

Housing Select Committee Agenda

Thursday, 14 December 2017

7.30 pm,
Civic Suite
Catford
SE6 4RU

For more information contact: John Bardens (02083149976)

Part 1

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Housing Select Committee Members

Members of the committee, listed below, are summoned to attend the meeting to be held on Thursday, 14 December 2017.

Janet Senior, Acting Chief Executive
Tuesday, 5 December 2017

Councillor Carl Handley (Chair)	
Councillor Peter Bernards (Vice-Chair)	
Councillor David Britton	
Councillor Bill Brown	
Councillor John Coughlin	
Councillor Sophie McGeevor	
Councillor Jamie Milne	
Councillor Olurotimi Ogunbadewa	
Councillor Pat Raven	
Councillor Jonathan Slater	
Councillor Alan Hall (ex-Officio)	
Councillor Gareth Siddorn (ex-Officio)	

MINUTES OF THE HOUSING SELECT COMMITTEE

Thursday 9 November 2017, 7.30pm

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

Apologies: Councillors Britton, Milne, Raven and Jonathan Slater.

Also present: Jeff Endean (Housing Strategy and Programmes Manager), Kevin Sheehan (Executive Director for Customer Services), David Austin (Head of Corporate Resources), Madeleine Jeffery (Private Sector Housing Agency Manager), and John Bardens (Scrutiny Manager).

1. Minutes of the meeting held on 6 September 2017

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

2. Declarations of interest

No interests were declared.

3. Responses from Mayor and Cabinet

There were no Mayor and Cabinet responses.

4. Models of delivering new housing – evidence session

This item was postponed until the next meeting.

5. Lewisham Future Programme

David Austin (Head of Corporate Resources) introduced the report. The following points were noted:

- 5.1 Since 2010, the council has agreed £160m of savings and delivered £153m. The council's Medium Term Financial Strategy identifies the need for £22m of further savings in 2018/19, £11m 19/20, and £10m a year after that. This is on top of the need to address departmental overspends, which amount to £13m.
- 5.2 Officers have identified £4.85m savings for 2018/19. This means the council's budget for 2018/19 would need to be set using £17.15m or reserves. The council is going to continue targeting the right areas and pursue undelivered savings of £7m.
- 5.3 There are £13m of general reserves and £149m of earmarked reserves. £79m of earmarked reserves are "hard" earmarked, for example, for school balances and PFI contracts.
- 5.4 The savings proposals specifically flagged for HSC are: E8, income from PRS (private rented sector) joint venture at Besson Street, and M8, reduced costs of providing nightly paid accommodation

- 5.6 On 6th December 2017, Mayor and Cabinet will be selecting a partner for Besson Street. Officers will then know how the deal might be structured and have enough certainty to put forward as a saving. The deal could be worth at least £0.5m every year.
- 5.7 The Council has been successful in its work to cap rents paid in nightly paid accommodation and will be able to deliver the proposed saving without changing in support for individuals.

Resolved: the committee noted the proposed savings.

6. Developments in the private rented sector

Madeleine Jeffery (Private Sector Housing Agency Manager) introduced the report. The following points were noted:

- 6.1 The private rented sector (PRS) is increasing in size and importance. It's becoming a long-term solution for an increasing number of people. Over half of renters are aged 35 or older. More than a third are families with children. And around a quarter have lived in the PRS for more than 10 years. There are currently around 33,000 in the PRS in Lewisham.
- 6.2 The conditions in the PRS can be worse than any other sector. More than a quarter didn't meet the Government's Decent Homes standard in 2015 – this compares with 3% in the social sector and 18% of owner occupiers. Most PRS tenants are, however, satisfied with their home, with over 70% describing the condition of their homes as good or very good.
- 6.3 A small proportion of private landlords treat their tenants badly. In such cases the council has the power to serve an improvement notice or, in the worst cases, a prohibition notice. The council have taken two landlords to court in the last two years. Since July this year, six cases have been referred to the legal team by the new Rogue Landlord Team.
- 6.4 Officers discussed the potential for using civil penalty notices (under the Housing and Planning Act 2016) as a new tool for tackling rogue landlords, as an alternative to prosecuting offences under the Housing Act 2004, which can be expensive and take a long time. The civil penalty notice process could be managed by the council, would be faster and would allow the council to retain financial penalties.
- 6.5 The Government also plans to extend mandatory licensing for houses in multiple occupation (HMOs) under three stories in April 2018. This would lead to around 500 additional licensable HMOs in Lewisham.
- 6.6 Officers are aware that some tenants of rogue landlords can be suspicious of people in authority. This is why the Council carries out street surveys and has set up an anonymous rogue landlord helpline. Where they can, officers try to avoid getting the tenant involved in a rogue landlord case.

- 6.7 In the six month from April to October 2017, officers have increased the number of licensed properties by 43%. Of the 1,900 visits during July and August, officers found 118 potential HMOs – 99 of these are being disputed by the landlord.
- 6.8 Officers are looking into the business case for a “selective” licensing scheme in specific areas in Lewisham. This would mean that nearly all PRS homes in a specified area would be subject to a licence. But would need to show that an areas is experiencing persistent ASB and nuisance problems associated with PRS homes in the area.
- 6.9 Officers noted that hostels are exempt from licensing because they are not considered to be their residents’ principle home.
- 6.10 The committee agreed to support the recommendations to Mayor and Cabinet.
- 6.11 The committee was supportive of officers’ proposals to prepare a business case for a selective licensing scheme in the borough.
- 6.12 The committee also asked officers to look into way to raise awareness of the council’s work in the PRS and suggested providing information that is accessible to all, which councillors could refer to during their surgeries.
- 6.13 The committee also suggested that officers need to do more to raise awareness of successful rogue landlord prosecutions too.

Resolved: the committee noted the report.

7. Housing zones update

This item was postponed until the next meeting.

8. Key housing issues

This item was postponed until the next meeting.

9. Select Committee work programme

Resolved: the Committee noted the work programme.

10. Referrals

7.1 There were no referrals at this meeting

The meeting ended at 21.10pm

Chair: -----

Date:

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Housing Select Committee			
Title	Declarations of Interest	Item No.	2
Contributor	Chief Executive		
Class	Part 1 (open)	14 December 2017	

Declaration of interests

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

1 Personal interests

There are three types of personal interest referred to in the Council's Member Code of Conduct:-

- (1) Disclosable pecuniary interests
- (2) Other registerable interests
- (3) Non-registerable interests

2 Disclosable pecuniary interests are defined by regulation as:-

- (a) Employment, trade, profession or vocation of a relevant person* for profit or gain
- (b) Sponsorship –payment or provision of any other financial benefit (other than by the Council) within the 12 months prior to giving notice for inclusion in the register in respect of expenses incurred by you in carrying out duties as a member or towards your election expenses (including payment or financial benefit from a Trade Union).
- (c) Undischarged contracts between a relevant person* (or a firm in which they are a partner or a body corporate in which they are a director, or in the securities of which they have a beneficial interest) and the Council for goods, services or works.
- (d) Beneficial interests in land in the borough.
- (e) Licence to occupy land in the borough for one month or more.
- (f) Corporate tenancies – any tenancy, where to the member's knowledge, the Council is landlord and the tenant is a firm in which the relevant person* is a partner, a body corporate in which they are a director, or in the securities of which they have a beneficial interest.
- (g) Beneficial interest in securities of a body where:-
 - (a) that body to the member's knowledge has a place of business or land in the borough; and
 - (b) either
 - (i) the total nominal value of the securities exceeds £25,000 or 1/100 of the total issued share capital of that body; or
 - (ii) if the share capital of that body is of more than one class, the total nominal value of the shares of any one class in which the relevant person* has a beneficial interest exceeds 1/100 of the total issued share capital of that class.

*A relevant person is the member, their spouse or civil partner, or a person with whom they live as spouse or civil partner.

(3) Other registerable interests

The Lewisham Member Code of Conduct requires members also to register the following interests:-

- (a) Membership or position of control or management in a body to which you were appointed or nominated by the Council
- (b) Any body exercising functions of a public nature or directed to charitable purposes, or whose principal purposes include the influence of public opinion or policy, including any political party
- (c) Any person from whom you have received a gift or hospitality with an estimated value of at least £25

(4) Non registerable interests

Occasions may arise when a matter under consideration would or would be likely to affect the wellbeing of a member, their family, friend or close associate more than it would affect the wellbeing of those in the local area generally, but which is not required to be registered in the Register of Members' Interests (for example a matter concerning the closure of a school at which a Member's child attends).

(5) Declaration and impact of interest on members' participation

- (a) Where a member has any registerable interest in a matter and they are present at a meeting at which that matter is to be discussed, they must declare the nature of the interest at the earliest opportunity and in any event before the matter is considered. The declaration will be recorded in the minutes of the meeting. If the matter is a disclosable pecuniary interest the member must take no part in consideration of the matter and withdraw from the room before it is considered. They must not seek improperly to influence the decision in any way. **Failure to declare such an interest which has not already been entered in the Register of Members' Interests, or participation where such an interest exists, is liable to prosecution and on conviction carries a fine of up to £5000**
- (b) Where a member has a registerable interest which falls short of a disclosable pecuniary interest they must still declare the nature of the interest to the meeting at the earliest opportunity and in any event before the matter is considered, but they may stay in the room, participate in consideration of the matter and vote on it unless paragraph (c) below applies.
- (c) Where a member has a registerable interest which falls short of a disclosable pecuniary interest, the member must consider whether a reasonable member of the public in possession of the facts would think that their interest is so significant that it would be likely to impair the member's judgement of the public interest. If so, the member must withdraw and take no part in consideration of the matter nor seek to influence the outcome improperly.
- (d) If a non-registerable interest arises which affects the wellbeing of a member, their family, friend or close associate more than it would affect those in the local area generally, then the provisions relating to the declarations of interest and withdrawal apply as if it were a registerable interest.

- (e) Decisions relating to declarations of interests are for the member's personal judgement, though in cases of doubt they may wish to seek the advice of the Monitoring Officer.

(6) Sensitive information

There are special provisions relating to sensitive interests. These are interests the disclosure of which would be likely to expose the member to risk of violence or intimidation where the Monitoring Officer has agreed that such interest need not be registered. Members with such an interest are referred to the Code and advised to seek advice from the Monitoring Officer in advance.

(7) Exempt categories

There are exemptions to these provisions allowing members to participate in decisions notwithstanding interests that would otherwise prevent them doing so. These include:-

- (a) Housing – holding a tenancy or lease with the Council unless the matter relates to your particular tenancy or lease; (subject to arrears exception)
- (b) School meals, school transport and travelling expenses; if you are a parent or guardian of a child in full time education, or a school governor unless the matter relates particularly to the school your child attends or of which you are a governor;
- (c) Statutory sick pay; if you are in receipt
- (d) Allowances, payment or indemnity for members
- (e) Ceremonial honours for members
- (f) Setting Council Tax or precept (subject to arrears exception)

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Housing Select Committee		
Title	Models of delivering new housing – evidence session	
Contributor	Scrutiny Manager	Item 4
Class	Part 1 (open)	14 December 2017

1. Introduction

This is the second evidence session of the committee’s review of models of delivering new housing. At this meeting, the committee will receive oral evidence from council officers and the following external witnesses:

- Nick Porter (Local Government Association)
- Lindsay Mortimer (Brockley Tenants’ Co-operative)

The committee has also received the attached written briefing from officers on the general principles and the application of the joint venture approach in Lewisham. See **appendix A**.

The scoping paper for the review is attached as **appendix B**.

2. Key lines of enquiry

The key lines of enquiry, as agreed by the select committee, are set out below:

- **Consider the different models for delivering new housing in operation in Lewisham.** The key characteristics of each, the number of new homes being provided, within what timeframe, at what cost, and with which partners? In particular, how many affordable homes are they to provide, and which types. What are the anticipated next steps for each model?
- **Consider the advantages and disadvantages of each model for Lewisham,** in the short, medium and long-term, in terms of speed, cost, scale, quality, affordability, and the needs of Lewisham residents. And gather evidence about other models that could be of interest to Lewisham.
- **Consider the scope for further community-led models,** looking at, among other things, scalability, costs and local demand. **Also consider scope for different models of joint venture,** looking at, among other things, land and assets available and possible partners to council could work with – public and private.
- **Consider how the council might work with partners in the future** to ensure that good levels of affordable housing are achieved, taking into account, among other things, speed, costs, and tenure mix.
- **Consider the necessary involvement from the council for different models,** in the short, medium and long term. What help and support can and should the council provide in terms of, among other things, guidance, coordination and management, and funding and investment? Does the council have the capacity and necessary expertise?

4. Recommendations

The Committee is asked to note this information.

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

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Appendix A: Joint ventures – general principles and the application of the approach in Lewisham

1. This briefing note outlines key points that describe the Joint Venture (JV) approach to developing new affordable housing in general, and how this approach compares to other models of housing development. It also provides detail on the Council's proposed JV development on Besson Street, including the rationale for using this approach and the latest progress in setting it up.

Joint ventures: an overview

2. Joint ventures represent one of a range of options that any landowner or developer could pursue when setting out to develop new homes (or other forms of development) on its land. This range of options includes, at its widest extents, the following:

- Managing and delivering the development directly

This approach requires the full cost of financing the development to be met by the Council, and for the Council to carry all of the risks in relation to cost over runs, construction management, changes in the wider economy and on-site health and safety management. These costs and risks are borne throughout the full extent of the development process.

At the same time this approach would also expose the Council to all of the potential return and “up-side” that a development could deliver. As the Council would receive all of the profit the scheme delivers, if the scheme was more profitable than expected, all of that benefit would accrue to the Council.

