



STRATEGY & PARTNERSHIPS

Regeneration and Housing

2008-11

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Executive Summary



Mushtaq Khan
Interim Divisional Director

Housing is a big issue in Lambeth. Over the last twelve months we have worked hard to identify the key housing priorities in the borough, and how we can develop services to achieve these priorities.

The Housing Strategy is the key document in this respect, as it guides our actions for the next five years or so. We are committed to updating and revising this strategy so that it remains a live document which influences our thinking and direction.

Tackling homelessness continues to be a priority for the council. The prevention of homelessness is something that we have worked hard on, but much more remains to be done. Linking housing advice to employment, housing or education has to be the way forward, and this plan details our activities in this area.

The private sector has some of the poorest housing conditions in the borough. Working with landlords, tenants and owner-occupiers we will aim to improve conditions in private housing.

The council also needs to alter its ways of working. With the setting up of the ALMO, Lambeth Living, the council is no longer a direct provider of housing. The strategic and enabling role becomes the primary housing function of the council, and this plan outlines our activities in this area over the coming year.

The Borough in Context

Lambeth is home to around 270,000 residents, it has a young population that is diverse and highly mobile. The area is an important focus for the black Caribbean population and has a growing African population; anecdotally Lambeth has the largest Portuguese population outside of Portugal. There is a large and vibrant lesbian, gay and transgender community and an active, increasingly diverse, older community. Being happy to accept others and respecting difference is one of the defining features of Lambeth people: residents tell us that this diversity is a draw to the borough, and adds to the dynamism of the area.

Different groups of people have very different experiences of living in Lambeth; poverty and exclusion exists within the borough and 17 of 21 wards are in the 20 percent most deprived wards in the country. At the same time, many residents are among the best qualified and paid in London. In terms of housing Lambeth has a lower rate of homeownership than the rest of London, with high levels of both social and private rented accommodation. There are significant numbers of homeless people waiting for housing in temporary accommodation. As with other parts of London, getting onto the property ladder is increasingly unaffordable with average prices in the borough £330,000, far beyond the means of most on average or below average incomes.

In view of this the government is working closely with us to provide good quality homes in areas where people want to live. At the local level this requires careful consideration to how new homes and town centres are planned, built, designed and maintained. New developments need to be planned alongside good services and support for the people who live in the area. Lambeth has an important place within London and the London economy. We are able to benefit from the growth in the number of jobs in London and will play our part in providing good quality housing and local services, in addition to co-ordinating investment in the town centres, encouraging enterprising neighbourhoods, and removing barriers to further growth.

The following provides a brief overview of the socio-economic factors that abound the residents of the borough and these are easily collated into the following points:

- Significantly high proportions of homeless families and families currently living in temporary accommodation.
- Unacceptable levels of poverty and social exclusion.
- High levels of unemployment and families on low incomes
- A clearly identifiable shortage of housing in the Borough.
- A shortage of desirable and affordable homes.
- The existence of crime and anti-social behaviour on our estates.
- Certain areas of the borough (the physical environment) are run down, unattractive and unwelcoming.

The **Housing Green Paper**, published in July 2007, set challenging targets of getting new affordable housing delivery up to 70,000 homes a year (of which 45,000 to be social rented) by 2010/11. The target for local authorities is to achieve up to 60,000 new homes over ten years by making the most of their assets. There is also an increased target of 200,000 new homes to be delivered on surplus public sector land (such as Ministry of Defence land) by 2016.

The **Mayors London Plan** sets out principles for new developments in the Capital. The Plan contains a strategic target that 50 percent of all additional homes provided should be affordable, and within that, 70 percent should be social housing and 30 percent intermediate housing (costing above social housing but below market rates). **The Hills Review** of the role of social housing in the 21st century identified the problem of high levels of worklessness within social housing and recommended integrating housing and employment support services more. Tackling worklessness is a government priority, and in the last year policies have been published to help move towards the proposed 80 percent national employment rate.

There has been a review of the need for a skilled workforce and a series of steps in a process of reform of the welfare system. This is progressively providing more personalised and co-ordinated assistance to people looking for work and targeting deprived areas such as Lambeth. In the capital, the London Skills and Employment Board aims to increase London's employment rate to 72 percent by 2013, but Lambeth has further to go than many other parts of London in reaching this target. The government '**Review of Sub-National Economic Development and Regeneration**' (July 2007) recognises the central role that local authorities play in regeneration and economic development, and suggests they will be given more power to respond to local challenges and improve the economic circumstances of their area.

Council Overview

The council is acutely aware of the challenges that it faces and has a clear ambition to deliver more and better services to improve the quality of life for citizens in Lambeth. Our department is right at the centre of the Council's ambition to make Lambeth a great place – we have a key role to play in improving the life chances of citizens and creating the businesses, neighbourhoods, town centres and housing supply that will serve Lambeth and London for years to come.

We intend to engage with and empower the residents of the borough and encourage them to fulfil their potential and achieve their aspirations. We can do this by making the community a cleaner and safer place with an improved supply of affordable housing and facilities for young people. Good planning is seen as a key mechanism by which Lambeth is able deliver on these goals.

The Sustainable Community Strategy

The [Sustainable Community Strategy](#) is the process by which Lambeth consults with and identifies the needs and aspirations of the Area. It sets out the long term strategy that guides the work of the Council and its partners.

Responsibility for delivering the Sustainable Community Strategy lies with the Local Strategic Partnerships (LSP), which is made up of the public, private and third sector representatives. Collectively these organisations pool their resources and expertise to deliver the borough's Sustainable Community Strategic goals and outcomes.

The vision for Lambeth as set out in the Sustainable Community Strategy is the same vision for the London Borough of Lambeth.

The Sustainable Community Strategy has set out the following as the outcomes required for the borough.

Sustainability	Economic Well-Being		Social Well-Being				Environmental Well-Being
Sustainable Community Strategy 2020 Outcomes	Lambeth is a great place to do business with higher levels of investment and business growth	Greater well-being for households through higher numbers of residents in employment	Children and young people are on the path to success through the provision of good quality education, training and jobs which reduces the risk of exclusion and offending	Empowered, safe and cohesive places where people have the confidence to play active roles in their communities	Improved health and well-being of people which enables them to live active and independent lives	Lower levels of poverty and social exclusion through higher numbers of socially excluded adults in employment, education and training	Mixed and sustainable communities with an increased supply of new homes, improved existing dwellings and a high quality physical environment

The strategy sets out how the borough will begin to tackle some of the most important local priorities such as; worklessness, poverty and community safety. To ensure that the outcomes are achieved for the people of Lambeth, the LSP working with it's partners to devise projects and targets for achievements to be delivered over a 3 year period, if Lambeth is to move toward achieving the vision, goals and long-term outcomes of the Sustainable Community Strategy. This agreement is referred to as the Local Area Agreement (LAA). The progress in achieving the strategy is measured through a series of performance Indicators.

