

HOUSING SELECT COMMITTEE			
Report Title	Lewisham Homes – Mid-year Review 2013/14		
Key Decision	No		Item No. 5
Ward			
Contributors	Head of Strategic Housing		
Class	Part 1	Date:	4 December 2013

1. Summary

- 1.1 Lewisham Homes went live on 22nd January 2007 and currently manages 13,000 social housing tenancies and 5,000 leasehold properties within the borough, on behalf of the Council.
- 1.3 The management agreement requires a delivery plan to be agreed annually between Lewisham Council and Lewisham Homes, and for this to be monitored twice a year. This report highlights progress made at mid-year against 2013/14 delivery plan targets, covering the period April to September 2013.

2. Purpose

- 2.1 The purpose of this report is to provide members with:
 - Details of mid-year performance against the 2013/14 Delivery Plan agreed with Lewisham Homes;
 - An update on Decent Homes funding to improve properties managed by Lewisham Homes.

3. Recommendation

- 3.1 It is recommended that Members note the contents of the report.

4. Background

- 4.1 The previous Government required all local authorities to carry out a stock options appraisal by July 2005 to determine how Decent Homes would be achieved for all Council housing stock. Lewisham Council completed its

stock options appraisal in June 2005, and a comprehensive Decent Homes Strategy was developed that was endorsed by Mayor and Cabinet on 8th June 2005. Lewisham's Decent Homes Strategy outlines Lewisham's mixed investment approach including Lewisham Homes which is an Arms Length Management Organisation (ALMO).

- 4.2 Lewisham Homes is a non-profit making company, limited by guarantee, and the Council is the sole shareholder. The Board is responsible for the strategic direction of the organisation and meets six times a year to monitor performance, agree the strategic direction of the business and make key decisions. The Board consists of 15 non-executive directors made up of 3 Council Members, 5 independent members, 5 tenants and 2 leaseholders.
- 4.3 The management agreement sets out a requirement for Lewisham Council to approve a Delivery Plan for the ALMO. The 2012-15 Business and Delivery Plan was approved by the Lewisham Homes Board in March 2013, and by Mayor and Cabinet in April 2011. It sets out how Lewisham Homes plans to deliver excellent services to all its customers, and is in line with the overall vision of the Council and its partners in the Local Strategic Partnership.

5.0 Lewisham Homes Priorities for 2013/14

- 5.1 The Lewisham Homes mission is to deliver great housing services for thriving neighbourhoods. The mission is underpinned by the following strategic objectives and key priorities:
- Community Focus –
 - Looking at creating an opportunity for social enterprise and how this may further create opportunities for residents.
 - Investing a further £260,000 this year through the Community Investment Fund and initiatives for residents to bid for the projects that means the most to them and their communities.
 - Continuing to support residents to get involved through a wide range of engagement channels including becoming a Board Member.
 - Employer of choice –
 - Investing in more training in customer care to support the customer service strategy, developing leaders within the business, engaging with staff and developing hidden talents.

- Offering further placements for apprentices and graduate trainees to join LH and work towards establishing a future career with LH or within the supply chain.
- Improving recruitment to attract great people with a diverse profile and background.
- Culture change – ensuring all staff are aware of the approach, embedding processes to sustain and drive change.
- Excellent services –
 - Driving up customer service and satisfaction through continued investment in the homes, more on-line services, and investing in staff training.
 - Improving caretaking and ASB services and expanding the ‘love where you live’ initiative to improve communal areas.
- Quality Homes –
 - Investing over £40M to bring homes up to the decent homes standard and other communal and safety works throughout 2013/14.
 - Supporting the Council in building new homes to tackle those in overcrowded conditions or without a home.
- Sustainable business –
 - Securing long term investment for the homes and the environment looking at options that can deliver and meet ambition and aspiration for the future. The homes are getting older and there are many people needing affordable housing.
 - Maximising income through further reducing the time to let properties, maximise collection rates and supporting residents through the welfare reforms as this will increase rental income to invest in the future.
 - Increasing the works the repairs service does to increase the income to Lewisham Homes and re-invest into better homes, services and the community.
 - Continue looking at ways to reduce costs, maximise value whilst continuing to improve services.

