

Housing Select Committee Agenda

Thursday, 5 July 2018
7.30 pm, Committee Room 3
Civic Suite
Catford
SE6 4RU

For more information contact: John Bardens (02083149976)

Part 1

Item		Pages
1.	Confirmation of Chair and Vice Chair	3 - 4
2.	Minutes of the meeting held on 14 March 2018	5 - 10
3.	Declarations of interest	11 - 14
4.	Responses from Mayor and Cabinet	
5.	Housing in Lewisham overview	15 - 16
6.	Milford towers leasing arrangements	17 - 30
7.	Lewisham Homes annual report and business plan	31 - 42
8.	Brockley PFI annual report and business plan	43 - 54
9.	New Homes Programme	55 - 62
10.	Select Committee work programme	63 - 126
11.	Referrals to Mayor and Cabinet	

Housing Select Committee Members

Members of the committee, listed below, are summoned to attend the meeting to be held on Thursday, 5 July 2018.

Ian Thomas, Chief Executive
Tuesday, 26 June 2018

Councillor Susan Wise (Chair)	
Councillor Peter Bernards (Vice-Chair)	
Councillor Tom Copley	
Councillor Aisling Gallagher	
Councillor Leo Gibbons	
Councillor Silvana Kelleher	
Councillor Olurotimi Ogunbadewa	
Councillor Stephen Penfold	
Councillor Bill Brown (ex-Officio)	
Councillor Juliet Campbell (ex-Officio)	

Agenda Item 1

Housing Select Committee			
Report Title	Confirmation of Chair and Vice Chair of the Housing Select Committee		
Ward		Item:	1
Contributors	Chief Executive (Head of Business & Committee)		
Class	Part 1	Date:	5 July 2018

1. Summary

Further to the Annual General Meeting of Council on 23 May 2018, this report informs the Committee of the appointment of a Chair and Vice Chair of the Housing Select Committee.

2. Purpose of the Report

To issue directions to the Select Committee regarding the election of their Chair and Vice Chair.

3. Recommendations

The Select Committee is recommended to:

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

4. Background

4.1 On 23 May 2018, the Annual General Meeting of the Council considered a report setting out an allocation of seats on committees to political groups on the Council in compliance with the requirements of the Local Government and Housing Act 1989.

4.2 The constitutional allocation for both chairs and vice chairs of select committees is:
Labour: 6

5. Financial Implications

5.1 There are no financial implications arising from this report.

6. Legal Implications

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

BACKGROUND PAPERS

Council AGM Agenda papers 23 May 2018 – available on the Council website [here](#) or on request from Kevin Flaherty, Business and Committee manager (020 8314 9327)

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

This page is intentionally left blank

MINUTES OF THE HOUSING SELECT COMMITTEE

Wednesday 14 March 2018, 7.30pm

Present: Councillors Carl Handley (Chair), Olurotimi Ogunbadewa, Sophie McGeevor, Pat Raven, Jonathan Slater, Paul Bell, Amada De Ryk and Alan Hall.

Apologies: Councillors Peter Bernards (Vice Chair), David Britton, Bill Brown, John Coughlin.

Also present: Genevieve Macklin (Head of Strategic Housing), Jeff Endean (Housing Strategy and Programmes Manager), Rachel Dunn (Housing Policy and Partnerships Manager), Lee Georgiou (Housing Needs and Refugee Services Manager), Nina Morris (Lettings and Support Services Manager), Gavin Plaskitt (Senior Programme Manager), and John Bardens (Scrutiny Manager).

1. Minutes of the meeting held on 31 January 2017

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

2. Declarations of interest

Councillor Slater is a member of the board of Phoenix Community Housing

Councillor Hall is a member of the board of Phoenix Community Housing

3. Responses from Mayor and Cabinet

There were no Mayor and Cabinet responses.

4. Housing strategy review

Jeff Endean (Housing Strategy and Programmes Manager) introduced the report. The following key points were noted:

- 4.1 Officers set out some of the key areas of focus for housing strategy in the near future. This included:
 - The coming into force of the *Homelessness Reduction Act* in April 2018. This introduces significant changes to the council's responsibilities towards those threatened with homelessness
 - The continuation of the Homelessness Prevention Trailblazer project. This project has begun compiling datasets from across the council to start the process of identifying households at risk of homelessness. The project is receiving £985,000 of funding over two years.
 - The new Private Sector Housing Agency's work to improve the standards of the private rented sector in Lewisham. This includes the new rogue landlords team and the introduction of landlord licensing schemes.
 - The draft new London Plan target for Lewisham of 21,170 homes over ten years. This is almost double the previous target.

- The funding ambiguity around supported housing, particularly short-term supporting housing.
- 4.2 Officers will soon be going out to consultation on the housing strategy for Lewisham and if there is a view that some of the priorities need to change then this will be taken on board.
 - 4.3 There are currently around 2,000 households in temporary accommodation, mostly families. This amounts to around 6,000 individuals.
 - 4.4 93% of homeless households are placed within 90 minutes of the borough. 70% of homeless families are placed within an hour of the borough.
 - 4.5 The No First Night Out (NFNO) initiative is a partnership between the boroughs of Bexley, Bromley, Greenwich and Lewisham to provide shared accommodation for single people at imminent risk of rough sleeping. It is due to start in April 2018. Officers will monitor the scheme to see if more accommodation is needed.
 - 4.6 The committee noted that thought needs to be given to how the voice of tenants in the social and private sector is represented and listened to, particularly with a number of social landlords merging to become significantly larger organisations. The committee noted that private and social tenants' forums could help.

Resolved: the committee noted the report.

5. Housing zones update

Gavin Plaskitt (Senior Programme Manager) introduced the update. The following key points were noted:

- 5.1 There were two Greater London Authority (GLA) housing zones in Lewisham: New Bermondsey and Catford Town Centre.
- 5.2 Following a review of the delivery of all housing zones by the GLA, funding for both schemes is no longer available. The GLA set a revised deadline of 31 January for all due diligence to be completed and schemes to be in contract, but neither of the housing zones in Lewisham were able to meet this deadline.
- 5.3 The GLA continues, however, to support the ambitions for the development of Catford town centre and has awarded £10m to relocate the south circular. The GLA continues to see Catford as a key area for new affordable housing.
- 5.4 Lewisham Council itself is about to start the process to produce a new masterplan for Catford town centre.
- 5.5 The council will try to secure further support from the GLA, but this will be subject to the funds available at the time.
- 5.6 The committee noted that if the council enters into partnerships on any future development that they should refer developers to the GLA's target of 35% affordable housing.

Resolved: the committee noted the report.

6. Lewisham central opportunity site

Gavin Plaskitt (Senior Programme Manager) introduced the report. The following points were noted:

- 6.1 The site of the old Ladywell Leisure Centre on Lewisham High Street and Longbridge way (Lewisham Opportunity Site) is a well-connected site which could make a significant contribution to the development of new homes and amenities in the borough.
- 6.2 Work to bring forward proposals for the extension of the Bakerloo Line has highlighted a likely need to relocate (either temporarily or permanently) some or all of the functions from the Wearside Depot. The Lewisham Opportunity Site may be part of the solution for the temporary relocation.
- 6.3 The review of the options for construction and infrastructure is due to be completed by June 2018.
- 6.4 Officers noted that there is scope to consider expanding the interim temporary accommodation (Ladywell/PLACE) currently in place at the Lewisham opportunity site.
- 6.5 The committee noted that the possibility of using the Lewisham Opportunity Site for some of the Wearside Depot functions during any Bakerloo Line construction work would mean that there would likely be no development of housing until 2028/29 at least. The committee noted that this might be too much to ask for local people.

Resolved: the committee noted the report.

7. Housing options process

Lee Georgiou (Housing Needs and Refugee Services Manager) introduced the report. The following points were noted:

- 7.1 Officers explained that this item was in response to the Public Accounts Select Committee expressing concerns about the homesearch process and website.
- 7.2 Officers believe that a large number of the complaints about the homesearch process and website are a result of the decreasing number of available lets and the increasing number of households in temporary accommodation, which is affecting people's ability to successfully bid for a property.
- 7.3 The average number of bids per property is as high as 241 bids for each 3 bed that comes available
- 7.4 There are currently around 10,000 households on the housing register which are able to bid. All of which have been assessed to have a housing need. Urgent applications are processed quicker.
- 7.5 Homesearch is the way that all social housing in Lewisham is allocated. It is a partnership between the council and key housing providers in the borough, including Lewisham Homes.

- 7.6 Available properties are advertised weekly via Homesearch. Registered applicants can make one bid per week for a property they are eligible for.
- 7.7 The successful bidder will usually be the person who has been in the highest band for the longest period of time. However, this can vary depending on the 'preference' awarded to the advert to support the Annual Lettings Plan.
- 7.8 The committee queried how the homesearch process was explained to people and whether people genuinely understand how the scheme works.
- 7.9 Officers acknowledged that there are improvements that could be made to the homesearch service and website to make it easier to use.
- 7.10 Officers are looking into the possibility of procuring an integrated system as part of the council's homelessness trailblazer work. They are currently developing a specification. This will not be completed until the summer.

Resolved: the committee noted the report.

8. Out of hours repairs services

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

- 8.1 Officers explained that this item was in response to a service failure by the out-of-hours repairs service for Regenter B3 in Brockley, which is provided by Pinnacle.
- 8.2 Officers explained that the service received a far greater amount of calls than it was possible to manage due to the very cold weather and snow over the weekend in question.
- 8.3 The service usually receives around 1,600 calls over a weekend, but over this particular weekend it received more than 5,000 calls.
- 8.4 Financial reductions will still be applied to the contractor.
- 8.5 Officers are confident that there is not a wider issue with the service. They are, however, continuing to investigate.
- 8.6 The committee suggested that officers should write back to the residents who expressed concerns and report back to tenant and leaseholder groups.

Resolved: the committee noted the report.

9. Annual lettings plan

Lee Georgiou (Housing Needs and Refugee Services Manager) introduced the report. The following points were noted:

- 9.1 The annual letting plan sets out how council intends to allocate the lettings that become available in 2018/19.
- 9.2 Officers have projected that 1,208 properties will become available for let in 2018/19.

- 9.3 The five identified priority areas of the plan are: homeless households in temporary accommodation; decants; under occupation; severe overcrowding; and move on from supported housing.

Resolved: the committee noted the report.

10. Select Committee work programme

John Bardens (Scrutiny Manager) introduced the report. The following was noted:

- 10.1 A number of potential issues for future scrutiny were discussed. This included:
- 10.2 How the voice of tenants is represented in the social and private rented sectors. The committee noted that this could be particularly relevant following the outcome of the Grenfell inquiry.
- 10.3 Ongoing updates on the council's new homes programme, including regular updates on the numbers being built and the consultation and engagement with residents.
- 10.4 The possibility of further licensing schemes for private landlords in the borough and updates on any business case the council puts forward for such schemes.

Resolved: the committee noted the completed work programme.

11. Referrals

There were no referrals to Mayor & Cabinet.

The meeting ended at 21.37pm

Chair: -----

Date:

This page is intentionally left blank

Housing Select Committee			
Title	Declarations of Interest	Item No.	3
Contributor	Chief Executive		
Class	Part 1 (open)	5 July 2018	

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)

This page is intentionally left blank

Agenda Item 5

Housing Select Committee		
Title	Overview of housing in Lewisham	
Contributor	Scrutiny Manager	Item 5
Class	Part 1 (open)	5 July 2018

1. Overview

For this item, officers plan to give a presentation at the meeting.

2. Recommendations

The Committee is asked to consider and note the information presented.

For further information, please contact John Bardens, Scrutiny Manager, on 02083149976.

This page is intentionally left blank

HOUSING SELECT COMMITTEE		
Report Title	Secretary of State Approval Milford Towers	
Key Decision	Yes	Item No. 6
Ward	Rushey Green	
Contributors	Executive Director of Customer Services, Executive Director for Resources and Regeneration, Head of Law	
Class		Date: 5 th July 2018

1 Recommendations for Housing Select Committee members

- 1.1 This report presents Housing Select Committee members a with a copy of the report due to be considered by Mayor and Cabinet on the 11th July 2018, entitled “Secretary of State Approval Milford Towers”
- 1.2 A copy of this report can be found from point 2 below.
- 1.3 Officers recommend that Housing Select Committee members:
 - Note the content of the report; and
 - Provide comments on the report, to be tabled at the Mayor and Cabinet meeting on the 11th July 2018

Report due to be considered at Mayor and Cabinet on 11th July 2018

2 Purpose of report

- 2.1 The purpose of this report is to recommend an extension of the leasing scheme that is currently in operation for the properties in Milford Towers in Catford that were previously Council homes and which are being decanted in advance of the regeneration of Catford Town Centre.

3 Overview

- 3.1 Mayor & Cabinet agreed in 2011 to decant the Milford Towers block above the shopping centre in Catford ahead of the long-term regeneration plans for the Catford town centre and subsequently agreed to enter into a leasing arrangement with Notting Hill Housing Trust (now Notting Hill Genesis) to re-let the 1 bed and studio properties on a short-term basis to local residents at an intermediate rent.
- 3.2 This initial leasing arrangement expired at the end of 2015 as demolition in advance of the long term regeneration of the town centre was expected to start in 2016. However due to on-going options reviews including the TFL review of the options for the location of the south circular road, this date was further moved back to December 2018. As a result of these delays, in July 2015 Mayor and Cabinet agreed that the leasing arrangements with Notting Hill be extended for a further three years until December 2018 subject to Secretary of State's consent being obtained under Section 32 of the Housing Act 1985. That consent was duly obtained and the leasing arrangements were extended.
- 3.3 Options for the south circular road have now been determined and agreed by Mayor and Cabinet in July 2017 and the master planning stage for Catford Town Centre will shortly commence.
- 3.4 Due to the time scales allotted to the master planning and development stage, it is envisaged that vacant possession of Milford Towers will not be required until December 2022.
- 3.5 As such, a decision needs to be made by Mayor and Cabinet regarding how Lewisham Council manages the ongoing decant whilst assuring it can ensure vacant possession prior to demolition.

3 Recommendations

It is recommended that Mayor and Cabinet:

- 3.1 notes the environmental and financial benefits of the leasing arrangement with Notting Hill Genesis and the rationale for extending the current arrangements;
- 3.2 subject to Secretary of State's consent being obtained under Section 32 of the Housing Act 1985, gives approval for the leasing arrangement to be extended for a further six years to December 2024, with reviews to be held annually, and the ability for both parties to end the arrangement at the annual review stage;
- 3.3 agrees to recommend to Full Council that the Council should apply to the Secretary of State for permission under Section 32 of the Housing Act 1985 to extend the leasing arrangement in the manner set out in this report;
- 3.4 subject to agreement of recommendations 3.2 and 3.3, note the proposed points 7.15 and 7.16 and agree that officers carry out the review as set out in paragraphs 7.16;
- 3.5 delegates authority to the Executive Director for Customer Services, in consultation with the Director of Regeneration and Resources and the Head of Law, to agree the final terms of the extension with Notting Hill and all associated legal documentation.

4 Summary

- 4.1 The process of decanting tenants from Milford Towers began in 2012 as part of the Council's long-term plans to regenerate Catford town centre. As an interim measure, a number of the properties that became empty were leased to Notting Hill in March 2013 so that they could be let on a short term basis at sub-market rent.
- 4.2 This arrangement was entered into in order to prevent Milford Towers from becoming increasingly empty in advance of the longer term regeneration, whilst also reducing the risk of squatting and anti-social behaviour in the locality. It also provided a mechanism to minimise the amount of rent lost pending regeneration, while offering a housing solution for groups of local residents who may otherwise struggle to obtain self-contained accommodation locally, such as key workers and other people in work on relatively low incomes.
- 4.3 The latest monitoring data show that the scheme has been a success. The majority of the properties are let to residents who are in work but unable to afford full market rents (an estimated 70-75% are in work). 43% of the original tenants who moved in when the scheme started are still in occupation, and 94% of the 2017/18 new lettings were to residents previously living in the south-east sub region (Lewisham, Bromley, Greenwich, Southwark, Bexley). The location provides an excellent base for the number of the residents who work in service trades in London. Furthermore the scheme provides an income to the

Council and retains an active income-earning resident base in Catford to help support the shopping centre.

- 4.4 The current short-term leases are due to expire in December 2018, as this was the revised timescale by which the demolition of Milford Towers was expected to commence. Although the options for the location of the South Circular have now been finalised, the master planning phases have just commenced and as such timescales for commencement of demolition have been pushed back further and it is envisaged that vacant possession of Milford Towers will not be required until some point in 2023. Given the success of the scheme to date, officers recommend that the leasing arrangement be extended in the manner set out in the body of this report.
- 4.5 Section 32 of the Housing Act 1985 requires the Council to apply to the Secretary of State for permission to extend the leases in the manner proposed, and the Council's Constitution requires any application to the Secretary of State for disposal consent under Section 32 to be approved by Full Council.

5 Policy context

- 5.1 The contents of this report are consistent with the Council's policy framework. It supports the achievements of the Sustainable Community Strategy policy objectives:
- Ambitious and achieving: where people are inspired and supported to fulfil their potential.
 - Empowered and responsible: where people can be actively involved in their local area and contribute to tolerant, caring and supportive local communities.
 - Healthy, active and enjoyable: where people can actively participate in maintaining and improving their health and well-being, supported by high quality health and care services, leisure, culture and recreational activities.
- 5.2 The proposed recommendations are also in line with the Council policy priorities:
- Strengthening the local economy – gaining resources to regenerate key localities, strengthen employment skills and promote public transport.
 - Clean, green and liveable – improving environmental management the cleanliness and care for roads and pavements and promoting a sustainable environment.
- 5.3 Lewisham's Housing Strategy for 2015 – 2020 identifies four priorities: helping residents at times of housing need; security and quality for private renters; improving our residents' homes; building the homes our residents need. The Council's assets can play a role in this, creating

opportunities to develop new housing supply of all tenures, making land available for the construction of new homes and by using an understanding of the borough to improve the way service delivery connects with communities at a local level.

6 Background

6.1 The Council has been preparing long-term regeneration plans for Catford Town Centre for a number of years. In order to realise those plans it is necessary to achieve the full vacant possession of all of the Council's assets in the area, including the Milford Towers block which sits above the Catford shopping centre.

6.2 Milford Towers comprises 276 residential units which were all previously Council homes let on social rents and managed by Lewisham Homes. The scheme has a preponderance of studio and one bed flats, limiting the range of household types and sizes which could be accommodated there, and creating a range of housing management pressures. In advance of the longer-term plans for regeneration, Mayor and Cabinet agreed in September 2011 that the decant of Milford Towers should commence, enabling officers to work with secure tenants to find alternative accommodation. At that time the Mayor also agreed to the implementation of a leasing scheme as the best mechanism for providing appropriate security measures, whilst maintaining a useful form of housing provision and also generating a small income stream for the Council.

6.3 In March 2013 a leasing scheme with Notting Hill Housing was approved, to enable Notting Hill Housing to provide short term housing for local people receiving low incomes, but who would not be eligible for social housing. At that time the following policy objectives were agreed for the project:

- To prevent Milford Towers becoming increasingly deserted during the development process and help maintain it as an occupied and thriving community
- To maintain security through the presence and occupation of tenants and thereby to reduce the risk of properties being squatted
- To help address the fear and risk of crime and anti-social behaviour that is associated with deserted estates
- To provide much needed low-cost rented accommodation to help meet housing need, and by promoting the scheme locally to target the opportunity to local people on low incomes.
- To maintain a revenue stream for the Council, helping to maintain the viability of the town centre and support the long term regeneration plans

- To maintain a number of homes to be available for use as temporary housing for homeless households, reducing the Council's reliance on more expensive forms of temporary accommodation
- To achieve all of these objectives in a manner that helps to ensure that full vacant possession of Milford Towers can be achieved in an orderly manner and at the time it is required to enable demolition.

6.4 The leasing scheme was originally framed to expire at the end of December 2015, and was then later extended to expire at the end of December 2018 as that was the time at which it was expected that vacant possession would be required in order to demolish the block. It is now no longer the case that demolition will take place early next year and as such this report presents a summary of the operation of the scheme to date and recommends that it be extended for up to a further four years, with an annual review process and the ability for both parties to end the arrangement at the annual review stage.

7 Operation of the scheme and rationale for extension

7.1 Over the past six years officers have been supporting the decant of the Council tenants and, since this leasing arrangement was finalised, an increasing number of the homes that have become vacant have been leased to Notting Hill Genesis. As at the end of May, the latest tenancy information for the 276 residential units was as follows:

Tenancy type	Number
Remaining social tenants	17
Remaining leaseholders	18
Decanted properties used for temporary housing for homeless households	49
Decanted properties leased to Notting Hill Genesis	191
Voids	1
Total	276

7.2 The properties that are used for temporary housing, as well as the remaining tenants and leaseholders, are managed on behalf of the Lewisham Council by Lewisham Homes, while the other units are managed by Notting Hill Genesis. In order to maintain the effectiveness of this mixed management approach Lewisham Council officers hold regular multi-agency meetings to monitor performance, ensure that the

properties are let and managed in accordance with the contract, and to monitor anti-social behaviour in the locality. This group has effective working relationships with a range of local partners, such as the police, and has achieved significant success in resolving issues – such as crime, ASB and rough sleeping – as they arise.

