

Housing and Community Engagement Scrutiny Commission

Monday 7 February 2022

7.00 pm

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

Membership

Councillor Gavin Edwards (Chair)
Councillor Damian O'Brien (Vice-Chair)
Councillor Renata Hamvas
Councillor Jon Hartley
Councillor Sunny Lambe
Councillor Richard Livingstone
Councillor Jane Salmon
Bassey Bassey (Co-opted member)
Cris Claridge (Co-opted member)
Ina Negoita (Co-opted member)

Reserves

Councillor Victor Chamberlain
Councillor Nick Dolezal
Councillor Karl Eastham
Councillor Hamish McCallum
Councillor Victoria Olisa
Councillor Andy Simmons
Councillor Bill Williams

INFORMATION FOR MEMBERS OF THE PUBLIC

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Contact

Amit Alva on email: amit.alva@southwark.gov.uk

Members of the committee are summoned to attend this meeting

Eleanor Kelly

Chief Executive

Date: 28 January 2022



Housing and Community Engagement Scrutiny Commission

Monday 7 February 2022

7.00 pm

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

Order of Business

Item No.	Title	Page No.
	PART A - OPEN BUSINESS	
1.	APOLOGIES	
	To receive any apologies for absence.	
2.	NOTIFICATION OF ANY ITEMS OF BUSINESS WHICH THE CHAIR DEEMS URGENT.	
	In special circumstances, an item of business may be added to an agenda within five clear working days of the meeting.	
3.	DISCLOSURE OF INTERESTS AND DISPENSATIONS.	
	Members to declare any interests and dispensations in respect of any item of business to be considered at this meeting.	
4.	MINUTES	
	To approve as a correct record the Minutes of the meeting held on Wednesday 15 December 2021 (To follow).	
5.	KINGSTON ESTATE- RESIDENT EXPERIENCES WITH THE NEW HOMES BUILDING PROJECT.	
	An interview with residents of the Kingston estate on their experiences with the new homes building project.	

Item No.	Title	Page No.
6.	NOISE AND NUISANCE IN SOUTHWARK	1 - 7
	To receive a report from Anju Sidhu, Head of Service for Regulatory Services, Environment and Social Regeneration on Noise and Nuisance in Southwark.	
7.	CHECK IN ON SOUTHWARK REPAIRS SERVICE PERFORMANCE	8 -19
	To receive an update from Christine Bramman, Head of Repairs & Maintenance, Housing and Modernisation on Southwark repairs service performance.	
8.	RECOMMENDATIONS TO CABINET ON NEW COUNCIL HOMES ON EXISTING ESTATES	
	To formulate recommendations to Cabinet on new council homes on existing estates.	
9.	RECOMMENDATIONS TO CABINET ON THE PRIVATE RENTED SECTOR	
	To formulate recommendations to Cabinet on the private rented sector.	
10.	WORK PROGRAMME 2021/22	20 - 23
	To discuss and agree the commission's work programme for 2021/22.	
	DISCUSSION OF ANY OTHER OPEN ITEMS AS NOTIFIED AT THE START OF THE MEETING.	

Date: 28 January 2022

Item No.	Classification: Open	Date: January 2022	Decision Taker: Housing and Community Engagement Scrutiny Commission
Report title:		Noise and Nuisance Service in Southwark	
Ward(s) or groups affected:		Borough-wide	
From:		Head of Regulatory Services	

RECOMMENDATION(S)

1. The Housing and Community Engagement Scrutiny Commission is asked to note the contents of this report. The report outlines the functions of the Noise and Nuisance Service. It explains what we can and cannot do, the Council's enforcements powers, the level of service provided and standards we work to.

BACKGROUND

2. The Noise and Nuisance Service (N&N) service sits within Regulatory Services under the Noise and Neighbourhood Service. The service is made up of 16 officers, 13 of whom work on a shift rota. These officers provide a comprehensive witnessing and intervention service, 364 days per year, except Christmas Day.
3. The main function of the service is to deliver the Council's statutory functions in relation to Noise and Nuisance. We receive over 10,000 requests for service each year. The main work of the team is the control of noise from both domestic homes and commercial businesses, although we also deal with other nuisances. The most frequent complaints we receive are about neighbour noise such as loud music and parties, construction noise including DIY, burglar alarms and car alarms.
4. To ensure the best outcomes for residents the N&N service works closely with a number of services across the Council including the Anti-social Behaviour Unit, Environmental Protection Service and Southwark's Housing Management Service

WHAT N&N CAN DEAL WITH

5. The Service takes action against where the noise or nuisance is or likely to constitute a Statutory Nuisance. This is 'an unlawful interference with a person's use or enjoyment of land or some right over, or in connection with it'. It is more than a mere annoyance and will have a significant impact on the health and wellbeing of anyone affected.
6. The Environmental Protection Act lists nuisances to which abatement (reduction) procedures apply. Please refer to Appendix 1. A trained and

qualified officer decides whether a particular complaint meets the definition of a statutory nuisance. Individual sensitivities cannot be taken into account and officers must assess how the nuisance would affect the average person.

7. The types of noise which we can deal with and take action on include loud amplified music, construction or demolition noise, intruder alarms and car alarms, barking dogs and noisy DIY. It should be noted that there is no maximum noise level set in law. We can also deal with other problems which may also cause a nuisance including light intrusion, odours and fumes from commercial properties, smoke noise from commercial venues and events, dust or noise from some works or equipment in the street.
8. We have no power to deal with aircraft noise, noisy children, rowdy behaviour in public places, traffic or train noise and odour from domestic properties.