In summary this approach has the greatest risk to the Council, and the greatest potential return.

- Selling land to a developer

This approach is the opposite of that above – it has the least risk, and the level of financial return is fixed. In this approach the Council sells the land to a developer for a fixed return and then relies on Planning policies and the planning process to achieve the Council's strategic objectives for the place.

A variation on this theme is a development agreement, where the Council sets out specific requirements on a piece of land that must be delivered, and then requires developers to bid on that basis. An example of this is the Campshill Road extra care development, where the Council sought an experienced partner which specialised in housing for older people to develop a new scheme of 54 homes, all of which had to be affordable. As a result the cash value of the land was reduced, and was replaced by the social value of having 54 new affordable homes.

3. The joint venture approach sits between these two approaches. It enables a degree of risk to be transferred to a partner, whilst also enabling the Council to

benefit from a portion of the development's profits. Depending on the structure of the JV, it may also provide the Council with some upfront cash receipts.

4. Importantly, the JV approach also allows the Council to maintain a suitable level of control over the use of the site and its continued alignment with the Council's housing strategy. This control is exercised informally through the selection of who the partner should be – and assuring that this partner shares the Council's vision and objectives. Control is also exercised more formally in the Council's participation as a voting member of the JV company set up to deliver the scheme.
5. Generally, JVs share the risk and reward on a 50/50 basis, and also share the voting and control rights 50/50.

Joint venture in Lewisham: Besson Street

6. Since early 2016 the Council has been pursuing the creation of a joint venture company to develop the Besson Street site in New Cross. This approach was agreed in principle at Mayor & Cabinet on 9 December 2015, and in detail at Mayor & Cabinet on 13 July 2016.
7. The strategic context for this development and proposed approach is twofold. First, the current financial environment for the Council means that it is targeting using its land to drive on-going revenue returns to fund services. Second, the Council's housing strategy includes objectives to attract high quality institutional private sector landlords into the borough, and if necessary to provide high quality private sector homes itself.
8. The proposed JV structure is equal partnership between Lewisham Council and a private sector partner, which is expected to be selected at Mayor & Cabinet on 6 December. As a result of having this 50% stake in the JV, and of setting the original design and development brief for the site, the Council is able to maintain an element of control of the use of the site - rather than leaving the decision about how to use the site to the market.
9. While it is not yet possible to announce who the partner will be, it is possible to set out in high-level terms the outcomes that the Council is likely to obtain from developing the site in this manner. These are set out below.

Housing and regeneration

10. From this perspective, the principle outcome of the project will be the delivery of a large number of new homes, including a new type of affordable housing tenure, and a wide range of ancillary place making benefits, as follows:
 - 232 new homes in total, all of which will be rented – none will be sold
 - 35% of these – 81 homes – will be let at London “living rent” levels which are set according to the local median income, and not the market. These will be aimed at lower income Lewisham residents who are in work and who are priced out of homeownership, but do not qualify for social housing

- A new, fully fitted out GP surgery for the New Cross Trust, in line with the original aspirations for the site to house a healthy-living development.
- A range of office and commercial spaces

11. In addition to these overall outcomes, the model that is being pursued enables other benefits to residents and the Council. The development model is known as “Build to Rent”, in which institutional funders (in this case the Council and its partner) develop a high quality scheme and then own it for the express purpose of renting it, rather than sell it at completion. This approach has the following benefits:

- The company that builds the homes will own and be responsible for the management of the homes. This means that the initial design will factor in, in great detail, how the scheme will operate and how residents will live in it. It also means that there is a natural incentive to design a better building and outside spaces. These factors should all drive up the quality of the finished product.
- The funding model is built on long term “slow” income, rather than a fast and more “speculative” return as is standard in most developments. This means that the incentive is on getting and keeping tenants, rather than selling at the highest price. It places a premium on tenant satisfaction as people will be free to move away if services are poor, and in turn this means that the services and quality renters can expect should be much higher than a more traditional letting of a converted property, for instance.
- For the same reason, tenancy lengths will be much longer. There is no incentive to churn tenancies, instead steady income and keeping tenants in-situ work much better for the landlord.
- As all of the development is rented, and the only variation between the tenures is the rent level, the development will be truly tenure-blind. There will be no poor doors, and no way of knowing whether one flat is let for living rent or market rent.
- The landlord will be the JV company and not the Council. While tenants will be protected by the benefit of knowing they have a high quality landlord, it should be noted that this does mean that they will not have Council tenancies or be social housing tenants. This means, for instance, that they will not be able to exercise a right to buy their homes.

Commercial and income generation

12. The approach at Besson Street is to create a new joint venture company with a partner. The Council then “invests” its land into the JV company and secures matching investment from its partner. From that point forward the development is funded 50/50 between the partners, and the Council benefits from 50% ownership of the final development. There are three key benefits that accrue as a result of this arrangement.

- First, the Council does not lose all control of the land, and instead it retains a 50% stake, but has not had to fund and finance the development itself.

- Second, and as a result, the Council stands to benefit from any value increases that follow from infrastructure or other investment in the area. In this case, for instance, it is expected that the Bakerloo Line will be extended into New Cross in due course, and because it has kept a 50% stake the Council will continue to benefit from any value increases that this new development brings.
- Finally, as a commercial company the JV will make an annual surplus. The Council will receive 50% of this surplus as a dividend, given that it owns 50% of the equity in the company. This income stream can help the Council to meet the financial and savings challenge it faces, by contributing to annual savings requirements. Indeed the budget savings papers on this agenda already include a saving that is expected to be generated from this approach.

Housing Select Committee		
Title	Models of delivering new housing – scoping note	
Contributor	Scrutiny Manager	Item 5
Class	Part 1 (open)	26 June 2017

1. Purpose

At its meeting on 18 April 2017, the Committee agreed to hold an in-depth review into different models of delivering new housing in Lewisham. This paper provides some background information about delivery models for new housing, nationally as well as in Lewisham, and suggests some key lines of enquiry for the review.

2. Recommendations

The Committee is asked to:

- Consider and note the content of the report.
- Consider and agree the proposed key lines of enquiry and timetable for the review.

3. Policy context

- 3.1 It is widely accepted that there is a housing affordability crisis in London. The London Housing Commission said that providing enough secure, affordable and decent homes is one of the biggest challenges facing the capital – with London needing at least 50,000 of them each year to keep pace with its growing population.¹
- 3.2 The Commission found that the average house in London costs half a million pounds, more than 12 times the median income – the highest ratio since records began.² And according to Shelter, across England, eight out of ten working, private renting families cannot afford a newly-built home in their area.³
- 3.3 Lewisham itself faces severe housing pressures across all tenures, with a chronic lack of supply of new homes driving higher prices and decreasing levels of affordability. According to the Land Registry, the average house price in Lewisham is now more than £414,000 – 80% increase on 2010 (£226,000).⁴
- 3.4 Much attention is paid, nationally and regionally, to the numbers of new homes being delivered. The national government's target is to build one million new homes by 2020, while the London target is 42,000 each year.⁵ Lewisham also has a target of 18,165 new homes between 2009/10 and 2025/26.⁶
- 3.5 As well as setting targets for volume, Lewisham is employing a range of models of delivering new housing, providing a variety of housing options, from community-led approaches and temporary housing using modern methods of construction to joint ventures with private partners.
- 3.6 But which models, or combination of, are best suited to the needs of Lewisham residents? This review is intended to take a closer look at a number of different models and gather evidence to help the Housing Select Committee inform the debate.

¹ Bliss, N (2009), *Bringing Democracy Home*, Commission on Co-operative and Mutual Housing, p3

² *ibid*, p5

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

⁴ landregistry.data.gov.uk/app/ukhpi/explore

⁵ *The London Plan*, 2016, p97

⁶ *Lewisham Core Strategy*, 2011, p36

4. Community-led housing models

- 4.1 Community-led housing is designed and managed by local people and built to meet the needs of the community – not for private profit. It's intended to be a way for local communities to provide their own decent and affordable homes.⁷ Housing can be rented to local people at affordable rates, kept low over the long-term, or sold to create income for the community. It's often designed to help certain groups – for example, young people, older people, or those in need of affordable family homes.⁸
- 4.2 Community-led housing projects come in many forms, including Community Land Trusts, Co-operatives, Cohousing, and self-help housing, but two schemes are rarely the same. It's meant to be about enabling local people to develop housing in the way that is right for them.
- 4.3 Overall, community-led housing currently represents less than 1% of the UK's housing stock.⁹ This compares to 5 to 15% across Europe.¹⁰ The sector is growing however, as the need for local, affordable housing persists, particularly in large urban areas. The Smith Institute found that the sector is currently developing around 370 homes a year.¹¹
- 4.4 The box to the right sets out some of the benefits the 2009 Commission on Co-operative and Mutual Housing found that community-led housing can provide, where properly fostered and nurtured.¹²
- 4.5 Research has also found that community-led housing provides added social value. There is evidence that controlling assets by tenants and low-income groups has positive effects on personal and community wellbeing, as well as self-esteem, health, employment, and life chances.¹³
- 4.6 The community-led sector is currently dominated by co-operatives in terms of the existing housing portfolio – there are around 800 co-operatives in the UK, managing around 170,000 homes – but
- deliver high resident and member satisfaction with services alongside vibrant community identity;
 - stimulate individual and community resilience through active and democratic citizenship;
 - provide a place-making cornerstone, making places work better for people who live in them;
 - contribute to addressing social disadvantage and worklessness;
 - can enable collective influence over what happens beyond the immediate boundary of an individual property, whilst at the same time supporting the individual household interest in housing;
 - be a tenure of status, meeting the needs and aspirations of people who want their individuality guaranteed through community based solutions.

Source: Co-operative and Mutual housing commission

⁷ locality.org.uk

⁸ *ibid*

⁹ Locality, *Understanding the potential of small-scale community-led housing*, July 2015, p20

¹⁰ Kevin Gulliver and Chris Handy (2014) *More than Markets. Mutual and co-operative housing in the UK*. Institute for Human City, p21

¹¹ Heywood, A (2016) *local housing, community living: prospects for scaling up and scaling out community-led housing*, The Smith Institute, p15

¹² Bliss, N (2009), *Bringing Democracy Home*, Commission on Co-operative and Mutual Housing, p16

¹³ Kevin Gulliver and Chris Handy (2014) *More than Markets. Mutual and co-operative housing in the UK*. Institute for Human City, p23

information from the sector suggests that community land trusts are likely to achieve the majority of new development.¹⁴

4.7 According to the Economic & Social Research Council, community-based housing groups can make significant contributions to affordable housing, regeneration, and local wellbeing, but they cannot be expected to replace traditional social housing or resolve fundamental societal issues on their own, without local and central government support.¹⁵

4.8 In December 2016, Big Society Capital (an independent financial institution set up to help grow social investment in the UK) launched a £15m investment facility for social investors to fund large-scale community-led housing projects. The facility will support the growth of community-led housing by investing alongside other social investors into projects across the UK.¹⁶

4.9 Under the National Housing Federation's 2015 voluntary Right-to-Buy agreement with the government, most community-led developments should be exempt from the Right to Buy.¹⁷

Models of community-led housing

MODEL	DESCRIPTION OF THE MODEL
Self-help Housing	Self-Help Housing involves groups of local people bringing empty properties back into residential use. Use of the properties varies from long term tenancies to short life housing to meet immediate needs such as move on accommodation and supported housing.
Cohousing	Cohousing is a form of intentional, self-managed community, made up of single private dwellings and additional shared communal facilities such as a common house with a community kitchen and dining room. Cohousing communities can be mixed tenure.
Cooperative and tenant controlled Housing	A Housing Co-op is a housing organisation where members (tenants) democratically control and manage their homes. Housing Cooperatives are autonomous of external organisations. Housing cooperatives are encouraged to cooperate with other cooperatives and a key feature is the education and training of members.
Community Land Trust (CLTs)	CLTs are independent local organisations established to tackle dysfunctional housing market issues and create permanently affordable intermediate housing for purchase and for rent. CLTs sometimes own other facilities on behalf of the community.
Development Trusts, Settlements & Social Action Centres	They are community anchor organisations involved in a broad spectrum of community projects, charitable assistance, enterprise and community asset development that span social, economic and environmental concerns in a local area.