Lambeth is a member of this **Local Strategic Partnership**, but also has a strategic responsibility to ensure that the outcomes of Sustainable Community Strategy is delivered for the people of Lambeth. The Council uses the Corporate Plan to set out how the Council will work to underpin the aims of the Sustainable Community Strategy.

The Corporate Plan

The Council's Corporate Plan sets out the vision, priorities and objectives to deliver the improvements and become one of the best councils in the capital. The Corporate Plan sets out how the Council works to underpin the aims of the Sustainable Community Strategy, it guides the service planning process and the development of departmental service plans. The Corporate Plan incorporates objectives from the Sustainable Community Strategy setting out the Council's six priorities for Lambeth. These are:

1. A safer Lambeth with strong communities
2. Respect for our environment
3. More opportunities for children and young people
4. Better housing and flourishing local economies
5. Developing personalised care services
6. Serving our customers well

Departmental Service Plan

The Department Service Planning process uses the Corporate Plan priorities to ensure that Regeneration and Housing continues to align its activities according to the priorities set out in the Corporate Plan. The Regeneration and Housing Departmental Service Plan process is used to review, direct and ensure that the specific activities and projects of the various teams within each Division are geared up to deliver, the Corporate priorities and in turn, the outcomes of the Sustainable Community Strategy.

Regeneration and Housing Departmental Service Plan Priorities are:

1. **Reduce worklessness.**
2. **Support for business and enterprise.**
3. **Increasing supply, quality and choice of housing.**
4. **Tackle homelessness and reduce temporary accommodation use.**
5. **Creating better places where people want to live, work and enjoy.**
6. **Better value for money.**

Key Achievements

During 2007/8 the Strategy and Partnership division worked hard to not only improve its outputs but to ensure that these were reflected in positive and effective outcomes for the residents of the borough. Each respective Business Unit made significant contributions and detailed below are a number of key achievements. The correlation between the key achievements and strategic outcomes are clearly identifiable.

2007/8 Strategic outcome	2007/8 Key Achievements
Delivering Affordable & Better Quality Homes.	<ul style="list-style-type: none"> • Section 27 Agreement for ALMO • ALMO Management Agreement in place • Strategy and Client Team Created
Providing Excellent, efficient & effective services.	<ul style="list-style-type: none"> • Completion of Restructuring of Supply & Demand in April 08 • New reporting lines in effect • The Prodigal film and teaching pack developed • CLG funding to develop a Prodigals Education Trust • Time out Accommodation Scheme functioning • Established centralised Business Support team within Supply & Demand. • Performance Targets on Members Enquiries and Complaints improved. • Homelessness prevention and reduction of acceptances exceeded targets. • Households in temporary accommodation reduced by 355. • Achieved equality standard level 3
Delivering Affordable & Better Quality Homes.	<ul style="list-style-type: none"> • Transfer of Bolney Meadow Estate
Delivering Affordable & Better Quality Homes.	<ul style="list-style-type: none"> • Sheltered Housing Review initiated (to report to Cabinet in October 2008) • Shortlife strategy (leading to end of shortlife housing by March 2009) • Rushcroft Road/Clifton Mansions evaluation and approval • Investment Analysis (Leading to Options) • Lambeth Housing Partnership Board established. • Housing Strategy Draft Consultation – due for sign off in 2008 • Housing Needs Assessment Update • 1,328 new affordable dwellings developed over 2006/8 NAHP funding period. • 474 New units delivered in 2007/8 • 67/33 ratio achieved on social rented/shared ownership.

<p>Creating Great Places: Working together to plan on a neighbourhood basis</p>	<ul style="list-style-type: none"> • Housing Act 2004 – HSSRs – 2 Successful prosecutions • Produced and implemented guidance on HMO licensing • Achieved closer working relations with landlords • Uptake of HMO grant increased • Improved relationship with Legal, Building Control, Planning and Fire Brigade
<p>Delivering Affordable and better Quality Homes.</p>	<p><u>Home Improvement</u></p> <ul style="list-style-type: none"> • Increase Disabled facilities Grant • Taken on Public Sector as well as Private Sector Adaptations of approx £950,000. • Administered Repair Grants • Improved Relationships with Occupational Therapy • New allocation of funding to cover security grants for new locks etc (Approx £1000 per application).
<p>Delivering Affordable & Better Quality Homes.</p>	<ul style="list-style-type: none"> • Acquired 10 no. derelict properties, through compulsory purchase • S.W. Region Board – Obtained £300k in empty property grants. • Two main indicators met and exceeded. (BV 64 and DHS 200 - Target 220).

Description of our Division and Services – Supply & Demand

Supply and Demand provides statutory housing advice services, homelessness prevention and assessment and maintains the housing register, a list which is prioritised in order to make allocations to our own stock and housing association properties. The service also manages those staying in temporary accommodation and provides alternative housing options for homeless people through the Lettings First.

Supply & Demand comprises the following services and teams:

Housing Options and Advice

- Housing Options Team
- Lettings First – private sector housing services
- Family Support Team
- Support Needs Assessment and Placement (SNAP)

Temporary Accommodation

- Homeless Assessment Team
- Temporary Accommodation Team
- Hostel Management Service

Business and Housing Options Development

- Homelessness Strategy
- Housing Options Development
- Housing Register
- Business Support

Summary of achievements over the past year

- Following a reorganisation, new management structures and improved ways of working were implemented in April. This followed what was a difficult and uncertain time for many staff in Supply & Demand. However, as the changes started to bed-in the benefits and improvements are starting to accrue.
- From the beginning of August the number of homeless households in temporary accommodation began to reduce and currently stands at the lowest figure for over four years.
- Over the past year we have introduced a raft of new initiatives to build on our successes in addressing youth homelessness. In September the Prodigals film was launched to critical acclaim. Prodigal's focuses on the pressures, risks and harsh realities faced when three young people leave home before they are ready due to conflict with their families. A specialist adviser on youth homelessness at Communities and Local Government described Prodigals as, "*Cathy Comes Home for a new generation – the best youth homelessness film I've seen all year!*" CLG purchase 500 copies of the Prodigals Training Resource for distribution to all local authorities.
- In April Choice-Based Lettings was introduced which changed the way social housing is allocated in Lambeth. Flats and houses that are available for letting are now advertised on a weekly cycle across the borough via posters in libraries and housing offices, and on the internet on a special choice based lettings website called "Home Connections".
- Applicants can make a bid by using the internet, telephone or by sending a SMS text message. It is a significant change from the way we used to allocate properties, and introduces far greater choice to applicants to make informed decisions about where they want to live. While it will not create more affordable housing in Lambeth, it does offer many positive benefits by enabling residents to become active participants in a more open allocations process.

