual exchange. The council encourages households seeking a mutual exchange to register with House Exchange, a national platform facilitating mutual exchanges. There were over 1,000 properties of varying sizes listed within 1 mile of Lewisham as at the end of October.
- 10.8 Analysis of the data currently held on the housing register demonstrates that there is inconsistent and absent data points, particularly around the additional rooms in a property such as living rooms and dining rooms. There are a vast number of households who have not bid recently, or for many years, and for whom their overcrowding application may be out of date.
- 10.9 As part of the new integrated housing system, which is being introduced in Spring 2020, officers will be using this new system to help facilitate more accurate and up to date information about overcrowding. This will assist in making future decisions around allocating and prioritising overcrowded households. This would enable households to ensure that their data was up to date.

11 Conclusion

- 11.1 This report has considered the current overcrowding pressures in Lewisham. This has been set in the context of the various definitions of overcrowding, the allocation and lettings of properties to relieve overcrowding, and the other demands placed on the very limited affordable housing available in Lewisham.
- 11.2 A vast number of overcrowded households are not actively bidding for properties. Successful applicants who move due to overcrowding are waiting on average 2.9 years to move. This is when a household is actively and regularly bidding on all available properties, including those that are less desirable to other applicants.
- 11.3 The allocation of properties directly to overcrowded households is defined in the annual lettings plan, agreed yearly by Mayor and Cabinet. Changing the number of properties allocated to this group will have ramifications for other groups. Officers are exploring potential ways to increase lets to transferring tenants through creating churn with chain lets that would allow access to moves but not at the cost of other groups like homeless households.
- 11.4 The current way in which overcrowding is measured in Lewisham – the Bedroom Standard – is more generous than the statutory overcrowding measure, which would require significant resource to meaningfully incorporate the statutory process across the current housing register.
- 11.5 Analysis of the current housing register has demonstrated that there are improvements that are needed to ensure that bedrooms are being

categorised correctly, and to ensure applications are up to date with current information about a households size and needs.

12 Financial Implications

- 12.1 This report updates Housing Select Committee with the details on overcrowding in Lewisham. As such, there are no direct financial implications arising from this report.
- 12.2 However, it should be noted that changes to how allocations are made or changes to the annual lettings plan, which affect allocations to homeless families, could put additional pressure on nightly paid accommodation costs through increased length of stay or increased numbers accommodated in this form of TA.

13 Legal Implications

- 13.1 See footnote and for further Notes on statutory overcrowding see Part X Housing Act 1985 [as amended]¹⁷
- 13.2 Section 166A requires housing authorities in England to allocate accommodation in accordance with a scheme which must be framed to ensure that certain categories of applicants are given reasonable preference for an allocation of social housing. Section 166A(9) includes a new requirement for an allocation scheme to give a right to review a decision on qualification in s.160ZA(9), and to inform such affected persons of the decision on the review and the grounds for it. This is in addition to the existing right to review a decision on eligibility. Section 166A(12) provides that housing authorities must have regard to both their homelessness and tenancy strategies when framing their allocation scheme. The requirement for an allocation scheme to contain a statement of the authority's policy on offering a choice of accommodation or the opportunity to express preferences about their accommodation is retained. (s.166A(2)). However, the requirement to provide a copy of this statement to people to whom they owe a homelessness duty (under s.193(3A) or s.195(3A) of the 1996 Act) is repealed by s.148(2) and s.149(3) of the Localism Act 2011. This is because, following the changes to the main homelessness duty made by the Localism Act 2011, there can no longer be a presumption that the homelessness duty will be brought to an end in most cases with an allocation under Part 6.
- 11.3 The European Convention on Human Rights states in Article 8 that "Everyone has the right to respect for his private and family life, his home and correspondence". The Human Rights Act 1998 incorporates the Convention. Whilst it does not, however, mean that everyone has a *right* to a home, the provision by an Authority of a relevant proactive Allocations Policy and Lettings Plan does assist to reinforce the Article 8 principles.

¹⁷ <http://www.legislation.gov.uk/ukpga/1985/68/part/X>

- 11.4 The Equality Act 2010 (the Act) introduced a new public sector equality duty (the equality duty or the duty). It covers the following nine protected characteristics: age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex and sexual orientation.
- 11.5 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. 11
 - foster good relations between people who share a protected characteristic and those who do not.
- 11.6 The duty continues to be a “have regard duty”, and the weight to be attached to it is a matter for the Mayor, bearing in mind the issues of relevance and proportionality. It is not an absolute requirement to advance equality of opportunity or foster good relations. The Equality and Human Rights Commission 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/publication-download/technical-guidance-public-sector-equality-duty-england>
- 11.7 The Equality and Human Rights Commission (EHRC) has previously issued five guides for public authorities in England giving advice on the equality duty:
- The essential guide to the public sector equality duty
 - Meeting the equality duty in policy and decision-making
 - Engagement and the equality duty
 - Equality objectives and the equality duty
 - Equality information and the equality duty

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

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

14 Environmental Implications

14.1 There are no specific environmental implications to this report.

15 Equalities Implications

15.1 The equalities implications of the Council's approach to allocating stock are considered as part of the annual lettings plan which is produced yearly. This provides detail as to the anticipated impact the plan will have, how this will be mitigated if appropriate, and the actual outcome of previous lettings periods.

15.2 Any change in the way that properties are allocated would have a knock-on impact on other groups that are on the register. A detailed exploration of what changes might benefit or disadvantage certain groups, and how this would be accounted for, would need to be undertaken before any changes were made.

15.3 However, given the wide range of protected characteristics shared by households on the housing register it is likely that any positive or negative impact of changes to the policy would be balanced out in a broad sense.

15.4 The council will use the introduction of a new housing system as an opportunity to improve the efficacy of data capture for equalities monitoring.

16 Crime and Disorder Implications

16.1 There are no specific crime and disorder implications to this report.

17 Background reports and report author

17.1 For further information please contact Lee Georgiou on Lee.Georgiou@Lewisham.gov.uk or 0208 314 7413.

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Housing Select Committee	
Report Title	Housing Revenue Account (HRA) – Rent Setting
Contributors	Executive Director for Housing, Environment & Regeneration, & Executive Director for Resources & Regeneration
Class	Part 1 Date: 30th January 2020

1. Summary and purpose of the report

- 1.1. To outline the forecast rent, service charge, garage and heating and hot water charge changes for Lewisham Council Dwellings and garages in 2020/21, including resident feedback on the proposals.

2. Recommendations

- 2.1. It is recommended that Housing Select Committee note and comment on the content of this report.

3. Executive summary

- 3.1. For the last four years Lewisham Council have reduced rents by 1% each year. The rent reductions were put in place following government legislation which compelled all councils with social housing stock to reduce rents in this way.
- 3.2. From April 2020 government have lifted the rent reduction policy and have allowed councils with social housing stock to return to the previous method of rent increase calculations until 2025. This method of rent increase is based on CPI + 1%. This method will be implemented in Lewisham and becomes effective for rental increases applied from April 2020 onwards. So from this year the consultation process with residents in respect of rents is more relevant because rents are now increasing.
- 3.3. The CPI rate at September 2019 has been confirmed at 1.70%, therefore Rents will increase by 2.70% (1.70% + 1.0%). This results in an average increase in rent for 2020/21 of £2.56pw over a 52 week period. This will increase the full year average dwelling rent for the London Borough of Lewisham HRA stock (as at April 2019) from £94.98 to £97.54pw.
- 3.4. The potential average service and heating and hot water charge changes are contained in the Regenter RB3 & Lewisham Homes Service charge report's 2020/21, which are included at appendix 2 & 3 to this report. The proposal is for an increase of £1.18pw or 3.50% for the Lewisham Homes area, and an increase of £0.31pw or 3.40% for the Brockley RB3 area
- 3.5. No Proposals have been received to vary the current levy for the Tenants' Fund contribution. It will therefore remain at £0.15pw for 2020/21.

- 3.6. Garage rents are proposed to rise by RPI at 2.4%. This represents an increase of £0.38pw and would raise the average basic charge from £15.30pw to £15.68pw. The proposed increase will raise an additional £43k of revenue income. A garage increase report is included at appendix 4 to this report.
- 3.7. Although no direct efficiencies or savings are currently being considered for 2020/21, work continues to identify opportunities for cost reductions and efficiencies relating to the HRA business model. Where identified, these savings would be available for reinvestment in stock, services or new supply.

4. Policy Context

- 4.1. The contents of this report are consistent with the Council's policy framework. It supports the following priorities of the Council's Corporate Strategy 2018-22:
- Tackling the housing crisis – Everyone has a decent home that is secure and affordable.

