

Overview and Scrutiny



Housing Select Committee Agenda

Tuesday, 9 March 2021

7.00 pm,

Remote - Via Microsoft Teams - the public are welcome to observe via the Council's website at <https://lewisham.public-i.tv/core/portal/home>

For more information contact: John Bardens (02083149976)

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

Part 1

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Housing Select Committee Members

Members of the committee, listed below, are summoned to attend the meeting to be held on Tuesday, 9 March 2021.

Kim Wright, Chief Executive
Monday, 1 March 2021

Councillor Peter Bernards (Chair)	
Councillor Stephen Penfold (Vice-Chair)	
Councillor Aisling Gallagher	
Councillor Silvana Kelleher	
Councillor Olurotimi Ogunbadewa	
Councillor Susan Wise	
Councillor Bill Brown (ex-Officio)	
Councillor Sophie Davis (ex-Officio)	

MINUTES OF THE HOUSING SELECT COMMITTEE

Thursday, 28 January 2021 at 7.00 pm

PRESENT: Councillors Peter Bernards (Chair), Stephen Penfold (Vice-Chair), Aisling Gallagher, Silvana Kelleher, Olurotimi Ogunbadewa, Susan Wise and Bill Brown

ALSO PRESENT: Fenella Beckman (Director of Housing), Kevin Sheehan (Executive Director for Housing, Regeneration & Public Realm), Katharine Nidd (Strategic Procurement and Commercial Services Manager) and Rachel Dunn (Service Group Manager - Partnerships and Service Improvement)

1. Minutes of the meeting held on 18 November 2020

Resolved: that the minutes of the last meeting be agreed as an accurate record.

2. Declarations of interest

The following interests were declared:

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

3. Responses from Mayor and Cabinet

There were no responses to consider.

4. Budget cuts

Kevin Sheehan (Executive Director for Housing, Regeneration and the Public Realm) introduced the proposed budget cut, **C-10 Housing Services Review**.

The meeting was adjourned at 19:15 due to technical problems with the webcast.

The meeting and webcast restarted again at 19:42.

4.1 The proposed budget cut for the housing service, **C-10 Housing Services Review**, will be achieved through action in four areas: doing more work online and over the phone and significantly reducing administration costs; investing in IT and rolling out an integrated housing IT system; investing in IT for private sector licensing and transferring the administrative burden back to landlords; and working across silos to target resources more effectively.

4.2 This will result in the current housing service's workforce of 148 posts being reduced by 10 to 15 posts over the next two years. The council will look to use the natural staff turnover and other mitigations such as redeployment. There will be formal consultation with staff and trade unions.

- 4.3 The committee expressed concern about the potential impact of the proposed budget cut on the service at a time when an increasing number of residents may need to use it.
- 4.4 The committee also noted that a significant number of residents will not be able to access services online and queried how the council is going to work with third sector to meet the needs of residents who need extra support.
- 4.5 The investments in efficiencies that the council has made will allow services to be provided as effectively as they have been in the past. In many cases the service will be more accessible and quicker for residents. There is also flexibility in the grant regime during the Covid pandemic which can be used to address particular challenges that might come up.
- 4.6 The council also recognises that homelessness isn't just a housing issue and that it will need to be more holistic in dealing with clients in the future.
- 4.7 The Chair explained at 19:52 that there had been a technical problem with the webcast and that the meeting had been adjourned. Because of this the Chair asked the Executive Director to repeat his introduction to the budget cuts.**
- 4.8 The council is facing a very challenging financial position following ten years of austerity policies by the government. The council has had 11 years of cuts to its budget and this is likely to continue.
- 4.9 The Local Government Association estimates that there is a £4bn shortfall in local government funding nationally.
- 4.10 The council has a statutory responsibility to produce a balanced budget. This is particularly challenging following the Covid-19 pandemic and the resources the council has had to spend to support the most vulnerable residents.
- 4.11 The council needs to make cut of £40m over the next three years. £28m of this needs to be made in the first year, 2021/22. The housing service's proportion of this is £600k over the next two years.
- 4.12 The Covid-19 pandemic has created considerable financial risks for the council. It has affected the council tax and business rate collection rate. There is likely to be a significant increase in unemployment, which could also affect the council tax collection rate. It has also affected the income generated through the council's commercial estate.
- 4.13 The housing service had been investing in a programme to modernise and move more interaction online and phone prior to the Covid-19 pandemic. The service invested £1m in a new integrated housing IT system to reduce administration and is working across silos to be more efficient.
- 4.14 The committee queried how the proposed budget cuts are going to affect the more vulnerable residents who will still need face to face services, and how the cuts are going to affect the council's home-building and buying programmes, noting the need for larger 4 and 5 bedroom homes?
- 4.15 It was confirmed that there will always be provision for those people who need to access the council's services in a way that's suitable for them. It was

also confirmed that the council's home building programme is likely to deliver more homes than it set out to do.

- 4.16 The committee asked to be provided with further details of where to direct residents who can't use online and phone services.
- 4.17 The committee queried how officers came to the figure of £600k cuts for the housing service; whether it will involve any outsourcing; how the cut will fall across the three parts of the housing service; and whether there will be any budget implications from the council's proposed allocations scheme.
- 4.18 The council's budget process has been collaborative. The overarching financial strategy is presented to directorates, but services generate the specific proposals and engage with staff. Outsourcing is not part of any of the proposals. The impact of the proposed allocation scheme is expected to be cost neutral.
- 4.19 The committee agreed not to make any specific recommendations on the budget cuts to the Public Accounts Select Committee.

Resolved: the committee noted the report.

5. Allocations consultation

Rachel Dunn (Service Group Manager - Partnerships and Service Improvement) introduced the item and delivered a presentation providing a background to the consultation and proposed changes.