- Lettings First have broadened their activities to develop rent deposit schemes for single people with partners in Primary Care Trust, Drug and Alcohol Team and Supporting People, bringing in funding of around £250k. Whilst established principally to provide move-on, this could be the beginning of an enhanced service which we can extend more generally to single people in the future.
- In August the main public reception facility at Town Hall Parade closed as the Brixton Customer Centre opened. This is a state of the art facility based in Olive Morris House and allows residents to access nearly all council services. The Brixton Customer Centre offers an initial face-to-face contact point for people wishing to access Supply & Demand services and is a far superior facility in terms of comfort and accessibility.
- The Lambeth Sanctuary Scheme was introduced in January and is provided in partnership with Victim Support. The Sanctuary Scheme is a victim centred initiative and is an innovative approach to homelessness prevention. It is designed to enable victims of domestic violence to remain in their own accommodation, where it is safe for them to do so, where it is their choice and where the perpetrator does not live in the accommodation. If a victim feels compelled to move then the disruption to family and other support networks, education and employment can sometimes lead to homelessness.

Challenges facing the Service

Making real and sustained progress against our Temporary Accommodation Reduction Strategy is the overriding imperative for Supply & Demand. The Government target for Lambeth is to have no more than 1,112 households in temporary accommodation at the end of December 2010. This is a real challenge because although the number has come down significantly, as of May 2008, there are still 2,089 households in temporary accommodation.

Meeting the 2010 target will require a co-ordinated and sustained effort in many areas, and in particular:

- maximise the contribution that stakeholders can make in working with us by increased engagement and joint working;
- continue to develop effective initiatives to support the prevention and options agenda; and,
- increase the supply of properties in the private rented sector to offer to homeless applicants.

The Department for Work and Pensions' continuous drive towards the reduction and bring changes and reform to Housing Benefit subsidy levels will hugely impact the temporary accommodation budget. Future plans to introduce a capping and revising a new housing benefit subsidy framework centred on a rental streams with separate management allowances will have severe consequences in any future procurement of temporary accommodation within the PR sector and we will be faced with a challenge to sustain its' sourcing of good standard affordable accommodation within Lambeth.

In Lambeth the cost of re-offending is estimated at £59m per annum. As part of the London Reducing Re-Offending Action Plan, Lambeth work will focus on developing a strategic plan for reducing re-offending. We will employ a collaborative approach by working in partnership with other departments within the local authority, the prison and probation services, the Primary Care Trust, substance misuse services, and third sector organisations. The plan will seek to build on existing resettlement work in Lambeth, including the borough's involvement in the regional Local Delivery Programme, which forms part of the London Reducing Re-offending Action Plan 2007-09. Particular attention will be given to improving coordination between HMP Brixton and the community in Lambeth, particularly for those people leaving prison without statutory supervision from probation.

Stable and suitable accommodation can make a difference of over 20 per cent in terms of reducing re-conviction. However, over half of people leave prison with no accommodation arranged at the time of their release: around a third of prisoners have no permanent accommodation prior to entering prison, and a further third lose their accommodation whilst in custody (Social Exclusion Report 2002).

In his review on the future role of social housing in England, John Hills highlighted the success of the 'housing options approach' in preventing homelessness, and also praised other 'choice-based' services such as Choice-Based Lettings schemes. He suggested that the work already being carried out by many local authorities around the provision of housing advice and support could form the baseline for more holistic 'enhanced' housing options services, offering advice around a wider range of issues to a wider audience.

Communities and Local Government has just produced 'Expanding Choice, Addressing Need' which sets out the department's vision for Enhanced Housing Options Services. Enhanced services would build on homelessness prevention work by encouraging people in low and medium as well as high levels of housing need to approach the local authority for housing advice – by intervening early, crises are prevented. Enhanced Housing Options Services would also link housing advice to advice about a range of broader issues – for example employment-related advice around childcare, training, job opportunities and benefits. Finally, Enhanced Housing Options Services would see the local authorities proactively working to engage traditionally 'hard-to-reach' client groups based on local need. Depending on the area, these might be BME communities, young people, ex-offenders, or victims of domestic violence.

Communities and Local Government are also calling for a substantial reduction in the number of households who are living in overcrowded accommodation. This will provide better circumstances for individual households to achieve their ambitions and improve their life chances. Reducing overcrowding is closely tied to Government's ambition to eradicate child poverty by 2020.

Lambeth is one of 38 pathfinder schemes to pilot housing options and advice services targeting overcrowded households. Taking the Bedroom Standard as a minimum level of assessing overcrowding, Pathfinders will be expected to develop housing options and advice services targeted at overcrowded households.

Key Workstreams 2008/9

- Develop enhanced housing options to contribute to reducing worklessness and overcrowding.
- Achieve LAA temporary accommodation reduction target (NI 156).
- Review temporary accommodation portfolio and procurement arrangements, in light of reducing need and changes to subsidy arrangements
- Increase access to private rented housing

Finance and Budgetary Considerations

Description of our Division and Services – Private Sector Housing.

The intention is to maximise the contribution private sector housing makes to a balanced housing market, from intervention and investment to developing relationships to improve effective community engagement and deliver a planned and responsive outreach programme to make residents aware of the services available through the Private Sector Housing Unit (PSHU). So that other people and organisations in the communities understand the reasons for our actions, see the benefits, share our vision for change and want to help even where they may have their own influences, focuses, agendas and budgets. We recognise that partnership arrangements must go beyond local authority housing departments to other council departments and external organisations.

The Home Improvement Agency (HIA) will be seeking to apply for renewal of the national accreditation through the Quality Mark scheme, and complete the Supporting People Programme Quality Assessment Framework and value for money requirements. The Private Housing Assistance Policy will also be reviewed to meet current objectives and requirements.

Work will be needed to maximise the licensing of high risk houses in multiple occupation to ensure that the Council meets its statutory duties in terms of these dwellings being fit for purpose, as well as reviewing the existing scheme to establish whether there is a case for introducing additional licensing of HMO's in the borough.

Summary of achievements over the past year

222 empty properties brought back into use in 2007/08 by actively encouraging owners of empty residential properties to bring them back into use. A number of these have provided new homes for households who were homeless in housing need, in line with our commitment to making a contribution towards the provision of affordable housing throughout the borough.

Developed our relationship with the Council Tax Team to enable the provision of regular and comprehensive information including property owners' names and addresses.

91 Houses in multiple occupation (HMO's) inspected as part of Council's Statutory responsibilities under the Housing Act 2004 HMO licensing requirements. 48 of these have been issued with licences.

Throughout 2007/08, the business delivered £1.31m in capital private sector housing renewal through work funded by the Lambeth's Assistance programme and the South West London Housing Partnership

259 grants were completed, includes 183 private sector homes brought to Decent Homes Standard. The work included general repairs, provision of energy efficient insulation and heating systems.

158 public sector adaptations completed through improved turnaround on works following referral from the Occupational Therapy service.

Responded to 745 enquiries to the HIA and made 436 home visits to private sector homes to provide advice (including benefits advice) and information about housing options to enable older or disabled residents to remain living independently in their own home.

Improved performance with regard to invoice payment through timely setup of purchase orders to reduce the time facilitate payment request.

