

Overview & Scrutiny Committee

Wednesday 8 January 2025
6.30 pm

Ground Floor Meeting Room G02A - 160 Tooley Street, London
SE1 2QH

Supplemental Agenda No.1

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8.	Judgement made by the Regulator of Social Housing - Southwark's role as a social landlord [Reference by Councillor - OSC Procedure Rule 12]	1 - 20
	To receive information on the judgement made by the Regulator of Social Housing on 27 November 2024, and how the Council intends to respond to the judgement.	
10.	Work Programme	21 - 31
	To note the work programme as at 8 January 2025.	

Contact

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Date: 24 December 2024

Meeting Name:	Overview & Scrutiny Committee
Date:	8 January 2025
Report title:	Improving Our Landlord Service
Ward(s) or groups affected:	All wards, Southwark Council Tenants & Leaseholders
Classification:	Open
Reason for lateness (if applicable):	N/A
From:	Strategic Director of Housing

RECOMMENDATIONS

1. OSC to note the result of the recent inspection by the Regulator of Social Housing (Appendix 1), and the steps we are taking to improve our landlord service, summarised in a new Improvement Plan (Appendix 2).
2. OSC to note the council remains on the Regulator's 'Gradings Under Review' list and must demonstrate continual improvement to ensure it is not downgraded.

BACKGROUND INFORMATION

3. The Grenfell Tower Fire in 2017 highlighted serious concerns about the regulation of social housing. These were exacerbated by several other failings, including the death of a two-year old named Awaab Ishak in 2020 from prolonged exposure to mould in the family home. In response, the Government introduced the Social Housing (Regulation) Act 2023, which took effect from April 2024.
4. The Act strengthened the role of the Regulator for Social Housing (RSH). Previously, the RSH could only intervene if they had reason to believe that residents were at risk of 'serious detriment'. Now, the RSH has the power to proactively inspect landlords and grade them against four new 'Consumer Standards'.

No		Consumer Standard
1		Neighbourhood and Community Standard Engaging with other parties so tenants can live in safe and well-maintained neighbourhoods, and feel safe in their homes.
2		Safety & Quality Standard The safety and quality of tenants' homes.

3	Tenancy Standard The fair allocation and letting of homes and how tenancies are managed and ended by landlords.
4	Transparency, Influence and Accountability Being open with tenants and treating them with fairness and respect so that tenants can access services, raise complaints, influence decision making and hold their landlord to account.

5. Larger landlords, like Southwark, will be inspected at least once every four years and assigned one of four grades from C1 (most positive) to C4 (least positive).

Grade	RSH Definition
C1	Overall the landlord is delivering the outcomes of the consumer standards. The landlord has demonstrated that it identifies when issues occur and puts plans in place to remedy and minimise recurrence.
C2	There are some weaknesses in the landlord delivering the outcomes of the consumer standards and improvement is needed.
C3	There are serious failings in the landlord delivering the outcomes of the consumer standards and significant improvement is needed.
C4	There are very serious failings in the landlord delivering the outcomes of the consumer standards. The landlord must make fundamental changes so that improved outcomes are delivered.

KEY ISSUES FOR CONSIDERATION

The inspection

6. In May 2024, the RSH announced that Southwark would be inspected between July and August. In preparation, the council submitted more than two-hundred documents to the Regulator.
7. In June, the council decided to self-refer to the RSH because of the number of homes without an Electrical Installation Condition Report (EICR). The Regulator confirmed that the inspection would continue as planned, but Southwark would be placed on its 'Gradings Under Review' List.

Gradings Under Review definition

If we are investigating a landlord due to suspected serious failings, we may place them on our gradings under review list. This is likely to be where our engagement is ongoing and we think it is appropriate to alert stakeholders to the fact that we have serious concerns about that landlord's delivery of the standards outcomes, which we are investigating. Once we finish investigating, if appropriate we publish a new or updated regulatory judgement for the landlord. We then remove it from the gradings under review list.

8. The inspection took place on 7 & 8 August. The first day focused on interviews with the council's senior leaders, including the Leader, Chief Executive and Strategic Director of Housing. The inspectors also met with a panel of engaged tenants. The second day consisted of group discussions with key officers on different themes, such as stock quality, anti-social behaviour and health & safety. The RSH also observed meetings of the Housing, Community Safety and Community Engagement Scrutiny Commission, and the Repairs Improvement Residents Board.