Source: Locality (2015)

¹⁴ Heywood, A (2016) *local housing, community living: prospects for scaling up and scaling out community-led housing*, The Smith Institute, p15-7

¹⁵ Heywood, A (2016) *local housing, community living: prospects for scaling up and scaling out community-led housing*, The Smith Institute, p21

¹⁶ Big Society Capital news release, *New £15m investment boost for community-led housing projects*, 13 Dec 2016

¹⁷ Heywood, A (2016) *local housing, community living: prospects for scaling up and scaling out community-led housing*, The Smith Institute, p42

5. Community Land Trusts

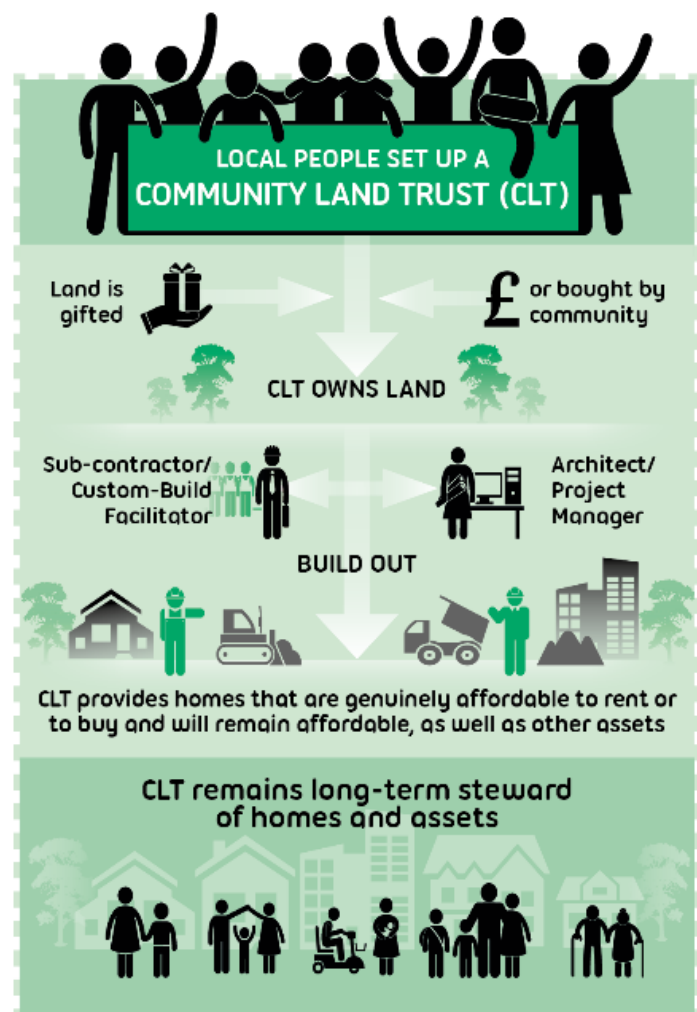
5.1 Community Land Trusts (CLT) are a form of community-led housing where local organisations set up and run by ordinary people develop and manage homes. The main purpose of the CLT is to make sure that the homes are genuinely affordable, based on what people actually earn in their area, and not just for now but for every future occupier.¹⁸

5.2 There are currently more than 225 community land trusts in England and Wales, half of which were set up in the last two years. According to the National CLT Network's estimates, a further 700 CLT homes are due to be completed by 2018, and more than 1,300 by 2020.¹⁹

5.3 CLTs are defined in law and there are certain things that a CLT do:²⁰

- A CLT must be set up to benefit a defined community
- A CLT must be not-for-private-profit. This means that they can, and should, make a surplus as a community business, but that surplus must be used to benefit the community
- Local people living and working in the community must have the opportunity to join the CLT as members
- Those members control the CLT (usually through a board being elected from the membership).

5.4 Many CLTs are not registered as a Registered Provider with the Homes and Communities Agency and so should not be affected by the Right to Buy.²¹



Source: National Community Land Trust Network

¹⁸ www.communitylandtrusts.org.uk

¹⁹ Heywood, A (2016) *local housing, community living: prospects for scaling up and scaling out community-led housing*, The Smith Institute, p16

²⁰ *ibid*

²¹ www.communitylandtrusts.org.uk

6. Community land trusts in Lewisham

- 6.1 Lewisham's Housing Strategy 2015-2020 includes a commitment to work with local communities and partners to maximise the delivery of well-designed and affordable new homes, and an objective to support resident-led development.
- 6.2 Lewisham is currently working with community land trusts on two separate developments in the borough, as an alternative way to provide homes that will be affordable in perpetuity.
- 6.3 At Church Grove, Ladywell, the council has been working with The Rural Urban Synthesis Society (RUSS) on a development that will provide 33 affordable homes – 14 for shared equity, 12 for shared ownership, and 2 shared houses for affordable rent and 5 social homes. The model RUSS are using on the site is to retain at least 20% ownership across all of the tenures so that they can make sure that any resale is affordable.
- 6.4 RUSS have recently completed an extensive co-design process with the Church Grove residents group and are currently working towards submitting a planning application. It's anticipated that the self-build process can start in early 2018.
- 6.5 A further community land trust site has been identified in Brasted Close, Sydenham. Officers have been working with the London Community Land Trust, Lewisham Citizens and the local community to develop plans for 14 new homes. These homes will be for sale with the value linked to local median income in perpetuity. Like with the Church Grove site, the contract signed by new residents makes sure that future sales are at a price according to local earnings.

Building the homes our residents need – our aims:

To work with our communities and partners in order to maximise our ability to deliver well designed and affordable new homes for Lewisham.

To support the development of new homes that meet high standards of design, sustainability, accessibility and energy efficiency to meet the long-term needs of our residents.

[...]

Source: Lewisham Housing Strategy 2015-2020

7. Co-operative housing

- 7.1 Co-operative housing is housing that is “developed by, with and usually for, a democratic community membership organisation; and is controlled (and in some cases owned) by a local democratic community membership organisation”.²²
- 7.2 Co-operatives are essentially housing associations governed by the tenants/members which provide grass-roots control over housing. They provide rented housing without landlords, where the tenants are collectively their own landlord.
- 7.3 Co-operatives come in all shapes and sizes and can have diverse structures and constitutions. Two of the most common models in the UK are Tenant management organisations and Housing Owned by the Co-operative.²³

²² Heywood, A (2016) *local housing, community living: prospects for scaling up and scaling out community-led housing*, The Smith Institute, p17

²³ *ibid*

- **Tenant management organisations (TMOs).** Certain housing services are democratically managed by tenants through a management agreement with the social landlord. TMOs do not own the properties in which their members live.
- **Housing Owned by the Co-operative.** Here the housing is owned and democratically governed by the membership. Members have collective control and have the same responsibilities and privileges as any other homeowner.

7.4 Within the community-led sector, co-operative housing is the largest in terms of existing housing under management. There are an estimated 836 co-operatives operating within the UK, managing around 169,000 homes.²⁴

8. Co-operative housing in Lewisham

8.1 There are a number of co-operative housing schemes established in Lewisham, including:

- **Deptford Housing Co-operative** – A fully mutual ownership co-operative with 138 properties.²⁵
- **Sanford Housing Co-operative** – 14 purpose-built shared houses and 6 studio flats, providing 123 single rooms.²⁶
- **May Day Permanent Housing Co-operative** – 17 homes, from one-bed flats to four-bed flats. Operates a 50% nominations agreement with the Lewisham Council.²⁷
- **Brockley Tenants' Co-operative** – owns 90 flats and houses and manages a further 72 which belong to Hexagon Housing Association.²⁸

“Local authorities would benefit from looking at Europe. There are hundreds of co-housing groups in the Netherlands and the government actively subsidises it as a real option for people to choose.”

Dr Melissa Fernández Arrigoitia,
Research Fellow, LSE (2015)

9. Cohousing

9.1 Cohousing is separate, but shares some features of co-operative housing. Cohousing communities are often defined as “intentional communities” – they are created and run by their residents. Each household has a self-contained, personal and private home but residents come together to manage their community, share activities, eat together.²⁹

²⁴ Heywood, A (2016)

²⁵ <http://www.cds.coop/co-op-directory/az-listing/deptford-housing-co-operative-limited>

²⁶ <http://www.cds.coop/co-op-directory/az-listing/sanford-housing-co-operative-limited>

²⁷ <http://www.cds.coop/co-op-directory/az-listing/may-day-permanent-housing-co-operative-limited>

²⁸ <http://www.brockley-tenants-co-op.co.uk/page/1/about-the-co-op.html>

²⁹ Heywood, A (2016) *local housing, community living: prospects for scaling up and scaling out community-led housing*, The Smith Institute, p17-8

9.2 Cohousing started to develop in the UK at the end of the 1990s. According to the UK Cohousing Network, there are now 19 completed cohousing projects in England and one in Scotland. Looking ahead, there are an estimated 231 new-build and 17 renovated homes planned for 2018-20.³⁰



10. Cohousing in Lewisham

10.1 One co-housing scheme currently in development in Lewisham is at Featherstone Lodge, Sydenham Hill. Featherstone Cohousing Ltd are developing a cohousing scheme for over-50s, converting and extending a large Victorian house. They aim to have a final decision on the site purchase in 2017, with development expected to take at least another year before residents can move in.

11. Joint venture models

11.1 Establishing a joint venture with a partner organisation is one of the options that an increasing number of local authorities are looking to in order to deliver affordable housing in difficult times. Joint ventures can provide access to new land and development opportunities and allow councils to keep control of land and assets while sharing risk.

11.2 There are a wide range of joint venture models in operation across the sector, from one-off contractual agreements to special-purpose vehicles. The structure of any particular joint venture ultimately depends on the objectives of the partners involved.

11.3 A common model is where the housing provider owns land or assets and seeks a partner to invest equity funding in the venture and to manage parts of the process, for example, constructing and selling market sale homes. Another common scenario is where a housing provider enters a joint venture to access more land opportunities –

³⁰ *ibid*

some partners may have better land-buying capability or an existing land bank, for example.

- 11.4 A current example is provided by Haringey Council's proposal to form a 50/50 partnership with a private developer to regenerate and develop council-owned land through a housing development vehicle (HDV).³¹
- 11.5 Haringey is contributing land and other assets as its equity stake and the developer will match this with their own funds. Both parties will have 50% control and individual business plans will be signed-off by the council before each piece of land is passed over to the HDV.
- 11.6 Haringey intends that social rent homes transferred like this should no longer be subject to the Right to Buy.³²
- 11.7 Hammersmith and Fulham Council have also recently signed a 50/50 joint venture deal with a property developer in order to build 133 new affordable homes. The majority will be at council-level rents and local people will be given first refusal on new homes.³³

Case study: Packington Estate, Islington

To enable this estate regeneration project, Islington Council agreed to transfer the land and existing buildings of a dilapidated estate to Hyde Housing Association, who entered a 50/50 joint venture with private construction firm Rydon. Most of the homes are for social rent, at a fraction of the rent that similar homes would cost to rent privately, and are indistinguishable from the homes for private sale.

Source: Shelter (2017)

12. Joint ventures in Lewisham

- 12.1 Lewisham Council itself has recently been seeking a joint venture partner for the Besson Street "build to rent" scheme. The council has been looking for an experienced organisation, which would bring expertise, housing management and development funding, as a partner for a 50/50 deal to develop, market and manage the scheme.
- 12.2 The scheme will create around 230 units of private rented accommodation. 65% of homes will be let at an initial market rent, with increases capped in line with inflation. 35% will be affordable homes let at a discounted rent linked to local incomes – a "living rent". The intention of the scheme is to provide secure and quality housing for local residents in employment who are not eligible for social housing, but who are also priced out of home ownership. If successful, the joint venture model could be expanded across the borough.³⁴

³¹ Haringey Council website, [Haringey Development Vehicle](#) [accessed June 2017]

³² Shelter Blog, [Can Haringey's housing development vehicle provide a case study in joint ventures?](#), February 2017

³³ Hammersmith and Fulham Council, [More than 130 genuinely affordable homes planned for Fulham](#), November 2016, LocalGov, [Council signs joint venture to deliver 'genuinely' affordable homes](#), February 2017

³⁴ Inside Housing, [Lewisham Council seeks partner for JV scheme](#), October 2016

13. Commentary on joint venture models

13.1 Joint venture approaches have received significant attention from industry experts and commentators in recent years, with many in favour of broadly similar models.

13.2 Shelter, for example, in their report, *New Civic Housebuilding: A better way to build the homes we need* advocated an “equity partnership” approach. This approach would see landowners invest their land as equity into partnerships to deliver long-term revenues and high-quality, locally affordable housing schemes – rather than being sold for the highest price.³⁵

13.3 Partnerships would typically include the major landowner, a source of “patient finance” and a coordinating body, with each acquiring equity in a single corporate body. The report said that these new partnerships relied on land entering the scheme at a predictable and lower value, and recommended that the public sector lead by example by using its land to support high quality development and affordable housing.³⁶ Given the lower risks provided by securing land at lower prices, the report also recommended that longer-term, lower cost sources of “patient” finance (like pension funds) could also be attracted to such partnerships.³⁷

13.4 The final report of the London Housing Commission, *Building a New Deal for London* (March 2016) also commented on the possibility of using joint ventures to deliver more homes across all tenures in London.³⁸

13.5 The report observed that, as major landowners, landlords and planners, local authorities are well placed to deliver significant numbers of new homes, and recommended (like Shelter) that borough-owned land should be brought forward through joint-venture partnerships, with housing associations or private developers, to develop affordable and market housing.³⁹ The public landowner would keep either an equity stake or some portion of the rental income from the development.⁴⁰

13.6 The final report of the Local Government Association Housing Commission, *Building our homes, communities and future* (December 2016) also supported the option of joint ventures. The report said that there is no “one size fits all” approach, as demonstrated by the range of examples sent in as evidence by councils, but recommended that local and national government work together to develop routes for



³⁵ Shelter, *New Civic Housebuilding*, March 2017, p87

³⁶ *ibid*, p67

³⁷ *ibid*, p69

³⁸ IPPR London Housing Commission, *Final report: Building a new deal for London*, March 2016

³⁹ *ibid*, p77

⁴⁰ *ibid*, p23

councils to directly deliver new homes of all tenures through innovative delivery vehicles, including joint delivery vehicles.⁴¹

- 13.7 The Centre for London, in their recent report, *Strength in Numbers: Funding and Building More Affordable Housing in London* (March 2017) as well as discussing joint ventures between boroughs and private developers, also highlighted the potential for cross-borough collaboration between local authorities. The report noted that the difference in land value between in inner and outer London means that some boroughs lack land which they can afford to develop, while others have land available but lack public funding.⁴²
- 13.8 The report recommended that the government should give local authorities explicit permission to spend commuted sums on affordable housing outside of borough boundaries, with boroughs co-commissioning a single developer.⁴³ The report argued that this approach could deliver up to five times more affordable homes, and noted that most local authority housing officers they spoke to expressed enthusiasm for greater collaboration between boroughs.⁴⁴

14. Meeting the criteria for a review

A review into housing delivery models meets the criteria for a scrutiny review because:

- The issue affects a number of people living, working and studying in Lewisham
- The issue is strategic and significant
- This issue is of concern to partners, stakeholders and the community
- Scrutiny is likely to add value – Lewisham Council are currently working on a number of different housing delivery models across the borough so this would be a good time for the committee to review what's happened so far and consider the next steps.