Challenges Facing the Service

Because of the drive to deliver vfm services there is a need to re-engineer the unit to make saving of £221,000. The challenge is to ensure sufficient resources are provided so that national and local priorities are delivered in a coherent way and maximise spend across the renewal and Disabled facilities grant programmes. Also need to identify those areas where protocols are required to further improve inter service communication and clarity of service standards that staff are expected to deliver in their own area, and can rely on from other sections and partners.

Staying within our budget will include risks to service delivery but will require new ways of working and driving costs down

A Private Sector Stock Condition Survey was last conducted in 2003. This means that the information which informs key strategic decisions pertaining to the condition, demand and supply of private sector stock is outdated. Information on the private sector stock condition is crucial if we are to accurately gauge the extent of the problem in connection with the levels of disrepair, houses in multiple occupation and empty homes.

Update stock condition in accordance with “Collecting, Managing and Using Housing Stock Information.

At the present time, Registered Social Landlords (RSLs) working in Lambeth are reluctant to get involved in managing properties. If we are to make full use of powers available under the Housing Act 2004 for dealing with empty homes and poorly managed HMOs; there is a role for (RSLs) whether through managing or leasing. We will continue to investigate ways in which we can create partnerships to facilitate the management of these properties.

Lambeth Council has traditionally provided a reactive service in relation to private sector housing issues. Reactive cases are generally more time intensive than proactive cases as there tends to be a greater need for initial enforcement activity. The enforcement team typically deals with 80 such referrals a month. Clearly the ability to target specific proactive interventions at properties that have fallen below statutory minimum will be guided by the available resources.

There appears to be some ignorance of the purpose and aims of the Unit amongst Lambeth customers, and this is also anecdotally the case with other departments and agencies who provide services and who may potentially make use of, or cross promote the service. Improvements in our Private Sector Housing marketing strategy should allow us to clearly identify the Unit’s key customers and stakeholders and promote the key elements of the Private Sector Housing Strategy.

There is a danger that a downturn in the housing market will affect home ownership and the private rented market. Professional and private landlords are key players in ensuring private sector properties are reoccupied. They are also likely to provide a major part of the market in the purchase of empty properties returned for sale, while also providing information regarding market conditions. Their active engagement will be encouraged through our private sector housing forum services.

Key Workstreams 2008-9

To deliver a planned and responsive outreach programme to raise awareness of the services available and actively assisting customers to obtain housing renewal assistance from a variety of appropriate organisations and agencies. Includes identifying groups within the community, potential referrers and utilise opportunities to work with other service providers and organisations to deliver common services.

Private Sector Stock Condition

Update Stock Condition information which will allow us to:

- accurately gauge the extent of the problem
- set specific, measurable, achievable, relevant and time bound targets for dealing with deficiencies
- Measure progress

Empty Property

- Return 800 BVPI64 qualifying properties to use by 2011; to contribute towards the provision of affordable housing throughout the borough. Lambeth has a high need for affordable housing and the reoccupation of empty homes will assist in reducing that need. Utilise the tools available to encourage renewal and the return to use of empty properties.

Home Improvement Agency

- Apply for renewal of the HIA's national accreditation, through the Quality Mark scheme, and completing the Supporting People Programme Quality Assessment Framework and Vfm requirements.
- Review of the HIA waiting list procedures to ensure that private and public sector clients have fair access to services, and that urgent cases receive appropriate priority. With 100% of valid applications determined within 1 month of receipt also ensuring that the % of private homes occupied by vulnerable households are decent in line with CLG decent Homes target.
- Participate in the development and review of the Council's strategy and policies for management of void adapted or adaptable property.
- Continue to work with the Police and the Community Safety Partnership to encourage target hardening in low income private homes.

HMO Licensing

To ensure that HMOs subject to licensing, are licensed, and that the prescribed standards and conditions are adhered to. Over a 12 month period to ensure 100% of the Licence applications due for inspection have been inspected and 100% of valid applications determined within 2 months of receipt.

Improvement of working links with private sector landlords - provide a full range of leaflets with Information on HHSRS and HMO licensing and the Landlord Accreditation Scheme. Including documents produced following consultation with other agencies such as Building Control, Planning and Benefits Services and the Fire Authority Fire, covering fire and amenity standards

Finance and Budgetary Considerations

Re-engineering of the service during 2008/9 for £221K worth of savings will lead to reduced staff costs. External funding streams will continue to be considered, if appropriate to service and service priorities. Income generated through fees will be used to support some aspects of the HIA service.

Description of our Division and Services - Strategy and Client Team

The Strategy and Client Team is a newly created Business Unit, which brings together the existing housing policy; qualities and equalities; and anti-nuisance teams with the 'clienting' role that represents the strategic direction that the department is undertaking. As well as being the starting point research and evidence gathering Housing Policy Team have taken the lead in developing the organisation's Housing Strategy for the next five years. This has taken direction from the Housing Partnership for Lambeth, which brings together a range of partners, residents and private business and is due to be completed by September 2008. This represents a significant 'stepping-up', taking the department away from the role of landlord, and looks across all tenures in identifying the following 6 key priorities:

- Increasing the supply of housing
- Improving the condition of the stock
- Improving access to housing
- Tackling worklessness
- Mixed, sustainable communities
- Empowering tenants

The clienting element recognises that the role as the Council as a landlord has shifted in the past 12 months, and that this function is now delivered by a range of partners, including United Residents' Housing (URH), Lambeth Living (LL) a range of RSLs operating in the borough (especially those where Lambeth estates have been transferred), as well as the emerging PFI at Myatts Field North, and is an essential role if we are to ensure that the promises made to residents are delivered.

The Business Unit also continues to be the key point of consultation with our stakeholders.

Summary of Achievements over the Past Year

- Establishment of Housing Partnership for Lambeth
- Production of draft Housing Strategy for consultation
- Creation of interim clienting framework structure
- Equality standard level 3 achieved.

Challenges Facing the Service

The main challenge for the Business Unit is to establish a permanent clienting framework which can be adopted across the range of partners and which takes a 'risk managed' focus and enables those partners to deliver on their promises, including Decent Homes. The interim arrangement currently in place will be reviewed with a full framework in place by September 2008.

The Housing Strategy will provide challenges for the organisation as it takes it moves from landlord to strategic housing provider, which ultimately we establish how the Council uses it's assets to ensure there is a continuous investment into social housing as well as supporting the provision of affordable housing which matches the ongoing needs of the community.

Key Workstreams for 2008-09

- Agreeing a standards charter for RSLs by March 2009;
- Overseeing that RSLs achieving Decent Homes by 2010, (except for transfer estates);
- Overseeing that both URH and LL achieve Decent Homes by 2014;
- Housing Strategy sign-off by September 2008;
- Complete review of Anti-Social Behaviour Team from an organisational context by August 2008;
- Implement permanent clienting framework, taking a risk management approach by September 2008;
- Implement clienting framework for monitoring PFI scheme by March 2009;
- Implement Quality Management system that matches the requirements of a clienting function by August 2009;
- Oversee a successful 2* assessment of both URH and LL by May 2009;
- Report to DLT on the implementation of a sound mechanism for identifying need on a neighbourhood basis, which is both evidence based and integrated with corporate processes, by October 2008;
- Implement a capital investment strategy, which reconciles existing Business Cost Models with available data and partnering contracts by August 2008;
- Achieve equality standard level 4 by March 2009..

