

Housing and Community Engagement Scrutiny Commission

Thursday 24 March 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
Basseyy Basseyy (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

Access to information

You have the right to request to inspect copies of minutes and reports on this agenda as well as the background documents used in the preparation of these reports.

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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: 16 March 2022



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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 15 December 2021 (to follow) and 7 February 2022 (to follow).	
5.	TEMPORARY ACCOMMODATION	
	To receive a report from officers Ricky Belott, Head of Housing Supply and Councillor Stephanie Cryan, Cabinet Member for Council Homes and Homelessness on temporary accommodation. (To follow)	

6. RECOMMENDATIONS TO CABINET ON NEW COUNCIL HOMES ON EXISTING ESTATES

The commission to finalise recommendations to Cabinet on new council homes on existing estates.

7. RECOMMENDATIONS TO CABINET ON THE PRIVATE RENTED SECTOR

The commission to finalise recommendations to Cabinet on the private rented sector.

8. OVERALL PERFORMANCE STATISTICS OF SOUTHWARK REPAIRS SERVICE INCLUDING IN HOUSE AND HEATING CONTRACTOR SERVICES 1 - 4

To receive overall performance figures on the repairs service including in house and heating contractor services from Paul Wood, Programme Manager, Housing and Modernisation.

9. WORK PROGRAMME 2021/22 5 - 12

To note the work programme for 2021/22.

DISCUSSION OF ANY OTHER OPEN ITEMS AS NOTIFIED AT THE START OF THE MEETING.

Date: 16 March 2022

Item No. 8.	Classification: Open	Date: 15 March 2022	Meeting Name: Housing and Community Engagement Scrutiny Commission
Report title:		Performance report: Internal Responsive Repairs (Southwark Repairs and Heating and Hot Water)	
Ward(s) or groups affected:		All	
From:		Director of Asset Management/Head of Repairs and Maintenance/Head of Engineering Services	

RECOMMENDATION(S)

1. That the Housing and Community Engagement Scrutiny Commission notes the report on current performance on internal repairs carried out by Southwark Repairs, and heating and hot water repairs carried out by the Council's contractors, OCO and Smith & Byford.

BACKGROUND INFORMATION

2. Southwark Building Services moved into the Repairs Service with effect from 1 April 2020, shortly after the first lockdown due to the COVID-19 pandemic. The Service priority at this time was to maintain 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 on emergency and essential works only.
3. Engineering Services also made a number of changes to meet the challenges of the pandemic, with a focus on essential service provision. However, given the nature of heating and hot water repairs, many of these are always categorised as urgent and therefore that element of the Service was not subject to significant alteration.
4. Additionally, the Repairs Service provided support through deliveries of care packages to all of our registered 10,000 vulnerable residents on a daily basis, often on their way home and into work. This continued for a considerable time during this difficult period.
5. Satisfaction surveys, which determine the key performance indicators (KPIs) for both the Repairs Service and for the heating and hot water repairs carried out by Engineering Services, were suspended from spring 2020 as the customer experience staff undertaking them were assigned to other front-facing duties.

6. Surveys were due to restart in November 2021 but, following the resolution of some technical issues, data became available from December 2021.
7. The Repairs Service has now 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.
8. Throughout the pandemic, both the Repairs Service and Engineering Services have continued to report on performance with regard to the completion of emergency and urgent repairs within the stipulated time period. i.e. within four hours or same day depending on the nature of the required repair (see paragraph 17).
9. From April 2022, following further implementation of the TotalMobile Connect system in Repairs, the '*completed within stipulated time period*' KPI will be again be reported against non-urgent repairs, alongside the other metrics.

KEY ISSUES FOR CONSIDERATION

10. The Council currently records three main KPIs relating to responsive repairs: appointments kept, repairs completed right first time and customer satisfaction. The Customer Experience survey team receives a list of recently completed repairs each month and telephones residents to gather their feedback. The team tries to speak to 800 residents per Service.
11. This method - asking residents directly about their experiences rather than using an IT system to provide some of the data – was put in place following a Scrutiny recommendation in 2011.
12. Between December 2021 and February 2022, performance against the these KPIs, as measured through customer survey responses, is as follows:

Southwark Repairs

KPI	Dec 2021 Performance	Jan 2022 Performance	Feb 2022 Performance
Appointment Kept	91.7% (211/230)	92.4% (511/553)	93.6% (567/606)
Repair completed Right First Time	71.3% (171/240)	76.5% (427/558)	75.7% (455/601)
Satisfied customers	76.2% (160/210)	82% (434/529)	80.1% (478/597)

Heating and Hot Water (OCO and Smith & Byford)