15. Key lines of enquiry

- 15.1 **Consider the different models for delivering new housing in operation in Lewisham.** The key characteristics of each, the number of new homes being provided, within what timeframe, at what cost, and with which partners? In particular, how many affordable homes are they to provide, and which types. What are the anticipated next steps for each model?
- 15.2 **Consider the advantages and disadvantages of each model for Lewisham,** in the short, medium and long-term, in terms of speed, cost, scale, quality, affordability, and the needs of Lewisham residents. And gather evidence about other models that could be of interest to Lewisham.
- 15.3 **Consider the scope for further community-led models,** looking at, among other things, scalability, costs and local demand. **Also consider scope for different models of joint venture,** looking at, among other things, land and assets available and possible partners to council could work with – public and private.

⁴¹ LGA Housing Commission, *Building our homes, communities and future*, December 2016, p22

⁴² Centre for London, *Strength in Numbers: Funding and Building More Affordable Housing in London*, March 2017, pp18-21

⁴³ *ibid*, p36

⁴⁴ *ibid*, p41

- 15.4 **Consider how the council might work with partners in the future** to ensure that good levels of affordable housing are achieved, taking into account, among other things, speed, costs, and tenure mix.
- 15.5 **Consider the necessary involvement from the council for different models**, in the short, medium and long term. What help and support can and should the council provide in terms of, among other things, guidance, coordination and management, and funding and investment? Does the council have the capacity and necessary expertise?

16. Timetable and potential witnesses

First evidence session – 5 July 2017

Council officers, RUSS, Lewisham Citizens, Deptford co-op, Brockley co-op, London Community Land Trust, National Community Land Trust Network.

Second evidence session – 6 September 2017

Council officers, other local authorities with experience of joint ventures (Newham, Croydon, Barking and Dagenham, Haringey), Shelter, LGA.

Report – 9 November 2017

Committee to consider final report presenting the evidence and agree recommendations for submission to Mayor and Cabinet.

17. Further implications

At this stage there are no specific financial, legal, environmental or equalities implications to consider. However, each will be addressed as part of the review as necessary.

For further information please contact John Bardens, Scrutiny Manager, on 02083149976 or email john.bardens@lewisham.gov.uk,

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Housing Select Committee			
Title	Key Housing issues		
Key decision	No	Item no	6
Wards	All		
Contributors	Executive Director for Customer Services		
Class	Part 1	14 December 2017	

1 Purpose of Paper

- 1.1 Key Housing Issues is a general report that aims to update the Housing Select Committee on current and new issues important to housing.

2 Recommendations

- 2.1 It is recommended that members note the content of the report and;
- 2.2 Note and comment on the proposed framework for Lewisham Council response to the draft Housing Strategy, as detailed in section 4.

3 Fire Safety in Lewisham

- 3.1 Following the last detailed fire safety update in the Key Housing Issues update on the 6th September, a brief update follows on recent key fire safety actions.
- 3.2 A quarterly fire safety update report will be taken to Mayor and Cabinet, commencing at the meeting on 15th November 2017.

Cladding removal

- 3.3 Members will recall that three Lewisham Council owned buildings are having ACM cladding fully removed following the failure of the cladding type when tested. These buildings are Hatfield Close 1-48, Hatfield Close 49-96 and Gerrard House.
- 3.4 Cladding removal is underway and is expected to be completed by 8th December 2017, weather dependent.
- 3.5 The London Fire Brigade (LFB) conducted intrusive inspections at Hatfield and Gerrard blocks. All three blocks received notices listing fire safety works deemed necessary, which have been completed.

- 3.6 A follow up inspection by the LFB occurred in early October. The LFB were satisfied with the safety measures in place whilst the cladding is being removed.
- 3.7 Twenty-four hour fire wardens continue to be on site at three blocks to ensure resident safety until the cladding has been fully removed.
- 3.8 Following cladding removal, the process of re-cladding will commence. Lewisham Homes are still in discussion with the appointed contractor as to the options for re-cladding.

Private building owners

- 3.9 We have now been in correspondence with all of our private landlords who have tall buildings in Lewisham. Officers are currently in discussion with two building owners in relation to the nature of their responsibility to assure the Lewisham Council that their building does not have ACM cladding.
- 3.10 Our most recent communication has emphasised the DCLG guidance and responsibilities of building owners to understand and communicate to Lewisham Council any ACM cladding present on the building.
- 3.11 Officers are in the process of collating data returns to DCLG in relation to tall buildings, due for submission over the next few weeks. Our intention is that should officers not have heard from the building owners this will be reported to DCLG, and the London Fire Brigade notified.
- 3.12 On the 8th October 2017 the Department for Communities & Local Government issued clarification of the powers that they believe are available to Local Authorities as part of their ongoing Building Safety Programme.
- 3.13 The DCLG point to the Housing Act 2004, which permits authorities to inspect and enforce where ACM cladding poses a hazard under the HHSRS.
- 3.14 DCLG also note that Authorities should seek their own legal guidance where they may be required to carry out an inspection or enforcement action against private building owners.
- 3.15 Officers will seek legal advice, in line with DCLG guidance, should further action be needed in regards to compelling private owners to take action.

4 Mayor of London's Draft Housing Strategy

- 4.1 The Mayor of London released a draft housing summary for consultation on 6 September 2017, and has invited comments on the content of this draft by 7 December 2017.
- 4.2 The executive summary is attached at Appendix A for reference.

4.3 The draft strategy outlines 15 policies focussed around five key priorities, highlighted in box A

4.4 The central focus of the draft strategy is housebuilding, with emphasis on:

- Unblocking housing sites
- Speeding up building of homes
- Diversifying the building sector to enable more building

- Building homes for Londoners;
- Delivering genuinely affordable homes;
- High quality homes and inclusive neighbourhoods;
- A fairer deal for private renters and leaseholders; and
- Tackling homelessness and helping rough sleepers.

Box A

5 Commentary on Draft Housing Strategy

5.1 Overall the draft new strategy represents a shift in approach from that of the previous Mayor of London. The strategy collates a number of announcements that had been made separately before its publication.

5.2 These announcements can be welcomed as being closely aligned to the Council's current strategy and approach to housing. Key announcements include:

5.3 The abolition of the previous "Affordable Rent" regime where rents were set in line with local market rents and enabled to be as high as 80% of the market

5.4 The re-introduction of grant funding for new homes at social rent levels, to be known as "London Affordable Rent", with rents set according to a London-wide formula;

5.5 Providing clarity for private developers that 35% affordable housing is the expected benchmark, and that proposals that meet this level will be exempted from viability assessments as part of the planning process;

5.6 A welcome focus on the private rented sector, especially "Build to Rent", as it can provide more stable tenancies, professional and institutionally funded landlords, and a new form of affordable tenure in "London Living Rent";

5.7 A drive to diversify the means of housing supply, by actively supporting small builders and community-led development;

5.8 A similar drive to modernise the house building process, by providing financial support for the use of modern methods of construction, and to maximise the jobs and skills benefits that a shift to modern manufacture can bring for London;

5.9 The acknowledgement that the housing finance regime for local authorities is unduly complex and restrictive, and that with greater certainty over rents, and with greater freedoms - for instance in relation to HRA borrowing and the use of right to buy receipts, local authorities can be a significant force in driving new supply;

- 5.10 Calling on Government to introduce a new social housing watchdog – the Commissioner for Social Housing Residents – to champion the views and interests of tenants.
- 5.11 For all of these reasons, this draft strategy represents a welcome change in focus towards providing genuinely affordable homes for Londoners in the greatest need, alongside a recognition of some of the structural changes that will be required to support such a shift.
- 5.12 While that is the case, the strategy could potentially pay greater focus to, a small number of wider policy and structural issues.
- 5.13 The consultation is open until December 7th 2017. Lewisham Council’s proposed response could cover the following points, for discussion at Housing Select Committee.
- 5.14 While the return to funding for social rented homes is welcome, the proportion of the overall £3.15bn settlement made available for social rented homes is not sufficient.
- 5.15 Of the 90,000 starts targeted, 58,500 will be one of the “intermediate” tenures of London Living Rent or Shared Ownership. These tenures are necessary and meet a housing need, but the priority should be social rent. Lewisham’s policies promote a 70/30 social rent to intermediate ratio, whereas the funding is split 35/65. This balance could be altered to provide more social rented homes.
- 5.16 There is no mention of the green belt, rather the focus remains on building on brownfield land. The Centre for London estimates that if only brownfield land is used to meet London’s housing needs, then all brownfield sites will be used up within eight years. At the same time large parts of the green belt are in fact derelict and offer little or no visual or other amenity value. These areas are often close to well-served stations. London cannot possibly meet its housing needs within its own boundaries – certainly not in a sustainable and long-term manner – without addressing this issue.
- 5.17 It is clear that the strategy is to attempt to address all of London’s housing needs, which is not likely to be possible. There are currently 55,000 London households who are homeless and living in temporary accommodation. This is equivalent to the population of a new town. A bolder solution would be to build a new town in the wider South East region, well connected through new transport infrastructure to central London. This needn’t be equated with building a new town simply to house homeless families – a 55,000 home new town would be mixed tenure, and could release enough capacity in the wider London housing market to house those homeless families.

- 5.18 There is a need for a greater focus on supporting and enabling London boroughs to collaborate to meet the supply challenge. It is three decades since London councils built new homes on any scale, and the technical and professional functions within Councils – architecture, surveying and engineering – have been eliminated. It would be unfeasible to replicate this capacity across 33 boroughs, now that Council house building is returning.
- 5.19 There could be a much greater focus on formal and informal cross-borough collaboration, which could range from jointly owned commercial development vehicles to more informal sharing of expertise and experience. The proposed pan-London temporary accommodation procurement and offsite manufacture projects being led by London Councils provide a good model for future collaborations.

6 Rent Reduction – Removal after 2019/20

- 6.1 On the 4th October 2017, the Government announced plans to limit the increase in social rents to CPI + 1% as of 2020/21 – this represents an end to the 1% annual social rent reduction policy introduced by the previous government.
- 6.2 The government will consult on this in 2018 and will issue a direction to the social housing regulator following this consultation.
- 6.3 The 1% annual rent reduction came into force in 2016/17 and will continue up to and including 2019/20, over which time there will have been a cumulative £25m difference in the amount of rental income forecast in the original business plan and the amount of rental income received.
- 6.4 The return to the previous method of calculating social rent increases based on CPI + 1% was already anticipated within the current HRA financial model.

7 Autumn Budget 2017 Update

- 7.1 On the 22nd November 2017 the Chancellor announced the autumn budget. The key announcements related to housing are outlined below.
- 7.2 The policy and funding announcements have limited detail at this stage. Officers will present to the committee further detail on key announcements when it is available.

Housing funding

- 7.3 A lifting of Housing Revenue Account borrowing caps in high-demand areas. Local authorities will be invited to bid for increases in their caps from 2019-20, up to a total of £1 billion by the end of 2021-22.

- 7.4 An additional £15.3bn of new financial support will be made available in total for housing, creating a total of at least £44bn of capital funding over the next five years (including grant, loans and guarantees) to support the target of 300,000 net additional homes per year by mid-2020s.
- 7.5 The HCA will expand to become Homes England – bringing together money, expertise and planning and CPO powers to facilitate the delivery of new homes where they are needed.

Home ownership

- 7.6 A further £10bn will be made available for Help to Buy.
- 7.7 From the date of the announcement, Stamp Duty was abolished for first time buyers purchasing a home up to £300,000 and in London on the first £300,000 on properties valued up to £500,000.

New towns and planning

- 7.8 Continuing green belt protection.
- 7.9 New Town Development Corporations will be established for five new locally agreed garden towns in areas of high need, as public private partnerships.
- 7.10 One million new homes in the Cambridge/Milton Keynes corridor and a deal with Oxfordshire County Council to deliver 100,000 homes.
- 7.11 A central register of residential planning permissions from local authorities will be developed to improve information on where permissions are held and progress towards delivery.
- 7.12 Oliver Letwin MP will chair a review of unbuilt planning permission and if there is evidence of land banking then government will intervene through CPO and direct intervention.

Homelessness

- 7.1 £28m for three new housing first pilots in Manchester, West Midlands and Liverpool and £20 million of funding for schemes to support people at risk of homelessness to access and sustain tenancies in the private rented sector.
- 7.2 The government will launch a new taskforce to advise it on its target to halve rough sleeping by 2022 and eradicate it by 2027.

Private rented sector and empty properties

- 7.3 Government will legislate to allow local authorities to charge a 100% council tax premium on empty properties.

- 7.4 A consultation will be launched on barriers to landlords offering longer private rented sector tenancies, and how to encourage landlords to offer them.

Universal Credit

- 7.5 The seven day waiting period will be removed, with entitlement starting on the day of claim.
- 7.6 Changes to the advances system will be introduced to ensure that any household can access a whole month's payment within 5 days of applying if they need it. They will also now be able to apply for an advance online. The repayment period will also be extended from 6 to 12 months.
- 7.7 New UC claimants already receiving Housing Benefit will continue to claim Housing Benefit for two weeks to help with rent payment.

