

Housing and Community Engagement Scrutiny Commission

Wednesday 15 December 2021

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

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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: 7 December 2021



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Housing and Community Engagement Scrutiny Commission

Wednesday 15 December 2021

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	1 - 10
	To approve as a correct record the Minutes of the meeting held on 23 November 2021.	

5. NEW COUNCIL HOMES ON EXISTING ESTATES - CASE STUDY 2 - KINGSTON ESTATE 11 - 39

To receive a report from Tim Bostridge, Head of Development and Stuart Davies, Director of New Homes, Housing and Modernisation on Housing and Modernisation on New council homes on existing estates, as a case study on Kingston Estate.

6. IMPACT OF FIRE SAFETY ACT AND THE BUILDING SAFETY BILL UPON THE HRA AND LEASEHOLDERS 40 - 64

To receive a report from David Hodgson, Director of Asset Management and Ian Young, Departmental Finance Manager, Housing and Modernisation on the Impact of Fire Safety Act and the Building Safety bill upon the HRA and leaseholders.

Officers supporting – Desmond Vincent, Building Safety Lead, Housing and Modernisation and Louise Turff, Head of Homeownership Services, Finance and Governance.

7. CABINET RESPONSE TO THE HOUSING AND COMMUNITY ENGAGEMENT SCRUTINY COMMISSION: ESTATE CLEANING SERVICES AND ANTI-SOCIAL BEHAVIOUR TO SOUTHWARK ESTATES 65 - 84

To consider the Cabinet response to the Housing and Community Engagement Scrutiny Commission: Estate cleaning services and anti-social behaviour to Southwark Estates

8. CABINET RESPONSE TO THE HOUSING AND COMMUNITY ENGAGEMENT SCRUTINY COMMISSION: REVIEW OF COMMUNITY HUBS 85 - 93

To consider the Cabinet Response to the Housing and Community Engagement Scrutiny Commission: Review of community hubs.

9. WORK PROGRAMME 2021/22 94 - 101

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.



Housing and Community Engagement Scrutiny Commission

MINUTES of the OPEN section of the Housing and Community Engagement Scrutiny Commission held on Tuesday 23 November 2021 at 7.00 pm at Ground Floor Meeting Room G02A - 160 Tooley Street, London SE1 2QH

PRESENT: 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)

OTHER MEMBERS PRESENT: Councillor Stephanie Cryan, Cabinet Member for Council Homes and Homelessness

OFFICER SUPPORT: Amit Alva, Scrutiny Officer

1. APOLOGIES

Under Chair's announcements it was noted that Councillor Damian O' Brien has been appointed the Vice-Chair of the Housing and Community Engagement Scrutiny Commission at the 13 October 2021, Overview and Scrutiny Committee meeting.

Councillor Lorraine Lauder MBE has been replaced by Councillor Renata Hamvas, this is due to Councillor Lauder's ill health, and the commission wished her a speedy recovery.

The commission also noted that due to issues of the blocking of the automated external email notifications on the Southwark IT network and also meeting invites being sent out for the whole year prior to the appointment of Co-opted members, Cris Claridge and Ina Negoita were unable to attend the previous meeting due to very short notice and through no fault of their own.

There were no apologies for absence.

2. NOTIFICATION OF ANY ITEMS OF BUSINESS WHICH THE CHAIR DEEMS URGENT.

There were no items of business which the Chair deemed urgent.

3. DISCLOSURE OF INTERESTS AND DISPENSATIONS.

There were no disclosures of interests or dispensations.

4. MINUTES

RESOLVED:

That the Minutes of the meeting held on 5 October 2021 be agreed as a correct record.

5. PRIVATE RENTED HOUSING, INCLUDING LICENCING AND THE RENTER'S UNION

Under this item the commission received a report and interviewed Councillor Darren Merrill, Cabinet member for a Safer Cleaner Borough on private rented housing. Councillor Merrill started his address by the bringing to the notice of the commission an error in the Minutes of the meeting held on 5 October 2021, the role of Councillor Stephanie Cryan was incorrectly recorded as the Leader of the Council. The Chair and commission noted this error and officers were asked to amend the Minutes, this has been edited in the Minutes.

Councillor Merrill explained to the commission that there is approximately 29% private sector rented homes in Southwark, under the licencing scheme the Council is allowed to license 20% of private rented licence homes without having to go out to private rented organisations, this would be the first phase of licensing, gathering data and building an evidence base to go further onto the rest of the housing estates and eventually having up to 85% of private rented sector in the licencing scheme. In addition the council has launched gold standard scheme which certifies properties with higher standards that are energy efficient, well maintained, reasonable renting cost and good tenancy agreements in place, there is also a gold standard plus scheme where if landlords are convinced to rent out to tenants

on the council list then they would not have to pay for the licence.

The commission then received a presentation from Emma Trott, Private Sector Housing Enforcement on driving up standards in the private rented sector. Emma explained to the commission the three different types of licensing, Selective- single family or two sharers, Additional HMO- houses in multiple occupation (HMO) let up to 3 or 4 unrelated people and Mandatory HMO- let to 5 or more unrelated people. The commission also learned that there is a process to introduce Selective and Additional licensing other than the Mandatory HMO licensing which the council has been carrying out, this involves following legislation from Department of Levelling Up, Housing and Communities (DLUHC) for Council wide strategy to improve Private Rented Sector (PRS) standards, meeting criteria such as gathering robust evidence of poor management for Additional licensing, Selective Licensing requiring robust evidence of high levels of PRS. Furthermore, public consultation needs to be carried out for a minimum of 10 weeks ensuring stakeholders and all residents also including landlords not living in the borough are reached, the next step is to apply to Secretary of state for any selective licensing schemes that are larger than 20% of the geographical area of the borough or more than 20% of the private rented sector.

The commission also learned that so far (2016-2020) the selective licensing scheme for single family houses in the borough was based on Anti-Social Behaviour (ASB) data as that was the only criteria in the legislation at that time. The new selective licensing scheme included data on property conditions and levels of deprivation obtained from Office of National Statistics (ONS) and Council held enforcement, housing benefits and council tax data. Data modelling was carried out with the help of an external company to predict properties that were rented in the private rented sector and whether they were likely to be an HMO or single family occupation and also whether it's likely that there is a hazard in the property. A compliance study was also carried out by the Private Sector Housing service on the properties under the previous schemes which recorded conditions found in the property, this served as a basis for proposals going out to public consultation (Appendix 12). The council's young advisors actively contacted food bank users, Black and Asian minority ethnic communities through leaders and specifically targeted media such as The Voice to encourage them to complete the online consultation. Public meetings were held for landlords, agents, private rented sector tenants and residents. The results from the consultation favoured council plans and approach, the consultation was delivered in half the costs of comparable councils, it was delivered during Covid and remains to be largest response to date for this type of consultation.

The commission heard from Emma that the Council believes there are continuing issues with management of smaller HMOs' causing issues for occupiers and neighbours due to hazards of fire disrepair and overcrowding. The council has since introduced a five year borough wide licencing scheme to tackle this issue (Appendix 2).

The commission also learnt about the complex implementation of selective

licensing schemes in two phases, phase one serves as a pilot covering five wards with two designations 1 & 2 containing very high, repeat ASB data and poor property conditions respectively. Phase one covers up to 18-20% licensing of private sector rented housing which does not need DLUHC approval and runs alongside additional licensing scheme. Phase two has designations 3 & 4 containing deprivation & poor property conditions across 15 wards which would need DLUHC approval. Phase one is an opportunity for the council to prove that this new approach to selective licensing scheme works by focusing on the worst property conditions, bolstered with the help of the evidence gathered and this would increase the chances of approval for Phase 2 from DLUHC. The commission also learned that the landlords have responded positively to the requirements of the Gold Standard Charter considering it to be reasonable and benefitting them. The timeline for Phase one already approved by Cabinet in October 2021 is six months starting March 2022 to August 2022 as a pilot for Phase two DLUHC approval process commencing September 2022 to January 2022 and alongside returning to Cabinet for Phase two approval in October 2022 to December 2022.

Emma then answered the commission's questions and addressed some concerns on:

- Phase one pilot scheme mentioned above has been approved by Cabinet instead of utilising the previously run five year licencing scheme from 2016 – 2020 as an evidence base and pilot for a borough wide licensing scheme, rather than a phased approach.
- Properties in the 2016-2020 licencing scheme not being protected in the proposed schemes.

Emma explained to the commission that we do not have the evidence base for a borough wide licensing scheme, the previously run scheme 2016-2020 was based only on ASB and officers agreed this would lead to refusal from the Secretary of State for a borough wide scheme which did not cover all aspects. During Covid the previously known as Ministry of Housing, Communities and Local Government (MHCLG), now known as DLUHC issued guidance asking Local Authorities to pause all steps towards licencing because of pressures on landlords during Covid. This gave officers an opportunity to rethink their approach to collating data and building an evidence base which led to the phased approach. The commission also learned that there are resource issues nationally for housing officers and implementing a licencing scheme at such a large scale would put enormous pressure on the service. The phased approach not only help with resource issues but also avoids the situation where the council could be without any licencing scheme whatsoever. In the event of Phase two being refused by the government the council can still fall back on Phase one which focuses on the worst affected properties within the allowed 18-20%. The properties covered in the previously run scheme 2016-2020 would still be covered and protected under the Housing Act 2004 Part 1, however the previous scheme did not cover deprivation and poor housing conditions and did not have a ward based approach, these were some of the learnings incorporated into the new proposals.

Emma answered further questions on the following points:

- Evidence for classification of properties in the different designations
- Assessment, non-compliance and appeals process of the Gold Standard Charter

The commission learned that all four designations are evidence based and ASB is reported in all designations 1 to 4, however ASB is prominent in designation 1 and not significant enough in designation 4 to warrant that the area to be covered under the licencing scheme. In designation 3 there are issues of deprivation around fuel poverty, although the service cannot do anything directly through licencing, the council can still do things to help in other areas of the borough. Although, ASB data is only covered in designation 1 wards, the service hopes have more data from all of the other wards on ASB throughout the life of these licencing schemes.

The commission also learned that on the Gold Standard Charter the tenants can lodge a complaint if they think their landlord is not meeting the criteria, landlords also have an option of initial representation for a notice served by the service without having to go through the legal process, however meeting Gold Standard is not legislative and appeals made are not a legal process. The initial representation of an appeal is reviewed by two senior officers and a member of legal services within the council.

On the shortening the length of timeline of the work programme for the application of Phase two, the commission learned from Emma that preliminary conversations have been had with officers from Central Government and learnings have been incorporated into current proposals based on approved selective licencing schemes from other Local Authorities, there have been examples of other Local Authorities being granted approval a lot quicker based on the quality of their application, attention to detail and the intelligence of their datasets targeting properties in specific areas.

On tackling and differentiating between responsible and negligent landlords, Councillor Merrill and Emma explained to the commission that it requires a two pronged approach where we have the licencing scheme running for responsible landlords who are usually the first one to apply for licencing and the second would be gathering of data and intelligence on landlords that are negligent and not complying with regulations, rooting them out and focusing resources on these properties to improve conditions for tenants. On regulations with regards to policing gas and electrical safety the service asks landlords to prove with the help of regular maintenance & safety records and failing to comply leads to appropriate action being taken, this has always been independent of the licencing scheme.

The commission also learnt that private rented properties data are collected through tenant complaints between 1200 and 1500 ever year registered through the council call centre for housing advice, meetings with various tenants groups

and tenants themselves. The properties not covered through these channels are then covered by intelligence from council tax records on lease holders of properties in council blocks, if the addresses are different from the property itself, it indicates they are rented privately and these properties are also identified through browsing advertisements of letting agents online.

The commission also heard from officers that there is high confidence in these proposals to make it a successful licencing scheme but time is needed to test out the processes in the Phase one pilot which is crucial to the delivery of Phase two, work has been undertaken to provide a better customer experience for landlords through online applications, ease of processing for officers, recruiting new housing officers and also working with GLA to design a new qualification for housing enforcement officers.

Councillor Merrill informed the commission that in order to ensure that 29% privately renting residents have a voice there are plans underway to setup a private tenants' network to encourage private residents to come forward with their queries and issues. The Chair proposed and it was agreed that the commission would look at this new tenant network in the New Year.

On including privately rented properties under the previously run licensing scheme 2016-2020 in the new proposals for Phase one Pilot scheme, Councillor Merrill agreed to look into the possibilities and get back to the commission, however he also reminded the commission the allowed limit of 20% in Phase one may not make it possible.

The commission also learned that in gathering intelligence on a suspected private rented property the housing service can serve notice under Housing Act 2004 failing that a warrant could also be issued.

On maintaining the standards of a property under the Gold Standard Charter over a period of years, the commission understood from officers that as a part of licensing, officers inspecting would be aware of the current status of the property for e.g. Gold Standard, inspection would go beyond normal inspections to fulfil the criteria and goals needed to meet this standard. Landlords applying for the charter would have to provide documentation to prove that the property meets the criteria which covers those areas that are not covered in a regular inspection. These criteria will be checked at regular intervals and tenants will be informed to be made aware of the standards and reporting forms online, this will ensure landlords comply.

6. POLICY AND PRACTICE ON MUTUAL EXCHANGE HOUSING OPTIONS

Under this item the commission heard from Councillor Stephanie Cryan, Cabinet Member for Council Homes and Homelessness and also received a report from supporting officers Ricky Belott, Head of Housing Supply, Cheryl Russell, Director of Resident Services and Equeye Robertson, Area Manager (South), Housing and Modernisation on policy and practice on mutual exchange housing options.

Councillor Cryan explained to the commission that there is a lot of room for improvement on policy and practice on mutual exchange housing options in terms of lack of awareness amongst the residents, ease of access to these options and the council's initiatives to drive mutual exchange housing options.

Councillor Cryan further informed the commission of the benefits of using a holistic approach on mutual exchange housing options as a way to decrease the pressure on the housing waiting list of 16,000 residents by bringing together residents who might have mutual needs of upsizing or downsizing. The current prescriptive approach of the councils only allows residents to mutually exchange if they are willing to downsize to a property which is the council's estimation of their housing needs, often residents are not willing to choose this option as they could require extra bedroom for other reasons e.g. children moving back in with their parents due to relationship breakdowns, visiting grandchildren.

The commission also learnt from Councillor Cryan that there is an action plan for housing mobility (Appendix C) which involves investing in technology to make it easier for people to access as the current mutual housing exchange information is hard to find. The commission also learned about a scheme from the Mayor of London which offer mutual exchange housing to coast and country side which can be better advertised through the Council website. One of the proposals being considered is to launch a localised pilot program to introduce residents with mutual housing needs.

The commission then had questions around the following points

- Plan for residents struggling with debt, rent arrears or service charges
- Radically incentivizing mutual exchange housing options

Ricky explained to the commission that the income team has been looking at flexibility and working with the household, maximising their payments and their incomes, looking at payments history, and incentives for residents willing to downsize. Incentives gained as a result of downsizing could be used to pay rent arrears, in addition referrals to financial inclusion team for residents struggling with rent arrears to rent arrears funding sources.

The Chair suggested looking into radically incentivizing mutual exchange housing such as writing off rent arrears which could possibly result in financial savings for the Council. Councillor Cryan explained to the commission that there are benefits in radically incentivising mutual exchanges releasing the some of the pressure on the housing waiting list and also that the Council currently pays private sector for

temporary accommodation to fulfil some of the housing waiting list demands. Equeye explained to the commission that the team behind mutual housing exchange is looking at ways to externalise the process to make it easier for residents to access these services drawing inspiration for websites such as Home Swapper. The commission also understood that financial barriers such as rent arrears is one of the major issues facing mutual exchange housing.

Cheryl informed the commission that there is greater synergy and drive in mutual exchange housing options as a result of the amalgamation of the area management teams and housing solutions team, on the technology side software will be available to all residents and partners in the near future. The commission also understood that frameworks are needed for incentivising mutual exchange through writing off rent arrears, however this needs to be done on a case by case basis.

The commission made suggestions to officers to involve Tenants and Residents Associations (TRA), Tenancy Management Organisations (TRO) in the consultation for mutual exchange housing options.

On collaborating with neighbouring councils to widen the pool of mutual exchange housing options the commission learned from officers and members that there would be merit in exploring the options of collaboration but barriers of differing needs and politics within councils do exist and this needs to be explored on a London Councils' level. On local collaboration within one other neighbouring borough officers explained that it first needs to be pilot within Southwark with the existing data and evidence base, there is a lot engagement taking place with residents for evidence gathering.

The commission also discussed the idea of holding council run events on a larger scale to further bring residents together who could possibly have mutual housing needs. Officers explained that there is a need to communicate and spread awareness giving mutual exchange more visibility within the community.

The commission also learned from officers that residents with rent arrears can be referred to officers within the housing solutions team, however the mutual exchanges housing options is voluntary and residents might be apprehensive about starting these conversations.

On feedback from residents registered on the council mutual housing exchange webpage, reports from the website service providers have so far been inconclusive as a variety of reasons have been listed for failing to locate the right property. The commission also learned from officers' that successful mutual exchanges are primarily a result of people who are looking to downsize for genuine reasons such as kids have grown up and moving away, financial incentives is not always factor for downsizing. The commission also made suggestions to officers on giving residents more specific information on mutual exchange timelines for finalising, relocation costs, decorating costs and incentives for exchanges.

The commission learnt from officers that mutual exchanges only progress once

both the residents are happy and safe with conditions, there are some motivators and barriers that could be explored further, additionally mutual exchange can be done even in chains of more than 2 properties. There is reluctance from some older residents due to personal attachments to the property.

The Chair then summarised the commission's recommendations:

Recommendation 1: that the Cabinet Member for Council Homes and Homelessness investigates a more radical approach to financially incentivizing mutual exchange housing options, which would help address local housing need.

Recommendation 2: that the Cabinet Member for Council Homes and Homelessness investigates the possibility of holding local and borough wide mutual exchange events facilitating exchanges, addressing local housing need

Recommendation 3: that the Cabinet Member for Council Homes and Homelessness engages with Tenants and Residents Associations (TRAs) and Tenancy Management Organisations (TMOs) lobbying them to more widely disseminate information about mutual exchange opportunities and support available.

Recommendation 4: that the Cabinet Member for Council Homes and Homelessness investigates the possibility of a formal agreement on mutual exchanges with neighbouring authorities to widen the pool and increase the chance of agreed mutual exchanges

7. WORK PROGRAMME 2021/22

The report was noted by the commission.

The commission agreed to add Noise and Nuisance in Southwark to its work plan as an agenda item for the 7 February 2022 meeting.

Meeting ended 9.18 pm

CHAIR:

DATED:

Agenda Item 5

Housing and Community Engagement Scrutiny Commission – 3 December 2021

Case study – Kingston Estate (new homes)

Ward: North Walworth

Item No. 5	Classification: Open	Date: 3 December 2021	Decision Taker:
Report title:		New council homes on existing estates — Kingston Estate	
Ward(s) or groups affected:		North Walworth	
From:		Stuart Davis, Director of New Homes, Housing and Modernisation	

1. The New Homes programme was originally established in January 2015 when the council agreed its new long-term housing strategy for the borough including specific commitments to increase housing supply, this included building 11,000 new council homes for social rent by 2043.
2. The council's vision for housing in the borough is to provide a fairer future for all by developing new high quality council homes and provide affordable housing that addresses the deficit in truly affordable housing being delivered in the private sector. The New Homes programme embodies the councils mission through four key principles:
 - The Council will use every tool at our disposal to increase the supply of all kinds of homes across Southwark
 - The Council will demand the highest standard of quality, making Southwark a place where you will not know whether you are visiting homes in private, housing association or council ownership.
 - The council will support and encourage all residents to take pride and responsibility in their homes and local areas
 - The council will help vulnerable individuals and families to meet their housing needs and live as independently as possible

Context: Kingston Estate

3. The Kingston Estate site currently comprises of estate amenity land and 8 lock up garages. It is part of the larger Nelson, Portland and Kingston estate and is located within the North Walworth ward. There are three blocks within the Kingston estate – Everett House, Marshall House and Richmond House, totalling 89 homes. A site map has been provided.
4. As part of the new homes proposal, the existing garages will be demolished to make way for 8 new high quality council homes for local people, improved landscaping, seating within the new communal gardens, raised beds for growing vegetables and a new children's play area
5. Under our current local lettings policy, at least 50% of these new council homes will be let to residents in housing need in the immediate area. However as part of the review of the allocation policy, an increase to 100% of new council homes let to local residents is being

considered. The new homes will be built in accordance with the councils' New Homes Design Standards and provide high quality, energy efficient homes.

6. At present the residents in the existing council owned blocks who are in housing need are eligible for at least 50% nominations in the new block thus maintaining the existing sense of community.

The table below sets out the proposed unit numbers for the new development

Unit Type	Number of Units	Area
1b2p Flat	1	61.9
1b2p Maisonette	2	52.7
2b3p Flat	2	67.6
2b3p Maisonette	1	76.8
2b3p Maisonette	2	75
	8	

Charter of Principles: Consultation Process and Principles

7. In November 2014, Cabinet agreed the Charter of Principles , which outlined the framework for the consultation with residents for schemes within the 11,000 homes programme
8. The Charter of Principles made six key pledges;
 - How we will work with you on developing the principles for housing
 - investment and renewal of our estates
 - How we will work with you on the development of the new homes on your estate
 - How we will involve you in ensuring that the new homes are delivered to a high standard
 - Giving you a real say in how the new homes are managed
 - We will demand high standards for the quality and affordability of new homes
 - Your housing options if you are affected by redevelopment of your estate
9. Then in September 2017, the then deputy leader and cabinet member for housing received a report reviewing the Charter of Principles. The report noted the success of the council's engagement from tenants and leaseholders and also suggested changes to the way the council delivers community engagement on the new homes programme. These included preparing engagement plans and use of the consultation hub.
10. In June 2020, the then cabinet member for social regeneration, great estates and new council homes approved a further review of the consultation process for New Homes schemes. Most notably, approved interim modifications to the engagement process whilst government restrictions on social distancing were applied. Noting the use of the Consultation Hub and broadening the range of consultation and engagement tools. Principally this involved moving to on-line consultation, through use of Zoom or MS Teams rather than face – face consultation.

Initial Consultation

11. Prior to the inclusion of the scheme within the New Homes Programme, initial consultation was carried out to the Nelson, Portland and Kingston T&RA and local residents.
12. On the 9th September 2019, the New Homes Team attended the Nelson, Portland and Kingston T&RA meeting. The residents that live in the three blocks on the Kingston Estate were not active members of the T&RA and did not attend the T&RA meeting. Overall, the residents at the meeting were in support of the scheme.
13. Although there was no specific feedback on the proposed development, the following issues were raised at the meeting:
 - 13.1. Issues of security, anti-social behaviour
 - 13.2. Problems with parking
 - 13.3. Improved refuse strategy
14. In regards to potential wider estate improvement, some residents mentioned:
 - 14.1. Door entry system for existing blocks.
 - 14.2. Restricted access to the car park and improved security in the area
 - 14.3. A better interaction with the East Street Market in terms of the waste strategy
15. Following the T&RA meeting a letter was hand delivered to all the residents of the three blocks on the Kingston Estate and a copy of the letter provided to the Chair of the T&RA. Residents on the estate were provided with a link to the Consultation Hub and given the opportunity to respond to a survey between 25 October to 11 November 2019. Two residents within the three blocks on the Kingston Estate responded to the survey hub questionnaire.
16. On the 5th November 2019 there was an estate walk about of the Kingston Estate, Nelson and Portland areas with a member of the T&RA, and two members of the new homes team. Ward councillors were invited to the walkabout but were unable to attend.
17. The then cabinet member for social regeneration, great estates and new council homes in December 2019 approved the inclusion of this scheme along with 11 others in the New Homes programme.

Kingston Estate Consultation

18. Following IDM approval in December 2019, residents within a 100m radius of the site were advised the scheme would be taken forward following IDM approval. The first resident meeting took place on 8 October 2020, following appointment of architects for the scheme. The meeting was attended by 2 residents, one LBS and another non LBS resident. We received interest from 5 residents to join the Project Group. 1 resident was from Aylesbury Estate, 1 from East Street Estate, 2 from Everett House, 1 from an unidentified address.
19. New Homes Team on the Kingston estate project worked with the local T&RA to develop the local engagement strategy. The T&RA on the Kingston estate represented the whole area and were invited to all consultation events.
20. . The first Project Group meeting was held on 15 December 2020, and was attended by 2 Project Group members. One attendee was from Everett House and second attendee was a non-LBS resident. A presentation was given at the Project Group (Appendix 2) which outlined the proposals for the new homes on the Kingston Estate .Residents were

concerned about improving the security of the existing estate. Their feedback was captured.