5. Proposal for rent increases

- 5.1. Following completion of legislative requirements and in line with the formula rent calculations, rents are expected to rise by 2.70% based on CPI of 1.7% (as at September 2019) + 1% for 2020/21 and CPI + 1% for the next 5 years up until the end of 2025/26.
- 5.2. A 2.70% increase in average rents for dwelling stock 2020/21 will equate to an average increase of £2.56pw over a 52 week period. This will increase the full year average dwelling rent for the London Borough of Lewisham from £94.98pw to £97.54pw. The proposed increase will result in additional income of £1.800m for the HRA against 2019/20 income levels.
- 5.3. The following table provides details of the average rise by bed size for stock in the HRA as at 1st April 2019

Bed size	Average Rent 2019/20	Average Rent 2020/21	£ Change	% Change
Bedsit	£71.73	£73.67	£1.94	2.70%
1	£83.70	£85.96	£2.26	2.70%
2	£93.88	£96.42	£2.53	2.70%
3	£109.73	£112.69	£2.96	2.70%
4	£122.81	£126.13	£3.32	2.70%
5	£140.78	£144.58	£3.80	2.70%
6	£146.55	£150.51	£3.96	2.70%
7	£151.35	£155.44	£4.09	2.70%
Average Total	£94.98	£97.54	£2.56	2.70%

- 5.4. Government have confirmed that local authorities can return to the previous method of rent increase calculations of CPI + 1% up to at least 2025/26 financial

year. For the purpose of business and financial planning, it is assumed that rental charges will be increased in line with this guidance.

- 5.5. At the present time, the financial models used by the council forecast CPI to be 2.0% annually over this period (in line with the Office for Budget responsibility forecasts) and would equate to an annual average increase of 3.0% to be applied to rents. This would result in an average increase of approximately £3.05pw across the period. It should be noted that any variation to this could put additional pressure on the financial forecasts for the HRA. For example a 0.5% movement in CPI (up or down) would result in a £0.50pw change to the average increase.

6. Efficiencies & Savings Proposals for 2020/21

- 6.1. The HRA strategy and self-financing assessments are continually updated and developed, to ensure resources are available to meet costs and investment needs for 2020/21 and future years.
- 6.2. As a prudent measure the original HRA financial model was developed with no savings identified. There are ongoing discussions regarding appropriate savings and target management and maintenance costs per unit which may drive reduced costs. For example, there is already an assumed reduction in the management fees paid in 2020/21 to reflect stock losses through Right to Buy Sales. Any savings and efficiencies that are delivered against the current financial budget will be reinvested back into the HRA.
- 6.3. An update of the HRA Strategy, proposed rent & service charge increases and comments from consultation with tenant representatives will be reported to Mayor & Cabinet as part of the HRA Rents and budget strategy report. Mayor & Cabinet will make the final budget decisions in the new year.

7. Service Charges & Garage Rents

- 7.1. The agreed policy on Service Charges are that charges should reflect full cost recovery for the type of service undertaken. Heating and hot water costs are also recovered by a charge to tenants and leaseholders. The overall tenant and leaseholder increase being proposed is 3.4% for Brockley residents and 3.5% for Lewisham Homes residents.
- 7.2. Regenter RB3 and Lewisham Homes have provided separate consultation reports to the panels giving further details of the increase to be applied for 2020/21. These reports are included at appendix 2 & 3 to this report.
- 7.3. Tenants were asked to provide any comments and feedback on service charges and garage rent proposals for inclusion in the Mayor & Cabinet budget report to be presented in February 2020. Tenant's feedback and comments are included as appendix 1 to this report

Garage Rents

- 7.4. Garage rents are proposed to rise by RPI @ 2.4%. This represents an increase of £0.37pw and would raise the average charge from £15.30pw to £15.67pw. The proposed increase would raise an additional £43k of revenue income.
- 7.5. The authority continually reviews rental values across the garage stock to ensure they remain on a sound commercial footing and reflect market rents. Any additional changes are likely to be consulted on and implemented for financial year 2021/22 onwards.
- 7.6. Property Services have provided a separate consultation report to the panel giving further details of the increase to be applied for 2020/21. This is attached at appendix 4 to this report.

8. Tenants' Levy

- 8.1. As part of the budget and rent setting proposals for 2005/06 an allowance was 'unpooled' from rent as a tenants service charge in respect of the Lewisham Tenants' Fund. The current levy is £0.15pw.
- 8.2. No proposals have been put forward by the tenants fund committee to vary this levy for 2020/21. Therefore the charge will remain at £0.15pw for 2020/21.
- 8.3. The tenants' fund has provided the panels with a consultation report regarding the accounts of the fund and budget proposals for 2020/21.

9. Consultation

Consultation at tenant panels

- 9.1. Consultation on rents, service charges and garage rent proposals have taken place in line with the existing consultation arrangements through tenant panels. These arrangements provide an opportunity to engage tenants in a discussion on rent rises. The views of residents will be collated and included in the report to Mayor & Cabinet.

Mayor & Cabinet

- 9.2. Mayor & Cabinet will consider the proposed increases and feedback from tenants and Housing Select Committee as part of the overall council budget setting report to be presented on 5th February 2020.

10. Conclusion

- 10.1. Over the last four years rents have reduced by 1% each year in line with government legislation. From April 2020, councils are able to return to the previous method of rent increase, which is CPI plus 1%.
- 10.2. Lewisham Council intend to implement this method to determine the rent rise. Rents are expected to rise by 2.70%. Service charges are set at a level to recover the full cost of the services included.

- 10.3. The Council's budget setting timetable enables tenants comments to be included in the budget report being presented to Mayor and Cabinet on 5th February 2020.

11. Legal Implications

- 11.1. s103 Housing Act 1985 .. Notice of variation of periodic tenancy states that ... (1)The terms of a secure tenancy which is a periodic tenancy may be varied by the landlord by a notice of variation served on the tenant ... (2)Before serving a notice of variation on the tenant the landlord shall serve on him a preliminary notice — (a)informing the tenant of the landlord's intention to serve a notice of variation, (b)specifying the proposed variation and its effect, and (c)inviting the tenant to comment on the proposed variation within such time, specified in the notice, as the landlord considers reasonable; and the landlord shall consider any comments made by the tenant within the specified time. (3)Subsection (2) does not apply to a variation of the rent, or of payments in respect of services or facilities provided by the landlord or of payments in respect of rates.
- 11.2. The Council's duties in relation to the consultation of tenants on matters of housing management, as set-out in Section 105 of the Housing Act 1985, do not apply to rent levels, nor to charges for services or facilities provided by the authority. There is therefore no requirement to consult with secure tenants regarding the proposed increase in charges. The Council still needs to act reasonably and the decision maker should therefore be satisfied that the increase is reasonable and justified.
- 11.3. The Equality Act 2012 (the Act) introduced a new public sector equality duty (the equality duty or the duty). It covers the following nine protected characteristics: age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex and sexual orientation.
- 11.4. 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.
- 11.5. The duty continues to be a "have regard duty", and the weight to be attached to it is a matter for the Mayor, bearing in mind the issues of relevance and proportionality. It is not an absolute requirement to eliminate unlawful discrimination, advance equality of opportunity or foster good relations.
- 11.6. The Equality and Human Rights Commission has recently issued Technical Guidance on the Public Sector Equality Duty and statutory guidance entitled "Practice". The Council must have regard to the statutory code in so far as it

relates to the duty and attention is drawn to Chapter 11 which deals particularly with the equality duty. The Technical Guidance also covers what public authorities should do to meet the duty. This includes steps that are legally required, as well as recommended actions. The guidance does not have statutory force but nonetheless regard should be had to it, as failure to do so without compelling reason would be of evidential value. The statutory code and the technical guidance can be found at:

<http://www.equalityhumanrights.com/legal-and-policy/equality-act/equality-actcodes-of-practice-and-technical-guidance/>

- 11.7. The Equality and Human Rights Commission (EHRC) has previously issued five guides for public authorities in England giving advice on the equality duty:
- The essential guide to the public sector equality duty
 - Meeting the equality duty in policy and decision-making
 - Engagement and the equality duty
 - Equality objectives and the equality duty
 - Equality information and the equality duty
- 11.8. The essential guide provides an overview of the equality duty requirements including the general equality duty, the specific duties and who they apply to. It covers what public authorities should do to meet the duty including steps that are legally required, as well as recommended actions. The other four documents provide more detailed guidance on key areas and advice on good practice. Further information and resources are available at <http://www.equalityhumanrights.com/advice-and-guidance/public-sectorequality-duty/guidance-on-the-equality-duty/>

12. Equalities Implications

- 12.1. Social housing is a tenure type reserved for those households who are on lower incomes. Therefore, Lewisham Council tenants are more likely to be on lower incomes than the wider population. There is a likelihood that they may be in receipt of housing benefit or universal credit to support their ability to pay their rent.
- 12.2. Where a tenant is in receipt of Housing Benefit, the increased rent will be applied to all affected claims and a mass recalculation done. This will increase the HB for those both in receipt of full HB and for those on partial HB. Where a tenant is in receipt of Universal Credit, the full schedule of rents with the new rent level applied will be uploaded by Lewisham Homes to the UC portal for a recalculation and recovery for tenants.
- 12.3. Where tenants may struggle with the increased rent, Lewisham Homes and Regenter B3 offer in depth budgeting and financial support, which is available for all residents regardless of their arrears level.
- 12.4. Revenues raised as a consequence of the rent changes to HRA tenants will be retained within the HRA. This will be used to run the service and deliver future improvement programmes and stock investment to benefit our residents.
- 12.5. Residents of Lewisham's housing stock represent a wide range of protected characteristics. Whilst this change will have the same broad impact on all

affected groups, the above mentioned re-investment means that those affected will continue to receive the expected level of service and benefit from future investment programmes. This serves to mitigate some of the potential impact.

