



Housing Futures Progress

Housing Select Committee
12 September 2023

Drivers for change



- New regulatory standards and legislation for social housing following the Grenfell fire in 2017, increasing landlord accountability for providing safe homes
- The Social Housing (Regulation) Act 2023 requiring landlords to demonstrate engagement and service performance to residents
- New consumer standards that include requirements for landlords to publish policies on tackling domestic abuse and demonstrate tenant engagement and commitment to the effective and speedy management of complaints
- The requirement to involve tenants so they are a key part of a landlords governance and scrutiny arrangements.

Opportunity: One Organisation

- Streamlining and strengthening governance in line with legal and regulatory changes
- Improving engagement with Council tenants and leaseholders
 - Develop resident involvement
 - Closer links between Council members and resident groups
- New Housing Leadership Team
 - Bring together all aspects of housing
 - Shared expertise, problem solving
 - 600 additional staff
 - Greater career opportunities
- Integrated service
 - Opportunities for efficiencies
 - Greater expertise
- Closer strategic alignment



Update on the transition (since June)

Activity	Date	Status
M&C Options Appraisal gave approval to consult tenants and leaseholders on the future of Lewisham Homes.	6 July 2022	Complete
Consultation with tenants and leaseholders	August – October 2022	Complete
Decision made by M&C to transfer services into council.	7 December 2022	Complete
Development team transfers to the council	1 February 2023	Complete
IT, Finance, Technology, Data and Digital, Temporary Accommodation and TMOs transfer to the council	1 May 2023	Complete
New governance arrangements implemented	February – May 2023	Complete
All remaining services transfer to the council	1 October 2023	Ongoing
Mayor & Cabinet Housing Futures Progress report, approved	21 June 2023	Complete
Resident engagement plan roll-out Director recruitment; Resident Newsletters (LH)	June – October 2023	On-going
New Executive Director for Housing starts	September 2023	Started
All remaining services transfer to the council	1 October 2023	On-going
IT roll out to c550 staff ensuring minimal disruption to services	End Sept – end Oct 2023	Started

Staff Engagement

- Engagement Activity
- Housing Directorate
- Transfer of Services
- IT Transition

Engagement Activity

- Information packs
- 1:1's
- Pre-engagement event
 - Managers
 - All staff
- Drop in's
- Change Network
- Buddy programme
- Training
- Briefings/ Newsletters

The Housing Directorate

Gillian Douglas
Executive Director for
Housing Services

Fenella Beckman
Director of Housing
Strategy

- Housing Needs Services
- Private Sector Licensing
- Housing Improvement and Assistance
- Housing Partnerships
- Policy & Strategy
- Data & Insight
- Customer Relations
- Business Intelligence

Jim Preston (13.09.23)
Interim Director of Housing
Quality and Investment

- Repairs
- Building Safety
- Fire Safety
- Compliance
- Stock Investment & Asset Management

Vacant
Director of Housing Resident
Engagement and Services

- Housing Management
- Environmental Services
- Sheltered and Supported Housing and Hostels
- Resident Engagement

Timeline

Technical interviews – 31st July; 1st and 2nd August 2023

1:1 with CEX and stakeholder sessions – w/c 4th September 2023

Final interviews – w/c 11th September 2023

Interim Director appointments in place as soon as possible

Transfer of Services

Lewisham Homes Service Area	Lewisham Council Service Area
People Services	People & Organisation Development
Governance services	Corporate Governance
Executive/ PA support	Corporate Executive Support Team
Customer Relations Team	Housing Strategy
Audit and Risk	Corporate Audit and Risk
Research and Policy	Housing Strategy
Business Intelligence (performance) Team	Housing Strategy
Home Ownership and Independent Living	Housing Resident Engagement and Services.
Environment Services	Housing Resident Engagement and Services.
Income and Support	Housing Resident Engagement and Services.
Housing and Communities	Housing Resident Engagement and Services.
Communications	Corporate Communications and Engagement
Stock Investment	Housing Quality & Investment.
Health & Safety	Housing Quality & Investment.
Compliance & building safety	Housing Quality & Investment.
Repairs & DLO	Housing Quality & Investment.