Finance and Budgetary Considerations

The Strategy and Client Team will need to ensure that the investment in the housing stock and elsewhere on estates and expected to be delivered by partners and set out within individual Management Agreements is achieved. In doing so the team will need to ensure that any financial benefits that are due to the organisation are drawn down and directed appropriately.

Myatts Field PFI, which is due to go live by April 2009 will also place additional demands on the clienting function, which may well require additional resources at least for an initial period. A growth bid from 2009/10 through the Star Chamber process, will be submitted in support of this.

Description of our Division and Services - Housing Regeneration Team

The Housing Regeneration Team focus on delivering regeneration opportunities on Council owned housing estates, which includes the provision of new affordable housing, environmental, community and economic improvements. For 2008/9 the team will be working on 40 schemes, 28 of which are due to be completed within the year. These schemes include:

- Complete renovation of Stockwell Skate Park;
- LATMOS stock transfer;
- Disposal and refurbishment of Rushcroft Road/Clifton Mansions;
- Investment, decommissioning, disposal of sheltered housing (as per outcomes of Sheltered Housing Review);
- Initiation of new build as part of 'Overcrowding project';
- Initiation of St Matthew's triangle project;
- Completion of Thorlands Estate Action Plan;
- Completion of Extensions/Deconversions programme (phase 1);
- Completion of St Agnes Place development

The Business Unit has been developing a strategy in the disposal and investment of its shortlife housing stock. Whilst there have been some delays to this through 2007/8 an approach is expected to be approved in early 2008/9 which would see the Council move away from this type of housing completely within two years.

The Housing Partnership Team manages the relationship between the authority, it's RSL partners and the Housing Corporation, ensuring that affordable housing units in the borough continues to be developed, as well as having more of a role in ensuring that RSLs maintain excellent management standards and support employment opportunities through Building Partnerships.

The Myatts Field PFI Team, leveraging private investment into one of Lambeth's most deprived estates and the Environmental Development Team, overseeing environmental improvements and investment into the housing stock, also fall within the Business Unit's remit.

Summary of Achievements over the Past Year

- Completion of 110 Union Road (formerly the Springfield Centre) in July 2007;
- Overseeing the creation of Lambeth Living, taking the organisation through ballot to the point of go-live (currently projected for June 2008);
- Transfer of Bolney Meadows to Presentation Housing Association;
- Approval of the Affordable Warmth Strategy;
- Providing a number of renewable energy schemes
- 1,328 new affordable dwellings created as part of NAHP 2006/8 programme. (Target: 1,236; the highest number for the past 10 years)
- 474 new affordable units secured in 2006/7. (Target: 450)

Challenges Facing the Service

The regeneration aspect of the Business Unit has been responsible for a diminishing capital programme over recent years. This provides a significant challenge for the team to re-invent itself in a way that is sustainable in the longer-term. This may mean looking at other regeneration functions within the organisation to see where there are efficiencies and Value for Money, as well as embedding future funding streams.

Many of the schemes that the regeneration teams are leading on are complex and have a number of variables that will impact on delivery. Some of these also take the authority into areas that it has not experienced before, such as delivering new Council Housing and as such Project Managers and Officers need to regularly review their projects in terms of risk and take on board advice from both internal and external sources.

The investment available through CLG to achieve Decent Homes is expected to be less than that required, which means that alternative options will continue to be worked through. This would need to be driven by the local support of residents and would require political backing.

The current situation in relation to the financial markets means that RSL partners are expressing uncertainty in developing future schemes. This will continue to be a challenge which the authority may have only limited powers to influence.

Key Workstreams for 2008-09

- Completion of £3.4m capital programme in 2008/9 (across 40 schemes) by 31 March 2009;
- Submit three 'Targeted Funding Stream' bids to GLA by 31 July 2008;
- Complete Lambeth Living Business Cost Model; Chief Executive appointment and split of functions by June 2008;
- [Assuming Cabinet Member support for updated proposal] - Complete ballot of transfer of Ashmole estate by 31 October 2008, with subsequent transfer (if 'yes') completed by 31 March 2009;
- Initiate the approved options for Leigham Court Estate by July 2008;
- Complete consultation on Kennings Way by January 2009;
- Report of future options for Wellington Mills by July 2008;
- Ballot on LATMOS by June 2009, with subsequent transfer (if 'yes') completed by 31 March 2010;
- Report to DLT on 'out of borough' options by November 2008;
- Report to Cabinet on Sheltered Housing Review by November 2008;
- Financial close on Myatts Field PFI by April 2009;
- 480 affordable housing units delivered 2008/9; 550 affordable housing units delivered 2009/10; 570 affordable housing units delivered 2010/11

Finance and Budgetary Considerations

The current reliance on a capital income stream to support the future revenue costs of the Business Unit requires urgent consideration and review. This position is due to be reported on by July 2008.

Divisional Action Plan

Ref	SCS Goal	Corporate Plan Priority	Dept Priority	Activity	Milestones	Targets			Service Lead
						08/09	09/10	10/12	
SP001	Safer, more cohesive and more active communities	A safer Lambeth with strong communities	Tackle homelessness and reduce Temporary accommodation use Increasing supply quality and choice of housing	Achieve LAA target reduction in TA. Increase Homelessness prevention. Review temporary accommodation portfolio in light of reducing need and change to subsidy. Review services to increase access to private rented sector. Review homelessness strategy action plan		1,812	1,412	1,000	Russell Hudson
SP002	Increased Supply of New Homes in Mixed Communities & Improve Quality of Existing Housing. Greater Well being for households through higher numbers of residents in Employment	Better Housing and flourishing local economies	Creating better places where people want to live, work & enjoy. Increasing supply quality and choice of housing	Enhance housing options & choice. Develop housing options solutions that contribute to reducing worklessness. Developing housing options solutions that reduce incidence and effects of over crowding.	Review and if necessary amend the allocations scheme.				Russell Hudson.

