

Public Document Pack

Tenant & Leaseholder Panel

To: Yaw Boateng (Chair)

Jill Arboine, Binta Barry, Ishia Beckford, Monica Binns, Peter Cooper, Teresa Cox, Susan Devonish, James Fraser, James Gitau, Dave Mundy, Grace Osoata, David Palmer, Guy Pile-Grey, Stephen Pollard, Marilyn Smithies, Sharon Swaby, Jamil Tarik and Kim Wakely
Councillors Jade Appleton, Nina Degrads, Lynne Hale, Patricia Hay-Justice, Michael Neal, Pat Ryan and Louisa Woodley

A meeting of the **Tenant & Leaseholder Panel** will be held on **Wednesday, 28 July 2021** at **6.30 pm**. **This meeting will be held remotely.**

ASMAT HUSSAIN
Interim Executive Director of Resources
and Monitoring Officer
London Borough of Croydon
Bernard Weatherill House
8 Mint Walk, Croydon CR0 1EA

Tariq Aniemeka-Bailey
tariq.aniemeka-bailey@croydon.gov.uk
www.croydon.gov.uk/meetings
Tuesday, 20 July 2021

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AGENDA

- 1. Welcome and Introductions**
- 2. Apologies for absence**
To receive any apologies for absence from any members of the Panel.
- 3. Disclosure of Interest**
Members will be asked to confirm that their Disclosure of Interest Forms are accurate and up-to-date. Any other disclosures that Members may wish to make during the meeting should be made orally. Members are reminded that unless their disclosable pecuniary interest is registered on the register of interests or is the subject of a pending notification to the Monitoring Officer, they are required to disclose relevant disclosable pecuniary interests at the meeting
- 4. Minutes of Previous Meeting (Pages 5 - 14)**
To approve the minutes of the meeting held on 11 February 2021 as an accurate record.
- 5. Introduction of the New Interim Head of Repairs**
Verbal update from Brian O'Mara, Interim Head of Repairs.
- 6. Regina Road Update and Development of Housing Improvement Board (Pages 15 - 44)**
Report from Cabinet held on 26 July 2021, attached for the Panel's information.
- 7. Regulator for Social Housing - Voluntary Undertaking**
Verbal report from Alison Knight, Interim Executive Director of Housing.
- 8. An Update on the Grounds Maintenance Contract**
Verbal report from James Perkins, Interim Head of Environmental Services.
- 9. A Tenants' Charter Proposal (Pages 45 - 50)**
Reports by Yaw Boateng, Les Parry and Kim Wakeley.
- 10. Resident Involvement Roadshow (Pages 51 - 54)**
Written report from Verna Francis, Senior Resident Involvement Officer.

11. Feedback

- a) ARCH – Update to be provided by Yaw Boateng.
- b) London Tenants' Federation – Update to be provided by Jamil Tarik.

12. Any Other Business

To discuss any other business at the discretion of the Chair.

13. Date of next meeting

12 October 2021 at 6:30pm. The venue will be confirmed closer to the date.

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Public Document Pack Agenda Item 4

Tenant & Leaseholder Panel

Meeting of held on Tuesday, 9 February 2021 at 6.30 pm. This meeting was held remotely.

MINUTES

Present: Yaw Boateng (Chair)
Councillors Patricia Hay-Justice, Lynne Hale, Louisa Woodley, Michael Neal and Jeet Bains

Also Present: Jill Arboine, Ishia Beckford, David Mundy, Grace Osoata, David Palmer, Marilyn Smithies, Kim Wakely, Leslie Parry.

PART A

1/21 **Welcome and Introductions**

The Panel Members, Councillors and officers in attendance introduced themselves.

2/21 **Apologies for Absence**

Apologies were received from Sharon Swaby and Binta Barry; this was due to technical difficulties.

3/21 **Disclosure of Interest**

There were no disclosures at this meeting.

4/21 **Minutes of Previous Meeting**

The minutes of the meeting held on 11 February 2020 were agreed as an accurate record.

The Chair informed the Panel that he would sign the minutes once the recent social distancing measures had been relaxed enough to allow him to do so.

5/21 **See the Person Campaign**

The Chair introduced the item and explained to the panel that he has implemented a new aspect of the meeting which would see a service or

department to provide the Panel with an insight into the positive impact that they are having within housing.

The Chair invited the Chair of the See the Person campaign to speak about the actions that had been carried out by the organisation and to outline any future plans.

The Chair for the See the Person Campaign provided the Panel with a brief background of the organisation, highlighting that they are a tenant led campaign founded in 2017 with members across the country. The organisation currently received donations from over 30 organisations but they required further support.

The Chair of the See the Person Campaign also detailed some of the negative stigma that social housing received from various sources such as television programmes, and stated that they organisation is striving to change this stigma. A media guide had recently been launched, which was available to download from their website, and was primarily for journalists to assist them with portraying tenants in a more positive way.

The See the Person Campaign have also developed an 'It's Not Okay Guide' which is a toolkit designed to help to remove the stigma of social housing. This guide was developed through discussions with various tenants, in conjunction with Chartered Institute of Housing (CIH) and outlined what constituted good and bad practice.

The Chair of the See the Person Campaign then explained how members of the Panel and members of the public could follow their social media accounts. There were weekly meetings which needed to be funded so the organisation was always looking for more donations. It was further noted that people could help by paying for zoom meetings, or facilitate training sessions and setting up meeting events and campaigns.

The Chair of the See the Person Campaign also detailed the pledge to the organisation; the purpose of the pledge was to provide support to the organisation and many housing authorities had implemented a similar scheme.