SERVICE PROVIDED

9. The Noise and Nuisance operating times are as follows:

Friday to Tuesday : 7am to 2.30 am*
Tuesday to Thursday: 7am to 2.30 am*

*Calls received after 2:30am will be responded to by officers, but in most cases a visit will not be possible for operational reasons.

10. An officer will aim to visit (if a visit is required) within 60 minutes of the initial call. Our target is to meet this standard on 80 per cent of all calls. We are less likely to achieve this target during busy periods such as at weekends and during the summer months.
11. Officers review the information to decide whether we have enough evidence to take legal action, such as the service of an abatement notice.
12. Many problems are resolved in a matter of hours but some take considerably longer. If the problem is complex or difficult to resolve there will be an interim case review to ensure sufficient progress is being made, within two months of the initial complaint. A full case review will be held after three months to determine what action can be taken or whether there is nothing further that can be done.

Table below shows the number of service requests received and service standards met over the past five years.

Noise and Nuisance Service	2122-2021	2021 - 2020	2019 - 2020	2018-2019	2017 - 2018
% noise service requests responded to in 3 days	96%	95%	90%	90%	91%

Noise calls - 3 day response	2883	7151	3146	2621	2773
Noise calls - rapid response	8360	5121	7307	7790	7994
% noise rapid response requests in 60 mins	72%	82%	76%	72%	76%
Total calls	11243	12272	10453	10411	10767

ENFORCEMENT POWERS

13. The Noise and Nuisance team mainly uses sections of the acts below to assist its residents:
 - Environmental Protection Act 1990, section 79 and 80
 - Control of Pollution Act 1974 section 60 and 61

14. We have powers to serve an abatement notice under the Environmental Protection Act 1990. We will only do this if we believe a statutory nuisance has taken place or is likely to take place. This notice may require them to stop the activity causing the nuisance and can include specific actions to reduce the problem. In some instances we can seize equipment. If they breach the abatement notice, they could be prosecuted and get a fine of up to £5,000.

15. Large parts of Southwark have been undergoing redevelopment for many years. The Control of Pollution Act 1974 enables us to serve a notice on a person (this includes a company) who is carrying out, or who are planning to carry out, works of construction, demolition, road-works, railway maintenance in order to control the noise from those operations. The council provides a detailed guidance to undertaking works in the borough, Southwark's Technical Guidance for Demolition and Construction, which provides developers a principal means for the assessment of Best Practicable Means (BPM) of compliance.

IMPACT OF COVID CONDITIONS

16. During the initial period of Covid a limited service was provided as assessments could not be made within a person's premises to witness Statutory Nuisance. Complaints to the service increased during this period. Anecdotal evidence suggest that this is likely due to lockdown conditions, an increase in people working from home and increase in DIY projects.

17. The service adapted to new ways of working and used powers under the Crime and Policing Act 2014 to address high risk issues with anti-social behaviour, where assessments could be carried out from the street. Where appropriate a Community Protection Notice was issued and, if a breach was witnessed, fixed penalty notices were made.

18. A significant proportion of nuisances, some noise, light intrusion, smells and odours could not be dealt with as they required internal assessments. In these instances high risk cases were identified and officers tried to deal with them informally.
19. In November 2021 the N&N service returned to making assessments within a premises and dealing with matters by Statutory Nuisance.

VALUE FOR MONEY

20. In 2020 the Chartered Institute of Environmental Health conducted a Noise Survey of which twelve London Authorities responded: Barnet, Camden, Enfield, Hammersmith and Fulham, Harrow, Sutton, Tower Hamlets, Waltham Forest and Southwark. The data showed Southwark's N&N service provided good value for money.

The table below illustrates this

London Performance	Southwark's Performance
189 complaints received for every 10,000 people.	332 complaints received for every 10,000 people (75% more than the London average)
466 notices were served	182 Notices (over 40% of the notices served in London)
9 noise-related prosecutions	3 noise related prosecutions (33% of London total)
0.3 FTE professionals to deal with noise complaints per 10,000 population	0.38 FTE to deal with noise complaints per 10,000 residents."
Complaints per 1 FTE in London were 671	1 FTE deals with 870 complaints

NEXT STEPS

21. The past two years have been challenging for the service and also identified opportunities for better working and engagement with residents. We have seen an increase complaints and unlicensed music events. This trend is likely to continue in the foreseeable future.
22. The Head of Service is keen to build on the good work and practices in the service. To ensure sound continuity of service and business assurance, a review of the service will take place in 2022-23 to identify further challenges to service delivery, opportunities and priorities.