8 Update following the party conference season

Conservative Party Conference

- 8.1 Prime Minister Theresa May announced what she is describing as a 'return to Council house building' through funding which 'can pay for 25,000 homes over five years'. This is comprised of a new round of grant funding to a total of £2bn, with an assumed rate of £80,000 per home. There is likely to be a further announcement on the funding eligibility criteria, and there may be limitations on spending alongside other sources such as RTB receipts. To place this funding in context, the current GLA grant round is £3.15bn for London alone.
- 8.2 As above, the announcement was made regarding the increase of social rents by CPI plus 1% after 2020.
- 8.3 Sajid Javid also announced an extended commitment to help-to-buy alongside better support for PRS tenants. The proposals included regulation of lettings agents and introduction of a specialist housing court.
- 8.4 As always, the detailed policy announcements will be crucial. Officers will report to the committee when further information is known.

Labour Party Conference

- 8.5 Leader of the opposition, Jeremy Corbyn announced that Labour would be making housing a policy priority for the party. It was further announced that Labour would be undertaking a review of social housing policy over the next year and that the findings will be announced at next year's conference.

- 8.6 Regeneration schemes were on the agenda, with proposals for tenant and leaseholder ballots to determine whether they can go ahead. This was part of Labour’s policy to ensure regeneration benefit local communities and was coupled with a proposed guarantee that tenants will get a home on the same site.
- 8.7 The current GLA policy does not support ballots, although officers understand this is under revision.

Green Party Conference

- 8.8 At the Green Party Conference a vote took place and passed in favour of affirming housing as a basic human right.
- 8.9 Party leader Natalie Bennett proposed a ‘Housing First’ approach, based on a US model, which seeks to provide accommodation as quickly as possible for those experience homelessness and following this with interventions and support for possible causes.

9 New Homes Programme Update

- 9.1 Progress continues to be made in delivering the target of 500 new Council homes to start on site by the end of 2018. On the 6th December Mayor and Cabinet will consider a full update in this regard, including details of progress and a successful initial application for GLA funding for the programme of £13m.
- 1.1 92 new social homes have now been completed, a further 121 are on-site and being delivered. A further 117 homes have awaiting submission by a planning committee. This means that 330 homes are underway in some form, which is over 65% of the 500 home target. In addition there are a further 12 projects on which design development is advancing and which have the capacity to provide around 178 new Council homes and which have the potential to be submitted for planning consideration by Spring 2018. The programme therefore contains a total of 508 homes which are expected to start during 2018.
- 9.2 The table below sets out a summary of the new homes programme delivery, overall and in the past month, and Appendix B contains a summary of the overall programme.

Project Status	Number of new Council homes	Change in past month
Completed new homes	92	+5
Projects on-site	121	-3
Awaiting start	1	None
Awaiting planning consent	116	+5
Awaiting planning submission	178	-5
Grand total	508	+2

10 Legal Implications

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

11 Financial implications

11.1 The purpose of this report is to update Members on current housing issues. As such, there are no specific financial implications arising from the report itself.

11.2 The Council's current 30 year financial model for the Housing Revenue Account includes provision for up to 500 new units, for social rent purposes, at an average cost of £190k each (adjusted annually for inflation) over the first 10 years of the model.

11.3 The plan also includes forecasts on rental policy and future rental income streams. The announcement by government of the return to uplifting rents by CPI + 1% from financial year 2020/21 was included as an estimate within the current financial model.

11.4 As each budget announcement progresses this will be reported on separately to the committee when detail is provided.

12 Crime and disorder implications

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

13 Equalities implications

13.1 There are no equalities implications arising from this report.

14 Environmental implications

14.1 There are no environmental implications arising from this report.

15 Background Documents and Report Originator

15.1 If you have any queries relating to this report please contact Jeff Endean on 020 8314 6213.

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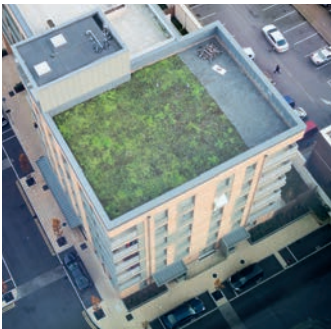
MAYOR OF LONDON



London Housing Strategy

EXECUTIVE SUMMARY DRAFT
FOR PUBLIC CONSULTATION

September 2017



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Foreword

As Mayor, I have been clear that London's housing crisis is the single biggest barrier to prosperity, growth, and fairness facing Londoners today.

In recent decades, London has excelled at creating jobs and opportunities. Yet over the same period, far too little was done to build the genuinely affordable homes we need. Now a generation of Londoners are being priced out of our city. Many cannot afford their rent, live in overcrowded conditions, and see buying their own home as a distant dream.

It now costs more to rent a one-bed flat in London than it does to rent a three-bed home anywhere else in the country. Shamefully, 90,000 children in London live in temporary accommodation. Three out of four businesses cite housing as the biggest challenge to attracting staff. And one in four nurses and young teachers say they expect to leave the city in the next five years because of high housing costs.

The approach to homebuilding over recent decades has clearly not met the challenge we face. It has not built the number of homes we need nor the type of homes we need, and when I took

office, our audit showed just 13 per cent of new homes being given planning permission were affordable. These 'affordable' homes will have included those at 80 per cent of market rents – a level not genuinely affordable in most parts of London.

This is unacceptable and I am determined to make a difference. I have been honest with Londoners from the start – we are not going to be able to turn things around overnight. This is going to be a marathon, not a sprint. But we are working hard every day and we have already started to take big steps forward.

London currently depends on a small number of large developers whose model relies on homes built for sale. These large developers play a key role in homebuilding, but their contribution alone cannot solve the crisis. New City Hall analysis, set to be published in the autumn, will show that we need many more homes than are currently planned for, and that of these new homes around 50 per cent will need to be affordable. The biggest shortfall by far between what we are building now and what we need is amongst homes that are genuinely affordable to Londoners.

“This housing strategy is not only about the long-term, but also about doing all we can to help Londoners affected by the housing crisis right now.”

That is why my new housing strategy sets out an approach that will start to rebalance housing supply in London. It sets out how we have started to move in a better direction. I have already begun to invest the record £3.15bn of affordable housing funding I secured for London from Government, and I have introduced a new and innovative approach to increase affordable housing and speed up the planning system so that we can pick up the pace of change.

My housing strategy also outlines my vision for housing associations, councils, institutional investors, and small builders to play a far bigger role – and for City Hall to play a greater part in bringing land forward for building new homes. It sets out the importance of more higher density homes across the city, including in outer London, and more high-quality homes at a stable rent. Above all, it sets out the importance and necessity of building more genuinely affordable homes for Londoners to rent and buy.

But our ambition must stretch even further if we are to tackle this crisis. I will do everything I can using the powers I have in London, but Government also needs to play its part. Our plans

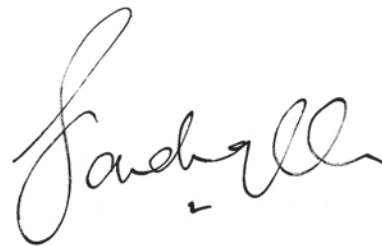
to bring forward more land for housing could transform supply in London if supported by more effective powers from Government. Likewise, our plans to build more genuinely affordable homes could achieve an even greater step-change if ambitious councils and housing associations were enabled to build more homes, supported by a long-term, stable and devolved funding settlement from Government.

This housing strategy is not only about the long-term, but also about doing all we can to help Londoners affected by the housing crisis right now. That is why we want to improve standards for Londoners renting privately, to help leaseholders get a better deal, and to make sure more is done to prevent homelessness and rough sleeping. I am also fighting for Londoners currently living in social housing and making sure their voice is heard – following the Grenfell Tower fire, I am determined to do whatever is necessary to ensure Londoners' homes are safe.

There is still a long way to go, but over the past year we have started the difficult process of turning things around. As part of this, I am pulling people

together and working with an alliance of developers, housing associations, councils, investors, businesses, and Londoners themselves. This draft strategy sets out the work we have started, our plans to push the limits of our current powers, and the scale of our ambitions for the future.

I want as many Londoners as possible to take part in this consultation as we shape the strategy's final version. Housing is an issue that affects everyone and every family in London. I want you all to have your say as we work towards building a city that works for all Londoners.

A handwritten signature in black ink, appearing to read 'Sadiq Khan', with a small mark below the end of the signature.

Sadiq Khan
Mayor of London



Executive summary

How to provide all Londoners with a decent and affordable home is the greatest challenge facing our city today. Londoners know this only too well. Public concern with housing in the capital hit its highest recorded level in 2016. One in three Londoners now call it one of the biggest issues facing the country. London's housing shortage can be traced back to a failure, over many decades, to build the new homes the city's growing economy requires. The effects of this chronic shortage now reach into every aspect of Londoners' lives.

The Mayor's draft London Housing Strategy sets out his vision for housing in the capital, alongside policies and proposals to achieve it. It provides a framework for what the Mayor will do over several years, including over £3.15 billion of affordable housing investment through to 2021, as well as a host of other programmes and services provided by the Mayor and his partners, and his longer-term ambitions for the future. It is a call to action for all organisations that have a role to play in addressing London's housing crisis to work with him toward this goal.

THE MAYOR'S VISION AND PRIORITIES

Building the right number and the right mix of new homes, and addressing the consequences of the housing crisis, are essential parts of the Mayor's vision for good growth. He wants every Londoner to have access to a good quality home that meets their needs and at a price they can afford. The Mayor wants to make the capital 'A City for all Londoners'. That means meeting London's housing needs in full, particularly the need for genuinely affordable homes. It means creating a city where businesses can thrive, the environment is protected, and people from all walks of life can share in the city's success and fulfil their potential.

This vision underpins the five priorities of the Mayor's draft London Housing Strategy:

- Building homes for Londoners;
- Delivering genuinely affordable homes;
- High quality homes and inclusive neighbourhoods;
- A fairer deal for private renters and leaseholders; and
- Tackling homelessness and helping rough sleepers.

The central priority of this draft strategy is to build many more homes for Londoners. The Mayor believes this is the only way to solve London's housing crisis over the long term. Doing so will require action to unblock stalled housing sites and increase the speed of building. It will require steps to diversify who is building new homes, as well as where, how, and for whom they are built. To meet our housing needs while protecting the Green Belt and open spaces, London must build at higher densities and ensure that all parts of the city take their fair share of new homes. This draft strategy sets out a comprehensive blueprint for supporting the step change in housing delivery that is now required.

It is essential we increase the supply of genuinely affordable housing, and we need to ensure that new homes are high quality, safe, support London's shift to a low carbon future, and are built in partnership with Londoners themselves. Furthermore, because we know that building the new homes we need won't happen overnight, in the meantime we need to do all we can to help Londoners now. That is why, in this draft strategy, the Mayor sets out his plan to help the growing numbers of private renters and leaseholders in London, and to take urgent action to prevent and address homelessness.

BUILDING HOMES FOR LONDONERS

The Mayor believes the only way to solve London's housing crisis over the long term is to build significantly more homes. For many years, the number of new homes being built has fallen far short of what Londoners need, as we have become over-reliant on a relatively narrow range of development models, sites, and types of homes. Central to addressing this challenge is to diversify who builds homes, and where and how they are built. The Mayor's strengthened Homes for Londoners team will pursue, support, and lobby for the changes required to make this happen. This includes new funding and policy approaches, as well as collaboration with other levels of government and the housing industry.

1. **Identifying and bringing forward more land for housing:** London's current land use policies, and its land market, have failed to respond adequately to the city's desperate need for new homes. The Mayor will work to increase land supply by supporting more intensive use of London's available land, and by proactively intervening in the land market. He will make greater use of new and existing land assembly powers, promote projects, and invest

in infrastructure. He will work with public sector landowners so they can lead by example by releasing more land for housing. The Mayor will also call for the devolution of new powers and greater resources to assemble more land, more quickly. To protect the Green Belt, the Mayor will promote higher density schemes and prioritise development on brownfield sites, in and around town centres, and on smaller sites in areas that have traditionally contributed less to London's supply of new homes. To ensure that all councils contribute to the capital's needs, clear and ambitious housing targets will be set for every council in London. – Policy 3.1

2. **Investing in homes and infrastructure:** Public investment plays a central role in sustaining and supporting homebuilding. It helps to speed up build-out rates, unlock stalled schemes, and make more land available for housing. The Mayor will use his resources and national programmes to invest in housing and infrastructure, including through: his Affordable Homes Programme; the Housing Infrastructure Fund; targeted investment in areas where delivery of new and genuinely affordable homes

can be maximised; and supporting access to finance for home builders. Investment in new transport schemes will be targeted to support new homes – whether major new rail lines like Crossrail 2, high quality rapid bus transit, and more local investment to make cycling and walking easier. The Mayor will work with Government and others to increase levels of investment in infrastructure, including through pushing for more devolution of funding powers to the capital, and new approaches to infrastructure finance and land value capture. – Policy 3.2

3. **Diversifying the homebuilding industry:** London will not increase its levels of homebuilding unless more of the homes built can be accessed by more Londoners, and until more homes are built by a wider group of organisations. The Mayor will offer packages of support to enable new players to complement the work of traditional private sector developers. Support for new purpose-built private rented homes – the Build to Rent sector – will provide a more stable and well-managed supply of homes at a range of rent levels. There will also be support for small- and medium-sized builders to help us build more

“The Mayor is determined to make more homes affordable to Londoners on low and middle incomes.”

on smaller sites and in outer London, where homes can be built faster and at more affordable prices. The Mayor will support housing associations to deliver their affordable housing targets through investment and new ‘strategic partnerships’. Finally, he will work closely with ambitious councils to help them access the resources they need to build new council housing. – Policy 3.3

- 4. Improving the skills, capacity and building methods of the industry:** At present, there are not enough people who have the right skills and who want to work in London’s construction industry, and relying on traditional building methods alone will make it hard to significantly increase the number of new homes. The Mayor will work to address the construction skills gap. He will provide leadership and coordination to improve the image of construction. He will also improve London’s construction skills training system, and support the industry through the risks posed by Brexit. A shift to more of the components of London’s homes being precision manufactured, including in factories, will be supported too. – Policy 3.4

DELIVERING GENUINELY AFFORDABLE HOMES

The Mayor is determined to make more homes affordable to Londoners on low and middle incomes. London depends on people of different means and backgrounds all being able to live here and contribute to its vibrancy and economic success. Social housing forms the foundation of our mixed city, yet for many years London has failed to build new affordable homes at the rate required, while its existing affordable homes are under increasing pressure.