6.0 Performance against Delivery Plan targets

- 6.0.1 Attached to this report as Appendix A are tables reporting on performance against the Delivery Plan targets for the period ending 30th September 2013, and trend data for the last two years. A RAG system indicates whether KPIs have met target and the direction of travel. Analysis of this performance data is set out by service area below.
- 6.0.2 A table showing the tasks due to be completed in the 2013/14 Delivery Plan is attached as Appendix B. Using a RAG system, this indicates whether tasks have been completed, and an explanation is provided where tasks have not been completed by their target time.

6.1 Major Works Investment Programme

- 6.1.1 At the end of September, only 55.7% of properties were assessed as 'decent', based on the government's Decent Homes' criteria. A major works investment programme is now in its third year and delivered 2913 improved homes by the end of September 2013.
- 6.1.2 The 2013/14 budget, and forecast for capital major works investment is shown in the table below.

Table 1 – Major works budgets and expenditure for 2013/14

	2013/14 Budget £'000	2013/14 Expenditure to Sept 13 £'000	Forecast 13/14 £'000	Variance to budget 13/14 £'000
Decent Homes Partnering Contracts	32,833	11,959	33,684	851
Security, Mechanical & Electrical, etc.	9,932	2,565	9,081	(851)
Total	42,765	14,524	42,765	(0)

- 6.1.3 Tenant satisfaction with the improvements made through the Decent Homes Programme continues to be high, and was at 97.5% for the six months. This exceeds the 96% target and is an improvement on the 91% achieved last year. There has also been considerable input from the contractors as part of their community investment promises, which is set out in Section 7 of this report.
- 6.1.4 The revised Decent Homes profile agreed with the Greater London Authority (GLA) in respect of the Decent Homes Backlog Funding is as shown in table 2 below. Lewisham Homes declared 132 homes decent in Quarter 1 and 439 decent in Quarter 2, a total of 571 at mid-year 2013/14. This is in line with projections established at the start of the year.

Table 2 – No. units to be made decent - Decent Homes Backlog Funding

	2011/12	2012/13	2013/14	2014/15	Total
Funding (£m)	14.0	20.5	24.0	36.0	94.5
Target (units)	993	1313	1505	2137	5980
Actual	1025	1317			

6.1.5 There is some scope for delay, particularly on external works due to factors such as weather conditions and leasehold consultation. To mitigate against these contractors have been asked to over-programme, and progress is being closely monitored throughout the year.

6.2 Repairs & Maintenance

6.2.1 The Repairs Service is meeting most of its targets:

- 99.6% of repairs were completed on time, against a 99% target;
- 98.8% of repairs were completed on the first visit against a 95% target;
- Tenant satisfaction with completed repairs is reasonable at 91% though a little below the 95% target;
- The repairs contact centre has answered 95% of calls within 20 seconds, which is above the 90% target;

6.2.2 The number of complaints relating to repairs has continued to fall, with 54 received in the first half of the year, compared to 93 received in the first half of 2012/13. This is as a result of implementing 'real time' feedback systems, which enables quicker resolution of repair issues.

6.2.3 The amount of work carried out in-house, and not sub-contracted, continues to rise with 88.9% of responsive repairs (and 86.4% of all works) completed by DLO staff in the period.

6.3 Void Management

6.3.1 Voids performance has continued to improve in 2013/14. This has helped to maximise rental income and ensure properties are empty for shorter periods of time.

6.3.2 Rent loss through vacant properties was 0.78% (or £ £302,207) for the six months. This is significantly lower than rent loss in the previous three years, which was 1.98% in 2010/11. This represents a cash equivalent of £437,000 a year saved compared to 2011/12 and £859,000 a year saved compared to 2010/11, based at current prices.

6.3.3 Similarly, less time has been taken to re-let properties. For the period, 275 properties were let in an average time of 61.5 days. This is in line with the 62 days for last year but much better than the 95.4 days in 2011/12.

Average performance continues to be adversely affected by a small number of sheltered and extra care properties, which take a long time to let. Performance in the second half of the year will be affected by the planned letting of ten properties that have been empty for a long time due to squatting and substantial reinvestment

6.3.4 Reduction of void re-let costs continues to be a priority, and the strategy for this includes:

- reviewing the rates for works carried out;
- looking at the feasibility of in-house asbestos removal, to reduce costs and spend on sub-contractors;
- Training and up-skilling staff, enabling a range of inspections and surveys in the one visit.
- reviewing the void re-let standard, so all newly let properties comply with the Decent Homes Standard – this is a more efficient approach and should increase satisfaction for new tenants;
- re-charging for tenant neglect, where appropriate.