KPI	Dec 2021 Performance	Jan 2022 Performance	Feb 2022 Performance
Appointment Kept	95.8% (275/287)	93.5% (650/695)	94.5% (733/776)
Repair completed Right First Time	73.6% (212/288)	71.4% (498/698)	75.6% (592/783)
Satisfied customers	78% (209/268)	76.3% (505/662)	80.6% (609/756)

13. Given that some customers will have been surveyed about a repair that was delayed due to the pandemic, it is perhaps unsurprising that overall customer satisfaction is currently lower than we would like.
14. It should also be noted that some jobs, such as radiator replacements, which cannot be completed on first visit, are included in the Right First Time figures above and therefore go some way to explaining the c.75% performance on that measure.
15. Evidence of an overall upward trend, however, reflects positively on the implementation of the Repairs Improvement Plan, as well as the Service beginning to operate closer to Business As Usual.
16. A report from Housemark, the leading provider of data and analytics services for the social housing sector, published in January 2022, shows the current median tenant satisfaction with repairs to be 62.5% across Councils in London.
17. During the 21/22 financial year to the end of January 2022, performance against the emergency/essential 'orders completed within the stipulated time period' KPI (target: 95%) is as follows:
 - Repairs Service: 96.4%
 - Heating and hot water repairs: 97.4%
18. Considerable progress has been made in reducing the number of 'backlog' non-urgent repairs, which were not carried out due to the pandemic. There were 4556 open orders for internal repairs on 12 April 2021, this figure as at 24 February 2022 stands at 128.

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	15 March 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	Yes
Date final report sent to Constitutional Team		15/03/2022

Item No. 9.	Classification: Open	Date: 16 March 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 16 March 2022 attached as Appendix 1.
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 1 (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 1	Work Programme 2021/22

AUDIT TRAIL

Lead Officer	Amit Alva, Scrutiny Officer	
Report Author	Amit Alva,	
Version	Final	
Dated	16 March 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		16 March 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.
	<ul style="list-style-type: none"> • Council Plan on Building Zero Carbon Houses 	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

Meeting	Agenda items	Comment
		<p>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>
<p>15 December 2021</p>	<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>	<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</p>

Meeting	Agenda items	Comment
	<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>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>
<p>7 February 2022</p>	<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 	<p>An interview with residents of the Kingston estate on their experiences with the new homes building project. Interview with Councillor Martin Seaton as Ward Councillor.</p> <p>To receive a report from Anju Sidhu, Head of Service for Regulatory Services, Environment and Social Regeneration on Noise and Nuisance in Southwark</p> <p>To receive an update from Christine Bramman, Head of Repairs & Maintenance, Housing and Modernisation and David Hodgson, Director of Asset Management on Southwark repairs service performance.</p>
	<ul style="list-style-type: none"> • Temporary accommodation 	<p>To receive a report from officers Ricky Belott, Head of Housing Supply and Councillor Stephanie Cryan, Cabinet Member for Council Homes and Homelessness</p>

Meeting	Agenda items	Comment
24 March 2022	<ul style="list-style-type: none"><li data-bbox="566 276 1256 347">• Recommendations to Cabinet on new council homes on existing estates<li data-bbox="566 387 1238 459">• Recommendations to Cabinet on the private rented sector<li data-bbox="566 499 1279 611">• Overall performance statistics of Southwark Repairs Service including in house and heating contractor services. (To note and discuss)	<p data-bbox="1317 308 2027 419">The draft recommendations will be finalised by the Chair with input from commission members, supported by the Scrutiny Officer.</p> <p data-bbox="1317 499 1962 611">To receive overall performance figures on the repairs service from Paul Wood, Programme Manager, Housing and Modernisation.</p>

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
Electronic Copy		Aine Gallagher – Cabinet and Public Affairs Manager	
Members		Joseph Brown – Senior Cabinet Officer	
Councillor Gavin Edwards		Pavle Popovic – Liberal Democrat Group Office	
Councillor Damian O'Brien			
Councillor Renata Hamvas		External	
Councillor Sunny Lambe		Caroline Vicent	
Councillor Richard Livingstone			
Councillor Jon Hartley			
Councillor Jane Salmon			
Reserves Members			
Councillor Victor Chamberlain			
Councillor Nick Dolezal			
Councillor Karl Eastham			
Councillor Hamish McCallum			
Councillor Victoria Olisa			
Councillor Andy Simmons			
Councillor Bill Williams			
Co-Opted Members			
Bassey Bassey (Southwark TMO)			
Cris Claridge (Tenants Forum)			
Ina Negoita (Southwark Homeowners Forum)			
		Total: 14	
		Dated: March 2022	