SP003	Mixed & sustainable communities and increased supply of new homes, improved existing dwellings & high quality physical environment.	Better housing and flourishing local economies.	Creating better places where people want to live work and enjoy.	Capital Investment Strategy.						Paul Cooper.
SP004	Mixed & sustainable communities and increased supply of new homes, improved existing dwellings & high quality physical environment.	Better housing and flourishing local economies.	Increased supply of suitable housing including affordable housing.	Production of the Housing strategy.	Strategy approved by cabinet (by September 08)	Aug 08	Deliver strategy & plan.	Deliver strategy & plan.		Paul Cooper.
SP005	Increased supply of new homes in mixed communities and improved quality of existing housing	Better housing and flourishing local economies	Increasing supply quality and choice of housing Better value for money	Carry out adaptations within public sector						Christine Jacobs
SP006	Safer, more cohesive and more active communities	A safer Lambeth with strong communities	Increasing supply quality and choice of housing Better value for money	Implement permanent clienting framework..	DLT approval of framework by September 08. Implement QM systems by August 08. Implement clienting framework for PFI (by Apr 09)	Monthly, quarterly & six monthly boards as per framework	Monthly, quarterly & six monthly boards as per framework	Monthly, quarterly & six monthly boards as per framework		Paul Cooper
SP007	Safer, more cohesive and more active communities	A safer Lambeth with strong communities	Creating better places where people want to live work and enjoy.	Implement a minimum standard of housing management across all social housing	Agree a standards charter with RLS partners through LAMHAG (by March 2009)	Annual review through LAMHAG	Annual review through LAMHAG	Annual review through LAMHAG		Paul Cooper
SP008	Safer, more cohesive and more active communities	A safer Lambeth with strong communities	Creating better places where people want to live work and enjoy.	Implement mechanism for identifying need on a neighbourhood basis	Report to DLT (by October 2008)	Establishment of board which is integrated into corporate /LSP process by March 2009				Paul Cooper

SP009	Increased supply of new homes in mixed communities and improved quality of existing housing	Better housing and flourishing local economies	Increasing supply quality and choice of housing	Estate based regeneration	Completion of £3.4m capital programme across 40 schemes	90% of programme completed to profile	90% of programme completed to profile	90% of programme completed to profile	Paul Cooper
SP010	Increased supply of new homes in mixed communities and improved quality of existing housing	Better housing and flourishing local economies	Increasing supply quality and choice of housing	Increase funding streams through external sources	Three bids submitted to Targeted Funding Stream (by July 2008)	Completion of schemes in accordance with successful bid criteria	Completion of schemes in accordance with successful bid criteria	Completion of schemes in accordance with successful bid criteria	Paul Cooper
SP011	Increased supply of new homes in mixed communities and improved quality of existing housing	Better housing and flourishing local economies	Increasing supply quality and choice of housing	Delivery of stock options	Ballot of Ashmole estate, Complete transfer of Ashmole (if yes) Ballot of LATMOS estates Complete transfer of LATMOS (if yes) Initiate options for Leigham Court Estate, meet TA needs	Oct 08 March 2009 June 2009 March 2010 July 2008	Apr 10		Paul Cooper
SP012	Environmental well being: Mixed and sustainable communities with an increased supply of new homes, improved existing dwellings & high quality physical environment.	Better housing and flourishing local economies	Increasing supply quality and choice of housing	Review of Sheltered Housing	Interim report to cabinet Full options appraisal Consultation with residents complete. Report to cabinet	Jun-08 July 08 October 2008 Nov 2008			Paul Cooper

SP013		Serving our customers well	Creating great places where people want to live work and enjoy	Achieve Equality standard for local government Level 4	Develop action plan. Set up monitoring systems. Achieve ESLG level 4	Jul 08 Oct 08	Mar 09	Paul Cooper
SP014	Social Well Being: Lower levels of Poverty & social exclusion through higher numbers of socially excluded adults in employment, education, training	Better housing and flourishing local economies.	Reduce Worklessness	Submit bid to be part of the soon to be announced CLG pilot "enhanced housing options trailblazer".	The Lambeth bid to run a pilot is accepted.	Apr 08	If successful the Lambeth bid will run until Apr 2010	Mushtaq Khan.
SP015	Social Well Being: Empowered, safe & cohesive places where people have the confidence to play active roles in their communities.	A safer Lambeth with strong communities.	Reduce worklessness	Develop a Lambeth resettlement strategy to reduce the incidence of re-offending particularly among PPO's.	Local strategy due for completion.	July 08	Strategy delivered	Mushtaq Khan.
SP016	Environmental Well Being: Mixed and sustainable communities with an increased supply of new homes, improved existing dwellings & high quality physical environment.	Better housing and flourishing local economies.	Increased supply, quality and choice of housing.	(1) overseeing that RSL's achieve decent homes by 2010 (except transferred stock which needs to comply with management agreement) (ii) overseeing both URH and LL achieve decent homes by 2014	Percentages of stock meeting decent homes standard. ALMO achievement of 3 yr targets.	Levels of non decency 29% (BV66a) Rent Collection 94%	Levels of non decency 26% (BV66a) Rent Collection 97%	Paul Cooper
						Levels of non decency 19% (BV66a) Rent Collection 98%	Levels of non decency 28 days	Void re-let times 23 days
						Void re-let times 35days.		

SP018	Environmental Well Being: Mixed and sustainable communities with an increased supply of new homes, improved existing dwellings & high quality physical environment.	Serving Our customers well	Better Value for Money.	Improve housing management service through effective clienting of the MA with URH and LL	2* Audit Commission inspection by May 2009	May 09	Monthly, quarterly & six monthly boards as per framework	Monthly, quarterly & six monthly boards as per framework	Paul Cooper
SP019	Increased supply of new homes in mixed communities and improved quality of existing housing.	Better housing and flourishing local economies	Increase supply and quality of choice of housing	Increasing supply of affordable housing	Delivery of 2008-11 NAHP programme	480 new units	550 new units	570 new units	Paul Cooper
SP020	Social Well Being: Empowered, safe & cohesive places where people have the confidence to play active roles in their community.	A safer Lambeth with strong communities.	Creating greater places where people want to live work and enjoy.	Embed a proactive, consistently applied and outcomes driven ASB service.	Report on the implementation of the Respect standard for housing management to DLT. Implementation of an ASB database. Develop & implement service improvement plans to meet the ASB element of KLOE6. Following award of contract install database. Restructure / realignment of services	July 2008 August 08 Aug 08			Paul Cooper.

SP021	<p>Environmental Well Being: Mixed and sustainable communities with an increased supply of new homes, improved existing dwellings & high quality physical environment.</p>	<p>Better housing and flourishing local economies.</p>	<p>Increase supply and quality of choice of housing.</p>	<p>Capital development.</p>	<p>Opportunity sites and other bespoke schemes to be approved. Complete housing strategy.</p>		Mar 10		Mushtaq Khan.
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Learning and Development Plans

Strategy & Partnerships Temporary Accommodation Learning & Development Plan						
Service Priorities	L & D Activity Required	Estimated Cost	No. of Staff Trained	Payback (Expected)		
TEMPORARY ACCOMMODATION 1. Hostel Services (Council owned TA)	<ul style="list-style-type: none"> Basic training of technical abilities and skills for hostel maintenance and inspections 		14			
	<ul style="list-style-type: none"> Enhanced and updated Health and Safety training. 		28	Enhanced management of hostel services and efficient use of repairs budget		
	<ul style="list-style-type: none"> Dealing with Vulnerable adults. 		14			
	<ul style="list-style-type: none"> Choice Based Lettings 				Effective H&S monitoring and assessment to minimise risk/liability in hostels	
	<ul style="list-style-type: none"> Enhanced interviewing skills 			14		
	<ul style="list-style-type: none"> Update on legislation and case law for Part VI and VII of 1996 Housing Act and the Asylum and Immigration Act 			7	Reduction in assessment times and improved quality of decision making to minimise legal challenges and help to reduce numbers in TA.	
	<ul style="list-style-type: none"> Dealing with Vulnerable adults. 			7		
	<ul style="list-style-type: none"> 		All specialised external courses required	7		
	2. Homeless Assessments					