6.4 Estate Management

6.4.1 Improving the quality of estate management and the environment for residents has continued to be a priority. Satisfaction has improved to 71% against a 68% target, up from 59% last year. Improvements have come from a greater focus on communication with residents and managing performance.

6.4.2 Recent improvements in estates management include:

- Improving communications on estates through regular monthly meetings with resident representatives to discuss any issues;
- Contacting residents who gave negative feedback in surveys, to help understand and address issues;
- “Love Where You Live” campaign carried out through October 2013 at Eliot Bank in Forest Hill and the Evelyn Estate area. The events tackle fly tipping of domestic rubbish to communal areas of blocks, dog fouling and do a thorough deep clean;
- Smart phone pilot carried out with a view to roll out to all caretakers in November.

6.4.3 The caretaking service was looked at by the Residents Scrutiny Panel, which is comprised of tenants and leaseholders with an independent advisor. A report including findings and recommendations from the panel was considered and approved by the LH Board in July. Planned improvements coming from these recommendations include:

- Improving communications with residents; for example, greater clarity on responsibilities of LH and LBL, set out in a new leaflet;
- Reviewing standards for cleaning, and the inspection process;

- Improving how LH engages with residents about the caretaking service;
- Raising awareness of the “Love Clean Streets” campaign. This is a smart phone app that enables reporting of issues direct to the right LBL department using photographs.

6.4.4 The proportion of garages let was 84% compared to an average of 85% last year.

6.5 Housing Management

6.5.1 As part of the 3rd year of the Anti-social behaviour (ASB) Strategy the following have been implemented:

- Two additional noise recorders to improve monitoring for noise nuisance complaints. This was in response to resident feedback, and part of the residents’ business plan;
- Working with residents on a new Pets Policy, and winning another award from the RSPCA for commitment to animal welfare – moving from a Silver Footprint award last year to a Gold Footprint for 2013;
- 6 dog events since April 2013 which micro-chipped 85 dogs.

6.5.2 Satisfaction with anti-social behaviour (ASB) case handling remains at 43% for the period April 2013 – September 2013. Plans to improve the approach to ASB going forward include:

- More robust case management with improvements in staff training, data collection/analysis;
- Improved communications with residents;
- Increased use of mediation;
- Reviewing security patrol arrangements;
- Increasing enforcement of tenancy breaches within public spaces.

6.5.3 The tenancy teams are also focusing on improving communications with residents, and continue to attend Tenant and Resident Association meetings. We have continued to hold surgeries in all sheltered schemes and liaise regularly with the Council’s Sheltered Housing Support Team. A new leaflet is now available to help residents understand the roles of the LH Tenancy Officers and LBL Sheltered Housing Officers.

6.5.4 Lewisham Homes continues to support initiatives to improve services for vulnerable residents, including working in partnership with the Council and voluntary sector agencies. Lewisham Homes is represented on the Adult Safeguarding Board and its Best Practice Development Sub-Group, as well as the LSCB Task Group looking at child sexual exploitation. Staff have been trained in safeguarding awareness and there are processes in place to report concerns.

- 6.5.5 There has been a recent review of all residents identified as having a vulnerability. This is to ensure there are good and up to date records to support service delivery and signposting to relevant agencies. We will be working more closely with the main agencies that provide support to our residents.
- 6.5.6 The vulnerable residents' overgrown gardening scheme continues to be successful. We've cleared 8 overgrown gardens since April 2013, with a further 18 applications currently being considered.
- 6.5.7 Joint working is continuing to help support tenants who hoard. This is a priority because of the impact on hygiene and fire safety, as well as delays in delivery of the decent homes programme. For known cases, tenants are visited regularly. The Head of Housing Management continues to chair the hoarding panel, which comprises LBL officers and representatives from the main social housing providers in Lewisham. LH also facilitated Hoarding Training for all members of the hoarding panel.
- 6.5.8 As part of the continuing drive to reduce social housing fraud, a specialist team opens at least 111 new occupancy checks each month and has recovered 22 illegally occupied properties since April 2013.
- 6.5.9 Plans are in place to increase recovery of properties that are inappropriately occupied. A key element of this is to raise awareness to staff and residents, and will include presentations to Tenant and Resident Associations. The team has received training in Tenancy Fraud, and additional document verification training is planned for October and November 2013 for all front line housing management staff.

