From:	Seymour, Juliet
Sent:	11 December 2020 12:11
To:	Situ, Johnson
Cc:	Bevan, Simon; Ricketts, Jack; Huggett, Alistair
Subject:	RE: Invoice for BoPS Phase 2 (payments 1 & 2)
Switch-MessageId:	35ee4c180baa4cc99f75e72e7cefa856

Dear Councillor Situ,

This is part of my briefing for you on Monday so please disregard this email. I will brief you at LMB.

Kind regards

Juliet

From: Ricketts, Jack <Jack.Ricketts@southwark.gov.uk>
Sent: Friday, December 11, 2020 12:05 PM
To: Seymour, Juliet <juliet.seymour@southwark.gov.uk>
Cc: Situ, Johnson <johnson.situ@southwark.gov.uk>; Bevan, Simon <Simon.Bevan@SOUTHWARK.GOV.UK>
Subject: Fwd: Invoice for BoPS Phase 2 (payments 1 & 2)

Afternoon Juliet

Following Councillor Situ's email on Wednesday, my advice for the affordable housing monitoring service is below. It's based on the business case handed over in January 2020, but slightly amended now, given the time that's elapsed. It should be noted that each phase is distinct and isn't dependent on subsequent phases - phase 1 doesn't need phase 2 to be delivered for it to be useable, and so on.

Phase 1 - Dec to Jan 2021. Free

- Start using the service that was delivered in December 2019.

Officers are required to enter accommodation schedules for all live applications. Nothing special needs to be done to facilitate this, other thank flick the 'on' switch.
From here on, this will allow the council to follow every individual property (affordable or not) through the application process - any variations of legal agreement and negotiated changes of tenure, completion, sale to housing association and continued occupation.

Ideally, this should be done by individual case officers, for their relevant applications. The reason for this is that we are trying to minimise unnecessary human interaction, by keeping this initial data input as close to the source as possible (i.e. the case officer). Every time we add an additional officer to the process, and move it further from the source, the less rigorous it becomes and the incidence of error increases exponentially.

Phase 2 - Jan 2021 to Mar 2021. £175k
Phase 2a (development)

- Refine the existing service, based on users feed back.

It is only once the service is in use can it be refined, with any issues resolved and bugs ironed out. We obviously haven't been able to do this before now, but this form of iterative test driven development is what differentiates service design from the traditional procurement of proprietary systems.

- Add historic affordable housing data / agreements back to 2016.

This will hopefully be helped by s106 agreements recorded on Exacom, if operational, but is not dependent on this.

- A process to upload all properties captured by the 2016 audit and enable housing associations to confirm or amend those properties.

This will not tie those properties back to their parent s106 legal agreements, which is not possible to do, but it will 'draw a line in the sand' and give the council an accurate quantum of affordable housing in the borough.

Phase 2b (scoping)

- Scope API build, for integration with other digitised services, such as the GLA's Planning London Datahub, MHCLG's Local Authority Housing Statistics, and others such as the Regulator of Social Landlords.

An API will mean that our affordable housing statistics can be fed automatically to those reporting structures, with no additional input from southwark officers. There is the obvious benefit of time and cost savings to the council, but more importantly, we, and others, can be confident that the numbers that we are reporting are accurate. It should also be noted that there is a question of accountability, which will be passed directly to the developers and housing associations themselves.

-Scope integration with HM Land Reg and other 3rd party's APIs / data sets.

This will enable the service to automatically detect those properties leaving the affordable housing category through legitimate means, such as Right to Buy and staircasing of shared ownership properties. This is something that we can't currently do, and will prevent double counting of properties that have since passed on to the open market. It will also enable us to rapidly and accurately detect potential breaches (such as we saw at the Jam Factory), with the

resultant savings to the council and preventing the loss of affordable homes. Incidentally, it would also allow the council to validate their housing policies in 'real time'.

-Scope additional s106 monitoring, i.e. affordable workspace (lead by policy officer and policy team,)

-Scope potential alignment with southwark's building safety platform.

There are over-laps with this priority work, which demonstrate the benefits to residents and the council when services work across departmental silos and are allowed to maximise their value.

-Scope potential alignment and data sharing with southwark's housing data This must be in collaboration with the housing department.

- PR and marketing

Phase 3 - Mar 2021 to Jun 2021. 200k

-Development of phase 2b features and functionality

-Further PR and marketing

Phase 4 - Either subsequent to, or run in parallel with, the above phases. £?

As with last year's phase, the service design and development, would be done as a blended team - members of both dxw and Southwark working together.

However, a specific work stream could be to up-skill southwark officers, to a professional level, enabling them to provide the user research, agile product management, and potentially DevOps (development operations). This would enable southwark to maintain and develop the service in-house, without the need to procure specialist agency capability. It would also facilitate knowledge and skills transfer throughout the department and wider council.

Thanks
J

Sent from my iPhone"

Begin forwarded message:

> **From:** "Seymour, Juliet" <juliet.seymour@southwark.gov.uk>
> **Date:** 8 December 2020 at 19:04:37 GMT
> **To:** "Ricketts, Jack" <Jack.Ricketts@southwark.gov.uk>
> **Subject: RE: Invoice for BoPS Phase 2 (payments 1 & 2)**

Thanks Jack, much appreciated

Also I am wondering if you have any advice on the AHMT. I am trying to move that forward and I would like any thoughts you have on what would make it successful or not successful. I am trying to also get it to monitor the workspace so I do not have to invest in another tool. I am not sure what you think about that?

Also I am not sure what you are working on at the moment but when the discoveries are out in the new year on data and digital I would be interested in what you have to say

Kind regards

Juliet