APPENDIX 1 LIST OF STATUTORY NUISANCES

Part Three of the 1990 Environmental Protection Act has a list of nuisances to which abatement (reduction) procedures apply. These include the nine listed below:

1. any premises in such a state as to be harmful to health or a nuisance (see section 79(1)(a)). (for a speedier procedure to deal with defective premises, see BA 1984 see section 76, FC18)
2. smoke coming from premises that is harmful to health or an nuisance; but this does not apply to: premises occupied by the Crown for military or Ministry of Defence purposes
 - a. smoke coming from the chimney of a house within a smoke control area
 - b. dark smoke from the chimney of a building or of a furnace attached to a building or installed on any land
 - c. smoke from a railway locomotive steam engine
 - d. dark smoke from any industrial or trade premises (see section 79(1)(b), (2) and (3))
3. fumes or gases coming from private dwellings that is harmful to health or a nuisance (see section 79(1)(c) and (4))
4. any dust, steam (other than from a railway locomotive engine), smell or other effluvia (odorous fumes given off by waste) arising on industrial, trade or business premises that is harmful to health or a nuisance (see section 79(1)(d) and (5))
5. any accumulation or deposit which is harmful to health or a nuisance (see section 79(1)(f))
6. any animal kept a place or manner which is harmful to health or a nuisance (see section 79(1)(f))
7. noise (except that from aircraft other than model aircraft) coming from premises that is harmful to health or a nuisance; but this does not apply to Crown premises used for military or Ministry of Defence purposes (see section 79(1)(ga), (2) and (6) as amended)
8. noise that is harmful to health or a nuisance and comes from or caused by a vehicle, machinery or equipment in a street (other than noise made by traffic, by an military force or by political demonstration or a demonstration supporting or opposing a cause or campaign) (see section 79(1)(ga) and (6A)) - a number of issues need to be taken into account when judging whether a noise amounts to an actionable nuisance; they are listed below but nearly always need to be taken in combination:
 - a. the time of the day - night-time noise that is likely to disturb sleep is much more likely to be actionable than daytime noise
 - b. the duration of the noise - unpredictable sporadic noise has a greater capacity to create nuisance (subject of course to other factors listed here)
 - c. the frequency of the noise – tonal content of noise e.g. a whine can significantly increase the capacity of a noise to create a nuisance
 - d. whereabouts the noise is heard – noise (from a premises) audible in the street but not in a house is very unlikely to be an actionable nuisance (even if the noise is heard within a dwelling, if it only affects a bathroom

- e. or kitchen (not otherwise used as a living room), then action is unlikely)
- e. defendant's motives – even an otherwise innocent act could be an actionable nuisance if it is done with malice although this can be very difficult to determine
- f. the character of the neighbourhood – where the background noise level is low for example in an entirely residential area, the threshold at which sound can be heard will be lower and noise is more likely to be at an actionable level
- g. continuous or repetitive incidents compared to isolated incidents and the time the nuisance occurs
- h. unusual sensitivity – 'The Eggshell Skull Rule': if a plaintiff is particularly sensitive to a particular type of noise, it is not actionable unless one can show that the noise would have affected a 'reasonable' person's enjoyment of their property

any other matter declared by any act to be statutory nuisance (see section 79(1)(h) and these include:

1. any well, tank, cistern or water butt used for the supply of water for domestic purposes which is so placed, constructed or kept in a way that makes the water liable to contamination and harmful to health (PHA 1936 section 141)
2. any pond, pool, ditch, gutter or watercourse which is so foul or in such a state that it is harmful to health or a nuisance (PHA 1936 section 259(1)(a))
3. any part of a watercourse, which is not ordinarily navigated by vessels used to carry goods by water, which is so choked or silted up that it obstructs or prevents the proper flow of water and as a result causes a nuisance or creates conditions which are harmful to health (PHA 1936 section. 259(1)(b))
4. a tent, van, shed or similar structure used for human habitation
5.
 - 5.1. which is in such a state, or so overcrowded, as to be harmful to the health of the people living in it, or
 - 5.2. the use of which, because of the absence of proper sanitary accommodation, or otherwise, can create whether on the site or on other land, a nuisance or to conditions which are harmful to health (PHA 1936 section 268(2))
6. a shaft or outlet of an abandoned or disused mine where:
 - 6.1. it is not properly secured in order to prevent people accidentally entering the outlet; or
 - 6.2. because it is accessibility from a road or public place it constitutes a danger to the public (M and QA 1954 section. 151)
7. a quarry that does not have an efficient and properly maintained barrier designed and built to prevent people from accidentally falling into it and because it is accessible from a road or public place, amounts to a danger to the public (M and QA 1954 section 151)

In carrying out the statutory nuisance procedures, Local Authorities can not deal with the radioactive state of any substance, article or premises. These matters come under the Radioactive Substances Act 1993 (RSA 1993 section 40).

BACKGROUND DOCUMENTS

Background Papers	Held At	Contact
Title of document(s) NONE	Title of department / unit Address	Name Phone number

APPENDICES

No.	Title
Appendix 1	List of Statutory Nuisances

AUDIT TRAIL

Lead Officer	Anju Sidhu	
Report Author	Anju Sidhu	
Version	1	
Dated	25 01 2022	
Key Decision?	Not applicable	
CONSULTATION WITH OTHER OFFICERS / DIRECTORATES / CABINET MEMBER		
Officer Title	Comments Sought	Comments Included
Director of Law and Governance	Yes/No	Yes/No
Strategic Director of Finance and Governance	Yes/No	Yes/No
List other officers here	N/A	
Cabinet Member	Yes/No	Yes/No
Date final report sent to Constitutional Team / Scrutiny Team		

Item No.	Classification: Open	Date: 7 February 2022	Meeting Name: Housing and Community Engagement Scrutiny Commission
Report title:		Update on the internal repairs service and the repairs improvement plan	
Ward(s) or groups affected:		All	
From:		Director of Asset Management/Head of Repairs and Maintenance	

RECOMMENDATION(S)