6.6 Leasehold Management

- 6.6.1 For the half year, LH met all leasehold service's targets:
- Collecting 55.5% of the service charge due for the year in 6 months which is on target;
 - All the Right to Buy forms were served on time, despite an increasing number of applications, meeting statutory requirements.
- 6.6.2 For major works bills, 18.7% (£681,000) was collected during the period, which includes both one off payments for the whole bill and payments for instalment arrangements set up over periods of 24 and 36 months. There is a range of support initiatives and payment options for resident leaseholders with large major works bills, which are well promoted. These include the three year interest-free payment option, as well as access to caseworkers and debt advice agencies.

6.6.3 This year there is an increase in the scale of external work being undertaken through the Decent Homes Programme, which will lead to additional bills for leaseholders for their share of works carried out.

6.6.4 Following increases in 'right to buy' discount to £100,000, the level of applications has continued to rise, as shown in table 3 below. The table compares activity in the same periods for 2012/13 and 2013/14. In particular, it demonstrates the increase in accepted offers, indicating that the housing market is increasingly attractive to tenants.

Table 3 – RTB applications

Stage of RTB application	Total 2012/13	April to September 2012/13	April to September 2013/14	Increase
No of RTB applications received	189	123	173	41%
No of RTB applications admitted		86	142	65%
No of section 125 offer notices served		76	111	46%
No of offers accepted		19	113	494%
No of completed sales	17	6	31*	416%

* A further 8 sales have completed in October.

6.7 Customer care

6.7.1 Tenant satisfaction with Lewisham Homes' services was tested through a survey conducted in July 12. This showed the proportion of satisfied tenants has remained stable at 69%, and that the proportion very or fairly dissatisfied had decreased from 28% to 20% since the previous survey in 2010. Further analysis of drivers for dissatisfaction have been considered, including asking dissatisfied tenants for views on what they want to see improved, and results have been used for plan improvements.

6.7.2 A new customer service strategy was approved by the LH Board in March 2013, which has an overall goal to improve tenant satisfaction to 80% by March 2016. This is being monitored by the LH Board. Themes within the strategy include leadership and direction, staff training and a clear consistent service offer.

6.7.3 Complaints and enquiry handling is much better than last year:

- 91% of complaints were responded to on time compared to the 90% target and 76% last year;
- 94% of Mayor, MP and councillor enquiries were responded to on time, meeting the 90% target and improving on 88% last year.

- 6.7.4 The Independent Adjudicator (IA) welcomed the fact that LH's stage three complaints had halved since 2011/12, and acknowledged that LH readily provides appropriate redress to complainants once it is clear that things have gone wrong. Some recommendations were made, including improving complaints resolution at an earlier stage and reducing the proportion upheld. An action plan is in place to address recommendations, which is outlined in full in a report to the November LH Board
- 6.7.5 There are small improvements to telephone handling: 87.9% of customer facing phone calls were answered within 20 seconds which is below the 90% target but marginally better than 87.6% last year.

6.8 Income Collection

- 6.8.1 Despite difficult economic conditions and welfare reforms, income collection rates were 98.54% of the rent debit in the year to September, which represents a slight increase on performance of 98.43% collected at the same point last year, though still falls short of the 99% target.
- 6.8.2 However, the proportion of accounts over seven weeks in arrears has increased to 9.7% from 9.1% in the previous year. This is in part a result of District Judges being reluctant to grant court orders unless arrears are greater than £1000. This makes it harder to stop cases rising above £1,000.
- 6.8.3 Much of the Income Service's work during the year has been focussed on those residents affected by welfare reform. LH has been working closely with tenants, Lewisham Council and other stakeholders to help tenants explore a range of options to help them. This includes benefit and debt advice, and the provision of a dedicated employment training and support service in the Pepys Housing office in Deptford.
- 6.8.4 LH has continued to develop joint strategies with the Council to support households affected by the benefit cap and bedroom tax. Initiatives to support affected tenants move to smaller properties have included looking at mutual exchange with overcrowded tenants, and a specific event was held in June to promote this, called 'Trading Places'. There are a total of 89 under-occupying tenants affected by the bedroom tax who are registered to move, of which currently 13 have made offers on properties. Residents are being supported to move by Lewisham Homes and the Re-housing & Development unit. Welfare benefit officers are also supporting tenants to be assessed for discretionary housing payments, where appropriate.