The Chair for the See the Person Campaign concluded and noted that he was willing to return for another meeting with a full presentation if necessary.

6/21

Budget/Rent setting 2021/22

The Finance Manager for the Housing Revenue Account (HRA) introduced the item and informed the panel that she was introducing a paper the was titled The Housing Revenue Account Rent, Service Charge, Garage Rent and Budget Setting and the budget that was discussed was for 2021/22.

The Finance Manager acknowledged the financial troubles that had impacted Croydon in 2021 and stated that this was the reason for the slight changes in the 2021/22 budget. This was due to the fact there has not been a large capacity for non-urgent changes.

The Finance Manager stated that the main challenge during COVID-19 for the HRA had been to keep up with the planned maintenance programme; it had been forecasted that there would be an under-spend on planned maintenance that they would have to catch up on in the coming years. They also suffered some financial losses due to reduced rent collection causing the debt within the HRA to rise slightly higher than in previous years. Some of the debt had already been paid back and they were not expecting to begin the new-year with any significant financial pressures.

The Finance Manager informed the Panel that they would be recommending to Cabinet and Council to increase rent in 2021; the increase would become Consumer Price Index (CPI) from September plus 1% which amounts to a 1.5% rise in rent. This would also be the case for garage rent and service charges.

These decisions had been taken with the expectation that housing benefits will be changed which would allow tenants to be able to meet the increased rent charges. The increase in rent will provide just over £1,000,000 additional income for the HRA to be spent on tenant services, which will mainly be used to cover staff costs.

There had been an increase in pension costs due to employer contributions to pensions rising, and this would be covered by the additional funds generated from the increased rent. There are also inflationary pressures for utility costs and increase on-costs as a result of repairs and disrepair claims.

The Finance Manager told the Panel that the HRA were still recovering from the 1% reduction in rent for the past four years. If the rent reduction had not been in place then the HRA would have recovered £30 million more rent for their tenants.

The problem had been exacerbated due to the inflationary pressures which had caused costs to increase whilst the income for the HRA from rent was decreasing, and there was no possibility to reduce the services provided to their tenants.

The Finance Manager informed the Panel that the HRA intended to retain some of the receipts from right to buy sales, however they can only use them towards new affordable housing. The HRA planned to acquire new properties in 2021/22 and would use part of their GLA grant to purchase some of those new properties. This would help to increase the amount of housing stock for the HRA helping them to meet the rising demand for homes throughout the country.

The Finance Manager stated that the HRA had also expected that there would be a need for additional work to be carried out for higher level fire safety assessments and new fire doors. This would be a key factor in the long term planning of the HRA, as they would need to find a way to cover these additional costs.

The Chair asked the Finance Manager to elaborate on her points regarding the increase in costs that the HRA had to endure due to rising pension and staffing costs. The Chair was of the belief that these costs were covered by central funding. In response to the Chair the Finance Manager stated that there were management costs which covered the staff who ran the HRA on a day to day basis. This included staff members who were responsible for collecting rent from tenants, the staff that worked as caretakers and staff that ran their maintenance programmes.

A resident present enquired that given the HRA's plan to increase rent, would there be a situation in which the Cabinet and Council would consider going beyond the HRA's recommended rent increase due to the current financial position of Croydon Council. The Finance Manager responded by informing the resident that there was a statutory cap on the amount that they could increase the rent by. Therefore it was not possible for the rent to be increased further than the recommended amount.

The resident further queried whether the report included the recent declaration of sites that Brick By Brick had withdrawn which they were originally planning to develop. In response the Finance Manager stated that she did not believe that it included the recent declaration, but agreed to confirm this at the next Tenant and Leaseholder Panel.

Resolved - That the Tenants and Leaseholder Panel agreed to note the report.

7/21 **An update on the council's financial position, renewal plan & staffing proposals**

The Chair informed the panel that item seven on the agenda which addresses the Council's financial position, would be deferred until the next Tenants and Leaseholder Panel meeting.

8/21 **Capital Programme 2021/22**

The Interim Head of Assets and Involvement introduced the item and provided the panel with an overview of the key headlines within the report.

The Interim Head of Assets and Involvement explained that the Council had faced significant financial challenges which resulted in a section 114 notice being issued in November 2020. During this time, the council re-addressed its corporate priorities in order to help manage the financial problems during the

COVID-19 pandemic. As a result, the Corporate Plan 2018-2022 was replaced with a new set of priorities and ways of working, which had established its aims as working within our means and balancing the books, whilst providing value for money with their residents.

The Interim Head of Assets and Involvement confirmed that they would be focusing on tackling ingrained inequality and poverty within the borough, following evidence in order to tackle the underlying cause of inequalities and hardships such as systemic racism, environmental injustice and economic injustice. The Council would also continue to provide social care services for vulnerable residents in the borough, and would keep these individuals safe and healthy.

The Interim Head of Assets and Involvement stated that as of 2021, the council had 13,751 tenants at homes within the HRA and these homes had been maintained and improved through the capital maintenance programme. In addition, they also manage 595 properties that were either service tenancies, general fund owned properties or council flat properties on behalf of private landlords. The Council also had 2,460 leasehold homes, and currently owned 1,119 blocks within the HRA; this required a significant amount of work in order to maintain the conditions of these homes and blocks.

