

Economic Regeneration, Housing and the Arts Policy and Accountability Committee

Agenda

Tuesday 13 June 2017

7.00 pm

Small Hall - Hammersmith Town Hall

MEMBERSHIP

Administration:	Opposition
Councillor Daryl Brown Councillor Adam Connell Councillor Alan De'Ath (Chair)	Councillor Lucy Ivimy Councillor Harry Phibbs

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www.lbhf.gov.uk/councillors-and-democracy

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Date Issued: 05 June 2017

Economic Regeneration, Housing and the Arts Policy and Accountability Committee

Agenda

13 June 2017

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The next meeting will be held on 5th July 2017 in the Courtyard Room at Hammersmith Town Hall. The meeting will start at 7:00pm.

Members and residents are invited to submit suggestions for the work programme, either at the meeting or by email to ainsley.gilbert@lbhf.gov.uk

** If a Councillor has a disclosable pecuniary interest in a particular item, whether or not it is entered in the Authority's register of interests, or any other significant interest which they consider should be declared in the public interest, they should declare the existence and, unless it is a sensitive interest as defined in the Member Code of Conduct, the nature of the interest at the commencement of the consideration of that item or as soon as it becomes apparent.*

At meetings where members of the public are allowed to be in attendance and speak, any Councillor with a disclosable pecuniary interest or other significant interest may also make representations, give evidence or answer questions about the matter. The Councillor must then withdraw immediately from the meeting before the matter is discussed and any vote taken.

Where Members of the public are not allowed to be in attendance and speak, then the Councillor with a disclosable pecuniary interest should withdraw from the meeting whilst the matter is under consideration. Councillors who have declared other significant interests should also withdraw from the meeting if they consider their continued participation in the matter would not be reasonable in the circumstances and may give rise to a perception of a conflict of interest.

Councillors are not obliged to withdraw from the meeting where a dispensation to that effect has been obtained from the Audit, Pensions and Standards Committee.

London Borough of Hammersmith & Fulham



Economic Regeneration, Housing and the Arts Policy and Accountability Committee Minutes

Wednesday 26 April 2017

PRESENT

Committee members: Councillors Daryl Brown, Adam Connell, Alan De'Ath (Chair) and Lucy Ivimy

Other Councillors: Andrew Jones and Sue Fennimore

Officers: Nilavra Mukerji - Director of Housing Services, Andy Stocker - Service Transformation Manager in Housing Services, Joseph Pascual – H&F Link and Support Manager, Glendine Shepherd – Head of Housing Solutions

Partners: Jaya Lalwani - Training Supervisor and Digital Inclusion Coordinator at Citizens Advice Hammersmith and Fulham

44. APOLOGIES FOR ABSENCE

Apologies for absence were received from Councillor Harry Phibbs and Councillor Lisa Homan, Cabinet Member for Housing.

45. DECLARATIONS OF INTEREST

There were no declarations of interest.

46. MINUTES

The minutes of the meeting held on 7 March 2017 were agreed to be accurate.

47. DIGITAL INCLUSION – HOUSING SERVICES

Andy Stocker explained that digital inclusion meant helping people to benefit from the internet, through access to information, better deals and increased contact with friends and family. It was estimated that 12% of the borough's population could not access the internet; for residents living in Council houses this figure rose to 30% and so schemes to improve digital inclusion on housing estates had been set up.

Digital inclusion schemes had been piloted on the Queen Caroline Estate and at Waterhouse Close Sheltered Accommodation. These schemes involved grants being provided for a broadband connection and IT equipment and training sessions then being offered in residents' halls. Training sessions had been delivered by Council officers, volunteers, staff of Bishop Creighton House and even school children as part of the Council's youth takeover day. The support offered was tailored to each person attending, although everyone left the session with an email address. So far more than 40 residents had been given training on how to use the internet.

Andy Stocker said that there was significant demand for digital inclusion services in sheltered accommodation. He explained that the current service model was not able to deliver training in all 47 of the residents halls in the borough, but that a model based on hub venues in each area of the borough would be possible. This idea would be dependent on both additional funding being identified, possibly through crowdfunding on Spacehive, and on more volunteers being recruited.

Jaya Lalwani explained that Citizens Advice Hammersmith and Fulham delivered training at Avonmore Library and at the Advice Centre in Shepherds Bush through its TechTalk scheme. Digitally themed coffee mornings were also arranged which helped people to improve their skills. The service had 30 digital champions and also promoted online training through learnmyway.com. Some learners were now so confident using computers that they were training others.