6.8.5 The Financial Inclusion Strategy has continued to be implemented, and key successes during the period were:

- Partnership working with local food banks to provide vouchers for those residents most in need;
- Increase in membership of Lewisham Plus Credit Union (LPCU) to 1530, with 112 joining since January to July 2013. There is now a LPCU member of staff based at Pepys who can help residents with opening a bank account, jam jar accounts and low cost loans
- Staff training delivered in partnership with the England Illegal Money Lending Team to increase awareness of Loan sharks and devise a campaign to encourage residents to report loan sharks and inform them of the support available;
- 33 residents registered on the TWIN employment support programme.
- Securing an additional £350,000 of backdated welfare benefits for residents February to September.

6.8.6 Going forward, key initiatives will include:

- Monitoring the impact of the 'bedroom tax' and working with residents and the Council to provide support to minimise the impact with a particular focus on those residents whose arrears are increasing
- Working with residents and the Council to devise solutions to those affected by the benefit cap;
- Budgeting workshops November to December in partnership with LCPU to help those affected by Welfare Reforms and prepare residents for Universal Credit
- Delivering our winter campaign
- Improving our SMS messaging
- More focussed work on early intervention for residents in arrears

6.9 Health & Safety

6.9.1 The health and safety framework has been refined as part of a continuous improvement process, and assessed through the British Safety Council accreditation scheme. Performance against the framework is regularly monitored by the LH Board and Audit Committee

6.9.2 Gas safety continues to be a high priority for the Council and Lewisham Homes – the performance for the legally required annual gas safety checks remains high and achieved 99.96%.

6.9.3 Fire risk assessments for all properties have been completed in line with policy. Actions arising from the assessments are programmed and closely monitored to ensure they are delivered.

6.9.4 Highlights in the period include:

- A programme of feasibility studies considering installation of sprinkler systems in all sheltered schemes has been completed, following the successful pilot at Somerville;
- LH has joined a pilot scheme run by the London Fire Brigade to install information plates in high rise and complex blocks, following learning from the Lakanal (Southwark) enquiry;
- Improved information for residents – new Fire Safety and Asbestos leaflets are available;
- Improved approach to inspecting estates for potential trip hazards;
- A phased rollout of a new key fob system has begun, which will help improve resident safety. The software used makes it easy to de-programme lost or stolen ones, so they can't be used by others. As this is operated in-house, requests for new fobs can be processed instantly.

7 Resident Involvement

7.1 Residents are encouraged to be involved through a wide range of forums and activities, which gives residents a say in how services are delivered. This includes seven residents on the LH Board, a Residents' Scrutiny Panel, a Residents' Business Plan, the Area Panel, Improvement Groups, and tenant and resident associations.

7.2 In line with the Regulatory Framework for Social Housing, local offers have been developed in consultation with residents, which set out the service standards for key services. An annual report to tenants reports on progress in meeting these standards, and the 2012/13 report is now available to all residents.

7.3 The Community Investment Programme, delivered in partnership with the Decent Homes contractors, is meeting a number of objectives including supporting residents back into work; delivering skills based opportunities to carry out basic repairs; and opportunities for young residents to get involved. The Programme has funded improvement to community facilities, as follows: Pink Palace, Daubeney Tower, Eddystone Tower, Ray Champion.

7.4 The Decent Homes contractors have funded the following initiatives through the 2013/14 Community Investment Programme (CIP):