1. The Housing and Community Engagement Scrutiny Commission notes the report on the internal repairs service and progress of the Repairs Improvement Plan which was agreed by cabinet in April 2020

BACKGROUND INFORMATION

2. The contract for repairs within tenants' homes in the south of the borough was brought in house in October 2018, initially for one year. That decision was made permanent upon review by cabinet in 2019 and the repairs service was given the task of developing an improvement plan. The plan was agreed by cabinet in April 2020. Progress was to be reported regularly to the cabinet member and residents and the next update will be reported to cabinet in March.
3. In April 2020 cabinet noted the decision to transfer Southwark Building Services from Environment and Leisure to the Housing and Modernisation Department with the intention to dissolve the 'client/contract split' and to develop a wholly integrated and seamless repairs service.
4. In February 2020 the Southwark Housing Scrutiny Commission published its report into housing repairs that included a number of recommendations which were subsequently agreed by cabinet in December 2020. These are being integrated into the repairs improvement plan as it evolves.
5. Southwark Building Services moved to repairs with effect from 1 April 2020 shortly after the first lockdown due to the COVID-19 pandemic. Although work began on the improvement plan, progress was slower than anticipated as the priority was on maintaining an essential repairs service in extraordinary circumstances. Staff responded well and continued to provide front-line services, we are grateful for the patient response from

residents over this period as we focused emergency and essential works only. Satisfaction surveys which determine the key performance indicators were suspended as the customer experience staff undertaking them were assigned to other front-facing duties. Surveys restarted in November but data is flawed due to an IT issue which they are trying to resolve.

6. The service has fully reopened for new works and there has been significant progress in clearing the backlog of follow on and larger works that had been reported during lockdown, however demand on the service is high. We are still operating to strict COVID risk assessments and standard operating procedures to ensure the safety and wellbeing of residents and staff alike. This, among other factors has meant that performance is not where it needs to be.
7. The internal repairs service covers plumbing, carpentry, electrical and wet trades repairs within general needs and temporary accommodation homes whether occupied or vacant. It does not cover heating/hot water, doors and windows, roofs nor the external fabric and common parts. The current operating model is that tenants report repairs to the corporate call centre who log and book appointments which are then attended by either a repairs operative or contractors depending on availability.

KEY ISSUES FOR CONSIDERATION

8. Annually the service undertakes about 60,000 responsive repairs. The tables below show the situation pre-pandemic to date.
9. Repairs raised between 1 April 2019 – 31 March 2020

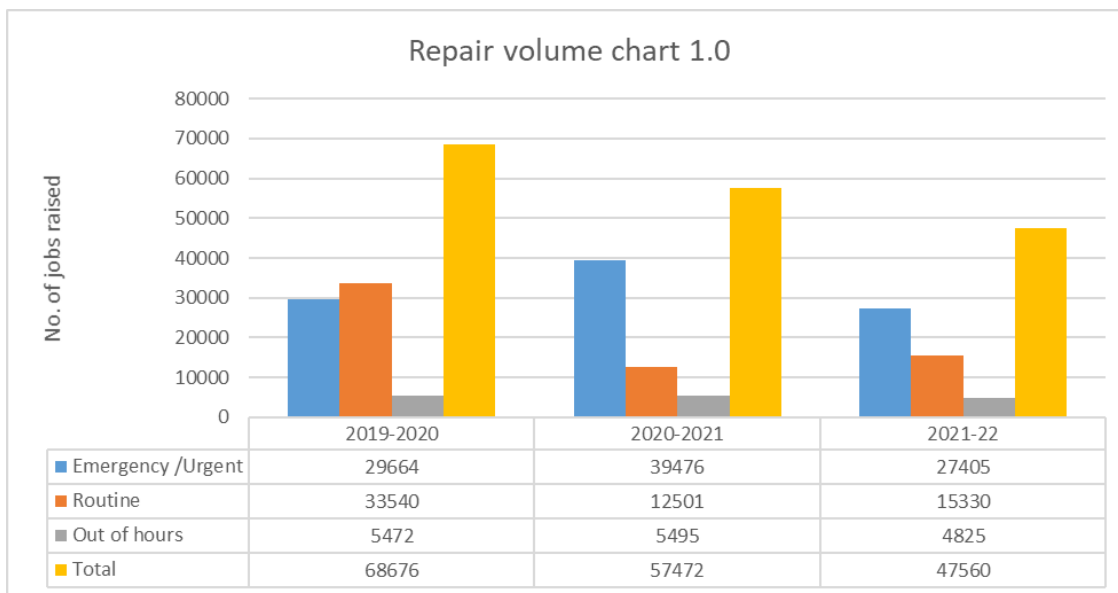
Repair type	Total jobs raised
Emergency/Urgent	29664
Routine	33540
Out of hours	5472
Total	68676

Repairs raised between 1 April 2020 – 31 March 2021

Repair type	Total jobs raised
Emergency/Urgent	39476
Routine	12501
Out of hours	5495
Total	57472

Repairs raised between 1 April 2021 – 31 January 2022

Repair type	Total jobs raised
Emergency/Urgent	27405
Routine	15330
Out of hours	4825
Total	47560