The Interim Head of Assets and Involvement noted that the council had been reviewing and implementing the new responsibilities for landlords that had been brought in through the fire safety bill and building safety bill. Practical steps had been taken ahead of the introduction of this new legislation to reduce risks to their residents, such as the implementation of 15 hardwired smoke alarms to replace battery operated smoke alarms.

Following the council's declaration of a climate emergency in July 2019, they had installed ground source heat pumps to three high rise blocks on Chertsey Crescent, College Green and Dartmouth House. These heat pumps would provide low carbon renewable heating solutions to the residents of those blocks.

In summary of their performance for 2020/21, the Capital Programme had been disrupted this year on two fronts. Firstly from the COVID-19 pandemic as due to the first lockdown between March 2020 and July 2020, the construction industry had initially stopped before slowly restarting under strict social distancing guidance. This had a significant impact on the ability to deliver the planned programme as some work took longer than planned and others had been deferred until the next financial year. The Interim Head of Assets and Involvement then explained to the Panel that the second aspect was the financial situation within the Council and the issue of the Section 114 notice in November 2020, which had resulted in strict spending controls being imposed across the whole organisation, including the HRA. This caused delays to planned start dates for several projects.

It was confirmed that despite the difficulties faced, work had been completed at Long Heath Gardens; 20 rooms on street properties had been replaced,

new windows in 18 blocks or 186 flats and 24 houses had been installed. They had modernised kitchens in 132 homes and bathrooms in 124 homes, conducted electrical checks across 2,131 properties and carried out remedial works where necessary. They had also continued work at 98 to 176 College Green to install rain screen cladding, replaced the roof and windows and upgraded the lift. The intention was for work to begin on the neighbouring block in 2022. It was also noted that work had begun at 56A to 76D Chertsey Crescent; installing rain screen cladding, replacing the roof and windows, upgrading the lift and installing ground source heating. They also intended to start similar work to Dartmouth House. It was confirmed that currently 99.58% of properties met the government's decent home standard and the average energy efficiency rating of their homes was 68.87.

It was further confirmed that the HRA have been provided with £26,771,000 of new investment for maintenance and improvements for the next financial year. In addition to that, they would be just short of £1,600,000 for cyclical work, which involved making sure that they were doing servicing and routine inspections for compliance and to ensure the performance of key pieces of equipment.

The Interim Head of Assets and Involvement detailed the repairs investments for 2021/22, as detailed in the officer's report.

In response to the Chair, the Interim Head of Assets and Involvement explained that the HRA was ring fenced and could only be spent on social housing related activities, so the rent that came in from tenants and leaseholders should only be spent on activities related to tenants and leaseholder homes and local community spaces.

A Panel Member then noted to the Panel that despite the fact that the HRA's finances are ring fenced, the reason that the expenditure from the HRA was being approved by the Spending Control Panel was to ensure that all of the money spent through the HRA was monitored and justified.

9/21

Responsive Repairs and Planned Maintenance Contracts Update

The Head of Service for Repairs & Maintenance introduced the item and gave a presentation detailing the contracts for responsive repairs and planned maintenance. It was explained that the current contract had been awarded in April 2014 for 15 years, with a seven year break clause, which occurred in March 2021.

The Head of Service for Repairs & Maintenance stated that the Council has looked extensively at the performance and the relationship since the start of the contract. This involved benchmarking their performance against other local authorities and housing associations of similar sizes and other social housing providers to see how the expenditure compared. The Council also compared their performance using key performance indicators against similar groups and organisations with similar types of stock, similar size and similar

demographics. They also conducted extensive research to gain feedback from residents, stakeholders, staff members of Croydon Council and Access Europe and external stakeholders including directors of other housing services and colleagues and Councillors.

The Head of Service for Repairs & Maintenance informed the Panel that they presented a report to the Scrutiny Streets, Environment & Homes Sub-Committee in February 2020, and liaised with the relevant Cabinet Members. The Scrutiny Sub-Committee accepted the recommendation to carry on with a full options appraisal and asked them to come back with a more detailed report.

The Scrutiny Sub-Committee agreed the recommendations and requested a further, more detailed, report to be presented. Due to the COVID-19 pandemic, many activities were stopped such as site visits, and the team were unable to take those forward and carry out a detailed investigation as planned. Due to the timescales, it was agreed to extend the existing contract for a further four years. It was added, however, that the contract had a 12 month no fault break clause. The decision of this extension would be published in the Federal Bureau Report in February.

In response to the Chair the Head of Service for Repairs & Maintenance informed the Panel that the reason for the break clause in their contracts was so that the Council could measure the performance of their contractors and ensure that it was still the best option moving forward.

10/21 **Housing White Paper**

The Resident Involvement Manager introduced the report and gave a presentation which outlined the key elements of the White Paper, a proposal to work in partnership with residents in responding to future statutory and regulatory requirements and sets out Croydon's current position in relation to the proposals in the Paper.

The Resident Involvement Manager informed the Panel that the White Paper was a product of the Grenfell tragedy in which many things were highlighted in regards to health and safety within social housing, dialogue between landlords and their tenants and dealing with any complaints from tenants.

The Resident Involvement Manager stated that the White Paper is a charter for social housing which means that it affects all social housing residents including council and housing association tenants.

The Resident Involvement Manager stated that the council were currently undergoing a desktop review in which they were assessing how they were meeting the standards in the White Paper. He also stated that he wanted to develop a Resident's Working Group which would oversee the council's response to the White Paper.

In response to a resident the Resident Involvement Manager confirmed they would distribute the presentation and the appendix to the Panel Members.