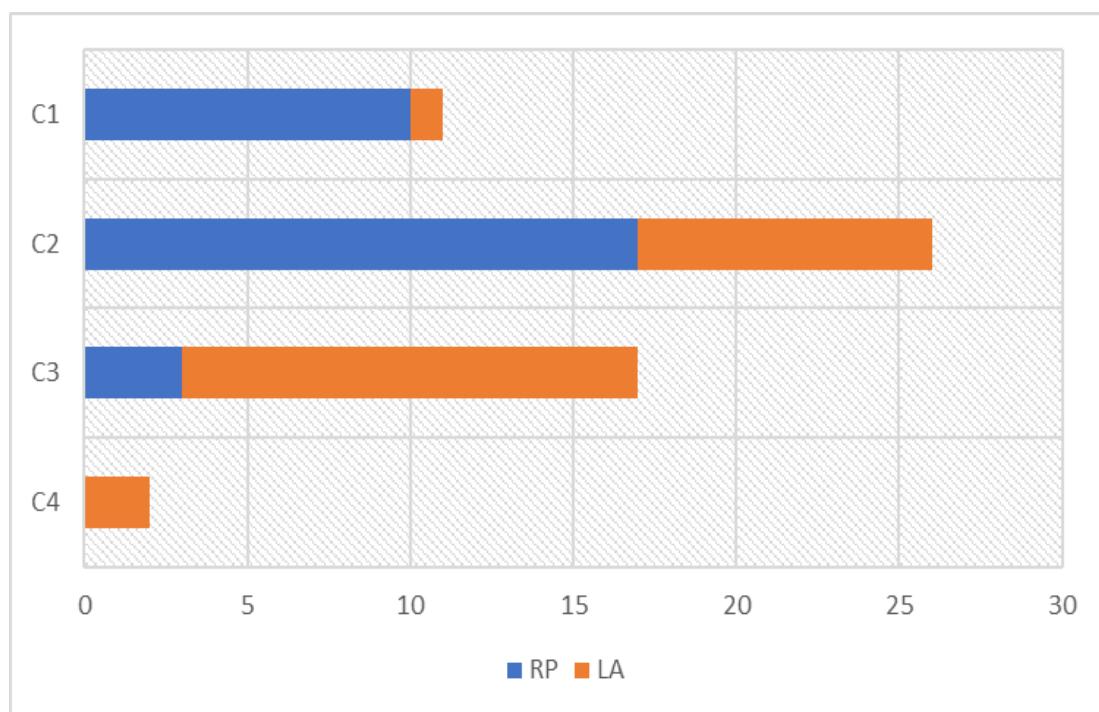
The judgement

9. On 27 November, the RSH published its judgement. Southwark was graded C3.

Summary of the decision

From the evidence and assurance gained during the inspection, it is our judgement that there are serious failings in how Southwark Council is delivering the outcomes of the consumer standards and significant improvement is needed, specifically in relation to outcomes in our Safety and Quality Standard, the Tenancy Standard, and our Transparency, Influence and Accountability Standard. Based on this assessment, we have concluded a C3 grade for Southwark Council.

10. To put this into context, 56 landlords have been inspected against the Consumer Standards since the new regulatory framework took effect. The majority – 46% - have received a C2 grade. 30% have received C3 like Southwark.



11. 26 of the 56 inspections were of Local Authority Landlords. The majority -

54% - have received a C3 grade. The stronger performance of Registered Providers (RPs) compared to Local Authorities (LAs) may reflect the fact that RPs have been subject to regulation and inspection for longer than LAs.

12. To date, four London Boroughs have received judgements:

London Borough	Grade
London Borough of Lambeth	C2
London Borough of Hackney	C3
Southwark Council	C3
London Borough of Newham	C4

13. The full judgement is contained in Appendix 1 but the RSH highlighted the following failings:

Safety & Quality Standard	
●	50% of homes have not had an electrical condition test for 5 years
●	50% of homes do not have a smoke alarm
●	Almost 2,000 overdue fire safety remedial actions, 100 of which are high-risk
●	Stock Condition Survey has not been updated since 2010
●	30% of homes do not meet the Decent Homes Standard
●	Inconsistent repair completion times
Tenancy Standard	
●	Allocations Strategy has not been updated since 2013
●	Annual Lettings Plan from 2023 has reduced transparency
Transparency, Influence and Accountability Standard	

●	Lack of transparency around failings related to empty homes and health & safety
●	Despite a large engagement structure, there is a lack of clarity on how tenants can shape services
●	Weaknesses in support of Tenant Management Organisations (TMOs)
●	Lack of performance information allowing tenants to hold the council to account
●	Poor management of complaints

N.B. Appendix 3 sets out the council's response to each of these failings

14. The RSH has a wide range of enforcement powers, including:
 - Requiring landlords to prepare a performance improvement plan.
 - Issuing enforcement notices when standards have been breached.
 - Fining landlords who fail to comply with enforcement notices and awarding compensation to tenants.
 - In the most severe cases, arranging remedial action – e.g. major works or repairs where there is an imminent risk of serious harm to occupiers – or even de-registering a landlord.
15. The RSH is not taking any enforcement measures against the council at the present time. The Regulator noted the council's awareness of its failings and its constructive engagement with the regulatory process. That said, improvement is required and the RSH has set out how it intends to monitor the council's response.

Next steps

Southwark Council has been engaging constructively with us. It has an understanding of the issues it needs to address and is taking action to rectify the failures identified. Southwark Council has confirmed that a comprehensive specification has been developed and is being market tested for a new stock condition survey, and a programme to carry out the outstanding electrical safety checks and install smoke alarms is being implemented.

We will continue to engage with Southwark Council as it seeks to address the issues that have led to this judgement. Our engagement will be intensive, and we will seek evidence that gives us the assurance that sufficient change and progress is being made. Our priority will be that it is taking reasonable steps to mitigate risks to tenants as it delivers its improvement plan. We are not proposing to use our enforcement powers at this stage but will keep this under review as Southwark Council seeks to resolve these issues.

16. Southwark also remains on the Gradings Under Review list. It should be noted that the Regulator has demonstrated that it will act swiftly if it does not see evidence of improvement. To illustrate this point, in September 2024, Castle Point Borough Council in Essex was awarded a C3 judgement but less than three months later, it was downgraded to a C4.

Our response

17. The council accepts the findings of the RSH in full. The current landlord service is not good enough and must improve. An improvement plan has been produced, which incorporates not just the feedback from the Regulator, but also best practice from across the sector. The full results of this process are contained in a separate report titled 'What Good Looks Like' from September 2024. The council benchmarked its performance against the following standards:

Grade	Benchmark
1	Tenant Satisfaction Measures 22 satisfaction measures the council is required to monitor and publish annually, as part of the new regulatory framework.
2	Grenfell Tower Inquiry Final Report – September 2024 The inquiry's final report contains 11 specific recommendations for local authority landlords.
3	The Better Social Housing Review – December 2022 7 recommendations for the sector published by the Chartered Institute of Housing and National Housing Federation.
4	Delivering for Tenants – April 2023 5 foundations underpinning a good landlord service published by the London Housing Directors Group and London Councils.
5	Knowledge and Information Management – May 2023 21 recommendations to improve data handling and reduce complaints, published by the Housing Ombudsman.

18. The council's approach consists of three key strands:

Strand #1: New Governance

Member-level

a) A Housing Oversight Board has been established, like the Executive Board's that oversee the work of Registered Providers. The Board is chaired by the Leader of the Council and includes the Cabinet Member for Council Homes, the Cabinet Member for New Homes and Sustainable Development and the Cabinet Member for Equalities, Democracy and Finance.

Officer-level

b) A Housing Improvement Board chaired by the Strategic Director of Housing will report into the Oversight Board. The Improvement Board includes all relevant Directors and Heads of Service. It will have responsibility for delivering the new Housing Improvement Plan.

Strand #2: New Improvement Plan

c) The Housing Improvement Plan, contained in Appendix 2, addresses all the failings highlighted by the RSH and our benchmarking process. It consists of 10 principles which the council believes define a good landlord. Each principle is linked to one of the four RSH Consumer Standards and contains more specific actions. Each action has an Accountable Officer – either a Director or a Head of Service – who is responsible for making sure it is delivered and will have to provide monthly updates to the Housing Improvement Board. Most of the actions in the plan are due to be delivered by the end of 2025.