- 5.1 The council's housing allocation's policy has been reviewed and is currently being consulted on. The major changes being proposed include: two new rehousing reasons to be added to priority band 2 in a new banding structure (homelessness with urgent need, and overcrowded by 3 bedrooms); the introduction of a new band 4 for overcrowded by 1 bedrooms (48% of the register); to increase overall lets; reduce the number of refusals; and increase the number of bids per week.
- 5.2 So far the consultation has received 446 responses: 26% of these are from people currently living in temporary accommodation and 33% from people currently living in social housing.
- 5.3 Key consultation activity to date has included messaging on the council website; emailing housing register applicants; texting temporary accommodation and hostel residents; and working with other organisations to try to hear from hard-to-reach groups.
- 5.4 Due to the challenges of consulting during the Covid-19 pandemic the consultation period has now been extended by 4 weeks in order to proactively work with community organisation and facilitate specific sessions and focus groups with hard-to-reach groups.
- 5.5 The committee asked about how the council is specifically targeting young people and other hard-to-reach groups and what platforms they are using to do this?
- 5.6 The council has been advertising and promoting the consultation in various forums. The council would have carried out more events to reach hard-to-reach groups if it hadn't been for the Covid-19 pandemic. However, the

consultation has been extended for this purpose and the council has been working with community groups to identify those who might not be able to engage online.

- 5.7 The committee also queried how suitable offers are determined; whether mutual aid groups and similar organisations had been engaged with; what is being done to meet the housing need for larger 4 and 5 bedroom homes; what is being done to reduce the number of unsuitable offers; how income can be taken into account in the allocation process; and how people's expectations are being managed about the availability of and waiting times for social housing.
- 5.8 Officers provided an explanation of how suitable offers are determined. It was confirmed that more than 100 community organisations had been engaged with and that officers will look into engaging with mutual aid groups too. Officers confirmed that the council would purchase larger 4 and 5 bedroom properties if they were available and affordable. It was noted that the council is also building some larger homes itself.
- 5.9 It was also noted that the council is intending to manage the expectations of people on the housing register by providing information about the realistic waiting times and is also looking to develop a calculator tool to help people understand where they are in the waiting list.

The committee agreed at 21:15 to suspend the relevant standing order to allow the committee to finish the business on the agenda.

- 5.10 The committee noted that if agreed the proposals would mean that around half of the people on the housing list would be demoted by one band. The committee expressed concern about this and suggested that adopting statutory overcrowding would mean that the council would have deeper understanding of need when allocating this scarce resource. It was noted that other London local authorities have adopted statutory overcrowding.
- 5.11 The committee also noted that adult children are not included when assessing overcrowding and queried what would happen if the child of a family in the overcrowded by 3 bedroom category became an adult while they were on the waiting list, and whether this would then mean that the family would be re-categorised as overcrowded by 2 bedrooms and be demoted a band?
- 5.12 The committee also queried whether the proposal for smart lettings would be restricted to one other person in the chain or whether longer chains would be possible where this would solve more housing need?
- 5.13 Officers noted the committee's comments on statutory overcrowding; agreed to come back with more information about what would happen in the situation where a child in an overcrowded household becomes an adult; and confirmed that provision for longer chains of lettings is still included in the allocations scheme.

Resolved: the committee noted the report.

6. Select Committee work programme

Resolved: the committee agreed the work programme.

The meeting ended at 9.25 pm

Chair:

Date:

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Housing Select Committee

Declarations of Interest

Key decision: No

Class: Part 1

Ward(s) affected: All

Contributors: Chief Executive (Director of Law)

Outline and recommendations

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

1. Summary

1.1. Members must declare any personal interest they have in any item on the agenda. There are three types of personal interest referred to in the Council's Member Code of Conduct:

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

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

2. Recommendation

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

3. Disclosable pecuniary interests

3.1 These are defined by regulation as:

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

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

4. Other registerable interests

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

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

5. Non registerable interests

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

6. Declaration and impact of interest on members' participation

- 6.1. Where a member has any registerable interest in a matter and they are present at a meeting at which that matter is to be discussed, they must declare the nature of the interest at the earliest opportunity and in any event before the matter is considered. The declaration will be recorded in the minutes of the meeting. If the matter is a disclosable pecuniary interest the member must take not part in consideration of the matter and withdraw from the room before it is considered. They must not seek improperly to influence the decision in any way. **Failure to declare such an interest which has not already been entered in the Register of Members' Interests, or participation where such an interest exists, is liable to prosecution and on conviction carries a fine of up to £5000**
- 6.2. Where a member has a registerable interest which falls short of a disclosable pecuniary interest they must still declare the nature of the interest to the meeting at the earliest opportunity and in any event before the matter is considered, but they may stay in the room, participate in consideration of the matter and vote on it unless paragraph 6.3 below applies.
- 6.3. Where a member has a registerable interest which falls short of a disclosable pecuniary interest, the member must consider whether a reasonable member of the public in possession of the facts would think that their interest is so significant that it would be likely to impair the member's judgement of the public interest. If so, the member must withdraw and take no part in consideration of the matter nor seek to influence the outcome improperly.
- 6.4. If a non-registerable interest arises which affects the wellbeing of a member, their, family, friend or close associate more than it would affect those in the local area generally, then the provisions relating to the declarations of interest and withdrawal apply as if it were a registerable interest.
- 6.5. Decisions relating to declarations of interests are for the member's personal judgement, though in cases of doubt they may wish to seek the advice of the Monitoring Officer.

7. Sensitive information

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

8. Exempt categories

- 8.1. There are exemptions to these provisions allowing members to participate in decisions notwithstanding interests that would otherwise prevent them doing so. These include:-
- (a) Housing – holding a tenancy or lease with the Council unless the matter relates to your particular tenancy or lease; (subject to arrears exception)
 - (b) School meals, school transport and travelling expenses; if you are a parent or

guardian of a child in full time education, or a school governor unless the matter relates particularly to the school your child attends or of which you are a governor

- (c) Statutory sick pay; if you are in receipt
- (d) Allowances, payment or indemnity for members
- (e) Ceremonial honours for members
- (f) Setting Council Tax or precept (subject to arrears exception).