13. Environmental Implications

13.1. There are no specific environmental implications to this report.

14. Crime and Disorder Implications

14.1. There are no specific crime and disorder implications to this report.

If you require any more information about this report please contact Rachel Dunn on 0208 314 6713 (email Rachel.dunn@lewisham.gov.uk)

APPENDIX 1: Tenants' rent consultation 2020/21

The Tenants' rent consultation meetings took place on 17th December 2019 with Regenter B3 (Brockley) managed tenants and 17th December 2019 with Lewisham Homes managed tenants.

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

	Lewisham Homes	Brockley PFI
No of representatives (excl Cllrs)	15+	5
Rent Increase @ 2.7%	See Below	No direct comments
Savings Proposals:-		
No Savings proposed	n/a	n/a
Service Charges inc:		
Heating & Hot Water Charges	See Below	No direct comments
Garage Rents	See Below	No direct comments
Tenants Fund	n/a – no increase proposed	n/a – no increase proposed

Summary of comments made by representatives

Rent increase:

Residents expressed their concerns that a 2.7% increase in rents was unaffordable and unjustified and takes no account of affordability issues.

This is especially in the light of continued restrictions in pay increases for low income and public sector employees

In addition, residents would like to see an equalities assessment impact undertaken.

Officers responded by informing the panel that they would look into this and report back at the next meeting.

A show of hands was held on the rise with the following results;

In Favour 0
Against 5

Tenants Service Charges & Heating & Hot water Charge:

A presentation was given on the proposals.

A discussion was held on the issue of service standards and costs.

The following information was requested by panel;

- What 'pests' are covered by the charge for pest control
- Requested details of how the water charges are calculated by Thames Water now that direct billing is in place.

Officers informed the panels that these details would be provided for the next meeting.

A show of hands was held on the rise with the following results;

In Favour 0
Against 5

Garage Charges:

	<p>There were complaints regarding the condition of the garages and the justification for increases applied last year.</p> <p>In addition, comments regarding letting units to non-resident were made.</p> <p>Officers responded by informing the panel that this only occurs where there is no waiting list and that tenants are given priority for lettings. In addition, non-residents also pay VAT on the lettings.</p> <p>The panel also requested details to be provided on the following;</p> <ul style="list-style-type: none">• The total level of income;• Void rates• Number of lets to non-residents• Expenditure incurred – staffing, repairs etc. <p>A show of hands was held on the garage rise with the following results;</p> <p>In Favour 3 Against 2</p> <p>Tenants Fund:</p> <p>n/a – no increase proposed</p> <p>Savings Proposals:</p> <p>n/a</p>
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Brockley PFI Area

Rent increase:

There were no comments received on the proposals for the rent increase

Tenants and Leaseholders Service Charges:

Residents expressed their dissatisfaction on the lack of information provided by the management team regarding meaningful data provision on actual costs and if there has been any challenges, despite this being asked for.

Officers responded by informing the panel that there is an independent audit undertaken annually regarding leasehold service charges which ensure that charges applied are reflective of actual costs.

Once the audit is complete, accounts are adjusted, if necessary to reflect actual costs.

Residents also commented on a lack of attendance of LBL officers at their regular residents meetings with RB3.

Officers responded that if there are particular issues, they would be discussed with the management provider RB3 to resolve.

Garage Charges:

There were no comments received on the proposals for the garage rent increase

Tenants Fund:

n/a – no increase proposed

Savings Proposals:

n/a

APPENDIX 2: Leasehold and Tenants Charges Consultation 2020/21

Committee	Brockley Residents Panel	Item No	
Report Title	Leasehold and Tenant Charges Consultation		
Contributor	11 Regenter Brockley Operations Manager		
Class	Decision	Date	12th November 2019

1 Summary

- 1.1 The report sets out proposals to increase service charges to ensure full cost recovery in line with Lewisham Council's budget strategy.
- 1.2 The report requests Brockley Residents Panel members to consider the proposals to increase service charges based on an uplift of **3.40%** for **2020/21** on specific elements. This is based on full cost recovery in line with previous years' proposals.

2 Policy Context

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

3. Recommendations

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

4. Purpose

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

5. Housing Revenue Account Charges

- 5.1 There are several charges made to residents which are not covered through rents. These charges are principally:
 - Leasehold Service Charges

- Tenant Service Charges

5.2 A service charge levy is applied to Tenants for caretaking, grounds maintenance, communal lighting, bulk waste collection and window cleaning. Tenants also pay a Tenants Fund Levy which is passed onto the Tenants Fund as a grant.

5.3 The key principles that should be considered when setting service charges are that:

- The charge should be fair and be no more or less than the cost of providing the service
- The charge can be easily explained
- The charge represents value for money
- The charging basis allocates costs fairly amongst those receiving the service
- The charge to all residents living in a block will be the same

5.4 The principle of full cost recovery ensures that residents pay for services consumed and minimises any pressures in the Housing Revenue Account in providing these services. This is in line with the current budget strategy.

5.5 In the current economic environment, it must however be recognised that for some residents this may represent a significant financial strain. Those in receipt of housing benefit will receive housing benefit on increased service charges. Approximately 50% of council tenants are in receipt of housing benefit and Universal Credit.

6. Analysis of full cost recovery

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

6.2 Leasehold service charges

The basis of the leasehold management charge has been reviewed and externally audited this summer to reflect the actual cost of the service. The management charge now incorporates Resident Engagement and Customer Service charges which makes this combination £86.22 for street properties and £183.05 for blocks.

6.2.1 The uplift in leaseholder charges should reflect full cost recovery for the type of service undertaken. It is proposed that any uplift is applied at 2.40% RPI (September 2019) +1.00% equates to a total uplift of 3.40%

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

6.3 Leasehold service charges

Service	Leasehold No.	Current Weekly Charge	Weekly Increase	New Weekly Amount	Increase (3.40%)
Caretaking	395	£5.76	£0.20	£5.96	3.40%
Grounds Maintenance	395	£3.15	£0.11	£3.26	3.40%
Lighting	395	£1.74	£0.06	£1.80	3.40%
Bulk Waste	395	£1.38	£0.05	£1.43	3.40%
Window Cleaning	221	£0.16	£0.00	£0.16	3.40%
Resident Involvement	558	£0.24	£0.00	£0.24	3.40%
Customer Services	558	£0.38	£0.01	£0.39	3.40%
Ground Rent	558			£0.00	set at £10 per annum
General Repairs	558	£3.50	£0.12	£3.62	3.40%
Technical Repairs	400	£0.69	£0.02	£0.71	3.40%
Entry Phone	139	£0.05	£0.00	£0.05	3.40%
Lift	235	£2.40	£0.08	£2.48	3.40%
Management Fee	558	£2.95	£0.10	£3.05	3.40%
Total		£22.40	£0.75	£23.15	

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

6.3.2 In addition, tenants pay a contribution of £0.15pw to the Lewisham Tenants Fund.

6.3.3 In order to ensure full cost recovery, tenant's service charges for caretaking, grounds maintenance and other services should be increased in line with the percentage increase applied to leaseholder service charges. Overall, charges are suggested to be increased by an average of £0.31 pw which would move the current average weekly charge from £11.06 to £11.37.

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

Service	Current Weekly Charge	Weekly Increase	New Weekly Amount	Increase (3.40%)
Caretaking	£5.30	£0.13	£5.43	3.40%
Grounds Maintenance	£2.27	£0.11	£2.38	3.40%
Communal Lighting	£1.76	£0.02	£1.78	3.40%
Bulk Waste	£1.38	£0.05	£1.43	3.40%
Window Cleaning	£0.20	£0.00	£0.20	3.40%
Tenants fund	£0.15	£0.00	£0.15	
Total	£11.06	£0.31	£11.37	

6.3.4 The RB3 Board is asked for their views on these charges from April 2020 to March 2021. Results of the consultation will be presented to Mayor and Cabinet for approval in Spring 2020.