A resident said that they were pleased to hear that digital inclusion was being promoted but that the service needed to be rolled out further as many, especially those living in the south of the borough, couldn't access the training. Andy Stocker explained that a trial had been planned on an estate in Fulham but that the TRA had not been able to commit to doing what was needed of it to launch the scheme. He said that he hoped that the service could benefit all residents in time.

A resident said that the knowledge and attitude of the member of staff giving the training was important to the scheme's success; an early trainer at one of the schemes had not been well liked by learners and this had led to people not wanting to attend. Andy Stocker said that a lot had been learned from pilots, including the need for friendly trainers.

Councillor Connell said that he was surprised by the high proportion of people who did not access the internet and asked what was done to help those who

did not live in council housing. Andy Stocker explained that residents not able to access the housing run schemes were signposted to voluntary sector organisations which the council funded to provide this type of training. Councillor Fennimore explained that improving digital inclusion was an important part of tackling loneliness and isolation and that the Health, Adult Social Care and Social Inclusion Policy and Accountability Committee had already reviewed the Council's progress on the issue. The Poverty and Worklessness Commission recommendations would also help the Council to promote digital inclusion.

A resident said that digital inclusion needed to be addressed by national government. The Chair suggested that the Council could lobby the government to ask them to focus on improving digital inclusion. Councillor Fennimore said that it was already a government priority but that more pressure might persuade the government to fund more schemes.

Nilavra Mukerji explained that government was already doing some work to encourage businesses to help people to use the internet. Councillor Jones said that the Council also felt that getting businesses to engage residents in the digital world was an important way to increase digital inclusion. A resident said that businesses would always be interested in how they could profit from providing such training but that so long as residents remembered this their help in learning about computers and the internet could be very useful.

The Chair noted that many parents might be concerned about their children's ability to access inappropriate material online and asked whether this fear was used to help make residents more digitally aware. Jaya Lalwani said that talks were run in conjunction with primary schools which covered online safety. Councillor Fennimore said that Age UK ran very good intergenerational digital inclusion projects elsewhere in the country which could be looked at for delivery in Hammersmith and Fulham.

A resident said that the TRA at Waterhouse Close wanted to install wifi across the building at a low cost per resident. He explained that the Council had prevented the work from going ahead and asked why this was. Andy Stocker said that in principle the Council supported the scheme, however, permission from the Council as the owner of the building had not been sought for the works and so their potential impact had not been assessed. The works had been stopped pending that assessment which was ongoing, and consultation with residents to check that they were happy with the proposal. Councillor Ivimy said that it was also important that a shared network was properly secured.

The Chair thanked residents for sharing their experiences and officers and others for their work to help people use technology to their advantage.

48. TACKLING WORKLESSNESS

Glendine Shepherd explained that the government's welfare reforms had been aimed at making work pay. The impact of welfare reform on

unemployed households was significant and so the council had taken steps to help people into work.

The key welfare reforms were the introduction of the benefit cap and combination of previous benefits into Universal Credit. The benefit cap had reduced housing benefit for 1335 families in the borough. 65% of those households which had been capped were no longer seeing their benefit reduced, either because they had been helped into work and so eligible to collect working tax credit (480 households) or because they had been exempted from the cap because of disability or because they had moved to cheaper accommodation. Universal Credit mainly affected new applicants and this had been rolled out in most of the borough; officers had worked with Jobcentre Plus to develop an effective system of managing applications to reduce the impact of the new system. Universal Credit's earning's taper allowed people to work unlimited hours and still claim so it was easier to encourage people to seek work.

The schemes which the Council ran to help people into work included:

- H&F Link and Support which runs the H&F Advice Hub, located at 145 King Street, where residents could get advice and assistance on a wide range of subjects. Support was provided by Hammersmith Jobcentre Plus, WorkZone, OnePlace and Adult Learning and Skills.
- WorkZone which helped residents into work and training and helped business with recruitment.
- OnePlace which brought together staff from a range of council services, Jobcentre Plus and other agencies to provide support for those who were long-term unemployed, vulnerable or who had complex needs.

A resident asked whether internships and apprenticeships were available through the council's schemes. Joseph Pascual explained that WorkZone provided apprenticeships, whilst the council also offered people the chance to do an apprenticeship or some work experience at the council.