The Chair asked the Resident Involvement Manager whether the council would also look at the causes of the complaints and how they could be avoided, in an attempt to reduce the number of avoidable complaints being made. In response the Resident Involvement Manager acknowledged that one of the council's weaknesses was their difficulty with learning through their tenants' complaints. He also stated that there were discussions about bringing housing services under one directorate and this would help to improve communication within the service.

11/21 **Any Other Business**

The Director for Housing Assessments and Solutions introduced the item and provided an update on the proposed senior management restructure.

The restructure was being led by the Chief Executive and it was launched on the 10 December 2020 and the consultation ended on 29 January 2021. The consultation and restructure was for the senior management teams, which included the Chief Executive, the Executive Directors, Directors and Heads of Services. The changes had led to the removal of the Director of Housing Assessment and Solutions post, which had been replaced by the Director of Housing post and had seen all of housing services being assigned to them.

It was explained that this would allow the council to have greater oversight of all of the HRA services in one place and have greater accountability.

The Chief Executive was currently in the process of collating the feedback from the consultation and this would be published in due course.

The Head of Service for Repairs & Maintenance asked the Panel whether a representative from the insurance company could attend future meetings in order to address certain issues with insurance within tenants and leaseholders. In response, the Chair asked the Head of Service for Repairs & Maintenance to send an email to the Resident Involvement Manager with a summary of her problems with insurance, and further stated that they could add this topic as an item for the next meeting.

The Head of Service for Repairs & Maintenance also asked about the situation regarding unfinished construction work on her estate. In response, the Head of Assets and Involvement asked her to send either him or the Resident Involvement Manager an email so that they could find out from the Electrical Contract Manager why they had not completed the works.

A resident asked the Interim Head of Assets and Involvement whether he could clarify when the electrical work would resume on Church road. In response the Interim Head of Assets and Involvement stated that he would

speak to his colleague in the General Building Works team who was leading this project, to find out more information.

The Chair asked the Panel whether the bike sheds on Handcroft Estate were also present on other estates throughout Croydon. In response, the Head of Service for Repairs & Maintenance informed the Chair that the bike sheds were not on every estate. These bike sheds were installed as part of an initiative to encourage residents to ride bikes rather than drive where possible.

The Chair also asked why residents should be required to park their bikes in the bike sheds rather than inside their flat. In response, the Head of Service for Repairs & Maintenance stated that bikes take up a lot of space, creating an obstacle in hallways that could be dangerous in the event of an emergency.

The Chair then asked whether residents were consulted about whether the bike sheds were necessary. The Head of Service for Repairs & Maintenance stated that she was unsure about the details of the consultation as it was conducted by the better health team rather than the housing department.

A resident asked the Head of Service for Repairs & Maintenance whether the bike sheds could be removed from the estates as many residents do not use them. In response the Head of Service for Repairs & Maintenance informed the Panel that residents would receive a letter shortly which would explain the need for keeping communal hallways clear, so they would continue to encourage people to use communal bike sheds.

A resident asked the Head of Service for Repairs & Maintenance whether the residents of Ashwood Gardens care home would also receive a letter, as disabled residents usually charge their mobility scooters in the hallway. In response the Head of Service for Repairs & Maintenance informed the Panel that the Council were looking at implementing a storage facility which would allow residents to charge their scooters whilst they were stored.

A resident asked the Panel why the waste was being collected on her estate late at night. In response, the Waste & Recycling Manager informed the Panel that the reason that they were collecting late at night was because during lockdown none of the waste vehicles could receive an MOT or be serviced as service stations were not open. This had led the Council to schedule double shifts, both late at night and early in the morning, due to lack of vehicle availability.

12/21 **Date of Next Meeting**

It was confirmed that the next meeting would be held on 29 April 2021.

(Correction: This meeting was postponed until 28 July 2021)

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The meeting ended at 8.30 pm

Signed:

Date:

For General Release

REPORT TO:	CABINET 26 JULY 2021
SUBJECT:	Housing Improvement Plan and Board
LEAD OFFICER:	Alison Knight, Interim Executive Director of Housing
CABINET MEMBER:	Councillor Patricia Hay-Justice, Cabinet Member for Homes
WARDS:	All
COUNCIL PRIORITIES 2020-2024	
<p>Implementation of the council's response to the independent investigation's recommendations through the Housing Improvement Plan, overseen by the independently chaired Housing Improvement Board, is essential in order to ensure that the council provides the best quality core housing management service that it can afford and provides value for money for its tenants and leaseholders.</p>	
FINANCIAL IMPACT	
<p>The financial impact of each workstream will be calculated and brought back to a future meeting of Cabinet, once the Housing Improvement Plan has been finalised and recommended to Cabinet by the Housing Improvement Board.</p>	
<p>FORWARD PLAN KEY DECISION REFERENCE NO.: Not a key decision. The completed Housing Improvement Plan will be brought to a future cabinet meeting for approval.</p>	

The Leader of the Council has delegated to the Cabinet the power to make the decisions set out in the recommendations below

1. RECOMMENDATIONS

The Cabinet is recommended to

- 1.1 Note the further progress in improving housing conditions at 1-87 Regina Road and further actions in response to the recommendations of the report by ARK, detailed at Appendix 1.
- 1.2 Note the draft Terms of Reference of the Housing Improvement Board, detailed at Appendix 2, to be agreed under delegated authority.
- 1.3 Note the approach to development of the emerging improvement plan for the housing service to be put to the Housing Improvement Board for input.