21. A Resident Group Meeting was held on the 1 February 2021 with the aim of presenting the design options. The presentation showed the proposed strategic approach, scale and potential impact on the estate. The agenda included a general discussion, feedback from residents and an opportunity to agree the priorities. The event did not have any attendees on the day.
22. Due to the low engagement from residents on the estate and wider community, the Project Group was disbanded with the aim of continuing more targeted consultation to build trust among residents. We used the digital platform Common Place to ensure residents were kept informed about how the proposals were developing and allowing opportunity for further feedback. In addition, the New Homes Team wrote to all residents and created bite-size consultation boards providing an update on the scheme on 13 April 2021, Appendix 3
23. In addition two consultation boards were erected on the estate on 23 April 2021 inviting comments. One board was located on the amenity land where the proposed development would be located and the second board at the entrance of the estate on East Street.
24. At a key milestone in the design development residents were invited to a virtual drop-in event via a newsletter and invitation which was sent to residents on 5 April 2021. A day before the virtual event a New Homes Project Officer walked around the estate handing out flyers and encouraging residents to attend the virtual event on 25 May 2021
25. The virtual event took place on 25 May 2021. Despite the newsletter, posted letter and New Homes Project Officer walking the estate handing out flyers no residents attended. Participation in Kinglake Estate drop-ins were poor and although residents nearby expressed an interest in belonging to a project group, no one turned up to the meetings held in May 2021.
26. A Ward Councillors Briefing was held on 26 June 2021, where Councillors shown the proposed scheme and briefed on the resident consultation to date.
27. To explain how the proposals had evolved to reflect residents' views, an open-air event was held on Kingston Estate on 27 July 2021. Approximately 20 residents visited the stand and shared their concerns about the proposed development. The overwhelming feedback from the residents was to 'save our green space'. The majority of those residents attending expressed concern about the proposed development and in particular about the proposed loss of green space would have an impact on the estate. However, four residents supported the development and said there is overcrowding and homelessness that are issues that can be resolved with new homes and another said that it should be the right of every citizen to have an affordable place to live.
28. Below is a table showing how officers addressed the concerns raised by residents throughout the consultation process :

You said	We did...
Redesign the residents bin areas The current bin area is overflowing and untidy.	We are relocating the existing refuse and recycling bins to an area in the estate courtyard
Minimise opportunities for fly tipping.	agreed

Housing and Community Engagement Scrutiny Commission – 3 December 2021
 Case study – Kingston Estate (new homes)
 Ward: North Walworth

The current bin area attracts people to dump the refuse outside of the bins.	during Project group meetings
Provide recycling bins - Residents would like to recycle their food waste as there is no facility in place. Suggestion to also include a bin for clothing and materials	The improved bin enclosure will include adequate recycling bins and allocation for bulk waste for the estate.
Green Space This has the potential to introduce diverse planting (for example planting fruit trees) and biodiversity in the area.	We have provided new trees and increased planting to the corner landscape adjacent the new build and to the existing estate courtyard
Layout of play space - Review the current layout the play space to ensure that the amenity is utilised to its best potential. Update existing play equipment - The current play equipment is well used by the residents and its currently outdated and worn.	We will improve the existing play within the estate

Commonplace & Consultation Hub (estate websites)

29. An initial questionnaire was made available to residents on the Consultation Hub on 25 October 2019.
30. Common place was then used as the main forum, the Kingston Estate common place site is : <https://kingstonestate.commonplace.is/>

Current Position & Next Steps

31. On Tuesday 16 November 2021, the Kingston Estate planning application was presented at the Southwark Planning Committee. Two residents from the estate attended the Planning Committee meeting to voice their concerns and objected to the scheme. During the proceedings the committee rigorously tested and challenged all aspect of the consultation with Cllr Seaton confirming that he too had visited the estate and door knocked homes and also received little engagement. The view of the committee was that we had fulfilled our obligations in terms of consultation. Considering all the aspects of the scheme, members of the committee approved the planning application for 8 new council homes.
32. On 22nd November 2021, a newsletter was issued to all residents of the estate notifying them of the successful planning application and the Councils commitment to provide more quality council homes across the borough. The newsletter confirmed the pledge to continue resident consultation on the potential need for a door entry systems to the existing estate. Appendix 4.
33. Acknowledging the concerns of resident about the proposed scheme, an Independent Tenants and Residents Advisor (ITRA) has been appointed to help with the consultation

process. On 1st December 2021 a letter was sent to all residents on the estate confirmed the appointment of the ITRA and they will contact residents in the New Year to discuss how the council can meet resident's needs and ensure residents comments are reflected in the scheme as it develops.

34. In addition a letter was sent to one of the residents that attended the planning committee thanking them for their attendance and proposing to meet with them in the New Year to discuss their ongoing concerns about the development.
35. A resident engagement event will be held in the New Year for all the resident on the estate and further consultation for new Project Group members will be progressed which will be led by the ITRA.

Considerations

36. The Kingston estate has demonstrated the need for the New Homes team to consider the engagement strategy for each site and tailor it to the needs of the residents, in line with the aims of the Charter of Principles. Recognising that one size does not fit all and on some occasions we should consider individual in modifications the way in which it works on specific scheme to attempt to increase resident participation. For example although the some engagement did not succeed in attracting residents, despite the variety of methods used and reasonable steps taken. Noting the open air event proved successful. In addition the employment of an ITRA on certain schemes to work closely with residents can have a positive impact and help to break down barriers and build trust. Overall there needs to be a sensible balance of time employed in engaging local communities, acknowledging as in this case, despite extensive efforts, this might not prove successful.
37. The New Homes team recognise that importance of being visible in the community is an effective way of engaging with residents. Following the slight lifting of covid 19 restrictions residents are slowly coming out of their homes and engaging in their community again. This is the perfect opportunity for officers to engage with residents as part of the direct delivery of new homes.
38. Tenants and homeowners are at the heart of the council's decision-making on housing investment and renewal on its estates. The T&RA and Project Group play a key role in setting out the framework which the council can engage with residents.

Appendix Table

Appendix No.	Title	Date
Appendix 1	Project Group Presentation \\bsth-hou-ns1\Housing_Shared\Asset Management\New Homes Delivery Team\Programme\Phase 5\Kingston Estate\8 Project Administration\Scrutiny Committee\Appendix\Appendix Project Group presentation	15 December 2020

Housing and Community Engagement Scrutiny Commission – 3 December 2021

Case study – Kingston Estate (new homes)

Ward: North Walworth

Appendix 2	Bite-size consultation Board \\bsth-hou-ns1\Housing_Shared\Asset Management\New Homes Delivery Team\Programme\Phase 5\Kingston Estate\8 Project Administration\Scrutiny Committee\Appendix\Appendix Bite Size Consultation Board	March 2021
Appendix 3	Planning Approval Newsletter \\bsth-hou-ns1\Housing_Shared\Asset Management\New Homes Delivery Team\Programme\Phase 5\Kingston Estate\8 Project Administration\Scrutiny Committee\Appendix\Appendix Newsletter Planning Approval	November 2021

AUDIT TRAIL

Lead Officer	Stuart Davis, Director of New Homes, Housing and Modernisation		
Report Authors	Margaret Burrell, Project Manager New Homes		
Version	Final		
Dated	3 rd December 2021		
Key Decision?	No		
CONSULTATION WITH OTHER OFFICERS / DIRECTORATES / CABINET MEMBER			
Officer Title	Comments Sought	Comments Included	
Director of Law and Governance	NA	NA	
Strategic Director of Finance and Governance	NA	NA	
Development Manager Housing & Modernisation	Yes	NA	
Cabinet Member	NA	NA	
Date final report sent to Constitutional Team / Scrutiny Team	3/12/21		

WE'RE BUILDING
11,000 NEW
COUNCIL HOMES
ACROSS SOUTHWARK

Kingston Estate New Council Homes

Project Group Meeting 1 – 15th December 2020

KINGSTON ESTATE REDEVELOPMENT, Bermondsey

New Homes Project Group Meeting 01

15th December 2020



AGENDA FOR THIS EVENING

- Introductions
- New Homes Project Group - purpose and process
- Residents Drop-In - key concerns
- Existing estate and site
- Approaches to new homes design
- Whole estate approach
- Your views
- Next steps
- Contact

COTTRELL AND VERMEULEN

We have been working in South and Greater London for 30 years, completing a number of school, community and housing projects, from small-scale but impactful community projects to large masterplans or framework design consortia.

We immerse ourselves in the communities we design for to ensure that designs are suited to our client's needs - from observing prayer and offerings at the Bhaktivedanta Manor Temple, to staying in college accommodation to understand how to improve ways of living, or hosting student design sessions with the schools we work with.

This helps us define a project vision together, understand what interventions and spaces will have the greatest impact in the long term, and make them integral to the project.

We look forward to working with Kingston residents to integrate new homes into the existing estate in a sensitive, contextual and positive way.



Westborough Zero Carbon School



Cardboard Building



Streatham & Clapham High School



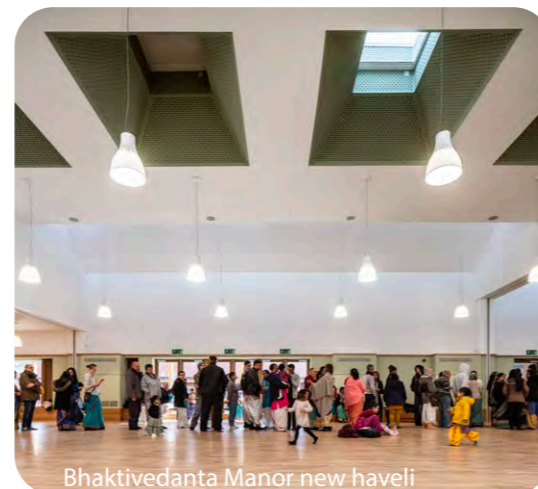
Brentwood School



Krishna Avanti School Harrow



Bellenden Primary School



Bhaktivedanta Manor new haveli



Churchill College New Graduate Housing



Krishna Avanti School Harrow



RICHARD
COTTRELL
Project Director



PRISCILLA
FERNANDES
Project Architect



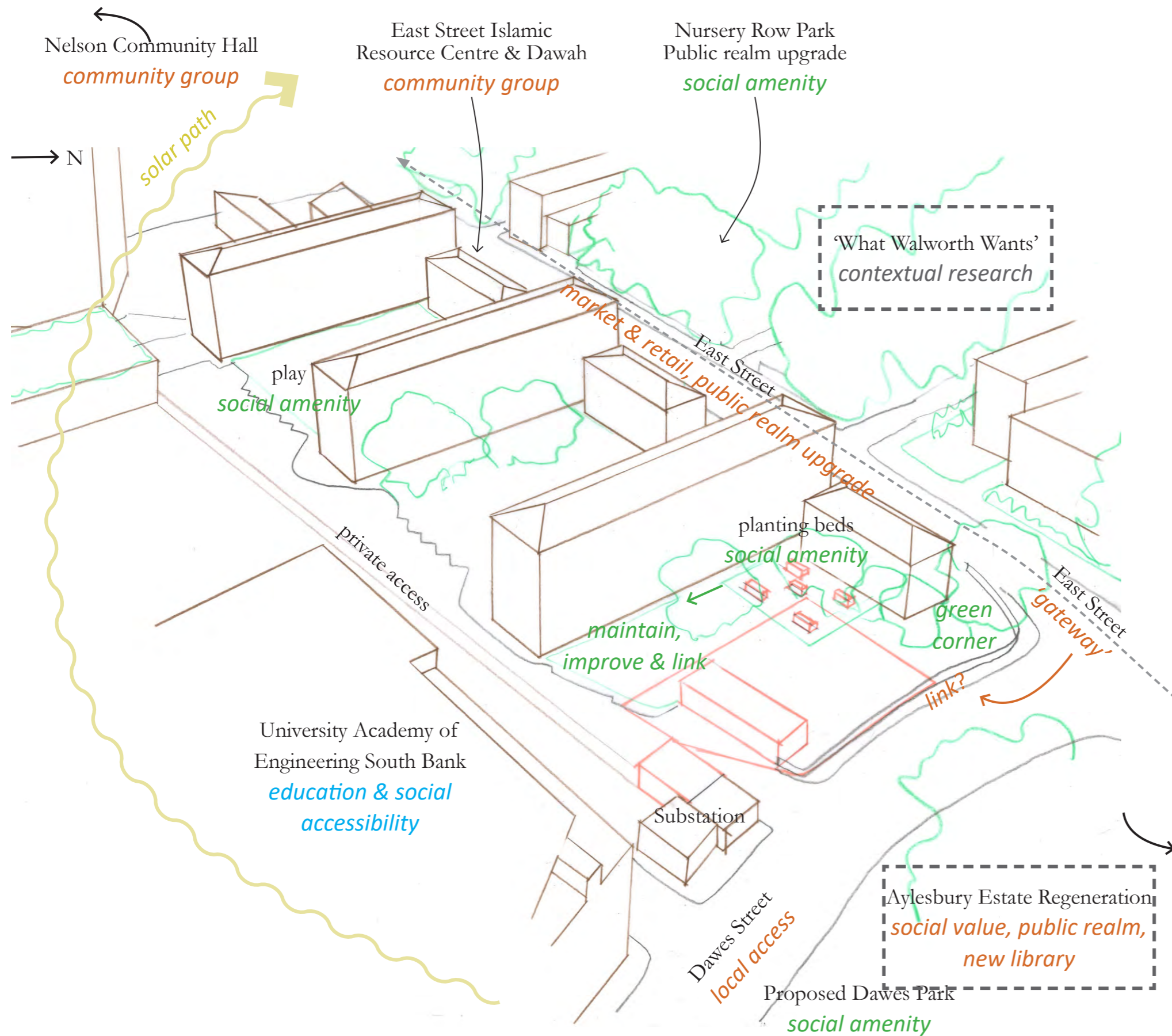
MARIA
WESTERSTAAL
Project Coordinator

LOCATION

The site is located along the eastern boundary of the Kingston Estate with a frontage onto Dawes Street.



PROJECT SITE

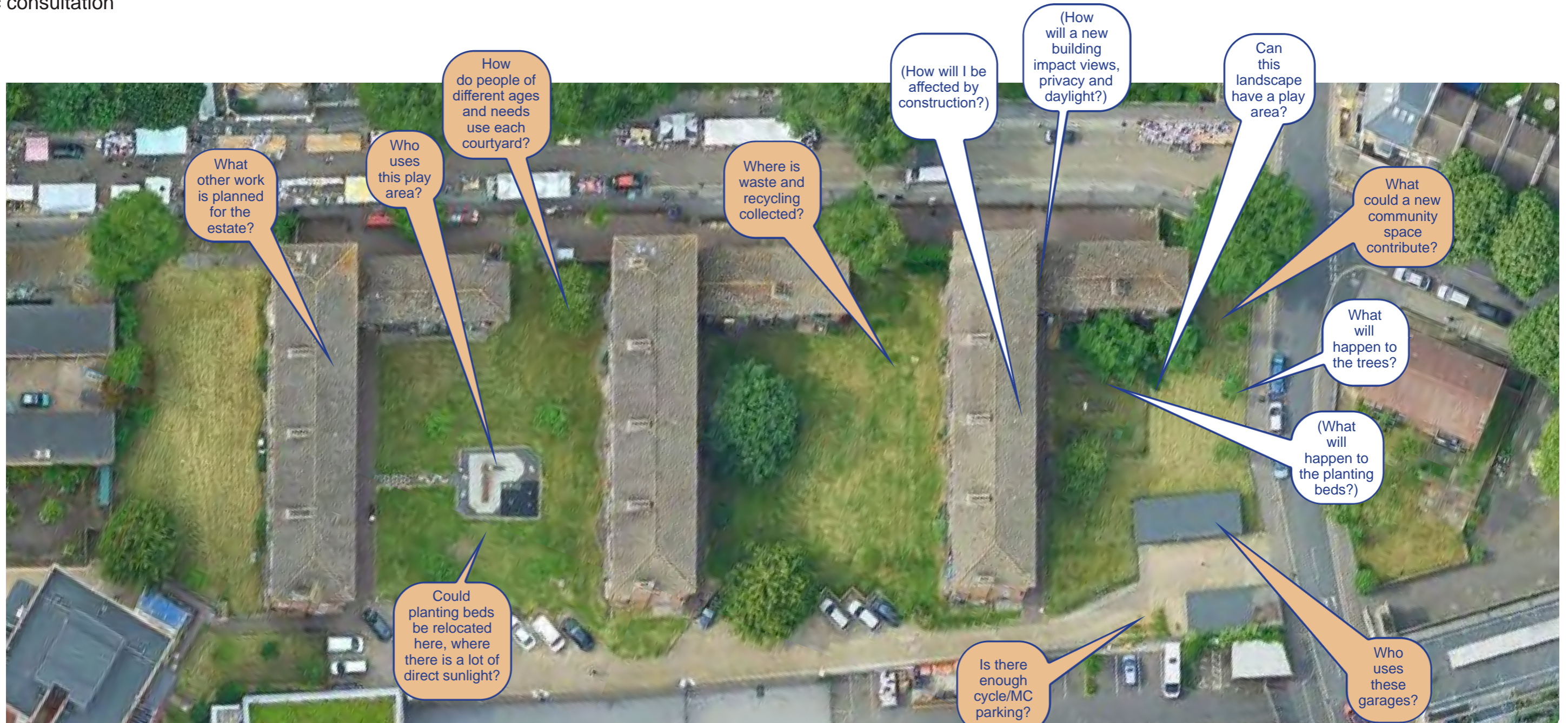


NEW HOMES PROJECT GROUP & PROCESS

Stage 0 Start up	Stage 1 Preparation and Brief	Stage 2 Concept Design		Stage 3 Developed Design	Stage 4/5 Tender & Construction	Stage 6 Handover
Residents Drop In	New Homes Project Group Meeting 01	New Homes Project Group Meeting 02	New Homes Project Group Meeting 03	New Homes Project Group Meeting 04	Meet the Contractor	Meet the new New Homes
Introductions	Constraints & opportunities	Design options review - strategic approaches, scale, adjacency, impact	Final concept design review - layouts, landscape, massing, material character	Respond to & review Stage 2 issues, agree actions		
Q&A	Context of existing estate	Agree priorities	Identify further work required	Review proposed developed scheme - plans, materials, functionality		
	Approaches to design	Identify further work required				
	General discussion & feedback	General discussion & feedback	General discussion & feedback	General discussion & feedback		
Project team actions Team appointment	Project team actions Site appraisal Surveys Consultation audit Risk map update Initial brief update Cost check LBS signoff	Project team actions Review & agree preferred option Strategic technical design Pre planning engagement Fire safety engagement Cost update	Project team actions Conclude Stage 2 design Risk update Stage 2 costing LBS signoff	Project team actions LBS signoff	Project team actions	Project team actions

QUESTIONS & CONCERNS

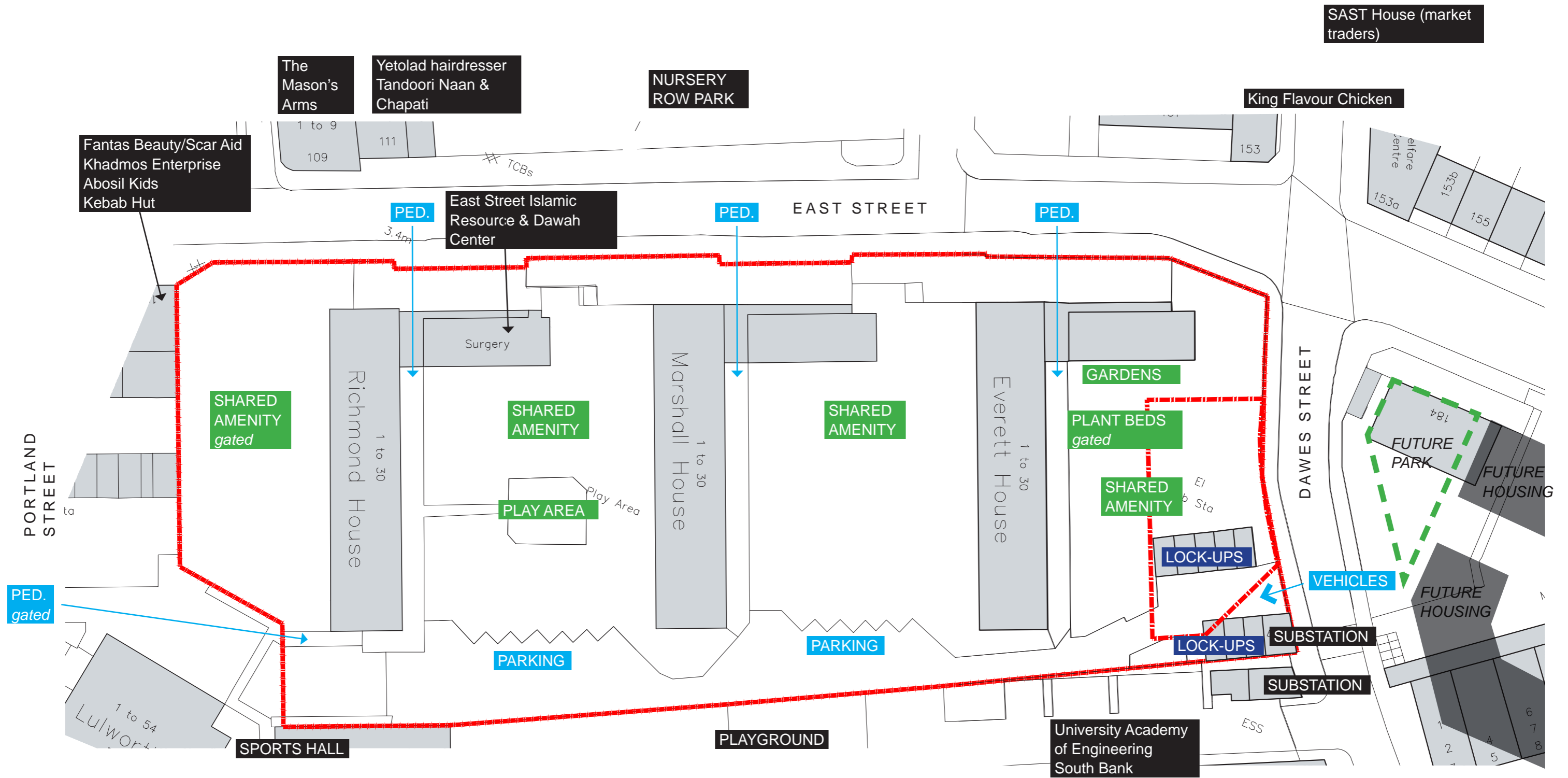
Project Group
Everett House - residents
Whole Estate - residents
Technical Team
Public consultation



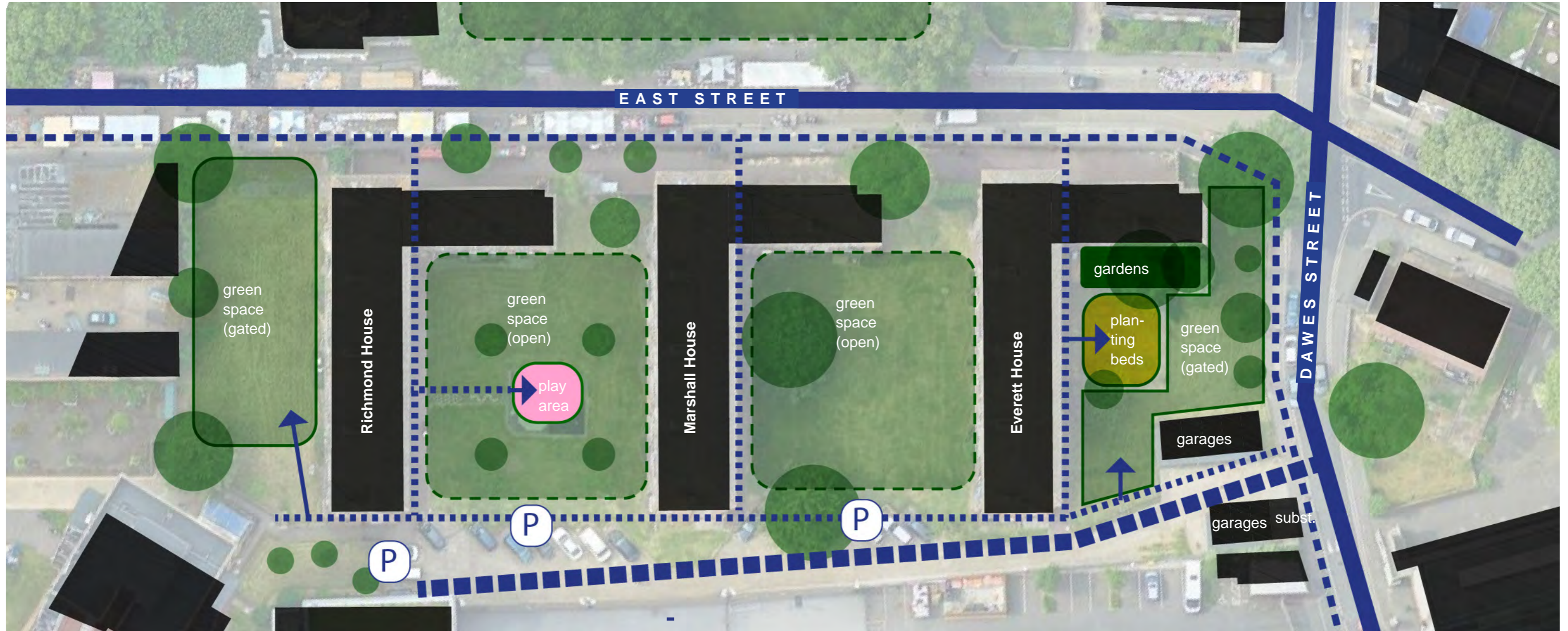
Residents
(common questions)