- 7.3 As the table above shows, the scheme has achieved its first key policy objective, in ensuring that throughout the decant process Milford Towers remains fully let and occupied pending the regeneration. Furthermore the latest monitoring data that Notting Hill Genesis has for its tenants shows that the scheme is also achieving its objectives in relation to providing a housing option for local low income workers, and a recent survey of tenants has showed a high level of satisfaction.
- 7.4 In relation to providing a housing option for local low income workers, the monitoring data and analysis of housing benefit receipt shows that of the 191 flats that are leased through Notting Hill Genesis, between 70% and 75% of residents are in work. The majority of properties are let to residents who previously were resident in Lewisham or in Bromley, Bexley, Greenwich or Southwark which collectively make up the south east London “sub-region”. In 17/18 94% of new tenants moved to Milford Towers from south east London.
- 7.5 In advance of considering the merits of extending the lease arrangement, Notting Hill Genesis undertook a survey of its residents to ascertain their level of satisfaction with their homes and with Milford Towers generally. A sample of 14% of the residents were surveyed and based on the results so far the main findings of this exercise were:
- Overall satisfaction levels are 70% overall, which is slightly higher than the overall satisfaction rate for all Notting Hill Genesis customers.
 - 77% of the residents are satisfied with their homes. .
 - 62% of the tenants are satisfied with the local area (31% happy or very happy).
 - Their tenancy in Milford Towers has allowed many residents to maintain their jobs in London and maintain their links to local schools and hospitals. 85% would like to carry on living at Milford Towers and would welcome any extension of the lease
- 7.6 Lewisham Council have a positive working relationship with Notting Hill Genesis, and officers are pleased with the resources provided for the scheme. Two officers are allocated to Milford Towers full time, who maintain a regular on-site presence and have an in-depth knowledge of the area and residents. Notting Hill Genesis also provides to their tenancy sustainment and employment service, which includes in-depth benefits and welfare advice and assistance.

- 7.7 Rent levels have been maintained by Notting Hill Genesis throughout the leasing period at Local Housing Allowance rate or below, meaning that the properties continue to be accessible for low-income households and those in receipt of full Housing Benefit
- 7.8 There are currently 17 social tenants remaining on the estate and the decanting of these residents is ongoing. There are also 18 leaseholders, and the voluntary buy-back of these properties is currently underway.
- 7.7 The long term regeneration of the town centre was originally envisaged to commence in 2016 which was further extended, and as such the expected date for vacant possession – and therefore the current end date of the current lease arrangement – is December 2018. However, as a result of the on-going review of a range of long term options, and especially the options to re-site the South Circular – which would have significant effect on the development site available for regeneration – the expected date for the commencement of regeneration has been further pushed back.
- 7.8 The Council has been working in partnership with Transport for London to develop a scheme which marries the aspirations of the Council and TfL for reducing traffic dominance in the town centre, prioritising walking, cycling and public transport without causing significant problems elsewhere on the strategic transport network. After almost two years of collaboration in summer 2017 the Mayor agreed an outline scheme which relocates the south circular to the edge of the town centre. £200k of council funding has also been committed into working up this design in partnership with TfL.
- 7.9 Work to develop a new master plan for the town centre could not commence until certainty on this critical infrastructure move had been achieved. Officers have now completed an assessment of bid submissions for the master planning role and an appointment report will be considered by Mayor & Cabinet Contracts at the end of June. Once the appointment is agreed a new master plan framework will be developed over the course of approximately 10 months (by April 2019).
- 7.10 Once the master plan has been completed, the timescales leading up to demolition of Milford Towers will become clearer. It is unlikely that demolition will be necessary until planning consent is achieved for the redevelopment of the site and agreement over decant is reached with the food store operator. The complicated stacked arrangement of uses with a Tesco food store underneath the Milford Towers housing means that agreement also needs to be reached with third party interests prior to demolition. It is unlikely that demolition could begin before the end of 2022 for these reasons.
- 7.11 Officers propose submitting an application to Secretary of State for an extension to the current lease arrangement, for a period of 6 years, which provides sufficient cover in the event that vacant occupation is

not needed until further in to 2023, and also allows for a buffer as a mitigation against needing to seek approval for a shorter extension in the event of timescales being pushed back.

- 7.12 Given the need to continue to provide a secure and effective leasing scheme, as vacant possession will not be required this year as expected, officers have considered both re-tendering the lease arrangement and re-negotiating the existing arrangement, and believe that the latter offers the best balance of value for money and practical housing management benefits.
- 7.13 The alternatives – re-tendering – would require a significant amount of staffing input and financial costs to the Council, as 191 leases would need to be re-issued over a short period of time. This would be unsettling for the existing tenants, potentially require existing tenancies to be terminated and new tenancies entered into, and would also put at risk the existing successful arrangement by removing housing management team which has built up excellent knowledge and experience of the estate and its tenants, and replacing it with a new housing manager.
- 7.14 As such, officers have concluded in-principle negotiations with Notting Hill about a further extension to the existing arrangement pending the formal decision making that is required by Mayor and Cabinet and by Full Council.
- 7.15 Since the leasing arrangements commenced with Notting Hill Genesis, the operating environment and demand for affordable housing has changed. The Council has accepted a homeless duty to over 3,500 households during the past five years, and the Council faces an ever more challenging housing context with the number of households in Temporary Accommodation up 110% since 2010/11 and the number of social lets available down by 42% over the same period. With the implementation of the Homeless Reduction Act which came into force in March 2018 and the obligations it places on us as a Council to prevent homelessness, supply of properties for use for homelessness prevention and relief is less than the demand for such properties.
- 7.16 Due to these changes, officers have in-principle agreed with Notting Hill Genesis that, for all properties that become void in the coming period, both a low-cost PRS tenancy and a short term tenancy to a household that has presented as at risk of homelessness will be considered. This could equate to about 25 properties per year, and could provide a useful source of additional emergency local accommodation for residents at risk of homelessness.
- 7.17 Finally it should be noted that the original financial and investment model agreed with Notting Hill Genesis was designed to enable four years of use of the properties. This period has already been extended and by the end of the extension proposed here, the properties will have been in use for a further ten, not four years. As a result some cyclical

and minor works are likely to be required throughout this period, and officers will agree the extent and cost implications of these on a case by case basis with Notting Hill Genesis.

8 Proposed terms of lease extension

- 8.1 There are two main factors for consideration in renewing the existing lease – firstly the timeframe it should be extended for, alongside any agreements to break the arrangement early, and secondly the financial arrangements including the balance of returns to each party.
- 8.2 On the former, both parties have agreed to the extension of the existing arrangement for a further four years up until the end of 2022, with an annual review process to enable either party to end the arrangement in an orderly and planned manner. Officers consider this to be an appropriate balance between ensuring that a successful project is retained and the potential need to seek vacant possession as regeneration plans are brought forward.
- 8.3 On the latter, the key considerations are the rent that is charged to tenants and the management and maintenance costs that Notting Hill Genesis will incur.
- 8.4 The income generated for the Council annually is estimated to be between £900k and £950k, for each of the four years that the scheme is proposed to be extended for.

9 Timetable and next steps

- 9.1 In making the decision to enter into a leasing arrangement with Notting Hill (now Notting Hill Genesis) in 2013, the Council relied on a general consent in the Housing Act 1985, which allowed it to grant a lease for up to seven years without seeking the consent of the Secretary of State for Local Government. However it has no such power to extend a lease arrangement as proposed here, and as such Secretary of State approval will be required to implement the recommended extension.
- 9.2 The Council's Constitution requires that Full Council approval is required in order for the Council to apply for Secretary of State approval, and as such the Mayor is recommended to request that Full Council should consider this issue and ratify the decision to apply for consent.
- 9.3 The current leases will expire in December 2018. The lead time on obtaining Secretary of State consent is currently estimated to be at least three months. It will therefore be necessary for this decision to be ratified by Full Council as quickly as possible. Consent must be obtained and the new leases put in place before the expiry of the existing leases, in order to avoid problems with the status of the existing Notting Hill tenants as their tenancies would otherwise automatically terminate on the expiry of Notting Hill's leases.

10 Comments of the Housing Select Committee

10.1 The Housing Select Committee (HSC) received and reviewed a draft of this report in advance of the Mayor and Cabinet meeting. Their comments have been provided as an addendum to this report.

11 Financial implications

11.1 Under the current arrangements with Notting Hill, the Council received approximately £954k in the last financial year.

11.2 It should be noted that the additional income will cease once the planned demolition of the block commences. This means that the additional income could be used to support short term pressures rather than form a part of the Council's longer term financial strategy.

12 Legal Implications

12.1 Under Section 32 of the Housing Act 1985 a local authority may not dispose of land held for housing purposes (Part II) without the consent of the Secretary of State. The grant of a lease of any length is a disposal for this purpose. If agreed, the extension of the existing leasing arrangements will need to be dealt with by granting new leases of all of the properties to Notting Hill. On 13 March 2013, the Secretary of State issued a series of General Disposal Consents under Section 32. General Consent A4.2.1 provides that a local authority may grant a lease of a term of less than 7 years and the Council was therefore able to rely on this General Consent to grant the original leases to Notting Hill and a specific disposal consent was not required. However, on the expiry of a tenancy covered by General Consent A4.2.1, the Council is not allowed to grant a further tenancy until one year after expiry of the original tenancy. There is no other General Consent that applies which means the Council is required to apply for a specific consent under Section 32 to enter into the new leases. Under the Council's Constitution, any application for disposal consent under Section 32 is required to be approved by Council. This was also required for the previous extension of the lease arrangements.

12.2 The Equality Act 2010 (the Act) brings together all previous equality legislation in England, Scotland and Wales. The Act includes a new public sector equality duty (the duty), replacing the separate duties relating to race, disability and gender equality. The duty came into force on 5 April 2011.

12.3 The duty consists of the 'general equality duty' which is the overarching requirement or substance of the duty, and the 'specific duties' which are intended to help performance of the general equality duty.

- 12.4 The duty 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.
- 12.5 In summary, the Council must, in the exercise of its functions, have due regard to the need to:
- eliminate unlawful discrimination, harassment and victimisation and other conduct prohibited by the Act.
 - advance equality of opportunity between people who share a protected characteristic and those who do not.
 - foster good relations between people who share a protected characteristic and those who do not.

These are often referred to as the three aims of the general equality duty.

- 12.6 As was the case for the original separate duties, the new duty continues to be a “have regard duty”, and the weight to be attached to it is a matter for the Mayor, bearing in mind the issues of relevance and proportionality. It is not an absolute requirement to eliminate unlawful discrimination, advance equality of opportunity or foster good relations.
- 12.7 The Equality and Human Rights Commission (EHRC) have issued five guides for public authorities in England giving advice on the equality duty:
1. The essential guide to the public sector equality duty
 2. Equality objectives and the equality duty
 3. Equality information and the equality duty
 4. Meeting the equality duty in policy and decision-making
 5. Engagement and the equality duty

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

<http://www.equalityhumanrights.com/advice-and-guidance/public-sector-equality-duty/guidance-on-the-equality-duty/>

- 12.8 The EHRC guidance does not have legal standing. Unlike the statutory Code of Practice on the public sector equality duty which was due to be produced by the EHRC under the Act. However, the Government has now stated that no further statutory codes under the Act will be

approved. The EHRC has indicated that it will issue the draft code on the PSED as a non statutory code following further review and consultation but, like the guidance, the non statutory code will not have legal standing.

13 Crime and Disorder Implications

13.1 The leasing scheme is helping to manage crime and disorder by maintaining a presence of tenants on the estate, through effective housing management and through effective partnership working between housing providers, the police and other partners.

14 Equalities Implications

14.1 The proposals in this report will enable the low income worker tenants of the Milford Towers blocks to sustain their tenancies and avoid the need for short notice evictions as the leasing arrangement comes to an end.

15 Environmental implications

15.1 There are no environmental implications arising directly from this report.

16 Background documents and originator

16.1 The following sets out the background documentation that is relevant to this report:

Short Title of Document	Date	Location	Contact
Catford Town Centre – Phase 1 Next Steps – Part 1 Summary	13 July 2011	Available at this link	Jeff Endean 020 8314 6213

16.2 If you would like any further information on this report please contact Jeff Endean on 020 8314 6213.

This page is intentionally left blank

Housing Select Committee		
Title	Lewisham Homes Business and Delivery Plan 2017-2020	
Wards	All wards (Except Brockley, Whitefoot and Downham)	
Contributor	Executive Director for Customer Services	Item 7
Class	Part 1 (open)	5 th July 2018

1 Purpose

- 1.1 The purpose of this report is to provide an overview of Lewisham Homes and allow the Committee to see how Lewisham Homes performed in 2017/18 against the Business and Delivery Plan for 2017-2020.

2 Recommendations

- 2.1 The Housing Select Committee note the contents of this report.

3 What is Lewisham Homes?

- 3.1 Lewisham Homes (LH) is a company wholly owned by the Council to manage the housing stock. It was set up 11 years ago to:
- deliver great housing services for thriving neighbourhoods;
 - provide great housing services to residents;
 - secure decent homes funding; and
 - improve the housing stock.
- 3.2 Lewisham Homes has a track record of improving services as will be shown in this report
- Tenant satisfaction has increased from 58% to 77%.
 - The number of homes that meet the Decent Homes standard has increased from 41% to 100%.
 - The new build program is underway while properties are purchased as temporary housing for those most in need.
- 3.3 The Council sets strategy and key housing policy and manages homelessness prevention and the overall Housing Revenue Account (HRA). It clients the PFI and meets every six weeks to client LH.
- 3.4 Lewisham Homes:
- Manages day to day housing services
 - Ensures effective engagement with residents
 - Carries out day to day repairs and planned maintenance programmes to the housing stock
 - Manages the capital investment programme on the Council's behalf
 - Manages the new build program on the council's behalf.
- 3.5 Lewisham Homes has a strong resident voice on the board which comprises
- Councillors who represent the community
 - Independents who provide expertise in areas such as finance and asset management
 - Residents who ensure the resident voice is central to everything Lewisham Homes do.

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

4 Appendices

- Appendix 1 - The targets and outturn performance KPIs for 2017/18 and the targets for 2018 to 2020/21 as set out in the Business Plan;
- Appendix 2 – The KPIs and targets for 18/19 in graphical form.

5 Review of performance in 2017/18

- 5.1 Lewisham Homes business set out to deliver “great housing services for thriving neighbourhoods”: To achieve this the Business Plan has four corporate objectives

To deliver **Excellent Services** – Improve access to our services, invest in improving our grounds maintenance service and raise resident satisfaction.

To create **Thriving Neighbourhoods** – Increase housing supply, complete our Decent Homes programme and support our communities through a range of financial and digital inclusion, employment and health and wellbeing initiatives.

To achieve a **Sustainable Future** – Be efficient and effective, enabling us to deliver affordable services and below inflation service charge increases and invest in a safe and secure environment for our residents.

To be an **Employer of Choice** – To attract great staff through our Share the Ambition brand, to invest in and develop our staff, provide local apprenticeship opportunities and pay the London Living Wage.

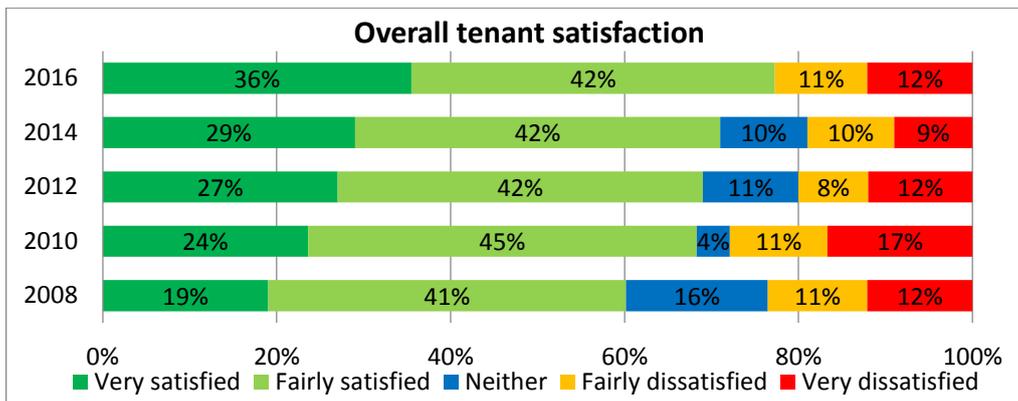
- 5.2 This report will be supported by a presentation by the Chief Executive of Lewisham Homes outlining plans and priorities for the future.

6 Excellent Services

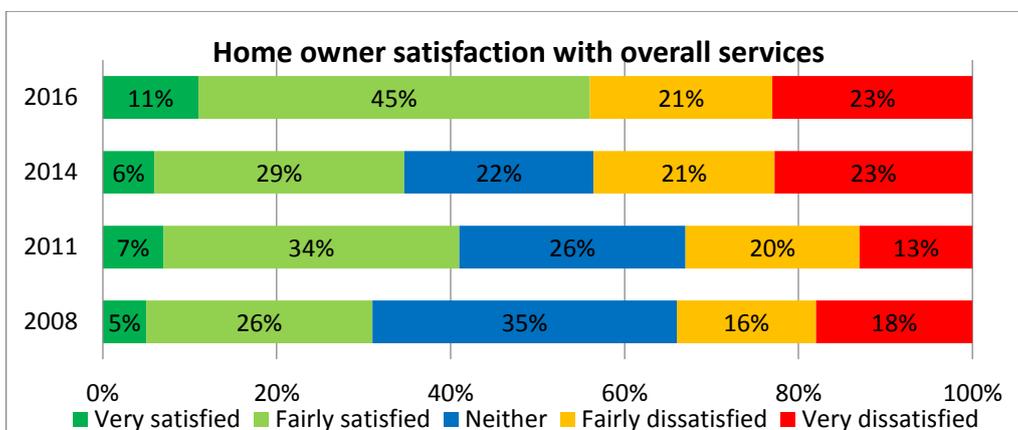
- 6.1 Business Plan achievements in 2017/18 include:

- Increasing online access to service by residents with households registered on the portal up 60% to 25% of all residents
- Improving the telephone response with calls answered up from 80% to 95%
- Installing sprinklers in every new home and in all 18 sheltered housing schemes
- Investing £180k in service improvement and planting programmes to improve the estate environment

- 6.2 Resident satisfaction is one of the most important indicators Lewisham Homes uses. LH regularly asks residents for feedback with a range of surveys, and an annual ‘Big Conversation’ where all managers door-knock and find out what residents want to see improved. The key indicator comes from a survey every two years and next due this summer. Satisfaction has consistently improved over the years as shown by these graphs.

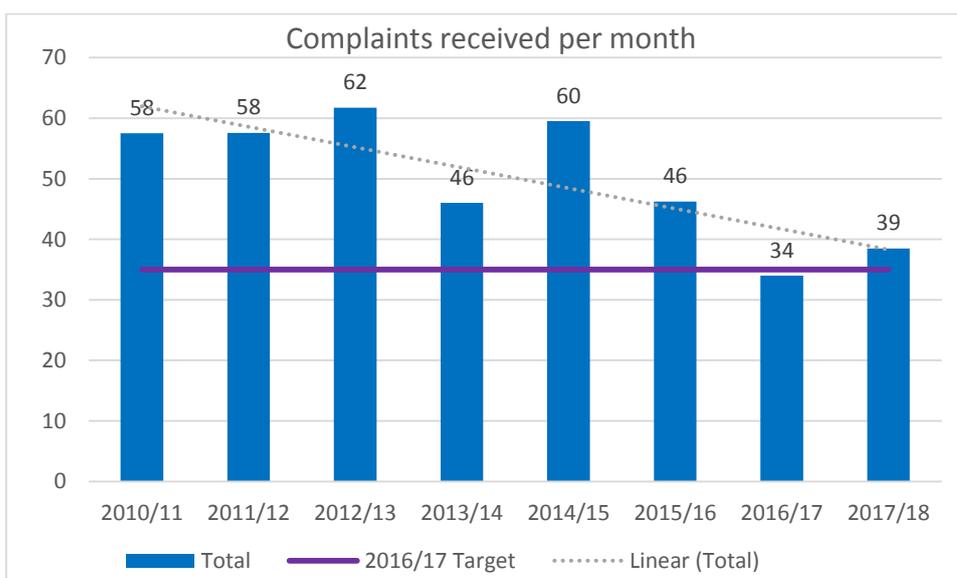


6.3 Rates of satisfaction amongst leaseholders are generally lower than amongst tenants throughout the sector. However from a low start, satisfaction has risen slightly faster.¹



6.4 Complaints management

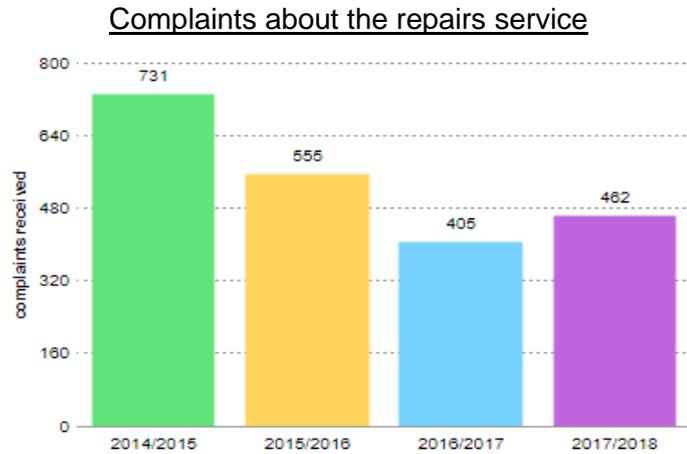
6.4.1 Lewisham Homes has maintained a reduction in complaints over the last seven years, with a small increase in 2017/18 compared to the previous year. LH met the target of responding to 90% of complaints on time.