10. During the lockdowns and beyond, in accordance with our COVID -19 risk assessments, we undertook essential repairs only based on the type of works and the circumstances of individual tenants and the availability of staff. Building services has a number of staff who were more vulnerable due to age and ethnicity and a number were required to shield. Some were deployed to carry out managing and delivering of food parcels to shielding and vulnerable residents directed through the community hub set up by the council at the beginning of lockdown.
11. The effects of the pandemic and other external forces including Brexit has had a serious effect on the construction industry and we are not immune to labour and supply chain shortages. Discussions with other direct labour organisations has shown that the effects are ongoing on general performance and supply chain for both materials and labour.
12. The repairs improvement plan is an ambitious programme to deliver an excellent repairs service for our residents and is initially focused on the delivery of internal repairs.
13. Our vision is
- To provide a good service for a fair cost
 - A fit for the future repairs service that puts residents' needs at its heart
 - To deliver the service well, so our residents will be able to say that they are:
 - Proud of their home, their block and estate
 - Living in a safe, well-maintained home and building
 - Listened to by their landlord
 - To invest in people and actively manage individual and team performance whilst ensuring that the skills required for excellence are in

place

14. Improving the customer journey:



15. The improvement plan will deliver on the five aims approved by the cabinet based on feedback from residents, namely,



16. **What does an easy to use service look like?**
- different ways to contact us to book repairs, on-line, by phone, to the member of staff who you comes to do or inspect another repair
 - able to have on-line chat with the service
 - thorough diagnosis through technology and a dedicated repairs call centre
 - an appointment for your repair at the first point of contact
 - able to track your repair from start to finish and to receive alerts in real time
 - we take responsibility for interactions once a repair has been reported until it is completed
17. **How will we complete repairs jobs right first time?**
- the best possible diagnostics at reporting stage
 - effective planning, sending the right operative with the right tools and materials
 - upskilling of staff and a multi-skilled workforce who can complete the whole job, not reliant on someone else to attend unless it is specialist
 - robust supply chain arrangements, imprest stock and deliveries to site
 - use of technology including telematics to ensure the most efficient deployment of resources
 - all appointments agreed with resident
 - video calling and early intervention

- repair MOTs

18. **How will we ensure that in undertaking repairs we treat residents and their homes with respect?**

- treating customers as if a valued members of our family
- listening and communicating
- do what we say we will do when we say we will do it
- respecting difference and tailoring services to needs
- explaining clearly what the job involves, how long it will take and clearing away all mess created
- taking responsibility for issues identified by customers and following up or sign posting
- you should only need to contact us to report the repair initially or change your arrangements, never to chase

19. **What do we mean by open and honest opportunities to feedback on the quality of the repair?**

- instant survey at completion of the repair
- resident to agree that the job is completed before closing
- positive intervention when things go wrong or resident is unhappy with the service. Going the extra mile to put things right.
- estate-based conversations and surgeries between residents and staff delivering repairs
- meaningful engagement with resident forums
- a repairs service that learns from its customers

20. **What does a fit for the future service that puts residents' needs at its heart require to achieve its vision?**

- modern technology that supports staff and residents alike
- spends money as if it was from our own pockets
- a diverse staff group that reflects our residents
- a bespoke repairs call centre integrated within the service
- highly trained and motivated staff who enjoy getting things done
- competent, multi-skilled and productive operatives who take pride in their work
- effective and ambitious plans backed up by can-do attitudes and working practices to tackle issues as they arise
- key performance indicators developed with residents which measure what is important to them
- flexibility in appointments to suit modern lifestyles
- career development and progression
- quality apprenticeships targeting local people
- learning from and collaborating with peers to achieve best practice including TMOs and other authorities/social housing providers
- a robust and effective supply chain

Progress to date

21. The pandemic brought its own challenges to ensure the safety of residents and staff whilst undertaking essential repairs to residents' homes and

slowed progress. It slowed down important work to understand the strengths and weaknesses of the service. In essence, we focused on a period of discovery coupled with setting up and developing project governance and workstreams to tackle each of the major areas for improvement. Despite this challenge there has been some significant achievements with a long journey ahead.

22. The project has seven substantial workstreams, a brief description of progress to date follows:
23. **Digital systems** – procurement of new works management system, CONNECT, which has now been rolled out in its basic form in Leaks from Above, Walworth, Borough and Bankside, Bermondsey and Rotherhithe. All areas will be rolled out by end of March 2022. The next stages will be to introduce the advanced functionality such as real time reporting and tracking of jobs, enhanced text messaging, immediate customer feedback and video inspections. The council's telephony system should soon allow on-line chat functionality which we are keen to embrace and will trial in Leaks from Above. Work has started on implementing imprest stock on vans and job costing. As the system is rolled out new PDAs with advanced functionality have enabled operatives to have improved access to council systems and health and safety information. We have been unable to switch on the telematics system fitted on vehicles and await a corporate resolution to this.
24. **Service process development** – processes are relatively simple and were developed with the input of residents some time ago. Compliance with those processes is a significant issue for the service and we are taking every opportunity to ensure that staff understand that our processes are designed with residents' needs at the forefront. All staff were recently retrained on customer service principles, practices and expectations. We are continuing to refine our approach to leaks from properties above and are working on a damp and mould strategy which will incorporate the recommendations of the Housing Ombudsman's recent report.
25. **Customer access** – the front line of the repairs service is located within the generic call centre and the plan is to integrate this within the repairs service to achieve a specialist, fully integrated service for residents. Work is in its initial stages and we have, as recommended by Scrutiny, engaged with Islington who have adopted this model. Full proposals will be developed in the coming year. In the interim the video inspection and text functionality will be introduced through our new works management system, CONNECT along with improved SMS messaging and surveys.
26. **Workforce development** – the service now has all operatives on the same terms and conditions following the agreement reached between the trades unions and the council. The agreement became effective on 1 April this year and has not been without its challenges. The financial cost to the service has been re-evaluated and has increased pressure on the HRA.