2. EXECUTIVE SUMMARY

- 2.1 Following an investigation into the housing conditions at some council-owned flats at 1-87 Regina Road, ARK Consultancy published a report with recommendations for improvement. On 17 May 2021 Cabinet approved an initial action plan for the housing service and agreed to the establishment of an independently-chaired Housing Improvement Board. An interim Executive Director of Housing was appointed by the Interim Chief Executive for an initial period of six months to bring additional capacity to provide new leadership and direction for the housing service, conduct a review of the wider housing service, and lead the development and implementation of a longer-term Housing Improvement Plan for the service.
- 2.2 This report updates Cabinet on further progress to resolve problems at Regina Road and assist the residents affected, and actions taken to address the issues identified by ARK as requiring an immediate response. The report asks Cabinet to note the draft terms of reference of the Housing Improvement Board that will oversee implementation of the Housing Improvement Plan and ensure that tenants and leaseholders have a say in shaping the future of the housing service. The report also asks Cabinet to note the approach to development of the emerging Croydon Housing Improvement Plan for the housing service, to be put to the Housing Improvement Board for further shaping and development. The Improvement Plan will address ARK's recommendations for improvement and ensure the council delivers the best core housing service that it can afford, in line with its priorities, and demonstrates to the Regulator of Social Housing that it how it will remedy its breach of the Home Standard and the Tenant Involvement and Empowerment Standard. Once developed, the Plan will return to a future meeting of Cabinet for adoption.

3. BACKGROUND

- 3.1 The council commissioned ARK Consultancy (ARK) to conduct an urgent independent investigation to understand the circumstances that led to residents of three Croydon Council-owned flats at 1-87 Regina Road, South Norwood living in the conditions as publicised in the national news report on 22 March 2021. The council also referred itself to the Health and Safety Executive (HSE) and the Regulator of Social Housing.
- 3.2 The investigation identified no single reason as to why the situation at Regina Road occurred. ARK's report stated that these issues represented *'a failure to deliver even basic 'core' housing services effectively. They are potentially symptomatic of poor performance across the council's housing service and impact on its ability to drive for self-improvement'*. The five key findings about the housing service were:
- a lack of capacity and competence;
 - a poor operating culture with a lack of care and respect for tenants;
 - systemic problems in how the council communicates and deals with tenants' concerns and complaints;
 - weak performance management, meaning senior managers do not appear to know what is going on; and

- poor use of data and ‘intelligence’ by the council and its contractors.
- 3.3 ARK’s report recommended, as an immediate action, the realignment of resources to establish:
- a team focussed on policy and performance and control of service delivery.
 - a team focussed on improving investment planning to ensure homes are sustainable over the longer-term.
 - a strategic group with the power to oversee the development and implementation of a recovery plan and to direct the initial work of the investment planning and control teams.
- 3.4 ARK also made recommendations for improvement in seven areas, on governance and strategic leadership of the housing service; workforce planning and skills development; cultural and behavioural change both of council staff and contractor operatives; tenant involvement; business intelligence; performance management; and complaints handling.
- 3.5 The HSE decided not to pursue any action against the council. However, the Regulator of Social Housing issued a regulatory notice on 20 May 2021, detailing its conclusion that the council had breached the Home Standard and the Tenant Involvement and Empowerment Standard and that consequently there was actual and potential serious detriment to council tenants. The Home Standard requires registered providers to have a cost-effective repairs and maintenance service and to meet all applicable statutory health and safety requirements. The Tenant Involvement and Empowerment Standard requires registered providers to treat tenants with fairness and respect and to have an approach that ensures complaints are resolved promptly, politely and fairly. The regulator stated that it would work with the council as it sought to remedy this breach, including monitoring how it delivered its improvement programme and mitigated risks to tenants throughout. It also stated that it would keep under review whether further regulatory action was necessary.
- 3.6 The council appointed an Interim Executive Director of Housing, who started on 24 May 2021, and Cabinet approved an [Initial Action Plan](#) on 17 May 2021.

4 IMPROVEMENT UPDATE

- 4.1 There has been progress in implementing the initial action plan developed in response to the ARK report and approved by Cabinet on 17 May 2021. The table at Appendix 1 details progress made in addressing each of the 12 Issues Requiring an Immediate Response identified by ARK. These are reported under the headings:
- Compliance and fire safety
 - Repair issues at Regina Road
 - Culture and behaviours
 - Resident engagement and accessibility of the housing service
 - Contract management
 - Asset management.

- 4.2 Development of the council's Cultural Transformation Programme is underway and will also address the need to transform the culture of the housing service while enhancing skills and capability.
- 4.3 A number of operational and strategic meetings and workshops have been held with Axis to consider future development of the relationship between the council and its main contractor. The council is reviewing cases involving high levels of spending and properties with a high volume of repairs jobs and using this data to identify properties that may need more preventative work or an alternative approach.
- 4.4 A deep cleaning regime has been established for all high rise blocks in Regina Road, with a dedicated caretaker now attached to the estate. Tenants have expressed their appreciation to caretakers. The deep clean schedule is being re-introduced across the borough, replacing temporary arrangements introduced to ensure service continuity during the pandemic.
- 4.5 Officers are improving resident engagement to increase their visibility and accessibility and help to develop a resident-focussed housing service. Roadshows will take place around the borough between July and September. This initiative was piloted at Regina Road and welcomed by residents.
- 4.6 A full and comprehensive technical assessment of the council's 26 tower blocks is underway, beginning with seven blocks in South Norwood, Waddon and New Addington North wards (including all three blocks in Regina Road). Once completed, the scope of works will be defined and specifications and technical drawings produced, before delivery of the programme of works commences.
- 4.7 Understaffing was identified by ARK as a contributory factor. The following posts are being recruited to in the housing service:
- Interim Head of Repairs and Maintenance, started on 28 June
 - Compliance Manager, recruited and starting on 2 August
 - Senior Fire Safety Surveyor, at interview stage
 - Two principal asset management analysts (one a secondment); the permanent post at interview stage, the secondment offered and accepted.
 - Recruitment to fill caretaker vacancies is underway.