7. Financial implications

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

8. Legal implications

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

option must be explained fully so that Members understand the implications of their decisions.

- 8.2 Section 76 of the Local Government and Housing Act 1989 provides that local housing authorities are under a duty to prevent a debit balance in the HRA. Rents must therefore be set to avoid such a debit.
- 8.3 Section 103 of the Housing Act 1985 sets out the terms under which secure tenancies may be varied. This requires: -
- the Council to serve a Notice of Variation at least 4 weeks before the effective date;
 - the provision of enough information to explain the variation;
 - an opportunity for the tenant to serve a Notice to Quit terminating their tenancy.
- 8.4 The timetable for the consideration of the 2020/21 rent levels provides an adequate period to ensure that legislative requirements are met.
- 8.5 Part III of Schedule 4 of the Local Government and Housing Act 1989 provides that where benefits or amenities arising out of the exercise of a Housing Authority's functions, are provided for persons housed by the authority, but are shared by the community as a whole, the authority shall make such contribution to their HRA from their other revenue accounts to properly reflect the community's share of the benefits or amenities.
- 8.6 Where as an outcome of the rent setting process, there are to be significant changes in housing management practice or policy, further consultation may be required with the tenants affected in accordance with section 105 of the Housing Act 1985.

9. Crime and disorder implications

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

10. Equalities implications

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

11. Environmental implications

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

12. Conclusion

- 12.1 Revising the level of charges ensures that the charges are fair and residents are paying for the services they use.

12.2 The additional resources generated will relieve some of the current pressures within Housing Revenue Account and will contribute to the funding of the PFI contract which is contained within the authorities Housing Revenue Account.

If you require any further information on this report, please contact

Kate Donovan
Area Manager

or

Sandra Simpson
Project Manager

Brockley.customerservice@pinnaclegroup.co.uk

Or

on 0 207 635 1200.

APPENDIX 3: Leasehold and Tenants Charges 2020/21 Lewisham Homes

Meeting	Resident Engagement Panel	Item No.	5
Report Title	Service Charges 2020/21		
Report Of	Director of Finance and Technology - Rowann Limond		
Class	Information	Date	17December 2019

1. Purpose of the Report

- 1.1 This report sets out proposals for residents service charges in 2020/21 Residents are invited to comment on the proposals which will be fed back to the Mayor as part of the Council's budget setting process.

2. Recommendations

- 2.1 To consult residents on the service charge proposals and provide feedback to the Mayor.

3. Background of the Report

- 3.1 The Council's Housing Revenue Account is a ring-fenced account. The account can only contain those charges directly related to the management of the Council's housing stock. By implication leaseholders must be charged the true cost of maintaining their properties, where the provision of their lease allows. This prevents tenants subsidising the cost to leaseholders, who have purchased their properties.
- 3.2 Each year a review of the actual costs is undertaken as part of the budget setting process and recommendations made to the council in respect of proposed charges.
- 3.3 Where possible we aim to keep these charges within within the inflation rates. It should be noted that the inflation rates as at September 2019 were CPI 1.7% and RPI 2.4%. Although it is proposed to increase the overall charge to tenants by more than CPI the majority of this increase relates to charges from new services such as sweeping.

4 Tenant and Leasehold service charges 2020/21

- 4.1 The proposed 2020/21 charges as compared with 2019/20 are shown in Appendix 1
- 4.2 Increases to service charges for caretaking and grounds maintenance reflects the impact of services such as sweeping being moved into the HRA.
- 4.3 Changes to repairs and maintenance charges have been modelled on the last 3 years actual costs. These charges are estimates and leaseholders will receive a

charge adjustment based on actual costs incurred. This charge adjustment will take place in September 2021.

- 4.4 A proposed increase in communal heating of 13p per week is due to an increase in energy costs.

**If you require further information on this report please contact Rowann Limond
on
020 3889 0650 or email rowann.limond@lewishamhomes.org.uk**

Existing Service	Tenant (T) / Leaseholders (LH)	Estimate (per week charge)	Estimate (per week charge)	Change in weekly charge		
		2019/20	2020/21	£	%	
		£	£	£	%	
Caretaking	T & LH	6.00	6.36	0.36	6.01%	increase
Ground Maintenance	T & LH	2.00	2.07	0.07	3.33%	increase
Repairs and Maintenance - Building	LH	2.38	2.92	0.54	22.73%	increase
Repairs and Maintenance Technical	LH	0.98	1.03	0.05	4.80%	increase
Lifts	LH	2.75	2.69	-0.05	-1.89%	decrease
Entry Phone	LH	0.74	0.74	0.00	0.00%	no change
Block Pest Control	T & LH	1.66	1.79	0.13	7.92%	increase
Ground Rent	LH	0.19	0.19	0.00	0.00%	no change
Sweeping	LH	1.03	1.02	-0.01	-1.10%	decrease
Management	LH	2.54	2.45	-0.09	-3.64%	decrease
Window Cleaning	T & LH	0.10	0.10	0.00	0.00%	no change
Bulky House Hold Waste Collection Service	T & LH	0.52	0.47	-0.05	-8.99%	decrease
Bulk Waste Disposal	T & LH	0.84	0.85	0.01	0.88%	increase
Insurance	LH	0.94	0.94	0.00	0.00%	no change
Total excluding energy charges		22.66	23.61	0.95		
Communal Lighting	T & LH	1.12	1.07	-0.04	-3.96%	decrease
Communal Heating and Hot Water	T & LH	10.02	10.29	0.27	2.73%	increase

Total energy charges		11.14	11.37	0.2 3		
Grand Total		33.80	34.98	1.1 8		

APPENDIX 4: Garage Rent Increase Report 2020/21

RESOURCES AND REGENERATION Estates Team Report		
Report Title	Rental Increases for Garages	
Key Decision	Yes	Item No.
Contributors	Lewisham Homes, Brockley Residents, Financial and Legal Services	
Class		Date: November 2019

1. Purpose and Summary of the report

The purpose of this report is to advise the resident panel of the proposed increase in the rent paid by tenants for domestic garages owned by the Council for the next financial year. As is our usual practice, the rents for next year will be increased in line with the Retail Price Index.

2. Recommendation

It is recommended that the Council approves, in principle, an increase in rent for the garage portfolio of 2.4%, to be effective from April 2020. This increase is in line with the increase in the Retail Price Index for the current year.

Blue Badge holders will continue to receive a 50% deduction on the weekly rent.

3. Policy Context

Lewisham's core values as set out in the Corporate Strategy for 2018-2022 are to:

- Put service to the public first;
- Respect all people and all communities;
- Invest in employees;
- Be open, honest and fair in all we do.

Within the context of the Corporate Strategy, the proposal in this report will support the objective of increasing income from the existing estate. The garage portfolio is an opportunity for the Council to closely scrutinize how the resource is managed / utilised, and seek to maximise income where possible, and identify new development opportunities.

It is also an opportunity to monitor and improve the garage letting service delivered to tenants and residents of the borough in accordance with our core value 'Put service to the public first'

4. Background

For the financial year 2019/2020 the garage rentals were increased by 25%. This was following a report by external property consultants Ridge and Partners. Their report advised that the rental levels that were being charged by the Council for its garages were below market rent. The 25% uplift was therefore imposed in order to correct this and bring rentals back in line with the market.

The larger % increase imposed on tenants in 2018/19 had minimal impact on demand. Whilst a few tenants did vacate their garages at the start of the year, the vast majority stayed on. The current waiting list for garages is approximately 1400 applicants.

For the forthcoming financial year from April 2020 it is intended that the increase imposed is an inflationary one only, in line with the Retail Prices Index, as is our usual practice.

There are approximately 134 Council garage sites in the borough, comprising 182 garage blocks. There are approximately 2,379 individual garages. Approximately 1,801 of the garages are let to Lewisham Homes and Brockley social tenants and 578 are let to non-Lewisham Homes or Brockley social tenants.

A housing tenant with LB Lewisham pays the basic price for a garage (subject to any specific discounts agreed) and a non-housing tenant pays the basic price with the addition of 20% VAT. Blue Badge holders receive a 50% deduction on the weekly rent.

The application of a discount is entirely a discretionary decision on behalf of the Council; garages are not a core social dwelling provision and all could be charged at a higher level, although there is some logic in offering some abatement to housing customers to help mitigate parking issues and neighbourhood management problems.

The highest rent charged is £22.93 per week and the lowest is £11.43 per week. However, some garages are charged at less than the lowest rate per week. These are discounted rates (50% of the full charge) for tenants with blue badges.

5. Financial Implications

The current annual rent roll for the garage portfolio is £1.368M, based on a basic average standard charge of £15.30 per week per garage (i.e. before discounts are applied).