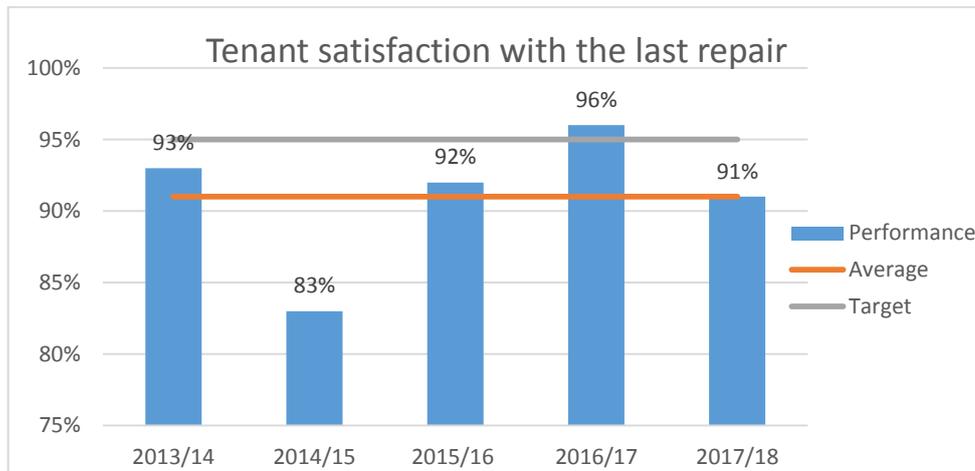
¹ In 2016 a new satisfaction measure excluded 'neither satisfied nor dissatisfied'

6.5 Repairs & Maintenance

6.5.1 Complaints about the repair service have reduced by over a third since 2014/15.

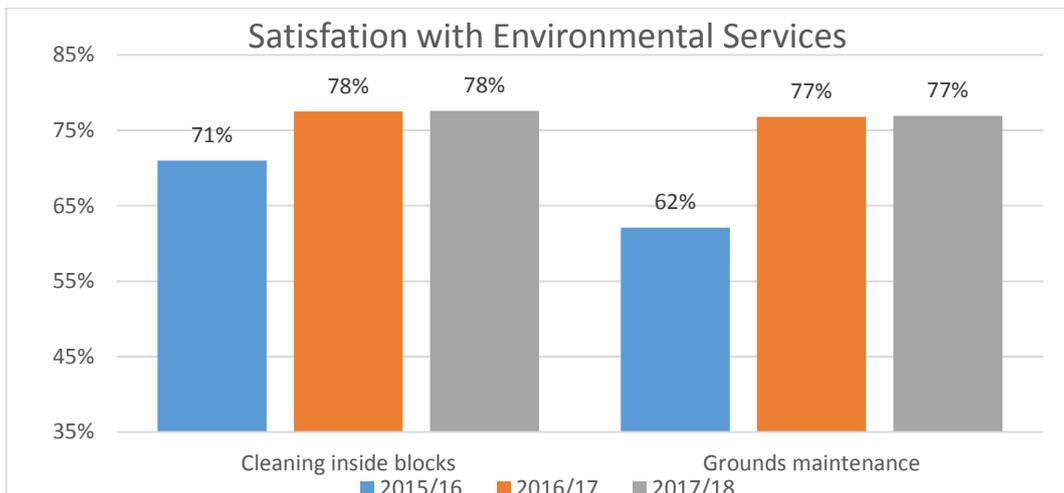


6.5.2 Satisfaction with the last repair fell during the year and is average compared to the previous 4 years. This is something Lewisham Homes intends to address.



6.6 Environmental Service

6.6.1 Lewisham Homes has improved satisfaction with environmental services since 2015/16 when it took over the grounds maintenance.



6.7 Sheltered Housing – Independent Living Service

6.7.1 In May 2017, Lewisham Homes carried out a Service Review and Action Plan to achieve a nationally recognised older person's accreditation for excellence with the Centre for Housing Support. This involved establishing and improving external partnerships and working with a number of agencies. Progress includes:

- introducing an assessment tool for direct referrals with Adult social care;
- training officers in falls awareness; and
- implementing a service level agreement with Link line in April 2018.

6.7.2 From June 2018 the Lewisham and Greenwich NHS Falls prevention team will be holding a weekly class (for 25 weeks) for frequent fallers at Roseview sheltered scheme. This will include LH residents and members of the public over the age of 65.

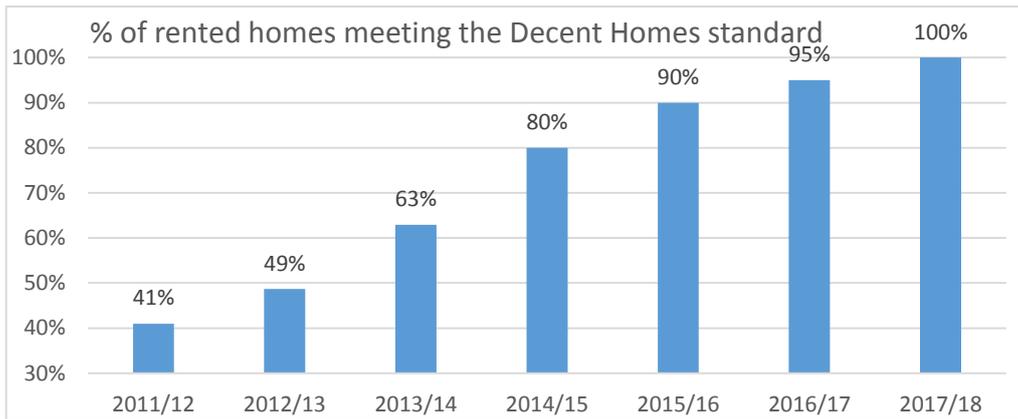
7 **Thriving Neighbourhoods**

7.1 Lewisham Homes Business plan sets out to work with Lewisham Council to increase housing supply in the borough, to ensure that all its homes meet the Decent Homes programme and to ensure that its investment in Lewisham maximises the opportunities for residents. The successes against those aims in 2017/18 include:

- Building more homes, by the end of March LH had;
 - Built 29 new build properties in the year, 8 for sale and 21 for rent;
 - 50 more homes under construction;
 - 70 more with planning permission; and
 - 182 waiting for planning permission.
- Bringing all homes up to the Decent Homes Standard.
- Investing in apprenticeships and graduate employment opportunities.

7.2 Major Works Investment Programme

7.2.1 Lewisham Homes has spent £170m since 2011 delivering stock improvements and the Decent Homes programme. Despite no grant from the GLA this year, Lewisham Homes increased the Decency level from 95% to 100%.



7.2.2 Work on kitchens, bathrooms and electrical rewire are now managed by the Lewisham Homes Repairs Service. They installed kitchens or bathrooms into over 300 homes in 2017/18.

7.3 Community Focus

7.3.1 Lewisham homes has community investment programmes aimed at making a real difference to residents by helping them to get online, to access financial and budgeting advice, by helping with employment and training opportunities, and by promoting healthy lifestyles and wellbeing.

7.3.2 Residents are encouraged to be involved in many ways. This includes formal approaches:

- 7 residents on the LH Board:
- the Residents Scrutiny Committee; and
- the Resident Engagement Panel.

7.3.3 LH is developing resident skills to improve involvement and to help residents' employment and careers, as well as supporting the development of future Board Members. Lewisham Homes continued to work in partnership with London Metropolitan University to run three further successful 'improving housing services' courses. LH has now set up a one day course for residents to offer a bite size version of the 3 day course to residents.

- 35 residents completed the course in 2017/18;
- 11 achieved the accreditation
- There are 16 residents currently on the 3 day course
- 11 residents have taken part in the one day bitesize course.

7.3.4 Lewisham Homes is helping residents access online services to save themselves time and money and ensure the services LH provides are efficient and affordable.

- The borough-wide 'Go On Lewisham' initiative helps residents learn how to do things online.
- LH together with the council and Phoenix Housing association have received over £20K funding to run a trial digital skills screening and support service for unemployed residents starting in September.

7.3.5 Lewisham Homes works with tenants to improve financial inclusion and help them resolve their debt problems. It has invested in staff who in 2017/18 secured £561,000 in backdated and other benefit gains for tenants. They are increasingly involved in helping with Universal Credit. Lewisham Homes also helps residents' finances by supporting the

Lewisham Credit Union that has 1,330 Lewisham Homes residents with active accounts and £498,000 in total savings.

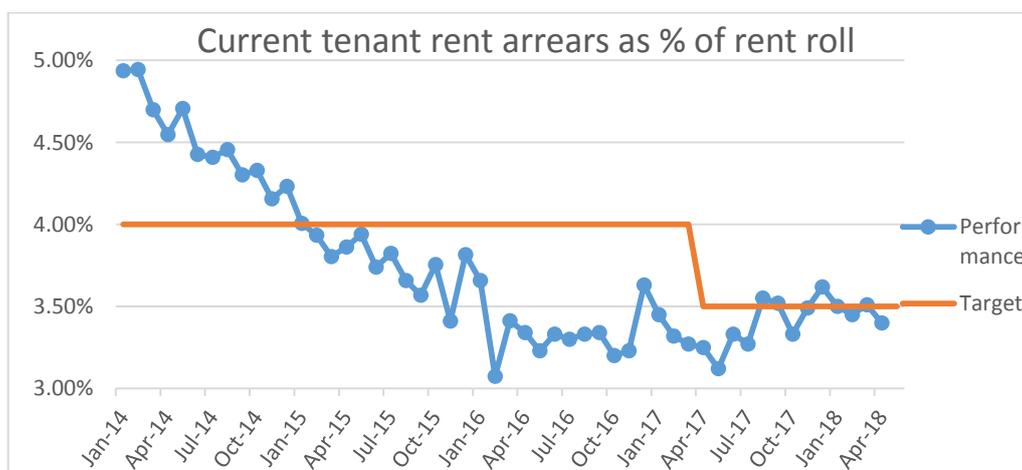
- 7.3.6 The partnership with the Albany continues and has delivered
- 275 unique participants in Love2Dance, a free weekly street dance programme for 8-18 year olds. It increases aspirations, self-esteem and confidence and allows parents to form strong local connections. It is hosted over three different sites – Deptford, Sydenham & Honor Oak.
 - 151 participants benefiting from ‘Meet Me at Lewisham Homes’, an arts, social and lunch club run in six sheltered schemes, to help recognise the creative potential of the over- 60s and offering a way to combat loneliness and isolation. There were 96 sessions during the last financial year.
 - 370 participants benefitting from gardening activities including a range of different gardening clubs for all ages. They have linked with Meet Me at and run a session at a sheltered scheme, alongside working with other community groups.
 - The pilot for 5-7 year olds 'The New Generation' (TNG) centre in Sydenham is proving successful

8 Sustainable Future

- 8.1 Lewisham Homes is committed to ensuring its services represent value for money and are affordable. It has a good track record of reducing management costs since 2007 and in using efficiencies delivered to invest in service improvements and to keep service charge increases below inflation. In 2017/18 Lewisham Homes
- Exceeded the target of £1.15m in savings, achieving £1.38m.
 - Purchased 43 homes bringing the total up to 118 at the end of March 2018. These homes help those in housing need and save the Council £5,000 a year each in temporary accommodation costs;

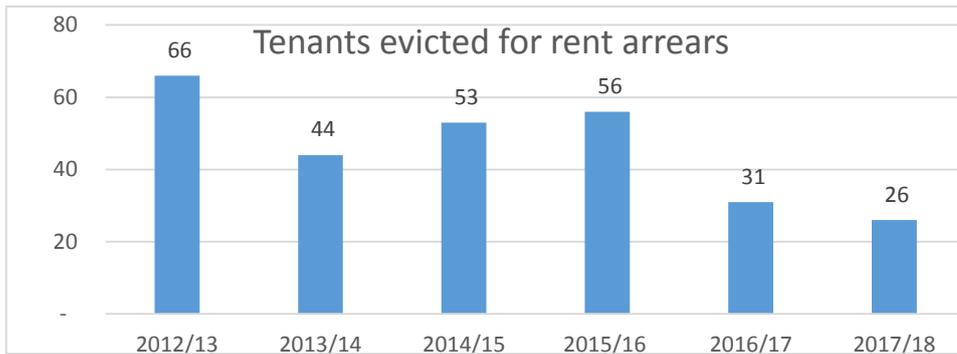
8.2 Efficiency and Effectiveness - Rent collection and welfare benefits

- 8.2.1 Current tenant rent arrears are on target and have reduced significantly over the last 4 years.



- 8.2.2 Rent income collection was just below target at 99.1%

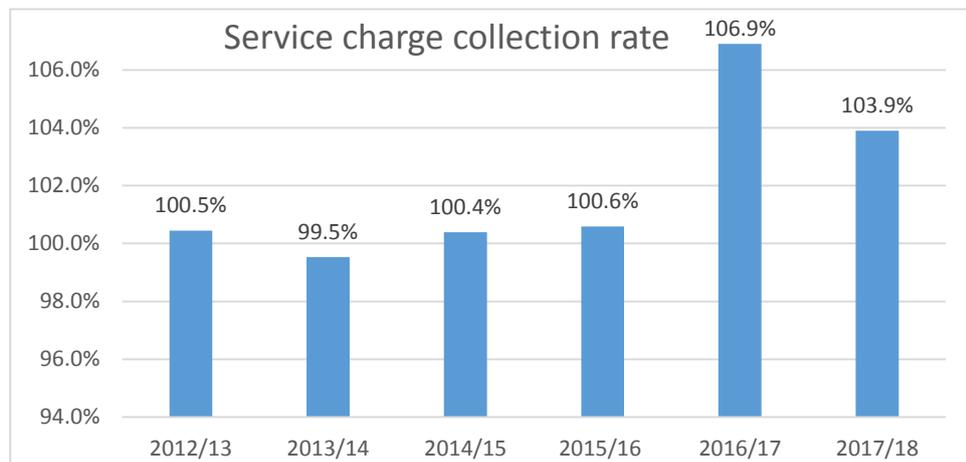
- 8.2.3 Keeping arrears low helps sustain tenancies; the 26 tenants evicted represents the lowest level for many years.



8.3 Affordable Services -Home Ownership and service charges

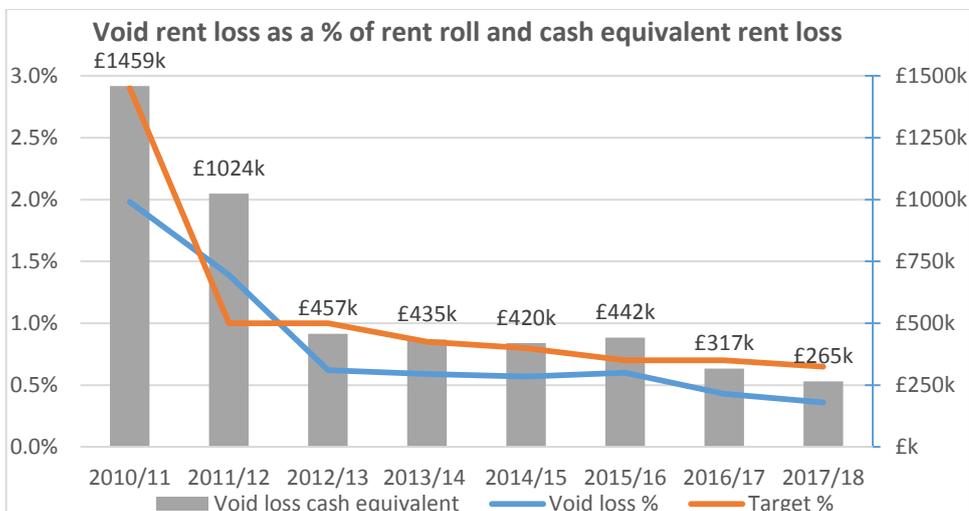
8.3.1 Service charge collection rate has been above 100% for five out of the last six years and particularly good for the past two years.

8.3.2 Lewisham Homes achieved savings of £350,000 in service costs in 2017/18 enabling it to reduce charges to leaseholders by 8%



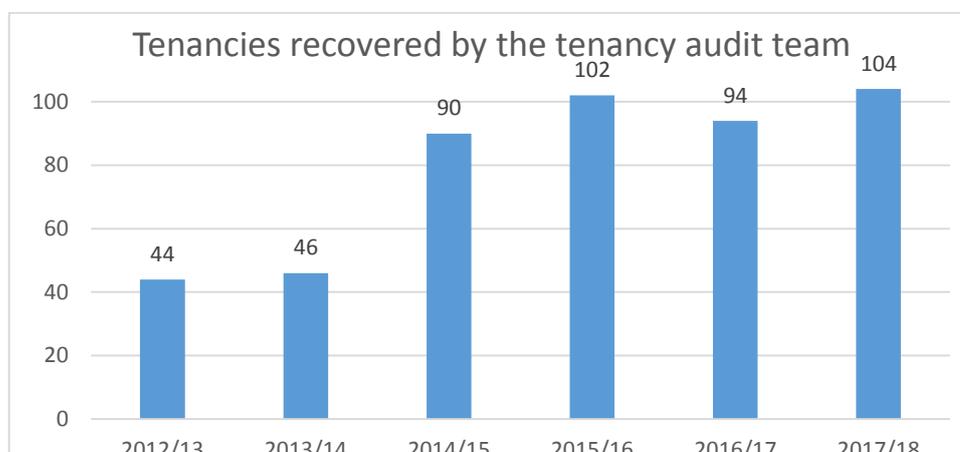
8.4 Efficiency and Effectiveness - Void management

8.4.1 Void performance continues to be strong with void loss reaching a record 0.36% against a target of 0.65%. Each 0.1% reduction saves £75k.



8.5 Efficiency and Effectiveness - Tenancy Fraud

8.5.1 In 2017/18 Lewisham Homes recovered 104 properties to help the Council address the housing shortage. The graph below shows an improved level of recovery over recent years.



8.6 Efficiency and Effectiveness - economies of scale on new services

8.6.1 Lewisham Homes has improved efficiency by increasing economies of scale and working with the Council to bring services in house.

8.6.2 Lewisham Homes management fee for 2017/18 was £21.9m, including £3.4m for the new services transferred from the Council in the past two years. The core management fee, excluding new services, was £18.5m, the same as the previous year.

8.7 Safe and secure - Health and safety

8.8 Health and Safety is at the heart of how Lewisham Homes delivers its services. Responding to the tragic events at Grenfell has been one of the key areas of focus since June 2017.

8.9 Lewisham Homes immediate response to Grenfell was communicating and reassuring residents across the high rise estates, with staff going to estates with high rise blocks to speak to residents personally. Plans were immediately put in place and Lewisham Homes identified three blocks with ACM cladding; removal of the cladding started in the first week in October and finished within three months.

LH is now planning the procurement of replacement cladding and reviewing additional safety measures that could be implemented as part of this re-instatement work.

8.10 Managing health and safety (H&S) is well established, and plans include adopting an internally recognised standard, with an assessment by the British Safety Council this year. This will provide an independent challenge which will help strengthen the approach to keep both residents and staff safe. A key improvement in the last year has been improving the quality of systems and data recording H&S activities to support compliance.

8.11 The H&S team was strengthened in response to the demands following the Grenfell fire, with more resources for fire safety management.

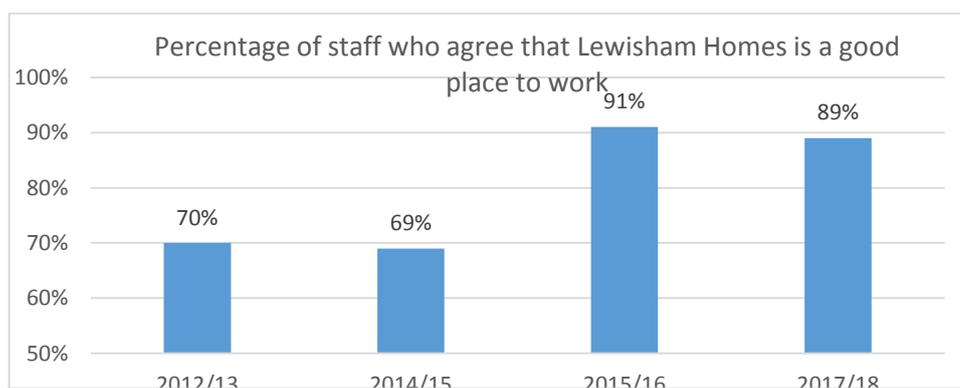
Lewisham Homes continues to strengthen its partnership with the London Fire Brigade, and has been commended by them for installing sprinklers in new build properties and schemes for older people.

9 Employer of choice

9.1 Lewisham Homes recognises its staff as the driver for improving performance and the quality and efficiency of services. In line with the Business plan, in 2017/18 Lewisham Homes has:

- Invested in training programmes from personal professional development to core training modules.
- Consolidated the approach to equality and diversity with a focus on engaging communications, training, celebratory events and representation at all management levels.
- Continued with the talent and succession plan.
- Implemented the London Living Wage across all services.

9.2 In April 2016 Lewisham Homes was awarded the prestigious gold award as an Investor in People only 7% of organisations have gained this status. Since then the percentage of staff who agreed that Lewisham Homes is a good place to work continues to be high.



New measure from 2015/16 excluded the neutral option used by 23% in 2014/15

9.3 Lewisham Homes commitment to developing staff includes a bespoke training course for aspiring managers and a mentoring scheme. These activities have been well received by staff benefitting from them and by investing in staff LH has been able to recruit internal candidates for 43% of jobs.

9.4 Lewisham Homes supports the Council's apprenticeship programme and promotes training and job opportunities. In 2017/18 LH employed 6 trainee graduates and 10 apprentices.

9.5 Sickness remains relative low at 6.3 days per staff member per year for non-manual staff and 8.1 days for all staff.

10 Temporary Housing

10.1 Lewisham Homes took over the temporary housing service from the Council in September 2016. These are complex services to run and have taken time to bed in. The tenancies have a higher turnover and homeless households can have more challenges. There are four types of service;

- 720 properties leased by the Council from the private sector with a variety of arrangements: Lewisham Homes signs up and sometimes

- manages the households the Council sends them to house.
- 350 hostel tenancies for homeless households.
- Around 600 nightly paid units, which are the equivalent of bed and breakfast.
- 118 'acquired' homes that LH has purchased with a Council loan.

10.2 Empty properties (voids) are taking longer to let than the Council's target. This has a cost for the Council in rent loss while the properties are empty. The cost of repairs work on voids is also too high. The Council wants LH to do this work at lower cost than when the Council managed it in-house, which is one of the reasons it transferred the service to LH. This has not yet been delivered and Lewisham Homes are putting a new team in place with a more commercial focus to improve void turnaround times and reduce void costs.

10.3 Rent arrears are also a challenge with only the PSLs on target as shown in the table below.

The proportion of rent due collected in 2017/18

	Target	Performance	Difference
PSL	99%	99.2%	£13,000
Hostel	96.9%	96.1%	-£23,000
Nightly paid	98.7%	96.5%	-£199,000

10.4 Nightly Paid collection has been significantly affected by Universal Credit (UC) with 75% of all UC cases in this area. The impact equates to the equivalent of 1.70% in cash collection.

10.5 Since April 2018, the income team have had a permanent establishment for the first time which should reduce staff turnover which will help. However they have two less staff member in the team making it more difficult to maintain strong performance. A consultant's report has made recommendation on how performance can be improved.