The Chair asked whether pastoral support was available for people who had been out of work for a long time. Joseph Pascual said that it was, those who had been out of work for a long time were given an action plan including tailored support which could include a range of pastoral schemes.

A resident asked whether the gender and age of those accessing services were monitored. Glendine Shepherd confirmed that these statistics were recorded and services were adjusted to ensure that they met the needs of all communities.

Councillor Connell noted that Hammersmith Jobcentre Plus was due to close and asked what impact this would have. Glendine Shepherd explained that some Jobcentre Plus staff would relocate to 145 King Street but that there would be an impact. Officers were trying to make sure that the required support was made available by Jobcentre Plus.

Councillor Connell noted that the government had removed the duty to monitor income based child poverty as it introduced the benefit cap. He asked whether the council's records allowed officers to assess the impact of the cap on children. Joseph Pascual explained that officers monitored the number of children affected by the cap and worked closely with other agencies to mitigate the impact of the benefit cap on them. Councillor Connell asked that the figures for the number of children affected by the benefit cap be shared with him.

Councillor Connell asked whether the lessons learned from the roll out of Universal Credit had been passed on to government. Joseph Pascual explained that officers met with staff at the Department for Work and Pensions regularly; at these meetings officers explained any issues which had been encountered and were frank about the impact of any problems. The Department for Work and Pensions seemed to take the council's concerns seriously and some improvements had been made to processes. Glendine Shepherd explained that the biggest problem with Universal Credit was that claimants were not paid their first benefit for 6 weeks.

A resident asked what support was made available to those who were managing their rent for the first time. Joseph Pascual explained that officers would help residents to understand tenancies and resolve issues with the payment of benefits to allow residents to pay their rent; if someone was struggling to pay rent then the Council could ask the Department for Work and Pensions to put in an 'Alternative Payment Arrangement' which would see housing benefit paid straight to the landlord. Councillor Fennimore noted that Hammersmith and Fulham's 'Trusted Partner' status meant that it was easier for officers to arrange 'Alternative Payment Arrangements' where it was necessary.

Glendine Shepherd said that when Universal Credit had first been introduced it had been very much a one size fits all system. This had caused problems for many but the Department for Work and Pensions had made changes and the Council had influenced this change.

Councillor Ivimy commended officers for their efforts in trying to get people back into work and for building an effective relationship with the Department for Work and Pensions.

49. REVIEW OF ADULT LEARNING'S RECENT OFSTED INSPECTION AND RECOMMENDATIONS

Eamon Scanlon explained that the Adult Learning and Skills Service was based at the Macbeth Centre, with outreach at the Adult and Community Learning Centre at Arc Swift Primary Academy and at Normand Croft Community Centre. 7,000 students attended courses each year.

In November 2016 the Adult Learning and Skills Service had been inspected by Ofsted; the service had been rated good with some outstanding features. The Skills Funding Agency had agreed to continue to fund courses, with £2.7 million being paid in 2016-17. Some of the highlights of the report were

courses designed to support employment needs, social benefits of courses, the services' leadership and the safeguarding and prevent training received by staff.

The inspection had also highlighted a number of areas for improvement. These were being acted upon, as follows:

- Recruit a mathematics teacher so that more classes could be run.
Recruitment of a maths teacher was ongoing.
- Routinely scrutinise plans to improve outcomes for those taking basic qualifications in English, Maths and ESOL
Officers were addressing issues with poor performance by some learners and with high dropout rates. This was being done by assessing learner's abilities better and ensuring that they were supported through their courses.
- Review data to ensure that new learners are participating
Officers had worked with the business intelligence team to get weekly reports which helped them to ensure that courses were performing well and engaging learners.
- Ensure that learners' progress and achievement are recorded and recognised
The requirements of the existing scheme had been publicised whilst possible improvements were being considered.

Eamon Scanlon said that Ofsted's recommendations had been useful in identifying areas where the service could be improved; they had been fed in to the service's Quality Development and Improvement Plan and they would all be acted upon.

The Chair congratulated the service and all of the staff in it for achieving a good rating. Residents said that they felt that the service was good and were pleased that it had been officially recognised.