9. Report author and contact

9.1. Suki Binjal, Director of Law, Governance and HR, 0208 31 47648



Housing Select Committee

Lewisham Homes Annual Business Plan 2021/22

Date: 9th March 2021

Key decision: Yes

Class: Part 1

Ward(s) affected: Borough-wide

Contributors: Lewisham Homes Board

Lewisham Homes Executive Leadership Team

Lewisham Council Senior Officers

Outline and recommendations

This report introduces Lewisham Homes' Annual Business Plan for 2021/22 which has been structured around delivery of the Corporate Plan 2019/23.

It is recommended that Housing Select Committee:

- Note the background and context for the Annual Business Plan 2021/22;
- Endorse the Business Plan and recommend it to Mayor and Cabinet for approval.

Timeline of engagement and decision-making

Annual Business Plan approved by Lewisham Homes' Executive Leadership Team, January 2021

Annual Business Plan approved by Lewisham Homes' Board, February 2021

Annual Business Plan submitted to Housing Select Committee, March 2021

1. Summary

- 1.1. This report gives background to the development of Lewisham Homes' Annual Business Plan for 2021/22, and the key information and implications.

- 1.2. The business plan sets out an ambitious programme of objectives that Lewisham Homes will commit to deliver in 2021/22, and is aligned to the Corporate Strategy of Lewisham Council. The full business plan is attached as an appendix to this report.

2. Recommendations

- 2.1. It is recommended that Housing Select Committee:
 - Note the background and context for the Annual Business Plan 2021/22;
 - Endorse the Business Plan and recommend it to Mayor and Cabinet for approval.

3. Policy Context

- 3.1. The Business Plan 2021/22 supports the delivery of the Lewisham Homes Corporate Plan, 2019-2023, which was developed in collaboration with Lewisham Council.
- 3.2. The Business Plan also supports the aims and objectives of Lewisham Council and aligns with key priorities in Lewisham's Corporate Strategy, notably on:
 - Tackling the housing crisis;
 - Building an inclusive local economy;
 - Making Lewisham greener;
 - Building safer communities.

4. Background

- 4.1. This report is being brought to Housing Select Committee, and Mayor and Cabinet, in line with the business planning requirements in the management agreement between Lewisham Council and Lewisham Homes.
- 4.2. Lewisham Homes consulted widely on setting the Corporate Plan 2019-23. This commenced with significant contributions from our staff and the basis for consultation was approved by the Board. Open workshops were held to seek the views of our residents. We sought the views of the Mayor of Lewisham, local MPs, the Housing Select Committee and Cabinet Member for Housing.
- 4.3. Content of this year's business plan has been developed in line with the 'Raising Our Game' transformation agenda. Consultation on this agenda included staff, council officers, and Lewisham Homes' Board. In November 2020 the Government published the long-awaited White Paper 'The Charter for Social Housing Residents' following closely themes within the Green Paper published in August 2018. There will be an increase in consumer regulation for local authority housing.
- 4.4. The actions and objective contained in the plan will form part of directorate and team plans, as well as being included in individual performance objectives. All staff are therefore aware of our plans and their role in delivery.

5. Lewisham Homes Annual Business Plan 2021/22

- 5.1. The proposed business plan is appended and consists of the following sections:
 - Context

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- Objectives for 2021/22
- Key performance indicators
- Property safety scorecard

- 5.2. The context gives a significant overview into how and why the objectives have been developed, as well as the emerging landscape of regulation against which the plan will be delivered.
- 5.3. The objectives began development in October 2020 in line with both our four year Corporate Plan objectives, and our budget-setting process. Objectives are grouped by our five ‘ambitions’: Landlord, Placemaker, Employer, Partner, and Enterprise.
- 5.4. Each task supports the delivery of one of the strands of our Corporate Plan, and each task has a target date for delivery.
- 5.5. The KPI table in section 3 of the plan includes our current year-to-date performance, and the targets that have been set for the next three years. Where the KPI measure is benchmarked by Housemark, we have also indicated, where available, what the median quartile performance of our peer group is.
- 5.6. The property safety scorecard in section 4 gives an overview of all the compliance measures that are captured throughout the year, and illustrates how these important indicators will be reported to the Executive, Board, and to Lewisham Council.

6. Financial implications

- 6.1. The Lewisham Homes Board has approved a budget to deliver the Annual Business Plan which includes investment in transformation. This budget is based on the management and other allowances agreed with the authority on an annual basis and is predominantly funded from the Housing Revenue Account (HRA).
- 6.2. Lewisham Homes have ensured that all costs associated with the actions contained in the Business Plan have been contained within this agreed budget. There are no further costs anticipated which are outside this envelope.

7. Legal implications

- 7.1 The report sets out how the requirements of the management agreement have been complied with.
- 7.2 There are no other legal implications specific to this report.

8. Equalities implications

- 8.1. The business plan covers the implementation of Lewisham Homes’ ‘Equality, Diversity and Inclusion’ action plan, both in the context section, and with specific objectives.

9. Climate change and environmental implications

- 9.1. Objectives within the business plan actively support Lewisham Council’s aim of becoming carbon neutral by 2030.

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10. Crime and disorder implications

10.1. None specific to this report.

11. Health and wellbeing implications

11.1. Several tasks within the business plan actively and positively address the health, safety and wellbeing of Lewisham Homes' staff and resident's.

12. Background papers

12.1. None.

13. Glossary

13.1. The following terms are referenced in this report, or in the attached appendix.

Term	Definition
Corporate Plan	The current four-year plan of objectives for Lewisham Homes, begun in April 2019.
Annual Business Plan	The agreed set of objectives that Lewisham Homes plans to deliver in a given year. The Annual Business Plan attached to this report is for the financial year beginning April 2021, and ending March 2022.
KPI	'Key Performance Indicator'. A measurement taken of a specific element of business performance. A KPI usually has a target against which performance can be tracked.
ELT	'Executive Leadership Team'. The Chief Executive and Directors of Lewisham Homes.
LBL	'London Borough of Lewisham'
EDI	'Equality, Diversity and Inclusion'
ICT	'Information and Communications Technology'. In the context of this report, ICT refers to the Lewisham Homes team concerned with IT support and infrastructure.
"The White Paper"	Refers to the government white paper "The charter for social housing residents", published in November 2020, which sets out the actions the government will take to ensure that residents in social housing are safe, are listened to, live in good quality homes, and have access to redress when things go wrong.