Design team





EXISTING ESTATE SITE PLAN



EXISTING ESTATE & SITE LANDSCAPE



KEY

-  Gated green space
-  Open green space
-  Pedestrian route
-  Vehicle route

ESTATE

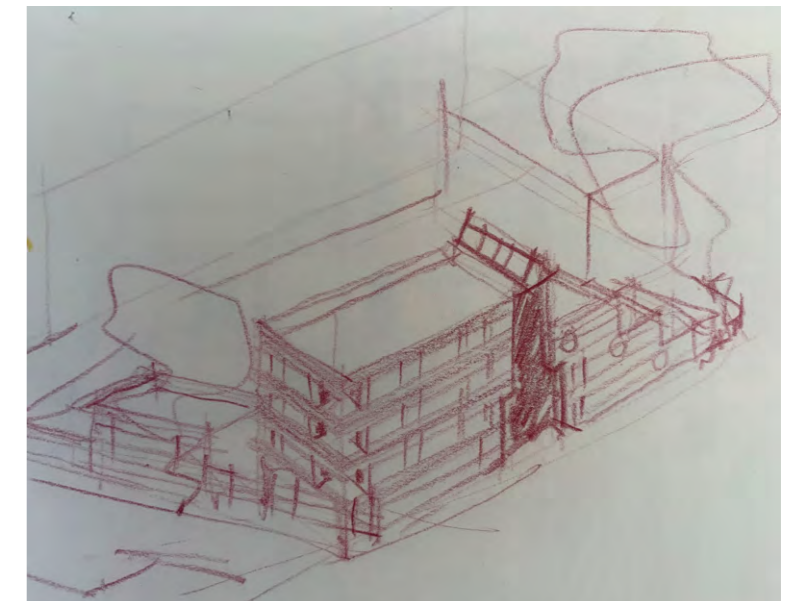
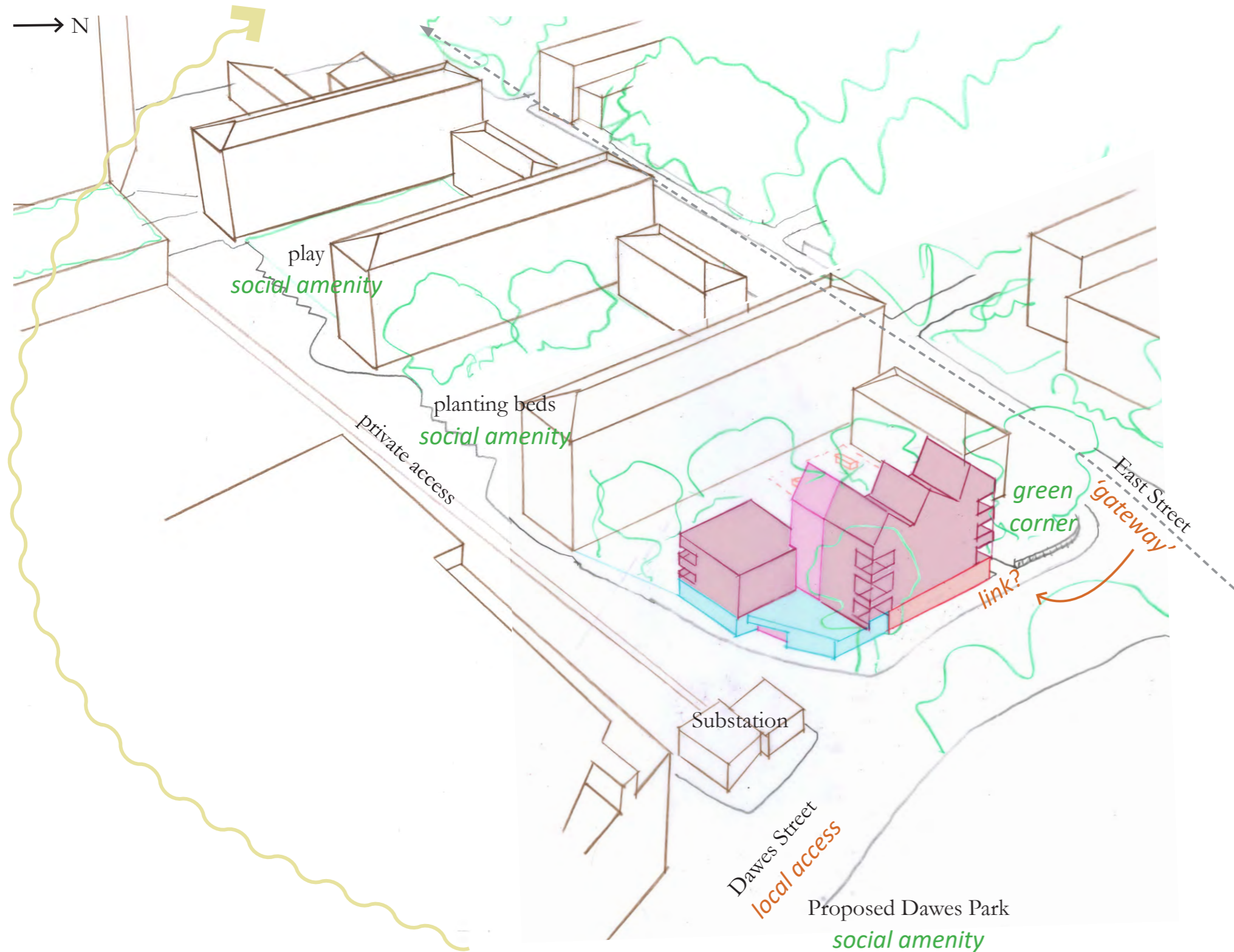
- Two open green spaces with gated 'bookends'
- Rear access and parking
- Openness to south, well defined green space
- 5 and 3 storey blocks

PROJECT SITE

- Ground floor residential access & gardens
- Gated green space
- Planting beds
- Garages
- Trees

OUR 'FIRST RESPONSE' BEFORE APPOINTMENT

- Enclose a new shared landscape
- Activate ground floor with shared uses
- Build taller along Dawes Street

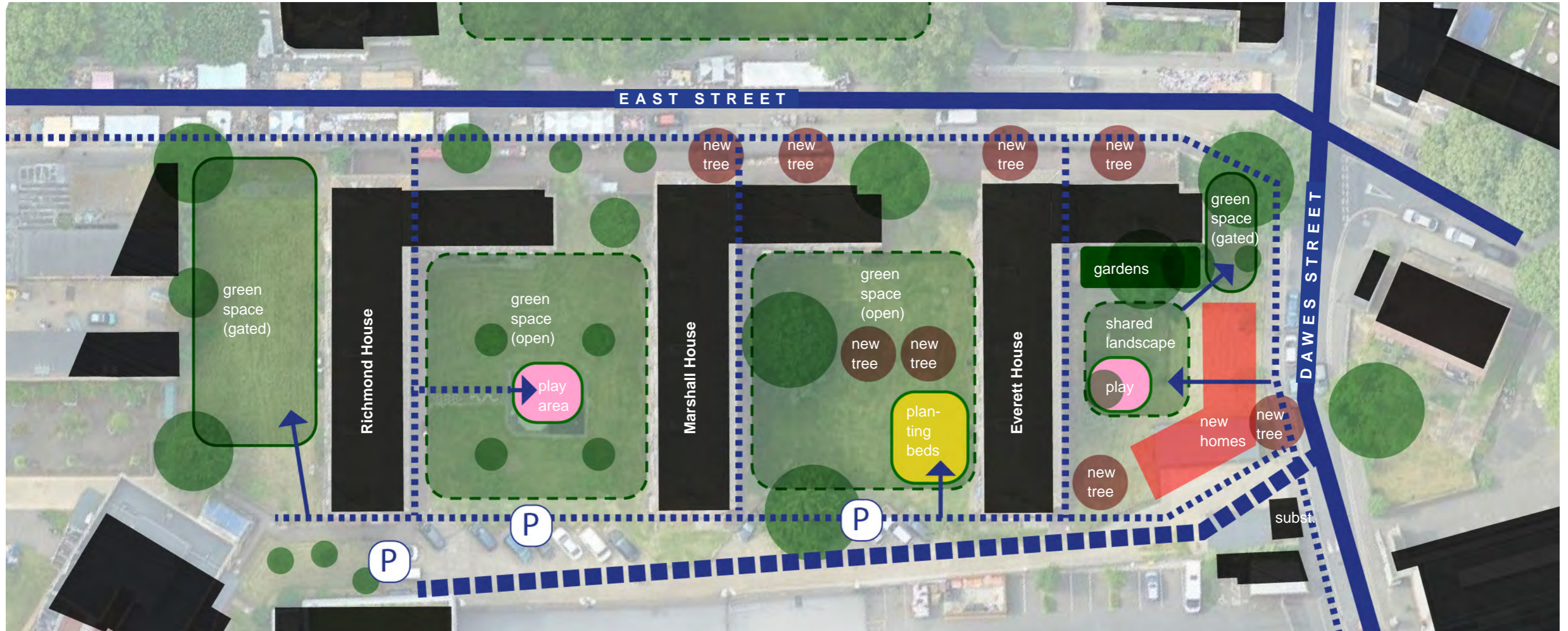


MASSING IDEAS





- Lower height to north and east for daylight/openness
- Active/generous site entrance, could be covered
- Up to four storeys - as Aylesbury will be across the road

COTTRELL &
VERMEULEN
ARCHITECTURE

WHOLE ESTATE APPROACH



KEY

-  Gated green space
-  Open green space
-  Pedestrian route
-  Vehicle route

ESTATE

- New trees to define and shade areas, screening of East Street
- Relocate planting beds to more open aspect
- No change to off street car parking

PROJECT SITE

- New shared courtyard landscape with play, seating, cycle parking
- New green space on market corner
- New homes along Dawes Street
- Retention/replacement of trees

YOUR VIEWS

POSITIVE FEEDBACK

Tell us what you think

CONCERNS

Tell us what you think

SUGGESTIONS

Tell us what you think

INFORMATION

*Tell us how you use and
experience the estate landscape*

Access and safety

Quality and use of spaces - good & bad

Social activities and interactions

Waste and recycling - locations, capacity

Dropoffs and deliveries

Lock up garages

Green areas

Play area

Planting beds

NEXT STEPS

Stage 0 Start up	Stage 1 Preparation and Brief	Stage 2 Concept Design	Stage 3 Developed Design	Stage 4/5 Tender & Construction	Stage 6 Handover	
Residents Drop In	New Homes Project Group Meeting 01	New Homes Project Group Meeting 02	New Homes Project Group Meeting 03	New Homes Project Group Meeting 04	Meet the Contractor	Meet the new New Homes
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Contact



How to get in touch

A dedicated New Homes consultation mailbox has been created for you to contact us if you have any queries; please use this email address NHDTPhase5Consultation@southwark.gov.uk

Or you can reach us by phone:

Coral Mitchell (Project Manager) 07523 921 266

Khang Le (Project Officer) 07395 854 757

You can also access consultation information at any time by visiting the project online hub:

<https://consultations.southwark.gov.uk/housing-community-services-department-community-engagement-team/72220cba/>

Covid-19 Impact

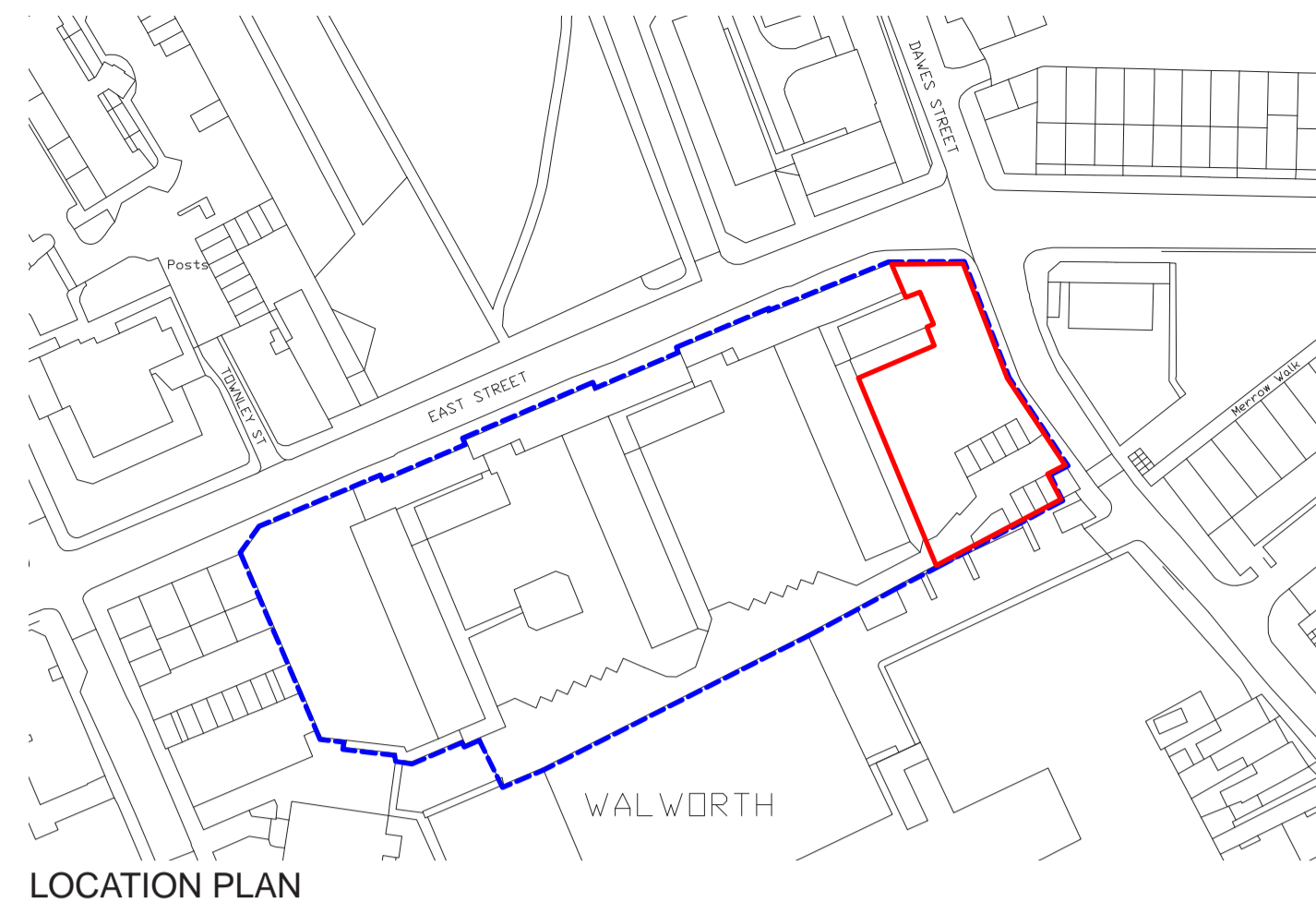
Due to current restrictions regarding Covid-19, initial Project Group meetings will be held virtually. Future meetings and consultation will be held in accordance with the latest government guidelines and the preferences of Project Group members

If you need any help or support to attend virtual meetings or would like to provide feedback in an alternative way, please let us know and we will work out alternative ways to meet your needs.

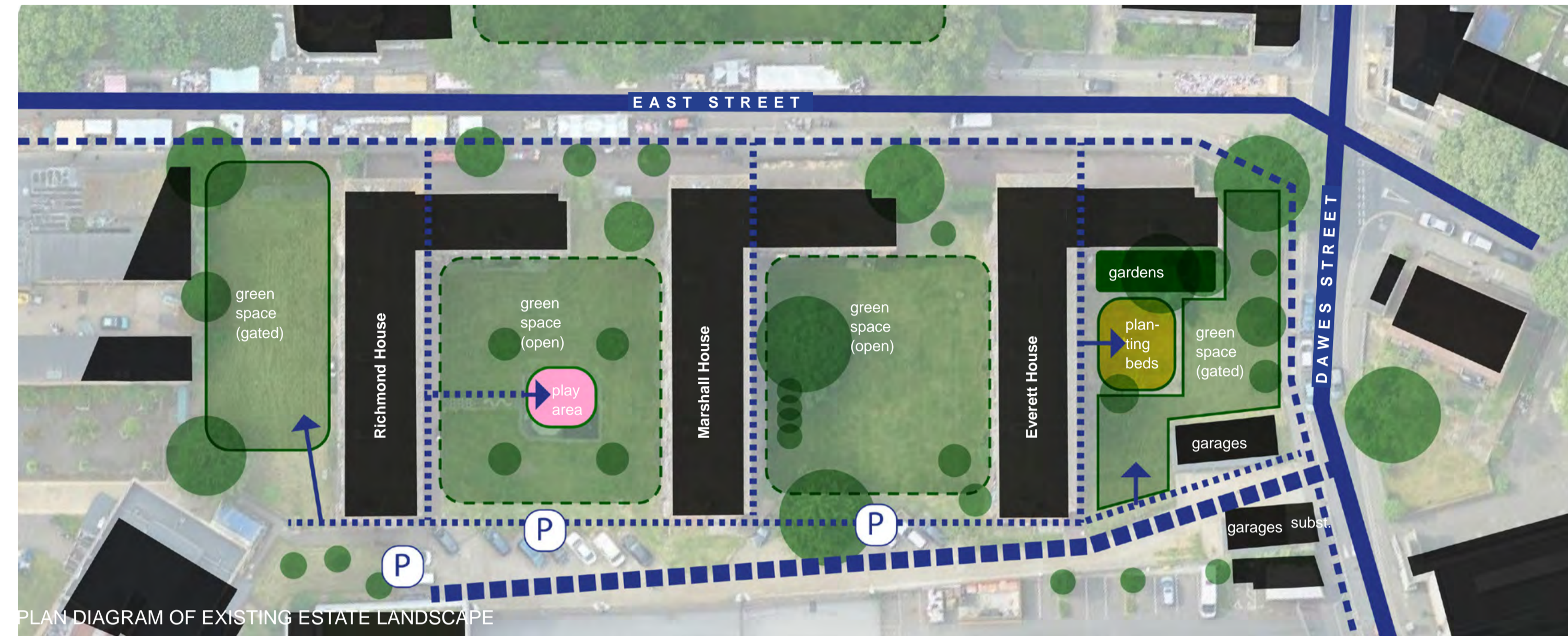
1. EXISTING ESTATE AND SITE

The proposed site is an open space at the eastern entrance to Kingston Estate along Dawes Street. The middle and north parts of this space is a green open space with resident planting beds and several trees of varying size. The south area of the site contains lockup garages, a substation and also provides vehicle access to the estate car park.

The brief for the project is to provide eight new homes for social rent with access to a shared new landscape as well as wider estate landscape improvements.



LOCATION PLAN



PLAN DIAGRAM OF EXISTING ESTATE LANDSCAPE



PLAN VIEW OF EXISTING SITE WITH PROPOSED BUILDING FOOTPRINT



The drawing on the left shows the proposed new footprint on top of the existing site features.

The substation and vehicle access road need to be maintained both during and after completion of the project. Several utilities cross the site below ground and will need to be diverted and/or built over.

The planting beds will need to be relocated during the build and incorporated into the new landscape.

The lock up garages will be demolished.

The access road will be shifted a little closer to the south boundary.

All existing trees will be retained, subject to detail impact assessment.

- Black - existing buildings
- Green - existing trees
- Blue - approximate root protection zones
- Orange - below ground utilities
- Red - proposed new building footprint

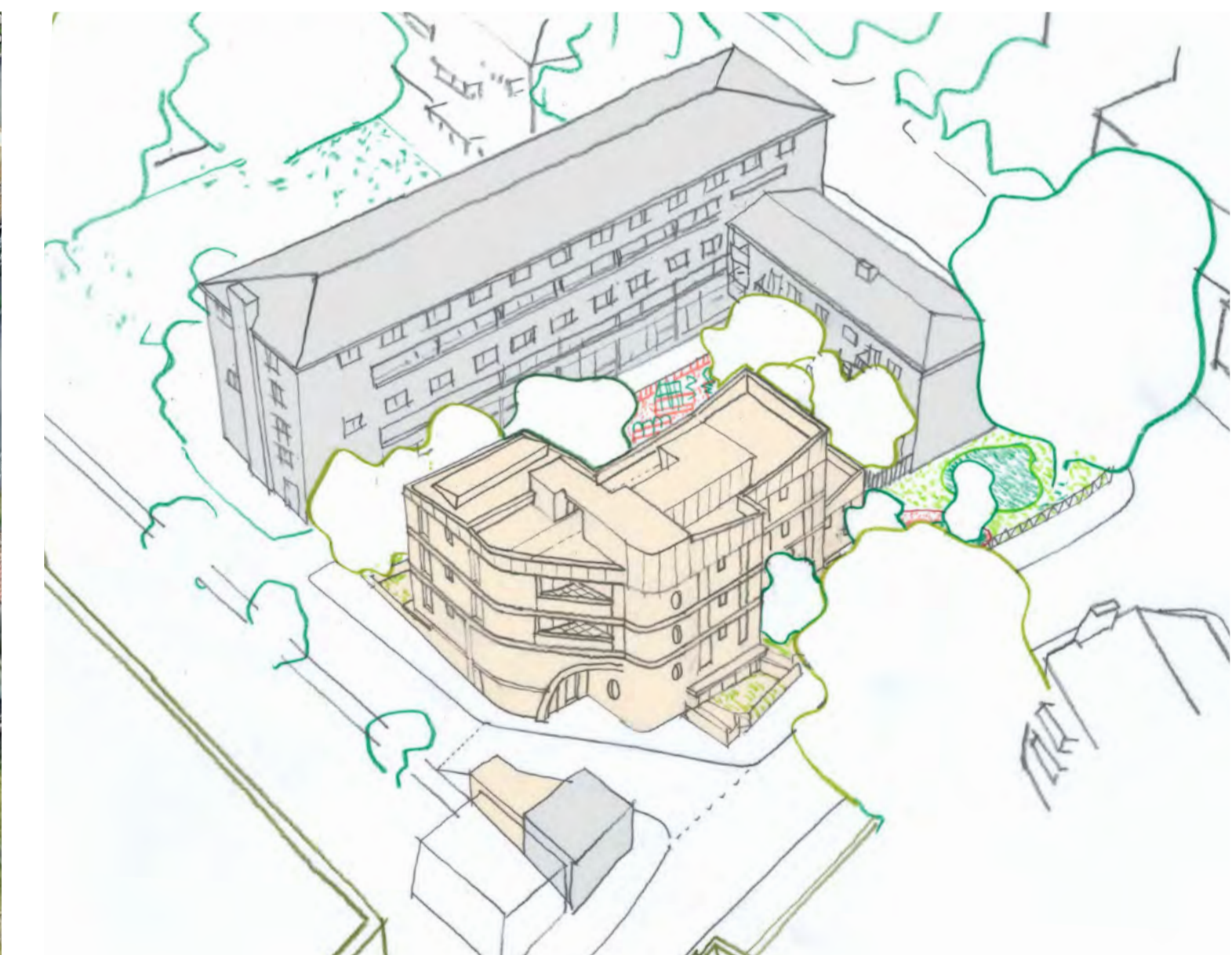
2. PROPOSED APPROACH TO DEVELOPMENT



PLAN DIAGRAM OF PROPOSED ESTATE LANDSCAPE



AERIAL VIEW OF EXISTING SITE - FROM SOUTHEAST



AERIAL VIEW OF PROPOSAL - FROM SOUTHEAST

KEY

- Gated green space
- Open green space
- Pedestrian route
- Vehicle route

Placing homes on the site requires careful consideration of the setting of Everett House, impact on privacy and daylight, and the location of existing trees and their root protection zones.

- The estate diagram above shows how the new building is located to
- Retain and add trees rather than remove them
 - Make a generous new shared landscape that is contained, inclusive, safe and sociable
 - Maintain existing access on foot and by car
 - Create a strong street presence and mark the entrance to the estate

3. AERIAL VIEW OF ESTATE AS PROPOSED

This drawing shows how the building and its landscape might look and feel as part of the estate, and what other areas of improvement to the estate landscape could be considered.

Residents of the new flats enter the building from the corner of Dawes Street and the access road. The ground floor maisonettes are accessed directly from the street. The new shared landscape is for all estate residents.

The proposed scheme retains all existing trees, including the 'Heygate legacy' trees planted recently.



- KEY**
1. New homes - four storey block
 2. New shared courtyard landscape incorporating existing and new trees
 3. Existing access road is retained and redirected closer to south boundary
 4. Existing substation and access is retained
 5. New bin store and visitor cycle rack (capacity for new homes only)
 6. Option to reorganise planting beds in similar location as existing
 7. Option to relocate planting beds away from new homes
 8. Improved play area
 9. No change to existing parking/dropoff space
 10. Resident only social/play area to East Street corner

- EXISTING MATURE TREE, RETAINED
- EXISTING SAPLING/ YOUNG TREE, RETAINED
- PROPOSED NEW TREE

Note on proposed tree locations:
The new homes have been placed to avoid the canopies and root zones of existing trees. The retention of trees near the proposed building will be subject to a more detailed impact assessment by an arboriculturalist and will inform final proposals for planning.
Any trees that require removal will be relocated on the estate if appropriate and replaced. Overall the proposals will result in a net increase in trees on the estate.