Councillor Connell noted that PREVENT training was very important and asked whether staff were trained to recognise far-right extremism. Eamon Scanlon said that nationally developed courses had been attended by staff and that this had been very broad, covering all types of extremism, including training on far-right groups and ideologies. Councillor Fennimore said that the ability to identify far-right extremism had become more important since the Brexit vote as there had been a surge in activity. Councillor Ivimy asked whether any significant issues had arisen in the borough. Eamon Scanlon said that there had been 1 PREVENT issue reported by the service, although the person had lived outside of the borough. The service had been told that it had responded to the issue effectively.

50. WEST LONDON AREA REVIEW OF ADULT COMMUNITY LEARNING

Eamon Scanlon explained that funding for Adult Learning and Skills was likely to be devolved to the Mayor of London and then to sub-regions. Hammersmith and Fulham was part of the West London sub-region. It was possible that the service would lose funding as a result of these arrangements; officers were working to mitigate the impact of any changes on

learners. A task and finish group had agreed eight principles for the future provision of Adult Community Learning in West London.

A resident asked whether the council could do anything to ensure that learners did not suffer as a result of the devolution of funding. Eamon Scanlon explained that holding the area review was important as it guaranteed that learners would be engaged in the development of any proposed changes; negotiations with London Councils about funding would also be critical to ensuring that the service remained good.

51. DATE OF THE NEXT MEETING AND WORK PROGRAMME


A resident asked that an item on Sheltered Accommodation be brought to the PAC. It was noted that the PAC had considered an item on Sheltered Accommodation in September 2016 and that it was probably therefore too soon to bring another item on the topic.

Meeting started: 7.00 pm
Meeting ended: 8.55 pm

Chair

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Agenda Item 5

<p>London Borough of Hammersmith & Fulham</p> <p>Economic Regeneration, Housing and the Arts Policy and Accountability Committee</p> <p>13th June 2017</p>	 <p>h&f hammersmith & fulham</p>
<p>LOW COST HOME OWNERSHIP UPDATE REPORT</p>	
<p>Report of the Cabinet Member for Housing – Councillor Lisa Homan</p>	
<p>Open Report</p>	
<p>Classification - For Information</p> <p>Key Decision: No</p>	
<p>Consultation:</p> <p>Housing Services Department</p>	
<p>Wards Affected: All</p>	
<p>Accountable Director: Jo Rowlands – Lead Director for Planning, Regeneration & Housing Services</p>	
<p>Report Author:</p> <p>Labab Lubab – Partnership and Strategy Manager</p>	<p>Contact Details:</p> <p>020 8753 4203 labab.lubab@lbhf.gov.uk</p>

1. EXECUTIVE SUMMARY

- 1.1. This update report provides commentary on the intermediate housing services offered through Hammersmith and Fulham's home ownership service, H&F Home Buy.
- 1.2. The report details
 - the intermediate housing products on offer,
 - the Council's approach to securing genuinely affordable intermediate housing in the borough,
 - the Home Buy register
 - Sales achieved through the Home Buy service in the last 5 years.
 - Communication and engagement activities of the service.

2. RECOMMENDATIONS

- 2.1. PAC to review the low cost home ownership update report and make comments and recommendations as it deems appropriate.

3. LOW COST HOME OWNERSHIP

What is Intermediate Housing?

- 3.1. Intermediate housing is housing for sale or rent available to people who do not qualify for social housing and who cannot afford to buy or rent, a home on the open market.
- 3.2. The cost of homes provided for intermediate housing are above the cost of social rent, but below market levels. These are known as Low Cost Home Ownership (LCHO) and Intermediate Rent homes. These tenures are intended to be the bridge between social rented housing and open market housing.

What is Intermediate Rent?

- 3.3. Intermediate rent homes are typically Housing Association homes let at a level below the rents charged in the open market. The rent is normally set at up to 80% of the rent charged on the open market.
- 3.4. This option is designed to give people the chance to save and build deposits to use towards the purchase of a home either through LCHO or on the open market, if this is possible.

What is Low Cost Home Ownership?

- 3.5. Low Cost Home Ownership (LCHO) are schemes designed to help people who would otherwise be unable to buy a home on the open market. LCHO include products as Shared Ownership and some equity share models. In Hammersmith and Fulham, we use two main products;
- 3.6. **Shared Ownership:** The traditional LCHO product. It enables people to buy a share of a home (between 25% and 75%) on leasehold basis and pay rent on the remaining share. Owners can buy additional shares in the future thereby reducing the rented share and the associated rental charge, until they own the property

outright. Owners can also sell their share if wish and keep the value of the share they own.