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14. Report author and contacts

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- 14.3. Fenella Beckman, Director of Housing Services, London Borough of Lewisham
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RAISING OUR GAME

ANNUAL BUSINESS PLAN 2021 - 2022



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Please note that some of the photographs in this document pre-date social-distancing requirements, but were chosen to be more reflective of Lewisham Homes' ethos and ways of working under normal circumstances.



THE CONTEXT

This is the third annual business plan focused on delivering the Lewisham Homes Corporate Plan 2019–23 – Building Our Future. In 2020 we demonstrated that Lewisham Homes is a business that is capable of stepping up and responding to changing circumstances, while continuing to deliver for our residents.

As a **LANDLORD**, we have faced the past year's challenges head-on, maintaining essential services even in full lockdown, while making major adjustments to our ways of working.

As a **PLACEMAKER**, we continued with major fire safety and renovation programmes at the same time as improving our current stock and developing new social homes in the borough.

As an **EMPLOYER**, we have supported and developed our staff through turbulent times, making sure we addressed their needs, from ongoing health and wellbeing support, flexibility around childcare, to appropriate PPE provision.

As a **PARTNER**, we work closely with the London Borough of Lewisham, our contractors and other partners to deliver our common goals in a collaborative spirit.

As an **ENTERPRISE**, we have maintained our commitment to improving our ways of working and laid the foundation for our transformation journey and delivering value for money.



A year of change

2021/22 will be a year of change as we work to deliver a new transformation agenda for Lewisham Homes. This is essential to ensure we are well equipped to respond to such external factors as the long-term impacts of the Covid-19 pandemic, uncertainty around our departure from the EU and the new legislative requirements around building safety.

We need to be equipped to deliver the Regulator of Social Housing's consumer standards and the requirements that will emerge from the new social housing White Paper. Positioned as a 'charter for social housing residents', the White Paper makes clear the government's intention to give more weight to tenants' voices, and back it up with a strong consumer regulator. Other themes include the importance of safe, good quality homes and neighbourhoods, and more transparency and accountability for landlords.

Our business strategy is only as good as our ability to adapt and respond to these factors, and a continually changing external environment. We strive to meet customer expectations, from the services we provide, to the way they are accessed and the pace at which we deliver. Moreover, we must be able to deliver a more personalised service based on needs, with demonstrable effectiveness, value for money and social impact.

Our transformation work through 2021/22 and beyond will enable us to raise our game and deliver for our residents, our colleagues and our communities. We must continue to modernise and streamline our ways of working to make it easier for all of us to deliver a consistent, quality and reliable service to our residents.

**RAISING
OUR
GAME**



Our response to the Covid-19 pandemic has proven that as an organisation we have great strength in our people working as a collective. We value everyone's skills, knowledge and ideas, and we will be focused on ensuring colleagues are involved and have a say in shaping our transformation.

We will work to design and begin to implement our resident focused Target Operating Model. Our efforts will be supported by the right investments, particularly in modernising ICT with enhanced strategic alignment with the council. Major ICT change is a priority and is expected to arrive in phases over two to three years, but alongside this we will be focused on making the smaller everyday changes to ensure we are continuously improving in our ways of working.

This is how we will make a positive impact on our residents and our communities, while making the working lives of our colleagues more fulfilling and rewarding.



Ultimately, this will help us to deliver our core purpose:



to create thriving communities
and places that people are proud to call home.

OUR PROMISE

At Lewisham Homes we strive to deliver a consistently high quality of service, making a positive impact on our residents, our communities and our colleagues.

We have a desire to change, to constantly improve and push ourselves to be better. We do this every day by listening to our residents and challenging what we do.

When we face challenges, we step up and we adapt.

We do it because we are passionate about making our vision a reality - to create thriving communities and places that people are proud to call home.

Equality, diversity and inclusion



2020 brought themes around equality into sharper focus. We are committed to celebrating and championing equality, diversity and inclusion. We will build on solid foundations laid in 2020 through the delivery of our new Equality, Diversity and Inclusion Strategy that was developed in partnership with colleagues across the business. We are proud that our staff represent the communities we serve. This is one of our strengths.

Our agenda includes making a stronger and more visible commitment to equality, diversity and inclusion, internally and externally. We will use insight to develop the organisation, design services and tailor interventions to be responsive to needs. We will work to provide high quality services that are accessible, deliver outcomes, and that are continuously improving. We will also encourage and facilitate the involvement of customers in shaping the design and delivery of those services, and we will work to recruit, develop and retain a diverse, talented and motivated workforce that reflects the communities we serve.



People

We recognise that our people are our biggest asset and they will help drive the required changes in culture, leadership, talent management, performance, reward and recognition that is needed to deliver our transformation journey.

Our current people strategy will be reviewed to take account of the pandemic which dominated 2020 and heightened inequalities, further highlighted by the global Black Lives Matter movement. It will be updated to reflect the pandemic's continued impact on the health and wellbeing of our staff, along with new challenges to ensure staff are engaged and agile. It will also support the culture change required to meet the ambitious transformation journey of Raising our Game.



New homes

As social homes remain in short supply across London, we are proud to be working with Lewisham Council to build genuinely affordable, high-quality council housing, while helping to create and support sustainable and diverse communities throughout Lewisham.

Our development programme has a number of projects under construction, and continues to identify where opportunities may exist to build on vacant land, garage sites, or on top of existing buildings (rooftop homes). We have robust processes in place to continue this work, making sure the voice of residents and local communities is integral to our decision making.