10.6 These properties are temporary and Lewisham Homes needs to move the households on to alternative accommodation to free up the homes for new households. The homeless households are easier to deal with as the Council procures private rented accommodation for them and so discharges its duty. Households who have been housed to prevent them becoming homeless are more difficult to rehouse and this includes all acquired homes. Lewisham Homes staff meet regularly with the Council's housing needs team to resolve these cases.

10.7 Ensuring that all the properties have a valid gas certificate is a challenge. Lewisham Homes has responsibility for hostels where performance is 100% and some of the PSLs where responsibilities in some cases are less clear as it involves liaising with landlords. Performance on this is not what the Council wants and discussions continue on how to improve this.

11 Crime & Disorder Implications

11.1 There are no specific crime and disorder implications arising from this report

12 Legal Implications

12.1 There are no specific legal implications arising from this report

13 Financial implications

13.1 There are no specific financial implications arising from this report

14 Equalities Implications

14.1 Lewisham Homes' approach incorporates equality and diversity in its key strategies and policies, aiming to ensure good practice in employment, service delivery and community engagement. It is a member of Stonewall.

14.2 Diversity is celebrated at all levels; A third of LH managers are from a BAME background and the Gender Pay Audit shows that pay between men and women is broadly comparable with women earning on average 2.5% more than men.

14.3 Measures have been put in place to protect the most vulnerable tenants. Lewisham Homes collects profiling information to plan and improve services, and to flag up where tenants require support.

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

14.5 Lewisham Homes continues to support the Lewisham Safeguarding Agreement, which helps protect vulnerable adults and children. A training programme in safeguarding awareness has been delivered.

15 Environmental Implications

15.1 Improving sustainability and energy efficiency is an important part of the Decent Homes Programme.

16 Background papers and report originator

16.1 There are no background documents to this report.

For queries please contact Rachel Dunn, Housing Policy and Partnership Manager at rachel.dunn@lewisham.gov.uk

HOUSING SELECT COMMITTEE			
Report Title	Brockley PFI – Annual Review Report 2017/18		
Key Decision	No	Item No.	8
Ward	Brockley		
Contributors	Head of Strategic Housing		
Class		Date:	5 July 2018

1. Summary

- 1.1. The Brockley Private Finance Initiative (PFI) Project commenced in September 2007 and involved the refurbishment of 1,839 dwellings situated in the Brockley neighbourhood, of which 1,275 are currently tenanted, 556 are leasehold and 8 freehold dwellings.
- 1.2. The PFI project involves the refurbishment, management and maintenance of properties over 20 years.
- 1.3. The purpose of this report is to give a brief overview of the background of the Brockley PFI and the key achievements and progress that has been made during 2017/18.

2. Recommendation

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

3. Background

- 3.1. The Brockley PFI commenced on the 3rd September 2007. The contract for refurbishing and maintaining of the properties includes the provision for housing repair and maintenance, caretaking, cleaning, tenancy and estate management service for a period of 20 years.
- 3.2. The PFI Contract has an overarching agreement governing the refurbishment, operation and maintenance of the properties in Brockley. Sitting below the project agreement is an 'output specification,' which defines the requirements (or outputs) in connection with the repairs, works and housing management services provided throughout the contract.
- 3.3. Regenter B3 (RB3) is the special purpose vehicle delivering the Brockley PFI project. RB3 hold management agreements with two companies, Pinnacle and Rydons.
 - Housing management and estate services are delivered by Pinnacle.

- Repairs and Maintenance and continuing life cycle works are delivered by Rydon Maintenance.
- The initial refurbishment of the properties was carried out by Higgins.

4. Performance Indicators

4.1. Altogether there are 26 contractual Key Performance Indicators (KPIs), of which 19 are provided monthly and seven on an annual basis. The list of the KPIs and the current performance against those KPIs up until March 2018 is provided in Appendix 1.

5. Customer Satisfaction

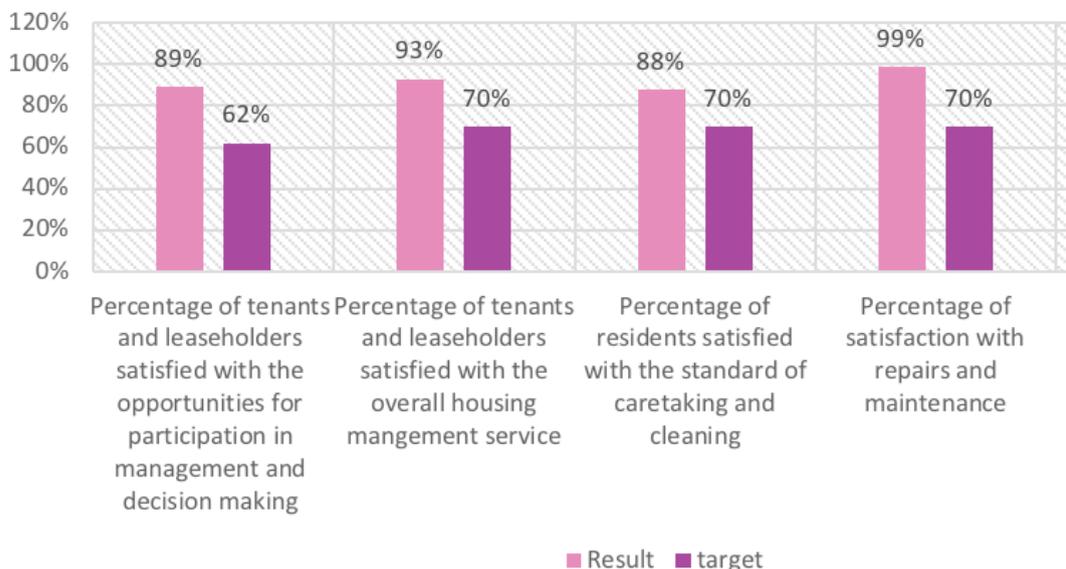
5.1. Customer satisfaction remains RB3's most important KPI. In 2017/2018 the Housing Management team achieved a satisfaction level of 93% with the overall service, exceeding the 70% target. This was based on a survey of 534 residents. Nearly 90% of tenants stated they were satisfied with opportunities to participate in the service, again significantly above target. The annual customer satisfaction surveys are carried out through a combination of face-to-face, telephone and postal surveys. All returns are available for audit purposes.

5.2. Satisfaction with the repairs and maintenance service remains high at 99%. The surveys were arbitrarily selected to the minimum of 500 specified for each contractual year based on follow up to individual repairs. These figures remain consistently high and customers continue to be satisfied with the overall repairs service.

5.3. Customers are asked to share feedback relating to the overall service and this is communicated when shared with supervisors, managers and partners to address their comments or make recommendations to the team for improvement

5.4. In 2018/19 a new methodology for repairs satisfaction will be considered to validate these high satisfaction levels reported through Rydons.

Customer Satisfaction 2017 - 2018



- 5.5. 2017/18 figures remain high, however there has been a slight drop in satisfaction since 2016/17. There has been a 4% fall in overall satisfaction with the service and a 6% drop with opportunities to participate in the service. Although performance is still significantly above target, these decreases have provided opportunity to further review the detail that sits behind the data. We have examined the slight decrease to analyse why this was the case.
- 5.6. Last year saw an increase in fire safety work. This resulted in more pro-active action to remove items in communal areas. Some residents said that they objected to the concept of zero tolerance approach in communal areas. Pinnacle continue to work with residents to explain the reasons why the communal areas need to be kept clear.
- 5.7. Pinnacle recognise that more residents are less satisfied with opportunities for participation and decision making. Although we have created new discussion forums such as focus groups, and more residents attend Brockley Resident Panel meetings, more needs to be done. Please see item 16 in this report for further information on how we plan to increase participation.

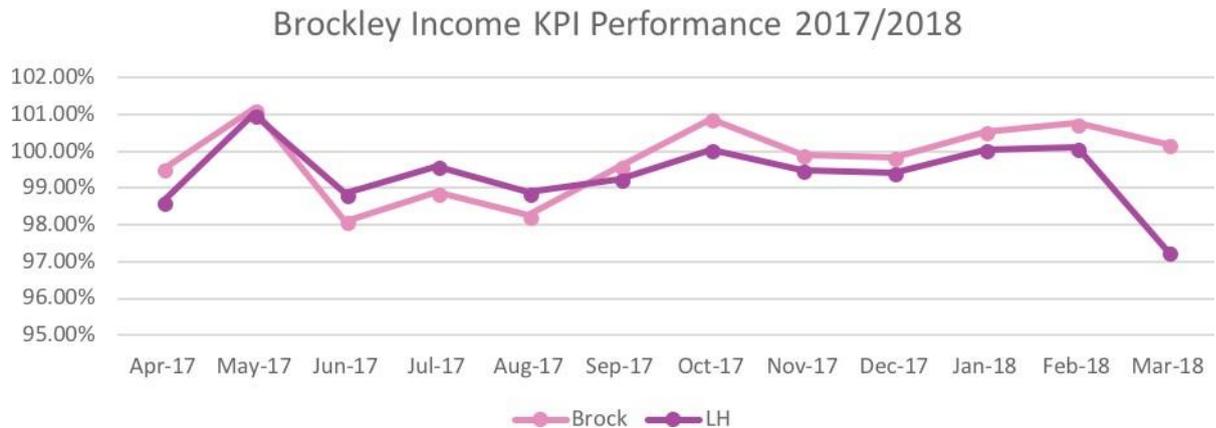
6. Customer Service

- 6.1. RB3 have seen a reduction in the number of complaints received. In 2017/18 RB3 received a total of 23 stage 1 complaints compared to 45 in 2016/17.

7. Tenancy Management

- 7.1. RB3 received 18 reports of anti-social behaviour (ASB) compared to 26 in the previous year. The majority of ASB cases we received related to noise nuisance, followed by neighbour disputes. All cases were recorded and managed in line with the local authority policy and procedures.
- 7.2. Mediation is promoted as a tool to resolve ASB issues. We use Crime Concern UK to provide mediation services between residents. We look for sustainable solutions when managing cases and have often found links with safeguarding, neglect and mental health.
- 7.3. Regular meetings are held with the local Safer Neighbourhood Team (SNT). The SNT attend our resident panel meetings and we have introduced a drop-in service for residents at our offices where they come in and speak to SNT officers in confidence. Our close working partnership with the SNT supports a joined-up approach to solving ASB cases. We attend local ward based resident SNT meetings and Local Assembly meetings.
- 7.4. There is high demand for public housing, and it is unacceptable that some tenants abuse their tenancy and profit from it by unlawfully sub-letting their property to someone else. We carry out robust auditing of tenanted properties to ensure that the correct people are living in them. RB3 are required to audit 20% of the tenanted properties in Brockley every year and we successfully completed our target in 2017/18. We worked closely with our colleagues from the council fraud team and recovered 4 properties.
- 7.5. The Brockley Income service KPI target is to exceed Lewisham homes income collection rate each month. The financial year 2017/2018 saw a marked improvement on previous yearly performance on this contract. This is

demonstrated in the monthly performance of the income service where Brockley met the Income KPI target for 9 out of the 12 months.



- 7.6. The summer months saw a fall in Brockley collection rate indicating a possible trend which will be monitored to note if summer holidays have a direct negative effect on collection rates.
- 7.7. Income performance has significantly improved against a backdrop of welfare reform. The challenges posed by welfare reform, particularly the roll out of universal credit and the reductions imposed on in work benefits affecting many working families in receipt of tax credits and partial housing benefit, are significant.
- 7.8. The continued and increased rollout of Universal Credit is highly likely to have an effect on collection rates due to the high percentage of tenants in receipt of some form of welfare benefit.
- 7.9. RB3 recognise that the roll out of Universal Credit is a very difficult transition for some of our most vulnerable residents. Where residents are identified as being on Universal Credit, the income team assist those residents negatively affected by any delays in payment, through referral to a debt advice project. RB3 also do not take legal action immediately in these cases. The aim is to prevent arrears and sustain tenancies.
- 7.10. RB3 continue to promote education regarding the change to Universal Credit. This will be a key focus this coming year; RB3 plan to deliver money budgeting classes to assist residents moving onto Universal Credit, and will conduct trend analysis of UC arrears to intervene early to ensure the affected tenant receives the necessary assistance and support to limit and prevent arrears cases.
- 7.11. Liaison with LBL teams like Housing Benefit, Social Services and mental health services require improvement. Improved joint working will help to achieve consistency in services and avoid evictions as we seek to sustain tenancies. We have strengthened our relationship with Lewisham Credit Union in a bid to look closely at financial exclusion and the effects on Brockley residents.

8. Leasehold Management

- 8.1. RB3 performed well throughout 2017/18. The target is to collect 90% of the service

charge served for that financial year. RB3 collected 96% of service charges, exceeded the target by 6%.

- 8.2. Where leaseholders have historic balances, RB3 continually work to get an agreement to clear their outstanding balances. If we are unable to reach an agreement the cases are discussed with Lewisham Council and where necessary, referred to our legal team.
- 8.3. Any potential breach of lease brought to our attention was dealt with as a priority and action taken within time scales.
- 8.4. In historic major work cases where leaseholders have yet to pay works charges legal action is being taken to recover these debts through the County Court. All necessary action is taken to retrieve outstanding arrears including placing charges against properties if necessary.

9. Estate Management

- 9.1. RB3 survey results show that 88% of Brockley residents were satisfied with the caretaking and cleaning services. This is 18% above target.
- 9.2. Inspections of estates are carried out on a weekly, monthly and quarterly rota. Checks include the quality of cleaning, gardening and repairs in communal areas. In 2017/18 residents were invited to join estate inspections; 5 residents volunteered. RB3 plan to champion this involvement through recruiting new estate champions and inviting Councillors to quarterly estate inspections.
- 9.3. Grounds are maintained to a good standard. The crew continue to supply garden clearances to street properties with elderly and vulnerable tenants. Brockley is bordered by National rail embankments that still show signs of Japanese Knotweed infestation. Liaising with the National Rail Service assists in curtailing and monitoring the weed.
- 9.4. The Bulk waste team dispose of mattresses, white goods and hazardous white goods separately. Door to door surveys were carried out with the Local Authority Waste team. On these survey visits, information and guidance was provided to residents on correct ways to re-cycle and dispose of bulk waste on estates.

The team remove hazardous white goods on a quarterly basis via a registered external contractor.



10. Void Management

- 10.1. There was a total of 34 voids properties during 2017/18 with an average re-let time of 26.6 days. All properties are re-serviced and brought up to the contractual 'Decent Homes plus' standard by Rydon.

11. Asset Management

- 11.1. Properties within the Brockley PFI area were brought up to the Decent Homes standard when Higgins completed the refurbishment of properties. We are now in the management and maintenance phase of the contract.
- 11.2. Rydon has appointed an independent surveying consultant to survey all properties internally as well as externally. This will allow future lifecycle planning with more accuracy.
- 11.3. All external surveying is completed, and a programme of works is in the planning phase. Once complete this programme will be published and subject to resident consultation during 18/19.

12. Repairs and Maintenance

- 12.1. The repairs team remains a vital part of the day to day running of the Contract with a strong management involvement from Director level all the way through to the customer facing operatives on the front line of service delivery. The front-line service is delivered by a diverse team of operatives with years of experience and dedication to the PFI contract.
- 12.2. The responsive repairs and maintenance contract provides a wide range of works, to ensure the property assets are effectively managed and residents' homes are maintained.
- 12.3. Repairs are reported and recorded through our dedicated Contact Centre by the residents during office hours. 99% of repair appointments that were made were kept, which is significantly above our 95% KPI target. We have 8 Separate categories, listed below.
 - Category 1 - emergency out of hours
 - Category 2 -emergency normal
 - Category 3 - one day repair
 - Category 4 - three day repair
 - Category 5 - Twenty one day
 - Category 6 -126 days
 - Category 7- 7 day repair
 - Category 8- 10 day repair
- 12.4. Rydon also deliver free of charge works to vulnerable, frail, disabled and elderly residents including replacing light bulbs, replacing locks where residents have locked themselves out of their property and a PAT testing service during the winter period.

13. Lifecycle and planned works

- 13.1. Following a period of refurbishment by our partners Higgins Construction (years 1-4) there has been a lull in programmed replacement works with only reactive lifecycle works being undertaken.
- 13.2. As such Rydon commissioned the services of a respected surveying practice to undertake an assessment of properties both internally and externally to identify areas where investment works are required.

- 13.3. **Internal Work:** the programme of internal surveys has now been completed. Of the 1,295 number of tenanted dwellings on the PFI site we have gained access to survey 1140. Despite numerous documented attempts, which included the assistance of our Housing Management partner, defined in the no access protocol, we have not been able to access 155 (c.9%) dwellings to review the condition of internal components.
- 13.4. Although these properties are deemed to be 'Available' (up to standard) under the contract, Rydon will persist with our attempts to gain access where the opportunity presents itself. Where lifecycle works are required, they will be delivered through the programme or undertaken reactively.
- 13.5. For the homes that have been assessed, Rydon identified a programme of kitchen and bathroom replacement works, which were completed by December 2017. This first phase of works included 77 kitchens, 56 bathrooms and 19 separate WC's.
- 13.6. The second phase of the works commenced in May 2018 which include the replacement of 20 kitchen and bathrooms, 24 kitchens only and 15 bathrooms only. The survey results have also allowed Rydon to profile future internal replacement works, and we will continue to attempt to access those homes where we have not been able to do so already to ensure facilities are kept to a modern standard.
- 13.7. **External Work:** we have completed a programme of external surveys to 1830 properties in 534 physical buildings (blocks and houses).
- 13.8. This information has allowed us to prioritise areas where investment works are required, and Rydon have reviewed these surveys to rationalise, allocate and programme the works identified by the consultants over the next few years.
- 13.9. Rydon have programmed works to 165 buildings and completed works on 81 to date, both at low and high level. The works generally consist of paving, re-pointing, brickwork, concrete/stone restoration, rendering, window repairs/ replacement gutter and downpipes.
- 13.10. During contract year 11 which finished on the 31st May 2018 Rydon have undertaken the following items of lifecycle works on a reactive basis:
- 37 boiler renewals,
 - 60 bathroom renewals,
 - 70 kitchen renewals,
 - 4 major roof works,
 - 51 major external repair/renewals, and
 - 7 major window renewal works.
- 13.11. Moving forward Rydon anticipate a marked increase in lifecycle works, both planned and reactive, as the stock begins to show that it is some 10 years out of a refurbishment programme. We will be consistently reviewing elements throughout the remainder of the contract to ensure we are delivering correctly targeted investment work.
- 13.12. Safety inspections are carried out periodically, as set out in the following table:

Inspection Streams	Scope	Inspection Frequency
GAS SAFETY INSPECTION CP12	Statutory	Annually
PERIODIC TESTING (NICEIC)	H & S	5 Yearly
DRY RISERS	Statutory	Monthly
DRY RISERS	Statutory	Annually
EARTHING SYSTEM	H & S	3 Yearly
EMERGENCY LIGHTING NICEIC	Statutory	Monthly
EMERGENCY LIGHTING NICEIC	Statutory	Annually
FIRE ALARM TESTING	Statutory	Weekly
FIRE ALARM TESTING	Statutory	Quarterly
FIRE EXTINGUISHER	Statutory	Monthly
FIRE EXTINGUISHER	Statutory	Annually
LANDLORDS SUPPLY	H & S	5 Yearly
LATERAL MAINS	H & S	5 Yearly
LIFT INSPECTION INSURANCE	Statutory	6 Monthly
LIFT INSPECTION MAINTENANCE	H & S	Monthly
LIGHTING PROTECTION	H & S	Annually
PORTABLE APPLIANCE TESTING (PAT)	H & S	Annually
SWITCHGEAR AND LV DISTRIBUTION BOARDS	H & S	3 Yearly
WATER TANK HOUSING RISK ASSESSMENTS	Statutory	By-Annual
WATER TANK INSPECTIONS	Statutory	6 Monthly

14. CP12 – Gas safety Inspections

- 14.1. The Gas team certify 1270 properties in Brockley and each property requires a CP12 certificate every 12 months. The number of outstanding will differ each month dependant on our success gaining access. Outstanding certificates will be cold called at every opportunity and within a legal process to force entry, unless there are mitigating factors.
- 14.2. The CP12 process runs on a 10 month cycle and begins 2 months before the gas safety certificate is due to expire. This gives the team time to follow the process and make further attempts to complete the CP12 where necessary. In some cases, we will cold call a property a further 4-5 times where it has not been possible to gain entry. At the end of the fiscal year only 3 households had outstanding CP12 certificates outstanding and all three cases were currently with legal services, seeking access.
- 14.3. Our systems are undergoing an upgrade so the CP12 booking process will be automated, this will be in place and working by the end of this summer 2018 and will further increase our efficiency and compliance.

15. Fire Safety

- 15.1. The latest round of fire risk assessments were undertaken in June 2017, which identified a number of actions to be undertaken across the Brockley stock, including replacement front doors, electrical works and security works. Rydons will review the FRA's yearly to ensure compliance.

- 15.2. Rydons and Pinnacle continue to work with residents to ensure that fire exits and communal areas are consistently kept clear. Many of our residents understand the reasons why communal areas need to be clear and advocate this message to other residents. However, we continue to educate residents alongside spot checks and estate inspections to identify combustible items.
- 15.3. Works identified through the FRAs have all been procured and have either been completed or are currently underway.

16. Resident Involvement

- 16.1. The RB3 Residents Panel represents all residents in the PFI area and is the forum where discussion and consultation take place. We provide and promote a range of opportunities for Tenants and Leaseholders to comment on services. Dates for these meetings are highlighted in our Newsletter and on the website.

At each meeting experts in their field are invited to attend to make presentations and consult on wider issues.

In 2017/18 we introduced new Focus Groups, whereby residents can focus on key issues that are important to them. We asked key service providers from the Council to attend Dog fouling and re-cycling focus group meetings to ensure that decisions are made in a co-productive way with residents. This has resulted in LBL deciding to pilot a new re-cycling initiative on some Brockley estates. The pilot will start in the summer of 2018.