There are significant issues around productivity and covering the service between its core hours of 8am and 6pm.

27. Managers have all been trained to manage performance and service delivery. A skills audit is under way and we are working with the Construction Skills Centre on some bespoke trades courses to upskill operatives as well as seeking to introduce a new apprenticeship of Property Maintenance Operative. This will ensure that we can grow our own multi-skilled workforce, including improving the skills base of and opportunities for our existing single-trade apprentices.
28. Our recruitment strategy is twofold, we have advertised for multi-skilled operatives and will bring staff into the workforce in manageable cohorts, whilst reducing the reliance on agency staff. Women are significantly under-represented in trades and we are working with resourcing on a positive action programme to encourage local women to apply for apprenticeships or vacancies. We will restructure the service in phases to ensure we can maintain services while we are improving it.
29. **Communication and engagement** – the priorities for the improvement plan were developed following independent consultation with residents, including residents who rarely engage with the service. We have attended tenants forums as part of our engagement and resident involvement are assisting with setting up a resident panel to work directly with us on initiatives within the service and to act as a sounding board. We will look to set up a resident board to scrutinise and develop the service. We have a group of staff champions from across the service who will provide an alternative route for staff to come with ideas and suggestions which can form pilots for improvement and ensure continuous development.
30. **Financial management** - This has been an area of weakness within the service and cabinet will be aware of the significant financial pressure that the in-house service has placed on the HRA. Value for money is at the forefront of our plans and instilling financial discipline and clear procedures is ongoing. We are reviewing each area for efficiency and have made savings in fleet, mail and telephony charges, amongst others. The business and finance managers consider no budget too small to escape scrutiny. The service is forecasting a deficit of £4.5m which is in line with the expectations of the HRA 2021/22 financial plan. There continues to be significant risks associated with the new terms and conditions around operative productivity and out of hour call outs. Given the current financial climate there are also other financial pressures including increases on materials, vehicle fuel and contractors labour costs.
31. **Procurement** – closely aligned with financial management and developing a fit for the future service. Back up arrangements will always be required to deal with specialisms, peaks and troughs and material

supply. Due to a backlog of work it will be necessary to extend existing contracts in order to meet service demands especially in communal repairs and voids. Contract management in these areas is subject to improvements and ensuring performance is monitored. Whilst focussing on internal repairs we will be procuring new contracts for voids and communal repairs as well as re-procuring roofing and fire contracts. The commercial team are already exploring how we can achieve our aim of increasing SME and Black, Asian and minority ethnic led businesses within this sphere of work.

Community, equalities (including socio-economic) and health impacts

Community impact statement

32. The housing repairs service impacts the lives of residents who live in the council's housing stock and request a responsive repair to their home. The repairs improvement plan aims to improve the service so that it is resident focused and enables residents to be proud to live in their home, block and estate and live in safe, warm and well-maintained homes. This plan is a major opportunity to improve the lives of a significant section of our community.

Equalities (including socio-economic) impact statement

33. Section 149 of the Equality Act, lays out the Public Sector Equality Duty (PSED) which requires public bodies to consider all individuals when carrying out their day to day work – in shaping policy, in delivering services and in relation to their own employees. It requires public bodies to have due regard to the need to eliminate discrimination, advance equality of opportunity, and foster good relations between different people when carrying out their activities.
34. The repairs improvement plan will reflect the relevant duties, especially in regard to vulnerable residents and those with protected characteristics.
35. We will target women, who are substantially under-represented, into trades through a targeted apprenticeship campaign.
36. We will increase our apprenticeships in both trades and office functions and work with local schools and colleges to demonstrate career paths and opportunities in construction.
37. We will continue our 'grow your own' ethos in developing staff from across all of our work streams and job roles.

Health impact statement

38. The repairs service has responsibility for undertaking aids and adaptations to enable residents with disabilities to live within general needs, independent properties. The service works closely with social care and hospital discharge

teams to enable residents to return to safe homes after a spell in hospital.

39. Developing our damp and mould strategy will ensure that we take account of the health effects of damp on mould on the lives of our residents and develop a holistic response within asset management to address this.

Climate change implications

40. Following council assembly in July 2021, the council has committed to considering the climate change implications of any decisions. The cabinet has committed the council to achieve carbon neutrality by 2030 if possible.
41. In developing the repairs improvement plan we will look to contribute to that reduction through, amongst other things, more effective use of technology, including vehicle telematics, we will reduce the carbon footprint of our vehicles. We will work with the fleet manager on the next procurement of vehicles to the same end.

Resource implications

42. There are no specific implications arising from this update

Legal implications

43. There are no specific implications arising from this update

Financial implications

44. There are no specific implications arising from this update

Consultation

45. Throughout the development of the plan we have engaged with residents and the five priorities and aims are those that came from our resident engagement. We will continue to work with and listen to residents as we progress. In the next phase of the plan we will take our direct service deliverers out into the community to have conversations with residents on their estates to truly allow staff to embrace what a customer focused service should be and will set up a board to scrutinise and develop the service.