IT Roll-Out Overview

- IT 4 week roll out will take place between Friday 29 September and 27 October
 - This is the best option to reduce risk and provide minimum disruption to services
 - Increases time for wrap around care and better user experience
 - All staff will continue to have access to intranet and all internal communications
 - Staff will have accessibility to data required to fulfil duties
- Alternative options and shorter timeframes were given due consideration
 - Deemed high risk to staff experience and service impact including 5 days+ downtime
 - No time to remediate issues that may occur on the day
 - Substantial increase in cost for additional resources and equipment

Resident Involvement

- Resident Communications
- Branding
- Digital Channels update
- Resident Engagement
- Contact Channels
- Formal arrangements
- Structure
 - Housing Board
 - Resident Panel Group
 - Housing Service & Performance Panel
- Next Steps

Resident Communications

- Lewisham Homes resident newsletter – 1 August
- Posters in estate noticeboards – September 2023
- Mailout to all Lewisham Homes residents – September and October 2023
- Lewisham Life magazine
- Webpages updated – Ongoing
- Social media reminders – Ongoing
- E-newsletters - Ongoing

- **Text for inclusion now in all resident communications:**

Your home will be managed and maintained by Lewisham Council from 1 October 2023. All of the services currently provided by Lewisham Homes, and the teams working at our organisation, will move over to the Council, including the repairs service.

There will be no changes to tenants' and leaseholders' rights and rent levels and service charges will continue to be reviewed annually. You'll be able to access housing services via the same steps, using the same contact details, that you currently do. You don't need to do anything to prepare.

For more information visit www.lewisham.gov.uk/housingfutures

Branding

Key driver = keeping rebrand cost neutral where possible

- Audit of branded items undertaken – general approach is to replace when necessary; no mass 'rebrand'.
- Lewisham Homes logo replaced with Lewisham Council branding - with additional 'Housing Services' slogan added for uniforms and vehicles.
- All completed within existing budgets, with items replaced when worn out/due to be reprocurd.
- Estates signage – engagement with residents about what this looks like. Will be a gradual replacement and within existing budgets.
- Review after six months to track progress. Residents to be informed about branding approach and rationale.



Digital channels update

Website

- lewishamhomes.co.uk - review and move to Council
- <https://sales.lewishamhomes.org.uk> - continue as standalone website
- marketplace – continue to be accessible, to review

Intranet: reviewing content and transfer to Council's new intranet

Social media channels – continue with logo and name change

YouTube: Lewisham Homes Ltd – download all content and keep open for 1 year; updated regularly on Council's YouTube platform

Digital Newsletters - continue

Resident Engagement



- Resident Panel Group update:
 - Advertisement to join group published early August
 - Expression of interest received
 - First meeting end of September
- TRA Chairs – 19 October
- Leaseholder Forums – 5 September, November tbc
- Resident Scrutiny Panel – 11 September
- Service & Performance Panel - 11 September
- Meeting with Chairs of current committees
- Letters to inform and update Chairs and Forums

Contact Channels



Residents will continue to be able to use the 0800 number currently used by Lewisham Homes to contact the housing service



All Lewisham Homes email addresses will continue to work for receiving incoming enquiries, and emails will be forwarded to the corresponding council email address to be handled – both shared inboxes and individual officers



Residents will continue to have access to the online portal currently hosted by Lewisham Homes to raise service requests



All webforms will continue to be hosted and enquiries will be directed to a new council email address for teams to handle



Residents can continue to use their normal method to raise complaints with the housing service and the complaints process and timescales will remain the same



Enquiries to the housing services will continue to be logged via email in line with the existing process used by Lewisham Homes



Residents will be able to send post to the housing service. The freepost address will change to 'Freepost Housing Service'

Formal arrangements

Lewisham Homes company will remain as a wholly owned subsidiary of the Council, in part to ensure necessary legacy arrangements and services can be provided and secondly it remains necessary that certain properties and tenancy arrangements continue to operate outside of the Council.

- **Articles of Association**

- The Council's Mayor & Cabinet meeting of 20th September 2023 will receive a report on Lewisham Homes, which will amongst other things, note the amended articles

- **Appointment of New Directors**

- The current directors will step down at the Lewisham Homes' Annual General Meeting on 29th September 2023 at 2pm. The Council's Mayor & Cabinet meeting on 20th September 2023, will confirm the new directors who will assume their responsibility immediately