- 16.2. In 2018-2019 we plan to develop a parking management resident consultation program and produce a feasibility study which would look at CPZ areas on main roads and the impact it has on estates.
- 16.3. We also introduced an Action List spreadsheet at Panel meetings, so that residents can hold us to account in relation to following up on the actions we agreed at each meeting. We plan to work with the residents' panel to co-produce several new initiatives including a digital inclusion projects for residents, with access to free IT classes.
- 16.4. Brockley currently has 1 resident association and a resident member attends the Brockley Resident Panel. We have identified a group of residents who require support in establishing a new resident association and will work with them to ensure that they have the capacity and support required to deliver their service.
- 16.5. All leaseholders are kept informed of actions discussed at the Leasehold Forum meetings which are held 3 times every year. For those who can't attend, we continue to send out the minutes of the meetings to every leaseholder.
- 16.6. Several initiatives took place during 2017/18, including local events, a staff volunteering initiative and delivery of cooking classes for Brockley residents
- 16.7. RB3 are always looking at ways to improve the quality of our residents' lives. As we move into 2018/19, we will continue to attend Local Assembly meetings and work with our partners and stakeholders to engage in local community activities.

Following a presentation by Lewisham speaking up at the Local Assembly, we invited them to deliver front line training to our staff relating to Hate Crime **Page 51**

affecting people with learning disabilities. The training was a huge success and was delivered by residents who had mental health and learning disabilities.

- 16.8. We have identified residents who would like to develop a resident association and believe there may be more residents who would like assistance and support. A key priority for 2018/19 is to increase resident participation and the number of resident associations. We will be proposing a strategy to the area forum later in the year with a number of options for residents to consider.

17. Financial Implications

- 17.1. There are no specific financial implications arising from the report.

18. Legal Implications

- 18.1. There are no specific legal implications arising from the report.

19. Equality Implications

- 19.1. There are no direct equalities implications arising from the report.

- 19.2. The RB3 estate office at Endwell Road is Disability Discrimination Act compliant and includes access for wheelchairs, WC, parking and has a hearing loop system in place.

20. Crime & Disorder Implications

- 20.1. There are no crime and disorder implications arising from the report.

21. Environmental Implications

- 21.1. Any further works carried out by RB3 as part of the life cycle programme should lead to greater energy efficiency, reduced maintenance costs and lower fuel bills for residents. It will also reduce the level of harmful gases being released into the atmosphere as improved insulation and more efficient boilers are installed. The average Standard Assessment Procedure rating of the homes in the Brockley PFI area is 77, which is above the contractual obligation of a minimum of 70.

22. Background documents and originator

- 22.1. There are no background documents to this report.
- 22.2. For additional information or questions please contact Rachel Dunn, Housing Policy & Partnership Manager, on 020 8314 6534.

Appendix 1

Our overall performance is measured through a series of key Performance Indicators (KPI's). The table below shows Regenter B3 performance for 2018/19, with the target met across all indicators.

KPI	Performance standard	Performance 2017/18	Target
MKPI 1	Percentage of applications registered or amended within ten working days	100%	95%
MKPI 2	Percentage of home visits undertaken within five working days of tenant requests	100%	95%
MKPI 3	Percentage of tenants attended to within 15 minutes of arrival at office	100%	100%
MKPI 4	Percentage of open office hours in the month	100%	100%
MKPI 5	Percentage of repair related telephone calls answered within 15 seconds	94.28%	92.5%
MKPI 6	Percentage of correspondence items responded to within 10 working days	100%	97%
MKPI 7	Number of occasions of failure to deal with a sustained breach of long lease	100%	1 or less
MKPI 8	Percentage of reactive actions identified through estate inspections completed within agreed timescale	100%	98%
MKPI 9	Percentage of External common parts achieving EPA Cleaning Standard A	100%	90%
MKPI 10	Percentage of Internal common parts achieving EPA Cleaning Standard A	100%	90%
MKPI 11	Percentage of grassed external areas maintained between 25mm and 60mm high	100%	85%
MKPI 12	Percentage of abandoned vehicles removed, accordance with Authority policy	100%	90%
MPKI 13	Percentage of graffiti removed within 4 working days of report	100%	95%
MPKI 14	Percentage of rents and service charges collected from tenants	100.19%	0.49% above LH
MKPI 15	Percentage of former tenant rents and arrears cases where the Authority's procedures for recovery have been followed	100%	95%
MKPI 16	Percentage of responses to requests for information from the Authorities Housing Benefit officer responded to after 7 working days	100%	99%
MKPI 17	Percentage of responsive repairs appointment made and kept	99.68%	97%
MKPI 18	Percentage Responsive repairs carried out within priority times	99.06%	95%

KPI	Performance standard	Performance 2017/18	Target
MKPI 19	Average time for letting a minor void dwelling	26 days	28 days
AKPI 1	Percentage of tenants and leaseholders satisfied with the opportunities for participation in management and decision making	89%	62%
AKPI 2	Number for tenancy audits undertaken	279	62%
AKPI 3	Percentage of tenants and leaseholders satisfied with the overall housing management service	93%	70%
AKPI 4	Percentage of Crime and Anti-social behaviour cases where action is recorded	100%	99%
AKPI 5	Percentage of residents satisfied with the standard of caretaking and cleaning	88%	70%
AKPI 6	Percentage of satisfaction with repairs and maintenance	99%	70%
AKPI 7	Percentage of safety certification for dwellings and common areas that are not overdue	99%	99%

Housing Select Committee			
Report Title	New Homes Programme	Item No	9
Contributors	Head of Strategic Housing		
Class	Part 1	Date	5 July 2018

1. Purpose of paper:

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

2. Recommendations:

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

3. Background:

3.1. The Lewisham Housing Strategy 2015-2020 contains four priorities:

- Helping residents at times of severe and urgent housing need
- Building the homes our residents need
- Greater security and quality for private renters
- Supporting our residents to be safe, healthy and independent in their home

3.2. London faces one of the most significant housing shortages since the end of the Second World War. In line with our strategy priorities, Lewisham Council acknowledges the challenges faced by our residents and is committed to tackling those with the greatest housing need.

3.3. In July 2012 the Council embarked on a programme to build 500 new social homes in response to a series of on-going housing policy and delivery challenges, most notably an enduring under-supply of new affordable homes available to the Council to meet housing demand.

3.4. A series of update reports has subsequently been considered by both Mayor and Cabinet, and Housing Select Committee, outlining progress in meeting the target of starting 500 new Council homes for social rent in 2018.

3.5. The new administration has set a target of a further 1000 social homes by 2022.

4. New Homes –500 homes update

- 4.1. The six Council homes at Mercator Road were the first of the 500 homes to be completed and represented the first Council homes to be built in the borough in a generation. Since then, a total of 91 new Council homes have now been completed, whilst a further 112 are on-site and are being delivered. 85 homes have received planning permission and are awaiting start-on-site. 213 homes are currently moving through the planning decision process.
- 4.2. Planning applications have been submitted for all homes which are part of the 500 home programme and are at various stages , as detailed in the following table:

Project Status	Number of New Council Homes
Planning Submission	0
Awaiting Planning Consent	213
Awaiting Start-On-Site	85
On Site	112
Completed Schemes	91
Total	501

- 4.3. A more detailed summary of the programme, comprising all of the sites and their individual progress can be found at Appendix A of this report.
- 4.4. Committee will be aware that a number of the sites within the 500 home programme are awaiting consideration and determination at planning committees. Development on small “infill” sites can be difficult to bring forward and among these sites there are some where there are a range of views, both in favour of and opposed to developments. Officers will ensure that the Committee is updated regularly as these schemes progress through the planning process
- 4.5. The Council is now working towards delivering four more “pop-up housing developments” in Lewisham, to be built with modern methods of construction of the type seen at the award winning PLACE/Ladywell. Three of the first four of these developments are contained within the 500 home programme, at Edward Street in Deptford (previously “PLACE/Deptford), at Mayfield in Lee Green and at Home Park in Bellingham. Officers are working on early options for the fourth pop-up and further details will be available later this year.

Procurement

- 4.6. The table above sets out that a large number of homes have achieved planning consent but have yet to start on site. In large part this is to enable the procurement of construction in “packages” which combine sites with planning consent into groups that will be of sufficient size and construction value to attract high quality construction partners.
- 4.7. In that regard, a Mayor and Cabinet report to be presented on 11 July 2018 will seek approval for a procurement approach and delivery budget required for 167

of the 501 new Council homes. The homes are to be grouped into three packages, and the budget will then be delegated to Lewisham Homes to enable it to manage the construction of these homes in accordance with the terms of its Management Agreement.

- 4.8. The sites have been broadly grouped in terms of their location, size and level of complexity, on the advice of technical advisors and following soft market testing. In total the construction budget for these homes is expected to exceed £50m, to be funded by a combination of HRA headroom, recycled receipts from Right to Buy sales, and grant from the GLA in line with its new funding arrangement for Councils, which Lewisham officers were instrumental in shaping, and which was launched in Lewisham in May.
- 4.9. Lewisham Homes will work closely with the Council's economic development team, and in particular with the Construction Hub based at Lewisham and Southwark College, to maximise the local job creation and local supply chain engagement in these contracts.
- 4.10. The strategy for the delivery of the homes to be built using modern methods of construction will be presented to Mayor and Cabinet in September 2018.

5. New homes: 1,000 homes update

- 5.1. The new Mayor has pledged to create 1,000 social homes during the next four years.
- 5.2. Officers are currently in the process of identifying a range of potential sites to enable this commitment to be met. It is anticipated that the social homes will be delivered in a range of ways and by a number of partners. For instance, the current partnership between the Council and Lewisham Homes can be expected to deliver a large proportion of the 1,000 home target, subject to identifying suitable sites and there being sufficient capacity within HRA borrowing caps. Other homes may come forward through other partnerships, such as those with Peabody at Heathside and Lethbridge, L&Q at Excalibur and in the near future, subject to other decisions, on the Deptford sites at Tidemill and Amersham Vale.
- 5.3. Officers anticipate that a comprehensive pipeline detailing the full range of opportunities to achieve the 1,000 home target will be available in early autumn 2018. Housing Select Committee will be fully appraised of the development of this pipeline, and the on-going delivery of the previous 500 home programme.

6. Financial implications:

- 6.1 The Council's current 30 year financial model for the Housing Revenue Account (HRA) includes provision for up to 500 new units, for social rent purposes, over the first 10 years of the model as part of the new homes, better places programme.
- 6.2 The delivery of the HRA Social Units outlined in section 4 (Packages B & C) and appendix A of this report, will be funded from this provision.

6.3 Work continues on the identification and financial impacts of the pipeline of sites associated to the delivery of the new 1,000 additional homes target. The financial implications of the schemes associated with this programme will be reported on separately as and when they are sufficiently developed and brought forward for approval.

7. Legal implications:

- 7.1. The Council has a wide general power of competence under Section 1 of the Localism Act 2011 to do anything that individuals generally may do. The existence of the general power is not limited by the existence of any other power of the Council which (to any extent) overlaps the general power. The Council can therefore rely on this power to carry out housing development, to act in an “enabling” manner with other housing partners and to provide financial assistance to housing partners for the provision of new affordable housing.
- 7.2 Meeting the Council’s statutory housing obligations is reflected in the objectives of the Housing Strategy 2015-2020: statutory homelessness duty; provision of housing advice and landlord responsibilities.
- 7.3. The Council has appointed Lewisham Homes to act as its Development Agent responsible for managing the Council’s new build development programme. The Management Agreement with Lewisham Homes sets out each party’s responsibilities in this respect. The Council has overall strategic responsibility for the development programme. As part of this, the Council is required to grant financial approval as required for Lewisham Homes to deliver the development programme. Accordingly Mayor & Cabinet will be asked on 11 July 2018 to agree the budgets for the four schemes referred to in this report.
- 7.4 The Equality Act 2010 (the Act) introduced a new public sector equality duty (the equality duty or the duty). It covers the following nine protected characteristics: age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex and sexual orientation.
- 7.5 In summary, the Council must, in the exercise of its functions, have due regard to the need to:
- eliminate unlawful discrimination, harassment and victimisation and other conduct prohibited by the Act.
 - advance equality of opportunity between people who share a protected characteristic and those who do not.
 - foster good relations between people who share a protected characteristic and those who do not.
- 7.6 The duty continues to be a “have regard duty”, and the weight to be attached to it is a matter for the Mayor, bearing in mind the issues of relevance and

proportionality. It is not an absolute requirement to eliminate unlawful discrimination, advance equality of opportunity or foster good relations.

- 7.7 The Equality and Human Rights Commission has recently issued Technical Guidance on the Public Sector Equality Duty and statutory guidance entitled “Equality Act 2010 Services, Public Functions & Associations Statutory Code of Practice”. The Council must have regard to the statutory code in so far as it relates to the duty and attention is drawn to Chapter 11 which deals particularly with the equality duty.
- 7.8 The Technical Guidance also covers what public authorities should do to meet the duty. This includes steps that are legally required, as well as recommended actions. The guidance does not have statutory force but nonetheless regard should be had to it, as failure to do so without compelling reason would be of evidential value. The statutory code and the technical guidance can be found at: <http://www.equalityhumanrights.com/legal-andpolicy/equality-act/equality-act-codes-of-practice-and-technical-guidance/>
- 7.9 The Equality and Human Rights Commission (EHRC) has previously issued five guides for public authorities in England giving advice on the equality duty:
- The essential guide to the public sector equality duty
 - Meeting the equality duty in policy and decision-making
 - Engagement and the equality duty
 - Equality objectives and the equality duty
 - Equality information and the equality duty

8. Equalities implications

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

9. Crime and Disorder implications

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

10. Environmental implications

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

For further information please contact Jeff Endean, Housing Strategy and Programmes Manager, on 020 8314 6213.

Appendix A – 500 homes progress as at 25 June 2018



Project	Ward	Number of New Council Homes	Number of Council Home Residents	Next decision/stage	Target Planning Dates		Target Start on Site	Target Completion Dates
					Submission	Approval		
Completed schemes								
Mercator Road	Lewisham Central	6	28	Complete				
Slaithwaite Community Room	Lewisham Central	1	2	Complete				
Forman House	Telegraph Hill	2	6	Complete				
Angus Street	New Cross	1	5	Complete				
Dacre Park South - Phase 1	Blackheath	7	22	Complete				
PLACE/Ladywell	Ladywell	0	0	Complete				
Hamilton Lodge	Forest Hill	0	0	Complete				
Hazelhurst Court	Downham	60	120	Complete				
Wood Vale	Forest Hill	9	36	Complete				
Honor Oak Housing Office	Telegraph Hill	5	20	Complete				
SUBTOTAL		91	239					
Schemes on site								
Dacre Park South - Phase 2	Blackheath	18	73	On site				Jul-18
Forster House (Nuthatch House)	Whitefoot	24	74	On site				Feb-19
Woodbank	Whitefoot	4	18	On site				Mar-19
Longfield Crescent	Forest Hill	27	109	On site				Sep-18
Dacre Park North	Blackheath	5	20	On site				Mar-19
Campshill Road	Lewisham Central	34	68	On site				Feb-19
<i>On-site subtotal</i>		112	362					
CUMULATIVE SUBTOTAL		203	601					
Schemes awaiting start on site								
Rawlinson House	Lewisham Central	1	2	Tenders to be issued			Sep-18	Jun-19
Kenton Court	Bellingham	25	96	Tenders to be issued			Dec-18	Dec-19
Hawke Tower	New Cross	1	2	Tenders to be issued			Sep-18	Jun-19
Somerville Estate Phase 1	Telegraph Hill	23	101	Tenders to be issued			Dec-18	Jun-20
Marnock Road	Crofton Park	6	30	Tenders to be issued			Sep-18	Dec-19
Pepys Housing Office	Evelyn	5	25	Tenders to be issued			Sep-18	Jun-19
Endwell Road	Telegraph Hill	9	37	Tenders to be issued			Sep-18	Dec-19
Grace Path	Sydenham	5	25	Tenders to be issued			Dec-18	Jun-19
Stanstead Road	Perry Vale	4	8	Tenders to be issued			Dec-18	Dec-19
Algernon Road	Ladywell	4	20	Tenders to be issued			Dec-18	Jun-20
Church Grove	Lewisham Central	5	26	Tenders to be issued			Dec-18	Dec-19
Silverdale Hall	Sydenham	6	27	Tenders to be issued			Dec-18	Jun-19
<i>Awaiting start subtotal</i>		94	399					
CUMULATIVE SUBTOTAL		297	1000					
Schemes awaiting planning consent								
Mayfield	Lee	50	226	Planning decision		Jul-18	Dec-18	Dec-19
Edward Street	New Cross	34	158	Planning decision		Jul-18	Dec-18	Dec-19
Forest Estate	Forest Hill	17	71	Planning decision		Jul-18	Dec-18	Jun-20
Brasted Close	Sydenham	0	0	Planning decision		Jul-18	Dec-18	Dec-19
Bampton Estate	Perry Vale	50	100	Planning decision		Jul-18	Mar-19	Jun-20
Hillcrest Estate (High Level Drive)	Sydenham	22	108	Planning decision		Jul-18	Dec-18	Jun-20
Home Park	Bellingham	31	115	Planning decision		Jul-18	Dec-18	Dec-19
<i>Awaiting planning subtotal</i>		204	778					
GRAND TOTAL		501	1778					

This page is intentionally left blank

Housing Select Committee		
Title	Select Committee work programme 2018-19	
Contributor	Scrutiny Manager	Item 4
Class	Part 1 (open)	5 July 2018

1. Purpose

- 1.1. To ask Members to agree an annual work programme for the Housing Select Committee.

2. Summary

- 2.1. This report:

1. Provides the context for setting the Committee's work programme for the year.
2. Asks members to decide on the Committee's priorities for the 2018-19 municipal year.
3. Informs members of the process for Business Panel approval of the work programme.
4. Sets out how the work programme can be monitored, managed and developed.

3. Recommendations

- 3.1. The Select Committee is asked to:

- Note the meeting dates and terms of reference for the Housing Select Committee.
- Consider the provisional work programme at appendix B.
- Consider adding further items to the work programme, taking into consideration the criteria for selecting topics; information about local assembly priorities and items already added to the provisional work programme.
- Note the key decision plan, attached at appendix H, and consider any key decisions due to be made by the Mayor, which may require further scrutiny.
- Agree a work programme for the municipal year 2018-19.
- Review how the work programme can be developed, managed and monitored over the coming year.

4. Meeting dates

- 4.1. The following Committee meeting dates for the next municipal year were agreed at the Council AGM on 23 May 2018:

- 5 July 2018
- 4 September 2018
- 9 October 2018
- 3 December 2018

- 16 January 2019
- 11 February 2019

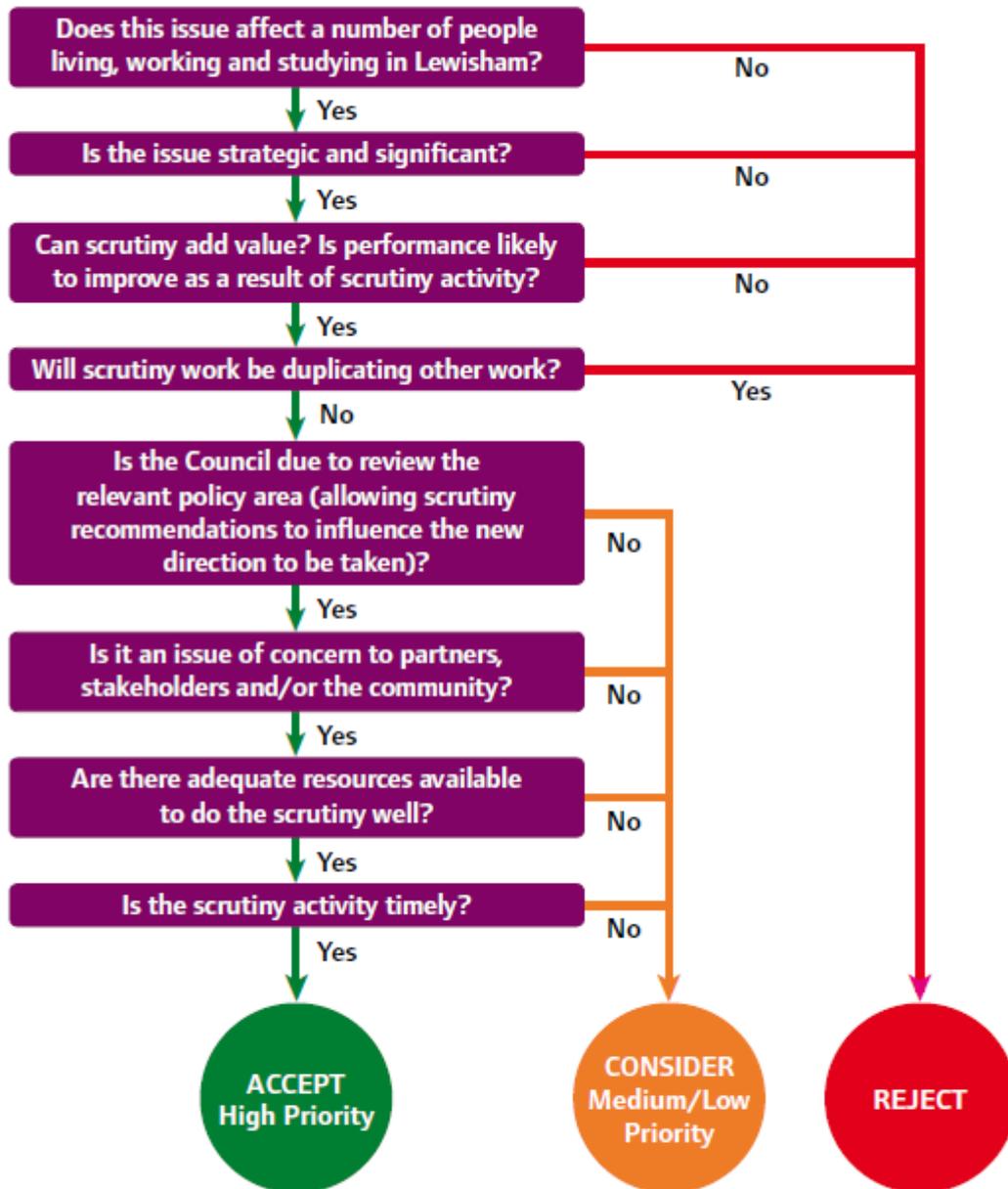
5. Context

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

6. Deciding on items to add to the work programme

- 6.1. When deciding on items to include in the work programme, the Committee should have regard to:
 - items the Committee is required to consider by virtue of its terms of reference;
 - the criteria for selecting topics;
 - the capacity for adding additional items;
 - the context for setting the work programme - the key services, programmes and projects which fall within the committee's remit;
 - suggestions already put forward.
- 6.2. The following flow chart, based on the Centre for Public Scrutiny advice for prioritising topics for scrutiny should help members decide which items should be added to the work programme:

Scrutiny work programme – prioritisation process



7. Different types of scrutiny

- 7.1. It is important to agree how each work programme item will be scrutinised. Some items may only require an information report to be presented to the committee and others will require performance monitoring data or analysis to be presented. Typically, the majority of items take the form of single meeting items, where members:
- (a) agree what information and analysis they wish to receive in order to achieve their desired outcomes;
 - (b) receive a report presenting that information and analysis;
 - (c) ask questions of the presenting officer or guest;
 - (d) agree, following discussion of the report, whether the Committee will make recommendations or receive further information or analysis before summarising its views.
- 7.2. For each item the committee should consider what type of scrutiny is required and whether the item is high or medium/low priority (using the prioritisation process). Allocating priority to work programme items will enable the committee to decide which low and medium priority items it should remove from its work programme, when it decides to add high priority issues in the course of the year.