Resident engagement

We are committed to improving the scope of our engagement with residents, both tenants and leaseholders, and communities, across our various activities. Our Community Engagement Strategy 2019–23 sets how we plan to listen to a wider group of residents, representative of our overall resident demographic, and provide effective ways for residents to influence service quality and strategic direction.

Resident and community engagement is also a focus for our development team, and we have worked to develop digital engagement processes through the pandemic. Making sure residents are involved in shaping projects from the start enables us to make better decisions which reflect local needs and enhance neighbourhoods.

Communities

We are proud of our strong social purpose. We are not just a landlord; we are working to build sustainable and thriving communities and to improve quality of life. Community cohesion was heightened during the recent pandemic, with staff from across the borough joining forces to ensure vital services were provided, and the most vulnerable residents were looked after.

Our community relations team will continue to play a crucial role organising and supporting initiatives to support our residents and local communities. It will also make sure our communities have an active role in helping to improve and shape the services we offer.

Partnerships

We are passionate about working collaboratively with a range of partners across the borough to deliver our agenda, and this will be central to our work in 2021/22. At the heart of this is our strong working relationship with Lewisham Council and the Mayor, and this role will be key to strengthening existing relationships, as well as forging new ones with a range of external stakeholders and partners to enable us to strengthen the services we provide for our residents and communities.

Property services

The safety of our residents is our top priority, and both our repairs and major works programmes are integral to meeting our landlord responsibilities. In July 2019, Lewisham Homes' Board gave the go-ahead for a programme to modernise our repairs service to make it simpler and easier for both staff and customers. It is linked to our landlord ambition to consistently deliver an excellent and reliable resident experience.

We have laid foundations to build on, but there is more work to do to meet our regulatory requirements. The pandemic has brought many challenges for the repairs service, and our focus in the year ahead is on keeping our modernisation programme on track and working to deliver an improved service for our residents.



A new way of operating

During 2021/22 we will design and begin our transition to a new operating model. Combined with effective measurement processes our new operating model is being designed to be adaptive and continuously improve how we do business and deliver services. Integral to it will be meeting new building safety demands, the White Paper/ consumer standards, and our commitments on sustainability, equality, diversity and inclusion. We intend to provide our services in a way that is accessible to all our residents.

Its ultimate focus is the delivery of our mission:



To provide safe, quality homes, deliver efficient services and enhance life chances.

OBJECTIVES

LANDLORD

Item No.	Ambition	Task	Target Date
BP1	Landlord	Continuation of the Service Charge Modernisation project, carrying out a service-by-service review of costs, improve transparency of charges, and demonstrate value for money.	All year
BP2	Landlord	Undertake options appraisal, and work with LBL to procure an appropriate housing management system, with a view to implementation commencing in 2022/23.	March 2022
BP3	Landlord	Continue rollout and integration of True Compliance software, including water hygiene, playgrounds, lifts and mobility equipment.	September 2021
BP4	Landlord	Implement the Building Safety Programme and organisation-wide training, in line with legislation.	TBC
BP6	Landlord	Following guidance from government white paper, develop a joint approach with LBL for asset management and sustainability.	TBC
BP7	Landlord	Develop a campaign to raise awareness of tenancy support services offered, and help residents to maximise their incomes and prioritise their rent.	December 2021
BP8	Landlord	To consult and implement new operating structure for Resident Services, to increase efficiency in delivery of services, and improve the resident experience.	March 2022

PLACEMAKER

Item No.	Ambition	Task	Target Date
BP9	Placemaker	Meet client newbuild and start on site targets which contribute to the Mayor's direct delivery ambitions.	All year
BP10	Placemaker	Complete the leasing and mobilisation of a new vehicle fleet with enhanced sustainability.	September 2021
BP11	Placemaker	Undertake internal review of out of hours cover arrangements, linked to review of operating model. Aligned with task BP8.	TBC

EMPLOYER

Item No.	Ambition	Task	Target Date
BP12	Employer	Following refurbishment of office space in 2020/21 business plan, move Lewisham Homes staff into Laurence House, subject to COVID-19 safety measures.	April 2021
BP13	Employer	Launch rollout of 'People First' customer service programme for all staff and complete first round of training.	September 2021
BP14	Employer	Develop and deliver a new communications and engagement framework to inform and support colleagues through change. Roll out a staff survey focused on providing insight on culture and engagement from across the business.	All year
BP15	Employer	Launch new people strategy	June 2021
BP16	Employer	Continue to review our wellbeing offer and response to five star health and safety audit, with a view to achieving accreditation to 'ISO 45001:2018 Occupational Health and Safety Management Systems' in Q1 2022/23.	All year

PARTNER

Item No.	Ambition	Task	Target Date
BP17	Partner	Complete the transfer of five Community Centres and promote their usage to maximise benefit to the communities	June 2021
BP18	Partner	Move core ICT services to shared LBL platform	December 2021
BP19	Partner	Establish current limitations and develop a plan to target wider access to digital services for residents.	All year

ENTERPRISE

Item No.	Ambition	Task	Target Date
BP20	Enterprise	Implementing "Modern workplace", including upgrade to Office 365 suite, and matching devices and tools, including lightweight devices, to appropriate job roles.	December 2021
BP21	Enterprise	Scope and implement finance system migration to Oracle from Integra.	December 2021
BP22	Enterprise	Undertake a review of legal expenditure and contracts in order to deliver a procurement strategy	September 2021
BP23	Enterprise	Design the target operating model for the enablement and application of the corporate strategy and vision of Lewisham Homes.	June 2021
BP24	Enterprise	Following the review of EDI strategy in 2020/21, launch the EDI action plan	All year