<p>3. Temporary Accommodation Placements/PSL</p>	<ul style="list-style-type: none"> • Update of Part VII legislation and decision making processes. 	<p>specialised external courses required</p>	<p>10</p>	<p>Effective discharging of duty to assist with minimising use of TA towards 2010 reduction target.</p>
<p>4. Income Recovery Team</p>	<ul style="list-style-type: none"> • Update on HB regulations • Advanced arrears and income recovery processes 	<p>specialised external courses required</p>	<p>7</p>	<p>Maximise rate of income recovery</p> <p>Develop more robust methods towards discharging of temporary housing duty</p>
<p>5. All Frontline Staff/Services</p>	<ul style="list-style-type: none"> • Customer service training • Enhanced letter writing and reporting techniques 	<p>specialised external courses required</p>	<p>40+</p>	<p>Continuous improvement and delivery of service standard and improved quality of oral and written communication.</p>
<p>6. All Service Managers within BU</p>	<ul style="list-style-type: none"> • Managing Sickness • Managing Performance and Capability 	<p>specialised external courses required</p>	<p>9</p>	<p>Effective staff management to enhance performance and improve service delivery</p>

**Strategy & Partnerships
Private Sector Learning & Development Plan**

Service Priorities	L & D Activity Required	Estimated Cost	No. of Staff Trained	Payback (Expected)
<p>Empty Property and Environmental Health Service The number of empty properties reoccupied (BVP1 64). H18 – reduction in % empty for longer than 6 months</p>	<p>For all staff at least 50% of the training will be in technical housing issues including legal and investigatory subjects. To be delivered through mentoring, formal or informal training, workshops, coaching etc. including attendance at specially designed internal and external events.</p>		15	<p>To further reduce the number of empty properties – particularly targeting properties that have been left empty for a long period of time. To increase the supply of good quality private sector accommodation Full use of enforcement powers</p>
<p>Environmental Health Service HMO Licensing</p>	<p>Update on legislation and case law for Housing Act 2004 including Information on HHSRS and HMO licensing and Landlord Accreditation For administration staff this will include appropriate training in non-technical areas. To maintain competency of the individual and the service and in accordance with the principles of the CIEH CPD Scheme.</p>		14	<p>Improvements in the condition and management of licensed HMOs Ensure that properties are inspected to a consistent standard and all HMO's are appropriately risk rated in accordance with legislation.</p>

<p>Empty Property and Environmental Health Service Acquire base level competency of the Uniform Residential Premises and Licensing modules</p>	<p>In-house and external training to be arranged.</p>		17	<p>Improve production of notices, schedules, letters and memo's and management information.</p>
<p>Home Improvement Agency To improve the quality of private sector accommodation particularly for vulnerable households</p>	<p>Procurement of Aids and Adaptations Service In-house training and benchmarking with other LAs</p>		16	<p>Reduce time for repairs and adaptations works to (private and social) housing Value for money in our financial, service and investment strategies Coordinated action between the agencies concerned The Service maintains its Charter Mark</p>
<p>All Service Managers within BU 1. Managing Sickness and Absence 2. Managing capability 3. Developing Others 4. Achieving high performance</p>	<p>Training in people management policies</p>		5	<p>Managers exhibit leadership behaviours and good management skills to enhance performance and improve service delivery. Actively promote and be accountable for standards and competency priorities.</p>
<p>All Frontline Staff/Services Health and safety awareness on lone working</p>	<p>Health and Safety training. Designed specifically for the team</p>		23	<p>Identification of hazard and associated risk control</p>
<p>All PSHU Services</p>	<p>To develop strategies and policies for engaging with the community. To ensure that the private sector housing service is appropriately linked to other service areas</p>		30	<p>A framework for effective community engagement to aid regeneration, partnering, service delivery and effective use of resources Appropriate partnerships with external organisations to ensure that residents are effectively provided with a comprehensive service.</p>

Strategy & Partnerships Housing Options & Advice Learning & Development Plan

Service Priorities	L & D Activity Required	Estimated Cost	No. of Staff Trained	Payback (Expected)
1. Housing Options Team	<ul style="list-style-type: none"> Update on the law relating to eligibility / immigration. Enhanced interviewing skills Enhanced letter writing skills 		17	Improved customer services
2. Private Sector Advice Team	<ul style="list-style-type: none"> Update on landlord/tenant law and casework practice. Landlord Accreditation Programme Standards. 		4	Enhanced homelessness prevention and correct legal enforcement. Improved standards in the private sector.
3. Support Needs Assessment & Placement team	<ul style="list-style-type: none"> Update welfare benefits / income maximisation. Update on the law relating to eligibility / immigration. 		10	Enhanced homelessness prevention and improved customer services.
4. Family Relations Team	<ul style="list-style-type: none"> Common Assessment Framework. Advanced mediation training. 		6	Improved services for young people and more robust homelessness prevention amongst 16/17 year olds.
5. Private Tenancies Team (Lettings First)	<ul style="list-style-type: none"> Enhanced and updated health & safety training. Update on HB Regulations. Landlord Accreditation Programme Standards. 		10	A more focussed approach to the procurement of stable, good quality private sector accommodation
6. All Service Managers	<ul style="list-style-type: none"> Managing Sickness Managing & capability Managing Appraisals 		9	Effective staff management to enhance performance and improve service delivery.

Strategy & Partnerships Housing Options & Business Development - Learning & Development Plan

Service Priorities	L & D Activity Required	Estimated Cost	No. of Staff Trained	Payback (Expected)
1. Business Support Team	<ul style="list-style-type: none"> Training all staff on full range of duties 		15	Team to offer generic services
2. Options Development	<ul style="list-style-type: none"> Marketing and publicity skills 		2	Improved selling of housing options to customers
3 Review Team	<ul style="list-style-type: none"> Legal updates on homelessness assessments: at least 2 days per member of staff 	£2,000	3	Decision making to be improved; reduced legal challenges and resulting legal costs for the council
4 Allocations Service	<ul style="list-style-type: none"> Training on recent developments in housing assessment and Choice Based Lettings 	£2,000	6	Staff to have up to date knowledge of legal framework; will result in improved efficiency and reduced complaints
5 Managers	<ul style="list-style-type: none"> Management training 		5	Improved management effectiveness