In-depth review

- 7.3. Some items might be suitable for an in-depth review, where the item is scrutinised over a series of meetings. Normally this takes five meetings to complete:
- Meeting 1: Scoping paper (planning the review)
 - Meetings 2 & 3: Evidence sessions
 - Meeting 4: Agreeing a draft report and recommendations
 - The report is then sent to Mayor and Cabinet for consideration and response.
- 7.4. If the committee would like to designate one of its work programme items as an in-depth review, this should be done at the first meeting of the municipal year to allow sufficient time to carry out the review. A scoping paper for the review will then be prepared for the next meeting.
- 7.5. To carry out the review, the Committee can use a range of investigative routes. In previous administrations scrutiny committees have: invited expert witnesses and specialists to meetings; tasked Council officers with providing analysis or detailed information about their service areas; carried out visits or fact finding trips; asked individual members or the committee's scrutiny manager to report on meetings, events and visits; consulted with members of the public or special interest groups.

8. The Committee's areas of focus in the 2014-18 administration

- 8.1. Over the last administration, the committee considered a broad range of issues and considered a number of topics in-depth. A summary of this work is included in (appendix G) and members should give this due consideration when deciding on the programme for 2018-19.
- 8.2. Throughout 2014-18, the committee played a lead role in the scrutiny of the council's new homes programme. The committee received regular progress updates and closely monitored the delivery of new council homes and temporary accommodation across the borough. The new administration has stated its ambition to deliver 1,000 new social homes and this is likely to continue to be an area of interest for the committee.
- 8.3. Following the Grenfell fire in June 2017 the committee received an urgent briefing from council and housing partner officers on the local response. The committee heard about the fire-safety testing that would be carried out, which buildings would be tested, and what interim measures would be put in place for the safety of residents. The committee received a number of progress updates as all tall residential buildings in the borough were eventually tested and where necessary had their cladding removed.
- 8.4. The committee scrutinised the development of the private rented sector offer policy over the course of the administration. The policy allowed the council to bring the duty to secure accommodation owed to homeless households ('the main housing duty') to an end by securing an offer of suitable accommodation in the private rented sector (PRS). The committee made a number of comments on the exemptions in the policy and the level of detail in the policy documents. Officers noted the committee's comments and agreed to transfer detail from the supporting documents to the final policy document.
- 8.5. The committee also carried out two in-depth reviews over 2014-18. The most recent review looked at housing delivery models in the borough, with a focus on community land trusts, cooperatives and joint ventures. The other review examined mental health in social housing and the measures taken by housing providers to work with local partners to identify, support and signpost those who may be experiencing mental ill health. Both reviews made a series of recommendations to mayor and cabinet and the committee may wish to continue monitoring progress in the next administration.
- 8.6. Once they have considered an issue, scrutiny committees have the option to refer their views to Mayor and Cabinet in the form of a formal referral. The Chair, or a nominated member, of the Committee can attend the relevant meeting of Mayor and Cabinet to present the referral and add additional context to the Committee's views. The Council's constitution states that Mayor and Cabinet should produce a response within two months. The relevant Cabinet Member, or a senior officer, might attend the scrutiny meeting at which the response is discussed in order to introduce the response from Mayor and Cabinet and to answer questions.

9. Provisional 2018-19 work programme

9.1. The Scrutiny Manager has drafted a provisional work programme for the Committee to consider. It is attached at appendix B and it includes:

- items suggested by the Committee in the course of the previous year- and at the last meeting of the previous municipal year.
- items suggested by Council officers.
- those items that the select committee is required to consider by virtue of its terms of reference
- monitoring of the recommendations of recent reviews.

9.2. The Committee should also give consideration to:

- issues of importance to Local Assemblies (appendix C);
- decisions due to be made by Mayor and Cabinet (appendix H).

suggestions from the Committee

9.3. At its last meeting of the 2017-18 municipal year, the committee put forward the following suggestions for scrutiny topics for this year:

- Tenant representation in social and private rented sector
- Delivery of new council homes and temporary accommodation
- Landlord licensing schemes

suggestions from officers

9.4. Officers were invited to suggest additional items for the work programme, in view of the activity that will be taking place over the course of the next municipal year. These suggestions have been provisionally added into the work programme attached at appendix B.

9.5. There were two suggestion from officers:

- Progress report on the council's measures to implement the provisions of the *Homelessness Reduction Act 2017*.
- Update report on the government's consultation on its proposed funding changes for supported housing.

issues arising as a result of previous scrutiny

- fire safety in tall buildings

Following on from the committee's scrutiny of the local response to the Grenfell fire last year, there are a number of ongoing fire safety-related programmes of work that the committee may want to continue monitoring. This includes an ongoing programme of more intrusive fire safety inspection in Lewisham Homes properties and a programme of retro-fitting sprinklers to council-owned blocks. Measures are also being taken to improve tenancy checks with a more robust fire safety checking system, and those buildings that have had their cladding removed will need to be re-clad. Given the significance of this work it is recommended that the committee add this to the work programme.

- Homelessness and temporary accommodation

Given the increasing homelessness and temporary accommodation pressures in the borough in recent years, the committee has received regular updates on the council's response. Through a number of measures, including increasing the provision of temporary accommodation, the number of households in nightly paid temporary accommodation reduced. However, due to a number of factors, this has started to increase recently. The *Homelessness Reduction Act 2017* also came into force in April 2018 and is expected to lead to a substantial increase in the number of people the council assists. Lewisham also successfully bid to become a homelessness prevention trailblazer. This project will involve the use of predictive analytics to identify and support households at risk of homelessness earlier on. Given the ongoing pressures and developments in this area it is recommended that the committee continue to monitor regularly.

those items that the select committee is required to consider by virtue of its terms of reference

- Lewisham homes and Regenter annual report and business plan

These reports provide the committee with an opportunity to scrutinise the management of the council's housing stock. Senior representative from each organisation present their reports and the committee is given the opportunity to ask questions and represent the views of their constituents.

- Annual lettings plan

The Annual Lettings Plan sets out how the Council intends to allocate the lettings that become available each year. This covers properties that become available from the Council's own homes and those of other providers such as Housing Associations where the Council has nomination rights. The report provides the committee with an opportunity to comment on the proposed plan and question officers before it is considered by Mayor and Cabinet.

- Rent and services charge increases

This report outlines forecasted rent and service charge changes for Lewisham Council Dwellings each year, including resident feedback on the proposals.

The report provides the committee with the opportunity to question officers and comment on the proposals before it is considered by Mayor and Cabinet.

- **Lewisham Future Programme**

Through the Lewisham Future Programme, the Council has identified a number of areas from which it will deliver significant savings. Officers have committed to regular interactions with Members in order to facilitate scrutiny of the specific savings proposals arising from the major change programmes. The Select Committee will need to retain capacity in its work programme to consider these as is necessary.

monitoring of the recommendations of recent reviews

- **housing delivery**

In 2017/18 the committee carried out a review of housing delivery models in the borough, in particular community land trusts and joint enterprises. The review concluded in January 2018 and made a series of recommendations to mayor and cabinet. The response to these recommendations is due early in the administration and will be included in the work programme as soon as it is available. The full report of the review is available [online](#).

- **mental health and housing**

In 2016/17 the committee carried out an in-depth review of mental health and housing, looking in particular at how people with mental health needs are supported in social housing and how social housing providers work with local partners. The committee received a progress update in January 2018 and officers informed the committee that a mental health and housing working group had been established which was aiming to produce a directory of support by May 2018. The committee also requested an update on any relevant information-sharing and data protection problems that local partners have experienced. Given the ongoing work in this area, it is recommended that this is included in the work programme.

10. Approving, monitoring and managing the work programme

10.1. In accordance with the Overview and Scrutiny Procedure rules outlined in the Council's constitution, each select committee is required to submit their annual work programme to the Overview and Scrutiny Business Panel. The Business Panel will meet in July 2018 to consider provisional work programmes and agree a co-ordinated Overview and Scrutiny work programme, which avoids duplication of effort and which facilitates the effective conduct of business.

10.2. The work programme will be reviewed at each meeting of the Committee. This allows urgent items to be added and items which are no longer a priority to be removed. Each additional item added should first be considered against the criteria outlined above. If the Committee agrees to add additional items because they are high priority, it must then consider which medium/low priority items should be removed in order to create sufficient capacity. The Committee

has six scheduled meetings this municipal year and its work programme needs to be achievable in terms of the amount of meeting time available.

10.3. Previously, members of some committees have requested additional guidance about prioritising and managing their work programmes. In 2018-19 it will be particularly important for committees to closely manage their workloads and to ensure that all councillors (those that are new and those that are returning) are clear about the way in which each committee will operate over the course of the year. The Council's constitution sets out the procedure rules for overview and scrutiny committees (see part IV, section E) however, the following issues have been noted as key areas for agreement in the 2014-18 administration:

- the length of meetings;
- the number of items scheduled for each meeting
- the order of items at meetings;

10.4. At each meeting of the Committee, there will be an item on the work programme presented by the Scrutiny Manager. When discussing this item, the Committee will be asked to consider the items programmed for the next meeting. Members will be asked to outline what information and analysis they would like in the report for each item, based on the outcomes they would like to achieve, so that officers are clear on what they need to provide. The discussion also provides the opportunity for the Committee to manage and prioritise its work programme for future meetings.

Length of meetings

10.5. Provision is made for Committee meetings to last for two and a half hours. If the items scheduled for the meeting are not completed within this time the Committee may decide suspend the Council's standing orders in order to complete Committee business. The Council's constitution also provides the option for meetings to be adjourned by the Chair until a later date (with limitations). The suspension of standing orders and any decision to adjourn a meeting are matters for members of the Committee and the Chair.

10.6. The length of each item at Committee meetings will vary based on a number of factors – including the complexity of the subject under scrutiny; the number of issues identified by members and the range of questions put to officers and guests.

The number of items scheduled for each meeting

10.7. The terms of reference of the Committee are broad and there are many areas of service delivery and budgetary management that the Committee could scrutinise. The prioritisation process set out above (at paragraph 6.2) is designed to help the Committee decide whether it should add items to its work programme.

10.8. Where the committee identifies issues of interest that are low priority because:

- they are not due to be reviewed by the Council;
 - there are inadequate resources available to carry out the scrutiny effectively;
 - the issue has recently been reviewed by others;
- then members may wish to make a request to receive a briefing – or task the relevant scrutiny manager to identify sources of further information for circulation to the Committee by email in order to provide context for future discussions.

- 10.9. It is for members of the Committee to decide how many items should be scheduled for the meeting. However, giving consideration to the time available and the length of previous meetings of the Committee, Members may wish to schedule three items for each meeting, leaving space available for responses to consultations and other urgent business.

The order of items at meetings

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

11. Financial Implications

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

12. Legal Implications

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

13. Equalities Implications

- 13.1. The Equality Act 2010 brought together all previous equality legislation in England, Scotland and Wales. The Act included a new public sector equality duty, replacing the separate duties relating to race, disability and gender equality. The duty came into force on 6 April 2011. It covers the following nine protected characteristics: age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex and sexual orientation.
- 13.2. The Council must, in the exercise of its functions, have due regard to the need to:
- eliminate unlawful discrimination, harassment and victimisation and other conduct prohibited by the Act
 - advance equality of opportunity between people who share a protected characteristic and those who do not.
 - foster good relations between people who share a protected characteristic and those who do not.
- 13.3. There may be equalities implications arising from items on the work programme and all activities undertaken by the Committee will need to give due consideration to this.

Background Documents

Lewisham Council's Constitution

Appendices

Appendix A – Committee's terms of reference

Appendix B – Provisional work programme

Appendix C – Local assembly priorities

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

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

Appendix F – How to carry out reviews

Appendix G – End of administration review

Appendix H – Notice of forthcoming executive decisions

Appendix A

The following roles are common to all select committees:

(a) General functions

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

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

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

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

(b) Policy development

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

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

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

(c) Scrutiny

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

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

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

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

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

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

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

(d) Community representation

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

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

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

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

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

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

(e) Finance

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

(f) Work programme

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

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

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

The Housing Select Committee has specific responsibilities for the following:

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

(a) review and scrutinise decisions made or other action taken in connection with the discharge of the Council of its housing function

(b) make reports or recommendations to the authority and/or Mayor and Cabinet with respect to the discharge of these functions

(c) make recommendations to the authority and/or Mayor and Cabinet proposals for housing policy

(d) to review initiatives put in place by the Council with a view to achieving the Decent Homes standard, making recommendations and/or report thereon to the Council and/or Mayor and Cabinet

(e) To establish links with housing providers in the borough which are concerned with the provision of social housing

Appendix B

Provisional Housing Select Committee Work Programme 2018-19

Work item	Type of item	Priority	Strategic priority	Delivery deadline	05-Jul	18-Sep	31-Oct	17-Dec	31-Jan	06-Mar
Lewisham Future Programme	Standard item	High	CP6	Ongoing			Savings			
New Homes Programme	Standard item	Low	CP6	Ongoing						
Election of the Chair and Vice-Chair	Constitutional req	N/A	CP6	Jul						
Committee work programme 2018/19	Constitutional req	High	CP6	Jul						
Housing in Lewisham overview	Standard item	Low	CP6							
Lewisham Homes	Performance monitoring	Low	CP6		Annual report & business plan					
Brockley PFI	Performance monitoring	Low	CP6		Annual report & business plan					
Milford towers leasing arrangements	Standard item	Medium	CP6							
Lewisham's Housing Strategy	Policy development	High	CP6							
Fire safety in tall buildings	Performance monitoring	Medium	CP6							
Landlord licensing	Standard item	High	CP6							
Temporary accommodation procurement	Standard item	High	CP6							
Homelessness Reduction Act progress update	Performance monitoring	Medium	CP6							
Supported housing changes	Standard item	High	CP6							
Housing delivery models review update	Policy development	Low	CP6					Update		
Housing and mental health review update	Policy development	Low	CP6					Update		
Proposed rent and service charge increases	Standard item	Low	CP6							
Annual lettings plan	Standard item	Low	CP6							

	Item completed
	Item ongoing
	Item outstanding
	Proposed timeframe

Meeting Dates:					
1)	Thursday	5 July	4)	Monday	17 December
2)	Tuesday	18 September	5)	Tuesday	31 January
3)	Wednesday	31 October	6)	Wednesday	6 March

Appendix C - Assembly priorities

Bellingham

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

Blackheath

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

Brockley

- Creating a high-quality living environment – improving our local living environment and making Brockley a safer, cleaner and greener place to live, work and learn
- Connecting communities – bringing Brockley residents together and fostering a sense of community spirit, mutual understanding and respect, through community projects, events and activities

Catford South

Improving the Catford South Environment

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

Improving Catford South for Residents

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

Developing more activities for Children and Young People in Catford South

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

Improving the Cultural offer in Catford South

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

Increasing opportunities for Older People Catford South Community

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

General things that matter to Catford South Residents

Volunteering Opportunities
Crime and Safety
Supporting Local Business
Employment and Training

Crofton Park

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

Downham

- Cleaner, Greener, Safer Downham
- Older People & Intergenerational Projects
- Health & Wellbeing

Evelyn

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

Forest Hill

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

Grove Park

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

Ladywell

- Environment and landscape.
- Antisocial behaviour and crime.
- Local shops.
- Lack of youth and community facilities.
- Traffic.

Lee Green

- Safe healthy living – improving health services, crime reduction, improved environment, provision of outdoor spaces / exercise spaces, promote measures to reduce air pollution / promoting cleaner air.
- Roads and streets – road safety and traffic calming measures, road maintenance, cleaner streets, tree planting, rubbish collection, improved road use, provision of cycling tracks, addressing parking and CPZ issues.
- Leisure and amenities – improved parks and open spaces, more meeting spaces / community centres, provision of cycling tracks, improved shops, Leegate, provision of more local events.
- Services and infrastructure – better social housing, provision of jobs locally, more services for the elderly and young people, increased use and access to local use for recreational activities, more school spaces.

Lewisham Central

- Improving health and well-being.
- Cleaner, better environment.
- Better access to activities and facilities for children and young people.
- Better access to training and employment for all inhabitants of the ward.
- Promoting and improving community cohesion.

New Cross

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

Perry Vale

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

Rushey Green

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

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

Sydenham

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

Telegraph Hill

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

Whitefoot

- Children, young people and youth work.
- Older people and transport.
- Creative arts (e.g. participatory art projects like storytelling, theatre, etc.)
- Healthy living, including fitness, wellbeing and mental health.
- Improved use in parks, play areas and green spaces

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

Chief Executive's Division

The Chief Executive leads the work of the Council's staff and is accountable for the overall effectiveness and efficiency of their work in delivering services and social results locally. He works closely with the directed elected Mayor and elected councillors to provide:

- **positive results** – setting the Council's management arrangements and practices to ensure effective and efficient delivery of services through well organised and motivated staff
- **strategic direction** – ensuring that the Mayor and Council's priorities and goals can be implemented through focused strategies, projects and programmes
- **policy advice** – acting as the principal policy adviser to the directed elected Mayor and elected councillors and securing best professional advice on all relevant matters in respect of the Council's functions and services
- **partnerships** – leading and developing effective partnerships at management level with other public agencies, private companies and local community organisations to achieve better public services and improved results for local people
- **operational management** – ensuring that the Council has the highest standards of achievement in financial and budgetary management; the management of service performance; the management of emergencies and risks generally; the management of suppliers; and the overall management of change and improvement within the Council.

Chief Executive – Ian Thomas

Policy and Governance

- **Policy** – supports the Council's purpose (promoting the social, economic and environmental well-being of the borough) and direction (progress towards socio-economic and environmental goals) through research, strategic planning, policy development and support along with a rigorous approach to performance management. This combination of functions helps to provide corporate assurance for both democratic decision-making and corporate management. The function is now incorporated within the Policy, Service Design & Analysis Hub.
- **Governance** – supports the work of the directly elected Mayor and Council in the discharge of both executive and overview & scrutiny functions, and also supports elected Members in fulfilment of their respective duties as ward representatives. The function seeks to ensure the efficient and effective discharge of statutory and constitutional responsibilities for the enhancement of

local democracy and public engagement.

- **Executive Support Office** – supports Executive Directors, Heads of Service and the Director and Service Managers in Children’s Social Care through PA, clerical and administrative support.

Head of Corporate Policy & Governance – Barrie Neal

Overview & Scrutiny Manager– Charlotte Dale

Business & Committee Manager – Kevin Flaherty

Service Group Manager, Policy Development and Analytical Insight – Paul Aladenika

Service Group Manager, Inter Agency Service Development & Integration
- Salena Mulhere

Executive Support Office Manager– Margaret Anderson

Strategy

- **Mayor & Cabinet Office** – provides organisational and executive support to the Mayor, Deputy Mayor and Cabinet to enable them to fulfil their leadership roles within the authority, across the community, regionally and nationally. They act as an interface between the political and managerial leadership of the Council, facilitating and managing the decision making process including sensitive and high level information, correspondence and casework directed to the Mayor & Cabinet. The Office also includes the Office of the Young Mayor, which supports Lewisham’s Young Mayor, Young Advisors, Young Citizens Panel, as well as other Youth Engagement activities across the authority and partners.
- **Communications** – delivers proactive and reactive communications to support the delivery of the Council’s corporate priorities. The team co-ordinates the Council’s online, media and marketing communications with the aim of engaging and influencing our residents, staff and stakeholders.
- **Strategy & Partnerships** – work on cross cutting projects where multiple partners are involved.

Head of Strategy – (vacant)

Head of Communications – (vacant)

Executive Manager, Mayor & Cabinet Office – (vacant)

Strategy & Partnerships Manager – Fenella Beckman

Customer Services Directorate

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

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

Executive Director – Kevin Sheehan

020 8314 6800

PA – Diane Deller

020 8314 9488

Strategic Housing

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

- **Housing Strategy & Programmes** - The service contract manages the direct provision of housing services for the Council's retained housing stock of c 18,000 homes (through Lewisham Homes and the Brockley PFI) and the estate regeneration and delivery of new housing supply with partners and by the Council.
- **Housing Needs Service** – Delivers a wide range of statutory housing services, advice and support services for people in housing need, or homeless, or threatened with homelessness.
- **Private Sector Housing Agency (PSHA)** - facilitates closer working relationships between Housing Needs, the management of temporary accommodation and private rented housing and wider Private Sector Housing.