KPIs

No.	Indicator	Directorate Responsible	Actual (Dec 2020)	Housemark Median 2019/20	Target 2021/22	Target 2022/23	Target 2023/24
SATISFACTION WITH OVERALL SERVICE							
1	Tenant 'Net promoter' score	Resident Services	-1	3.8	0	+1	+2
2	Leasehold 'Net promoter' score	Resident Services	-44	-54	-44	-42	-40
REPAIRS SERVICE							
3	Tenant satisfaction with the last repair	Property Services	85%	n/a	90%	91%	92%
4	Repairs completed at first visit (First Time Fix)	Property Services	(new)	88.7%	80%	80%	80%
5	Appointments made and kept	Property Services	(new)	95.3%	98%	98%	98%
VOIDS PERFORMANCE (GENERAL NEEDS)							
6	Average days to turnaround all voids	Resident Services & Property Services	38	29.5	30	28	26
7	Average days to turnaround major voids	Resident Services & Property Services	45	n/a	40	38	36
8	Average days to turnaround minor voids	Resident Services & Property Services	32	n/a	19	18	17
9	Void rent loss (as a % of annual rent roll)	Resident Services & Property Services	0.42%	0.68%	0.40%	0.38%	0.37%
COLLECTION RATE							
10	LBL General Needs Rent collected	Resident Services	97.68%	99.7%	99%	99%	99%
11	Leasehold & TMO service charge collected	Resident Services	93.0%*	101.2%	102%	102%	102%
12	LH acquisitions rent collected	Resident Services	95.39%	n/a	98%	98.5%	99%

No.	Indicator	Directorate Responsible	Actual (Dec 2020)	Housemark Median 2019/20	Target 2021/22	Target 2022/23	Target 2023/24
CUSTOMER RELATIONS							
13	Complaints responded to on time	Finance & Technology	94%	83.6%	97%	98%	99%
14	Percentage of FOI responded to on time	Finance & Technology	88%	n/a	100%	100%	100%
STAFF SICKNESS AND TURNOVER							
15	Average days lost to sickness	Chief Executive Office	6.4	8.0	8.5	8.0	7.5
16	Staff turnover	Chief Executive Office	13.2%	11.9	12%	12%	12%
DEVELOPMENT							
17	Starts on site	Development	181	n/a	152		
18	Handovers	Development	6	n/a	69		

PROPERTY SAFETY SCORECARD

No.	Indicator	Target 2021/22	Number Overdue in Month	+/- From Last Month	Actual 2021/22	Actions Required
FIRE RISK ASSESSMENTS AND ACTIONS						
1	Fire Risk Assessments	100%				
2	Overdue PIX Actions	0				
3	Overdue PIX Actions (not in programme)	0				
4	Overdue P1 Actions	0				
5	Overdue P1 Actions (not in programme)	0				
6	Overdue P2 Actions (landlord responsibility)	0				
GAS SAFETY						
7	Gas safety checks (domestic assets)	100%				
8	Gas safety checks (communal assets)	100%				
9	Gas safety checks (PSL properties)	100%				
10	Ducts inspected	100%				
FIRE EQUIPMENT SERVICING						
11	Fire Alarms	100%				
12	Automatic Opening Vents	100%				
13	Emergency Lighting	100%				
14	Dry Risers	100%				
15	Wet Risers	100%				
16	Sprinklers	100%				

No.	Indicator	Target 2021/22	Number Overdue in Month	+/- From Last Month	Actual 2021/22	Actions Required
WATER HYGIENE						
17	Water Tank Risk Assessments	100%				
18	Water Tank Overdue Risk Actions	100%				
ASBESTOS						
19	Asbestos Surveys Completed	100%				
20	Asbestos Actions Completed	100%				
LIFTS						
21	Passenger Lift Safety Inspections Completed	100%				
22	Passenger Lift Services Completed	100%				
LIGHTNING CONDUCTORS						
23	Services Completed	100%				
PLAYGROUND INSPECTIONS						
24	Number of RoSPA Completed	100%				

CONTACTS:

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RAISING OUR GAME

ANNUAL BUSINESS PLAN 2021 - 2022



Housing Select Committee

Report title: Select Committee work programme report

Date: 9 March 2021

Key decision: No.

Class: Part 1

Ward(s) affected: Not applicable

Contributors: John Bardens, Scrutiny Manager

Outline and recommendations

To advise members of the completed work programme for 2020/21 and to propose draft priority themes for the committee's work programme for 2021/22.

The Committee is asked to:

- note the completed work programme attached at **appendix A**
- review the issues covered over the course of 2020/21
- review forthcoming key decisions set out in **appendix B**
- consider priority themes for the 2021/22 work programme

Timeline of decision-making

HSC Work Programme 2020/21 – draft agreed on 15 September 2020

HSC Work Programme 2020/21 – agreed by Business Panel 29 September 2020

HSC work programme 2020/21 reviewed at committee meetings on 15 September 2020; 18 November 2020; 28 January 2021; and 9 March 2021.

1. Summary

- 1.1. Each select committee is required to agree a work programme for submission to the Business Panel at the beginning of the municipal year. As this is the last meeting of the Housing Select Committee in 2020/21 members are being asked to put forward suggestions for the 2021/22 work programme. Please note, however, that the 2021/22 work programme will not be formally agreed until the first meeting of 2021/22.

2. Recommendations

- 2.1. The Committee is asked to:
 - note the completed work programme attached at **appendix A**
 - review the issues covered over the course of 2020/21
 - review forthcoming key decisions set out in **appendix B**
 - consider priority themes for the 2021/22 work programme

3. The Work Programme

- 3.1. **Issues covered over the course of 2020/21:** Due to the pandemic and the demand that this has placed on the council, each Select Committee has only met four, instead of five, times this year. In addition, during the latter part of the municipal year, select committees were asked to only consider business critical and/or urgent items. This has had an impact on the volume of work select committees have been able to complete this year. The completed work programme attached at appendix A.
- 3.2. Key issues covered by the Housing Select Committee this year have included: budget cuts relevant to the remit of the committee; Lewisham's housing strategy and homelessness strategies; overcrowding; allocations; and Lewisham Homes.
- 3.3. **Timetable for setting the 2021/22 Work Programme:** Five committee meetings will be scheduled for the 2021/22 municipal year. A draft work programme will be put forward at the first meeting of the municipal year, taking into account key local issues and the committee's previous work.
- 3.4. At this meeting members are asked to review the committee's work over 2020/21 and consider suggestions/priority themes for 2021/22. Forthcoming key decisions are set out in appendix B. Work programme suggestions should be considered against the committee's terms of reference (see section 4) and the prioritisation chart set out below, and be achievable in terms of the meeting time available.
- 3.5. The Committee should give consideration to issues of local importance and decisions due to be made by Mayor and Cabinet. Items within the work programme should also be linked to the priorities of the Council's Corporate Strategy for 2018-2022:

Open Lewisham - Lewisham is a welcoming place of safety for all, where we celebrate the diversity that strengthens us.