TREES

The proposal includes more trees to the open spaces of the estate and along East Street. Do you like the idea of more trees? Do you have views on types, locations and what happens around them?

PLAY

Social play space will be part of the landscape next to the new homes, but the existing play area could also be improved/ extended.

- Does your family use the existing play area? Why/why not?
- If your kids don't play there, where do they play and why?
- Do you think this play area needs to be improved?
- Do you think play on the whole estate could be improved?



GROW

The planting beds will require temporary relocation while the new homes are built. After that they can be returned to the same area, or stay in their new location.

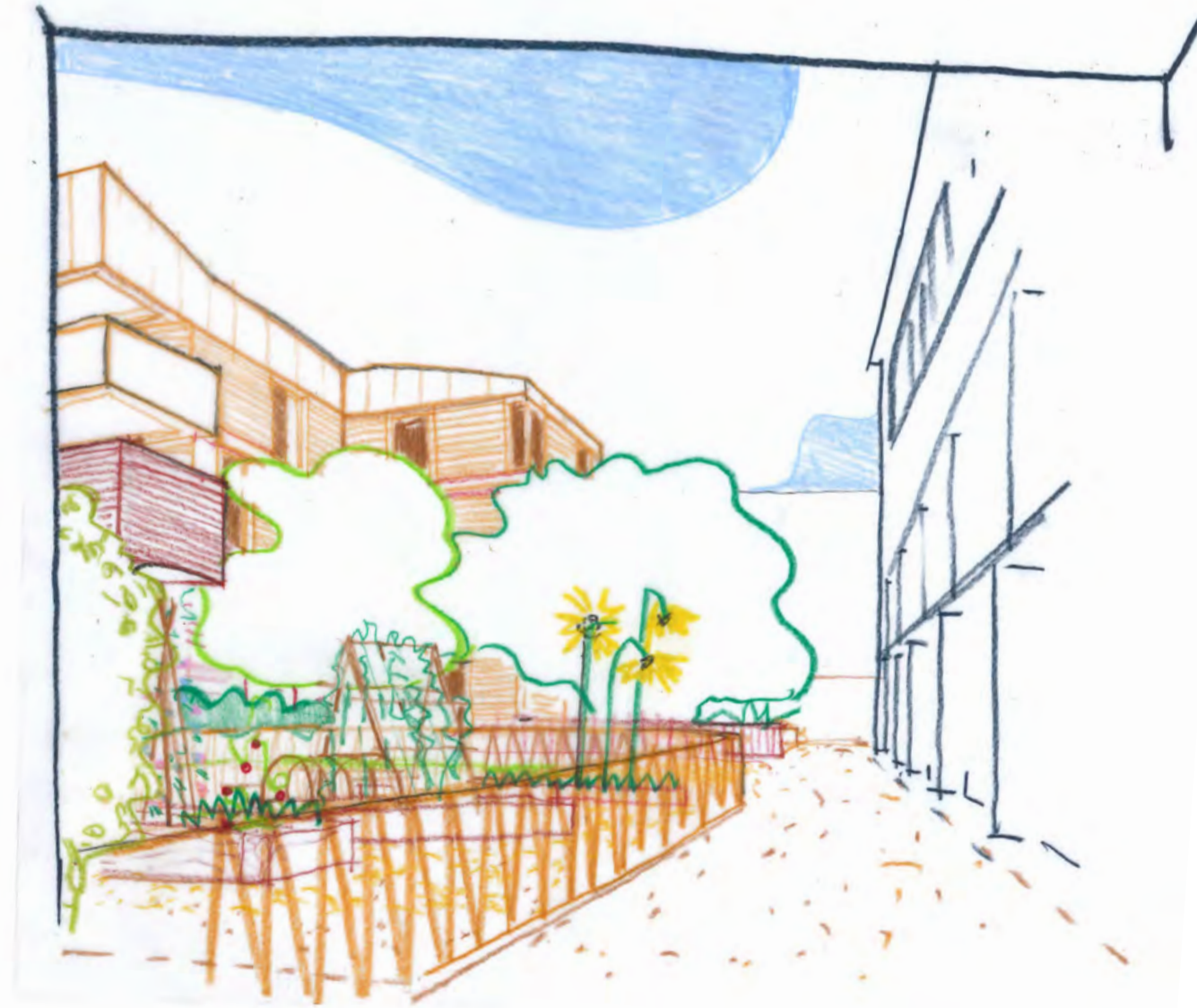
- Do you use the planting beds on the site?
- If not, would you like to?
- Do you think they are well placed where they are?
- Do you think moving them to a more open and sunny location, such as the middle open space, is a good idea?



4. PROPOSED LANDSCAPE PLAN AND VIEWS



1 - View from south - entrance to flats and one maisonette along access road. The courtyard is accessed from the existing footpath and receives sunlight through the gap.



2 - View from East Street resident access path. New trees complement the existing ones to screen and shade the new shared landscape.



3 - View of Everett House from new shared landscape.

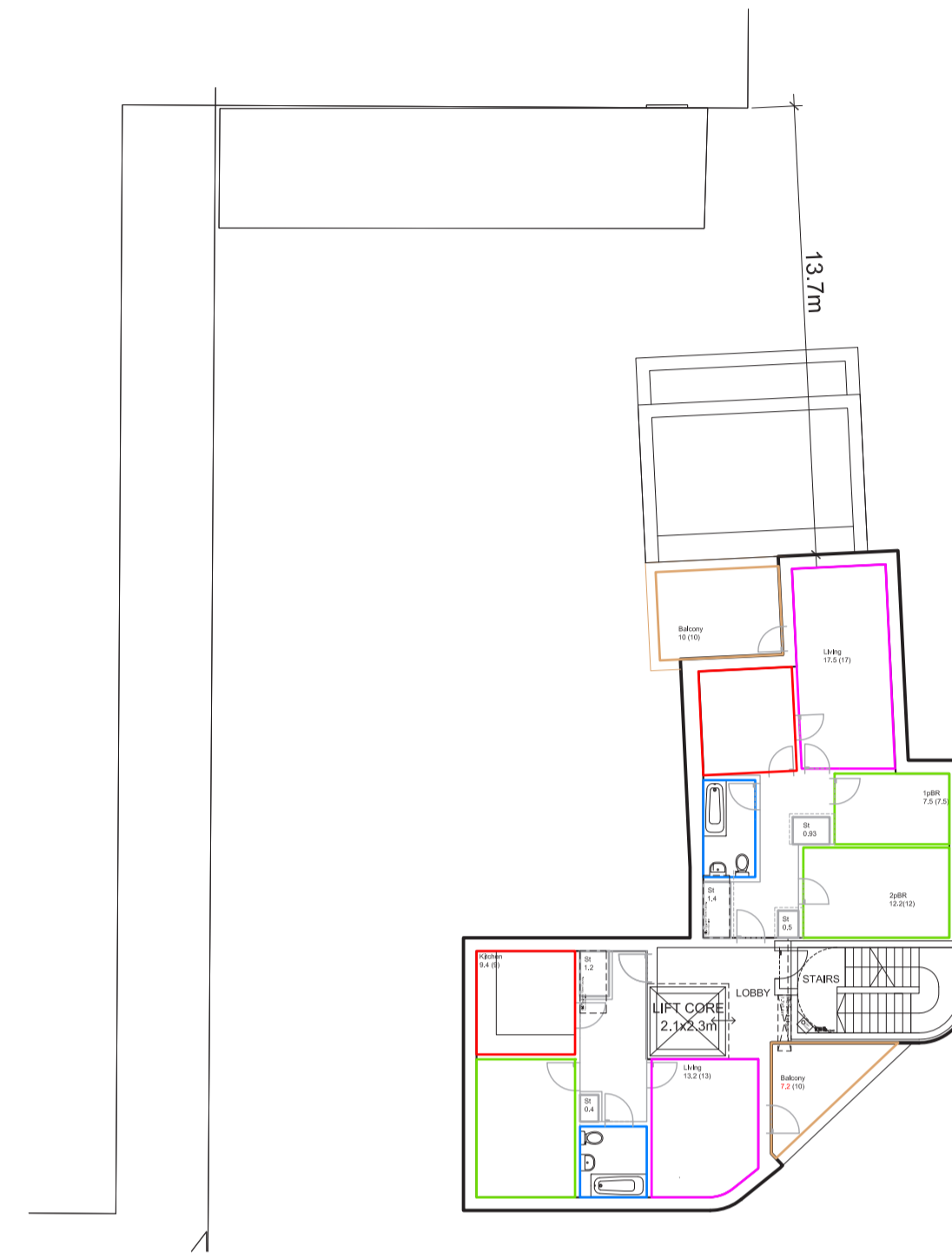
5. PROPOSED PLAN AND ELEVATIONS



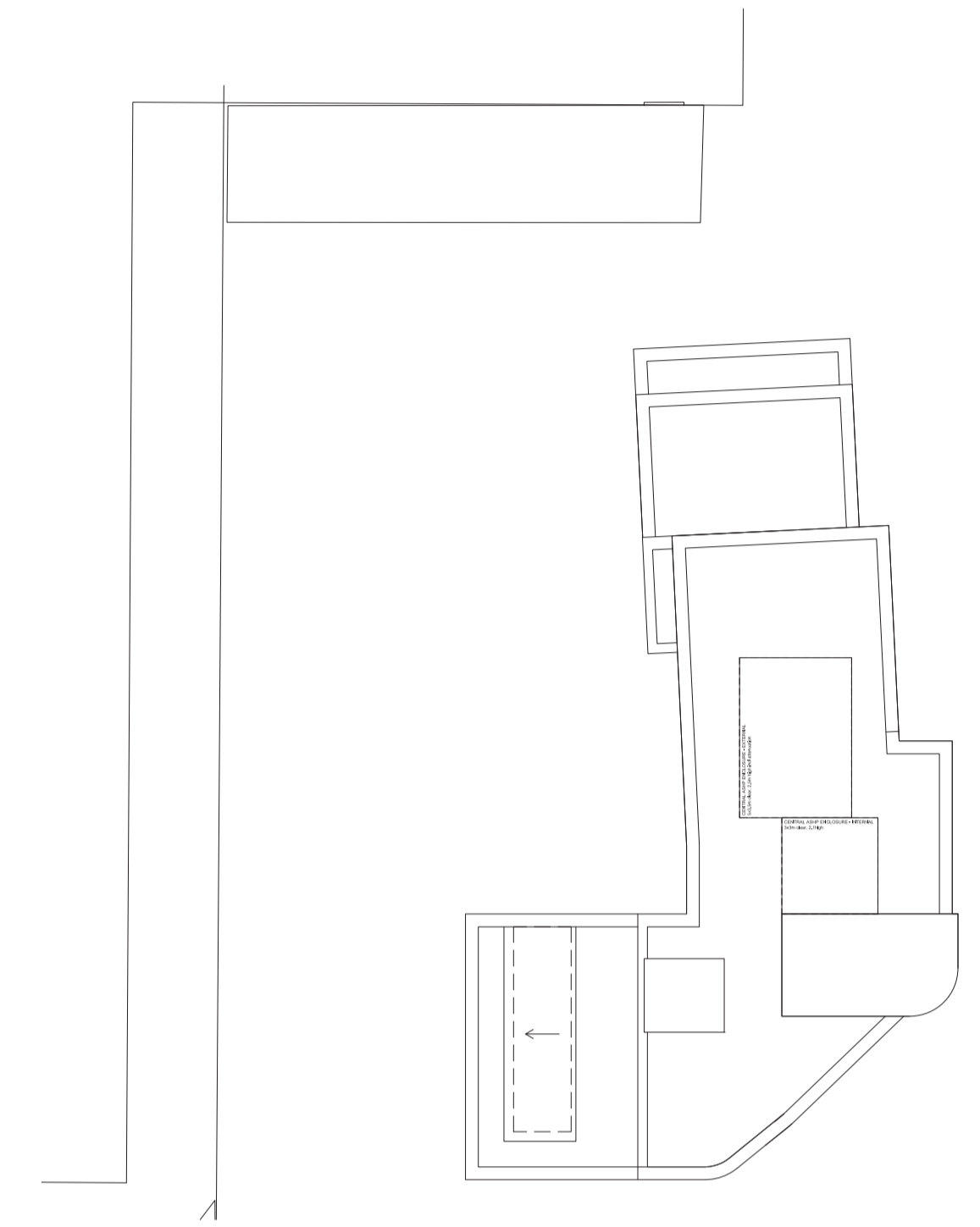
Ground Floor & Landscape Plan



First Floor Plan

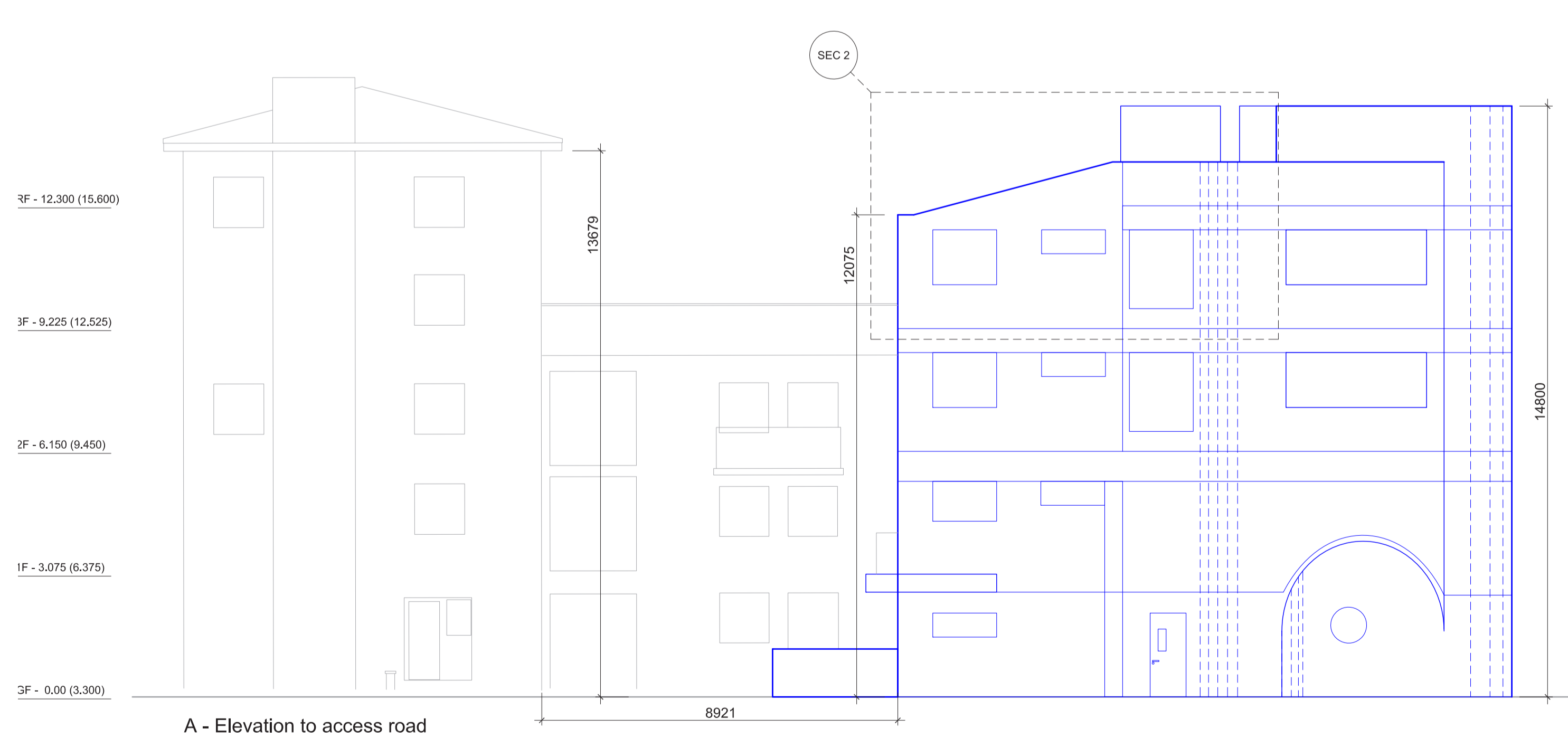


Second & Third Floor Plan

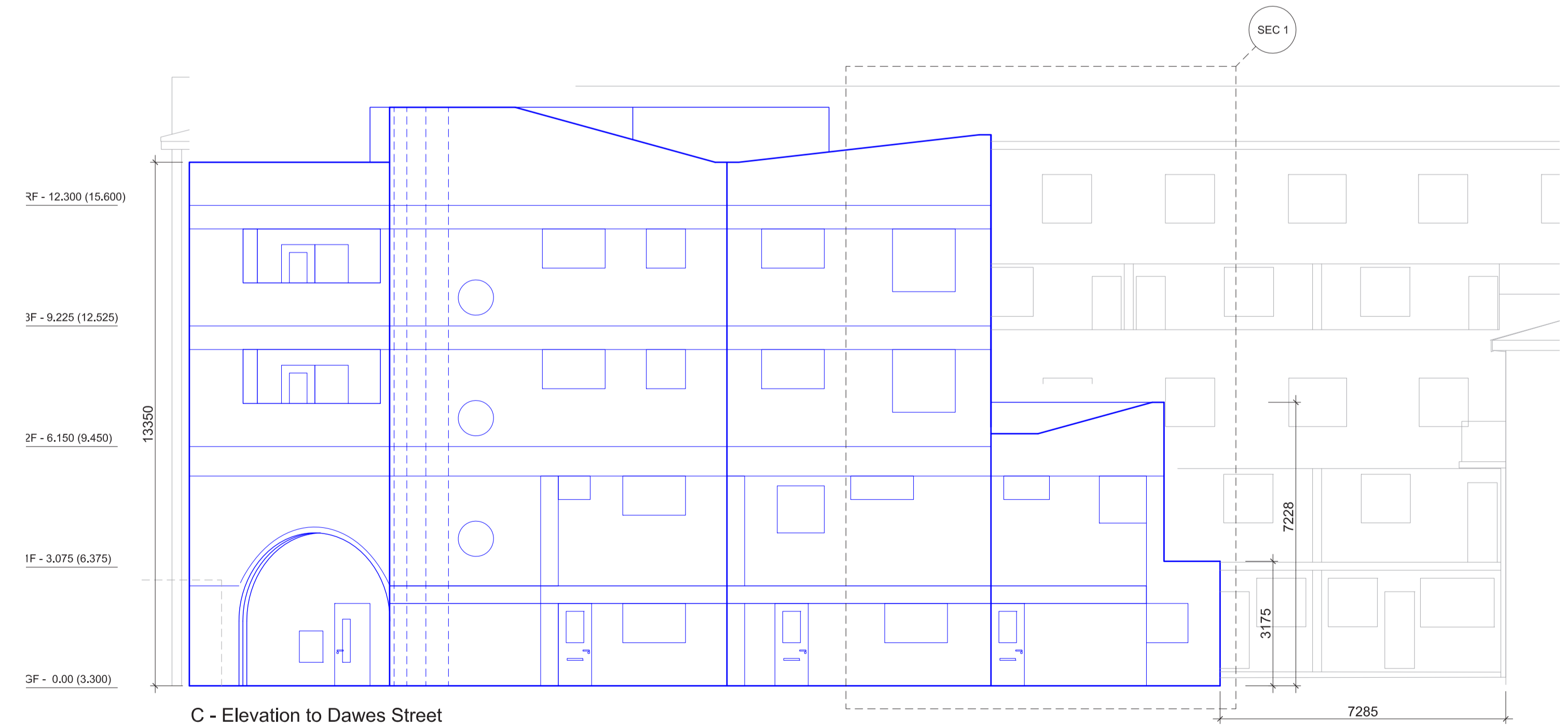


Roof Plan

CIRCULATION
 BATHROOM/WC
 BEDROOM
 KITCHEN (sep)
 LIVING (incl open plan kitchen if relevant)
 AMENITY
 CORE/SHARED



A - Elevation to access road



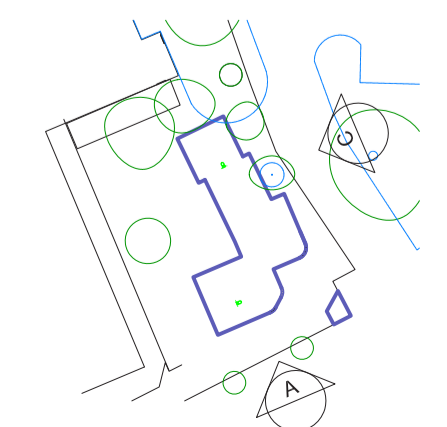
C - Elevation to Dawes Street

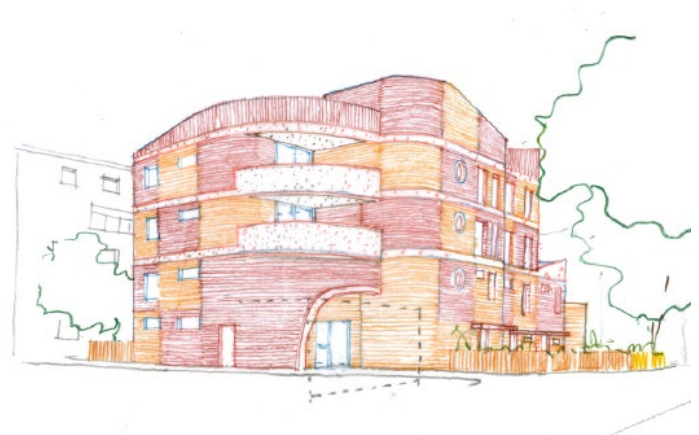
On the ground are four two-storey maisonettes, entered from Dawes Street and the access road. The upper two floors are slightly smaller and contain four single level flats, these are accessed from the stair and lift on the corner to Dawes Street.

The new stair and lift core is secure to the new residents and has direct access to the new shared landscape.

Materials are still being developed but the building will most likely be faced in brickwork, using different colours and textures to animate the form and its functions.

The roof is a flat roof with services and plant installations.





KINGSTON ESTATE

NEW HOMES UPDATE

NOVEMBER 2021

We are creating new homes on Kingston Estate as part of our commitment to providing more quality council homes across the borough. We have committed to creating 11,000 new council homes by 2043 – a big goal, but crucial if we are going to tackle the housing crisis and ensure our residents have quality homes they can be proud of, now and in the future.

We are building eight new homes and landscaping, utilising the amenity green space in front of Everett House and on the garage site.

Under our current local lettings policy:

- 50% will be prioritised for existing tenants of the Kingston Estate who are in housing need, so they can continue to live near family, friends, and services they currently use.
- 50% will be allocated to people on our wider housing waiting list.

However we are consulting with residents about a new local lettings policy, which could mean that up to 100% of new council homes are let to local residents.

LATEST UPDATES

As you may be aware, the planning application was submitted for this development on September 2021. You can look at the application on the council's planning portal using reference: 21/AP/3140.

The proposal was referred to Southwark's planning committee for review and this committee met on 16 November 2021 and approved the plans for new proposals.

NEXT STEPS

The new homes proposal also include plans to improve the estate for all residents. The proposed landscape for the new homes proposals are:

- A new shared social landscape with seating with natural play
- Estate wide landscape improvements
- Re-instated plant beds in existing allotment
- Re-provision of the out dated play area in front of Richmond House
- New estate access path from Dawes Street and access road
- Outdoor gym
- Outdoor table tennis tables

It has been brought to our attention that there is a want to install door entry systems to the existing estate. In the next coming months we will be doing further consultation to explore and find out what estate improvements are wanted by residents.

CONTACTOR APPOINTMENT

We have started the process to appoint a contractor who will build the development. This will take some time and we will update you in due course. We aim to start construction works in Spring 2022.

Prior to works commencing on site we will hold a **'meet the contractor'** event. This event will be held either virtually or face-to-face, depending on government guidelines. This will be an opportunity for the local residents and stakeholders to meet the contractor and ask any questions, or raise any concerns you may have about the construction of the proposed project.

All contractors working for the council must be registered with the Considerate Contractors Scheme, which is an independent organisation that ensures construction sites operate to a high standard.