- 3.7. **Council Shared Equity:** (previously known as Discounted Market sale) Enables people to buy a property at a discounted price with the unsold equity held by the Council in perpetuity with nothing payable towards it. Should the home owner decide to sell the property, it is sold at the same percentage at the prevailing market value, ideally to another prospective purchaser nominated by the Council.
- 3.8. The Home Buy service also manage the re-sales and re-lets of intermediate housing that becomes available in the borough. Ideally nominating another applicants from the Home Buy register.

4. LBHF APPROACH TO AFFORDABILITY OF LCHO

- 4.1. The Council is committed to increasing the supply and choice of intermediate housing in Hammersmith and Fulham while ensuring a broad range of household incomes access LCHO opportunities.
- 4.2. To achieve this, we used data gleaned from the Home Buy Register to create income/affordability bands to ensure that properties secured through the planning system are affordable to residents and workers of the borough. These are;
 - A third of LCHO properties affordable to households on gross incomes of up to £29,000
 - A third of LCHO properties affordable to households on gross incomes of up to £43,550
 - A third of LCHO properties affordable to households on gross incomes of up to £50,550
- 4.3. Through this approach, the Council is seeking to ensure that the affordability of LCHO properties are linked to incomes of residents and workers of the borough rather than property prices that, in Hammersmith and Fulham, are among the highest in the country.
- 4.4. This is particularly important because the current London Plan Annual Monitoring Report, although strongly encourages provision of LCHO homes to a range of incomes, includes a maximum household income threshold of £90,000.
- 4.5. Given high land values, it is highly likely that the £90,000 income would be required to buy new homes in the borough. However, this maximum income figure would rule out the vast majority of households registered with Home Buy.
- 4.6. Using the affordability bands above and demand data from the Home Buy Register, the Council works with developers and housing associations on different schemes and models different scenarios to ensure the new homes are as affordable as possible to residents and workers of the borough.

5. H&F HOME BUY SERVICE

- 5.1. The Home Buy team manage the marketing of and allocation of intermediate housing in Hammersmith and Fulham to residents and workers of the borough.
- 5.2. The team maintain the Home Buy Register and advertise available opportunities to its applicants. The team assess, shortlist, and nominate eligible applicants to properties in the borough in accordance with the Home Buy Allocation Scheme.
- 5.3. The service offer residents and worker of the borough a free hand-holding service through the home ownership process providing one-to-one information and advice sessions and referral services to independent financial advisors and solicitors.
- 5.4. The Home Buy team also manage the Council's freehold enfranchisement scheme and other auxiliary leasehold sales such as lease extensions and loft sales. They also administer the statutory Right to Buy.

Home Buy Register

- 5.5. There is significant demand for intermediate housing, particularly, LCHO in the borough. The Home Buy service manage the Home Buy Register which holds over 9,000 applicants interested in intermediate housing opportunities in the borough. Of these:
 - 70% have a household income between £20,000 and £50,000
 - 65% are aged between 20 and 40 years' old
 - 64% have registered a need for a one-bedroom home
 - 55% have registered a desire for a two-bedroomed home

6. LCHO SALES

- 6.1. In the since 2012, Home Buy have overseen the completion and sale of 703 new LCHO homes to residents and workers of the borough.

Year	Completions
2012	103
2013	99
2014	37
2015	381
2016	79
2017 <i>(to date)</i>	12*
Total	711
2018 <i>(estimate)</i>	217

- 6.2. A minimum of 133 LCHO re-sales were also allocated through the services during this time.
- 6.3. A further 133 LCHO homes are due to be completed by the end of this financial year.

- 6.4. Home Buy expect to launch at least two new developments with a combined total of 84 LCHO and 13 Intermediate rent homes.
- 6.5. In the table below, we allocated completions to each affordability based on the data reported by housing providers.

Income Groups	2014	2015	2016	2017
0 - £30,000	30%	39%	12%	17%
£30,001 - £40,000	35%	29%	37%	50%
£40,001 - <i>Max Income*</i>	35%	32%	51%	33%

- The data above is based on the available completion reports since 2014.
- Max income thresholds have steadily increased in the London Plan Annual Monitoring Report- the highest reported income to Home Buy is £76,000 for a three-bedroomed home.
- Affordability of products affects income requirements. Shared ownership requires a higher income to afford the mortgage and rent of a home in contrast to Council Shared equity where there is no rent to pay on unsold share.

