Delivering New & Good Quality Homes

Key Messages

Mutual Exchange Event

- We are holding a further event to raise awareness of mutual exchanges as a way to help meet the needs of under-occupiers and tenants who are severely overcrowded. This will be particularly for those who have been affected by the welfare reform changes. This will take place on Thursday 21 March 2019.

- This event will be of interest to tenants looking for smaller and more affordable homes and overcrowded social tenants will be able to search for a property to better meet their needs.

- An exchange can provide the fastest means of moving to a more suitable home. To date this financial year, 88 households have successfully moved through mutual exchange.

External Updates

Bids for Government funding

- We have been successful with bids for funding from the MHCLG in two distinct areas:

  1. Firstly, the Council will receive £50,000 to tackle rogue landlords in the private sector. The purpose of the funding is to support action against criminal landlords, for example, to build relationships with external organisations such as the emergency services, legal services and local housing advocates. The Borough will use its funding to support a multi-borough intelligence gathering project, training and concept work on new software package.

  2. Separately, the Council will receive £200,000 for services to prevent and support rough sleepers, under the Government’s Rapid Rehousing Pathway project; aimed at directing rough sleepers into settled accommodation. The funding will resource three staff under the ‘Navigators’ part of project. The work will include an assessment of need and eligibility and rehousing into an appropriate settled home and, where needed, referral to support services. These services will be provided by one of the Borough’s existing specialist providers working with rough sleepers, Thames Reach.

- We are also awaiting the decision on two other bids made to the MHCLG, to fund other initiatives to eradicate rough sleeping.

Key Service Updates

The Repairs Stores Pilot

- The repairs stores pilot has commenced and will help inform our approach to rolling out an imprest stock model for our key trades, and improve productivity.

- The 2018/19 Housing Capital Programme is being delivered, with some larger schemes needing to run into 2019/20. We are currently developing the programme for 2019/20 to mobilise it for Summer.

Local Implementation Plan for Transport

- The Council has completed a consultation on the draft new third Local Implementation Plan for transport (LIP3). It is an innovative and ambitious plan that sets out how we will work in partnership
with Transport for London (TfL) and others to help deliver the vision set out in the Mayor’s Transport Strategy. Officers are amending the Plan based on consultation responses, ready for submission to TfL and adoption by the Council.

**Work with Registered Providers (RP)**
- A series of one to one meetings has been arranged to work with RPs on their development programmes in the borough to assist with understanding and resolving any blockages and issues they might have to increase supply and speed up delivery.

**Right To Buy (RTB) investment**
- The use of RTB investment to fund property purchases for use as temporary accommodation remains ongoing with over 180 properties bought to date. Discussions with RPs on RTB investment agreement continue.

**Meridian**
- New homes are currently under construction at two of the six sites agreed for Meridian - Rochester Way and Sandpit Place. Homes at Rochester Way are due for handover in late 2019.

**LA New Build**
- Cabinet agreed the financial envelope for the delivery of c.750 new Council homes together with the initial five sites identified for delivery.

- The updated Residential Extensions, Basements and Conversions Guidance Supplementary Planning Document (SPD) was adopted on 11 December 2018. This included a new section on Houses in Multiple Occupation (HMOs), following on from the confirmation of the Article 4 Direction that removed the permitted development rights for conversion of dwelling houses to small HMOs coming into force on 27 September 2018. The revised SPD ensure a strategic, co-ordinated borough wide approach to quality standards in new HMOs.