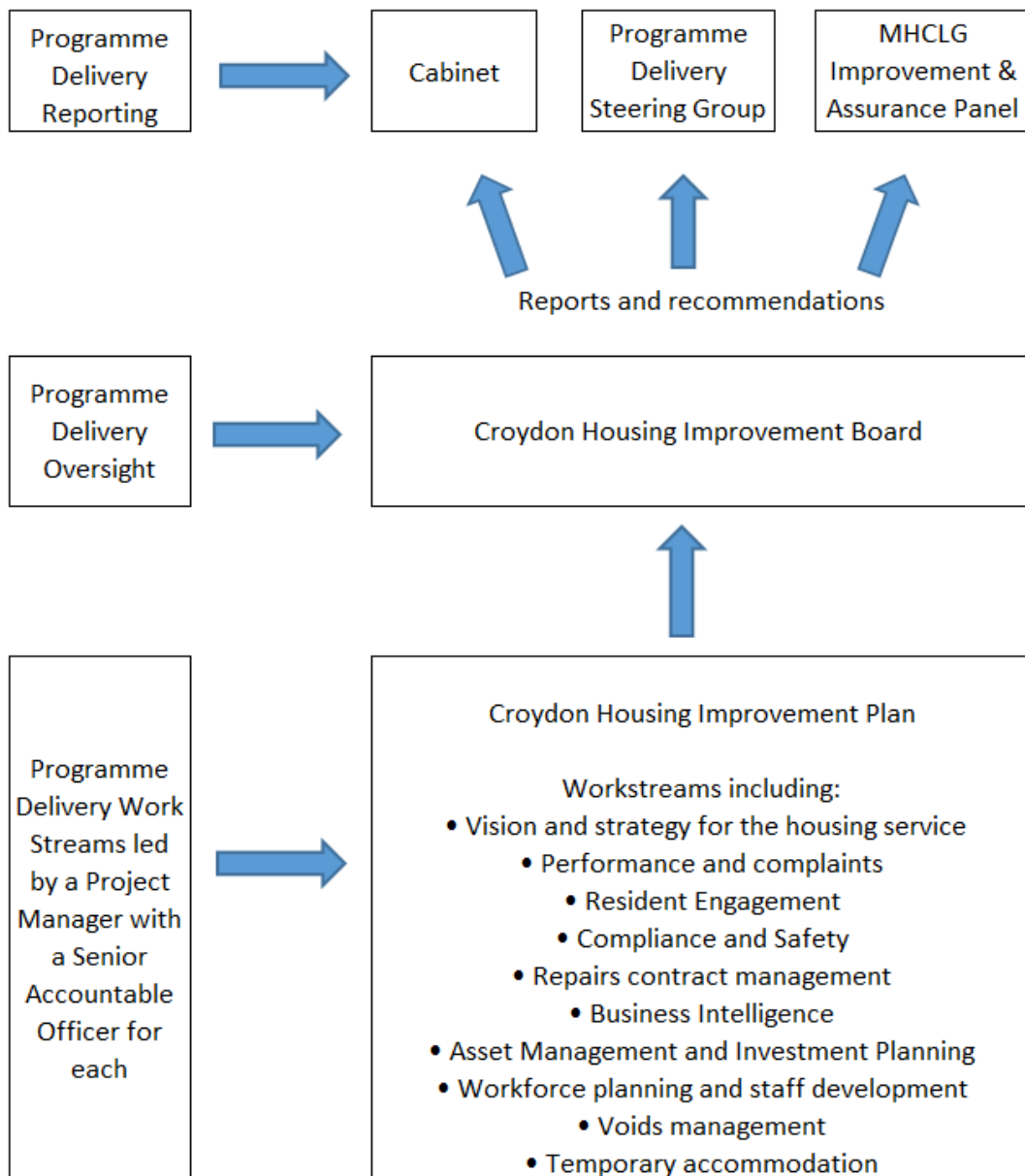
5 HOUSING IMPROVEMENT BOARD

- 5.1 The Housing Improvement Board will be an independently chaired body reporting and making recommendations to Cabinet. It will influence development of the Croydon Housing Improvement Plan (CHIP), and recommend it to Cabinet for adoption. While the Board will not be a decision making body; its focus will be on commenting on whether or not the council is achieving what it set out to do in the Improvement plan. It will hold the council to account for its delivery. The Board's draft Terms of Reference are at Appendix 1 and its part in the arrangements for the CHIP is illustrated in Figure 1 below.
- 5.2 The Board will provide support, external challenge and oversight that ensures council officers deliver the outcomes of the CHIP, which reflect the aims of the

Social Housing White Paper – “The Charter for Social Housing Residents” - with particular emphasis on 1- 6 below):