KEEP UPDATED ONLINE

You can access the latest information on the Kingston Estate proposals from the link below:

<https://kingstonestate.commonplace.is>



The link to access the map of new homes sites on the Southwark website is:

<https://www.southwark.gov.uk/housing/new-council-homes/where-we-re-building/map-of-new-council-homes-sites>

You can also scan the QR code below with your mobile phone to access the Southwark website:



YOUR CONTACTS

Project Manager: Coral Mitchell - Coral.Mitchell@southwark.gov.uk / 07523 921 266

Project Officer: Khang Le - Khang.le@southwark.gov.uk / 07395 854 757

SOUTHWARK.GOV.UK/11000HOMES

Item No. 6	Classification: Open	Date: 15 December 2021	Decision Taker:
Report title:		The Impact of the Fire Safety Act and the Building Safety Bill upon the HRA and Leaseholders	
Ward(s) or groups affected:		ALL	
From:		Michael Scorer	

BACKGROUND INFORMATION

1. On 3 July 2009, 6 people were killed at the Lakanal Fire on the Council's Sceaux Garden Estate. The Council sought to learn lessons from this and it has since spent £62 million to improve the safety of its properties.
2. The Grenfell Fire, which took place on 14 June 2017, killed 72 people. The tragedy exposed significant failings across the system of building and managing High Rise residential buildings.
3. On 15 June 2017, the government announced the Grenfell [Public Inquiry](#). Phase 1 of this inquiry, which was completed in 2019, looked at the events of the fire itself. Phase 2, which is ongoing, is looking at the causes of the fire. The Council's response to Phase 1 of the Grenfell inquiry recommendations was discussed by a [Cabinet report](#) on 4 February 2020.
4. The government also announced the [review of Building Regulations & Fire Safety](#). This was conducted by Dame Judith Hackitt. Her report, which was published in 2018, recommended a more robust approach to managing High Rise residential buildings.
5. The government accepted the recommendations of this review and they have responded with new legislation – this includes the Fire Safety Act and the Building Safety Bill.
6. On 10 February 2021, a [Building Safety and Cladding report](#) was taken to the Housing and Community Engagement Scrutiny Commission by the Head of Engineering. This report outlined the position of the council at the time and the actions that had been taken to date.

KEY ISSUES FOR CONSIDERATION

7. This paper discusses the Fire Safety Act and the Building Safety Bill, the Council's response to these changes, and the impact that this response will have upon the HRA and leaseholders.

THE FIRE SAFETY ACT (2021)

8. Under the existing legislation, The Fire Safety Order (2005), landlords must conduct Fire Risk Assessments (FRAs) to understand the actions and strategies

required to keep their residents safe. Under the Fire Safety Order, FRAs are only required to look at the communal aspects of buildings.

9. The Fire Safety Act has received Royal Assent and it is expected that it will be implemented during 2022. Under this act, FRAs will also need to look at the structure, the external walls (including cladding, windows, both sides of fire doors, and balconies), and the entrance doors of buildings.
10. The Fire Safety Order and the Fire Safety Act apply to any residential building with communal areas. The Council is the landlord for 45,858 homes with a communal area – this is 83.4% of its stock and 3,588 buildings.
11. To meet the requirements of the Fire Safety Act, the Council will need to conduct new FRAs across its stock. This will begin with the blocks which are the highest priority: High Rise blocks. However, it will need to continue with its approach to mitigate risk and meet the requirements across the rest of its stock.
12. The Council does not have the skills to conduct FRAs which meet the requirements of the Fire Safety Act. Therefore, during the short-term, it will need to use consultants to deliver these services. During the medium-term, the Council will recruit and upskill to enable it to deliver the new FRAs.

THE BUILDING SAFETY BILL

13. The Building Safety Bill will establish a new, more stringent regulatory regime for higher-risk residential buildings. This regime will cover the life-cycle of the building, from design and construction, through to management, handover and demolition. There will be increased responsibilities for responsible persons (landlords) and tougher sanctions for those who do not meet their obligations. The Building Safety Regulator, which will sit within the Health and Safety Executive, will oversee and enforce the new regime of regulations.
14. The legislation will likely receive Royal Assent during 2022 and will be implemented from 2023/24 onwards.
15. The Building Safety Bill only covers High Rise residential buildings (those with a height of 7 storeys and above or 18 metres and above) The Council is the landlord for 170 of these High Rise blocks – these blocks contain 9334 homes between them. This is a greater number of blocks than many other landlords and higher than any other social landlord across England.
16. The Building Safety Bill has significant implications for the Council. The Council will need to acquire Building Safety Certificates for its High Rise blocks – this will require the collation of Building Safety Cases. These cases are the collection of relevant data and documents relating to the safety of the building, this includes data that captures the views of the residents and it will also need to cover the management of the building too, e.g. the skills of those working on the block.

17. There are also requirements about new roles and more stringent competence requirements. Many of these relate to Asset Management, but other service areas may also be affected, such as Homeownership Services. The Bill also requires the Council to decide which officers will be the Accountable Person and the Principal Accountable Person (these are the persons who are legally accountable for the Council meeting the relevant requirements).
18. Other significant implications include: improving the ways that the Council holds, updates and shares data relating to the safety of its High Rise blocks; delivering a resident engagement strategy across the borough and for each High Rise block; and, collecting the Building Safety Charge - a charge that landlords will need to collect from homeowners to cover some of the costs of their new responsibilities. The cost of this charge will be determined at a later date.

BUILDING SAFETY PROGRAMME

19. The Council has responded to the new requirements with the Building Safety Programme. This Programme has 12 workstreams – each of these is delivered by the relevant department. An operational group is used to facilitate collaboration between the leads of the different workstreams. The workstreams and the operational group report to a Strategic Board, which is chaired by the Strategic Director for Housing and Modernisation.
20. The Programme also includes a Partnership Board – this is a 6 weekly meeting with the Council's partners at the London Fire Brigade (LFB), the Department for Levelling Up, Housing and Communities (DLUHC), and the Health and Safety Executive (HSE). These meetings assist the Council to develop its understanding of the upcoming legislation and to raise concerns about the challenges being imposed.
21. The sections below discuss the Council's responses to the new legislation and other requirements. The most significant of these is the Priority Surveying Programme.

PRIORITY SURVEYING PROGRAMME

22. The Priority Surveying Programme will be used to survey the Council's 170 High Rise blocks. These are the blocks within the scope of the Building Safety Bill and they are a high priority for the Fire Safety Act too.
23. The surveys will provide FRAAs (Fire Risk Assessment and Appraisals) and an assessment of the Building Safety Case (including stock condition surveys). These will help the Council to meet the requirements of the Fire Safety Act, the Building Safety Bill, and the Council's Duty of Care. Table 1, on the page below, explains this further.
24. The Council is conducting Pilot Surveys at Andoversford Court, 88, Bibury Close, Gloucester Grove, Peckham, SE15 6AE. The Pilot Surveys will give the Council

chance to learn about its approach and improve it ahead of the Priority Surveying Programme.

25. The Pilot Surveys commenced during November 2021 and are expected to be completed by March 2022. Appendix 1 has a more detailed timeline for the Pilot Surveys.

Table 1

Requirement	How do the surveys meet this?
The Fire Safety Act	The FRAA covers the additional and requirements of the FSA – the structure, the external walls (including cladding, windows, both sides of fire doors, and balconies), and the entrance doors of buildings.
The Building Safety Bill	FRAAs bring together the relevant data for the Building Safety Case. The stock condition surveys are also needed for this. The FRAA also determines the risk and the fire strategy needed for the building. Therefore, they will show that the Council’s high rise residential buildings are safe for residents. This will also be needed for the Building Safety Case.
Duty of Care	FRAAs also include checks of compartmentation (Type 4 FRA), this is not a requirement of the new legislation, but the Council has determined it is necessary to meet its Duty of Care.

26. The Health and Safety Executive (HSE) will be checking Building Safety Cases from April 2024 onwards. The Council will need 12 months for the Priority Surveying Programme and a further 12 months to collate its Building Safety Cases. Therefore, the Priority Programme will need to commence by March 2022.
27. If the Council does not start the Programme by this date, it will not have time to collate the Safety Cases and it will breach the requirements of the new legislation. This will have significant reputational damage and financial implications for the Council and those officers who hold the positions of Accountable Person and Principal Accountable Persons.
28. The response to the surveys will include remediation works. The surveys will show which works are needed and these would be incorporated into the Quality Homes Investment Plan (QHIP).
29. The Council does not have the skill sets to conduct FRAAs to meet the requirements of the Fire Safety Act. Neither does the Council have the skillsets or equipment to undertake BIM surveys. Therefore, the Council will need to appoint

consultants to carry out the surveys for the Pilot and the Priority Surveying Programme.

COSTS OF THE PRIORITY SURVEYING PROGRAMME

30. The costs of the Pilot Surveys and Priority Surveying Programme will be significant.
31. The Pilot Surveys will include an FRAA (as discussed above) and a Building Information Modelling (BIM). BIM is used to generate a 3D model of the building and the use of this is recommended by the Building Safety Regulator. BIM includes a digital and modern stock condition survey - this is needed for the building safety case, as discussed by Table 1. It is an aspiration of the Council for every resident to have access to data about their home – 3D BIM Modelling help with the delivery of this, due to its accessibility to non-technical audiences. The use of BIM will be reviewed after the Pilot Surveys.
32. The cost of the Pilot Surveys are estimated to be £100,905. This is broken down by Table 2: the FRAA costs £24,964 and the BIM costs £75,941. The Council will not be charging homeowners for the costs of the pilot surveys. The costs of the Pilot Surveys will be included within spending for the 2021/22 financial year and they will be included within the QHIP.

Table 2

Activity	Cost (£)
FRAA	24,964
BIM	75,941
Pilot (Total)	100,905

33. If the Council uses BIM for the Priority Surveying Programme, it is estimated that (the surveys across the other 169 blocks) the cost of the Programme will be circa £17,000,000. This estimate is based upon the costs of the Pilot Surveys.
34. If the Council does not use BIM for the Priority Programme, it will need to undertake new stock condition surveys for the 169 High Rise blocks. With this cost and the cost of the FRAAs, it is estimated that the cost of the surveys will be around £58,000 per block. Therefore, it is estimated that the cost of the Priority Programme (the surveys across the other 169 blocks), would be circa £9,800,000. This estimate is also based upon the costs of the Pilot Surveys.
35. The costs for the Priority Programme without BIM have been included as a commitment in the budget challenge meetings in November 2021. If BIM is included, further discussions will be needed at budget challenge meetings and

the QHIP will need some reconfiguration to meet the costs. The Council will seek to reduce the costs of BIM by developing its own capacity to deliver these.

36. Table 3 gives a breakdown of the costs, with the different options relating to BIM (the benefits of these are discussed above), the costs per block, and the costs. These costs will fall during 2022/23.

Table 3

Option	Cost per Block (£)	Cost across 169 blocks (£)
Surveys with BIM	100,905	17,052,945
Surveys without BIM	58,000	9,802,000

RESPONSES TO THE SURVEYS – REMEDIATION

37. Following the surveys, remediation works will be required. It is not possible to comment on the specifics of these costs until after the surveys have been conducted. However, a contingency of £120,000 will be needed for each block. This will cover any critical tasks that need to be completed after the surveys. Across the 170 blocks, the contingency would be £20,400,000.
38. Several factors will impact the costs of the remediation works. First, these costs are usually most significant if they relate to either cladding, compartmentation or window panels. The Council do not expect to have any significant costs relating to cladding, but there may be some relating to compartmentation and the window panels.
39. Second, the results from the surveys will explain how much remediation will be needed to reduce the risk rating of the building (e.g. how much is needed to get to a Medium risk rating). The lower the desired risk rating, the more costs there will be for remediation.
40. Third, there is also the question of when the remediation costs will fall. The Council will take a gradual approach to the remediation – this is possible because the fire strategies for the building will mitigate risks to life. It is unlikely that remediation will be urgent because the Council has fire strategies for the blocks. The gradual approach will help to spread the costs over a longer period of time. However, the specific timings of this gradual approach will depend on the blocks and the remediation required.

RESPONSES TO THE SURVEYS – FIRE STRATEGIES

41. After the surveys, the Fire Strategies for our High Rise blocks will be reviewed and may need to be revised. Fire Strategies outline the actions that need to be

taken if there was a fire. The actions seek to keep the residents of the building safe and the strategy will reflect the unique characteristics of the building. These would have been captured by the surveys.

42. Discussions around fire strategies often relate to the differences between 'Stay Put' and 'Simultaneous Evacuation'. On one hand, Stay Put refers to a Fire Strategy which instructs the residents of the building to stay within their homes during a fire (the exception to this would be for the resident or residents who have the fire within their home). On the other hand, Simultaneous Evacuation refers to a Fire Strategy which instructs the residents to evacuate the building during a fire.
43. Every Council owned residential building has an existing Fire Strategy. With a few exceptions (Marie Curie and the High Rise blocks on the Ledbury Estate), the Council's 170 High Rise blocks have Stay Put policies.
44. Stay Put policies are not always effective – this reflects the lessons learnt from the tragedies at Lakanal and Grenfell, where Stay Put policies did not prevent the loss of life.
45. The Council continues to use Stay Put policies because it is usually safer for residents to stay within their homes than it is for them to evacuate. If a resident does evacuate, they would be moving from their home, where there should not be any fire or smoke, to a communal area, where there could be fire or smoke. Within High Rise blocks, it can be especially difficult for residents to understand whether they will be evacuating to a communal area where there is fire or smoke. Furthermore, if residents evacuate, this can reduce the ability of the London Fire Brigade (LFB) to deal with the fire.
46. At the Lakanal and Grenfell Fires, Stay Put policies did not prevent the loss of life because the compartmentation within these buildings was not effective. Compartmentation should stop the spread of fire between homes. This is achieved through the use of fire resistant walls and doors.
47. If the compartmentation is effective, then it is safe for residents to Stay Put, as the fire and smoke will not enter their homes. With Lakanal and Grenfell, the compartmentation was not effective, hence the fire and smoke could spread, and residents were not safe.
48. The Council's continued use of Stay Put reflects the following considerations around compartmentation. First, since Lakanal, a number of fires within the Council's blocks have not spread between homes. This is evidence to show that our compartmentation is effective. Second, when the buildings are constructed, they are done so with effective compartmentation. There will have been changes to the buildings since construction, but these should not have reduced the effectiveness of the compartmentation. If the change was conducted by the Council, it should have been conducted by a competent officer following best practice. If the change was conducted by a resident, it should have been authorised and checked by the Council.

49. During the Priority Surveying Programme, our surveys will include Type 4 FRAs. These check the compartmentation of the blocks and will allow the Council to understand if there are any problems. These problems may have arisen if changes to the blocks have not reflected best practice from Council officers. The problems might have also arisen due to unauthorised changes from residents.
50. After the FRAAs and the Type 4 FRAs, some Fire Strategies may need to be moved from Stay Put to Simultaneous Evacuation. If the Fire Strategy is changed, it will be the Council's priority to remediate that block, allowing for a return to Stay Put.
51. The challenges around Stay Put do not only relate to the construction of the block. The Council also needs residents to understand and follow Fire Strategies - this can be difficult. On one hand, our local knowledge suggests that residents may not always trust the Stay Put policy (due to the fires discussed above) and will often want to evacuate the block if there is a fire. On the other hand, behaviour is not always predictable. At Marie Curie, a block where the Council has a Simultaneous Evacuation policy, many residents chose to Stay Put when a fire alarm recently went off there. It should also be noted that neither the Council nor the LFB can legally force residents to follow the fire strategy.
52. The Council is considering and responding to these challenges by developing and implementing its resident engagement strategy for Building Safety. This strategy is being used to understand the views and feelings of residents about these matters and it will respond with the necessary engagement, messages and support. For example, we do not have concerns about compartmentation. However, the checks will show residents that we are following best practice by double-checking this. When we communicate this with residents, we would expect them to have more confidence around Stay Put. For our pilot block, Andoversford Court, we are conducting a perception questionnaire which asks residents to answer questions about fire strategies and other relevant matters.

IMPACT UPON THE HRA

53. The costs of the Priority Surveying Programme will be budgeted and paid for through the housing capital Programme. It is possible to do this because the surveys are being used to understand which remediation works are required for the blocks. Specifically, the Priority Surveying Programme would be described as 'pre-surveys' and the costs of the Programme will be included within the future QHIP Programme.
54. As shown by the table above, the estimated costs of the surveys, without BIM, is £9,802,000.
55. It will be possible to charge leaseholders for the costs of the Priority Surveying Programme (see paragraph 59 for more details). Across the Council's High Rise blocks, the leaseholder occupancy is around 25%. Therefore, after leaseholder charges, it is expected that the Priority Surveying Programme will the Council cost circa £7,351,500 (without BIM).

56. If the surveys do include BIM, the estimated cost is circa £17,052,945. After leaseholder charges, this would be circa £12,789,708.
57. The costs of remediation will also be included within the future QHIP Programme. As discussed, the costs of remediation are unknown at this stage.
58. The costs of the surveys and remediation will contribute to the existing demands on the existing QHIP commitments and other capital spending; this covers New Homes, Net Zero commitments, and Decent Homes requirements. This capital spending will need to be reviewed continuously to ensure that it is affordable.

IMPACT UPON LEASEHOLDERS

59. The Council will be able to charge leaseholders for the costs of the surveys because they are legislative and they are needed for the management of the building.
60. The Council will be able to accommodate the costs of the Priority Surveying Programme if it can charge leaseholders for the surveys and the remediation. Furthermore, if the Council did not charge the costs to leaseholders then tenants would bear an unfair amount of the costs.
61. As discussed, the Priority Programme will be delivered by consultants. The duration of the contracts with these consultants will be 12 months or less, this is due to the challenging timescales of the Priority Surveying Programme. A Section 20 consultation will not be needed because the contract lengths are 12 months or less. However, alternative consultation will be carried out with homeowners to provide details of the surveys and the costs.
62. It should be noted that the Council will not be charging leaseholders for the costs of the Pilot Surveys.
63. As discussed above, there is around 25% leaseholder occupancy across the Council's High Rise blocks, leaseholder charges will cover circa £2,450,500 without BIM or £4,263,236 with BIM.
64. At this stage, it is not possible to provide any realistic estimates of the costs to leaseholders. The pilot surveys at Andoversford Court will provide more accurate information on what the surveys will involve, giving a further indication of the cost. However, the High Rise blocks are of different sizes and configurations so the cost for each survey is likely to be different subject to scope. This will mean that the cost per leaseholder may be significantly different, and any service charge estimate given on present indicative costings would not be meaningful.
65. Where appropriate, leaseholders will be charged for remediation. Any decisions around charging leaseholders will be taken on a case-by-case basis. Leaseholders will not be charged if previous works were: not up to standard (e.g. latent defects, warranties, poor installation) or not compliant with regulations (the regulations when the works were completed, rather than the new regulations). This approach reflects the Council's usual approach to such matters.

66. The remediation works will be delivered by a combination of the new long term alliance contracts (which are due January 2023) and the use of external frameworks. This will provide a balance of delivery routes and ensure best value can be benchmarked.

SUMMARY

67. Table 4 summarises the impact that the Priority Surveying Programme will have upon the HRA and Leaseholders.

Table 4

	Surveys (without BIM)	Surveys (with BIM)	Remediation (Critical)	Remediation (Non-Critical)
HRA	£7,351,500	£12,789,708	£20,400,000 (Contingency)	Unknown – additional pressure on capital spending
Leaseholders	£2,450,500	£4,263,236	Unknown – leaseholders will only be charged where appropriate	Unknown – leaseholders will only be charged where appropriate
Total	£9,802,000	£17,052,945	£20,400,000 (Contingency)	Unknown

OTHER RESPONSES TO THE FIRE SAFETY ACT AND BUILDING SAFETY BILL

68. The Council is developing other responses to the Fire Safety Act and the Building Safety Bill. These are discussed below.
69. These other responses will have implications for the HRA; however, as discussed by paragraph 120, the costs attached to them are still being understood. Leaseholders will be impacted by some of these other responses too, such as remediation for non-high rise blocks (paragraph 73) and the Building Safety Charge (paragraph 77). The costs for these are also unknown at this stage.
70. The Fire Safety Act affects over 3500 of the Council's residential buildings and the Priority Programme covers 170 of these. Therefore, new FRAs will be needed across other residential buildings too. This will begin with blocks with additional characteristics, such as scissor blocks and unprotected corridors.
71. The Council would have delivered FRAs for these buildings, regardless of the new legislation (as there is an existing requirement to deliver them under the Fire Safety Order). However, the new legislation will lead to additional costs.

72. First, these additional costs will relate to upskilling and training. As discussed, the Council does not have the skills to deliver the new FRAs. For the Priority Programme, the Council is using consultants. However, it is the Council's aspiration to develop its own capacity to deliver the new FRAs. Therefore, there will be additional costs related to upskilling and training. These additional costs are unknown at this stage. They would be covered under the HRA Revenue Account.
73. Second, as the new FRAs are conducted across the rest of the relevant buildings, there are likely to be other costs around remediation. The costs of these cannot be determined at this stage, but they would be added to the QHIP and leaseholders will be charged appropriately.
74. The Building Safety Bill has other requirements too, as discussed by paragraph 18. For the resident engagement strategies, the Council is delivering a comprehensive engagement plan for the Pilot Surveys. This includes:
 - A. Briefings to the Homeowner Forum and the Tenants Forum
 - B. Communications pack sent to residents of the block – which included FAQs and a questionnaire asking them for their views
 - C. Organizing a virtual Q&A session for the residents and attending the block for Q&As too
 - D. Working closely with the Gloucester Grove TMO
 - E. Briefings for Councillors and MPs.
75. Going forward, the Council will learn the lessons from the Pilot and deliver the engagement needed to meet the requirements of the new legislation.
76. The Building Safety Bill also has requirements around data (as discussed by paragraph 18). The Council are working with consultants to develop a Modern Data Platform for Building Safety. This would bring together the different systems that the Council uses to hold data about buildings, allowing the Council to meet the new requirements around data and access to this data would be better for officers, Councillors and residents.
77. As discussed above, under the Building Safety Bill, the Council will collect the Building Safety Charge from leaseholders. The cost of this charge will be determined at a later date.

OTHER CONSIDERATIONS

78. EWS1 certification is not a legal requirement; however, it is often needed for the buying and selling of High Rise flats. The Council expects to deliver EWS1 where required – not every High Rise block will need the certification, and the Priority Surveying Programme will show this. However, the Council needs to develop a further understanding of the costs associated with EWS1. This will allow for the impact upon the HRA and Leaseholders to be understood. This understanding will be developed alongside the Pilot Surveys.

79. Buildings Insurance also needs to be considered. The costs of this insurance affect both the HRA and Leaseholders.
80. The council's insurance policies renewed on 1 October and the property covers are held by Zurich Municipal. Currently, the market for this insurance is challenging and premiums are rising. However, the premium for 2021-2022 is relatively consistent with 2020-2021. Insurers highlighted concerns they had with a handful of housing blocks (Marie Curie House, Ednam House, Redman House and Maydew House) plus some sites on the general properties schedule. Different rates were applied to these at this year's renewal.
81. The Council has a separate leasehold buildings insurance policy; this has been extended and will run until April 2023. After this date, the Council will need to re-procure for this insurance. Similar challenges are expected here, with other local authorities and the private sector seeing high increases in premiums.
82. The Council awaits further findings from Phase 2 of the Grenfell Inquiry and will need to consider any changes to the Building Safety Bill. These may have further impacts upon the HRA and leaseholders.

Policy implications

83. The Building Safety Programme will uphold the safety of residential buildings across Southwark, both now and during the future. Therefore, the Programme will help the Council to meet Theme 6 of the Fairer Future for All Commitments. This theme states that 'Everyone should have a safe place they are proud to call home. Southwark Council is the biggest social landlord in London and we're committed to maintaining the highest standards, so all our homes are clean, safe and cared for'.
84. Under Principle 2 of its Housing Strategy, the Council is committed to 'Demanding the Highest Standards of quality of homes'. The Building Safety Programme will help to meet some of the specifics of this. The Priority Surveying Programme will ensure that the Council continue to 'undertake regular Fire Risk Assessments and ensure any resulting actions are completed or Programmed; continue to publish fire risk assessments for blocks 7 storeys and above online with others available on request.' The Programme will also be used to 'quickly implement any of the recommendations that result from the tragic Grenfell Tower fire inquiry.'
85. Principle 4 of the Housing Strategy is 'Empowering residents and communities to have pride and responsibility in the running of their homes and neighbourhoods'. This includes promises to: 'Work with tenants, residents and homeowner groups to find new ways to engage so that more people can have their say'. The engagement strategies will reflect these principles by developing and implementing a comprehensive strategy for resident participation, allowing residents to have their say about building safety.

86. Under the Asset Management Strategy, fire safety is a high priority – the Building Safety Programme reflects this. As discussed by the Asset Management Strategy, ‘Works required to reduce the risk from the spread of fire and smoke from these Fire Risk Assessments, will usually be integrated into the cyclical Programme.’
87. The use of the Modern Data Platform (discussed by paragraph 76) is aligned with the Council’s corporate strategies around data and platforms. For example, the platform reflects the organisation’s ‘cloud first’ infrastructure approach via Microsoft Azure.

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

Community Impact Statement

88. The Fire Safety Act affects any home with a communal area and the Building Safety Bill covers High Rise blocks. Therefore, the new legislation and the Council’s response to it will affect residents of over 45000 homes across 3,588 buildings. Over 9000 of these will be within the Council’s 170 High Rise blocks.
89. The Building Safety Programme will uphold the safety of the Council’s residential buildings, both now and for the future.
90. Achieving this outcome will lead to some disturbance and financial costs to residents. For example, access to homes will be needed for some of the surveys. There will also be financial costs for the surveys and remediation. The Council’s resident engagement strategies will explain the need for any disturbance and costs and will seek to respond to any concerns that residents raise.