- A total of 1,900 new homes were completed in 2017/18, including 229 social/affordable rented homes and 294 intermediate homes (a total of 28% of new homes were affordable). Although overall completions are down from the previous year, the proportion of total homes that are affordable has increased from the previous year.
<table>
<thead>
<tr>
<th>Subject Area</th>
<th>Indicator</th>
<th>Value</th>
<th>Previous Value</th>
<th>Target</th>
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<tbody>
<tr>
<td></td>
<td>Number of council owned homes – Local Authority new build</td>
<td>140 (2011 - date)</td>
<td></td>
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<td>Number of residential permissions given (net) (3 year rolling)</td>
<td>19,859 (2015/16 - 2017/18)</td>
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<td>Number affordable residential permissions (net) (3 year rolling)</td>
<td>3,667 (2015/16 - 2017/18)</td>
<td>35% on sites of 10 units or more</td>
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<td>Number of new homes built (net) (3 year rolling)</td>
<td>6,085 (2015/16 - 2017/18)</td>
<td>8,055 (2,685 per annum)</td>
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<tr>
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<td>Number affordable homes built (net) (3 year rolling)</td>
<td>1,745 (2015/16 - 2017/18)</td>
<td>35% on sites of 10 units or more</td>
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<td>% major planning applications determined in time</td>
<td>100% (2018/19 Q3)</td>
<td>100% (2018/19 Q2)</td>
<td>60%</td>
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<tr>
<td></td>
<td>% non-major planning applications determined in time</td>
<td>93.2% (2018/19 Q3)</td>
<td>92.8% (2018/19 Q2)</td>
<td>70%</td>
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<td>New Homes</td>
<td>Borough rental collection rate</td>
<td>98.45% (Q3 2018/19)</td>
<td>98.29% (Q2 2018/19)</td>
<td>98%</td>
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<td>Number of fraudulent applications and properties revoked through Unauthorised Occupation team case work</td>
<td>28 (Q3 2018/19)</td>
<td>19 (Q2 2018/19)</td>
<td>70</td>
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<td></td>
<td>Housing stock lost through right to buy</td>
<td>275 (Q3 2018/19)</td>
<td>140 (Q2 2018/19)</td>
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<td>Tenancy Management</td>
<td>Number of cases where homelessness has been prevented through advice and case work</td>
<td>800 (Q3 2018/19)</td>
<td>478 (Q2 2018/19)</td>
<td>1,650</td>
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<tr>
<td></td>
<td>Number of households in temporary accommodation</td>
<td>864 (Q3 2018/19)</td>
<td>909 (Q2 2018/19)</td>
<td>70</td>
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<td></td>
<td>The number of households accepted as homeless</td>
<td>361 (Q3 2018/19)</td>
<td>287 (Q2 2018/19)</td>
<td>650</td>
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<tr>
<td></td>
<td>The number of homeless households rehoused</td>
<td>34.44% (Q3 2018/19)</td>
<td>38.27% (Q2 2018/19)</td>
<td>40%</td>
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<tr>
<td></td>
<td>Percentage of Council properties classed as non-decent</td>
<td>Annual Collection</td>
<td>3.9% (17/18 Year End)</td>
<td>6%</td>
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<tr>
<td></td>
<td>Number of voids (snap shot at reporting period)</td>
<td>257 (Q3 2018/19)</td>
<td>227 (Q2 2018/19)</td>
<td>160</td>
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<tr>
<td></td>
<td>Voids Turnaround time - Key to Key - in Days</td>
<td>74 (Q3 2018/19)</td>
<td>72 (Q2 2018/19)</td>
<td>50</td>
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<td>Void loss against rent role</td>
<td>1.29% (Q3 2018/19)</td>
<td>1.15% (Q2 2018/19)</td>
<td>0.85%</td>
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<td>% of resident satisfaction with completed repairs</td>
<td>94.98% (Q3 2018/19)</td>
<td>96.59% (Q2 2018/19)</td>
<td>98%</td>
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<td></td>
<td>% of urgent repairs completed within time</td>
<td>93.62% (Q3 2018/19)</td>
<td>94.16% (Q2 2018/19)</td>
<td>90%</td>
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<td></td>
<td>% of Fire Risk Assessment completed in last 12 months - High Rise Council Block</td>
<td>100% (Q3 2018/19)</td>
<td>100% (Q2 2018/19)</td>
<td>100%</td>
</tr>
</tbody>
</table>

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<tr>
<th>% of properties with gas serviced within the last 12 months (snap shot)</th>
<th>99.98% (Q3 2018/19)</th>
<th>99.88% (Q2 2018/19)</th>
<th>100%</th>
</tr>
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Analysis

Housing Repairs Service – Review Update
Targeted reviews are taking place to deliver key improvements in the following areas:

Customer Care & Communications
- Complaints Team Improvement Plan – how complaints are managed and responded to, and how learning is captured.
- Resident Satisfaction Surveys – looking at how surveys can be extended to capture greater feedback to help inform service improvement.