Tackling the housing crisis - Everyone has a decent home that is secure and affordable.

Giving children and young people the best start in life - Every child has access to an outstanding and inspiring education, and is given the support they need to keep them safe, well and able to achieve their full potential.

Building an inclusive local economy - Everyone can access high-quality job opportunities, with decent pay and security in our thriving and inclusive local economy.

Delivering and defending: health, social care and support - Ensuring everyone receives the health, mental health, social care and support services they need.

Making Lewisham greener - Everyone enjoys our green spaces, and benefits from a healthy environment as we work to protect and improve our local environment.

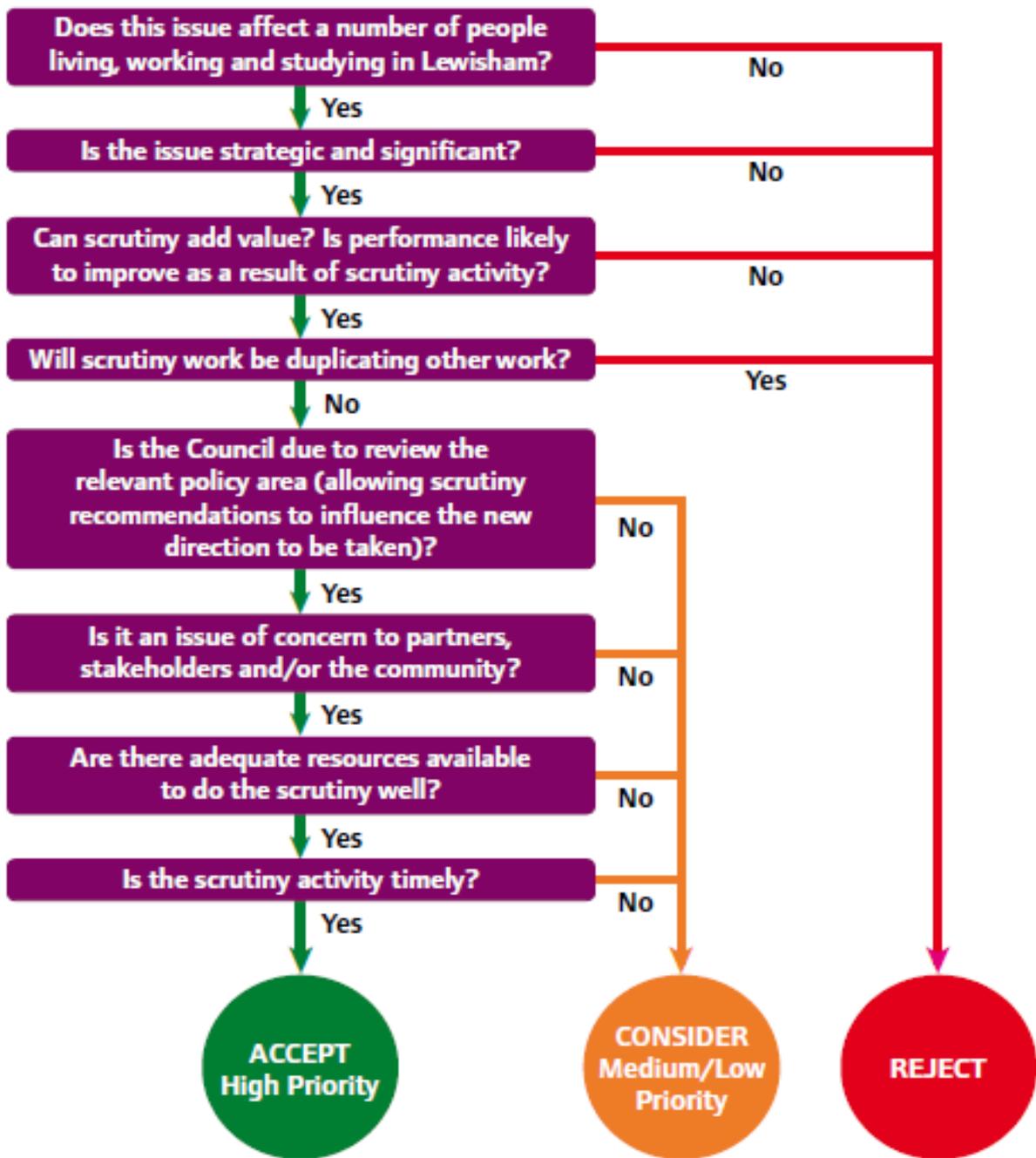
Building safer communities - Every resident feels safe and secure living here as we work together towards a borough free from the fear of crime.

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Scrutiny work programme – prioritisation process



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4. Housing Select Committee terms of reference

- 4.1. The Council's constitution sets out the Committee's powers as defined by the terms of reference (set out below). The Committee should familiarise itself with the terms of reference and consider its remit when selecting items for scrutiny.

Housing Select Committee terms of reference:

- a) 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:
- b) review and scrutinise decisions made or other action taken in connection with the discharge of the Council of its housing function
- c) make reports or recommendations to the authority and/or Mayor and Cabinet with respect to the discharge of these functions
- d) make recommendations to the authority and/or Mayor and Cabinet proposals for housing policy
- e) to review initiatives put in place by the Council with a view to improving, increasing and enhancing housing in the borough, making recommendations and/or report thereon to the Council and/or Mayor and Cabinet
- f) To establish links with housing providers in the borough which are concerned with the provision of social housing

5. Financial implications

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

6. Legal implications

- 6.1. 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.