If the rents are increased by RPI as proposed in April 2020, the revised annual rent roll will increase to approximately £1.402M, or £15.68 per week per garage, an uplift of

2.4%, or £0.38 per week on average, and a total increase of approximately £34,000 on the annual rent roll.

6. Legal Implications

The Council's duties in relation to the consultation of tenants on matters of housing management, as set-out in Section 105 of the Housing Act 1985, do not apply to rent levels, nor to charges for services or facilities provided by the authority. There is therefore no requirement to consult with secure tenants regarding the proposed increase in charges. The Council still needs to act reasonably and the decision maker should therefore be satisfied that the increase is reasonable and justified. The general principle is that the Council should be seeking best value.

The Equality Act 2012 (the Act) introduced a new public sector equality duty (the equality duty or the duty). It covers the following nine protected characteristics: age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex and sexual orientation.

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.

The duty continues to be a "have regard duty", and the weight to be attached to it is a matter for the Mayor, bearing in mind the issues of relevance and proportionality. It is not an absolute requirement to eliminate unlawful discrimination, advance equality of opportunity or foster good relations.

The Equality and Human Rights Commission has recently issued Technical Guidance on the Public Sector Equality Duty and statutory guidance entitled "Practice". The Council must have regard to the statutory code in so far as it relates to the duty and attention is drawn to Chapter 11 which deals particularly with the equality duty. The Technical Guidance also covers what public authorities should do to meet the duty. This includes steps that are legally required, as well as recommended actions. The guidance does not have statutory force but nonetheless regard should be had to it, as failure to do so without compelling reason would be of evidential value. The statutory code and the technical guidance can be found at: <http://www.equalityhumanrights.com/legal-and-policy/equality-act/equality-actcodes-of-practice-and-technical-guidance/>

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

- The essential guide to the public sector equality duty
- Meeting the equality duty in policy and decision-making
- Engagement and the equality duty
- Equality objectives and the equality duty
- Equality information and the equality duty

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

7. Crime and Disorder Implications

There are no specific crime and disorder implications in this report. However, levels of voids could increase in the future if there is a lack of investment. Poorly maintained garages with high vacancy rates can in turn lead to increased levels of crime and anti-social behaviour.

8. Equalities Implications

The proposed 25% increase will be applied across the portfolio to residents and non-residents. Blue badge holders will continue to receive a 50% discount on the weekly rent as existing.

9. Environmental Implications

There are no specific environmental implications in this report.

10. Conclusion

The proposed rental increase is considered to reflect market rent and be sustainable, and will raise additional revenue from the portfolio that can be re-invested.

11. Further Information

If there are any queries on this report, please contact David Lee on extension 49823, david.lee@lewisham.gov.uk

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Housing Select Committee			
Report Title	New Homes Programme Update (For information only)	Item No	7
Contributors	Director Regeneration & Place		
Class	Part 1	Date	30 January 2020

1. Purpose of paper

- 1.1. This report provides an update on progress of the delivery of the new social homes in the Borough.

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. This Programme now forms part of the Council's wider Building for Lewisham Programme which seeks to deliver a wider programme of residential sites to ensure that the Council continues to deliver the homes our residents need.

4. New Homes update

Building for Lewisham Programme – new sites

- 4.1 On 15th January, a paper was agreed by Mayor and Cabinet to secure funding required to progress the Building for Lewisham Programme.

- 4.2 This agreed a budget to procure design teams to progress sites through planning and technical design, including a budget for feasibility, as well as providing funding for the previous package of sites which is now considered within the Building for Lewisham Programme.
- 4.3 This crucial report enabled the Council - in most cases via Lewisham Homes, the Council's development agent - to appoint consultant teams to carry out detailed design work, submit planning application (subject to s105 consultation), and seek specialist technical expertise.
- 4.4 The report also set out the approach of our development agent, Lewisham Homes, in terms of acquiring land and packages of homes from the market in order to ensure a diverse and expedient delivery of homes.
- 4.5 The initial tranche of sites will see 5 new sites worked up for planning, with an additional tranche of sites undergoing further feasibility. In total, this will add between 200 and 300 new council homes to the Building for Lewisham Programme.
- 4.6 This programme will be monitored by Mayor and Cabinet on a quarterly basis and via bi-monthly update reports to Housing Select Committee.

Building for Lewisham Programme - Completed units

- 4.7 5 units at Dacre Park have been completed. These will all be made available for social rent

Achilles Street engagement and estate regeneration ballot

- 4.8 On 18 September, Mayor and Cabinet approved the proposed Landlord Offer to residents of the Achilles Estate in New Cross in advance of a vote by eligible residents on the develop plans for the area.
- 4.9 The ballot ran from 18th October and closes on 11 November 2019. The ballot was managed by the independent Electoral Reform Services (now known as Civica).
- 4.10 92% of eligible residents voted in the Achilles Street Estate resident ballot for estate regeneration. This represents 81 of 88 eligible voters on the estate. This is the highest turnout of any resident ballot for estate regeneration held to date, and is a fantastic reflection of how engaged residents on the estate are with deciding the future of their community.
- 4.11 Of the 81 residents who voted, 72.8% voted "Yes" in favour of regenerating the Achilles Street Estate. This means that 59 eligible residents support the redevelopment proposals.
- 4.12 27.2% of residents voted "No" against regenerating the Achilles Street Estate. This means that 22 eligible residents voted against the redevelopment

proposals.

- 4.13 The Council's development agent, Lewisham Homes, will now take forward the project and continue to build upon the positive relationships that officers have formed with many in the community.
- 4.13 Plans for the area will now be worked up in collaboration with residents. It is anticipated that between 100 and 150 new Council homes will be proposed for Lewisham families in housing need.

118 Canonbie Road

- 4.14 Planning permission has been granted for 118 Canonbie Road. This scheme will deliver 6 new homes as temporary accommodation. The mix of 2 and 3 bed self-contained homes will provide homeless families with safe a secure local accommodation.
- 4.15 The development will increase the supply of genuinely affordable homes, replacing a disused structure with a new and modern building.
- 4.16 A start on site is forecast for March 2020 and completion in Summer 2021.

Mayow Road Warehouse

- 4.17 Planning permission has been granted for the former Mayow Road Warehouse site. This will provide 32 new council homes. The proposal will deliver 26 2 and 3 bed homes for homeless families.
- 4.18 The development will also deliver six supported living homes for residents with learning disabilities and/or autism, helping them to remain in borough and live more independent lives. This will be supported by 24-hour on-site care and support staff.
- 4.19 Start on site is forecast for March 2020 and completion in Summer 2021.

5. Financial implications

- 5.1. This report recommends that the Housing select committee notes the update on the new homes programme and the progress of specific schemes within the programme. These are a mixture of General Fund and Housing Revenue Account funded schemes.
- 5.2. The Council's current 30 year financial model for the Housing Revenue Account (HRA) includes provision for the HRA contribution to the delivery of the HRA Social Units from the New Homes Better Places programme, which has now been superseded and amalgamated into the Building for Lewisham programme. It has also set-aside resources to fund the current feasibility work being undertaken on the package A sites. As part of the 15th January 2020 Mayor & Cabinet report, further

funding was approved to be allocated to the programme to bring sites forward for construction and to undertake additional feasibility works

- 5.3. The HRA financial model is being regularly updated to assess the financial viability of the overall programme to ensure resources are available to complete the proposed developments. This would include the need to update cash-flow forecasts and assess the availability of resources to deliver the developments as currently planned.
- 5.4. Both HRA and General fund schemes will be delivered through the combined use of available balances, grants, capital receipts, s106 funding and prudential borrowing.
- 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. This will include an analysis of the optimal funding method for delivery.
- 5.6. As noted above, work continues on refining all of the modelling assumptions that have been used to date, including financial viability for all schemes. Mitigation actions against unviable projects could include developing cross-subsidy into the schemes by using a mixed approach to delivery such as reducing the overall social element, introducing shared ownership and/or private sales or securing additional sources of funding.
- 5.7. It should also be noted that if any of the proposed schemes in the programme become financially unviable and are not progressed, costs incurred up to that point will need to be written-back to GF and/or HRA revenue as abortive costs.
- 5.8. This will be reported on as and when proposals are sufficiently developed and the final scheme outlines 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 at 9.3 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 Paul Moore, Director of Regeneration & Place



Housing Select Committee

Report title: Select Committee work programme report

Date: 30 January 2020

Key decision: No.

Class: Part 1

Ward(s) affected: Not applicable

Contributors: John Bardens, Scrutiny Manager

Outline and recommendations

To advise members of the committee's work programme for the 2019/20 municipal year and to agree the agenda items for the next meeting.