5. **Ensuring homes are genuinely affordable:** Londoners have understandably become suspicious of the term 'affordable' in recent years. The Mayor wants to make sure they can be confident that more new homes will be genuinely affordable, by establishing clearer definitions of what homes are affordable for Londoners on low and middle incomes to rent and buy. The Mayor will invest in homes around social rent levels for Londoners on low incomes, in London Living Rent homes for middle income Londoners struggling to save for a deposit, and in shared

ownership homes for Londoners who cannot afford to buy on the open market. While encouraging innovation in other forms of affordable housing, the Mayor will set clear tests to ensure they are genuinely affordable to Londoners. – Policy 4.1

6. **Working towards half of new homes built being affordable:** The Mayor is committed to a long-term strategic target for half of new homes built to be genuinely affordable. To achieve this, he will ensure the planning system secures more affordable homes as part of new developments, including through fast tracking developments that meet the Mayor's minimum threshold. He will further increase the levels of new affordable homes through investment, including his programme of £3.15 billion to support 90,000 affordable home starts by 2021. He will also work with others to bring forward London's surplus or under utilised publicly-owned land to support the delivery of more genuinely affordable homes, including clear targets for Mayoral land. Longer term, the Mayor will make the case for far more investment to provide the homes that Londoners need. – Policy 4.2

7. Protecting London's existing affordable homes: As well as building more genuinely affordable homes, we must do more to protect London's existing affordable homes. The Mayor wants homes sold through Right to Buy to be replaced on a like for like basis, supported by Government reforms to make this more straightforward. Equally, he wants to ensure that homes demolished for redevelopment are replaced on a like for like basis and will make this a key planning requirement. He will also support a more efficient use of London's affordable homes, including helping tenants who want to move to more appropriate homes. – Policy 4.3

HIGH QUALITY HOMES AND INCLUSIVE NEIGHBOURHOODS

As London develops and grows, it must remain a great place to live and work. That means new homes and neighbourhoods must be well-designed, good quality and environmentally sustainable. They must be accessible and inclusive of Londoners' diverse housing needs. Above all, new and existing buildings must be safe for Londoners, while more broadly we must ensure good quality construction, take measures to reduce the number of Londoners living in fuel poverty, and do more to adapt London's housing stock for an ageing population. Londoners need to feel involved in decisions

about homebuilding and their concerns about new development should be addressed.

8. Well-designed, safe, good quality, and environmentally sustainable homes: Alongside higher levels of homebuilding, there must be more focus on the quality, safety, and sustainability of homes and neighbourhoods. The tragic Grenfell Tower fire raises urgent questions about the safety and design of some existing buildings, and about how rules and regulations are written and enforced. The Mayor wants to encourage strict quality and safety standards. More widely, he will support excellent design to underpin an expansion in homebuilding, including through appointing Mayoral Design Advocates and supporting a new 'housing Expo' to showcase the best design for the types of new homes that London needs. The Mayor will help champion quality and design locally. His new social enterprise, 'Public Practice', will help to boost planning and regeneration expertise in councils. Through delivering his Environment Strategy, the Mayor also recognises the role of housing in enhancing London's environmental quality, including the public realm and green infrastructure within which housing is set, and improving energy efficiency of buildings themselves. – Policy 5.1

9. **Meeting London's diverse housing needs:**

To fulfil the Mayor's vision of a city for all Londoners, new homes need to be developed with the needs of all Londoners in mind, and existing homes need to be improved to support demographic change and to improve accessibility. The Mayor will work to ensure this happens by providing investment for specialist and supported homes, including for older or disabled Londoners, by adopting strict standards for accessibility, and by working with communities across London to develop proposals for specialist homes that meet their needs. – Policy 5.2

10. **Involving Londoners in**

homebuilding: Londoners' support for new homebuilding has been rising over recent years, as the need for new housing has become increasingly acute. The Mayor wants to make sure people living and working in London benefit from new homes. In some cases, Londoners want to shape development themselves, and so the Mayor is funding a new Community-Led Housing Hub for London. More broadly, he will work to ensure that new housing development is matched with provision of health, education, and other facilities, so that communities are well prepared

for new homes. Homebuilding will become a more transparent and open process, while the Mayor will take steps to address concerns about empty homes, overseas buyers, and the impacts of estate regeneration. – Policy 5.3

A FAIRER DEAL FOR PRIVATE RENTERS AND LEASEHOLDERS

Building the homes that Londoners need will take time, and in the meantime the Mayor wants to improve life for London's two million private renters. Private renting is London's only growing housing tenure, yet renters face a range of challenges. These include rising rents and other costs, a lack of security and stability, and, in some cases, unacceptable conditions. The Mayor also wants to get a fairer deal for the more than half-a-million leaseholders in the capital – a vital task given that most new homes currently being built in London are leasehold.

11. **Improving the quality of private renting:**

Most landlords offer a good service to their tenants. However, almost a quarter of privately rented homes fail to meet the Decent Homes standard, and councils struggle to enforce minimum standards. The Mayor wants councils to have the tools

and resources they need to ensure private renters can expect consistently decent standards. His vision is for an effective system of regulation through property licensing and landlord registration, that is light touch for good landlords and focuses resources on pursuing those who behave unlawfully. As a first step to help improve standards, he will 'name and shame' landlords and letting agents who have acted unlawfully. He will also support councils to operate well-designed property licensing schemes, and to more closely share information and coordinate their actions. – Policy 6.1

12. A more secure, stable, and affordable private rented sector:

The high costs of renting in the capital affects Londoners across the board – from families on low incomes, to those affected by recent welfare reforms, to young people unable to save for a home of their own. At the same time, more households rely on private renting for a long term and stable home. Today, almost 600,000 London children live in the sector. The Mayor will work to promote a new deal – a London Model – for renters. This will offer greater stability and tenant rights, balanced with the legitimate interests of landlords. He will also work to address upfront costs and

fees facing renters, and will urge Government to improve the support it provides for Londoners on lower incomes struggling to pay their rent. – Policy 6.2

13. Reforming and improving leasehold:

Most new homes built in London today are sold on a leasehold basis. Despite this, many leaseholders know little about their rights and obligations, and the system remains open to abuse. The Mayor will support improvements to the leasehold sector, particularly measures to improve the quality of advice and support available to leaseholders. This includes working with developers to extend the London Charter for service charges and ground rents to the wider leasehold sector. The Mayor supports the principles behind recently published central Government consultations on leasehold houses and ground rents, and over the longer term, he will push for fundamental reform of leasehold, which could include its replacement with a fairer tenure. – Policy 6.3

TACKLING HOMELESSNESS AND HELPING ROUGH SLEEPERS

The impacts of London's housing crisis are felt by many – yet few experience it more severely than the thousands of Londoners who have no home at all.

London is one of the world's wealthiest cities. Yet the high cost of housing, and lack of support for those who need it, means homelessness has been on the rise. A recent study estimated that one in 50 Londoners is now homeless – including those living in temporary accommodation, single people in hostels, and around 8,000 people who last year were seen sleeping on the streets. The Mayor has been clear that, in a city as wealthy as London, we have a moral duty to tackle homelessness head on.

- 14. Preventing homelessness and helping homeless Londoners into accommodation:** More and more Londoners have been finding themselves without a place to call home. Fundamentally this is due to the shortage of affordable homes and the insecurity of private renting. The Mayor will lead on tackling the root causes of this unacceptable situation, and he will work with councils to try and prevent homelessness and help homeless Londoners into sustainable accommodation. This includes investing in places for homeless Londoners to live, and supporting more coordination between councils when accommodating homeless Londoners. He will also focus on homelessness that is caused by violence against women and girls.
- Policy 7.1

“It is unacceptable that anyone sleeps on London’s streets. The Mayor’s aim is to ensure there is a way off the streets for every single rough sleeper in London.”

“The draft London Housing Strategy sets out the Mayor’s long term plan for addressing London’s housing crisis.”

15. Helping rough sleepers off the streets: It is unacceptable that anyone sleeps on London’s streets. The Mayor’s aim is to ensure there is a way off the streets for every single rough sleeper in London. He will provide leadership and coordination through his ‘No Nights Sleeping Rough’ taskforce. He will work with councils, charities, Government, and others to boost services beyond the £8.5 million a year he has committed toward support for rough sleepers. He will invest in improving and expanding London’s network of hostels and refuges. – Policy 7.2

DELIVERING THE MAYOR’S VISION

The draft London Housing Strategy sets out the Mayor’s plan for addressing London’s housing crisis. Much can be done with existing powers and funding, and the ambition of the proposals in this strategy demonstrates the determination at City Hall to drive forward the changes and reforms that are required. However, the Mayor cannot solve this crisis on his own. Many organisations will need to play their role if this draft strategy is to be delivered. In particular:

Councils in London are at the frontline of the housing crisis and they will play a central role in the delivery of this

strategy. The Mayor wants to work with councils to ensure that they can support its aims through the whole range of their functions. This includes: planning and giving permission for new housing schemes; promoting regeneration and development across their areas; building new genuinely affordable homes; and ensuring that Londoners affected by the housing crisis are receiving the help and support they need. This draft strategy proposes clear expectations on councils for local delivery, backed up with a comprehensive package of support from City Hall.

Private developers will continue to build most of London's new homes. The Mayor recognises and values the contribution they make. This draft strategy sets out how he will support the sector by increasing the supply of land, investing in infrastructure to unlock new sites, and helping a wider range of developers and builders to play a bigger role. In return, he expects private developers to increase their levels of homebuilding. He also expects them to make their fair contribution to providing the genuinely affordable homes that Londoners need.

Housing associations are the main providers of new genuinely affordable homes. As such, they play a central role in the Mayor's vision for housing

in London. He will provide support to help them do more. This includes a substantial share of his current £3.15 billion of investment for new affordable homes. For the largest and most ambitious housing associations, the Mayor will create new strategic partnerships to support the delivery of key parts of this strategy.

The other central player in making this draft strategy a reality, both in the immediate future and over the longer term, is **Government**. The UK remains a highly centralised state. As such, London continues to rely on central Government for its funding and powers. The Mayor, like councils and businesses across London, is calling for a comprehensive and urgent devolution of funding and powers that recognises the scale of London's housing challenges. This would allow London to take the lead in solving its own housing problems.

CONSULTATION AND NEXT STEPS

The publication of this draft strategy marks the start of a three-month consultation. Following the consultation, the Mayor will consider responses and amend the strategy. He will then submit the final draft to the London Assembly and to Government for their consideration. The final version will be published in 2018.