7. COMMUNICATIONS AND ENGAGEMENT

- 7.1. In 2016, Home Buy began a series of engagement and information events in various locations around the borough. feedback received at the roadshows demonstrated the need to continue to promote various housing options offered by the service.
- 7.2. In March 2017, Home Buy hosted a forum with key partners to discuss the most effective ways of communicating with applicants. The housing associations who attended found the forum beneficial and it was agreed that Home Buy would host this twice a year.


Programme of Events

Location	Address	Date	Visitors
Parkview Centre for Health	<i>Cranston Court, 56 Bloemfontein Road W12</i>	22 nd Sept 2016	15
Askew Road Library	<i>87/91 Askew Road, London W12</i>	29 th Oct 2016	14
Area Housing Office (South)	<i>New Zealand Way, White City Estate, W12</i>	24 th Nov 2016	10
Avonmore Library and Neighbourhood Centre	<i>North End Crescent, London W14 8TG</i>	12 th Jan 2017	9
Area Housing Office (North)	<i>Clem Attlee Estate, Lillie Road, SW6</i>	14 th Mar 2017	20
Shepherds Bush Library	<i>6 Wood Lane, London W12</i>	8 th Apr 2017	33

- A total of 101 unique attendees visit home buy sessions
- Shepherds Bush Library was held from 10am to 4pm, all other events were held between 10am and 2pm

7.3 Home Buy will this year re-instate its annual LCHO open day to publicise the schemes and homes available through the service. The free event will be designed to offer a one-stop shop for aspiring home owners giving them an opportunity to meet housing providers, solicitors and Independent Financial advisors to discuss the schemes and their options.

Agenda Item 6

<p>London Borough of Hammersmith & Fulham</p> <p>ECONOMIC REGENERATION, HOUSING AND THE ARTS POLICY & ACCOUNTABILITY COMMITTEE</p> <p>13 JUNE 2017</p>	
HOUSING SERVICES PERFORMANCE DATA	
Report of the Cabinet Member for Housing	
Open Report	
Classification - For Policy & Advisory Review & Comment	
Key Decision: No	
Wards Affected: All	
Accountable Director: Jo Rowlands, Regeneration, Planning & Housing Lead Director	
Report Author: Kathleen Corbett, Director of Finance and Resources (Regeneration, Planning & Housing) & Nilavra Mukerji Director of Housing Services	Contact Details: Tel: 020 8753 3031 E-mail: kathleen.corbett@lbhf.gov.uk

1. EXECUTIVE SUMMARY

- 1.1 This report updates on housing services performance data for the year ending 31/3/17.
- 1.2 It also provides a brief summary of the considerable work that has been undertaken in the past year, looking at key areas of the service and how they currently perform, and how we focus on the right things going forward to drive both performance improvement and resident satisfaction.

2. RECOMMENDATIONS

- 2.1 PAC is invited to comment on the report and comment on the work underway to improve performance and satisfaction.

3. HOUSING SERVICES PERFORMANCE INDICATORS

3.1 Performance on each indicator against target is marked as follows:

Green	Target met
Amber	Within tolerance
Red	Outside tolerance: action plan to ensure improvement in place and being monitored
Grey	No target, just monitored

3.2 The key performance indicators for Housing and Property Services for the year to 31st March 2017 were:

Indicator	Target	Actual Year ended 31 st March 2017	Reported to Housing resident meetings?
Housing Solutions			
Number of families in B&B with Children	0	0	No
Number of permanent lettings to social housing	700	635	No
% of lettings to households making a community contribution	30%	45.74%	No
Financial Management			
% of rent collected for Council Homes (excluding current arrears)	98%	99.09%	Yes
Former tenant arrears as a % of rent due for Council Homes(excluding voids)	1.6%	1.39%	No
Properties recovered - Fraud	48	17	Yes
Property Management			
% Properties with a valid gas certificate not in legal process ¹	100%	100%	Yes
% appointments kept by the repairs contractor	98%	98.04%	Yes
% repairs right first time	90%	91.95%	Yes
% of all repairs (priority 2-5) completed on time	96%	94.64%	Yes
Number of days taken to re-let empty properties ²	25 days	27.4 days	Yes: as North, South & Sheltered
Community			

¹ There were 3 properties which were in the legal process as we were unable to gain access to carry out testing.