Costs & Efficiency
- Tackling immediate issues around operative mobile working – ensuring all staff have functional equipment for mobile working.
- Changing how staff access and use the Council stores – developing a pilot to move away from multiple weekly visits to the Stores, and free up more operative time to be spent on site doing jobs.

Learning and Development
- Initial scoping to develop an approach to multi-skill training and delivery for staff, to enable simple jobs requiring a variety of skills to be undertaken first time.

Performance update as at Quarter 3 of 2018/19:
Below is an update of the progress being made in all the areas:

Customer Care & Communications
- **Complaints Team Improvement Plan**: The Complaints Team has reviewed its processes for managing all correspondence and analysing the data received from complaints.
- Following on from the review, there has been a notable improvement in performance, with performance against the KPIs for Stage 1 complaints and Councillor Enquiries improving month on month.
- **Resident Satisfaction Surveys**: An external organisation has been engaged to deliver a timed pilot, providing customer satisfaction surveys across a number of channels including telephone interviews and SMS messages. This is due to be sent out in early March.

Costs & Efficiency
- **Resource Handheld Tablets**: The shortage of handheld tablets has now been addressed. We have worked with ICT to help them source suitable replacement devices and a supplier that we intend to use going forward.
- Staff now have handheld devices and super user training has been delivered to staff within R&I to help support handheld functionality, and resolve any minor technical issues locally.
- **Changing how staff use and access the Council stores**: In January 2019, we commenced a van stock pilot project with four of our core trades; gas, carpentry, electrical and plumbing. This involves vans being stocked with a determined amount of supplies relevant to their trades.
Van stock items and quantities have been developed in conjunction with Wolesley who supply our Stores through a Council wide corporate contract. The project will be monitored, and changes/refinements made during the course of the pilot as needed.

In addition, as part of the project, RBG staff have designed, manufactured and fitted bespoke racking for the vans specific to each trade.

It is anticipated the pilot will result in greater productivity of staff and reduced downtime, as they will be able to complete more jobs without coming back to the depot to collect supplies.

We will review the success of this pilot in April 2019 to inform further roll out.

**Learning & Development**

- **Explore Multi-Skill training** and delivery for staff: A tender has been issued to source an appropriate provider to carry out a desk-based skills assessment for all staff. It is anticipated the assessments will commence in March 2019 and completed in April 2019.

- The assessments will provide a base-line to help inform and develop a multi-skills repairs delivery model and to shape the long-term learning and development strategy for the service including the use of apprenticeships.

**Local Development Scheme**

- Greenwich has the third highest housing target in London (both in the current London Plan and the draft new London Plan). The updated Local Development Scheme (LDS) published in April 2018 sets out the 3-year project plan for the preparation and review of the Local Plan and other planning documents to ensure that there is a robust, up-to-date and proactive planning framework in place to respond to this challenging target.

- The preparation of the Site Allocations Local Plan is underway, with the next stage of formal consultation in early 2019. It includes a range of sites to meet the identified development needs set out in the Core Strategy, with a focus on ensuring housing–led allocations deliver high quality and sustainable places to live over the long term. The Infrastructure Delivery Plan (IDP) is being updated alongside the site allocations, to ensure that the appropriate physical and social infrastructure is delivered alongside new development.

- Supplementary guidance is also being developed for areas with particularly high growth potential/development interest.

- Work on reviewing the Woolwich SPD is well underway – this will provide a development framework to ensure a coordinated, consistent and high quality approach to managing development in the town centre, specifically considering how key development sites fit together and the importance of introducing new residential development to the town centre to support its vitality.

- The Thamesmead and Abbey Wood Opportunity Area Planning Framework (OAPF), being developed in partnership with the GLA, TfL and LB Bexley, will establish the parameters for appropriate development and transformation of the area over the next 20 years, with a focus on securing the necessary investment to bring the DLR across the river to Thamesmead.

- A borough-wide Urban Design Guide SPD will also be prepared in 2019, to set out clear expectations for the quality of new development at all scales. This will be particularly important in meeting the draft
new London Plan’s presumption in favour of development of small housing sites of 25 units and under, without compromising on the quality of new homes delivered.