Head of Strategic Housing – Genevieve Macklin

020 8314 6057

PA – Susan Smith

020 8314 9958

Service Group Managers – Strategic Housing

- **Housing Strategy & Programmes**
Jeff Endean, 020 8314 6213
- **Housing Needs Service & No Recourse to Public Funds**

Lee Georgiou, 020 8314 7413

- **Private Sector Housing Agency (PSHA)**
Madeleine Jeffery, 020 8314 9484

Appendix E – Criteria for selecting topics

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

General questions to be asked at the outset:

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

Sources of topics

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

Public interest

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

Internal council priority

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

External Factors

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

Criteria to reject items

Finally, the CfPS suggest some criteria for rejecting items:

- issues being examined elsewhere - e.g. by the Cabinet, working group, officer group, external body
- issues dealt with less than two years ago
- new legislation or guidance expected within the next year
- no scope for scrutiny to add value/ make a difference
- the objective cannot be achieved in the specified timescale

Appendix F

How to carry out an in-depth review



This page is intentionally left blank

Housing Select Committee work programme 2018/19

Programme of work

Work item	Type of item	Priority	Strategic priority	Delivery deadline	05-Jul	18-Sep	31-Oct	17-Dec	31-Jan	06-Mar
Lewisham Future Programme	Standard item	High	CP6	Ongoing			Savings			
New Homes Programme	Standard item	Low	CP6	Ongoing						
Election of the Chair and Vice-Chair	Constitutional req	N/A	CP6	Jul						
Committee work programme 2018/19	Constitutional req	High	CP6	Jul						
Housing in Lewisham overview	Standard item	Low	CP6							
Lewisham Homes	Performance monitoring	Low	CP6		Annual report & business plan					
Brockley PFI	Performance monitoring	Low	CP6		Annual report & business plan					
Milford towers leasing arrangements	Standard item	Medium	CP6							
Lewisham's Housing Strategy	Policy development	High	CP6							
Fire safety in tall buildings	Performance monitoring	Medium	CP6							
Landlord licensing	Standard item	High	CP6							
Temporary accomodation procurement	Standard item	High	CP6							
Lewisham Local Plan	Standard item	High	CP6							
Homelessness Reduction Act progress update	Performance monitoring	Medium	CP6							
Supported housing changes	Standard item	High	CP6							
Housing delivery models review update	Policy development	Low	CP6					Update		
Housing and mental health review update	Policy development	Low	CP6					Update		
Proposed rent and service charge increases	Standard item	Low	CP6							
Annual lettings plan	Standard item	Low	CP6							

	Item completed
	Item ongoing
	Item outstanding
	Proposed timeframe
	Item added

Meeting Dates:					
1)	Thursday	5 July	4)	Monday	17 December
2)	Tuesday	18 September	5)	Tuesday	31 January
3)	Wednesday	31 October	6)	Wednesday	6 March

This page is intentionally left blank

FORWARD PLAN OF KEY DECISIONS

Forward Plan July 2018 - October 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.

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
December 2017	Oracle Financials archiving	06/06/18 Mayor and Cabinet	Janet Senior, Executive Director for Resources & Regeneration and		
May 2018	Memorandum of Understanding with Veolia on Heat Network Development	06/06/18 Mayor and Cabinet	Janet Senior, Executive Director for Resources & Regeneration and		
May 2018	Instrument of Government Torridon Primary School	06/06/18 Mayor and Cabinet	Sara Williams, Executive Director, Children and Young People and		
May 2018	Community Infrastructure Levy Preliminary Draft Charging Schedule	06/06/18 Mayor and Cabinet	Janet Senior, Executive Director for Resources & Regeneration and		
March 2018	Substance Misuse Detoxification Contract Award Adults	06/06/18 Mayor and Cabinet	Janet Senior, Executive Director for Resources & Regeneration and Councillor Janet Daby		
May 2018	Sydenham Park Footbridge - asset Protection Agreement with NR to replace Bridge Span	19/06/18 Overview and Scrutiny Business Panel	Janet Senior, Executive Director for Resources & Regeneration and		
March 2018	Permission to consult on designation and adoption Christmas Estate Conservation Area, Article 4 direction and appraisal	27/06/18 Mayor and Cabinet	Janet Senior, Executive Director for Resources & Regeneration and		
January 2018	CRPL Business Plan	27/06/18 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		
September 2017	Agreed Syllabus Review	27/06/18 Mayor and Cabinet	Sara Williams, Executive Director, Children and Young People and Councillor Paul Maslin		
May 2018	Annual Lettings Plan 2018/19	27/06/18 Mayor and Cabinet	Kevin Sheehan, Executive Director for Customer Services and		
May 2018	Deptford Southern Housing Sites	27/06/18 Mayor and Cabinet	Kevin Sheehan, Executive Director for Customer Services and Councillor Paul Bell, Cabinet Member for Housing		
May 2018	Catford Regeneration Programme Appointment of Masterplanner	27/06/18 Mayor and Cabinet	Janet Senior, Executive Director for Resources & Regeneration and Mayor Damien Egan, Mayor		
May 2018	Financial Outturn 2017/18	27/06/18 Mayor and Cabinet	Janet Senior, Executive Director for Resources & Regeneration and		
March 2018	Laurence House Building Management System Upgrade Contract award	10/07/18 Overview and Scrutiny Business Panel	Janet Senior, Executive Director for Resources & Regeneration and Councillor Alan Smith		
May 2018	Capita CST Contract	10/07/18 Overview and Scrutiny Business Panel	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
May 2018	School Minor Capital Works Programme 2018/19	11/07/18 Mayor and Cabinet	Sara Williams, Executive Director, Children and Young People and Councillor Chris Barnham, Cabinet Member for School Performance		
June 2018	Ethical Care Charter	11/07/18 Mayor and Cabinet	Aileen Buckton, Executive Director for Community Services and Councillor Chris Best, Deputy Mayor		
May 2018	Financial Forecasts 2018/19	11/07/18 Mayor and Cabinet	Janet Senior, Executive Director for Resources & Regeneration and Councillor Amanda De Ryk, Cabinet Member for Finance, Skills and Jobs (job share)		
June 2018	20mph Boroughwide Speed Limit Update on Progress	11/07/18 Mayor and Cabinet	Janet Senior, Executive Director for Resources & Regeneration and Councillor Sophie McGeevor, Cabinet Member for Parks, Neighbourhoods and Transport (job share)		
January 2018	Corporate water supplies	11/07/18 Mayor and Cabinet	Janet Senior, Executive Director for Resources & Regeneration and Councillor Jonathan		

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
			Slater, Cabinet Member for Community Sector		
May 2018	Excalibur Phase 3 Land assembly Parts 1 & 2	11/07/18 Mayor and Cabinet	Kevin Sheehan, Executive Director for Customer Services and Councillor Paul Bell, Cabinet Member for Housing		
May 2018	Medium Term Financial Strategy	11/07/18 Mayor and Cabinet	Janet Senior, Executive Director for Resources & Regeneration and Councillor Amanda De Ryk, Cabinet Member for Finance, Skills and Jobs (job share)		
May 2018	CAMHS Savings	11/07/18 Mayor and Cabinet	Sara Williams, Executive Director, Children and Young People and		
May 2018	New Homes Programme	11/07/18 Mayor and Cabinet	Kevin Sheehan, Executive Director for Customer Services and Councillor Paul Bell, Cabinet Member for Housing		
January 2018	Council Tax discretionary discount review update	11/07/18 Mayor and Cabinet	Kevin Sheehan, Executive Director for Customer Services and Councillor Amanda De Ryk, Cabinet Member for Finance, Skills and Jobs (job share)		

FORWARD PLAN – KEY DECISIONS

Date included in forward plan	Description of matter under consideration	Date of Decision Decision maker	Responsible Officers / Portfolios	Consultation Details	Background papers / materials
February 2018	Secretary of State Approval Milford Towers lease	11/07/18 Mayor and Cabinet	Janet Senior, Executive Director for Resources & Regeneration and Councillor Alan Smith		
May 2018	Contract award for SEND Projects Phase 1	11/07/18 Mayor and Cabinet	Sara Williams, Executive Director, Children and Young People and Councillor Chris Barnham, Cabinet Member for School Performance		
May 2018	Oracle Cloud Phase 2	11/07/18 Mayor and Cabinet	Janet Senior, Executive Director for Resources & Regeneration and Councillor Kevin Bonavia, Cabinet Member for Democracy, Refugees & Accountability		
June 2018	Lewisham Homes Governance Update	11/07/18 Mayor and Cabinet	Kevin Sheehan, Executive Director for Customer Services and Councillor Paul Bell, Cabinet Member for Housing		
June 2018	Fostering Statement of Purpose	11/07/18 Mayor and Cabinet	Sara Williams, Executive Director, Children and Young People and Councillor Chris Barnham, Cabinet Member for School 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
June 2018	Adoption Statement of Purpose	11/07/18 Mayor and Cabinet	Sara Williams, Executive Director, Children and Young People and Councillor Chris Barnham, Cabinet Member for School Performance		
May 2018	Gypsy and Traveller Local Plan	18/07/18 Council	Janet Senior, Executive Director for Resources & Regeneration and		
May 2018	Amendments to the Constitution	18/07/18 Council	Kath Nicholson, Head of Law and		
May 2018	Agreed Syllabus Review and Syllabus Launch	18/07/18 Council	Sara Williams, Executive Director, Children and Young People and		
May 2018	Community Infrastructure Levy Preliminary Draft Charging Schedule	18/07/18 Council	Janet Senior, Executive Director for Resources & Regeneration and		
May 2018	CRPL Business Plan 2018/19	18/07/18 Council	Janet Senior, Executive Director for Resources & Regeneration and		
May 2018	Audit of Annual Accounts	18/07/18 Council	Janet Senior, Executive Director for Resources & Regeneration and		
June 2018	Members Remuneration	18/07/18 Council	Kath Nicholson, Head of Law and Mayor Damien Egan, 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
June 2018	Democracy Review	18/07/18 Council	Janet Senior, Executive Director for Resources & Regeneration and Councillor Kevin Bonavia, Cabinet Member for Democracy, Refugees & Accountability		
June 2018	Secretary of State Approval Milford Towers lease	18/07/18 Council	Kevin Sheehan, Executive Director for Customer Services and Councillor Paul Bell, Cabinet Member for Housing		
May 2018	Contract Award Lewisham Library Roof	24/07/18 Overview and Scrutiny Business Panel	Janet Senior, Executive Director for Resources & Regeneration and		
March 2018	Demolition Contract Award for SEND school expansion projects	24/07/18 Overview and Scrutiny Education Business Panel	Sara Williams, Executive Director, Children and Young People and Councillor Paul Maslin		
May 2018	Stillness School Kitchen and Dining Hall Contract	24/07/18 Overview and Scrutiny Education Business Panel	Sara Williams, Executive Director, Children and Young People and Councillor Chris Barnham, Cabinet Member for School Performance		
June 2018	Contract Award New Woodlands School	24/07/18 Overview and	Sara Williams, Executive Director, Children and		

FORWARD PLAN – KEY DECISIONS

Date included in forward plan	Description of matter under consideration	Date of Decision Decision maker	Responsible Officers / Portfolios	Consultation Details	Background papers / materials
		Scrutiny Education Business Panel	Young People and Councillor Chris Barnham, Cabinet Member for School Performance		
May 2018	Lewisham Homes Business Plan	19/09/18 Mayor and Cabinet	Kevin Sheehan, Executive Director for Customer Services and		
May 2018	Lewisham Park CAA and Article 4 Direction	19/09/18 Mayor and Cabinet	Janet Senior, Executive Director for Resources & Regeneration and		
May 2018	2 PCSA Contract Awards for Stage 1 of two SEND school expansion projects	02/10/18 Overview and Scrutiny Education Business Panel	Sara Williams, Executive Director, Children and Young People and Councillor Chris Barnham, Cabinet Member for School Performance		
May 2018	Demolition Contract Award for SEND School Expansion Projects	02/10/18 Overview and Scrutiny Education Business Panel	Sara Williams, Executive Director, Children and Young People and Councillor Chris Barnham, Cabinet Member for School Performance		
May 2018	Secretary of State Approval Milford Towers	03/10/18 Council	Janet Senior, Executive Director for Resources & Regeneration and		
May 2018	Response to Lewisham Poverty Commission	10/10/18 Mayor and Cabinet	Janet Senior, Executive Director for Resources &		

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
			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

This page is intentionally left blank

Overview and Scrutiny

Housing Select Committee end of administration report

Spring 2018

Membership of the Housing Select Committee 2014-18:

2014-15

Councillor Carl Handley (Chair)
Councillor Peter Bernards (Vice-Chair)
Councillor Paul Bell
Councillor John Coughlin
Councillor Amada De Ryk
Councillor Maja Hilton
Councillor Simon Hooks
Councillor Olurotimi Ogunbadewa
Councillor Jonathan Slater
Councillor Susan Wise

2015-16

Councillor Carl Handley (Chair)
Councillor Peter Bernards (Vice-Chair)
Councillor John Coughlin
Councillor Amada De Ryk
Councillor Liz Johnston-Franklin
Councillor Maja Hilton
Councillor Simon Hooks
Councillor Olurotimi Ogunbadewa
Councillor Jonathan Slater
Councillor Susan Wise

2016-17

Councillor Carl Handley (Chair)
Councillor Peter Bernards (Vice-Chair)
Councillor John Coughlin
Councillor Maja Hilton
Councillor Simon Hooks
Councillor Liz Johnston-Franklin
Councillor Olurotimi Ogunbadewa
Councillor John Paschoud
Councillor Joan Reid
Councillor Jonathan Slater

2017-18

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

Contents

1. Introduction	1
2. Overview	2
3. Policy development.....	7
4. Performance monitoring.....	9
5. Future challenges	100
Appendix:	13

1. Introduction

- 1.1. Lewisham has 54 Councillors, representing 18 wards. Lewisham also has an executive mayor, who is elected by the whole borough.
- 1.2. Nine of Lewisham's Councillors are chosen by the Mayor to form his Cabinet.
- 1.3. 45 non-executive councillors are all members of the Overview and Scrutiny Committee. The Committee usually met four times in each year of this administration to consider cross cutting issues of strategic importance. Members of the Overview and Scrutiny Committee also form six select committees, which take on the responsibilities of the Overview and Scrutiny Committee for specific areas of work. In this administration, there have been six standing select committees, each has usually met eight times a year:
 - Children and Young People Select Committee
 - Healthier Communities Select Committee
 - Housing Select Committee
 - Public Accounts Select Committee
 - Safer Stronger Communities Select Committee
 - Sustainable Development Select Committee
- 1.4. This report provides a short summary the activities and achievements of the Housing Select Committee in the 2014-18 administration.
- 1.5. The Housing Select Committee has a responsibility for reviewing and developing policy in relation to housing, as well as holding decision makers to account and monitoring the Council's performance. Throughout the course of this administration, the Committee has allocated time to respond to emerging issues and to review issues in depth. Each of the sections below sets out how the Committee has fulfilled its responsibilities over the past four years.
- 1.6. Over the course of the administration, the Committee has asked hundreds of questions of Council officers, guests and decision makers. It also has a formal option to send its views to the Council's executive Mayor and Cabinet through the use of referrals – to which the Executive is obliged to provide a written response. A summary of these referrals is included as an appendix to this report.

2. Overview

2.1. Meetings

- The Committee met seven times in 2014-15.
- It met eight times in 15-16, 16-17 and 17-18.
- In all there were 31 Committee meetings in 2014-18.
- The Committee made 4 referrals to Mayor and Cabinet.

2.2. Terms of reference

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

(a) review and scrutinise decisions made or other action taken in connection with the discharge of the Council of its housing function

(b) make reports or recommendations to the authority and/or Mayor and Cabinet with respect to the discharge of these functions

(c) make recommendations to the authority and/or Mayor and Cabinet proposals for housing policy

(d) to review initiatives put in place by the Council with a view to achieving the Decent Homes standard, making recommendations and/or report thereon to the Council and/or Mayor and Cabinet

(e) To establish links with housing providers in the borough which are concerned with the provision of social housing

2.3. Leadership

2.4. Councillor Carl Handley has been the Chair of the Select Committee for the past four years. Councillor Peter Bernards has been the Vice-Chair for the same period.

2.5. Deciding on the work programme

2.6. At the beginning of each year of the administration, the Committee considered a range of topics for its upcoming work programme. This was comprised of:

- items the Committee was required to consider by virtue of its terms of reference;
- issues of importance to residents;
- the capacity for adding items to each meeting;
- suggestions already put forward by Members;
- issues arising from previous scrutiny;
- follow up to Committee referrals and reviews.

2.7. The Committee considered, discussed and prioritised the work programme using:

- the context for setting the work programme and advice from officers;
- criteria for selecting and prioritising topics developed from best practice.

2.8. At the end of each meeting the Committee reviewed the programme for upcoming meetings and decided on how the topics it had identified should be scrutinised. The Committee agreed at each meeting which items just required an information report to be provided to the Committee and which others required performance monitoring data or analysis to be presented. Typically, the majority of items took the form of single meeting items, where members:

- (a) agreed what information and analysis they wished to receive in order to achieve their desired outcomes;
- (b) received a report presenting that information and analysis;
- (c) asked questions of the presenting officer or guest;
- (d) agreed, following discussion of the report, whether the Committee would make recommendations or receive further information or analysis before summarising its views.

2.9. Guests at Committee meetings

2.10. There have been more than 50 guests, experts and witnesses for reviews at the Committee's meetings in this administration. They attended to give their views on issues of importance, or to provide the Committee with information or analysis about a specific topic. The Cabinet Member for Housing has also attended committee meetings to answer questions about the overarching vision for a policy - or to answer questions about the delivery of a service.

Date	Name	Organisation	Item attended in relation to
22-Jul-14	Andrew Potter	Lewisham Homes	Lewisham Homes business plan
11-Nov-14	Steve Bonvini	Brockley PFI	Brockley 6 month review
11-Nov-14	Tracey Jones	Brockley PFI	Brockley 6 month review
11-Nov-14	Maxeene McFarlane	Brockley PFI	Brockley 6 month review
11-Nov-14	Laurence Rudman	Brockley PFI	Brockley 6 month review
11-Nov-14	Andrew Potter	Lewisham Homes	Lewisham homes 6 month review
11-Nov-14	Jonathan Graham	Combined Heat and Power Association	Communal heating review
11-Nov-14	Peter North	Greater London Authority	Communal heating review
11-Nov-14	Robin Feeley	L&Q Energy	Communal heating review
17-Dec-14	Dayna Edwin	c/o Generation Rent	Private Sector Rented Licensing
17-Dec-14	Pru Waldorf	c/o Generation Rent	Private Sector Rented Licensing
17-Dec-14	Debi Waite	RB Greenwich	Private Sector Rented Licensing
17-Dec-14	Bertie Dixon	Max Fordham	Communal Heating Systems Review
17-Dec-14	James Gallagher	Parkside Residents Association	Communal Heating Systems Review
28-Jan-15	Vimal Bhana	Barratt Homes (London)	Communal Heating Systems Review
28-Jan-15	Jeremy Bungey	E.ON	Communal Heating Systems Review
11-Mar-15	David Montague	L&Q	Invitation to Registered Housing Providers
11-Mar-15	Tom McCormack	Hexagon	Invitation to Registered Housing Providers
11-Mar-15	Brendan Sarsfield	Family Mosaic	Invitation to Registered Housing Providers
11-Mar-15	Carol Carter	Hyde Housing	Invitation to Registered Housing Providers
11-Mar-15	Shaun Holdcroft	Hyde Housing	Invitation to Registered Housing Providers
11-Mar-15	David Westworth	Phoenix Community Housing	Invitation to Registered Housing Providers
2016/17			
27-Oct-15	Neil McCall	Affinity Sutton	Affordability Review
28-Oct-15	Steve Moseley	L&Q	Affordability Review

01-Dec-15	Dr Jacqui Daly	Savills	Affordability Review - Evidence Session 2
01-Dec-15	Kath Scanlon	London School of Economics and Political Science (LSE))	Affordability Review - Evidence Session 2
01-Dec-15	Dave Baldock	London Borough of Newham	Affordability Review - Evidence Session 2
27-Oct-15	Neil McCall	Affinity Sutton	Affordability Review
2015/16			
07-Sep-16	Andrew Potter	Lewisham Homes	Lewisham Homes annual report
07-Sep-16	Adam Barrett	Lewisham Homes	RB3 annual report
07-Sep-16	Andrew Spearman	Rydon	RB3 annual report
07-Sep-16	Sandra Simpson	Pinnacle	RB3 annual report
07-Sep-16	Adis Pakic	Pinnacle	RB3 annual report
07-Sep-16	Tracy Jones	Regenter B3	RB3 annual report
25-Oct-16	Annabel Davidson	Phoenix Community Housing	Housing and mental health review
25-Oct-16	Phil James	Phoenix Community Housing	Housing and mental health review
25-Oct-16	Moira Griffiths	Family Mosaic	Housing and mental health review
25-Oct-16	Martin Pearce	Family Mosaic	Housing and mental health review
25-Oct-16	Sonia Bernard	L&Q	Housing and mental health review
16-Nov-16	Clare Hopkins	Lewisham Homes	Housing and mental health review
16-Nov-16	Maggie Houghton	Hyde Housing	Housing and mental health review
16-Nov-16	Michael Munson	Bromley and Lewisham Mind	Housing and mental health review
16-Nov-16	James Forrester	South London and Maudsley NHS Trust	Housing and mental health review
16-Nov-16	David Norman	South London and Maudsley NHS Trust	Housing and mental health review
16-Nov-16	Peter Wood	999 Club Lewisham	Housing and mental health review
10-Jan-17	Rupert Bateson	Shelter	Housing and mental health review
10-Jan-17	Emily Bird	National Housing Federation	Housing and mental health review
2014/15			
06-Jul-17	Andrew Potter	Lewisham Homes	Fire safety in tall buildings (Grenfell)
06-Jul-17	Steve Kilden	Lewisham Homes	Fire safety in tall buildings (Grenfell)
06-Sep-17	Calum Green	London Community Land Trust	New housing delivery models
06-Sep-17	Tom Chance	National CLT Network	New housing delivery models
06-Sep-17	Tony Rich	RUSS	New housing delivery models
06-Sep-17	Louise Vallace	Pinnacle	Brockley PFI annual report
06-Sep-17	Steve Bonvini	Regenter B3	Brockley PFI annual report
06-Sep-17	Hugo Marrias	Rydon	Brockley PFI annual report
06-Sep-17	Andrew Potter	Lewisham Homes	Lewisham Homes annual report

31-Jan-18	Adam Coates	Lewisham Homes	Rent and service charge increases
31-Jan-18	Jennifer Nelson-Twakor	Pinnacle	Rent and service charge increases
31-Jan-18	Louise Vallace	Pinnacle	Rent and service charge increases

3. Policy development

3.1. One of the committee's most important functions is to lead on the development of emerging council policy and to make recommendations to Mayor and Cabinet with committee's views, recommendations, concerns and endorsements. The committee has scrutinised the development of a broad range of council policies and strategies over the past four years, some notable examples include:

3.2. Mental health and housing

3.3. In 2016/17 the committee carried out an in-depth review of mental health in social housing and the way people experiencing mental ill health are identified and supported by housing providers. The committee took evidence from a wide range of local stakeholders from housing, social care, mental health and the community and voluntary sectors, and made a series of recommendations to Mayor & Cabinet. This work led to the creation of a working group on mental health and housing with representation from housing, mental health support, and the council.