The Committee is asked to:

- consider the work programme attached at **appendix B** and discuss any issues arising from the programme.
- consider the items scheduled for the next meeting and specify the information the committee requires to achieve its desired outcomes.
- review the forthcoming key decisions set out in **appendix C** and consider any items for further scrutiny.

Timeline of engagement and decision-making

- Housing Select Committee (HSC) work programme 2019/20 agreed by committee on 1st May 2019.
- HSC work programme 2019/20 agreed by Business Panel on 7th May 2019
- HSC work programme 2019/20 reviewed at committee meetings: 4th June 2019; 10th July; 18th September 2019; 30th October 2019; 16th December 2019.

1. Summary

- 1.1. The committee drew up a draft work programme at the beginning of the municipal year for submission to the Business Panel for consideration.
- 1.2. The Business Panel considered the proposed work programmes of each committee on 7 May 2019 and agreed a co-ordinated overview and scrutiny work programme.
- 1.3. The work programme can, however, be reviewed at each select committee meeting to take account of changing priorities.

2. Recommendations

- 2.1. The Committee is asked to:
 - consider the work programme attached at **appendix B** and discuss any issues arising from the programme
 - consider the items scheduled for the next meeting – and specify the information the committee requires to achieve its desired outcomes
 - review the forthcoming key decisions set out in **appendix C** and consider any items for further scrutiny

3. Work programme

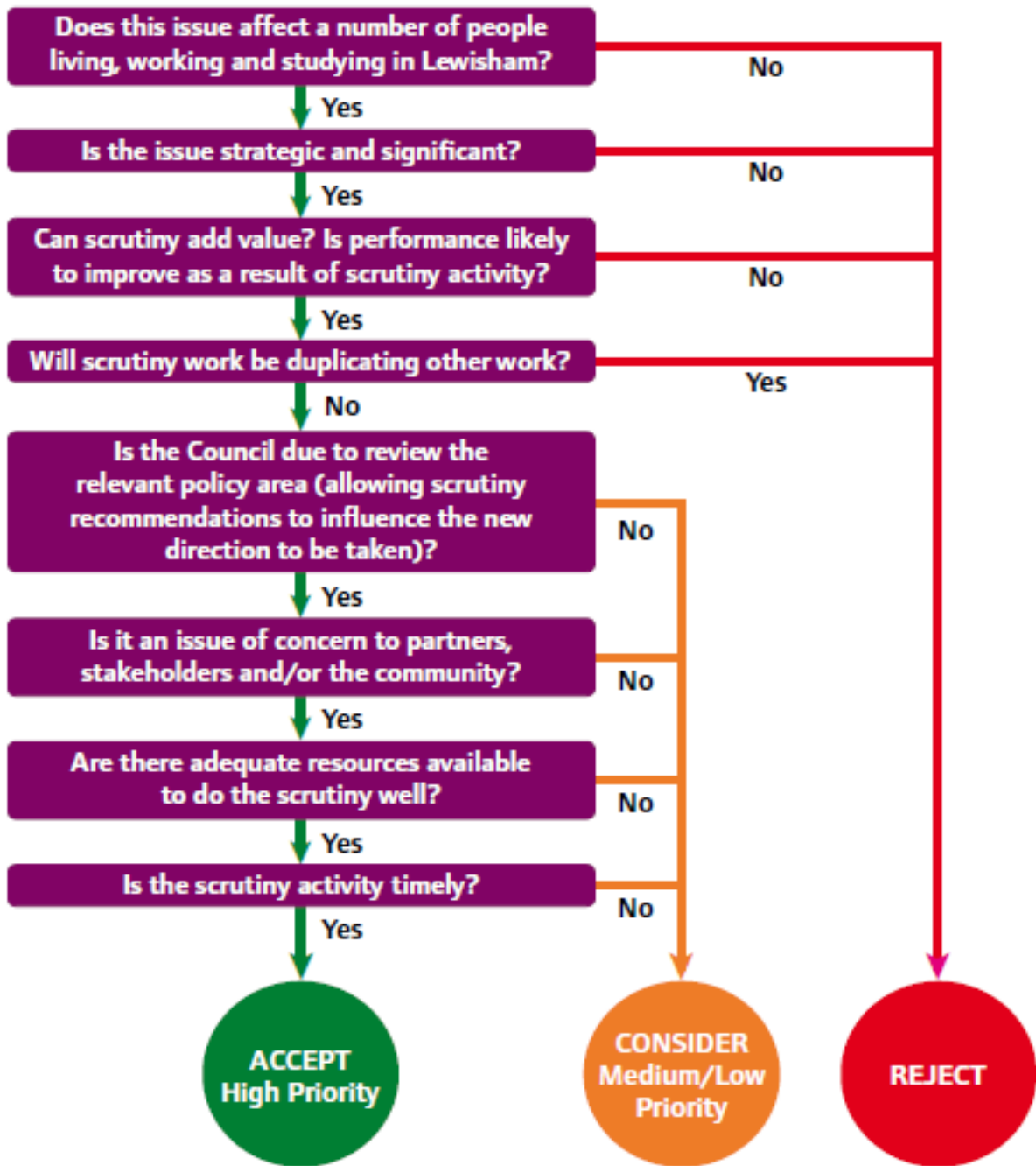
- 3.1. The work programme for 2019/20 was agreed at the 1st May meeting.
- 3.2. Members are asked to consider if any urgent issues have arisen that require scrutiny and if any items should be removed from the work programme.
- 3.3. Any additional items should be considered against the prioritisation process before being added to the work programme (see flow chart below).
- 3.4. The committee's work programme needs to be achievable in terms of the meeting time available. If the committee agrees to add additional items, members will also need to consider which lower-priority items should be removed to create sufficient capacity.

Is this report easy to understand?

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Scrutiny work programme – prioritisation process



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- 3.5. Items within the committee's work programme should be linked to the priorities of the Council's Corporate Strategy.
- 3.6. The Council's Corporate Strategy for 2018-2022 was approved at full council in February 2019.
- 3.7. The strategic priorities of the [Corporate Strategy for 2018-2022](#) are:
1. **[Open Lewisham](#)** - Lewisham is a welcoming place of safety for all, where we celebrate the diversity that strengthens us.
 2. **[Tackling the housing crisis](#)** - Everyone has a decent home that is secure and affordable.
 3. **[Giving children and young people the best start in life](#)** - Every child has access to an outstanding and inspiring education, and is given the support they need to keep them safe, well and able to achieve their full potential.
 4. **[Building an inclusive local economy](#)** - Everyone can access high-quality job opportunities, with decent pay and security in our thriving and inclusive local economy.
 5. **[Delivering and defending: health, social care and support](#)** - Ensuring everyone receives the health, mental health, social care and support services they need.
 6. **[Making Lewisham greener](#)** - Everyone enjoys our green spaces, and benefits from a healthy environment as we work to protect and improve our local environment.
 7. **[Building safer communities](#)** - Every resident feels safe and secure living here as we work together towards a borough free from the fear of crime.

4. The next meeting

- 4.1. The following items are scheduled for the next meeting on 12th March 2020.
- 4.2. The committee is asked to specify the information and analysis it requires for each item, based on the outcomes it would like to achieve, so that officers are clear about what information they need to provide.

Agenda item	Review type	Relevant Corporate Priority	Priority
<i>Homelessness Reduction Act</i> update	Standard item	Tackling the housing crisis	High
Annual letting plan	Standard item	Tackling the housing crisis	High

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5. Referrals

5.1. Below is a tracker of the referrals the committee has made in this municipal year:

Referral title	Date of referral	Date considered by Mayor & Cabinet	Response due at committee

6. Information items

6.1. Some potential work programme items might be low priority and may only require a briefing report for information to be produced for the committee to note and will not need to be considered at a formal committee meeting.

6.2. Below is a tracker of the information items received by the committee:

Item	Date received
Lewisham Homes briefing note on fire doors	14th May 2019
LGiU Homelessness Commission: final report	1 st July 2019
LGiU briefing: Does Selective Licensing Work?	31 st July 2019
Response to Housing Select Committee queries from its meeting in June	13 th Sept 2019
LGiU briefing: The Grenfell Inquiry	11th Nov 2019
LGiU briefing: how to meet the housing needs of the disabled and elderly	4th Dec 2019

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7. Financial implications

- 7.1. There are no direct financial implications arising from the implementation of the recommendations in this report. Items on the Committee's work programme will have financial implications and these will need to be considered as part of the reports on those items

8. Legal implications

- 8.1. 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.

9. Equalities implications

- 9.1. 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.
- 9.2. 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.
- 9.3. There may be equalities implications arising from items on the work programme and all activities undertaken by the Select Committee will need to give due consideration to this.

10. Climate change and environmental implications

- 10.1. There are no direct climate change or environmental implications arising from the implementation of the recommendations in this report. Items on the Committee's work programme may have climate change implications and these will need to be considered as part of the reports on those items.