Equalities (including socio-economic) impact statement

91. Section 149 of the Equality Act 2010 lays out the Public Sector Equality Duty (PSED) which requires public bodies when taking decisions, to have due regard to the need to: eliminate discrimination, harassment, victimisation or other prohibited conduct; advance equality of opportunity between persons who share a relevant protected characteristic and those who do not share it; foster good relations between those who share a relevant characteristic and those that do not share it.
92. The Council’s response to the Fire Safety Act and the Building Safety Bill will reflect the relevant duties, especially with regard to vulnerable residents and those with protected characteristics.
93. When surveying and remediating Council buildings, particular consideration will be given to the needs of vulnerable residents. This will reduce discrimination and advance equality of opportunity. For example, through the use of Personal Emergency Evacuation Plans (PEEPs), the safety of vulnerable residents can be improved. This will require collaboration from different divisions, such as Asset Management and Residents Services.

94. By developing and implementing an engagement strategy for the borough and for each block, the Council will be able to reach out to as many residents as possible – this will give residents, including those who are vulnerable, to report any relevant concerns that they might have. By giving residents the chance to voice their concerns, the Council will be able to reduce discrimination and advance equality of opportunity.
95. Across Southwark, there are variations across different ethnic groups and housing tenures – more specifically, residents who are white are less likely to rent their home from the Council than any other ethnic group (with the exception of Asian/Asian British residents). Therefore, any actions which improve and uphold the safety of the Council's blocks will disproportionately benefit residents who are from the following ethnic groups: Black/African/Caribbean/Black British, Mixed/multiple ethnic groups; and Other ethnic groups.
96. There is also variation with regards to age and housing tenures – the residents who rent their home from the Council include a higher percentage of older residents than other housing tenures. Therefore, any actions which improve and uphold the safety of the Council's blocks will disproportionately benefit residents from the following age groups – 50 to 64, 65 to 74, 75 to 84, and 85 and over.
97. As discussed above, leaseholders will be charged for the costs of surveys and remediation. The Council acknowledges that leaseholders have existing costs and it will only charge as appropriate. If the Council did not charge any costs to leaseholders then tenants would bear an unfair amount of the cost. Around 2083 leaseholders will be charged for the costs of the Priority Surveying Programme.

Health Impact Statement

98. Where required, the Council's social housing have FRAs and Fire Strategies – these are the strategies that help to determine the appropriate response to a fire, depending on the characteristics of the building. Fire Strategies mitigate the health risks around fire and smoke.
99. The Priority Surveying Programme will allow the Council to meet new legislative requirements around FRAs and to update fire strategies as required. Therefore, the Council can continue to mitigate the health risks around fire and smoke.

Climate Change Implications

100. Following council assembly on 14 July 2021, the council has committed to considering the climate change implications of any decisions. A motion passed by cabinet in April 2019 commits the council to achieve carbon neutrality by 2030 if possible.
101. Any works conducted for the Building Safety Programme will reflect the goal of reducing the Council's carbon emissions.

Social Value

102. When the Council procures and appoints the consultants for the Priority Surveying Programme, the necessary consideration will be given to social value, including the London Living Wage, sustainability, the local economy, and employment opportunities.

Resource implications

103. The response to the Building Safety Bill, Fire Safety Act, and other requirements, will have significant resource implications for the Council. These are most significant for the Asset Management Division – these implications are discussed by paragraphs 104 to 109. Paragraph 110 discusses the possible requirements for other services.
104. For the Fire Safety Act, there are resource requirements relating to the new FRAs. Consultants will be needed for the short-term and upskilling will be needed for the medium-term.
105. The Building Safety Bill requires the Council to recruit officers to meet the duties of 'Building Safety Managers'. These are new duties and they include the day-to-day management of activities relating to the safe management of the Council's High Rise buildings and effective communication with the residents of those buildings. It is expected that these duties can be split between different roles.
106. On 7 December, a paper is going to Cabinet – this will recommend that Cabinet approves the creation of a new Assistant Director role for Building Safety, at either Grade 17 or Grade 18, subject to evaluation. This role will hold the Building Safety portfolio of responsibilities. This Assistant Director role for Building Safety would oversee the new Building Safety structure (the officers who hold the duties of the Building Safety Managers and the Building Safety Programme Lead) and all aspects of Major Works Programmes.
107. Appendix 3 has an organogram which shows the proposed structure of Asset Management, with the inclusion of the Assistant Director Role. It should be noted that this structure is subject to consultation. The Assistant Director would also give the strategic leadership required to deliver the Priority Surveying Programme and other aspects of the Building Safety Programme.
108. The new Assistant Director role would need to coordinate the response of the Asset Management Division with other services, such as Building Control and New Homes.
109. The Bill also requires the Council to decide which officers will be the Accountable Person and the Principal Accountable Person (these are the persons who are legally accountable for the Council meeting the relevant requirements).
110. Due to the need to collect the Building Safety Charge, Homeownership Services may also require additional resources. There may be a need for additional resources to support the resident engagement strategies too.

Legal implications

111. The implications of the Building Safety Bill, the Fire Safety Act, and other legislation have been set out throughout this report. Further legal implications are also noted by paragraphs 125 to 136.

Governance

112. The Building Safety Programme now has a clear governance structure. This is discussed by paragraphs 19 and 20.

Financial Implications

113. There are significant pressures on the HRA revenue and capital accounts, the costs associated with the Fire Safety Act and the Building Safety will exacerbate these.
114. For the Priority Surveying Programme (including the Pilot Surveys), estimated costs have been discussed above. These are between circa £10,000,000 and £17,000,000. However, the costs of remediation which follow the Programme are unknown at this stage. The costs of the surveys and the remediation will be included within the QHIP.
115. For the other responses to the Building Safety Bill and the Fire Safety Act, most of the costs are unknown – these are the costs for the upskilling for the new FRAs. Some of the costs around data are being covered by an existing contract, but if there were changes to the Modern Data Platform, there would be additional costs here too. Both the upskilling and the changes to data would need to be covered by the HRA revenue accounts.
116. For EWS1, the costs are unknown – like the other surveys and the remediation, these costs would be included within the QHIP.
117. The costs relating to Asset Management resources (the officers with the duties of the Building Safety Managers and the Assistant Director role) have been estimated at £2,303,000 per annum. During 2022/23, the costs are expected to be £1,278,000. From 2024/24, the costs will be £2,303,000 per annum. These costs reflect current estimates of the roles required, but further requirements may become apparent. The costs for future years will be determined at a later stage; however, it should be highlighted that many of the roles which relate to the duties of Building Safety Managers will continue to be required under the Building Safety Bill.
118. The costs for the resources from other service areas (Resident Participation and Homeownership Services) are unknown at this stage. These costs would be added to the HRA Revenue account.
119. Table 5 has a summary of the financial implications for the HRA. The table does not account for the costs that will be charged to leaseholders. The table shows the responses, the specific activities, the costs attached to each, the source of funding and when these costs are expected.

120. The response of the Council is still being developed and understood. Consequently, the table has a number of unknowns. It should also be highlighted that there may be additional costs which have not been discussed here. For the current financial year, the expected costs are for the Pilot Surveys only - £100,905. This will add pressure to existing forecasts. Costs for the 2022/23 year will need to be agreed. The costs for the Asset Management resources are being approved through the budget challenge. Table 4 does not account for the costs that will be charged to leaseholders.

Table 5

Response	Activities	Estimated Cost (£)	Funding	Year
Priority Surveying Programme	Pilot Surveys	100,905	QHIP	21/22
	Priority Surveys	10,000,000 to 17,000,000	QHIP	22/23
	Remediation	Unknown until survey findings 120,000 per block for Critical Tasks (Contingency)	QHIP	Critical Tasks 22/23 onwards
Other responses to the Building Safety Bill and Fire Safety Act	Upskilling for the new FRAs	TBC after the Pilot Surveys	HRA Revenue	23/24
	Modern Data Platform	Existing costs covered by existing contracts, other costs are unknown.	HRA Revenue	TBC
Responses to other Requirements	EWS1	TBC until after the Pilot Surveys	QHIP	TBC
Asset Management Resources	Building Safety Managers and Assistant Director Role	2,303,000	HRA Revenue	22/23 - £1,278,000, 23/34 - 2,303,000
Other Resources	Homeownership Services	TBC after more legislative details	HRA Revenue	TBC
	Resident Participation	TBC until after the Pilot Surveys	HRA Revenue	22/23

Consultation

121. Consultations have taken place across the Council, allowing each department to understand the requirements of the new legislation and the responses they need to deploy.
122. Consultation with the Staff and Unions within Asset Management will commence in January 2022 around structures, training and development
123. Using the Partnership Board (as discussed by paragraph 20), consultations with LFB, DLUHC and HSE are ongoing.
124. Consultation with residents has begun for the Pilot Surveys (discussed by paragraph 74). This will continue through the resident engagement strategies.

Director of Law and Democracy

125. The Fire Safety Act received royal assent on 29th April 2021. It amends the Regulatory Reform (Fire Safety) Order 2005 (RRO 2005) by clarifying that the Order applies to specific parts of residential buildings, notably external walls and anything attached thereon.
126. For any building containing two or more sets of domestic premises, the RRO 2005 applies to the building's structure and external walls and any common parts, including the doors between domestic premises and common areas. References to external walls in the RRO 2005 include 'doors or windows in those walls' and 'anything attached to the exterior of those walls (including balconies).
127. The Act enables the government to issue risk-based guidance, which can be referred to as proof that a responsible person has either complied or failed to comply with the requirements of the RRO. This applies only to buildings in England containing two or more sets of domestic premises.
128. The Act will complement the existing powers local authorities have to take enforcement action against building owners and managers under the Housing Health and Rating System provided for in the Housing Act 2004 and the Building (Amendment) Regulations 2018. This regulation banned the use of combustible materials within external walls and certain attachments to the external walls, of any new building with a storey of at least 18 metres in height. It applies where the building contains at least one dwelling, residential accommodation for the treatment, care or maintenance of individuals or rooms for residential purposes such as school dormitories and student accommodation.
129. The Act came into force partly on 29 April 2021. Regulations will bring the rest of the Act into force. The key provisions of the Act (sections 1 and 3) are not likely to be brought into force until the end of 2021 or early 2022.
130. Where a landlord has to carry out works or provide services under obligations imposed by statute or regulations, such as in relation to fire safety, the cost of

complying with the obligations (subject to the terms of the lease) is generally recoverable as part of the service charge.

Building Safety Bill

131. The Building Safety Bill seeks ‘to make provision about the safety of people in or about buildings and the standard of buildings, to amend the Architects Act 1997, and to amend provision about complaints made to a housing ombudsman’. It sets out a new regulatory regime aimed at ensuring the safety of residents in residential buildings and aims to ensure ‘greater accountability and responsibility for fire and structural safety issues throughout the lifecycle of buildings in scope of the new regulatory regime for building safety’
132. The bill runs to 218 pages, comprising 6 parts, 147 sections and 9 schedules. Table 5 sets out and describes each section of the bill.

Table 5 – The Building Safety Bill

Part and Title	Description
Part 1 – Introduction	Provides an overview of the Bill.
Part 2 – The Regulator and its Functions	Gives the Building Safety Regulator (BSR) a statutory footing within the Health and Safety Executive (HSE) and identifies the risks that the BSR will manage. The BSR will secure the safety of people in or around buildings and seek to improve the standards of buildings. The BSR’s functions will include functions under the Building Safety Act, the Building Act and functions under the Health and Safety Act. Staff to support the BSR will be drawn from local authorities and Fire and Rescue Services.
Part 3 – Building Act 1984	Makes amendments to the BA 1984 as it applies to England and Wales; <ul style="list-style-type: none"> • Enabling the government to decide by way of secondary legislation which buildings are included in the scope of the regime. • Setting out the provisions for the new regulatory regime during the design and construction phase for higher-risk buildings • Providing for the registration of building inspectors and building control approvers and seeking to regulate and improve competence levels in the building control sector • Remove discretion such that where building work has not commenced within 3 years the deposit of plans, the plans will be considered null and void.

Part 4 - Higher-risk buildings	Provisions relating to procedures and control of occupied Higher Risk buildings in England. It places duties on the Accountable Person and Building Safety Managers in relation to building safety risks in their building. This includes registration and certification, appointment of Building Safety Managers and their duties including the provision of information and engagement with residents, The regulator will have a duty to enforce provisions concerning higher risk buildings.
Part 5 - Supplementary and General	Includes provisions: <ul style="list-style-type: none"> • relating to service charges in respect of remediation works There will be a charge associated with duties under the Act which can be passed onto leaseholders with leases of over 7 years or more in high rise multi occupied buildings. The charge will apply to leaseholders whether their landlord is a private landlord, local authority or housing association. Landlords may be required to seek other cost recovery avenues before passing costs onto leaseholders. • Duties relating to work to dwellings • catering for changes to the (RRO 2005) • for the establishment of a New Homes Ombudsman scheme • for the power to regulate construction products • on disciplinary matters relating to Architects, • removing the "democratic filter" that requires social housing residents to refer unresolved complaints to a "designated person" or wait eight weeks before they can access redress via the Housing Ombudsman.
Part 6 – General	Covers miscellaneous provisions, including: <ul style="list-style-type: none"> - the liability of officers of bodies corporate; - reviewing the regulatory regime; and - the Bill's jurisdictional scope

133. The detail supporting the statutory provisions will be provided by regulations and guidance, which are likely to be developed as the bill progresses and after it receives Royal Assent. Sets of draft regulations have already been published as follows: - The Higher-risk buildings Descriptions Regulations; Duty-holder regulations; The Architects Fees for Services Regulations; The Building Restricted Activities Regulations; The Building Safety Fees Regulations; The Construction Products Regulations, The Building Higher Risk Buildings (England) Regulations; The Higher Risk Buildings Principles for Management of Risk Regulations

134. Under the MHCLG (DLUHC) transition plan, the bill is expected to receive Royal Assent within approximately 9-12 months (of publication) with the first round of provisions coming into force within 6-12 months of the Bill receiving Royal Assent and the bulk of the new regulatory regime coming into force within 12-18 months of Royal Assent. Despite this proposed timetable, there is uncertainty as to when the bill's proposals will come into effect. Given the complexities of the provisions, its progress through the law making process may be subject to delays.
135. Certain obligations have come into force earlier. The requirements of the 'Gateway 1' process, relating to construction and major refurbishment of higher-risk buildings, which forms part of the current planning process is implemented by secondary legislation and statutory guidance which amends the Town and Country Planning Act 1990 and came into force on 1 August 2021. Gateway 1 seeks to ensure that fire safety matters are considered at the planning application stage for relevant buildings and requires applicants to submit a fire statement to the planning authority confirming that fire safety issues have been addressed.
136. As noted in the report, preparation for, and compliance with, the new regime will require considerable resources.

STRATEGIC DIRECTOR OF FINANCE AND GOVERNANCE (FC21/037)

137. The Strategic Director of Finance and Governance notes the contents of the report and the onerous responsibilities conferred by the Building Safety Bill and Fire Safety Act 2021 on local authority landlords.
138. For Southwark, this represents a seismic endeavour and requires significant financial commitment given the unique size and nature of the council's housing stock, with 170 in-scope high-rise buildings (the highest number in the country), and a significant number of buildings that also require further investigation, albeit deemed to be of low or moderate risk outside the scope of the legislation.
139. The report sets out indicative costings to undertake the building surveys (based on a pilot survey currently underway). The two options outlined have considerably different cost implications, ranging from c. £10m to £17m, and the long-term merits of each need to be carefully evaluated before a decision and commitment is made. In addition, there are new and additional staffing requirements needed within the council's Asset Management division to undertake the work and ensure compliance with the legislation and within the timeframe specified of April 2024. Revenue and capital funding commitments totaling £6.7m currently form part of the HRA budget proposals for 2022-23 to address these needs (based on the lower of the two survey cost options). In addition, there are likely to be other organisational/administrative costs arising across other parts of the council e.g. Building Control, which are yet to be quantified as the full requirements of the regulations become clearer.
140. Notwithstanding the critical importance of these new duties to enhance residents' safety, they create a substantial additional financial pressure on already constrained resources, particularly capital, both for the initial surveys and moreover the cost of remediation works arising, which is an unknown. Given this,

it remains incumbent on the council to ensure full cost recovery from leaseholders under the terms of their lease, to mitigate any potential cross-subsidy from tenants. The council is currently undertaking a wholesale review of its asset management strategy and this must be the council's highest priority, which is likely to be at the expense of other less-essential programmes over the medium-term. As previously reported, capital resources are under extreme pressure and borrowing to support the QHIP and New Homes programmes continues to rise at an unprecedented rate with consequent revenue financing impact on the HRA, which cannot be sustained over the long-term.

141. The council's response to the provisions of the Building Safety Bill and Fire Safety Act continue to develop at pace and the costs and commitments arising will be kept under review and updated as better information comes to hand and reported as appropriate.

BACKGROUND DOCUMENTS

Background Papers	Held At	Contact
Review of Grenfell Inquiry Phase 1 Recommendations	Cabinet, February 2020	Michael Scorer, Strategic Director, Housing and Modernisation
Link (please copy and paste into browser): https://moderngov.southwark.gov.uk/documents/s86915/Report%20Review%20of%20Grenfell%20Inquiry%20Phase%201%20Recommendations.pdf		
Building Safety and Cladding Report	Housing and Community Engagement Scrutiny Commission	Simon Holmes, Head of Engineering
Link (please copy and paste into browser): https://moderngov.southwark.gov.uk/documents/s93588/Report%20Building%20Safety%20and%20Cladding.pdf		

AUDIT TRAIL

Lead Officer	Michael Scorer	
Report Author	Dave Hodgson	
Version	FINAL	
Dated	03/12/21	
Key Decision?	Yes/No	
CONSULTATION WITH OTHER OFFICERS / DIRECTORATES / CABINET MEMBER		
Officer Title	Comments Sought	Comments Included
Director of Law and Governance	Yes	Yes
Strategic Director of Finance and Governance	Yes	Yes
Cabinet Member	Yes	No
Date final report sent to Constitutional Team / Scrutiny Team	03/12/21	

APPENDICES

No.	Title
Appendix 4	Timeline for the Pilot Surveys
Appendix 5	Glossary
Appendix 6	Proposed Organogram for Asset Management

APPENDIX 4 – TIMELINE FOR PILOT SURVEYS

Month	Activities
November 2021	<p>Surveys Commenced – Fire Door Check at Flat 67 (Void) and Asbestos Documentation shared with the consultant.</p> <p>Communications delivered to residents and Q&A sessions held.</p>
December 2021	<p>Consultants will survey Flat 67 (Void) and Asbestos to be removed from riser panel</p> <p>Further update to residents via TMO newsletter</p>

January 2022	Arrange appointments to survey resident's flats and commence with these surveys (BIM and the FRAs)
February 2022	Complete the surveys of the flats
March 2022	Report from consultant, showing any next steps that may be needed Report will be shared with the residents

APPENDIX 5 – GLOSSARY

High Rise Residential Building: these are blocks which are 18 metres and above or 7 storeys and above.

Fire Risk Assessment (FRA): a detailed assessment to determine the following:

- the risk rating for the building – these ratings range from 'trivial' (the lowest risk rating) to 'intolerable' (the highest risk rating)
- any actions needed to uphold and improve the safety of the building, such as repairs
- the fire strategy for the building – the actions that should be taken if there was a fire

Under current legislation, FRAs must look at the communal areas of the building only. Under the new legislation, the Fire Safety Act, FRAs will also need to look at the structure, the external walls (including cladding, windows, both sides of fire doors, and balconies), and the entrance doors of buildings.

Fire Risk Assessment and Appraisal (FRAA): these are FRAs which meet the requirements of the new legislation – the Fire Safety Act. The FRAAs meet these new requirements because they include the assessments of the external walls of the building. FRAAs also include recommendations for whether the building needs to be remediated.

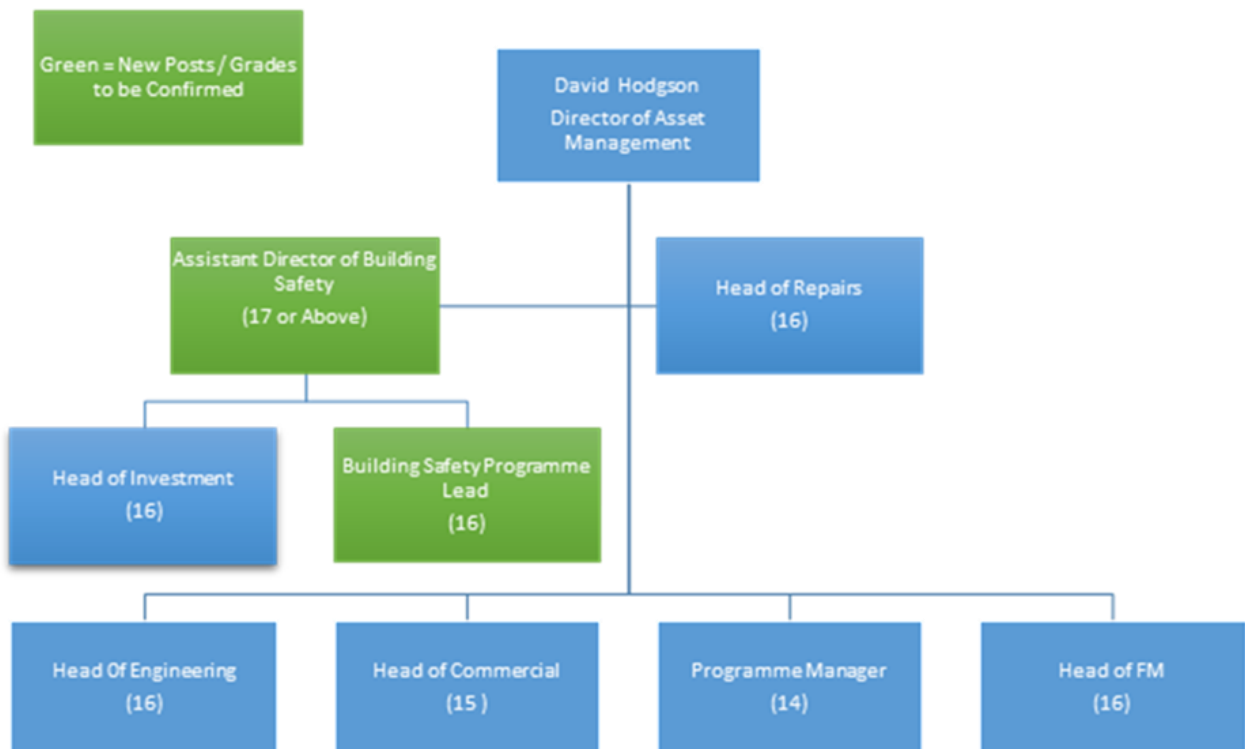
Type 4 Fire Risk Assessment: these assess whether the construction of a building prevents the spread of fire (either within the building or to an adjacent building). FRA Type 4s are intrusive surveys – they require a small hole or holes (this would be a maximum of 5 holes, each being 10mm) being made to accommodate a borescope camera.

Fire Strategy: these outline the actions that need to be taken if there was a fire. The actions seek to keep the residents of the building safe and the strategy will reflect the unique characteristics of the building.

QHIP: this is the Quality Homes Improvement Programme. This is the programme of major works to improve and maintain the Council's housing stock.

Compartmentation: this stop the spread of the fire between homes and between buildings. This is achieved through the use of fire resistant walls and doors.

APPENDIX 6 - PROPOSED ORGANOGRAM FOR ASSET MANAGEMENT



Item No. 28.	Classification: Open	Date: 7 December 2021	Meeting Name: Cabinet
Report title:		Response to the Housing and Community Engagement Scrutiny Commission: Estate Cleaning Services and Anti-Social Behaviour on Southwark Estates	
Ward(s) or groups affected:		All	
Cabinet Member:		Councillor Stephanie Cryan, Council Homes and Homelessness Councillor Darren Merrill, A Safer, Cleaner Borough	

FOREWORD – COUNCILLOR STEPHANIE CRYAN CABINET MEMBER FOR COUNCIL HOMES AND HOMELESSNESS AND COUNCILLOR DARREN MERRILL CABINET MEMBER FOR A SAFER, CLEANER BOROUGH

Councillor Stephanie Cryan, Cabinet Member for Council Homes and Homelessness

I would like to thank Councillor Edwards and the Housing and Community Engagement Scrutiny Commission for their report and wide-ranging recommendations around cleaning, anti-social behaviour and domestic abuse on Southwark estates.

The quality of the estate cleaning service affects every resident on our estates. We need to ensure that high standards of cleanliness are maintained on estates and also that residents have a voice in determining how cleaning the service is provided and can quickly and easily tell us where improvements are needed. The recommendations in this report provide the framework to ensure that this happens and officers from Housing & Modernisation and Environment & Leisure are working closely together to take the actions that are necessary to deliver the required outcomes.