² Excludes properties having major repairs carried out

Indicator	Target	Actual Year ended 31 st March 2017	Reported to Housing resident meetings?
Antisocial behaviour cases in the year	N/A	213	
Caretaking Quality Inspections: average score	91%	83%	Yes: as North & South
Estate inspection reports published on time	100%	97.73%	Yes
Customer Service			
% Complaints responded to one time	80%	89.76%	Yes
% Complaints upheld	N/A	68.3%	Yes
Repairs Raveometer score	N/A	77.16%	Yes

- 3.3 **Number of permanent lettings to social housing:** This is lower than expected because of a reduction in the number of existing tenants giving up their tenancies. This reflects the current trend across London. This reduction in homes available to be let inevitably results in increased pressure on General Fund costs as it pushes up the need for temporary accommodation.
- 3.4 **Properties recovered: fraud:** Following difficulties in recruitment, Housing Services were without a dedicated Tenancy Fraud Investigation Officer from January 2016 to April 2016 and from January 2017 up to now. Housing Officers made referrals to Corporate fraud during these periods.
- 3.5 We have agreed that the Tenancy Fraud Investigation Officer position is moved into the Corporate Fraud team as Housing will then benefit from increased fraud knowledge and extra resources as Corporate Fraud agreed to provide a dedicated Officer to work with the North Area Office and one to work with the South Area Office – we expect recoveries to increase once these officers are in place and will review the arrangement at 6 months. This decision is to rectify underperformance reported. Corporate Fraud have recruited to one of these positions so far and are working with the Area Offices to develop good working practices to boost recoveries.
- 3.6 **Caretaking quality inspections and estate inspection reports:** We have a programme of deep cleaning at each site currently underway. We will then seek to maintain standards by rigorous contract management and operational monitoring, changes to the contract management team have been put in place to achieve this. We will also be working with Pinnacle to improve how we manage re-cycling and bulky waste, and will drive up performance through training, greater use of cleaning technology, and the integration of our IT and operational systems.
- 3.7 **% of priority 2-5 repairs completed on time:** This is just outside of target at 94.64%. The current review of the mitie contract has, among other things,

focused on how to prevent bottlenecks in processes happening which cause delays.

3.8 **Average number of days taken to re-let empty properties:** This consists of:

- General Needs North of Borough 24.72 days
- General Needs South of Borough 31.14 days
- Sheltered Housing 32.52 days

Sheltered Housing has always historically taken longer to re-let. We are working with our Housing Management contractors for the South of the Borough, Pinnacle, to improve the voids turnaround in that area.

4. **SERVICE REVIEWS: LOOKING AT PERFORMANCE AND SATISFACTION**

4.1 Several reviews have been undertaken this year, to help drive performance, and ensure that we are measuring and targeting the right things.

4.2 **New tenant sign up process**

4.2.1 We have undertaken a review of our lettings process, looking at the customer experience. This has involved undertaking focus groups of residents with recent experience of the process, and officers, to identify how we can improve this process and make it more customer oriented. The review has resulted in:

- Better communication – ensuring what we supply to residents is helpful for them and reflects their information needs
- Making the sign up meeting less bureaucratic and onerous, to enable more time to be spent developing a relationship with the new tenant
- A new tenant survey for them to complete a few weeks after moving in, so we have better feedback about their experience of the process

4.3 **Repairs service review**

4.3.1 As part of this review, we have identified some key changes in how we drive performance improvement, and we are agreeing some Key Performance Indicators for the planned and capital works programme, including resident satisfaction. These performance indicators have been absent since the contract was let in 2013.

4.3.2 With our repairs contractor, we have piloted a new customer insight tool (Rant N Rave), which provides both real time data to enable prompt issue resolution where something is going wrong, and better and useful feedback about the customer experience, using a 'sentiment score'. The sentiment score is generated using some complex algorithms linked to text feedback from residents.

4.3.3 This move away from a more traditional, sample survey approach has been very helpful and the information can be used to drive improvements. We reach far more customers this way than a traditional survey.

4.3.4 In March 2017 it had been nearly ten months since go live. In that time, we'd had over 6,300 items of feedback we can use to learn about how we are doing and how we can improve. Of these:

- 5,000 of these were given a score of 3 to 5 out of 5 (80%)
- The average customer score was 4.04 out of 5
- The raveometer score in section 3 of this report is calculated as the number of residents scoring the overall service between a 3 and 5 on a scale of 1 to 5 in March 2017 only

4.3.5 Some changes have already been made because of the feedback

- MITIE now use a supply chain partner that offer 24 hour service and faster turnaround for TV aerials
- We use the feedback as part of the investigation and lessons learned process for complaints, we can also resolve some situations before a formal complaint is made
- Job numbers will soon be included in all messages so residents know which repair to provide feedback on

4.3.6 Further improvements to improve customer experience are currently being developed, to be brought on line later this year.