SUPPLEMENTARY ADVICE FROM OTHER OFFICERS

Head of Procurement

46. N/A

Director of Law and Governance

47. N/A

Strategic Director of Finance and Governance

48. N/A

Other officers

49. N/A

BACKGROUND DOCUMENTS

Background Papers	Held At	Contact
Title of document(s)	Title of department / unit Address	Name Phone number
(Insert hyperlink here)		
Title of document(s) (Insert hyperlink here)	Title of department / unit Address	Name Phone number
(Insert hyperlink here)		

APPENDICES

No.	Title

AUDIT TRAIL

Cabinet Member	Councillor Stephanie Cryan, Council Homes and Homelessness	
Lead Officer	David Hodgson, Director of Asset Management	
Report Author	Christine Bramman, Head of Repairs and Maintenance	
Version	Final	
Dated	26 January 2022	
Key Decision?	Yes/No	
CONSULTATION WITH OTHER OFFICERS / DIRECTORATES / CABINET MEMBER		
Officer Title	Comments Sought	Comments Included
Director of Law and Governance	Yes/No	Yes/No

Strategic Director of Finance and Governance	Yes/No	Yes/No
List other officers here		
Cabinet Member	Yes/No	Yes/No
Date final report sent to Constitutional Team		

Item No. 9.	Classification: Open	Date: 28 January 2022	Meeting Name: Housing and Community Engagement Scrutiny Commission
Report title:		Work Programme 2021-22	
Ward(s) or groups affected:		N/a	
From:		Scrutiny Officer	

RECOMMENDATIONS

1. That the housing and community engagement scrutiny commission note the work programme as at 28 January 2022 attached as Appendix 7.
2. That the housing and community engagement scrutiny commission consider the addition of new items or allocation of previously identified items to specific meeting dates of the commission.

BACKGROUND INFORMATION

3. The general terms of reference of the scrutiny commissions are set out in the council's constitution (overview and scrutiny procedure rules - paragraph 5). The constitution states that:

Within their terms of reference, all scrutiny committees/commissions will:

- a) review and scrutinise decisions made or actions taken in connection with the discharge of any of the council's functions
- b) review and scrutinise the decisions made by and performance of the cabinet and council officers both in relation to individual decisions and over time in areas covered by its terms of reference
- c) review and scrutinise the performance of the council in relation to its policy objectives, performance targets and/or particular service areas
- d) question members of the cabinet and officers about their decisions and performance, whether generally in comparison with service plans and targets over a period of time, or in relation to particular decisions,

initiatives or projects and about their views on issues and proposals affecting the area

- e) assist council assembly and the cabinet in the development of its budget and policy framework by in-depth analysis of policy issues
 - f) make reports and recommendations to the cabinet and or council assembly arising from the outcome of the scrutiny process
 - g) consider any matter affecting the area or its inhabitants
 - h) liaise with other external organisations operating in the area, whether national, regional or local, to ensure that the interests of local people are enhanced by collaborative working
 - i) review and scrutinise the performance of other public bodies in the area and invite reports from them by requesting them to address the scrutiny committee and local people about their activities and performance
 - j) conduct research and consultation on the analysis of policy issues and possible options
 - k) question and gather evidence from any other person (with their consent)
 - l) consider and implement mechanisms to encourage and enhance community participation in the scrutiny process and in the development of policy options
 - m) conclude inquiries promptly and normally within six months
4. The work programme document lists those items which have been or are to be considered in line with the committee's terms of reference.

KEY ISSUES FOR CONSIDERATION

5. The Housing service areas that fall within the scope of the Housing and Community Engagement Scrutiny Commission are:
- Resident Services (which includes area management, strategy and business support, strategic business and support housing services).
 - Customer Experience Division (which includes the Contact Centre; Customer Resolution and Specialist Services, My Southwark Home Owners and the Housing Solutions Services).
 - Asset Management Division (which includes New Homes; Investment, Repairs & Maintenance and Engineering).

6. As of 16 September the commission also now has within in its remit the area of community engagement.
7. The cabinet portfolio elements relating to this commission are listed below:

Housing (Councillor Stephanie Cryan)

- Housing Strategy
- New council homes
- Housing allocations and lettings
- Council housing asset management strategy and investment programmes
- Housing repairs and major works
- Homeowners services
- Private rented housing
- Empty homes and under occupation
- Short term-lets
- Relationship with housing associations

Leisure, Environment and Roads - Councillor Catherine Rose (Housing related portfolio areas)

- Estate cleaning

Communities, Equalities and Neighbourhoods – Councillor Alice Macdonald (Community related portfolio areas)

- Community engagement, participation and development
- Community and tenants and residents halls and centres
- Faith communities

Social Support and Homelessness – Councillor Helen Dennis

- Establishing a Southwark Community Support Alliance (building on the success of the community hub)
 - Homelessness services
8. Set out in Appendix 15 (Work Programme) are the issues the housing scrutiny commission is due to consider in the 2021-22 municipal year.
 9. The work programme is a standing item on the housing scrutiny commission agenda and enables the commission to consider, monitor and plan issues for consideration at each meeting.