Other formats and languages

For a large print, Braille, disc, sign language video or audio-tape version of this document, or if you would like a summary of this document in your language please contact us at this address:

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Appendix B – Programme Update

Project	Lead Partner	New Homes			Next decision/stage	Target Planning Dates		Target Start on Site	Target Completion Dates
		Total	Council	Other Affordable		Submission	Approval		
Completed schemes									
Mercator Road	L. Homes	6	6	0	Complete				
Marischal Road	Pocket Living	26	0	26	Complete				
Slaithwaite Community Rm	L. Homes	1	1	0	Complete				
Forman House	L. Homes	2	2	0	Complete				
Angus Street	L. Homes	1	1	0	Complete				
Dacre Park South - Phase 1	L. Homes	7	7	0	Complete				
PLACE/Ladywell	LBL	24	0	24	Complete				
Hamilton Lodge	LBL	21	0	21	Complete				
Hazelhurst Court	Phoenix	60	60	0	Complete				
Wood Vale	L. Homes	17	9	0	Complete				
Grebe Street	LBL	1	1	0	Complete				
Honor Oak Housing Office	L. Homes	5	5	0	Complete				
SUBTOTAL		171	92	71					
Schemes on site									
Dacre Park South - Phase 2	L. Homes	18	18	0	On Site				Jan-18
Forster House	Phoenix	24	24	0	On Site				Jan-18
Woodbank	Phoenix	4	4	0	On Site				Mar-18
Longfield Crescent	L. Homes	27	27	0	On Site				Jul-18
Dacre Park North	L.Homes	5	5	0	On Site				Sep-18
Campshill Road	One Housing	53	34	19	On Site				Feb-19
93-95 Rushey Green (purchase)	LBL	9	9	0	On Site				Jan-18
<i>On-site subtotal</i>		<i>140</i>	<i>121</i>	<i>19</i>					
CUMULATIVE SUBTOTAL		311	213	90					

Project	Lead Partner	New Homes			Next decision/stage	Target Planning Dates		Target Start on Site	Target Completion Dates
		Total	Council	Other Affordable		Submission	Approval		
Schemes awaiting start on site									
Rawlinson House	L. Homes	1	1	0	Awaiting Start			Jan-18	May-18
<i>Awaiting start subtotal</i>		<i>1</i>	<i>1</i>	<i>0</i>					
CUMULATIVE SUBTOTAL		312	214	90					
Schemes awaiting planning consent									
Marnock Road	L. Homes	6	6	0	Planning decision		Oct-17	Jan-18	May-19
Stanstead Road	Birnbeck HA	4	4	0	Planning decision		Dec-17	Jan-19	Jan-19
Hawke Tower	L. Homes	1	1	0	Planning decision		Dec-17	Mar-18	Aug-18
Kenton Court	L. Homes	25	25	0	Planning decision		Jan-18	May-18	May-20
Mayfield	L. Homes	47	47	0	Planning decision		Jan-18	May-18	May-19
Somerville Estate Phase 1	L. Homes	23	23	0	Planning decision		Jan-18	May-18	Nov-19
Church Grove	RUSS	33	5	28	Planning decision		Jan-18	Mar-18	Mar-21
Pepys Housing Office	L. Homes	5	5	0	Planning decision		Feb-18	Mar-18	Jun-19
<i>Awaiting planning subtotal</i>		<i>144</i>	<i>116</i>	<i>28</i>					
CUMULATIVE SUBTOTAL		456	330	118					

Project	Lead Partner	New Homes			Next decision/stage	Target Planning Dates		Target Start on Site	Target Completion Dates
		Total	Council	Other Affordable		Submission	Approval		
Schemes awaiting planning submission									
Endwell Road	L. Homes	9	9	0	Planning submission	Dec-17	Feb-18	Mar-18	Sep-19
Algernon Road	L. Homes	5	5	0	Planning submission	Dec-17	Feb-17	May-18	Aug-19
Forest Estate	L. Homes	17	17	0	M&C decision (6 Dec)	Dec-17	Mar-18	Jun-18	Jun-20
Grace Path	L. Homes	6	6	0	Planning submission	Jan-18	Apr-18	May-18	Aug-19
Silverdale Hall	L. Homes	7	7	0	Planning submission	Jan-18	Apr-18	May-18	Aug-19
Edward Street	LBL	32	32	0	M&C decision (10 Jan)	Dec-17	Mar-18	May-18	May-19
High Level Drive	L. Homes	18	18	0	M&C decision (10 Jan)	Jan-18	Apr-18	Jul-18	Jul-20
Home Park	L. Homes	36	36	0	M&C decision (10 Jan)	Jan-18	Apr-18	Jul-18	Jul-19
Bampton Estate	L. Homes	44	44	0	M&C decision (10 Jan)	Jan-18	Apr-18	Jul-18	Jul-20
Embleton Road	L. Homes	4	4	0	M&C decision (10 Jan)	Jan-18	Apr-18	Jul-18	Oct-19
Brasted Close	L. Citizens	11	0	11	Planning submission	Mar-18	Jun-18	Sep-18	Mar-20
<i>Awaiting submission subtotal</i>		189	178	11					
GRAND TOTAL		645	508	129					

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Housing Select Committee			
Title	Select Committee work programme		
Contributor	Scrutiny Manager	Item	7
Class	Part 1 (open)	14 December 2017	

1. Purpose

To advise Members of the proposed work programme for the municipal year 2017-18 and to decide on the agenda items for the next meeting.

2. Summary

- 2.1 At the beginning of the municipal year, each select committee drew up a draft work programme for submission to the Business Panel for consideration.
- 2.2 The Business Panel considered the proposed work programmes of each of the select committees on 22 May 2017 and agreed a co-ordinated overview and scrutiny work programme. However, the work programme can be reviewed at each Select Committee meeting so that Members are able to include urgent, high priority items and remove items that are no longer a priority.

3. Recommendations

3.1 The Committee is asked to:

- note the work plan attached at **Appendix B** and discuss any issues arising from the programme;
- specify the information and analysis required in the report for each item on the agenda for the next meeting, based on desired outcomes, so that officers are clear about what they need to provide;
- review all forthcoming key decisions, attached at **Appendix C**, and consider any items for further scrutiny;

4. The work programme

4.1 The work programme for 2017/18 was agreed at the Committee's meeting on 18 April 2017.

4.2 The Committee is asked to consider if any urgent issues have arisen that require scrutiny and if any existing items are no longer a priority and can be removed from the work programme. Before adding additional items, each item should be considered against agreed criteria. The flow chart attached at **Appendix A** may help Members decide if proposed additional items should be added to the work programme. The Committee's work programme needs to be achievable in terms of the amount of meeting time available. If the Committee agrees to add additional item(s) because they are urgent and high priority, Members will need to consider

which medium/low priority item(s) should be removed in order to create sufficient capacity for the new item(s).

5. The next meeting

5.1 The following reports are scheduled for the meeting on 31 January 2017:

Agenda item	Review type	Link to Corporate Priority	Priority
Housing zones update	Standard item	Decent homes for all	Medium
Lewisham Central opportunity site	Standard item	Decent homes for all	Medium
Housing and mental health review update	In-depth review	Decent homes for all	High
Supported housing	Standard item	Decent homes for all	High
Private Sector Housing Assistance Policy	Standard item	Decent homes for all	High
Proposed rent and service charge increases	Standard item	Decent homes for all	High

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

6. Financial Implications

There are no financial implications arising from this report.

7. Legal Implications

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

8. Equalities Implications

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

disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex and sexual orientation.

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

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

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

9. Date of next meeting

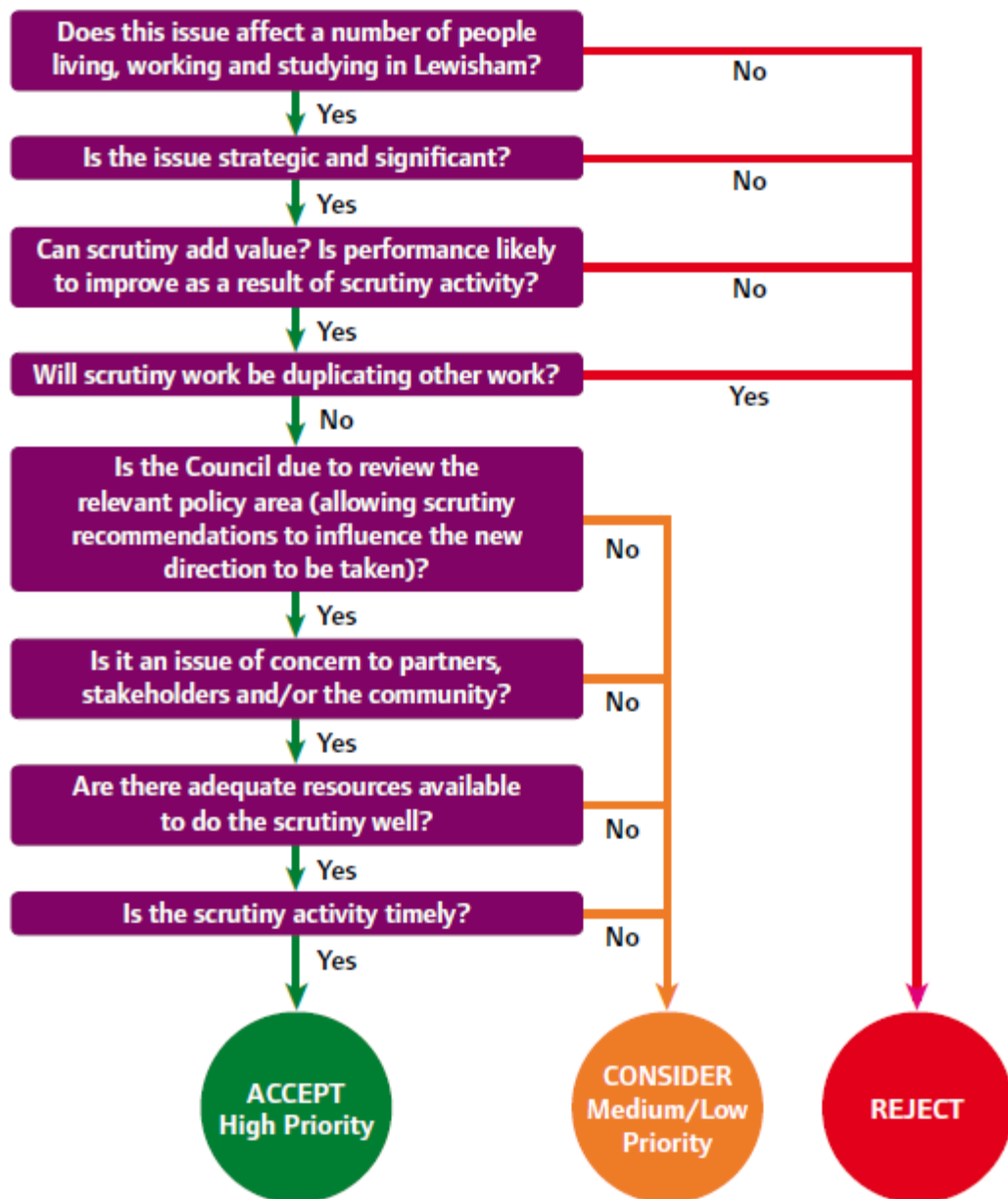
The date of the next meeting is Wednesday 31 January 2017.

Background Documents

Lewisham Council's Constitution

Centre for Public Scrutiny: the Good Scrutiny Guide

Scrutiny work programme – prioritisation process



Housing Select Committee work programme 2017/18

Programme of work

Work item	Type of item	Priority	Strategic priority	Delivery deadline	18-Apr	26-Jun	05-Jul	06-Sep	09-Nov	14-Dec	31-Jan	14-Mar
Lewisham Future Programme	Standard item	High	CP6	Ongoing					Savings			
Key Housing Issues	Standard item	Low	CP6	Ongoing								
Election of the Chair and Vice-Chair	Constitutional req	N/A	CP6	Apr								
Committee work programme 2016/17	Constitutional req	High	CP6	Apr								
New Homes Programme	Performance monitoring	High	CP6	Jul								
Housing delivery models	Policy development	High	CP6	Jun		Scoping		Evidence		Evidence	Report	
Lewisham's Housing Strategy	Policy development	Medium	CP6	Jul								
Fire safety in tall buildings	Standard item	High	CP6	Jul								
Lewisham Homes	Performance monitoring	Medium	CP6	Sep				Annual report & business plan				
Brockley PFI	Performance monitoring	Medium	CP6	Sep				Annual report & business plan				
Changes that will impact private rented sector licensing	Standard item	High	CP6	Sep								
Homelessness and temporary accommodation pressures	Policy development	High	CP6	Dec								
Housing and mental health review update	In-depth review	Medium	CP6	Dec							Update	
Supported housing	Policy development	Medium	CP6	Oct								
Housing zones update	Policy development	Medium	CP6	Oct								
Lewisham Central opportunity site	Policy development	Medium	CP6	Jan								
Private Sector Housing Assistance Policy	Standard item	High	CP6	Jan								
Proposed rent and service charge increases	Standard item	High	CP6	Jan								
Annual lettings plan	Standard item	High	CP6	Mar								

	Item completed
	Item ongoing
	Item outstanding
	Proposed timeframe
	Item added

Meeting Dates:						
1)	Tuesday	18 April		5)	Thursday	9 Nov
2)	Monday	26 June		6)	Thursday	14 Dec
3)	Wednesday	5 Jul		7)	Wednesday	31 Jan
4)	Wednesday	6 Sep		8)	Wednesday	14 Mar

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FORWARD PLAN OF KEY DECISIONS

Forward Plan December 2017 - March 2018

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

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

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

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

June 2017	New Precision Manufactured Homes: Edward Street	15/11/17 Mayor and Cabinet	Kevin Sheehan, Executive Director for Customer Services and Councillor Damien Egan, Cabinet Member for Housing		
September 2017	Precision Manufactured Homes and GLA Innovation Fund Update	15/11/17 Mayor and Cabinet	Kevin Sheehan, Executive Director for Customer Services and Councillor Damien Egan,		

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
			Cabinet Member for Housing		
October 2017	Update on Fire Safety in Lewisham	15/11/17 Mayor and Cabinet	Kevin Sheehan, Executive Director for Customer Services and Councillor Damien Egan, Cabinet Member for Housing		
June 2017	Gypsy and Traveller Local Plan Update	15/11/17 Mayor and Cabinet	Janet Senior, Executive Director for Resources & Regeneration and Councillor Alan Smith, Deputy Mayor		
June 2017	Ladywell Playtower: selecting a restoration partner	15/11/17 Mayor and Cabinet	Janet Senior, Executive Director for Resources & Regeneration and Councillor Alan Smith, Deputy Mayor		
October 2017	Lewisham Poverty Commission	15/11/17 Mayor and Cabinet	Janet Senior, Executive Director for Resources & Regeneration and Councillor Joe Dromey, Cabinet Member Policy & Performance		
October 2017	New Homes Programme Update Parts 1&2	15/11/17 Mayor and Cabinet	Kevin Sheehan, Executive Director for Customer Services and Councillor Damien Egan, Cabinet Member for Housing		