7. Equalities implications

- 7.1. Equality Act 2010 brought together all previous equality legislation in England, Scotland and Wales. The Act included a new public sector equality duty, replacing the separate duties relating to race, disability and gender equality. The duty came into force on 6 April 2011. It covers the following nine protected characteristics: age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex and sexual orientation.
- 7.2. 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.
- 7.3. There may be equalities implications arising from items on the work programme and all activities undertaken by the Select Committee will need to give due consideration to this.

8. Climate change and environmental implications

- 8.1. There are no direct climate change or environmental implications arising from the implementation of the recommendations in this report. Items on the Committee's work

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programme may have climate change implications and these will need to be considered as part of the reports on those items.

9. Crime and disorder implications

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

10. Health and wellbeing implications

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

11. Report author and contact

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

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Housing Select Committee work programme 2020/21 - work programme

Item	Type	Priority	Delivery	15-Sep	18-Nov	28-Jan	09-Mar
Confirmation of Chair and Vice Chair	Constitutional req	CP2	Sep				
Financial stabilisation - budget update and medium term plan	Standard item	CP2	Sep				
The Impact of COVID-19 on Housing	Standard item	CP2	Sep				
Housing Strategy 2020-26 and Homelessness and Rough Sleeping Strategy 2020-22	Standard item	CP2	Sep				
Work programme 2020-21	Constitutional req	CP2	Sep				
Budget cuts proposals	Standard item	CP2	Nov				
Overcrowding referral	M&C response	CP2	Nov				
Allocations policy	Standard item	CP2	Nov				
Homelessness	Standard item	CP2	Jan				
Shared ownership	Standard item	CP2	Jan				
Lewisham Homes business plan	Standard item	CP2	Mar				

Information reports, briefings and visits	Type	Priority	Delivery				
Lewisham Homes annual report and business plan	Performance monitoring	CP2	Sep				
Allocations policy review	Chair's briefing	CP2	Oct				
Shared ownership at L&Q	Chair's briefing	CP2	Oct				
Shared ownership at Hyde	Chair's briefing	CP2	Nov				
Regenter B3 annual report and business plan	Performance monitoring	CP2					
Annual lettings plan	Performance monitoring	CP2					
Rent and service charge increases	Performance monitoring	CP2					
New homes programme updates	Performance monitoring	CP2					

	Item completed
	Item on-going
	Proposed timeframe

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FORWARD PLAN OF KEY DECISIONS

Forward Plan February 2020 - May 2020

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

Anyone wishing to make representations on a decision should submit them in writing as soon as possible to the relevant contact officer (shown as number (7) in the key overleaf). Any representations made less than 3 days before the meeting should be sent to Kevin Flaherty 0208 3149327, the Local Democracy Officer, at the Council Offices or kevin.flaherty@lewisham.gov.uk. However the deadline will be 4pm on the working day prior to the meeting.

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

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

FORWARD PLAN – KEY DECISIONS					
Date included in forward plan	Description of matter under consideration	Date of Decision Decision maker	Responsible Officers / Portfolios	Consultation Details	Background papers / materials
August 2019	Consultation: Proposal to Transfer Management of 5 Community Centres to Lewisham Homes	15/01/20 Mayor and Cabinet	Tom Brown, Executive Director for Community Services and Councillor Jonathan Slater, Cabinet Member for Community Sector		
October 2019	Building for Lewisham New Homes Programme parts 1 & 2	15/01/20 Mayor and Cabinet	Kevin Sheehan, Executive Director for Housing, Regeneration & Environment and Councillor Paul Bell, Cabinet Member for Housing		
October 2019	Achilles Street Estate Regeneration Ballot Results	15/01/20 Mayor and Cabinet	Kevin Sheehan, Executive Director for Housing, Regeneration & Environment and Councillor Paul Bell, Cabinet Member for Housing		
October 2019	Parking Policy Update	15/01/20 Mayor and Cabinet	Kevin Sheehan, Executive Director for Housing, Regeneration & Environment and Councillor Brenda Dacres, Cabinet Member for Environment and Transport (job share)		
June 2019	Disposal of former Wide Horizon Sites in Wales & Kent'	15/01/20 Mayor and Cabinet	David Austin, Acting Chief Finance Officer and Mayor Damien Egan, Mayor		

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

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

FORWARD PLAN – KEY DECISIONS					
Date included in forward plan	Description of matter under consideration	Date of Decision Decision maker	Responsible Officers / Portfolios	Consultation Details	Background papers / materials
October 2019	NHS Commissioning Arrangements in Lewisham	22/01/20 Council	Aileen Buckton, Executive Director for Community Services and Councillor Chris Best, Deputy Mayor and Cabinet Member for Health and Adult Social Care		
November 2019	Setting the Council tax Base NDR Tax Base & Discounts for Second Homes and Empty Homes	22/01/20 Council	David Austin, Acting Chief Finance Officer and Councillor Amanda De Ryk, Cabinet Member for Finance and Resources		
October 2019	Precision Manufactured Housing (PMH) Procurement	05/02/20 Mayor and Cabinet	Kevin Sheehan, Executive Director for Housing, Regeneration & Environment and Councillor Paul Bell, Cabinet Member for Housing		
October 2019	Budget 2020-21	05/02/20 Mayor and Cabinet	David Austin, Acting Chief Finance Officer and Councillor Amanda De Ryk, Cabinet Member for Finance and Resources		
October 2019	Acquisition of land at Pool Court. parts 1 & 2	05/02/20 Mayor and Cabinet	Kevin Sheehan, Executive Director for Housing, Regeneration & Environment and Mayor Damien Egan, Mayor		
December 2019	Youth Services Contract Award	05/02/20	Sara Williams, Executive		

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

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

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

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

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

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

FORWARD PLAN – KEY DECISIONS

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

FORWARD PLAN – KEY DECISIONS

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

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

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

FORWARD PLAN – KEY DECISIONS

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