11. Crime and disorder implications

- 11.1. There are no direct crime and disorder implications arising from the implementation of the recommendations in this report. Items on the Committee's work programme may have crime and disorder implications and these will need to be considered as part of the reports on those items.

12. Health and wellbeing implications

- 12.1. There are no direct health and wellbeing implications arising from the implementation of the recommendations in this report. Items on the Committee's work programme may have health and wellbeing implications and these will need to be considered as part of the reports on those items.

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13. Report author and contact

- 13.1. If you have any questions about this report please contact: John Bardens, 020 8314 9976 john.bardens@lewisham.gov.uk.

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Housing Select Committee work programme 2019/20

Work item	Type of item	Priority	Delivery	01-May	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 annual business plan	Standard item	High	Apr								
New Homes Programme update	Information item	High	Apr								
Resident engagement in housing development	In-depth review	High	Dec		Scope						
Lewisham Homes Acquisitions Programme	Performance monitoring	High	Jun								
Lewisham Homes annual report	Performance monitoring	High	Jun								
Brockley PFI annual report and business plan	Performance monitoring	High	Jun								
New Homes Programme update	Standard item	High	Jul								
Private rented sector licensing: consultation update	Standard item	High	Jul								
Effects of housing people out of the borough	Performance monitoring	High	Sep								
Independent review of the Syrian Refugee Programme	Standard item	High	Sep								
Response to the borough-wide licensing consultation	Policy development	High	Sep								
No Recourse to Public Funds (NRPF) review	Performance monitoring	High	Sep								
Lewisham Housing Strategy	Policy development	High	Dec								
Housing and mental health review update	Performance monitoring	High	Dec								
Overcrowding	Standard item	High	Jan								
Rent and service charge increases	Standard item	High	Jan								
Homelessness Reduction Act progress update	Performance monitoring	High	Mar								
Annual lettings plan	Standard item	High	Mar								

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

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

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FORWARD PLAN OF KEY DECISIONS

Forward Plan February 2020 - May 2020

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 0208 3149327, 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
August 2019	Consultation: Proposal to Transfer Management of 5 Community Centres to Lewisham Homes	15/01/20 Mayor and Cabinet	Tom Brown, Executive Director for Community Services and Councillor Jonathan Slater, Cabinet Member for Community Sector		
October 2019	Building for Lewisham New Homes Programme parts 1 & 2	15/01/20 Mayor and Cabinet	Kevin Sheehan, Executive Director for Housing, Regeneration & Environment and Councillor Paul Bell, Cabinet Member for Housing		
October 2019	Achilles Street Estate Regeneration Ballot Results	15/01/20 Mayor and Cabinet	Kevin Sheehan, Executive Director for Housing, Regeneration & Environment and Councillor Paul Bell, Cabinet Member for Housing		
October 2019	Parking Policy Update	15/01/20 Mayor and Cabinet	Kevin Sheehan, Executive Director for Housing, Regeneration & Environment and Councillor Brenda Dacres, Cabinet Member for Environment and Transport (job share)		
June 2019	Disposal of former Wide Horizon Sites in Wales & Kent'	15/01/20 Mayor and Cabinet	David Austin, Acting Chief Finance Officer and Mayor Damien Egan, Mayor		

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June 2019	Adopting a Residents Charter for Lewisham	15/01/20 Mayor and Cabinet	Kevin Sheehan, Executive Director for Housing, Regeneration & Environment and Councillor Paul Bell, Cabinet Member for Housing		
October 2019	Lewisham Draft Housing Strategy	15/01/20 Mayor and Cabinet	Kevin Sheehan, Executive Director for Housing, Regeneration & Environment and Councillor Paul Bell, Cabinet Member for Housing		
October 2019	Housing Strategy and Homelessness Strategy	15/01/20 Mayor and Cabinet	Kevin Sheehan, Executive Director for Housing, Regeneration & Environment and Councillor Paul Bell, Cabinet Member for Housing		
November 2019	Approval for the procurement of lake operations for Beckenham Place Park	15/01/20 Mayor and Cabinet	Kevin Sheehan, Executive Director for Housing, Regeneration & Environment and Councillor Sophie McGeevor, Cabinet Member for Environment and Transport (job share)		
November 2019	Setting the Council tax Base NNDR Tax Base & Discounts	15/01/20 Mayor and Cabinet	David Austin, Acting Chief Finance Officer and		

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	for Second Homes and Empty Homes		Councillor Amanda De Ryk, Cabinet Member for Finance and Resources		
December 2019	Permission to tender the Refugee Resettlement Support Service	15/01/20 Mayor and Cabinet	Kevin Sheehan, Executive Director for Housing, Regeneration & Environment and Councillor Kevin Bonavia, Cabinet Member for Democracy, Refugees & Accountability		
December 2019	Beckenham Place Park Procurement of a Lake Swimming Operator	15/01/20 Mayor and Cabinet	Kevin Sheehan, Executive Director for Housing, Regeneration & Environment and Councillor Sophie McGeevor, Cabinet Member for Environment and Transport (job share)		
December 2019	Creekside Acquisition Opportunity	15/01/20 Mayor and Cabinet	Kevin Sheehan, Executive Director for Housing, Regeneration & Environment and Mayor Damien Egan, Mayor		
December 2019	Addey & Stanhope School Instrument of Government	15/01/20 Mayor and Cabinet	Sara Williams, Executive Director, Children and Young People and Councillor Chris Barnham, Cabinet Member for School Performance and Children's Services		

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October 2019	NHS Commissioning Arrangements in Lewisham	22/01/20 Council	Aileen Buckton, Executive Director for Community Services and Councillor Chris Best, Deputy Mayor and Cabinet Member for Health and Adult Social Care		
November 2019	Setting the Council tax Base NNDR Tax Base & Discounts for Second Homes and Empty Homes	22/01/20 Council	David Austin, Acting Chief Finance Officer and Councillor Amanda De Ryk, Cabinet Member for Finance and Resources		
October 2019	Precision Manufactured Housing (PMH) Procurement	05/02/20 Mayor and Cabinet	Kevin Sheehan, Executive Director for Housing, Regeneration & Environment and Councillor Paul Bell, Cabinet Member for Housing		
October 2019	Budget 2020-21	05/02/20 Mayor and Cabinet	David Austin, Acting Chief Finance Officer and Councillor Amanda De Ryk, Cabinet Member for Finance and Resources		
October 2019	Acquisition of land at Pool Court. parts 1 & 2	05/02/20 Mayor and Cabinet	Kevin Sheehan, Executive Director for Housing, Regeneration & Environment and Mayor Damien Egan, Mayor		
December 2019	Youth Services Contract Award	05/02/20	Sara Williams, Executive		

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		Mayor and Cabinet	Director, Children and Young People and Councillor Chris Barnham, Cabinet Member for School Performance and Children's Services		
November 2019	Supported Accommodation Permitted Contract Extension	05/02/20 Mayor and Cabinet	Tom Brown, Executive Director for Community Services and Councillor Chris Best, Deputy Mayor and Cabinet Member for Health and Adult Social Care		
November 2019	Approach to Boroughwide pot of Neighbourhood Community Infrastructure Levy	05/02/20 Mayor and Cabinet	Kevin Sheehan, Executive Director for Housing, Regeneration & Environment and Councillor Brenda Dacres, Cabinet Member for Environment and Transport (job share)		
October 2019	Renewal of Social Care software systems	05/02/20 Mayor and Cabinet	Kevin Sheehan, Executive Director for Housing, Regeneration & Environment and Councillor Kevin Bonavia, Cabinet Member for Democracy, Refugees & Accountability		
October 2019	Renewal of revenue and benefits software systems	05/02/20 Mayor and Cabinet	Kevin Sheehan, Executive Director for Housing, Regeneration &		

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			Environment and Councillor Kevin Bonavia, Cabinet Member for Democracy, Refugees & Accountability		
November 2019	Learning Disability Framework - Award of call off contracts	05/02/20 Mayor and Cabinet	Tom Brown, Executive Director for Community Services and Councillor Chris Best, Deputy Mayor and Cabinet Member for Health and Adult Social Care		
January 2020	Surrey Canal Triangle Draft Design Framework Supplementary Planning Document	05/02/20 Mayor and Cabinet	Kevin Sheehan, Executive Director for Housing, Regeneration & Environment and Mayor Damien Egan, Mayor		
October 2019	Budget Update	12/02/20 Mayor and Cabinet	David Austin, Acting Chief Finance Officer and Councillor Amanda De Ryk, Cabinet Member for Finance and Resources		
October 2019	Highway Contract Tendering strategy for 2021 award	12/02/20 Mayor and Cabinet	Kevin Sheehan, Executive Director for Housing, Regeneration & Environment and Councillor Brenda Dacres, Cabinet Member for Environment and Transport (job share)		
October 2019	State of the Highways	12/02/20	Kevin Sheehan,		