No	Principle
1	We know the condition of our homes and all homes meet the Decent Homes Standard
2	All repairs to be completed to a good quality and on-time
3	We manage damp and mould in our homes effectively
4	All our homes meet all health and safety requirements to keep tenants safe
5	Tenants are satisfied with our approach to handling Anti-Social Behaviour
6	All our homes are allocated fairly
7	Tenants kept informed and engaged to make meaningful changes to policy and practices
8	Complaints are dealt with effectively and used as a tool to improve the service
9	Tenants feel respected
10	We use our resources efficiently

Strand #3: Accountable to our Tenants

- d) Tenants and homeowners need to be able to monitor progress and hold the council to account. Tenants will be represented on a new Housing Management Board, building on the success of the resident-led Repairs Improvement Board and making sure their voices are heard at the most senior levels. Upon publication of the RSH Judgement, a letter from the Leader of the Council was sent to tenants, acknowledging the findings, and committing to improvement. Officers will be visiting local housing forums during the first three months of 2025 to discuss the judgement and improvement plan. The Housing department will start publishing quarterly performance information on the council's website, as well as a new annual Report for Tenants, with the first report published by September 2025.

Complaints approach

- 19. One of the key actions in the Housing Improvement Plan is the establishment of a new Housing Complaints and Quality Assurance Team. This should ensure a consistent approach to complaint management, improve the quality of responses to tenants and give the department the opportunity to analyse the quality of service across all directorates in Housing.
- 20. The Team was recently established and is expected to be fully staffed within a few weeks. It is responsible for all stage one complaints in Housing as well as triaging members enquiries. The team will also be responsible for reviewing the reasons for complaints, analyse, patterns, trends and root causes of complaints and provide recommendations to service areas on which aspect of their service require improvement. They will also carry out monitoring and quality assurance reviews to members enquiries to ensure that responses cover all aspects of the enquiry and have been written up to an acceptable standard.

WIDER IMPLICATIONS

- 21. The changes set out in the Housing Improvement Plan are required to ensure the council becomes a good landlord to our tenants and leaseholders and is compliant with the new regulatory framework for social landlords and associated statutory duties.
- 22. The Improvement Plan complements the council's three 2030 principles and in particular the goal of Decent Homes for All.
- 23. If there are any wider climate change, community impact or resource implications then additional reports will be presented to the relevant bodies as and when required.

BACKGROUND DOCUMENTS

Background Papers	Held At	Contact
What Good Looks Like	Housing/Strategy & Business Support Tooley Street	sean.backhurst1 @southwark.gov.uk

APPENDICES

No.	Title
Appendix 1	Regulatory Judgement: 27 November 2024
Appendix 2	Improvement Plan
Appendix 3	Actions to address specific failings in RSH judgement

AUDIT TRAIL

Lead Officer	Acting Director of Housing Needs and Support	
Report Author	Sean Backhurst, Acting Head of Strategy & Business Support	
Version	Final	
Dated	24 December 2024	
Key Decision?	No	
CONSULTATION WITH OTHER OFFICERS / DIRECTORATES / CABINET MEMBER		
Officer Title	Comments Sought	Comments Included
Assistant Chief Executive, Governance and Assurance	No	No
Strategic Director, Finance	No	No
Cabinet Member	Yes	No
Date final report sent to Constitutional Team		24 December 2024

Appendix 1 – Full text of RSH Judgement

Our Judgement

Grade/Judgement	Change	Date of assessment
Consumer C3 Our judgement is that there are serious failings in the landlord delivering the outcomes of the consumer standards and significant improvement is needed.	First grading	November 2024

Reason for publication

We are publishing a regulatory judgement for Southwark Council following an inspection completed in November 2024.

This regulatory judgement confirms a consumer grading of C3. This is the first time we have issued a consumer grade in relation to this landlord.

Summary of the decision

From the evidence and assurance gained during the inspection, it is our judgement that there are serious failings in how Southwark Council is delivering the outcomes of the consumer standards and significant improvement is needed, specifically in relation to outcomes in our Safety and Quality Standard, the Tenancy Standard, and our Transparency, Influence and Accountability Standard. Based on this assessment, we have concluded a C3 grade for Southwark Council.

How we reached our judgement

We carried out an inspection of Southwark Council to assess how well it is delivering the outcomes of the consumer standards as part of our planned regulatory inspection programme. During the inspection we considered all four of the consumer standards: Neighbourhood and Community Standard, Safety and Quality Standard, Tenancy Standard, and the Transparency, Influence and Accountability Standard.

During the inspection we observed Southwark Council's housing, community safety and community engagement scrutiny commission meeting, and a meeting of the repairs improvement residents board. As part of the inspection, we met with engaged tenants, elected members, officers, and the cabinet member for council homes. We also reviewed a wide range of documents provided by Southwark Council.

Our regulatory judgement is based on all the relevant information we looked at during the inspection, as well as analysis of information received from Southwark Council through routine regulatory returns and other regulatory activity.

Summary of findings

Consumer – C3 – November 2024

The Safety and Quality Standard requires landlords to identify and meet all legal requirements that relate to the health and safety of tenants in their homes and communal areas and ensure that all required actions arising from legally required health and safety assessments are carried out within appropriate timescales.

Through our meeting observations and other inspection activities, we found serious failings in Southwark Council meeting these requirements and evidence that these failings have impacted negatively on service outcomes for tenants.

In respect of electrical safety, prior to the inspection, Southwark Council self-referred its failure to meet the legal requirements following an internal audit of its compliance with landlord health and safety requirements. At the time of the inspection over 50% of Southwark Council's homes had not had an electrical condition test for over five years. In addition, at the time of the inspection over 50% of Southwark Council's homes were without smoke alarms. Southwark Council had not self-referred this matter to us. Southwark Council has developed a programme to complete all the overdue electrical safety checks and install smoke alarms in all its homes.

In respect of fire safety, we identified that there were almost 2,000 overdue fire safety remedial actions, of which almost 100 actions were categorised as high risk by Southwark Council. Southwark Council has provided assurance that it has mitigations in place to manage the associated risks of these overdue actions, however the number of overdue actions remains a regulatory concern.

The Safety and Quality Standard also requires landlords to have an accurate, up to date and evidenced understanding of the condition of their homes that reliably informs their provision of good quality, well maintained and safe homes for tenants and to ensure that their tenants' homes meet the requirements of the Decent Homes Standard (DHS).