1. To be safe in your home.
 2. To know how your landlord is performing.
 3. To have your complaints dealt with promptly and fairly.
 4. To be treated with respect.
 5. To have your voice heard by your landlord.
 6. To have a good quality home to live in.
 7. To be supported to take your first steps to ownership.
- 5.3 It will ensure the council is constantly seeking to learn from best practice elsewhere and builds a learning methodology into its improvement work. The Board will be able to invite external advice where relevant.
- 5.4 The Board will comment on the council’s work in relation to the Regulator of Social Housing (RSH) and make recommendations to assist the Council to ensure it resolves the current breach and regains the confidence of both the Regulator and council tenants.
- 5.5 It will recommend the agreement of a communication plan and implement it to ensure that stakeholders including residents are both updated on progress and have the opportunity to challenge the delivery of the CHIP.
- 5.6 The process for choosing the independent chair of the Board will be agreed by the Interim Executive Director of Housing, the Leader and Cabinet Member for Homes.
- 5.7 The Board’s membership will include resident representation and reflect the diversity of the borough, so that it has a strong, authentic resident voice. It is critical that the lived experience of residents is heard, understood and responded to. In addition to its independent chair, it will comprise:
- Three representatives of Croydon tenants and leaseholders (including from Regina Road)
 - Tenants & Leaseholder Panel (T&LP) member
 - Croydon Improvement and Assurance Panel representative
 - Local Government Association representative
 - Housing Association/London Council - housing representative
 - Representative(s) of the voluntary and community sector in the area(s) of family support &/or, housing experience &/or equality and diversity.
- 5.8 Elected members, including the Leader and Cabinet member for Homes, and officers, including the Chief Executive and Executive Director of Housing, will be in attendance in an advisory capacity. Others will be invited as required, including the Chairs of the General Purposes and Audit Committee (GPAC) and the Scrutiny and Overview Committee (S&OC).
- 5.9 Meetings of the Board will be held in public and consideration will be given to webcasting board meetings. Members of the public may therefore attend as observers. The Board will be able to receive representations from members of the public and have a question and answer session.

Figure 1: Arrangements for delivery of the CHIP



6 HOUSING IMPROVEMENT PLAN

6.1 The Housing Improvement Plan will build on the recommendations of the ARK Report and the initial action plan adopted by Cabinet on 17 May 2021. Through it, the council aims to deliver the best core housing service for residents that the council can afford, in line with its priorities, and will demonstrate to the Regulator of Social Housing how it will remedy its breach of the Home Standard and the Tenant Involvement and Empowerment Standard. It will put in place strengthened governance and management controls, improved tenancy engagement and robust asset management plans, measured by key performance indicators, to ensure council housing across the borough is safe, warm and decent for our residents.

6.2 The key work streams of delivery include:

1. Vision and strategy for the housing service
2. Performance and complaints
3. Resident Engagement
4. Compliance and Safety
5. Management of the Repairs Contract
6. Business Intelligence
7. Asset Management and Investment Planning
8. Workforce Planning and Staff Development
9. Voids management
10. Temporary Accommodation.

- 6.3 The Housing Improvement Plan will incorporate the work required by the Regulator of Social Housing including the voluntary undertaking about improvements to the housing service that the council will make to the Regulator. The Compliance and Safety workstream will include ensuring compliance with the key provisions in the Building Safety Bill and Fire Safety Bill.
- 6.4 The council's commitment to equality, diversity and inclusion will be integral to each of the work streams listed above.
- 6.5 The Improvement Plan will be a series of workstreams rather than part of the council's housing strategy, but the workstreams will lead to the development of various policies and plans which will support the Housing Strategy and which will be presented to the relevant decision maker, Cabinet or Full Council, as they need to be taken. Development of the Plan will be overseen by the Housing Improvement Board, with input from Board members, including resident representatives. It will also be informed by resident feedback from a 'roadshow' door-knocking exercise between July and September 2021.
- 6.6 The Board will recommend the completed Housing Improvement Plan to a future meeting of Cabinet for consideration and adoption.

7. CONSULTATION

- 7.1 As part of its independent investigation, ARK interviewed council staff, councillors and stakeholders as well as tenants from 1-87 Regina Road. Officers and elected members have held a number of meetings with tenants in the council owned blocks in Regina Road.
- 7.2 Officers are organising a 'roadshow' door-knocking exercise across the borough between July and September 2021 to create opportunities for residents to share their experiences of the council's housing services. The feedback residents provide will help to inform the housing improvement plan and deliver a truly resident-focussed housing service. A similar approach has been piloted over the past few weeks at Regina Road with a dedicated team comprising a tenancy sustainment officer, resident involvement officer, community development officer, repairs inspector and caretaker onsite.
- 7.3 Membership of the Housing Improvement Board will include resident representation and reflect the diversity of the borough, so that it has a strong,

authentic resident voice. The council will consider webcasting board meetings and how best to use social media to support resident engagement. It will also consider holding meetings in a hybrid manner to enhance inclusivity so that people with disabilities and / or caring responsibilities can put themselves forward as a board member or observer. It is critical that the lived experience of residents is heard, understood and responded to. In this way the council intends to develop the Housing Improvement Plan with tenants and leaseholders.

- 7.4 The council is consulting with the Regulator of Social Housing and the MHCLG Improvement and Assurance Panel on the Housing Improvement Board Terms of Reference and the Housing Improvement Plan.
- 7.5 The Housing Improvement Plan will be informed by input from the Housing Improvement Board and the Tenants and Leaseholders Panel. Officers will engage with the Tenants and Leaseholders Panel to improve learning from their previous engagement processes.