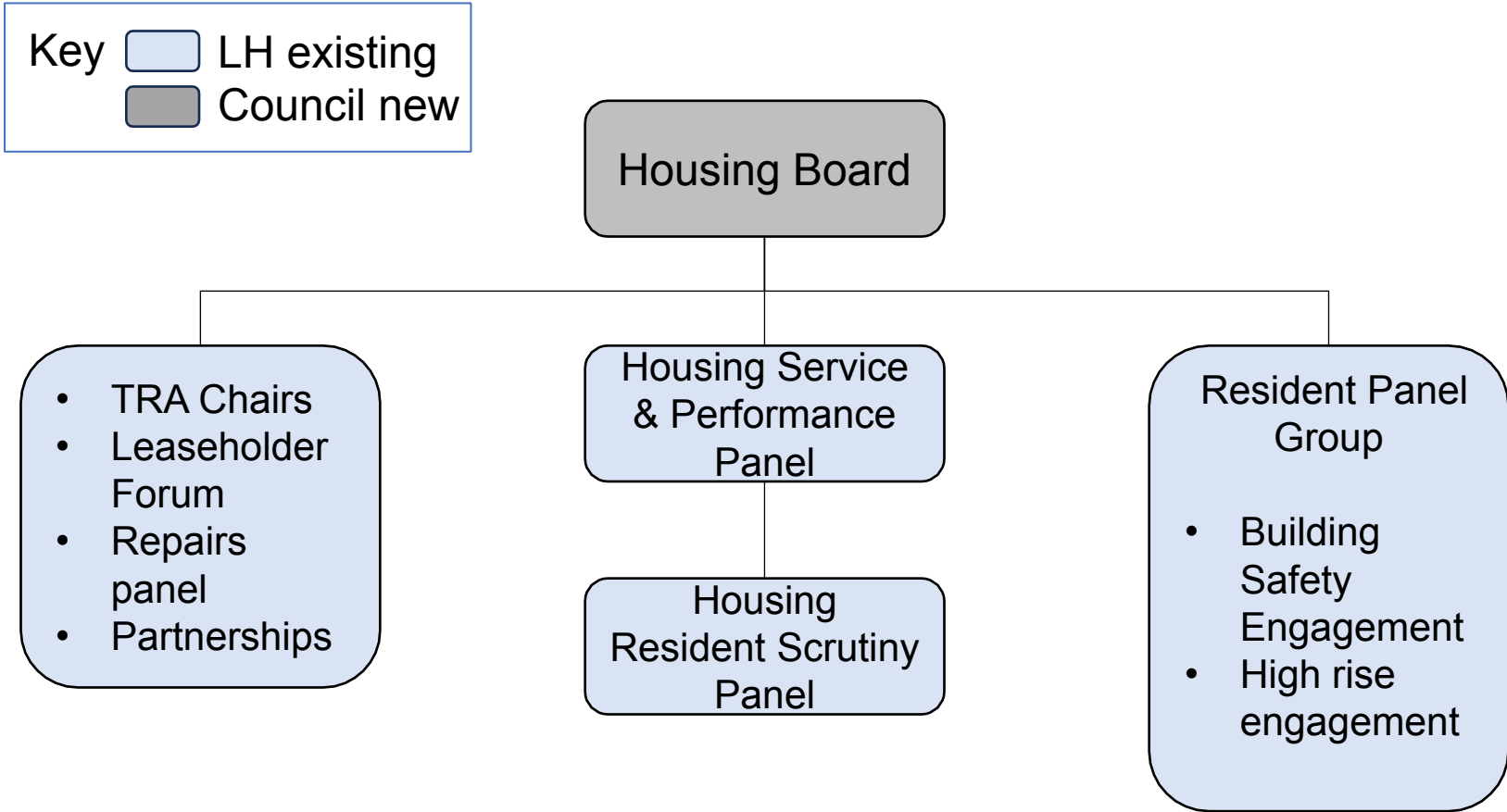
- **Management Agreement**

- There will be a management agreement in place between the Council and Lewisham Homes to cover the services that the Council will provide to Lewisham Homes after 1st October 2023.

- **Decision Making Structures**

- The terms of reference for the three formal committees (Audit, Risk & Assurance Committee, the Governance & People Committee and the Investment Committee) have been reviewed and will be picked up under the existing terms of reference of the Council's established decision-making bodies, i.e. Mayor & Cabinet, Audit & Risk Management or the relevant scrutiny select-committee.

Resident Involvement - structure



Housing Board



- The Housing Board will act as an interim arrangement to cover the period post transfer until the new Housing Directorate have undertaken a review
- The members of the panel to include the Executive Director of Housing, the Director of Housing Resident Engagement and Services, the Director of Housing Strategy, the Director of Quality and Investment the Lead Member and relevant resident representatives (Panel Chairs)
- Meetings will be by exception as and when required
- The meetings will be supported by the Housing Community Engagement Team

Items for the Housing Board to consider



- Sign-off the refresh of the Resident Engagement Strategy
- Sign-off the annual consultation on rent setting
- The Resident Scrutiny Panel Report (to be published in September)
- To consider issues of building safety engagement
- To review performance against the Tenant Satisfaction Measures
- To consider relevant housing strategies and policy
- To monitor and review compliance performance

Resident Panel Group (Building Safety)

- Voluntary group made up of a mix of residents of high rise residential blocks
- System to address safety concerns
- Standards for communicating critical building safety information
- Agree building safety performance information
- Residents' duties
- Identify partners and signposting

Next Steps

- Update current Terms of Reference to reflect changes
- Draft Terms of Reference for the new Housing Board
- Put in place temporary arrangements
- Plan for a review of the resident engagement governance after the transition has taken place
- Communicate any changes to existing committee members
- Communication to members, officers and residents to inform of relevant changes in governance and resident engagement