Through our inspection we identified Southwark Council does not have up to date stock condition information for most of its homes. Southwark Council's last stock condition survey was undertaken in 2010 on a representative sample of 10% general needs, and 20% street properties. Given the age of the survey and the extent it relied on cloned data we do not have assurance that Southwark Council has a sufficient understanding of the condition of its homes to deliver the relevant outcomes in the Safety and Quality Standard. Furthermore, Southwark Council reported to us that around 30% of its homes do not meet the requirements of the DHS. Southwark Council has developed a specification for a full stock condition

survey to improve its understanding of the condition of its homes and has plans to invest in its homes to reduce the level of non-decency.

The Safety and Quality Standard also requires landlords to provide an effective, efficient and timely repairs service for the homes and communal areas for which they are responsible. While the inspection has provided us with assurance that Southwark Council is delivering an effective repairs service, there is scope to improve consistency in repairs completion times. Evidence from our on-site work, and documents we saw during the inspection, indicated that this is an area of concern for tenants. The inspection has provided us with assurance that Southwark Council is prioritising its repairs and maintenance service to drive the improvements required.

The Neighbourhood and Community Standard states that landlords must work in partnership with appropriate local authority departments, the police and other relevant organisations to deter and tackle anti-social behaviour and hate incidents in the neighbourhoods where they provide social housing. We saw evidence that Southwark Council deals effectively with anti-social behaviour and hate incidents in line with its policy and procedures and in partnership with relevant organisations.

In relation to the Tenancy Standard, we identified that Southwark Council is failing to allocate its homes in a fair and transparent way that takes the needs of tenants and prospective tenants into account. Southwark Council's existing allocations strategy has not been updated since 2013 and the introduction of an annual lettings plan in 2023 has led to a lack of transparency in the allocation of empty homes. The Annual Lettings Plan aimed to respond to changing patterns of housing need and enabled Southwark Council to allocate empty homes outside of the published choice based lettings scheme. This is a serious failure in the delivery of the Tenancy Standard and prevented prospective tenants from bidding on some available homes. Southwark Council has acknowledged that it needs to improve its approach to allocations and a new allocations strategy has been consulted on and timetabled for approval.

The inspection found evidence that Southwark Council is offering tenancies or terms of occupation that are compatible with the purpose of the accommodation, the needs of individual households, the sustainability of the community, and the efficient use of their housing stock.

The Transparency, Influence and Accountability Standard includes the requirement for landlords to provide information so tenants can use landlord services, understand what to expect from their landlord, and hold their landlord to account. We observed a respectful approach to tenants during our inspection. However, Southwark Council does need to make some improvements in this area, particularly when we take into account the failure in relation to its allocation of empty homes, and the transparency of Southwark Council's communications to its tenants about its failure to comply with landlord health and safety requirements, that focussed on the failings in relation to electrical safety and did not include the wider issues that Southwark Council had identified at the time.

Southwark Council has demonstrated that it understands the diverse needs of its tenants, with information collected through a robust tenancy audit process. We saw evidence that this information is used to identify support needs and tailor services.

We found that there is scope for Southwark Council to strengthen its understanding of how its services deliver fair and equitable outcomes for tenants through analysis of service outcomes based on tenant characteristics.

The inspection identified weaknesses in how Southwark Council takes tenants' views into account in its decision making and communicates how tenants' views have been considered. There is a large and well-established formal framework of engagement opportunities, however the inspection found evidence that these are not consistently led by tenants, and that the feedback loop is not effective, leading to a lack of clarity on the impact tenants are able to have in shaping their landlord's services.

Southwark Council recognises that improvements are needed to evidence the impact of engagement activity, including the route to decision making. A new engagement strategy has been developed with the input of tenants. Plans are also in place to procure an independent service to work with tenants to increase their involvement in governance and the scrutiny of landlord services. We will engage with Southwark Council as it makes improvements to its approach to tenant engagement.

The inspection found weaknesses in Southwark Council's approach to supporting tenants to exercise housing management functions through Tenant Management Organisations (TMOs). This has contributed to breaches in the management agreements for three TMOs, resulting in poor outcomes for tenants. We saw evidence that Southwark Council is implementing a revised approach to engagement with its TMOs and it is imperative that it continues to work with its TMOs to ensure that outcomes are delivered and tenants' voices are heard.

We do not have assurance that Southwark Council is meeting the specific expectations on the provision of performance information to tenants to support effective scrutiny of landlord services. There is limited information on performance and improvement activity routinely available or reported to tenants, undermining tenants' capacity to hold their landlord to account.

The Transparency, Influence and Accountability Standard requires landlords to provide accessible information to tenants about the type of complaints received and how they have learnt from complaints to continuously improve services. The inspection found weaknesses in how Southwark Council is delivering these outcomes. Delivery of a service improvement plan for complaints management is well progressed, however this has not yet translated into improved outcomes for tenants. Complaints reports indicate that Southwark Council is focussed on learning from complaints but responding to complaints within relevant timescales is a key area targeted for improvement, and there is a backlog of open complaints to resolve. We did not see evidence of Southwark Council sharing information with tenants about the type of complaints received and how this information is used to improve its services. We will continue to monitor the improvements through on-going engagement with Southwark Council.

Southwark Council has been engaging constructively with us. It has an understanding of the issues it needs to address and is taking action to rectify the failures identified. Southwark Council has confirmed that a comprehensive specification has been developed and is being market tested for a new stock

condition survey, and a programme to carry out the outstanding electrical safety checks and install smoke alarms is being implemented.

We will continue to engage with Southwark Council as it seeks to address the issues that have led to this judgement. Our engagement will be intensive, and we will seek evidence that gives us the assurance that sufficient change and progress is being made. Our priority will be that it is taking reasonable steps to mitigate risks to tenants as it delivers its improvement plan. We are not proposing to use our enforcement powers at this stage but will keep this under review as Southwark Council seeks to resolve these issues.

Background to the judgement

About the landlord

Southwark Council owns around 36,800 social housing homes in London. Most homes are under direct management by Southwark Council (around 32,000 homes) and the rest are managed through tenant management arrangements, although Southwark Council remains ultimately responsible for its social housing homes that are managed in this way.

Our role and regulatory approach

We regulate for a viable, efficient, and well governed social housing sector able to deliver quality homes and services for current and future tenants.

We regulate at the landlord level to drive improvement in how landlords operate. By landlord we mean a registered provider of social housing. These can either be local authorities, or private registered providers (other organisations registered with us such as non-profit housing associations, co-operatives, or profit-making organisations).