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	Infrasructure and Update on Asset Management Strategy	Mayor and Cabinet	Executive Director for Housing, Regeneration & Environment and Councillor Brenda Dacres, Cabinet Member for Environment and Transport (job share)		
December 2019	Leisure Centre Admission Charges	12/02/20 Mayor and Cabinet	Tom Brown, Executive Director for Community Services and Councillor Andre Bourne, Cabinet member for Culture, Jobs and Skills (job share)		
October 2019	Precision Manufactured Housing (PMH) Procurement Process Outcome and Decision	12/02/20 Mayor and Cabinet	Kevin Sheehan, Executive Director for Housing, Regeneration & Environment and Councillor Paul Bell, Cabinet Member for Housing		
October 2019	Old Town Hall works - permission to tender	12/02/20 Mayor and Cabinet	Kevin Sheehan, Executive Director for Housing, Regeneration & Environment and Mayor Damien Egan, Mayor		
December 2019	Future Provision of Home Care	12/02/20 Mayor and Cabinet	Tom Brown, Executive Director for Community Services and Councillor Chris Best, Deputy Mayor and Cabinet Member for Health and Adult Social Care		

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December 2019	Community Wealth Building and Inclusive Growth Strategy Update	12/02/20 Mayor and Cabinet	David Austin, Acting Chief Finance Officer and Councillor Joe Dromey, Cabinet Member for Culture, Jobs and Skills (job share)		
December 2019	Community Energy Fund grant awards	12/02/20 Mayor and Cabinet	Tom Brown, Executive Director for Community Services and Councillor Jonathan Slater, Cabinet Member for Community Sector		
January 2020	Lewisham's Admission Arrangements 2021/22	12/02/20 Mayor and Cabinet	Sara Williams, Executive Director, Children and Young People and Councillor Chris Barnham, Cabinet Member for School Performance and Children's Services		
January 2020	Settlement on outstanding litigation case regarding non-payment of an affordable housing contribution at 99 Plough Way Parts 1 & 2	12/02/20 Mayor and Cabinet	Kevin Sheehan, Executive Director for Housing, Regeneration & Environment and Mayor Damien Egan, Mayor		
October 2019	Preferred Tender for Travel and Transport Programme	12/02/20 Mayor and Cabinet	Kevin Sheehan, Executive Director for Housing, Regeneration & Environment and Councillor Brenda Dacres, Cabinet Member for Environment and Transport (job share)		

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January 2020	Oracle Cloud contract extension and hyper-care support	12/02/20 Mayor and Cabinet	David Austin, Acting Chief Finance Officer and Councillor Kevin Bonavia, Cabinet Member for Democracy, Refugees & Accountability		
January 2020	Archive solution for HR and Payroll system	12/02/20 Mayor and Cabinet	David Austin, Acting Chief Finance Officer and Councillor Kevin Bonavia, Cabinet Member for Democracy, Refugees & Accountability		
October 2019	Budget 2020-21	26/02/20 Council	David Austin, Acting Chief Finance Officer and Councillor Amanda De Ryk, Cabinet Member for Finance and Resources		
January 2020	Priorities for 2020	26/02/20 Council	Kim Wright, Chief Executive and Mayor Damien Egan, Mayor		
October 2019	Lewisham Climate Emergency Action Plan	11/03/20 Mayor and Cabinet	Kevin Sheehan, Executive Director for Housing, Regeneration & Environment and Councillor Sophie McGeevor, Cabinet Member for Environment and Transport (job share)		
October 2019	Air Quality Action Plan	11/03/20 Mayor and Cabinet	Kevin Sheehan, Executive Director for		

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			Housing, Regeneration & Environment and Councillor Sophie McGeevor, Cabinet Member for Environment and Transport (job share)		
October 2019	Private Sector Housing Borough-wide Licensing	11/03/20 Mayor and Cabinet	Kevin Sheehan, Executive Director for Housing, Regeneration & Environment and Councillor Paul Bell, Cabinet Member for Housing		
October 2019	Mayow Road Supported Living Service Parts 1 & 2	11/03/20 Mayor and Cabinet	Tom Brown, Executive Director for Community Services and Councillor Chris Best, Deputy Mayor and Cabinet Member for Health and Adult Social Care		
December 2019	Local Plan New Cross Gate SPD and Surrey Canal SPD	11/03/20 Mayor and Cabinet	Kevin Sheehan, Executive Director for Housing, Regeneration & Environment and Mayor Damien Egan, Mayor		
October 2019	Renewal of Oracle Licensing arrangements	11/03/20 Mayor and Cabinet	Kevin Sheehan, Executive Director for Housing, Regeneration & Environment and Councillor Kevin Bonavia, Cabinet Member for Democracy, Refugees & Accountability		

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December 2019	Corporate Energy Contract Strategy	11/03/20 Mayor and Cabinet	David Austin, Acting Chief Finance Officer and Councillor Sophie McGeevor, Cabinet Member for Environment and Transport (job share)		
December 2019	Post consultation recommendation of additions of new buildings to Local List	11/03/20 Mayor and Cabinet	Kevin Sheehan, Executive Director for Housing, Regeneration & Environment and Mayor Damien Egan, Mayor		
December 2019	Approval of the draft Lewisham Local Plan for public consultation	11/03/20 Mayor and Cabinet	Kevin Sheehan, Executive Director for Housing, Regeneration & Environment and Mayor Damien Egan, Mayor		
December 2019	Approval of the Local Development Scheme (update)	11/03/20 Mayor and Cabinet	Kevin Sheehan, Executive Director for Housing, Regeneration & Environment and Mayor Damien Egan, Mayor		
October 2019	Contract Award for Stage 2 of Greenvale School Expansion Project	11/03/20 Mayor and Cabinet	Sara Williams, Executive Director, Children and Young People and Councillor Chris Barnham, Cabinet Member for School Performance and Children's Services		
December 2019	Achilles Street Estate Land	11/03/20	Kevin Sheehan,		

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	Assembly Parts 1 & 2	Mayor and Cabinet	Executive Director for Housing, Regeneration & Environment and Councillor Paul Bell, Cabinet Member for Housing		
May 2019	Performance Monitoring	11/03/20 Mayor and Cabinet	David Austin, Acting Chief Finance Officer and Councillor Kevin Bonavia, Cabinet Member for Democracy, Refugees & Accountability		
January 2020	Parks and Open Spaces Strategy 2020-2025	25/03/20 Mayor and Cabinet	Kevin Sheehan, Executive Director for Housing, Regeneration & Environment and Councillor Sophie McGeevor, Cabinet Member for Environment and Transport (job share)		
January 2020	Annual Lettings Plan	25/03/20 Mayor and Cabinet	Kevin Sheehan, Executive Director for Housing, Regeneration & Environment and Councillor Paul Bell, Cabinet Member for Housing		
January 2020	Changes to Housing Allocations Scheme	25/03/20 Mayor and Cabinet	Kevin Sheehan, Executive Director for Housing, Regeneration & Environment and Councillor Paul Bell, Cabinet Member for		

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			Housing		
December 2019	Friendship Agreement Pokhara	01/04/20 Council	David Austin, Acting Chief Finance Officer and Councillor Kevin Bonavia, Cabinet Member for Democracy, Refugees & Accountability		
December 2019	Approval of the draft Lewisham Local Plan for public consultation	01/04/20 Council	Kevin Sheehan, Executive Director for Housing, Regeneration & Environment and Mayor Damien Egan, Mayor		
December 2019	Approval of the Local Development Scheme (update)	01/04/20 Council	Kevin Sheehan, Executive Director for Housing, Regeneration & Environment and Mayor Damien Egan, Mayor		
November 2019	Approval to appoint operator for concessions contract at the lake, Beckenham Place Park	29/04/20 Mayor and Cabinet	Kevin Sheehan, Executive Director for Housing, Regeneration & Environment and Councillor Sophie McGeavor, Cabinet Member for Environment and Transport (job share)		
November 2019	Corporate Equalities Scheme	29/04/20 Mayor and Cabinet	David Austin, Acting Chief Finance Officer and Councillor Jonathan Slater, Cabinet Member for Community Sector		

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October 2019	Adoption of the Catford Regeneration Masterplan Framework	03/06/20 Mayor and Cabinet	Kevin Sheehan, Executive Director for Housing, Regeneration & Environment and Mayor Damien Egan, Mayor		
October 2019	PLACE/Ladywell parts 1 & 2	08/07/20 Mayor and Cabinet	Kevin Sheehan, Executive Director for Housing, Regeneration & Environment and Councillor Paul Bell, Cabinet Member for Housing		

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