- £5,000 additional support for the 'Love to Dance' project. Inspired by young street dancers from the Hazel Grove Estate, this dance company has held street dance and drama workshops for young people, with a dance master class by Britain's Got Talent dance star 'Pulse', and culminating in a performance at Millwall on 2 November.
 - A recognised qualification course for Pre-Tenancy Training for young residents (March 2014)
 - Three Employability Days with local school, with a further three days scheduled between November – January 2014
 - DIY days to teach residents basic DIY skills
 - Provision of ICT support to sheltered housing residents.
7. 5 The Back to Work opportunities for residents include the apprenticeship programme, work experience, twice monthly Work Clubs and the High 5 programme. Progress to date includes:
- The apprentice programme - Decent Homes contractors currently have 18 apprentices, with a further 3 to be recruited in November.
 - Decent Homes contractors have provided 167 work experience days for eight residents.
 - 12 Work Clubs with 84 residents attending.
 - High 5 – the last round was poorly attended, so project is under review.
 - Job Fare – The Decent Homes Contractors attend the event in June 2013.
7. 6 Lewisham Homes has also delivered a range of workplace NVQs for residents to enhance employability skills – 66 residents have taken part in this and outcomes are being assessed.
7. 7 In addition to CIP, Lewisham Homes has a Community Fund, which enables residents to bid for small amounts of funding to deliver improvements to the environment or for the community, and can include improvements to safety or community cohesion. Sixteen projects were funded including:
- **Fairfields (Sheltered) Digital Hub** – Providing computers training for older residents.
 - **Evelyn Sports** – Sports sessions held at Deptford Lounge and to Saturdays Sports session at the Blue Case MUGA with attendance of up to 65 young people at some sessions. Five young people starting Sports Leadership NVQ Level1 Training.
 - **Gardening Again** – 25 residents from sheltered schemes involved in partnership with London Community Builders (a social enterprise). It has involved planting vegetables and flowers in raised beds, which are now providing free food, and cooking sessions with produce grown by residents.
 - **Kender Adventures** – with match funding from a major bank, families from Kender have attended an outdoor activities centre.

- **Love to Dance** – Providing street dance classes for young people leading to a number of showcase events.
- **Summer Road Shows** – Five Roadshows held in partnership with TRAs across the borough
- **Linberry** – Residents and children planting spring bulbs to brighten up their neighbourhoods.

8 Strategic finance overview

- 8.1 The HCA announced the allocations for Decent Homes Backlog Funding in February 2011. Lewisham was awarded £94.5 million over 4 years. The allocations for 2013/14 and 2014/15 were agreed in September. Last year Lewisham received confirmation that it would receive the full £94.5m. The government has since announced that there will be an additional £160m available nationally although it is not yet clear how these resources will be accessed
- 8.2 One of Lewisham Homes' objectives is sustainability. This means developing a sustainable business that has the resources to invest in its future and delivering affordable services to residents.
- 8.3 The HRA self-financing regime has provided the opportunity to plan for the longer term, including investing in the housing stock and building new homes. Lewisham Homes is currently reviewing its management cost base and asset management strategy. The purpose of the review is to reduce the cost base whilst continuing to improve services. By reducing the cost base we provide better value to residents and generate additional resources which can be invested in resident and council priorities, including building new homes.
- 8.4 The borrowing cap, however, remains a constraint on the level of investment that can be generated. The investment capacity of Lewisham Homes using benchmarks from the housing association sector is around £390m. The debt cap for Lewisham Council is £127m. The ability to invest substantially in the stock over the next 10 years is currently limited by the governments debt cap.

9. Financial Implications

- 9.1 The purpose of this report is to provide members with an update on Lewisham Home performance against their delivery plan and decent homes programme. As such, there are no financial implications arising from agreeing the recommendation set out in 3.1.

10. Legal Implications

10.1 There are no specific legal implications in this report

11 Crime & Disorder Implications

11.1 There are no specific crime and disorder implications.

12 Equalities Implications

12.1 Lewisham Homes' Equality and Diversity Strategy was reviewed approved by the Lewisham Homes Board in May 2013. The Board receives regular monitoring reports to assess progress against the strategy.

12.2 Measures have been put in place to protect the most vulnerable tenants. Lewisham Homes has continued to collect profiling information for use in planning and improving services, and to flag up on the main database where tenants require support.

12.3 Lewisham Homes has continued to support the LB Lewisham Safeguarding Agreement, which helps protect vulnerable adults and children. A training programme in safeguarding awareness has been delivered. Lewisham Homes is represented on the Adult Safeguarding Board and the LSCB Task Group looking at child sexual exploitation.

13. Environmental Implications

13.1 At 30 September 44.3% of Lewisham Homes' managed stock was non-decent. Improving sustainability and energy efficiency is an important part of the Decent Homes Programme which is making sure that homes are warm, safe and dry.

14. Background papers and report originator

14.1 There are no background documents to this report.

14.2 If you would like any further information about this report please contact Scott Cook, interim Partnerships & Service Improvement Manager, on 020 8314 6534.