We set standards which state outcomes that landlords must deliver. The outcomes of our standards include both the required outcomes and specific expectations we set. Where we find there are significant failures in landlords which we consider to be material to the landlord's delivery of those outcomes, we hold them to account. Ultimately this provides protection for tenants' homes and services and achieves better outcomes for current and future tenants. It also contributes to a sustainable sector which can attract strong investment.

We have a different role for regulating local authorities than for other landlords. This is because we have a narrower role for local authorities and the Governance and Financial Viability Standard, and Value for Money Standard do not apply. Further detail on which standards apply to different landlords can be found on our standards page.

We assess the performance of landlords through inspections and by reviewing data that landlords are required to submit to us. In-Depth Assessments (IDAs) were one of our previous assessment processes, which are now replaced by our new inspections programme from 1 April 2024. We also respond where there is an issue or a potential issue that may be material to a landlord's delivery of the outcomes of our standards. We publish regulatory judgements that describe our view of landlords' performance with our standards. We also publish grades for landlords with more than 1,000 social housing homes.

The Housing Ombudsman deals with individual complaints. When individual complaints are referred to us, we investigate if we consider that the issue may be material to a landlord's delivery of the outcomes of our standards.

Housing Improvement Board Action Plan

Safety and Quality Standard																	
Principle 1. We know the condition of our homes and all homes meet the Decent Homes Standard																	
Workstream - Stock Quality																	
No.	Projects	Accountable	Performance Measure	Current	Target	Responsible	Priority	Progress	Due	Description	Governance	Project Stage					
1.1	1.1 Decent Homes	Stuart Davis	RP01 – Homes that do not meet the Decent Homes Standard	28.54%	10.85%	Paul Wood	High	The priority is on Category 1 hazards and damp and mould. Data cleansing will also help us to improve this TSM.	Q4, 2025	To comply with regulatory standards	HIB	Monitoring & Control					
1.2	APEX Migration to NEC	Stuart Davis					High	First round of training completed on NEC Housing.	Dec-24	Due to security issues APEX needs to be shut down and we need to migrate to NEC in the interim until a new system is found	APEX Migration Project Group	Monitoring & Control					
1.3	Major work schemes data need to be update and inputted into APEX/NEC	Stuart Davis					High	Resource made available to cleanse data cleanse		Historical major works improvements need to be inputted into APEX/NEC, this will improve a Decency score.		Monitoring & Control					
1.4	Stock condition survey	Stuart Davis				Sean Gallagher	High	Gateway 1 approved by lead member. Out to tender in early December 24. Select contractor in Feb. Feb-Apr pilot survey on Wyndham Estate. Start survey in Apr 25. 20% internal data by Sept 25%, 50% external and mechanical data by Mar 26, 40% internal by Mar 26, remaining 50% external and mechanical Mar 27. Further 20% internal by Mar 27, next 20% by Mar 28 and final 20% by Mar 29.	Mar-29	To understand our stock and understand where to focus investment.		Monitoring & Control					
1.5	Procure new asset management system	Stuart Davis				Paul Wood	Medium	Work not started yet.	TBC	Work not started yet.	Work not started yet.	Initiation					
1.6	Map relevant processes	Stuart Davis					Medium					Not Started					
1.7	Updated procedures	Stuart Davis					Medium					Not Started					
1.8	Team SharePoint Site	Stuart Davis					Medium					Not Started					
1.9	One source of truth for asset data	Stuart Davis				Paul Wood	High	Establish working group and developing processes.	Mar-25		Ad hoc working group	Execution					
Principle 2. All repairs to be completed to a good quality and on time																	
Workstream - Repairs and Maintenance																	
No.	Projects	Accountable	Performance Measure	Current	Target	Responsible	Priority	Progress	Due	Description	Governance	Project Stage					
2.1	Repairs completed within target	Stuart Davis	RP02(1) Non-emergency repairs	80.13%	83.30%	Jerry Austin	Medium	Repairs improvement plan being refreshed to take account of our areas of weakness. The Repairs Improvement Board and its working groups will contribute to improving our performance	Q1, 2025								
			RP02(2) Emergency repairs	94.33%	95.20%				Q1, 2025								
Principle 3. We manage damp and mould in our homes effectively																	
Workstream - Damp and Mould																	
No.	Projects	Accountable	Performance Measure	Current	Target	Responsible	Priority	Progress	Due	Description	Governance	Project Stage					
3.1	Damp and Mould	Stuart Davis	All reports of damp and mould investigated	TBC	100%	Jerry Austin	Medium	Working on compliance with Awaab's Law	Q1, 2025								
Principle 4. All our homes meet all health and safety requirements to keep tenants safe																	
Workstream - Health and Safety																	
No.	Projects	Accountable	Performance Measure	Current	Target	Responsible	Priority	Progress	Due	Description	Governance	Project Stage					
4.1	Compliance with the Big 6																
4.1a	Fire - Fire Risk Assessment	Stuart Davis	TSM BS02	99.9%	100%	Simon Holmes	Medium	New reporting to ensure all outstanding tasks are completed by March 25. All Medium-risk tasks fulfilled by September 24	Q1, 2025								

Housing Improvement Board Action Plan

4.1b	Legionella	Stuart Davis	TSM BS04	96.33%	100%	Simon Holmes	Medium	to properties with no access	Q3, 2025						Adam Kitchener
4.1c	Asbestos	Stuart Davis	TSM BS03	100%	100%	Simon Holmes	Low	Monitor to ensure continual compliance	NA						Duncan Rimmer
4.1d	Gas	Stuart Davis	TSM BS01	99.49%	100%	Simon Holmes	Medium	to properties with no access	Q3, 2025						Adam Kitchener
4.1e	Electrical - Domestic and communal electrical safety	Stuart Davis	Local KPI	32.4%	100%	Simon Holmes	High	Self-referred to the Regulator and launched a major programme to achieve full compliance by March 26	Q1 2026						
4.1f	Lift	Stuart Davis	TSM BS 05	100%	100%	Simon Holmes	Low	Monitor to ensure continual compliance	NA						Andrew Holland
4.2	Assure H&S performance figures and implement rigorous data validation processes	Stuart Davis	TSMs	NA	NA	Simon Holmes	High	Project to assure and validate data to be initiated	Q1, 2025						David Suen
4.3	Smoke alarms and CO detectors	Stuart Davis	Completed for all relevant properties	19%	100%	Simon Holmes	High	A project to reach full compliance as quickly as possible is underway	Q2, 2025						Michael O'Driscoll