Overview and Scrutiny Housing and mental health

Housing Select Committee
March 2017



3.4. The meetings of the working group focussed on partners gaining a better understanding of each other's roles and the services available in the borough. The working group is currently working to produce a handbook to serve as an induction and guide to the interface of mental health and housing in the borough. The work of the group will be shared with stakeholders at a borough event on mental health and the handbook made available on the council website.

Membership of the Housing
Select Committee in 2016/17:

Councillor Carl Handley (Chair)
Councillor Peter Bernards (Vice-Chair)
Councillor John Coughlin
Councillor Liz Johnston-Franklin
Councillor Maja Hilton
Councillor Simon Hooks
Councillor Olurotimi Ogunbadewa
Councillor John Paschoud
Councillor Joan Reid
Councillor Jonathan Stater



3.5. Private rented sector discharge

3.6. The proposal to allow the council to discharge its homeless duty with an offer of suitable accommodation in the private rented sector (PRS) was approved by Mayor and Cabinet in March 2015. In 2016 the committee considered the draft policy before it went out for consultation. The committee made a number of comments on the draft policy, expressing concern that some of the exceptions were too narrow. Officers agreed to look at the exceptions to the draft policy again and reported back to the committee in March 2017 with the results of the consultation. The committee commented on the level of detail in the policy and officers agreed to transfer more detail from the supporting documents into the final policy document.

3.7. Handyperson service

- 3.8. The committee has closely scrutinised savings and income generation proposals over the course of the administration and referred its views to Mayor & Cabinet. During the 2016/17 round of savings this included the committee referring its views on proposals relating to the council's handyperson service. The committee noted that most of the users of the handyperson service were likely to be elderly or vulnerable and sought reassurances that the consultation process would involve everyone that had used the service and older people's groups. The committee also stressed that the council has a responsibility to make sure that any future provider of the handyperson services pays the living wage to its workers.
- 3.9. The committee scrutinised the proposals again in November and made a referral to Mayor & Cabinet highlighting its concerns for users of the service and recommending that officers speak to Lewisham Homes to find out if it would be viable for them to provide the handypersons service at a reasonable price. In March 2017 the committee was informed that Lewisham Homes were prepared to offer the service at an hourly rate which covers the running costs of the service.

The screenshot shows the Lewisham Homes website. At the top left is the Lewisham Homes logo. To its right is a language selection dropdown and a 'Powered by Google Translate' notice. A search bar is located in the top right corner. Below the header is a navigation menu with links: Home, Do it online, Your community, About us, New Homes, News, Events, Contact us, Careers, and Shop. The main content area is titled 'Handyperson service' and includes a 'Listen to this' button. The text describes the scheme as providing small DIY repairs and adaptations for residents aged 60+ or disabled. A list of services includes plumbing, carpentry, furniture moving, and fitting grab rails. A 'REPAIRS MENU' sidebar on the right lists various services like Right to Repair, Lifts repairs, Gas servicing, and Carbon monoxide.

3.10. Housing delivery models

- 3.11. In 2017/18 the committee carried out an in-depth review of models of delivering new housing. The review focused on community-led models and also considered the joint venture approach as demonstrated by the council's Besson Street development in New Cross. The committee heard evidence from established local schemes and other commentators, including the LGA. The committee's final report and recommendations were published in January 2018. The committee will continue to monitor the development of housing delivery models in Lewisham over the course of the 2018-22 administration.

4. Performance monitoring

- 4.1. The committee allocated a significant part of its work programme in this administration to performance monitoring. The committee's performance monitoring scrutiny takes a number of different forms. It might include challenging decision makers on the decisions they have taken or include scrutiny of service delivery in a particular area. Some examples are:
- 4.2. Fire safety in tall buildings
- 4.3. The fire at Grenfell Tower on 14 June 2017 led to the committee closely scrutinising Lewisham's response to fire safety in tall buildings over a number of meetings. The committee first discussed the issue at its meeting on 26 June. It heard about the immediate steps being taken by the council and its partners and the plans for fire-safety testing across high-rise blocks in the borough. The committee received a more detailed update at its meeting in July, where it took evidence from Lewisham Homes, Building Control and the Executive Director for Customer Services. The committee discussed which tower blocks had been tested and which had been found to need their external cladding replaced. The committee also heard about interim safety measures being put in place while this work was organised and the plans for more intrusive fire-safety testing of tower blocks, looking at more than just the safety of external cladding. The committee noted that there were a number of internal fire-safety issues at Grenfell, as well as the external cladding, and queried what was being done to improve tenancy checks. The committee also expressed concern about poor tenant representation with larger social landlords and discussed ways of improving this.
- 4.4. The committee has received a number of further updates since in order to closely monitor the progress and results of cladding testing and the arrangements being made for its removal. Following comments received from the Sustainable Development Select Committee, the committee also had discussions with officers on what the council could do to encourage housing providers in the borough to share more fire-safety information with the council. At its meeting in January 2018 the committee heard that cladding had been fully removed from all council-owned buildings.
- 4.5. New homes programme
- 4.6. In 2012 the council embarked on a programme to build new council homes in response to an enduring under-supply of new affordable homes available to the council to meet the housing demands placed upon it. The committee has continued to scrutinise the New Homes Programme throughout this administration. A series of update reports has been provided to the committee outlining progress in meeting the target of delivering 500 new council homes by March 2018.



4.7. The committee has also closely monitored the progress of the PLACE/Ladywell scheme. The development provides 24 units of temporary accommodation using modern construction methods to deliver homes quicker and with less expense. The committee has discussed the facilities provided within the accommodation, the length of tenancies and the cost of relocating the building. The committee has also recently started monitoring the proposed development of PLACE/Deptford, a similar scheme being proposed in the north of the borough.

4.8. Housing Zones – joint scrutiny

4.9. Housing Zones are areas of land that have been designated by the Mayor of London for accelerated housing development. There are two housing zones in the borough. In 2016/17 the Housing Select Committee and Sustainable Development Committee jointly scrutinised the development of Housing Zones in the borough. Members scrutinised the levels of affordable housing for both housing zones and made a referral to Mayor & Cabinet that levels should reflect the housing need of the borough. The Chairs of the two committees also wrote to the Mayor of London to discuss housing zones.

5. Future challenges

5.1. Since 2010, Lewisham Council has delivered savings of £160m, at the same time as reorganising services and meeting increased demand. A further £4.8m of savings have been proposed for 2018/9, and in the years to 2020 further savings of around £35m will be required. This brings total savings since 2010 to almost £200m.

5.2. Savings are however becoming more difficult to achieve and the council's reserves have been used to balance the budget for the past four years. Projections for the end of the 2017/18 financial year are an overspend of £13m, with more than half of this amount relating to savings that have been agreed but not delivered.

5.3. Officers anticipate that post 2020 approximately £10m per year of savings will be required. As scrutiny committees devise their work programmes for the 2018-22 administration, they will need to give close consideration to the areas of council spending within their remit. For the Housing Select Committee this will include the following service areas: housing strategy and programmes; housing needs (including housing options and homeseach); and the private sector housing agency.

5.4. The housing strategy and non-housing revenue account services strand of the Lewisham Futures Programme represents less than 1% of the net General Fund Budget. It has a savings target for 2018/19 of £600,00 and has identified savings of £250,000. The service is on budget for 2017/18.

5.5. One of the most significant cost pressures within the housing-related services area is the cost of providing temporary accommodation, particularly nightly-paid temporary accommodation. The saving proposal for 2018/19 is to reduce the costs of providing nightly-paid accommodation by £250,000. This will be achieved by focusing on demand, cost, and developing more suitable alternative accommodation.

5.6. Over the course of the previous administration, the committee regularly monitored homelessness and temporary accommodation pressures and scrutinised measures to increase the supply of temporary accommodation. This included the acquisition of more than 100 properties on the open market, the conversion of existing buildings into temporary accommodations units, and constructing new temporary accommodation units using modern methods of construction, such as those at PLACE/Ladywell, for example.

5.7. Lewisham managed to reduce and stabilise the number of households in nightly-paid accommodation through these measures, but the numbers have started to increase again as a consequence of external pressures, particularly the decanting of Heathside and Lethbridge. The provision of temporary accommodation is likely to continue to be a significant area of focus for the committee over the 2018-22 administration, in particular the development of the PLACE/Deptford scheme.



5.8. Other key issues include the Homelessness Reduction Act coming into force in April 2018 and Lewisham's work as a Homelessness Prevention Trailblazer. The Homelessness Reduction Act places a greater duty on local authorities to provide assistance at an earlier stage and with a wider range of individuals. It is anticipated that Lewisham will experience a substantial increase in the number of households it supports.

5.9. Lewisham Council was also successful in bidding for £1m central government funding to become a Homelessness Prevention Trailblazer. The Trailblazer is focussing on two key streams of work: Predictive analytics, developing data-driven identification of households at risk of homelessness, and targeted upstream intervention and prevention work. These significant developments will also be key areas of focus for the committee over the next administration.

5.10. As part of the wider savings stream for asset rationalisation, work is ongoing to bring forward private rented sector development options as a way generating additional income for the Council and providing additional housing stock. The joint venture recently established to develop the Besson Street build-to-rent scheme is expected to generate income of around £500,000 a year for the council.

5.11. The value from this partnership will start to accrue from 2018/19. However, the risks and challenges to achieving this additional income will be the ability to appraise, design, procure, partner and deliver developments at pace and in line with the Council's financial, economic development, planning and social objectives.

- 5.12. The committee has closely monitored progress with the Besson Street scheme over the course of the 2014-18 administration. The scheme will create around 230 units of private rented accommodation, 35% of which will be affordable homes let at a discounted rent linked to local incomes.
- 5.13. The committee also carried out an in-depth review of housing delivery models in 2017/18, which featured evidence on the aims and approach of the joint venture approach and Besson Street development. The committee made a number of recommendations as part of its review and the development of the Besson Street scheme and the joint venture partnership will likely continue to be significant areas of focus for the committee over the 2018-22 administration.

Appendix:

Appendix A – scrutiny committee terms of reference

Appendix B – committee referrals and responses from Mayor and Cabinet 2014-18

Appendix A – scrutiny committee terms of reference

The following roles are common to all select committees:

(a) General functions

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

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

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

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

(b) Policy development

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

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

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

(c) Scrutiny

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

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

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

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

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

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

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

(d) Community representation

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

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

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

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

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

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

(e) Finance

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

(f) Work programme

As far as possible to draw up a draft annual work programme in each municipal year for consideration by the overview and scrutiny Business Panel. Once approved by the Business Panel, the relevant select committee will implement the programme during that municipal year. Nothing in this arrangement inhibits the right of every member of a select committee (or the Business Panel) to place an item on the agenda of that select committee (or Business Panel respectively) for discussion.

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

The Housing Select Committee has these specific terms of reference:

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

(a) review and scrutinise decisions made or other action taken in connection with the discharge of the Council of its housing function

(b) make reports or recommendations to the authority and/or Mayor and Cabinet with respect to the discharge of these functions

(c) make recommendations to the authority and/or Mayor and Cabinet proposals for housing policy

(d) to review initiatives put in place by the Council with a view to achieving the Decent Homes standard, making recommendations and/or report thereon to the Council and/or Mayor and Cabinet

(e) To establish links with housing providers in the borough which are concerned with the provision of social housing

Appendix B – committee referrals and responses from Mayor and Cabinet 2014-18

- New Homes Better Places Phase 2, 2nd September 2014

The Committee agreed to share its views with Mayor and Cabinet, as follows:

- The Committee commends the aims of the programme and is supportive of the progress that is being made.
- The Committee asks that it be kept updated about the future progress of the programme.
- The Committee expects that sufficient periods of advance notice will be given for pre-decision scrutiny of future decisions. In particular, it believes that any future recommendation to delegate decision making to officers or to implement recommendations that have been made following the delegation of decision making, should be available to be scrutinised as part of a full and frank process.
- The Committee recommends that the Council make best use of all opportunities to promote the benefits of the programme.
- The Committee intends to visit the development sites once work has commenced.
- Members of the Committee wish to be involved in the procurement process.

Response, 1st October 2014

The Mayor resolved that the response shown below be submitted to the Select Committee.

- The Committee commends the aims of the programme and is supportive of the progress that is being made of the progress that is being made.

The Mayor welcomed the Committee's support

- The Committee asks that it be kept updated about the future progress of the programme.

The Mayor asked Officers to ensure this was done

- The Committee expects that sufficient periods of advance notice will be given for pre-decision scrutiny of future decisions. In particular, it believes that any future recommendation to delegate decision making to officers or to implement recommendations that have been made following the delegation of decision making, should be available to be scrutinised as part of a full and frank process.

The Mayor noted the views of the Select Committee.

- The Committee recommends that the Council make best use of all opportunities to promote the benefits of the programme.

The Mayor welcomed the Committee's support

- The Committee intends to visit the development sites once work has commenced.

The Mayor noted the intention of the Select Committee.

- Members of the Committee wish to be involved in the procurement process.
The Mayor sought advice from the Head of Law on the Select Committee's request to be involved in the procurement process. The Mayor was advised that such involvement would not be appropriate and that the existing Constitutional provisions relating to procurement decisions should prevail. The Mayor therefore suggested that should the Housing Select Committee have concerns about procurement outcomes, these be raised with the Overview and Scrutiny Business Panel which had the authority to subject any key decision to post decision scrutiny.
- Kenton Court and Somerville Extra Care schemes, 11th November 2014

The Committee agreed to share its views with Mayor and Cabinet as follows:

The Committee recommends that Mayor and Cabinet give particular consideration to the recommendations made in the Healthwatch consultation report.

Response, 12th November 2015

The Committee's views were referenced by the Cabinet Member for Health, Wellbeing and Older People during Mayor & Cabinet's consideration of the schemes:

In response, Councillor Best acknowledged to the Mayor that processes could be improved and that learning points for the future had emerged. She made reference to the comments of the Housing Select Committee which had been tabled and pointed out a revised equalities impact assessment had also been completed. Councillor Best explained the range of opportunities which would be available to the residents and said full engagement with the eight residents who had not yet agreed a transfer would follow once the Mayor had given his approval.

- Housing action zones, 25th October 2016

The committees recommend that Mayor and Cabinet seeks assurances from officers about key parts of the housing zones programme before proceeding with any further decision making. This should include:

- The maximum height of any towers proposed in the Catford development as well as further details about the anticipated massing of the development.
- A commitment that the level of affordable housing in both housing zones will reflect housing need in the borough. The committees believe that guarantees should be sought on the minimum amount of social housing that will be provided as part of the Catford development.
- Reassurance from TfL that a decision will be taken to realign the south circular in Catford in order to enable the redevelopment of the town centre.
- Assessment of the implications for public services in Catford, including likely pressures on transport, health services and schools.

- Timings of planned key decisions for the development of the programme.
- A commitment to clear and meaningful consultation with local councillors and residents – which aligns with the anticipated programme of key decisions.

The committee's also requested details of the proposed governance arrangements for future development of Catford, including the plans for non-executive oversight and the meaningful engagement of the public in the future of the scheme.

In relation to the New Bermondsey housing zone, the committees recommend that:

- Oversight of the section 106 agreement should be returned to strategic planning committee.
- An explanation should be sought from Renewal about its reasons for not making the New Bermondsey housing zone bid public.
- That further information should be made publicly available about the management structure and ownership of the developer.

The Chairs of the two committees also intend to write to the Mayor of London expressing concern about housing zones and the amount of affordable housing being provided. They will also request further assurances from the GLA that the necessary due diligence is being carried out on the use of housing zone funding by developers.

Response, 7 March 2017

The Committees recommend that Mayor and Cabinet seeks assurances from officers about key parts of the housing zones programme before proceeding with any further decision making. This should include:

- The maximum height of any towers proposed in the Catford development as well as further details about the anticipated massing of the development.

Officer Response:

The height, appearance and design of any development in the borough is determined by planning policy, and any applications for development will follow the usual planning and statutory consultation processes. In addition, officers are in the process of preparing a masterplan for the town centre which will involve engagement and communication with members, local residents and stakeholders, to create a high quality, well designed scheme that meets the council's regeneration objectives for the town centre.

- A commitment that the level of affordable housing in both housing zones will reflect housing need in the borough. The Committees believe that guarantees should be sought on the minimum amount of social housing that will be provided as part of the Catford development.

Officer Response:

The level of affordable housing will be determined by the council's planning policy, which currently aims for 50% affordable housing in all new developments, although this also has to pass viability tests. The Housing Zone funding for Catford recognises the challenges that the scheme faces in delivering the Council's aspirations for a vibrant town centre and has

therefore been designed to support the council deliver as much affordable housing as is viable.

- Reassurance from TfL that a decision will be taken to realign the south circular in Catford in order to enable the redevelopment of the town centre.

Officer Response: Officers from TfL have been working with Council Officers over the last year or so reviewing various options which will allow for an optimal realignment of the south circular. The Council will shortly be in a position to assess these options against its aspirations for the town centre and then indicate a preferred option to enable TfL progress detail designs for the proposed realignment.

- Assessment of the implications for public services in Catford, including likely pressures on transport, health services and schools.

Officer Response: As planning applications eventually come forward for site specific developments, following the masterplanning process, the implications of each development will be assessed as part of the statutory planning process and s.106 and CIL contributions will be required from developers. This will help mitigate any negative impacts of such developments, e.g. by funding additional school places, public health infrastructure etc. Also, relevant officers and partners (internal and external) will be engaged during the masterplanning process to ensure that the masterplan fully considers and mitigates any negative impact of the development as a whole on local public services.

- Timings of planned key decisions for the development of the programme.

Officer Response: All key decisions related to the delivery of Catford Regeneration Programme will be taken by Mayor and Cabinet. The dates and timing will be published as part of the council's key decision plan in the usual way.

- A commitment to clear and meaningful consultation with local councillors and residents – which aligns with the anticipated programme of key decisions.

Officer Response: Officers are developing a stakeholder engagement and communications strategy for the Catford programme. Indeed, elements of the strategy are currently being implemented through initial engagement with members as part of the "Catford Conversations" sessions. The final strategy will provide a clear outline of proposed methods of communication, including engagements with members and residents and a continual, inclusive online and social media approach to reach the widest range of local people and stakeholders. It will also provide a central, permanent place for sharing information and feedback throughout the masterplanning and development process.

- The Committees also requested details of the proposed governance arrangements for future development of Catford, including the plans for non-executive oversight and the meaningful engagement of the public in the future of the scheme.

Officer Response: Officers reported the governance arrangements for the Catford Regeneration programme to Mayor and Cabinet on 9th November 2016. The report, listed as a background paper here, has a section on the governance and programme delivery arrangement including communications and community engagement.

In relation to the New Bermondsey housing zone, the Committees recommend that:

- Oversight of the section 106 agreement should be returned to strategic planning committee.

Officer Response:

It is officers' understanding that this request related to amendments arising out of the fact that the Housing Action Zone funding of £20 million is no longer to comprise solely of loan

funding. Instead the GLA are proposing to grant fund the index linked £10m New Station Contribution (circa £12 million in total). Officers can reassure members that any changes to the Section 106 agreement would not be taken by officers under delegated authority but referred to Strategic Planning Committee for decision.

- An explanation should be sought from Renewal about its reasons for not making the New Bermondsey housing zone bid public.

Officer Response:

Renewal have agreed that Members may have access to an unredacted copy. It was intended that this be available to Members on a confidential basis when it is relied on as a background document in the report concerning the Memorandum of Understanding relating to the Housing Zone. Unredacted copies are available for inspection by all members on a confidential basis in Legal Services. Anyone wishing to view them should contact Siobhan Da Costa in Legal Services 0208 3149276 A redacted copy of the Housing Zone application and related documents can also be viewed here by members of the public.

<https://files.acrobat.com/a/preview/1934fab3-ee61-4701-bef6-08382209f496>

- That further information should be made publicly available about the management structure and ownership of the developer.

Officer Response: Renewal Group is a company registered in the Isle of Man. Details of the directors and management structure can be found on the Isle of Man Companies House website for a small fee through the link below.

(https://services.gov.im/ded/services/companiesregistry/compan_ysearch.iom).

The ultimate owners of Renewal Group Limited (the entity leading the redevelopment of the New Bermondsey project) are:

(1) Independent Advisors Incorporated (IAI), which is ultimately owned and controlled by the Malik family trust established solely for the benefit of Mushtaq Malik and his dependents.

(2) Incorporated Holdings Limited (IHL), which is ultimately owned and controlled by a charitable trust, for which the principal beneficiary is the Jack Petchey Foundation, a UK registered charity.

- Handyperson service, 16th November 2016

The Committee resolved to advise Mayor and Cabinet of the following:

The committee notes that many Lewisham residents turn to the Council as a source of reliable and trustworthy services. The committee is concerned that some people may find it difficult without this or a similar service to turn to. With this in mind, the committee notes that Lewisham Homes already has a similar service in place and recommends that officers speak to Lewisham Homes to find out if it could be viable for them to provide the handypersons service at a reasonable price. The Committee recommend trialling any arrangement for a year – keeping the revenue and expenses separate from the Housing Revenue Account.

Response, 18th April 2017

The Mayor and Cabinet received the referral and officers subsequently approached Lewisham Homes in order to move the request forward.

Lewisham Homes has since agreed to advertise the service on their website. Where homeowners request a particular service Lewisham Homes will charge an hourly rate to simply cover costs. This would ensure that rents paid by Lewisham tenants would not be subsidising homeowners.

This page is intentionally left blank