FORWARD PLAN – KEY DECISIONS

Date included in forward plan	Description of matter under consideration	Date of Decision Decision maker	Responsible Officers / Portfolios	Consultation Details	Background papers / materials
September 2017	Consultation on removal of subsidies for Day Care meals	15/11/17 Mayor and Cabinet	Aileen Buckton, Executive Director for Community Services and Councillor Chris Best, Cabinet Member for Health, Wellbeing and Older People		
October 2017	Cutting Energy Costs through new local energy supply models	15/11/17 Mayor and Cabinet	Janet Senior, Executive Director for Resources & Regeneration and Councillor Rachel Onikosi, Cabinet Member Public Realm		
September 2017	Main Grants Programme	15/11/17 Mayor and Cabinet (Contracts)	Aileen Buckton, Executive Director for Community Services and Councillor Joan Millbank, Cabinet Member Third Sector & Community		
October 2017	School Kitchen Facilities Maintenance	15/11/17 Mayor and Cabinet (Contracts)	Sara Williams, Executive Director, Children and Young People and Councillor Paul Maslin, Cabinet Member for Children and Young People		
	Brent Knoll and Watergate Co-operative Trust Appointment	22/11/17 Council	Sara Williams, Executive Director, Children and Young People and Councillor Paul Maslin, Cabinet Member for Children and Young People		

FORWARD PLAN – KEY DECISIONS					
Date included in forward plan	Description of matter under consideration	Date of Decision Decision maker	Responsible Officers / Portfolios	Consultation Details	Background papers / materials
September 2017	Business Rates - London Pooling	22/11/17 Council	Janet Senior, Executive Director for Resources & Regeneration and Councillor Kevin Bonavia, Cabinet Member Resources		
September 2017	Financial Regulations and Directorate Schemes of Delegation	22/11/17 Council	Janet Senior, Executive Director for Resources & Regeneration and Councillor Kevin Bonavia, Cabinet Member Resources		
May 2017	Report of the Barriers to Participation Working Party	22/11/17 Council	Janet Senior, Executive Director for Resources & Regeneration and Councillor Suzannah Clarke, Chair Planning Committee C		
September 2017	LGO finding against the Council	22/11/17 Council	Sara Williams, Executive Director, Children and Young People and Councillor Paul Maslin, Cabinet Member for Children and Young People		
October 2017	Lewisham Poverty Commission	22/11/17 Council	Janet Senior, Executive Director for Resources & Regeneration and Councillor Joe Dromey, Cabinet Member Policy & Performance		

FORWARD PLAN – KEY DECISIONS

Date included in forward plan	Description of matter under consideration	Date of Decision Decision maker	Responsible Officers / Portfolios	Consultation Details	Background papers / materials
October 2017	Terms and Conditions for Appointment of a Chief Executive	22/11/17 Council	Kath Nicholson, Head of Law and Councillor Alan Hall, Chair of Overview & Scrutiny Committee		
November 2017	Young Mayor Appointment	22/11/17 Council	Janet Senior, Executive Director for Resources & Regeneration and Councillor Alan Smith, Deputy Mayor		
October 2017	Northgate Contract Extension	28/11/17 Overview and Scrutiny Business Panel	Janet Senior, Executive Director for Resources & Regeneration and Councillor Kevin Bonavia, Cabinet Member Resources		
March 2017	Achilles Street Regeneration Proposals	06/12/17 Mayor and Cabinet	Kevin Sheehan, Executive Director for Customer Services and Councillor Damien Egan, Cabinet Member for Housing		
June 2017	Joint Strategic Depot Review	06/12/17 Mayor and Cabinet	Kevin Sheehan, Executive Director for Customer Services and Councillor Rachel Onikosi, Cabinet Member Public Realm		
September 2017	Adoption of Lewisham Cycling Strategy	06/12/17 Mayor and Cabinet	Janet Senior, Executive Director for Resources & Regeneration and		

FORWARD PLAN – KEY DECISIONS

Date included in forward plan	Description of matter under consideration	Date of Decision Decision maker	Responsible Officers / Portfolios	Consultation Details	Background papers / materials
			Councillor Alan Smith, Deputy Mayor		
November 2017	Besson Street Parts 1 & 2	06/12/17 Mayor and Cabinet	Kevin Sheehan, Executive Director for Customer Services and Councillor Damien Egan, Cabinet Member for Housing		
September 2017	Review of Implementation of the Armed Forces Community Covenant	06/12/17 Mayor and Cabinet	Janet Senior, Executive Director for Resources & Regeneration and Councillor Damien Egan, Cabinet Member for Housing		
November 2017	Council Tax Reduction Scheme 2017-18	06/12/17 Mayor and Cabinet	Kevin Sheehan, Executive Director for Customer Services and Councillor Kevin Bonavia, Cabinet Member Resources		
November 2017	Council Tax Reduction Review	06/12/17 Mayor and Cabinet	Kevin Sheehan, Executive Director for Customer Services and Councillor Kevin Bonavia, Cabinet Member Resources		
August 2017	Fostering Strategy	06/12/17 Mayor and Cabinet	Sara Williams, Executive Director, Children and Young People and Councillor Paul Maslin, Cabinet Member for		

FORWARD PLAN – KEY DECISIONS					
Date included in forward plan	Description of matter under consideration	Date of Decision Decision maker	Responsible Officers / Portfolios	Consultation Details	Background papers / materials
			Children and Young People		
October 2017	Wide Horizons refinancing	06/12/17 Mayor and Cabinet	Sara Williams, Executive Director, Children and Young People and Councillor Paul Maslin, Cabinet Member for Children and Young People		
November 2017	Introduction of a new Public Space Protection Order	06/12/17 Mayor and Cabinet	Aileen Buckton, Executive Director for Community Services and Councillor Janet Daby, Cabinet Member Community Safety		
September 2017	Financial Monitoring 2017/18	06/12/17 Mayor and Cabinet	Janet Senior, Executive Director for Resources & Regeneration and Councillor Kevin Bonavia, Cabinet Member Resources		
May 2017	Lewisham Future Programme 2018/19 Revenue Budget Savings	06/12/17 Mayor and Cabinet	Janet Senior, Executive Director for Resources & Regeneration and Councillor Kevin Bonavia, Cabinet Member Resources		
September 2017	School Deficits	06/12/17 Mayor and Cabinet	Sara Williams, Executive Director, Children and Young People and Councillor Paul Maslin,		

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
			Cabinet Member for Children and Young People		
September 2017	Brownfield Land Register	06/12/17 Mayor and Cabinet	Janet Senior, Executive Director for Resources & Regeneration and Councillor Alan Smith, Deputy Mayor		
September 2017	Planning Service Annual Monitoring Report 2016-17	06/12/17 Mayor and Cabinet	Janet Senior, Executive Director for Resources & Regeneration and Councillor Alan Smith, Deputy Mayor		
November 2017	Working in the Private Rented Sector	06/12/17 Mayor and Cabinet	Kevin Sheehan, Executive Director for Customer Services and Councillor Damien Egan, Cabinet Member for Housing		
November 2017	New Homes Programme Update	06/12/17 Mayor and Cabinet	Kevin Sheehan, Executive Director for Customer Services and Councillor Damien Egan, Cabinet Member for Housing		
October 2017	Disposal of the former Saville Centre	06/12/17 Mayor and Cabinet	Janet Senior, Executive Director for Resources & Regeneration and Councillor Alan Smith, Deputy Mayor		

FORWARD PLAN – KEY DECISIONS

Date included in forward plan	Description of matter under consideration	Date of Decision Decision maker	Responsible Officers / Portfolios	Consultation Details	Background papers / materials
November 2017	Amalgamation of Sandhurst Infant School and Sandhurst Junior School - Feedback from consultation and permission to move to next stage	06/12/17 Mayor and Cabinet	Sara Williams, Executive Director, Children and Young People and Councillor Paul Maslin, Cabinet Member for Children and Young People		
November 2017	Delivering additional school places for Children and Young People with Special Educational Needs and Disabilities (SEND) - Feedback from consultations and permission to move to next stage	06/12/17 Mayor and Cabinet	Sara Williams, Executive Director, Children and Young People and Councillor Paul Maslin, Cabinet Member for Children and Young People		
November 2017	Amalgamation of Torridon Infant School and Torridon Junior School - Permission to consult	06/12/17 Mayor and Cabinet	Sara Williams, Executive Director, Children and Young People and Councillor Jim Mallory		
November 2017	Contract award of new framework agreement for Personalised Care and Support in the Home"	06/12/17 Mayor and Cabinet (Contracts)	Aileen Buckton, Executive Director for Community Services and Councillor Chris Best, Cabinet Member for Health, Wellbeing and Older People		
September 2017	Contract Awards for Support Services for Young People with Housing and Support Needs	06/12/17 Mayor and Cabinet (Contracts)	Aileen Buckton, Executive Director for Community Services and Councillor Chris Best, Cabinet Member for Health, Wellbeing and Older People		

FORWARD PLAN – KEY DECISIONS

Date included in forward plan	Description of matter under consideration	Date of Decision Decision maker	Responsible Officers / Portfolios	Consultation Details	Background papers / materials
September 2017	Contract Extension for Shared Care Adult Substance Misuse Services	06/12/17 Mayor and Cabinet (Contracts)	Aileen Buckton, Executive Director for Community Services and Councillor Janet Daby, Cabinet Member Community Safety		
September 2017	Contract Extension Provision of Homecare Services (Lead Provider)	06/12/17 Mayor and Cabinet (Contracts)	Aileen Buckton, Executive Director for Community Services and Councillor Chris Best, Cabinet Member for Health, Wellbeing and Older People		
November 2017	Equinox Mental Health Accommodation Based Service Contract Award	06/12/17 Mayor and Cabinet (Contracts)	Aileen Buckton, Executive Director for Community Services and Councillor Chris Best, Cabinet Member for Health, Wellbeing and Older People		
November 2017	Grove Park Streetscape Improvement - Contract award	06/12/17 Mayor and Cabinet (Contracts)	Janet Senior, Executive Director for Resources & Regeneration and Councillor Alan Smith, Deputy Mayor		
November 2017	Annual Complaints Report	10/01/18 Mayor and Cabinet	Kevin Sheehan, Executive Director for Customer Services and Councillor Joe Dromey, Cabinet Member Policy & Performance		

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 2017	School Improvement Partnership	10/01/18 Mayor and Cabinet	Sara Williams, Executive Director, Children and Young People and Councillor Paul Maslin, Cabinet Member for Children and Young People		
September 2017	Council Tax Base	10/01/18 Mayor and Cabinet	Janet Senior, Executive Director for Resources & Regeneration and Councillor Kevin Bonavia, Cabinet Member Resources		
August 2017	Response to Consultation regarding changes to Targeted Short Breaks Provision	10/01/18 Mayor and Cabinet	Sara Williams, Executive Director, Children and Young People and Councillor Paul Maslin, Cabinet Member for Children and Young People		
October 2017	Schools Minor Works Programme	10/01/18 Mayor and Cabinet	Sara Williams, Executive Director, Children and Young People and Councillor Paul Maslin, Cabinet Member for Children and Young People		
November 2017	New Homes Programme Update	10/01/18 Mayor and Cabinet	Kevin Sheehan, Executive Director for Customer Services and Councillor Damien Egan,		

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
			Cabinet Member for Housing		
November 2017	Planning Service Statement of Community Involvement	10/01/18 Mayor and Cabinet	Janet Senior, Executive Director for Resources & Regeneration and Councillor Alan Smith, Deputy Mayor		
April 2017	Proposed revision to the contract structure of the Downham Health & Leisure Centre PFI	10/01/18 Mayor and Cabinet (Contracts)	Aileen Buckton, Executive Director for Community Services and Councillor Joan Millbank, Cabinet Member Third Sector & Community		
September 2017	Council Tax Base	17/01/18 Council	Janet Senior, Executive Director for Resources & Regeneration and Councillor Kevin Bonavia, Cabinet Member Resources		
November 2017	Council Tax Reduction Scheme 2018/19	17/01/18 Council	Kevin Sheehan, Executive Director for Customer Services and Councillor Kevin Bonavia, Cabinet Member Resources		
November 2017	New Homes Programme Update	07/02/18 Mayor and Cabinet	Kevin Sheehan, Executive Director for Customer Services and Councillor Damien Egan, Cabinet Member for Housing		

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
June 2017	Deptford Lounge & Tidemill Academy Facilities Management and Centre Management Contract Award	07/02/18 Mayor and Cabinet (Contracts)	Sara Williams, Executive Director, Children and Young People and Councillor Paul Maslin, Cabinet Member for Children and Young People		
September 2017	Contract Award and Approval to Proceed with 1 FE expansion at Ashmead School	14/02/18 Mayor and Cabinet (Contracts)	Sara Williams, Executive Director, Children and Young People and Councillor Paul Maslin, Cabinet Member for Children and Young People		
November 2017	Planning Service Statement of Community Involvement	21/02/18 Council	Janet Senior, Executive Director for Resources & Regeneration and Councillor Alan Smith, Deputy Mayor		
October 2017	Update on Fire Safety in Lewisham	28/02/18 Mayor and Cabinet	Kevin Sheehan, Executive Director for Customer Services and Councillor Damien Egan, Cabinet Member for Housing		
November 2017	Private Sector Housing Assistance Policy	28/02/18 Mayor and Cabinet	Kevin Sheehan, Executive Director for Customer Services and Councillor Damien Egan, Cabinet Member for Housing		

FORWARD PLAN – KEY DECISIONS					
Date included in forward plan	Description of matter under consideration	Date of Decision Decision maker	Responsible Officers / Portfolios	Consultation Details	Background papers / materials
September 2017	Agreed Syllabus Review and Syllabus Launch	21/03/18 Mayor and Cabinet	Sara Williams, Executive Director, Children and Young People and Councillor Paul Maslin, Cabinet Member for Children and Young People		

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