Neighbourhood and Community Standard

Principle 5. Tenants satisfied with our approach to handling ASB

Workstream - Anti-Social Behaviour

No.	Projects	Accountable	Performance Measure	Current	Target	Responsible	Priority	Progress	Due	Description	Governance	Project Stage	Project Status	Project Manager
5.1	Tackling Anti-Social Behaviour	Abi Oguntokun	TSM TP12 – Satisfaction with the landlord's approach to handling ASB	52.89%	59.9% ⁷	Andy Rogers	Medium	Launched Complex Case Review Panel, Recruited ASB Social Worker, council-wide review planned	Q4, 2025					
			TSM NM01 – ASB cases relative to the size of the landlord	47.71 per 1,000	30.48 per 1,000 ⁸		Medium		Q4, 2025					

Tenancy Standard

Principle 6. All our homes are allocated fairly

Workstream - Tenancy, Lettings and Allocation

No.	Projects	Accountable	Performance Measure	Current	Target	Responsible	Priority	Progress	Due	Description	Governance	Project Stage	Project Status	Project Manager
6.1	Allocation policy adoption and implementation	Perry Singh				Ricky Bellot	High	New Allocations policy in development and being prepared for consultation. Annual Lettings policy under review.	Q1, 2025					Amber Christou

Transparency, Influence and Accountability Standard

Principle 7. Tenants kept informed and engaged to make meaningful changes to policy and practices

Workstream - Transparency, Influence and Accountability

No.	Projects	Accountable	Performance Measure	Current	Target	Responsible	Priority	Progress	Due	Description	Governance	Project Stage	Project Status	Project Manager
7.1	Tenant engagement and scrutiny	Abi Oguntokun	TSM TP06 – Satisfaction that the landlord listens to tenant views and acts upon them	45.68%	51.4% ⁹	Nat Stevens (covering)	Medium	New approach and strategy in development	Q4, 2025					
			TSM TP07 – Satisfaction that the landlord keeps tenants informed about things that matter to them	61.82%	66.4% ¹⁰		Medium	New approach and strategy in development	Q4, 2025					

Housing Improvement Board Action Plan

Principle 8. Complaints are dealt with effectively and used as a tool to improve the service

Workstream - Complaints

No.	Projects	Accountable	Performance Measure	Current	Target	Responsible	Priority	Progress	Due	Description	Governance	Project Stage	Project Status	Project Manager
8.1	Improving complaints performance	Perry Singh	CH01 – Complaints relative to the size of the landlord	Stage 1, 154.99 per 1,000 homes	101.9 per 1,000 homes ¹¹	Ade Adeite	High	New complaints team being recruited	Q4, 2025					
				Stage 2, 23 per 1,000 homes	20.22 per 1,000 homes ¹¹		Medium		Q4, 2025					
			CH02 – Complaints responded to within Complaint Handling Code timescales	Stage 1, 66%	74.8% ¹³		Medium		Q4, 2025					
				Stage 2, 20.1%	43% ¹⁴		High		Q4, 2025					

Principle 9. Tenants feel respected

Workstream - Fairness and Equity

No.	Projects	Accountable	Performance Measure	Current	Target	Responsible	Priority	Progress	Due	Description	Governance	Project Stage	Project Status	Project Manager
9.1	Delivering fair and equitable housing service	Perry Singh	11.03.11 respondents report that they agree their landlord treats them fairly and with respect.	62.6%	69.1% ¹⁵	Sean Backhurst	High	Initiate project to ensure diversity and inclusion is featured prominently in how services are delivered	Q4, 2025					

Principle 10. Efficient use of resources

Workstream - Crosscutting

No.	Projects	Accountable	Responsible	Priority	Aims & Objectives			Due	Description	Governance	Project Stage	Project Status	Project Manager	
10.1	IT databases and Data issues	Hakeem Osinaike	Kevin Heslop	Medium	Single view of the resident			Q4, 2025						
					Improve data integrity ¹ and quality ²			Q4, 2025						
10.2	Competence and Conduct Standard	Perry Singh	Sean Backhurst	Medium	Competence			Q1, 2025						
					1. Appoint a suitable external provider to deliver professional housing qualifications									
					2. Ensure all senior housing staff obtain a qualification before the CCS deadline									
					Conduct			Q4, 2025						
10.3	Knowledge and Information Management	Perry Singh	David Suen	Medium	1. Develop or adopt a Code of Conduct									
					2. Update the council's HR and OD policies to comply with CCS									
10.4	Enhance routine performance monitoring reports for TMOs	Abi Oguntokun	Nat Stevens	High	Ensure compliance with the Housing Ombudsman's KIM action plan			Q1, 2025						
10.5	Process owners			Medium										
10.6	Change control			Medium										
10.7	Data			Medium										

Appendix 3 – Actions to address specific failings in RSH Judgement

Issue	Response	Date	Lead
Safety & Quality Standard			
50% of homes have not had an electrical condition test for 5 years	Launched a major programme to achieve full compliance. Additional contractors are being procured, to support the existing two contractors we have.	Mar 26	Stuart Davis
50% of homes do not have a smoke alarm	Launched a project to achieve full compliance. Additional contractors are being procured, to support the existing two contractors we have.	Jun 25	Stuart Davis
Almost 2,000 overdue fire safety remedial actions, 100 of which are high-risk	Introduced new reporting to ensure all outstanding tasks are completed.	Mar 25	Stuart Davis
Stock condition survey has not been updated since 2010	Commissioning a new survey, expected to start from April 2025. Tenders have been advertised to procure a contractor.	Mar 29	Stuart Davis
30% of homes do not meet the Decent Homes Standard	Requires better data quality but targeting 89% decency starting with cat. 1 hazards	Dec 25	Stuart Davis
Inconsistent repair completion times	Repairs Improvement Plan being refreshed with Repairs Improvement Board.	Mar 25	Stuart Davis
Tenancy standard			
Allocations Strategy has not been updated since 2013	New allocations policy has been developed and due for consultation in the New Year.	Mar 25	Perry Singh
Annual Lettings Plan from 2023 has reduced transparency	Annual lettings policy is being reviewed alongside the new Aloocations Policy.	Mar 25	Perry Singh
Transparency, Influence and Accountability Standard			
Lack of transparency around failings related to empty homes and health & safety	Start publishing quarterly and annual Report to Tenants.	March 25	Perry Singh
Despite the engagement structure, lack of clarity on how tenants can shape services	A new resident engagement policy has been co-developed with over 500 tenants. It is due to go out to consultation in February 2025	Mar 25	Abi Oguntokun
Weaknesses in support of Tenant Management Organisations (TMOs)	Enhanced performance monitoring for TMOs, through a new created team.	Mar 25	Abi Oguntokun