Strategy & Partnerships Strategy & Client Team Learning & Development Plan

Service Priorities	L & D Activity Required	Estimated Cost	No. of Staff Trained	Payback (Expected)
<p>SPO3 Mixed & sustainable communities and increased supply of new homes, improved existing dwellings & high quality physical environment.</p> <ul style="list-style-type: none"> ▪ Production of Housing Strategy 	<p>Strategic Planning and Prioritising LAA, Housing Legislation, Planning legislation,</p>	<p>Conferences, seminars, in house workshops</p>	<p>Policy Team</p>	
<p>SP O2 Mixed & sustainable communities and increased supply of new homes, improved existing dwellings & high quality physical environment.</p> <ul style="list-style-type: none"> ▪ Production of Capital Investment Strategy 	<p>Strategic Planning and Prioritising Capital Funding, PFI</p>	<p>Conferences and seminars, in house workshops PT Lifespan training</p>	<p>S & C Teams (OS, JO)</p>	
<p>SPO7 Safer, more cohesive and more active communities</p> <ul style="list-style-type: none"> ▪ Implement permanent clienting framework ▪ Implement a minimum standard of housing management across all social housing ▪ Implement mechanism for identifying need on a neighbourhood basis 	<p>Communications Skills, Equality Impact Analysis</p> <ul style="list-style-type: none"> ▪ Consultation Techniques ▪ Partnership, client working 	<ul style="list-style-type: none"> ▪ Public speaking and presentation skills ▪ Data Management & Analysis Management ▪ Interviewing ▪ Managing Finance and Procurement /updated 	<p>TH (booked) (AP) requested (AP) rescheduled (CD) completed</p>	
<p>SPO14 Environmental Well Being: Mixed and sustainable communities with an increased supply of new homes, improved existing dwellings & high quality physical environment.</p> <ul style="list-style-type: none"> ▪ 	<ul style="list-style-type: none"> ▪ Risk Management ▪ Partnership, client working 	<p>Conference on partnership RMF, Conferences and seminars, in house workshops</p>	<p>(F?) S & C Teams (FH)</p>	

<ul style="list-style-type: none"> ▪ Overseeing that RSLs achieve Decent Homes by 2010 (except transferred stock, which would need to comply with Management Agreement) ▪ Overseeing that both URH and LL achieve Decent Homes by 2014 ▪ Improve housing management service through effective clienting of the MA with URH and LL. 	<ul style="list-style-type: none"> ▪ Performance Management 	<ul style="list-style-type: none"> ▪ Performance monitoring, Data analysis ▪ Finance analysis and monitoring 		
<p>SPO18 Social Well Being: Empowered, safe & cohesive places where people have the confidence to play active roles in their community.</p> <ul style="list-style-type: none"> ▪ Embed a proactive, consistently applied and outcomes driven ASB service. 		<ul style="list-style-type: none"> ▪ Use of new ASB Mgt Inf System ▪ Sx3 refresher ▪ ASB training at Scotland Yard 	(AM/AW/ABT) (AW) (AW/ABT)	
<p>Corporate Objective: Transforming and Supporting the organisation</p>	<p>Performance management, Matrix Management, Managing in a Political Environment, Managing Successful Programmes, Transformational/Change Management</p> <ul style="list-style-type: none"> ▪ Service Planning 	<ul style="list-style-type: none"> ▪ Project Management ▪ M/Soft PM also tbc ▪ Managing People, Managing Finance ▪ Health & Safety – working from home ▪ Senior Leadership Programme ▪ Induction, corporate & R & H 	(AP), (AW/ABT), (OS) requested, and other staff – decision on commissioning customised PM, or Prince to be evaluated in S & Ps (TT) (AW/ABT) (CD, tbc) (JO)	

**Strategy & Partnerships
Finance Team Learning & Development Plan**

Service Priorities	L & D Activity Required	Estimated Cost	No. of Staff Trained	Payback (Expected)	
Housing Strategy & Regeneration Finance Team	OFA Training	£320	2	To enable monthly monitor to be entered on Oracle System	
	Coaching Skills	£160	1	To enhance effectiveness of internal finance training	
	Accounts Receivable	£160	1	To improve AR process.	
	Surviving & Thriving through change	£640	4	To enable understanding and make effective the forthcoming changes to structure, working practices and processes.	
	Assertiveness Skills	£320	2	To give confidence to staff reporting information for the first time.	
	Best Practice – Invoice Processing	£160	1	To ensure that all aspects being followed	
	Best Practice – Purchase Orders & Commitments	£160	1	To ensure that all aspects being followed	
	Key control responsibilities for senior managers	£80	1	To ensure work of Finance Team conforms to council standards	

	<p>Managing Performance & Monthly Reviews</p> <p>Oracle People Performance Review System</p> <p>Dyslexia Awareness</p> <p>Sharepoint</p>	<p>£160</p> <p>£160</p> <p>Nil</p> <p>£160</p>	<p>1</p> <p>1</p> <p>1</p> <p>1</p>	<p>To ensure the 121's & Appraisals of staff are effective</p> <p>To enable results of 121's & appraisals can be entered correctly</p> <p>To ensure manager is fully aware of how this can affect staff's work and what can be done to help improve</p> <p>To understand the technical process of how to set up a sharepoint site to centrally locate all finance documentation</p>	
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Appendices

SWOT ANALYSIS

<p>Strengths</p> <p>Being outcome focussed Delivery (empty props back into use, transfer of stock, reducing homelessness acceptances) Resilience/team working Project mgt Good local knowledge/experienced staff Improved structure/less hierarchical</p>	<p>Opportunities</p> <p>Targeted funding streams (GOL) – June bid Mayors Housing strategy Housing Strategy Enhanced Housing options bid Lambeth Living, other stock transfers, PFI LDF -</p>
<p>Weaknesses</p> <p>Silo working Celebrating success Risk averse Benchmarking not systematic Limited capital/revenue resources Future planning</p>	<p>Threats</p> <p>Limited capital/revenue resources Lambeth Living Economic/Housing market downturn (private rented sector, effect on partners, unemployment) Disabled adaptations need within public sector Distribution of pooled funding LDF – potential affect on housing Local Housing Allowance</p>

PESTEL ANALYSIS

<p>Political</p> <p>Mayoral elections/general elections Opposition to ALMO (members, Tenants council) Home Equity release Change in Administrations priorities</p>	<p>Economic</p> <p>Shrinkage in private rented sector market Financial borrowing restrictions Lack of investment in private sector (from private landlords) Lack of building contractors in industry</p>
<p>Social</p> <p>Increasing migration trends Ageing population Increasing inter-generational households Increase in poverty within social housing Increase in single member households as well as families</p>	<p>Technological</p> <p>Process lines of responsibility Disabled adaptations IT solutions On-line applications capability SX3 training Data observatories</p>
<p>Environmental</p> <p>Increase in labour and material costs Meeting sustainability objectives Housing projects undermined by bigger regeneration projects</p>	<p>Legal</p> <p>Local Housing Companies Changes in priority needs/homeless categorisation</p>

Glossary of Terms

BVPI	Best Value Performance Indicator
CAA	Comprehensive Area Assessment
CPA	Comprehensive Performance Assessment
DLT	Departmental Leadership Team
DSP	Departmental Service Plan
LAA	Local Area Agreement
LSP	Local Strategic Partnership
SCS	Sustainable Community Strategy