BACKGROUND DOCUMENTS

Background Papers	Held At	Contact
Housing and Community Engagement Scrutiny Commission	Southwark Council Website	Everton Roberts 020 7525 7221
Link: https://moderngov.southwark.gov.uk/ieListMeetings.aspx?Committeeld=551		

APPENDICES

No.	Title
Appendix 7	Work Programme 2021/22

AUDIT TRAIL

Lead Officer	Amit Alva, Scrutiny Officer	
Report Author	Amit Alva,	
Version	Final	
Dated	28 January 2022	
Key Decision?	No	
CONSULTATION WITH OTHER OFFICERS / DIRECTORATES / CABINET MEMBER		
Officer Title	Comments Sought	Comments Included
Director of Law and Governance	No	No
Strategic Director of Finance and Governance	No	No
Cabinet Member	No	No
Date final report sent to Scrutiny Team		28 January 2022

Housing and Community Engagement Scrutiny Commission Work Programme – 2021/22

Meeting	Agenda items	Comment
12 July 2021	Building New Council Homes (Interview with Cabinet Member)	Commission interviewed Cabinet Member for Homes and Homelessness and received an overview report on building new Council homes.
	Work Programme	Considered at each meeting.
5 October 2021	<p>New council homes on existing estates – Case Study 1- Brenchley Gardens</p> <ul style="list-style-type: none"> • Chronology of events/ progress of this project. • Issues faced. • Proposal changes and the reasoning behind it. • Effects of changes on residents and the consultation process for these changes. 	To receive a comprehensive report from officers in the form of a case study with detailed site specific information. The scrutiny review will focus on learnings from the issues faced which would help improve other projects and their respective public consultation processes.

Meeting	Agenda items	Comment
	<ul style="list-style-type: none"> • Council Plan on Building Zero Carbon Houses 	<p>To receive a report from Officers/ Cabinet member on the council's plan on building zero carbon homes. The report to present details on the approach to building Zero/Low carbon homes, enforcement of environmental standards with regards to building council houses, carbon offset fund levels set, Southwark's compliance with the Mayor's 'Zero Carbon Homes' policy and spending of funds secured from offsetting.</p>
<p>23 November 2021</p>	<ul style="list-style-type: none"> • Interview with Councillor Darren Merrill, and report on private rented housing, including licencing and the renter's union • Discussion on results from the survey of residents of the private rented sector • Policy & Practice on mutual exchange housing options 	<p>To attend Councillor Darren Merrill, Cabinet Member for a Safer, Cleaner Borough.</p> <p>Officers to attend Emma Trott, Private Sector Housing Enforcement Manager and Matt Clubb, Director of environment and Leisure and report on private rented housing.</p> <p>In addition, officers Ricky Belott, Head of Housing Supply, Cheryl Russell, Director of Resident Services and Equeye Robertson, Area Manager (South), Housing and Modernisation to report on policy and practice on mutual exchange housing options.</p>

Meeting	Agenda items	Comment
15 December 2021	<ul style="list-style-type: none"> • Impact of Fire Safety Act and the Building Safety Bill upon the HRA and leaseholders <p>New council homes on existing estates – Case Study 2- Kingston Estate</p> <ul style="list-style-type: none"> • Chronology of events/ progress of this project. • Issues faced. • Proposal changes and the reasoning behind it. • Effects of changes on residents and the consultation process for these changes. 	<p>To receive a report from David Hodgson, Director of Asset Management and Ian Young, Departmental Finance Manager, Housing and Modernisation.</p> <p>To receive a comprehensive report from officers in the form of a case study with detailed site specific information. The scrutiny review will focus on learnings from the issues faced which would help improve other projects and their respective public consultation processes.</p> <p>Officers - Tim Bostridge, Head of Development and Stuart Davies, Director of New Homes, Housing and Modernisation.</p>
7 February 2022	<ul style="list-style-type: none"> • Kingston Estate- Resident experiences with regards to the new homes building project. • Noise and Nuisance in Southwark • Check in on Southwark repairs service performance • Recommendations to Cabinet on new council homes on existing estates • Recommendations to Cabinet on the private rented sector 	<p>Further details of reports/presentations and officers/cabinet member addresses to be confirmed</p>

Meeting	Agenda items	Comment
16 March 2022	<ul style="list-style-type: none">• Impact of the pandemic on Southwark Housing and measures needed• Empty homes in Southwark• New Tenancy Management Organisations• New tenant/resident community engagement structures• Temporary accommodation• Recommendations to Cabinet	Further details of reports/presentations and officers/cabinet member addresses to be confirmed

Housing and Community Engagement Scrutiny Commission

MUNICIPAL YEAR 2021-22

AGENDA DISTRIBUTION LIST (OPEN)

NOTE: Original held by Scrutiny Team; all amendments/queries to Fitzroy Williams Tel: 020 7525 7102

Name	No of copies	Name	No of copies
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Members		Joseph Brown – Senior Cabinet Officer	
Councillor Gavin Edwards		Paul Wendt, Liberal Democrat Group Office	
Councillor Anood Al-Samerai		Pavle Popovic – Liberal Democrat Group Office	
Councillor Renata Hamvas			
Councillor Sunny Lambe			
Councillor Richard Livingstone			
Councillor John Hartley			
Councillor Jane Salmon			
Reserves Members		External	
Councillor Victor Chamberlain		Caroline Vicent	
Councillor Nick Dolezal			
Councillor Karl Eastham			
Councillor Hamish McCallum			
Councillor Victoria Olisa			
Councillor Andy Simmons			
Councillor Bill Williams			
Co-Opted Members			
Ina Negoita (Homeowners' Council)			
David Eyles (Homeowners' Council Reserve)			
Cris Claridge (Tenants' Council)			
		Total: 14	
		Dated: May 2021	