●	Lack of performance information allowing tenants to hold the council to account	●	Start publishing quarterly performance information	Mar 25	Perry Singh
●	Poor management of complaints	●	Dedicated team established, new targets set, recruitment underway	Dec 24	Perry Singh

Meeting Name:	Overview and Scrutiny Committee
Date:	8 January 2025
Report title:	Work Programme 2024-25
Ward(s) or groups affected:	N/a
Classification:	Open
Reason for lateness (if applicable):	N/a
From:	Head of Scrutiny

RECOMMENDATIONS

1. That the overview and scrutiny committee note the work programme as at 8 January 2025 attached as Appendix 1.
2. That the overview and scrutiny committee consider the addition of new items or allocation of previously identified items to specific meeting dates of the committee.

BACKGROUND INFORMATION

3. The terms of reference for the overview and scrutiny committee are:
 - a) to appoint commissions, agreeing the size, composition and terms of reference and to appoint chairs and vice chairs
 - b) to agree the annual work programme for OSC and the commissions
 - c) to consider requests from the cabinet and/or council assembly for scrutiny reviews
 - d) to exercise the right to call-in for reconsideration of executive decisions made but not yet implemented
 - e) to arrange for relevant functions in respect of health scrutiny to be exercised by an overview and scrutiny committee of another local authority where the council considers that another local authority would be better placed to undertake those relevant functions, and that local authority agrees to exercise those functions
 - f) if appropriate, to appoint a joint overview and scrutiny committee with two or more local authorities and arrange for the relevant functions of those authorities to be exercised by the joint committee
 - g) to periodically review overview and scrutiny procedures to ensure that the function is operating effectively
 - h) to report annually to all councillors on the previous year's scrutiny activity
 - i) to scrutinise matters in respect of:
 - the council's policy and budget framework

- regeneration
- human resources and the council's role as an employer and corporate practice generally
- customer access issues, including digital strategy, information technology and communications
- the council's equalities and diversity programmes.

4. The work programme document lists items which have been or are to be considered in line with the committee's terms of reference.

KEY ISSUES FOR CONSIDERATION

- 5. Set out in Appendix 1 (Work Programme) are the issues the overview and scrutiny committee has identified for consideration in the 2024-25 municipal year.
- 6. The work programme is a standing item on the overview and scrutiny committee agenda and enables the committee to consider, monitor and plan issues for consideration at each meeting.

BACKGROUND DOCUMENTS

Background Papers	Held At	Contact
Overview and Scrutiny Committee agenda and minutes	Southwark Council Website	Everton Roberts 020 7525 7221
Link: http://moderngov.southwark.gov.uk/ieListMeetings.aspx?CommitteeId=308		

APPENDICES

No.	Title
Appendix 1	Overview and Scrutiny Committee Work Programme 2024-25

AUDIT TRAIL

Lead Officer	Everton Roberts, Head of Scrutiny	
Report Author	Everton Roberts	
Version	Final	
Dated	24 December 2024	
Key Decision?	No	
CONSULTATION WITH OTHER OFFICERS / DIRECTORATES / CABINET MEMBER		
Officer Title	Comments Sought	Comments Included
Assistant Chief Executive, Governance and Assurance	No	No
Strategic Director, Resources	No	No
Cabinet Member	No	No
Date final report sent to Scrutiny Team	24 December 2024	

Overview and Scrutiny Committee Work Programme – 2024-25 (as at 8 January 2025)

Meeting	Agenda items	Comment
15 July 2024	<ul style="list-style-type: none"> Update on delivery of the Council's Climate Change Strategy and Action Plan for 2023/24 	Lead member – Cllr Batteson Lead officer – Tony Ainge (Tom Sharland)
	<ul style="list-style-type: none"> Report on the decision to self-refer to the Regulator of Social Housing regarding the status of the Council's domestic electrical inspection condition reports 	Lead member – Cllr King Lead officer – Hakeem Osinaike (Stuart Davis)
	<ul style="list-style-type: none"> Overview and Scrutiny Committee and Commission Work Programmes for 2024/25 	Lead member – Cllr Wingfield Lead officer – Everton Roberts
4 November 2024	<ul style="list-style-type: none"> Scrutiny Call-in – Gateway 1 Housing – Procurement Support and Supply Chain Management System 	Lead member – Cllr King Lead officer – Hakeem Osinaike
	<ul style="list-style-type: none"> Consort Estate SE15, Major Works – Charges to Leaseholders [Reference by Councillor – OSC Procedure Rule 12] 	Lead member – Cllr King Lead officer – Hakeem Osinaike (Stuart Davis)
	<ul style="list-style-type: none"> Financial Position: Budget Delivery and Future Strategy 	Lead member – Cllr Cryan Lead officer – Clive Palfreyman (Tim Jones)
27 November 2024	<ul style="list-style-type: none"> Customer Services (considered alongside Digital Systems and workflows, to also include digital inclusion and exclusion) 	Lead member – Cllr Cryan Lead officer – Clive Palfreyman (Dominic Cain)

Meeting	Agenda items	Comment
	<ul style="list-style-type: none"> Digital Systems and Workflows - CRM System for resident responses (including looking at how the council liaises with residents, and right contact first time (residents finding it difficult to contact the correct officer to deal with their issue) 	Lead member – Cllr Cryan Lead officer – Dionne Lowndes
	<ul style="list-style-type: none"> Implementing mechanisms to enhance community participation in the scrutiny process. 	Lead member – Cllr Roberts / Cllr Wingfield Lead officer – Doreen Forrester-Brown (Everton Roberts)
	<ul style="list-style-type: none"> Overview of the Procurement Act 2023 	Lead member – Cllr Cryan Lead officer – Clive Palfreyman (Elaine McLester)
8 January 2025	<ul style="list-style-type: none"> Policy and Resources Strategy 2025/26 [Initial Budget Scrutiny] 	Lead member – Cllr Cryan Lead officer – Clive Palfreyman (Tim Jones)
	<ul style="list-style-type: none"> Consort Estate SE15, Major Works – Charges to Leaseholders – UPDATE 	Lead member – Cllr King Lead officer – Hakeem Osinaike (Stuart Davis)
	<ul style="list-style-type: none"> Canada Estate /Devon Mansions Major Works Review (Update) 	Lead member – Cllr King Lead officer – Hakeem Osinaike (Stuart Davis)
	<ul style="list-style-type: none"> Judgement made by the Regulator of Social Housing - Southwark's role as a social landlord 	Lead member – Cllr King Lead officer – Hakeem Osinaike
	<ul style="list-style-type: none"> Interview with Cabinet Member for Council Homes, Councillor Sarah King 	Lead member – Cllr King