4.4 **Better Letters programme**

4.4.1 As part of improving our communication to residents, all staff have received training on writing 'Better Letters'. As part of this process, we have reviewed existing standard letters, to make them more customer oriented, and improve the quality of communication.

4.5 **Communications Working Group and Repairs Working Group**

4.5.1 Both of these residents groups have played a vital role in helping us deliver our review of the repairs service, and continue to be an integral part of ensuring that any changes are aligned with what residents expect from the service.

5. **BACKGROUND PAPERS USED IN PREPARING THIS REPORT**

No.	Description of Background Papers	Name/Ext of holder of file/copy	Department/ Location
1.	Housing and Regeneration Department scorecard	Kathleen Corbett Ext 3031	Housing and Regeneration Department, 3 rd Floor Town Hall Extension, King Street
2	Residents Performance Scorecard	Daniel Miller Ext 6996	Housing and Regeneration Department, 3 rd Floor Town Hall Extension, King Street

Economic Regeneration, Housing & the Arts PAC Work Programme 2017/18

13 th June 2017 Small Hall, HTH. 7:00pm.		
ITEM	LEAD OFFICER	REPORT BRIEF
Low Cost Home Ownership	Labab Lubab	To consider what schemes are available, how they are performing and what the Council has been doing to try to get more people into homes they own.
Performance Data for the Housing Department	Nilavra Mukerji / Kath Corbett	To scrutinise the performance of Housing Services against key targets.

5 th July 2017 Courtyard Room, HTH. 7:00pm.		
ITEM	LEAD OFFICER	REPORT BRIEF
The Arts	James Fitzgerald	To consider an update on progress made against the Arts Strategy.
Housing for refugees and asylum seekers	Glendine Shepherd / Jo Rowlands	To provide an overview of what the Council does to provide housing for refugees and asylum seekers, and the rules and funding streams relating to these.

6 th September 2017 Courtyard Room, HTH. 7:00pm.		
ITEM	LEAD OFFICER	REPORT BRIEF
The Council's home energy strategy and measures to tackle fuel poverty	Nick Austin/Justine Dornan	To review the work of the Council to make homes as fuel efficient as possible and how vulnerable residents will be protected during the winter.
Communal Heating Charges	Kath Corbett	To consider whether improvements could be made to the way in which residents with communal heating are billed.

Economic Regeneration, Housing & the Arts PAC Work Programme 2017/18

Tackling ASB with Housing Providers	Jonathan Shaw	To consider the strategies Anti-Social Behaviour Officers use to work with housing providers to deal with ASB issues.
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8th November 2017		
Small Hall, HTH. 7:00pm.		
ITEM	LEAD OFFICER	REPORT BRIEF
Culture Led Place Making	Jo Rowlands	To consider the administration's strategy of developing a sense of place through cultural venues, activities and events.
Leaseholder Services	Kath Corbett / Jana Du Preez	To hear about the improvements made to leaseholder services and identify further changes which could be made.

16th January 2018		
Courtyard Room, HTH. 7:00pm.		
ITEM	LEAD OFFICER	REPORT BRIEF
Budget Proposals 2017-18	Kath Corbett / Mike Clarke	To consider the budget proposals for 2017-18.
Tenants and Residents Halls	Nilavra Mukerji	To discuss the council's work to try to get tenants and residents halls used more.

19th March 2018		
Courtyard Room, HTH. 7:00pm.		
ITEM	LEAD OFFICER	REPORT BRIEF
TBC		

Economic Regeneration, Housing & the Arts PAC Work Programme 2017/18

Potential Future Items		
ITEM	LEAD OFFICER	REPORT BRIEF
Industrial Strategy	Jo Rowlands	To discuss the new Industrial Strategy
Garages	Nilavra Mukerji	To consider efforts made to improve lettings rates and to investigate whether the Council is using its garages on Housing Revenue Account land effectively.
Housing for disabled people	Jo Rowlands	To consider the proposed actions for meeting the housing needs of disabled people following the report of the disabled persons commission.