The Scrutiny Commission has recognised that anti-social behaviour on Southwark estates is sometimes linked to individuals suffering mental health problems or crises. The council does a good job of linking up medical support or alcohol and drug abuse support for those individuals, but it was noted that other sources of support such as education, employment and training are equally important for those wishing to restart or change their working life. The response to the recommendation in this report set out how this is being achieved through development of the Economic Renewal Plan.

During the Covid 19 pandemic referrals to the Council’s commissioned domestic abuse service saw a substantial increase. It was and continues to be vital that the council has resources in place that is capable of responding quickly to provide

support to those experiencing domestic abuse when there is a surge in demand. The responses to the recommendation in this report demonstrates how this has been achieved through commissioned services to ensure that this support is in place.

Councillor Darren Merrill, Cabinet Member for a Safer, Cleaner Borough

The Environment & Leisure Department is dedicated to providing the best possible estate cleaning and grounds maintenance service on Southwark estates to help achieve the objectives of the Great Estates Programme and make our estates great places to live. Officers in Environment and Leisure and Housing and Modernisation already work closely together with the aim of achieving these objectives, notably through the Flytip Tasking Group which undertakes work that is focused on resolving long-standing fly-tip hotspot locations.

The scrutiny review focuses on expansion in the use of smart phone technology by the Cleaning Service to improve communication within the estate cleaning service and with other parts of the council. The expansion of smart phone technology also has the potential to dovetail with the development of on-line reporting tools for residents on estates allowing service requests to be handled more efficiently and making it possible to respond more quickly when there is service need.

The scrutiny review also focuses on the expansion of the key performance indicator set to provide a greater range of detail and insight into the quality of the cleaning service that is delivered and providing opportunities for service improvement where this may be required.

The Environment & Leisure Department embraces these recommendations and the responses in this report set out the actions that will be taken to implement them.

RECOMMENDATION

1. That the responses to the Housing and Community Engagement Scrutiny Commission: Estate Cleaning Services and Anti-Social Behaviour on Southwark Estates as set out in this report be noted

BACKGROUND INFORMATION

2. At its meeting on 14 October 2020 the Housing and Community Engagement Scrutiny Commission received a report from the Director of Environment on Estate Cleaning. The report was presented by the Cabinet Member for Leisure, Environment and Roads, and the Head of Waste and Cleaning. The report set out how block and estate cleaning service is currently delivered through the in-house Cleaning Service, which is based in Environment & Leisure. The Cleaning Service also provides street cleaning and a number of other ancillary services.

3. At its meeting on 1 December 2020 the commission received a report from the Strategic Director of Housing and Modernisation on anti-social behaviour and noise on Southwark Housing Estates. The report was presented by the Cabinet Member for Public Health and Community Safety, and the Business Unit Manager responsible for the Anti-Social Behaviour service.
4. The commission considered and agreed a set of recommendations put forward by the chair of the commission at its meeting on 26 April 2021.
5. At its meeting of 14 September 2021 cabinet received a report and a set of recommendations from the Housing and Community Engagement Scrutiny Commission on estate cleaning services and anti-social behaviour on Southwark estates.
6. The report was presented by the Chair of the Housing and Community Engagement Scrutiny Commission and the Head of Scrutiny. This report responds to the recommendations of the commission. It should be noted that the recommendations of the commission cut across the services provided by both the Housing & Modernisation (H&M) and the Environment & Leisure (E&L). Where appropriate, the proposed responses to the recommendations have been jointly agreed between the two departments.

KEY ISSUES FOR CONSIDERATION

7. Set out below are the recommendations of the Housing and Community Engagement Commission on estate cleaning services and anti-social behaviour on Southwark estates, together with the proposed responses.

Estate Cleaning

Recommendation 1 – Estate cleaning and estate grounds maintenance are provided entirely through in-house service provision. The Cabinet should ask for a review to be carried out of this model, comparing it with possible alternatives, and then decide if these arrangements should be changed for the estate cleaning service.

8. This recommendation is agreed. Housing accepts that there is a need to consider alternative models of delivery, and some initial work has been conducted by the cleaning service on this. It is important to note that there are considerable strengths to the existing service, as set out below, and any new model must be capable of offering significant gains. The review will be conducted jointly by Housing and the Cleaning Service in E&L.
9. The cleaning service on estates is generally of high standard. There is no doubt that the pandemic brought challenges in terms of cleaning staff and ways of working by the team. The Resident Service Officers (RSOs) have continued to work throughout with the cleaning team. It is acknowledged that the teams have done a remarkable job keeping the borough clean and providing a good service to residents.

10. The Cabinet member for Council Homes and Homelessness and the Director of Resident Services regularly undertake walkabouts of the estates with officers and often with Tenants and Residents Association (TRA) representatives. The cleanliness of estates is almost always of a high standard.
11. The Cleaning Service has made enquiries to other London boroughs through direct contact and through the recognised networks to find out how they make provision for estate cleaning and estate grounds maintenance. The response rate has been low. Appendix 1 attached sets out the response received from two London boroughs similar in type to Southwark.
12. The options for provision of estate cleaning services are as follows:
 - Option 1 - Do nothing. Continue to provide all block and external estate cleaning through the existing in-house Cleaning Service where it is delivered alongside the provision of the street cleaning service.
 - Option 2 - Provide block cleaning separately as a directly managed service within H&M, and continue to provide external estate cleaning services through the existing in-house Cleaning Service. As an alternative to direct management, the block cleaning service could be procured through external service provider.
 - Option 3 - Provide all cleaning services, block and external, as directly managed services within H&M.
 - Option 4 - Provide one or both of the operational service elements for block and/or external cleaning procured through an external contract.
13. The responses from other Local Authorities support the approach of having a single service provider for external estate cleaning and street cleaning, although in their case it is the same supplier that provides waste collection services. It would not be feasible for the council to mirror the single supplier for estate cleaning, street cleaning and waste collection at the current time due to the contractual arrangements in place for waste collections through to 2033.
14. The advantages and disadvantages of providing estate cleaning services through the four options shown at paragraph 12 above have been considered and are set out in the table at Appendix 2 attached.
15. Comparisons were made with the decision to move the repairs service into Housing and Modernisation. It is important to put in context the circumstances leading to this. The Asset Management Team in H&M is responsible for ensuring the repairs service is delivered effectively and efficiently. Previously, services were commissioned internally from SBS and an external contractor. With the ending of the main external contract there were synergies to be gained from bringing all repairs functions under one roof.
16. The performance of the Cleaning Service against the Key Performance Indicator's (KPI) shows a high level of performance. Furthermore, there is a high level of satisfaction with cleaning on estates, based on the joint inspections that take place with residents and council officers. Nevertheless, it

is recognised by Housing & Modernisation and by Environment & Leisure that there is room for improvement both in terms of performance and efficiency.

17. Residents need to be at the heart of shaping any potential changes to the way that cleaning services are delivered. Given the current high levels of performance and satisfaction with the cleaning service it is proposed that, there needs to be a period of meaningful engagement with residents using a range of methods including TRAs, online forums, Homeowners forums and other means, to seek their feedback and views of the current service and alternative models.

Recommendation 2 – A review of the IT support for estate cleaning staff be carried out, and additional support put in place where appropriate.

18. This recommendation is agreed.

19. The Cleaning Service recognises the need for good communications between staff in the teams and with teams in other parts of the council. Smart phones were recently rolled out to all drivers working in the Cleaning Service. This brings the number of estate cleaning staff who either have or work closely with someone who has a smart phone to 95 out of 381.

20. For estate cleaning staff who do not currently have any type of phone there is access to Supervisors, who are provided with smart phones, and Team Leaders who are provided with analogue mobile phones, to whom issues such as fly-tip requiring removal can be reported at least twice per day - so response times to such issues are currently good. However, response times could be improved with further rollout of smart phones to more estate cleaning staff. This will begin with roll-out of smart phones to Team Leaders by March 2022 which will mean that all estate cleaning staff will either have or work closely with someone who has a smart phone.

21. The Cleaning Service is currently undertaking a comprehensive consultation with all members of front line staff, including estate cleaning staff. As part of this process the IT support for front line staff is being reviewed. This includes the potential for roll-out of smart phones to a wider group of front line staff and/or the provision of desktop screens in mess rooms that will give front line staff direct access to The Source and other council information and staff portals. The consultation process is due to finish in November 2021 and a decision will be taken around further roll-out of smart phones and screens in mess rooms by March 2022.

Recommendation 3 - The council should develop an online tool for housing estate residents to use which enables them to report issues quickly and easily.

22. Housing agrees with this recommendation.

23. Cabinet should note that the development of an online tool will require some time to develop. Developing an online tool will involve significant scoping, requirements gathering, user research, technical expertise, budget

consideration and skilled development, and more important that the tool links with the CONFIRM system currently used by the Cleaning Service so that issues reported are automatically directed them to facilitate quick and efficient responses and remedies.

24. Housing will ensure as part of the requirement that this tool recognises the feedback from those who are digitally excluded.
25. Housing have teamed up with colleagues in the Waste Management Service in a digital project request commissioned for the development of an online tool for reporting waste management and estate cleaning issues. This will enable residents to report issues quickly and easily.
26. Both services will be engaged in future stakeholder meetings with consultants as the project undergoes scoping. This project is currently at a discovery phase to map out the requirements for the new online tool with the following aims:
- Prioritisation of the requirements to ensure that the needs of all key stakeholder groups are accurately captured
 - A recommendation on whether to proceed to the Procurement phase.
27. As soon as the on-line tool is available Housing will inform residents on estates to make them aware of the tool and how to use it.

Recommendation 4(a) - There should be a complete review of KPIs (Key Performance Indicators) currently being used as part of the service level agreement and only KPIs that can be used to drive service improvements should be continued.

28. This recommendation is agreed.

29. The current system of measuring block and external cleanliness and ground maintenance standards performance is to provide a single score that covers all service elements for each estate that is inspected. This has the potential to overlook specific service elements that need to be improved where overall standards on estates are good, leading to an overall score that is good. The proposal is to develop and implement a system of capturing and reporting service standards on estates during inspections that give more granularity to detect any specific service elements where improvements are required. The type of KPIs that can potentially be captured and reported are as follows:

- Litter, detritus, graffiti, flyposting and dog faeces standards - external areas.
- Litter, graffiti and flyposting standards – within blocks.
- Cleanliness standards within 3 metres of bin storage locations.
- Number of fly-tip reports on estates.
- Speed of response to fly-tipping, graffiti and other services requests on estates.
- Grass cutting standards

- Shrub maintenance standards.

30. Separately to the KPI information that is captured as part of the estate inspection regime, it is also possible to report on the number and type of service requests that are made by residents which would give insight into the elements of service provision that are of most concern to residents. It's also possible to report on the level of engagement by cleaning supervisors and managers with the estate inspection programme and attendance at TRAs. These KPIs can be summarised as follows:

- Number of service requests (complaints) received and resolved, along with number of compliments received.
- Resident satisfaction with cleanliness of estates
- Monitoring the number of ad-hoc service requests completed
- Number/percentage of TRAs attended by cleaning supervisors / managers.
- Number of estate Inspections attended by the cleaning supervisors / managers.

31. With regard to the KPI to measure resident satisfaction with cleanliness of estates, the response to recommendation 4(b) below covers this in more detail.

32. The Cleaning Service will work with H&M to develop and implement a new set of KPIs focussed on cleanliness and fly-tipping on estates, as well as grounds maintenance, to be included in the updated service level agreement for 2022/23 and report on these from April 2022. The development of the new KPI set will take into consideration feedback from the engagement with residents as mentioned in the response to recommendation 1 above. Note that this will not include information on condition and maintenance of estates.

Recommendation 4b - Residents should be given a direct role in assessing the quality of cleaning on their estate through monthly online surveys of all residents on an estate with consideration given to how residents who are digitally excluded can provide feedback, as well as residents being able to feed back using SMS text.

33. This recommendation is partly agreed.

34. Housing and E&L recognise the importance of giving residents a direct role in assessing the quality of cleaning on their estate. Many residents are currently engaged in joint inspections of their estates. Residents accompany Resident Service Officers (RSOs) on monthly estate inspections and use a scoring system to gauge the standard of cleaning on their estate. The joint inspections are a really effective way of getting the community involved in improving the quality of their estate.

35. These joint inspections do rely on volunteer residents and not every estate has such volunteers. We do take steps to encourage and support volunteers, and publicise joint inspections through TRAs and on estate notice boards. We also include details of cleaning commitments for estates as well as wider Great Estate guarantees and commitments on these notice boards. Residents can

raise service issues with their RSO. The RSO details are included on estate notice boards as well as on MySouthwark.

36. The use of SMS text messages to inform residents of estate inspections will be explored. The use of electronic notice boards is also being trialled on three of the Great Estate pilots. These noticeboards do include cleaning commitments and access to other information.
37. There will be a resource requirement to set up, publicise and administer a new monthly online survey. Given that there are existing means to report service failures, it may be difficult to maintain interest in a monthly survey and may well lead to 'survey fatigue'. We are very much interested in understanding residents' views and are currently reviewing our STAR survey which gives us structured feedback of perceptions across a range of areas, including cleaning. The STAR survey is a quarterly phone survey, which ensures that we are able to capture the views of those who may find it difficult to access online services, although we are also exploring making it available electronically for those who would find this more convenient. The STAR survey is used widely in housing organisations, our current review is to ensure that we address issues raised in the Housing White Paper.

Anti-social behaviour

At its meeting on the 1st December 2020 the commission recognised that many incidents of anti-social behaviour on Southwark estates are the result of individuals suffering mental health problems or crises. It was further noted that the council does a good job of linking up medical support or alcohol and drug abuse support for those individuals through the Multi Agency Risk Assessment Conference (MARAC) process. However, it was noted that other sources of support are equally important. For example, employment and training support services for those wishing to restart or change their working life.

Recommendation 5 - The Cabinet should review support arrangements for those involved in incidents of anti-social behaviour who are suffering with mental health problems or crises, to ensure a full range of support is being offered.

38. The covid-19 Pandemic has had profound and long lasting changes on Southwark's local economy. Young people, ethnic minorities, and those living in poverty have been particularly affected.
39. In response to these challenges, the Council has developed an Economic Renewal Plan with immediate, short, medium and long-term priorities, set around four key themes of employment & skills; business; high streets and town centres, and wellbeing.
40. A Focus on young people and the most vulnerable in our communities is at the heart of our Economic Renewal Plan. We will continue to focus our efforts on supporting residents to navigate the challenges of the post pandemic labour market, through access to information and guidance, education, training and employment support.

41. The work of the renewal plan seeks to create clear pathways for residents to access good jobs, apprenticeships and internship opportunities. Support into employment in particular is a huge focus as the council seeks to deliver on our Borough Plan commitment to support 5,000 residents into work by May 2022.
42. The most significant contributor to delivering employment and apprenticeships support is Southwark Works, which has in place a network of specialist providers who provide tailored employment support to Southwark residents. Specialist support is available for clients with a range of complex barriers including vulnerable young people including care leavers, people with mental and physical health issues, and those in contact with the criminal justice system.
43. Building on learning from its 15 years of successfully supporting many thousands of Southwark residents into employment, Southwark Works has a greater focus on support for vulnerable young people, even more effective employer engagement via sector specific provision, pre-apprenticeship support and in-work progression. The service operates through extensive outreach and engagement, and has a base at the hub office on the Walworth Road.
44. A review of Southwark Works has just been completed. The finding of the review will help ensure that the Southwark Works offer continues to meet the needs of Southwark residents in what are now hugely challenging labour market conditions.
45. A huge focus of the review has been responding to the findings of the Southwark Stands Together listening events. Southwark Works has had huge successes in engaging and supporting residents from Black, Asian and minority ethnic communities, with over 80% of clients engaged and supported into work from these groups.
46. Housing's Complex Needs Team offers support to residents who have been identified as having vulnerabilities, which may impact on the management of their tenancy. The predominant issues which can generate community concern and complaints of anti-social behaviour are around substance misuse and mental health. The Complex Needs Team work with a range of services, to support residents who may be at crisis point so as to help them maintain their tenancy. Following any intervention they also address longer term aspirations around education, training and employment linking in with Southwark Works as described above. The Complex Needs Team are core members of the Community MARAC where such cases may be highlighted for ongoing support.

Domestic abuse and violence

Recommendation 6 - Cabinet should put in place protocols and plans (with ownership and accountability at senior officer level) to ensure that any future surge in domestic abuse and violence created by further lockdowns, mean the council is always able to match the surge in demand with additional resources.

Similar arrangements should be considered to support those who become the victims of 'Cuckooing' (vulnerable individuals having their homes taken over by organised criminals). This is also an issue which has increased during lockdowns.

47. During the Covid 19 pandemic referrals to the Council's commissioned domestic abuse service saw a substantial increase. For the period April 2020 to March 2021 the service saw a 21% increase in referrals compared to the same period the previous year (2,879 against 2,373 previously).

48. In addition to the volume increase, the period of the pandemic saw a marked increase in the risk level of cases referred to the domestic abuse service with close to 50% of cases categorised as high risk during the 12 months from April 2020 to March 2021. This compares to an average of 35% prior to the pandemic. The increase in high-risk cases was reflected in the volume of cases heard by the MARAC (multi-agency risk assessment conference) which meets on a fortnightly basis to ensure a co-ordinated response to all high-risk cases of domestic abuse in the borough. The MARAC heard 15% more cases during the period April 20 – Mar 21 than in the previous 12 months. The MARAC is co-ordinated by officers from the Local Authority and Chaired by the Metropolitan Police with members attending from across housing, social services, health services, criminal justice agencies and voluntary sector organisations.

49. The council works closely with domestic abuse service providers in the borough including the commissioned service provider with whom officers maintained close contact during the pandemic. This enabled officers to react quickly to changing circumstances. The initial focus was on awareness raising of services available, this included a communications campaign promoting the Council's domestic abuse service at key locations in the borough; parks, housing estate noticeboard, outside supermarkets, pharmacies, locations that individuals were still able to access during lockdown conditions. In addition information was updated on the Council's website; signposting to support services.

50. As referral figures started to increase to our commissioned service funding was approved in April 2020 for an additional Independent Domestic Violence Advocate (IDVA) for a period of 6 months. This was supported via existing decision making mechanisms; processed via the urgent implementation procedure which shortens the timeline for the decision making process, requiring Chief Officer approval (subject to agreement from Chief of Overview and Scrutiny Committee that it is appropriate to use this process).

51. Through working closely with our domestic abuse service provider; monitoring service demand, and using the urgent implementation procedure, the Council was able to quickly respond to increases in domestic abuse during Covid through increasing IDVA support provision to domestic abuse survivors accessing our service.

52. Due to continuing high demand, the additional IDVA support was extended for a further 6 months in November 2020 and in May 2021 for a further 12 months

until May 2022. These decisions were approved via the normal decision making process; individual decision making (IDM) by lead cabinet member.

53. In July 2020 a multi-agency Cuckooing forum was introduced to agree a joint approach in support of vulnerable victims (male and female) referred to the panel. The panel takes place monthly chaired by Adults' Social Care. To date 61 individuals have been supported by the panel. Southwark are seen as a Borough of good practice and innovative in this field and have been asked by the GLA to meet with them to discuss our approach.
54. In relation to the recommendation to put in place protocols and plans, the Urgent Implementation Procedure is already in place, which enables the council to react quickly, to release resources to support service need.
55. The introduction of the multi-agency Cuckooing forum has led to more timely interventions and enhanced support for vulnerable victims in this area.
56. As a joined up approach Community Safety within the Council provide the coordination resource for the Domestic Abuse MARAC, Cuckooing Forum, and Community Harm and Exploitation Operational Group (CHE-OG) this allows us to monitor vulnerable victims across areas of criminality, and offenders who exploit in different areas of crime. This also allows us to identify current and emerging trends.

Policy Implications

57. The Economic Renewal Plan has been developed with priorities around four key themes of employment & skills; business; high streets and town centres, and wellbeing. The renewal plan supports residents into employment which contributes towards the delivery of our Borough Plan commitment to support 5,000 residents into work by May 2022.

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

Community impact statement

58. Anti-social behaviour and domestic abuse and violence have a direct impact on the communities of Southwark. The responses provided above set out the actions that the council is taking to support those who are affected by these issues.
59. Estate cleaning is one of the most important services to Council tenants and leaseholders. The quality of the service provided determines the cleanliness and 'look and feel' of the internal and external communal areas of the blocks and estates. It is a service that generates regular feedback in terms of quality and value for money. Any changes that affect the current standard will have an impact on the residents of the estate.

Equalities (including socio-economic) impact statement

60. All tenants and leaseholders on Southwark Council estates are entitled to expect consistently good standards of cleanliness inside blocks and in external areas of estates. The responses to the recommendations in this report will support this.

Health impact statement

61. The council is committed to promoting and improving the health of residents. The actions set out in this report around ASB and domestic abuse both contribute towards meeting this commitment.

Climate Change Implications

62. The provision of estate cleaning services provides the opportunity to contribute towards the achievement of household waste recycling targets. This happens through the recycling of leaves and green waste from soft landscape areas, the management of recycling bins to remove contamination where practicable if residual waste is deposited in them, and through separation of recyclable elements of fly-tipped waste when deposited at the Integrated Waste Management Facility. Where there are other opportunities to increase the level of recycling from waste collected from estates, the Cleaning Service will work with the Housing Service and Veolia to make this happen.

63. The estate cleaning service is locally based with the vast majority of cleaning staff deployed from 56 mess rooms in all parts of the borough where they can walk directly to their work areas without the need for transport. A number of vehicles are used to support the estate cleaning service and these are deployed from Sandgate Street. These vehicles will require replacement in the near term and work is underway to determine the options that are available for these vehicles to be replaced by sustainable fuel alternatives including any new infrastructure that would be needed to facilitate their use, such as electric charging points.

64. The review of the estate cleaning service provides an opportunity to implement changes, including those set out above, that will contribute towards making Southwark carbon neutral by 2030.

Resource implications

65. All of the actions and proposals set out in this report will be provided within current resources.

Legal implications

66. Not applicable

Financial implications

67. Any financial implications from the actions and proposals in this report have been set out in the relevant responses to the recommendations.

Consultation

68. Residents need to be at the heart of shaping any potential changes to the way that cleaning services are delivered. It is proposed that there needs to be a period of meaningful engagement with residents using a range of methods to seek their feedback and views of the current service and alternative models.

SUPPLEMENTARY ADVICE FROM OTHER OFFICERS

Director of Law and Governance

69. Not applicable.

Strategic Director of Finance and Governance (Reference number EL21/089)

70. The strategic director of finance and governance notes the responses to the Housing and Community Engagement Scrutiny Commission: Estate Cleaning Services and Anti-Social Behaviour on Southwark Estates as set out in this report.

71. The strategic director of finance and governance also notes the potential additional financial implications for the HRA arising from the review of IT support for front line staff and the development of an online tool for use by housing estate residents to enable them report issues quickly and easily. The consultation process is due to finish in November 2021 and a decision will be taken around further roll-out of smart phones and screens in mess rooms by March 2022.