Meeting	Agenda items	Comment
20 January 2025	<ul style="list-style-type: none"> Annual budget Scrutiny (daytime meeting) 	Lead member – Cllr Cryan Lead officer – Clive Palfreyman
21 January 2025	<ul style="list-style-type: none"> Budget Scrutiny – Formulation of OSC recommendations to cabinet 	Lead member – Cllr Wingfield
	<ul style="list-style-type: none"> Governance and Oversight of Housing Services 	Lead member – Cllr King Lead officer – Hakeem Osinaike
	<ul style="list-style-type: none"> Cabinet/Senior Management Strategic Responsibility 	Lead member – Cllr Williams Lead officer – Althea Loderick (Tbc)
	<ul style="list-style-type: none"> Scrutiny Improvement Review Implementation – Update Deferred from 27 November meeting. 	Lead member – Cllr Wingfield Lead officer (Doreen Forrester-Brown / Everton Roberts)
12 February 2025	<ul style="list-style-type: none"> Council Homes Disposal Policy 	Lead member – Cllr Cryan Lead officer – Clive Palfreyman (Stephen Platts)
	<ul style="list-style-type: none"> Southwark New Homes Programme 	Lead member – Cllr Dennis Lead officer – Hakeem Osinaike (Zoe Davies)
	<ul style="list-style-type: none"> Housing Associations 	Lead member – Cllr King Lead officer – Hakeem Osinaike

Meeting	Agenda items	Comment
	<ul style="list-style-type: none"> Statement of Community Involvement / Development Consultation Charter 	Lead member – Cllr Dennis Lead officer – Clive Palfreyman (Juliet Seymour) (Tbc, to be considered during statutory consultation period and therefore subject to timing)
	<ul style="list-style-type: none"> Local Community Infrastructure Levy Framework 	Lead member – Cllr Dennis Lead officer – Clive Palfreyman (Neil Kirby) (Tbc, to be considered during statutory consultation period and therefore subject to timing)
Additional meeting to be scheduled for March 2025 (if necessary)		
28 April 2025 – This date will be subject to change	<ul style="list-style-type: none"> Interview with Police Borough Commander 	Tbc – may be taken at an earlier meeting
	<ul style="list-style-type: none"> Interview with Cabinet Member for Community Safety and Neighbourhoods 	Tbc – may be taken at an earlier meeting
	<ul style="list-style-type: none"> Refresh of Procurement Framework to support Southwark 2030 	Lead member – Cllr Cryan Lead officer – Clive Palfreyman / Elaine McLester Note: scheduled for March 2025 cabinet

Meeting	Agenda items	Comment
	Further items to be determined	

OSC agenda items to be scheduled

Meeting (tbc)	Agenda items	Comment
	<ul style="list-style-type: none"> • Annual Workforce Strategy 	Lead member – Cllr Cryan Lead officer – Doreen Forrester-Brown (Ben Plant)
	<ul style="list-style-type: none"> • Southwark 2030 and Council Delivery Plan Update 	Lead member – Cllr Williams Lead officer – Althea Loderick (Rhona Cadenhead / Tricia Boahene) (Tbc – subject to when considered by Cabinet)
	<ul style="list-style-type: none"> • Electrical Testing in Council Homes 	Lead member – Cllr King Lead officer – Hakeem Osinaike Anticipated report back - March 2025
	<ul style="list-style-type: none"> • Asset Management Strategy 	Lead member – Cllr King Lead officer – Hakeem Osinaike (Paul Wood) Scheduled for 4 February cabinet – appropriate time for this to come scrutiny to be established

	<ul style="list-style-type: none"> • Climate Change Performance 	<p>Lead member – Cllr Batteson Lead officer – Toni Ainge (Tom Sharland)</p> <p>Standing item – frequency and information to be determined with cabinet member following discussion with OSC members.</p> <p>March or April meeting - Tbc</p>
	<ul style="list-style-type: none"> • Process around bidding for government grants, including how the council approaches government grants and the council's success rate (to be looked at as part of the budget process – but as a standalone item) 	<p>Lead member – Cllr Cryan Lead officer – Clive Palfreyman</p> <p>Note from Clive – to be built into future budget discussion</p>
	<ul style="list-style-type: none"> • Refresh of Southwark Stands Together and Southwark Equality Framework – Pre decision scrutiny 	<p>Lead member – Cllr Cryan Lead officer – Ben Plant (Evereth Willis)</p> <p>Note: was due to be received at 4 November OSC. Item deferred, as further analysis required around Equality Framework data.</p>
	<ul style="list-style-type: none"> • Cabinet Member Interviews <p>Cllr Kieron Williams, Leader of the Council</p> <p>Cllr Jasmine Ali, Children, Education & Refugees</p> <p>Cllr Evelyn Akoto, Health & Wellbeing</p>	To be determined (as and when appropriate).

	<p>Cllr John Batteson, Climate Emergency, Jobs & Business</p> <p>Cllr Stephanie Cryan, Equalities, Democracy & Finance</p> <p>Helen Dennis, New Homes & Sustainable Development</p> <p>Cllr Natasha Ennin, Community Safety & Neighbourhoods</p> <p>Cllr Sarah King, Council Homes</p> <p>James McAsh, Clean Air, Streets & Waste</p> <p>Cllr Portia Mwangangye, Leisure, Parks & Young People</p> <p>Cllr Sam Dalton, Supported Housing</p> <p>Cllr Emily Hickson, Green Finance</p> <p>Cllr Bethan Roberts, Resident Engagement</p> <p>Cllr Joseph Vambe, Neighbourhoods</p>	
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OVERVIEW AND SCRUTINY COMMITTEE

MUNICIPAL YEAR 24/25

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