72. All staffing and other related costs to be contained within existing departmental revenue budgets.

BACKGROUND DOCUMENTS

Background Documents	Held At	Contact
Report of the Housing and Community Engagement Scrutiny Commission: Estate Cleaning Services and Anti-Social Behaviour on Southwark Estates - 14 September 2021	Southwark Council Website	Amit Alva Amit.alva@southwark.gov.uk
Link (copy and paste into browser): https://moderngov.southwark.gov.uk/documents/g7015/Public%20reports%20pack%20Tuesday%2014-Sep-2021%2011.00%20Cabinet.pdf?T=10		

Background Documents	Held At	Contact
Housing and Community Engagement Scrutiny Commission agenda and minutes -14 October 2020	Southwark Council Website	Amit Alva Amit.alva@southwark.gov.uk
Link: https://moderngov.southwark.gov.uk/ieListDocuments.aspx?CId=551&MId=6816&Ver=4		
Housing and Community Engagement Scrutiny Commission agenda and minutes – 1 December 2020	Southwark Council Website	Amit Alva Amit.alva@southwark.gov.uk
Link: https://moderngov.southwark.gov.uk/ieListDocuments.aspx?CId=551&MId=6885&Ver=4		
Housing and Community Engagement Scrutiny Commission agenda and minutes – 26 April 2021	Southwark Council Website	Amit Alva Amit.alva@southwark.gov.uk
Link: https://moderngov.southwark.gov.uk/ieListDocuments.aspx?CId=551&MId=7064&Ver=4		

APPENDICES

No	Title
Appendix 1	Estate cleaning arrangements in other boroughs
Appendix 2	Estate cleaning options analysis

AUDIT TRAIL

Cabinet Member	Councillor Stephanie Cryan Cabinet Member for Council Homes and Homelessness and Councillor Darren Merrill Cabinet Member for a Safer, Cleaner Borough	
Lead Officer	Michael Scorer Strategic Director of Housing & Modernisation, Housing and Modernisation and Caroline Bruce, Strategic Director of Environment & Leisure	
Report Author	Cheryl Russell, Director of Resident Services and Matt Clubb, Director of Environment	
Version	Final	
Dated	25 November 2021	
Key Decision?	No	
CONSULTATION WITH OTHER OFFICERS / DIRECTORATES / CABINET MEMBER		
Officer Title	Comments Sought	Comments included
Strategic Director of Finance and Governance	Yes	Yes
Director of Law and Governance	No	n/a
Cabinet Member for Council Homes and Homelessness	Yes	Yes
Cabinet Member for a Safer, Cleaner Borough	Yes	Yes
Date final report sent to Constitutional Team		25 November 2021

Appendix 1 - Response to the Housing and Community Engagement Scrutiny Commission: Estate Cleaning Services and Anti-Social Behaviour on Southwark Estates

Borough	How are estate cleaning and grounds maintenance services provided?	Any specific reason for the delivery model used?	What do you regard as the benefits of this model?	Are there any drawbacks to the model in place?
Borough A	Grounds maintenance is in-house, Internal cleaning in contracted out, external cleaning is contracted under the same umbrella as waste collection	GM on estates is managed by in-house team as the Authority has the necessary expertise and resources to carry this function out. The decision to combine external estate cleaning with the waste contractor (waste collections and street cleaning) was to better align the cleanliness of estate bin chambers so that the areas are left clean and tidy after collections. Avoid the occurrence of the cleaning contractor blaming the refuse team and vice versa, and steer towards a more neighbourhood cleansing approach that doesn't divide streets and estate cleaning	A neighbourhood approach whereby one manager oversees an area by ward which covers streets, estates and collections streamlines the point of contact required for members, BIDs and community groups	Not yet known. Merging estate cleaning with streets and waste collection only commenced recently.
Borough B	External estate cleaning is provided by an outside contractor as part of a contract package that includes street cleaning as well as household waste collection. Internal estate cleaning and grounds maintenance services are provided under separate arrangements managed directly by the Arm's Length Management Organisation (ALMO).	The decision to package external estate cleaning along with household collection and street cleaning was to provide a seamless service for dealing with waste and cleanliness across the public realm and to avoid the potential for issues around cleanliness, fly-tipping and waste collection being left unattended through any misunderstanding about division of responsibility. (Note that packaging the functions in this way was dependent on the ALMO making its own independent decision to be party to the council's waste collection and street cleaning contract.)	The management of resources is undertaken through a number of villages where the can manager responsible can focus on the delivery of best outcomes for residents, whatever the nature of a litter, fly-tipping or waste storage issue may be.	The level of service provided for estate cleaning, as directed and paid for by the ALMO, is different to the level of service delivered for street cleaning through budget allocation from the general fund. Differences in the frequency of cleaning tasks can create issues, residents may regard the difference between streets and estates as arbitrary.

Estate Cleaning and Grounds Maintenance Provision Options

APPENDIX 2

Option	Advantages	Disadvantages
<p>Option 1 - Do nothing.</p> <p>Continue to provide all block and external estate cleaning through the existing in-house Cleaning Service where it is delivered alongside the provision of the street cleaning service.</p>	<ul style="list-style-type: none"> • Tried and tested delivery model that has consistently achieved the target level for <i>Percentage of inspected sites to contractual standard</i> over a sustained period of time. • Comprehensive service provision ensures there are no gaps in service at estate boundaries. • Ability for staff resource to be moved across services to cover for staff absence and to respond to emergencies or where a surge of staff may be required to deal with an incident. • Best practice and service improvement in street cleaning and estate cleaning can be easily transferred between the services. • Supports the 'one council' approach to service provision and avoids silo working. • Links into the Waste Contract are strong with management teams working closely together to achieve best outcomes for residents. 	<ul style="list-style-type: none"> • Perception that artificial client/provider models can create inefficiency and unclear lines of management responsibility. • Does not test that value for money is achieved through market testing. • Risk that innovations to improve efficiency and service performance used by outside service providers are not adopted by the in-house service.
<p>Option 2 – Partial transfer of estate cleaning functions to H&M.</p>	<p>Block cleaning Service</p> <ul style="list-style-type: none"> • H&M has direct control over one important aspect of the estate cleaning 	<ul style="list-style-type: none"> • Risk of silo working with the potential for division of responsibilities to affect relationships between block and

<p>Provide block cleaning separately as a directly managed service within H&M, and continue to provide external estate cleaning services through the existing in-house Cleaning Service. As an alternative to direct management, the block cleaning service could be procured through external service provider.</p>	<p>service.</p> <ul style="list-style-type: none"> Overcomes perceived or real inefficiency or unclear lines of management responsibility that may be created by artificial client/provider models. Potential for budget savings from contracting-out of service provision. <p>External cleaning service</p> <ul style="list-style-type: none"> Tried and tested delivery model. External estate cleaning service provision by the in-house Cleaning Service ensures there are no gaps in service at estate boundaries. Some ability for staff resource to be moved across services to cover for staff absence and to respond to emergencies or where a surge in staffing may be required to deal with an incident. Best practice and service improvement in street cleaning and estate cleaning can be easily transferred between the services. Links into the Waste Contract are strong with management teams working closely together to achieve best outcomes for residents. 	<p>external cleaning operatives, leading to reduced service standards.</p> <ul style="list-style-type: none"> Diminished ability for staff resource to be moved across services to cover for staff absence or where a surge of staff may be required. Though in an emergency situation a 'one council' approach would always be taken. Current arrangements for use of 56 estate mess rooms could become complicated, especially if block estate cleaning service is contracted-out. Potential for increased cost for separate management of block and external estate cleaning.
<p>Option 3 – Full transfer of estate cleaning functions to H&M with direct management.</p>	<ul style="list-style-type: none"> Greater control over the provision of estate cleaning within H&M. More accountability for Cleaning 	<ul style="list-style-type: none"> Risk that the change could impact on service delivery for an initial period, though it's likely this could be

<p>Provide all cleaning services, block and external, as directly managed services within H&M.</p>	<p>Managers.</p> <ul style="list-style-type: none"> • More productive working relationships between Resident Service Managers and Estate Cleaning management team. • Potential budget savings from reduced management team. 	<p>addressed and resolved within a 6 month period.</p> <ul style="list-style-type: none"> • Potential for gaps in service provision at estate boundaries where responsibility for cleaning may not be obvious. • No ability for staff resource to be moved across services to cover for staff absence or where a surge of staff may be required. Though in an emergency situation a 'one council' approach would always be taken. • Potential loss of innovation, best practice and service improvement transferring between street and estate cleaning services. • Increased risk of silo working.
<p>Option 4 – Full transfer of estate cleaning functions to H&M.</p>	<ul style="list-style-type: none"> • Direct management of the provision of estate cleaning within H&M. • Potential budget savings from 	<ul style="list-style-type: none"> • Risk that the change could impact on service delivery for an initial period, though it's likely this could be

<p>Provide one or both of the operational service elements for block and/or external cleaning procured through an external contract.</p>	<p>contracting-out block and/or external cleaning provision.</p> <ul style="list-style-type: none"> • Potential gains in innovation and best practice brought by external contractor. 	<p>addressed and resolved within a 6 month period.</p> <ul style="list-style-type: none"> • Potential for gaps in service provision at estate boundaries where responsibility for cleaning may not be obvious. • No ability for staff resource to be moved across services to cover for staff absence or where a surge of staff may be required. Though in an emergency situation a 'one council' approach would always be taken. • Increased risk of silo working. • Less flexibility, variation of services during contracts sometimes take longer to deliver. • If one element of estate cleaning services is provided in-house and one is contracted out, this would lead to fragmentation of service delivery that could negatively impact service standards.
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Item No. 29.	Classification: Open	Date: 7 December 2021	Meeting Name: Cabinet
Report title:		Response to the Housing and Community Engagement Scrutiny Commission - Review of Community Hubs	
Ward(s) or groups affected:		All wards	
Cabinet Member:		Councillor Alice Macdonald, Equalities, Neighbourhoods and Leisure	

FOREWORD - COUNCILLOR ALICE MACDONALD, CABINET MEMBER FOR EQUALITIES, NEIGHBOURHOODS AND LEISURE

I welcome this report from the Scrutiny Commission on the important work of the Community Support Hub, now called the Community Support Alliance. As the report sets out the Community Support Hub supported thousands of people across the borough with food and support at a truly awful time.

As we look tentatively to the future we are committed to ensuring that people continue to get support and this is fully coordinated with our community partners and across the council. The report makes important points about ensuring sustainable funding, avoiding duplication and strengthening coordination. As we continue to develop the Community Support Alliance we will ensure these recommendations are taken forward.

RECOMMENDATIONS

1. That the following response to recommendations set out in the Report of the Housing and Community Engagement Scrutiny Commission (September 2021) is agreed.

BACKGROUND INFORMATION

2. On 14 September 2021 Cabinet received a report from the Housing and Community Engagement Scrutiny Commission following a scrutiny review of the Southwark Community Hub set up in response to the Covid-19 pandemic and resulting lockdowns to support vulnerable residents.
3. The Southwark Community Hub was set up in response to the pandemic and resulting lockdown to provide support for vulnerable residents, including social support and access to essential food and other essential supplies. Initially a local authority initiative in Southwark the Community Hub quickly evolved to become a joint-initiative between the council, voluntary and community sector (VCS) and health providers.
4. Through this partnership, the Southwark Community Hub delivered

significantly more than the basic offer proposed by central government.

5. Support was provided to three core groups:
 - Shielded residents (those clinically extremely vulnerable to Covid-19), including interim deliveries while central government food deliveries were put in place
 - Residents voluntarily shielding or in a group requiring strict social distancing who required support with essential food and other social support
 - Residents vulnerable or food insecure because of Covid-19, including loss of income or requiring additional social support.

6. Operating under a steering group with representatives from the Council, VCS and local health service, and a range of smaller cross-sector working groups, over the period of the lockdowns the Community Hub developed a range of core offers as set out below.
 - **Borough wide point of access** - a Covid-19 emergency phone line and email inbox was provided and staffed by the council, offering a borough wide point of contact for vulnerable residents to self-refer for support or to make a referral on behalf of friends or family. This gave access to a full range of support provided by the VCS, council, health and business partners.
 - **Triage and case-management function** - Collecting contact information and assessing immediate support needs, these joint wellbeing assessments ensured that the most critical information was gathered by the council and partners for any onward referrals.
 - **Proactive wellbeing calls** - outward wellbeing calls were made to all shielded residents. This was supplemented by efforts of partners to contact existing service users and share and rationalise lists of those in receipt of support where appropriate and safe to do so.
 - **Food deliveries** - provision of food parcels was one of the main focal points of the Community Hub, although by no means the limit of the offer. Well over 25,000 good quality healthy food parcels were provided both direct by the council and through 8 local voluntary sector hubs.
 - **Medical support needs** - the partners worked with the NHS, GP Federations and local pharmacies to support the delivery of prescriptions to shielded and vulnerable residents.
 - **Non-medical needs** - beyond immediate food and medical requests, the Community Hub has also retained a focus on social and wider support needs, including telephone befriending and access to debt and welfare advice.
 - **Referral and reporting system** - establishing quick channels of communication VCS and external partners have been critical to the operations of the hub, ensuring that residents can access the support that they require close to home. With central triage and assessment functions carried out at the centre through the single point of access, a simple and quick means of making outwards referrals and linking

residents to neighbourhood food hubs or other local means of support was developed.

7. Since the establishment of the Hub (now Southwark Community Support Alliance) it has provided support to many thousand Southwark residents and delivered over 25,000 parcels of food to those most in need. In total there were over 1000,000 contacts made with residents.
8. Although by no means the limit of the offer, the provision of food parcels has been one of the main focal points of the Community Hub. These were arranged through two means:
 - Direct from the council - over 25,000 food parcels have been delivered by the council directly to residents. Southwark Building Services and other council staff sorted and delivered food packages to residents on the council delivery list. These packages included non-food and non-perishable goods purchased wholesale, supplemented by sourced from New Covent Garden and Borough Markets.
 - Distributed through a network of neighbourhood food hubs - food deliveries were also made through a network of neighbourhood food hubs, spread across the borough: Pecan, Pembroke House, Albrighton Community Centre, Central Southwark Community Hub, St George the Martyr, Time and Talents, Paxton Green and Lewington.
9. These neighbourhood hubs all stepped forward to offer additional support through the crisis and have developed delivery and collection models to distribute food parcels to local residents. The council provided funding, logistics and supply support to these hubs based on local needs and capacity. Individual hubs have also leveraged their own resources and external funding to grow and develop activity, often significantly.
10. The neighbourhood hubs were bolstered considerably by the efforts of regional charities such as the London Food Alliance and Hubbub supporting access to surplus food and fridges, as well as local businesses Fooditude, Bermondsey Employment Skills and Training and London based environmental charity Hubbub who provided access to equipment or cooked meals to supplement food parcels.
11. Through the course of its operation there were a number of other organisations that the council provided bulk food deliveries to. This included TRAs, foodbanks, faith organisations and sheltered housing units.
12. There is a strong geographically based food network on the ground that can reach people. This extended beyond the neighbourhood hubs. Southwark Pensioners Centre, for example, worked with Central Southwark Community Hub to source food parcels and organise delivery via volunteers to older people.

13. During July and August 2020, a partnership Review Group considered evidence and feedback from residents and partners. It made recommendations on lessons learned from this work that were intended guide the work of the council, voluntary and community sector, NHS and wider partners and funders from September 2020 onwards.
14. The speed and scale of the partnership-working involved in the Community Hub response to Covid-19 was unprecedented. Between the Council, VCS and health partners we established: a borough wide front-door for vulnerable residents; a network of neighbourhood distribution centres; new cross-sector referrals routes and data-sets.
15. In addition to this work on the Community Hub, across the borough a new wave of residents responded to the pandemic by offering support locally, whether through traditional volunteering routes or by establishing street-based mutual aid groups, and a swathe of established faith, community and tenants and residents groups stepped forward to help those particularly in need.
16. In many ways, we achieved more together in a few months than in recent years. The review aimed to be an opportunity to build on the successes of this partnership-working to lay a long-lasting legacy for Southwark.
17. It is clear that a huge amount was achieved in a quick space of time to support those most vulnerable through the Covid-19 crisis. There was a strong view of all partners that overall things had gone well and that there was a lot we can build on for the future.

KEY ISSUES FOR CONSIDERATION

18. The Scrutiny Commission made two recommendations. These are set out below together with a proposed response.

Recommendation 1 - That Cabinet ask officers to review support available to those no longer accessing emergency support to ensure services are funded and there is no duplication.

19. The Commission's view was that it is important the council supports residents to move on from emergency food support, where this is possible and appropriate. This means that Southwark Council should be offering advice and support on accessing full entitlement to benefits, employment and training support, housing advice, financial planning advice (paying bills etc.), childcare entitlement and immigration advice. If this support is best delivered in the community hub, then the council needs to be developing and funding this service adequately. If support is best delivered via other means, we need to ensure there is a clear triage and referral process in community hubs. With finances constrained, it is important Southwark is not paying/funding this in two places.

Response to Recommendation 1

20. The recommendation is agreed. The review of the community hub also included a recommendation on a putting in place a managed transition for people supported by the Covid-19 Community Hub, stepping down support where it was no longer needed and ensuring people who need ongoing assistance are matched with the appropriate support.
21. This arrangement remains in place for referral and ongoing support and continues to include access to supermarket, delivery slots referral to volunteers or the VCS, financial support and advice, mental health support, befriending and welfare calls where needed. All of the local community hubs that worked with the council on the Support Alliance were provided with funding that included this transitional phase and a number of these changed their mode of operation to focus on longer term more sustainable forms of support and referral.
22. The Community Hub stopped purchasing emergency food parcels in February 2021 and now in emergency situations has the capacity to make one off purchases. Request for emergency food parcels have now stopped and levels of requests/referrals for other services have increased and common referral mechanisms remain in place across the partners.
23. The Southwark Community Support Alliance are also working on taking forward a test-and-learn approach that will target those populations where we know there is the greatest inequality and ensure that we take an experience-based insight and co-design approach with residents to ensure the development of the support offer in one test neighbourhood delivers tangible impact for people's health and wellbeing. The project includes the following work areas:
 - **Transition:** Creating a clear road map to step-down emergency food bank provision and develop whole-neighbourhood offers that incorporate pantries, community kitchens and co-ops.
 - **Neighbourhood services:** Testing new service models that are embedded in community settings (including existing food offers) and that address the root causes of food insecurity, e.g. debt-, employment-, housing-support through wrap-around support.
 - **Neighbourhood front-doors:** Developing social infrastructure in neighbourhoods that provide opportunities for residents to connect and routes into available services.
 - **Neighbourhood connectivity:** Testing new ways of working between health, council, voluntary and community sector organisations/groups and local residents to reduce fragmentation, duplication and improve cross-boundary collaboration to make better use of the skills, resources and energy in local communities.
 - **Sustainability:** Developing longer-term financing plans for neighbourhood models, incl. building on community wealth-building principles to develop new social enterprise models and local procurement options.

24. As set out below the intention is not to duplicate but to unite and add value to existing services more effectively in one neighbourhood.

Recommendation 2 - That cabinet takes steps to ensure duplication is not occurring as a result of new services being provided from community hubs.

25. The Commission's view was that if new services become available in community hubs, Southwark may need to reconsider providing similar services centrally. Conversely, if Southwark has a well-run centralised service, we should be building on that success and not duplicating via the community hubs. Many services have performed better and more consistently when centralised.

Response to Recommendation 2

26. This recommendation is agreed. The Community Support Alliance was Southwark's crisis response unit, established at pace in the early days of the Covid-19 pandemic by the council and partners from across the VCS and NHS. The alliance developed intelligence-sharing mechanisms at record-speed, new neighbourhood distribution centres for food and essential goods, and referral pathways from a single point of access. This enabled a leap forward in collaborative cross-sector working, achieving more in 6 months than the previous 6 years by uniting the existing 'tiers' of support within the borough and coordinating the response.
27. The alliance is now working on the transition of these ways of working from emergency-response to mainstream policy and practice by undertaking a Place-based Test-and-Learn Pilot in Walworth under the new Neighbourhood Approach. This will build on learning from the covid-response and existing collaborative initiatives like the Walworth Neighbourhood Food Model, Walworth Living Room and Aylesbury Kitchen.
28. The aim is to strengthen and expand this work to 'unite the tiers' as set out in the diagram below in a specific local neighbourhood, bringing partners and initiatives together from across the system including central government. The proposal is for existing services, initiatives and networks to work together in neighbourhoods in different ways to tackle the underlying inequalities that underpin and manifest themselves in issues like food insecurity and disconnection, and that left many local residents more vulnerable to lockdown, than the pandemic itself and achieve better outcomes for people and places.

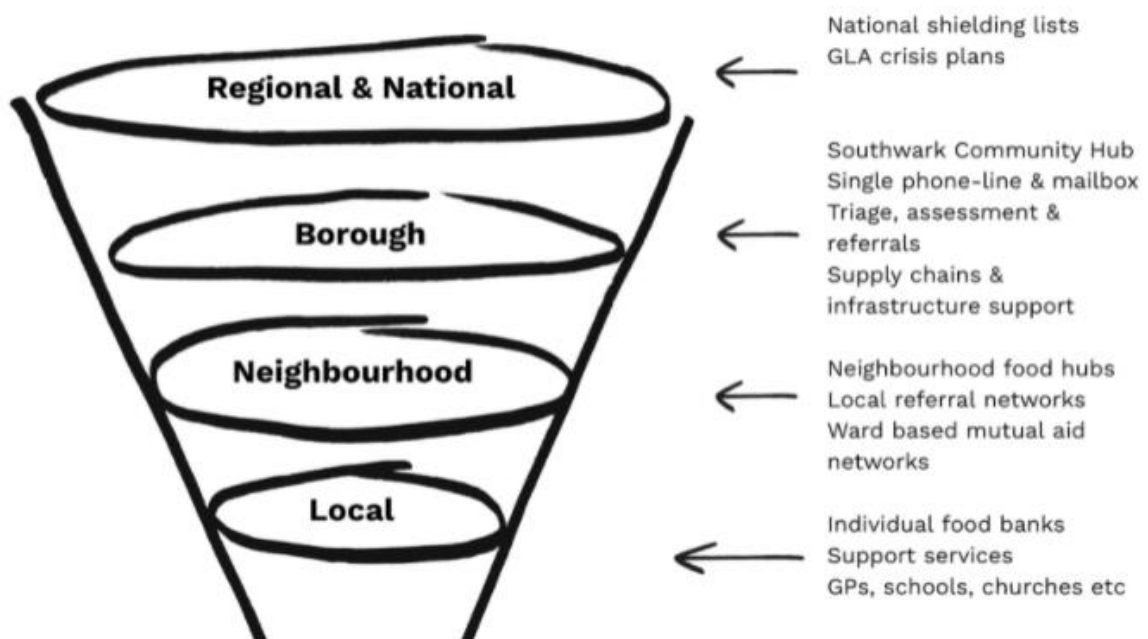


Figure 1 Excerpt from the DRAFT Project Plan for the Community Support Alliance Test & Learn: Walworth Neighbourhood Plan

Policy framework implications

29. The work of the Community Hub, Southwark Community Support Alliance and the test and learn project directly contribute to Southwark Council's Fairer Future Commitments for the following themes:
- Theme 1 - COVID-19 response
 - Theme 2 - Southwark Together
 - Theme 5 - Tackling health inequalities
 - Theme 8 - Thriving neighbourhoods

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

30. COVID-19 continues to impact residents and partners across the borough. As previously noted by cabinet the issues raised demonstrate, the full impact of COVID-19 on the borough cannot yet be known. This will become clearer in the months ahead. Some impacts may not be clear for some years.
31. The work described in this report intends to provide targeted support for those Communities and groups that have been disproportionately affected by the Pandemic.
32. The Public Sector Equality Duty will be taken into account as the project deliver services and responds to the continuing impact of COVID-19 on the borough as well as in planning any changes to operations arising from that impact.

33. A key objective of the project is to learn the lessons of the pandemic and to begin to build neighbourhoods where everyone can contribute and to ensure that services provide a wide provision of support, which is accessible and relatable for Southwark residents that require social and welfare support.

Climate change implications

34. There are no climate change implications to this scrutiny response.

Resource implications

35. There are no immediate resource implications identified in this report.

BACKGROUND DOCUMENTS

Background Papers	Held At	Contact
Cabinet paper 20 October 2021: Southwark Community Support Alliance Update	Communities Division, Environment & Leisure 160 Tooley Street	Stephen Douglass 0207 525 0886
Link: http://moderngov.southwark.gov.uk/ieListDocuments.aspx?CId=302&MId=666		
Cabinet paper 8 September: Community Hub - supporting the needs of the most vulnerable	Communities Division, Environment & Leisure 160 Tooley Street	Stephen Douglass 0207 525 0886
Link: http://moderngov.southwark.gov.uk/ieListDocuments.aspx?CId=302&MId=666		

APPENDICES

No.	Title
None	

AUDIT TRAIL

Cabinet Member	Councillor Alice Macdonald, Equalities, Neighbourhoods and Leisure	
Lead Officer	Stephen Douglass, Director of Communities	
Report Author	Stephen Douglass, Director of Communities	
Version	Final	
Dated	25 November 2021	
Key Decision?	Yes	
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	Yes	Yes
Date final report sent to Constitutional Team	25 November 2021	

Item No. 9.	Classification: Open	Date: 7 December 2021	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 7 December 2021 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	7 December 2021	
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		7 December 2021

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"> <li data-bbox="566 277 1267 304">• Council Plan on Building Zero Carbon Houses 	<p data-bbox="1317 277 2036 603">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 data-bbox="203 826 488 853">23 November 2021</p>	<ul style="list-style-type: none"> <li data-bbox="566 649 1234 751">• Interview with Councillor Darren Merrill, and report on private rented housing, including licencing and the renter's union <li data-bbox="566 799 1182 863">• Discussion on results from the survey of residents of the private rented sector <li data-bbox="566 951 1272 1015">• Policy & Practice on mutual exchange housing options 	<p data-bbox="1317 649 1939 713">To attend Councillor Darren Merrill, Cabinet Member for a Safer, Cleaner Borough.</p> <p data-bbox="1317 759 2029 895">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 data-bbox="1317 943 2022 1158">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"> • Noise and Nuisance in Southwark • Impact of the pandemic on the repairs service • Recommendations to cabinet on new council homes on existing estates • Impact of the pandemic on Southwark Housing and measures needed • Empty homes in Southwark • New Tenancy Management Organisations 	<p>Further details of reports/presentations and officers/cabinet member addresses to be confirmed</p>

Meeting	Agenda items	Comment
	<ul style="list-style-type: none">• Recommendations to Cabinet on the private rented sector	
16 March 2022	<ul style="list-style-type: none">• 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
Electronic Copy		Aine Gallagher – Cabinet and Public Affairs Manager	
Members		Joseph Brown – Senior Cabinet Officer	
Councillor Gavin Edwards		Paul Wendt, Liberal Democrat Group Office	
Councillor Damian O'Brien		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			
Bassey Bassey (Southwark TMO)			
Cris Claridge (Tenants Forum)			
Ina Negoita (Southwark Homeowners Forum)			
		Total: 14	
		Dated: December 2021	