8 PRE-DECISION SCRUTINY

- 8.1 The draft cabinet report and appendices were presented to the Streets, Environment and Homes Scrutiny Sub-committee on 13 July 2021 for pre-decision debate. The sub-committee made the following recommendations.
- 8.2 Communication and residents' engagement
1. A communications and engagement plan was needed to map out all the one-off engagement exercises as well as new communication practices to be embedded in new improved ways of working. That plan should be informed by involving the Tenants and Leaseholder panel, including in the development of the new Tenant Handbook.
 2. Further consultation with residents was needed during roadshow exercises, engagement with Residents Associations and Tenants Forums as well as through the Tenants and Leaseholder Panel to identify what they would like to see be made publicly available to further enhance transparency on the progress of the delivery of the Housing Improvement Plan
 3. Work was needed to improve communication with tenants on planned works / planned surveys. Should work be delayed or the original stated deadline missed (often due to reasons beyond officers' control), tenants should be kept informed, so they do not feel that it is a case of just nothing happening.
 4. There needed to be better communication of the responsive repairs contract's social value, including apprenticeships (opportunities and about the types of roles they can lead to)
 5. There needed to be a better corporate definition of what constitutes a complaint and improved understanding of this, and a streamlined complaints process which should be promoted amongst council tenants and leaseholders.
 6. It was recommended that support be given to the initiative of the Tenants and Leaseholders Panel in the development of a Tenants Charter
 7. It was recommended that a diagram be produced to map out the communication routes of casework, enquiries, complaints and the escalation process to clarify to councillors and MPs ways of escalating

urgent housing casework, as current guidance provides a 10 day turnaround which was not adequate for urgent housing case work.

8. Further consideration was needed on the recommendation in Government's Housing White Paper on the use of technology and how it could be incorporated into one of the workstreams of the Housing Improvement Plan. This should include:-
 - The exploration of best practice and existing software packages on tenancy management, repairs and other housing issues and any that are used for general housing communications.
 - Consultation with the Tenants and Leaseholder Panel meeting on use of technology to inform this work.

8.3 Housing Improvement Plan Workstreams

9. It is recommended that a plan for the strategy development in Workstream 1, including indicative timescales, be developed and shared with the Sub-Committee once available.
10. Workstream 7 should be expanded to include in its scope the issue of buildings nearing the end of their life, with further consideration given to how these options are to be assessed, including in relation to the future of some Brick by Brick sites in the vicinity of some of these buildings
11. Workstream 8 needs to address the issue of resourcing, workload allocation and management within the service. Staff can be given the right skills and cultural/behaviour training but if their workloads are still unmanageable as highlighted in the ARK report, they will be set up to fail. This workstream should also include within its scope long-term workforce planning and apprenticeships.

8.4 Board Terms of Reference (ToR)

12. Further work should be undertaken to consider best practice on the set-up of the Housing Improvement Board, particularly regarding membership and review/consider the following before finalising the ToR, including:
 - Number of tenant representatives
 - Ensuring that tenant representatives are not only from formal Residents Associations and Tenants Forums, as many areas where the council has housing stock where there is no residents association
 - Backbencher representation and/or mechanism for backbenchers' input
 - Meeting observers
 - Webcasting of meetings
 - Holding meetings in a hybrid manner to enhance inclusivity so that people with disabilities and / or caring responsibilities can put themselves forward as board member/observer
 - Term of the chair (elected/number of mandates/criteria/skills, experience and behaviours required)
13. It is requested that the revised ToR are circulated to the Sub-Committee before approval and to ensure the ToR included as appendix marked as draft in the cabinet report.
14. The Housing Improvement Board once set up should be given a role to inform the budget setting process (Medium Term Financial Strategy as well as Housing Revenue Account (HRA) and the upcoming HRA review (if the timings of the review allow).

9 FINANCIAL AND RISK ASSESSMENT CONSIDERATIONS

- 9.1 There are no immediate implications for additional staffing, other revenue or capital costs arising from creating the Housing Improvement Board as the initial assumption is that additional work involved in reporting to the board can be managed within the existing establishment.
- 9.2 The financial impact of implementing the Initial Action and Improvement plan will include an unquantified increase in responsive repairs costs; additional staffing costs to create the Policy and Performance and Investment Planning teams; an increase in training and development and other HR support costs and the cost of investment in digital systems and reporting tools (Business Intelligence). Detail of the plans for this increased spend will need to be approved via appropriate governance mechanisms. The financial impact of each workstream will be calculated and brought back to a future meeting of Cabinet, once the Housing Improvement Plan has been finalised and recommended to Cabinet by the Housing Improvement Board.
- 9.3 The Responsive Repairs budget is £14.18m for 2021-22 and the base budget for Planned Maintenance work is £26.771m. Both of these budgets will need to be reviewed for 2021-22 and future years to ensure that assets are appropriately maintained, tenants are provided with services that are fit for purpose and that the long term financial stability of the Housing Revenue Account (HRA) is secured.

The effect of the decision

- 9.4 The challenge will be to ensure that robust controls and monitoring measures are in place around the implementation of improvement plans that must be set out in more detail at a later date.

Risks

- 9.5 In developing its action plan the council recognises the importance of listening to its tenants and leaseholders in identifying and reducing risk to them and for the council. There is a long term financial risk in insufficiently investing in HRA assets that must be considered in reviewing and setting the budget.

Options

- 9.6 The plan will include a review of the Housing Revenue Account (HRA). The options to best meet the needs of council tenants and to manage and maintain the HRA stock should be considered as plans are developed. This will include looking at contracts and building maintenance and considering value for money and the quality of work.

Future savings/efficiencies

- 9.7 No opportunities for savings or efficiencies are presented at this stage of the review process. The HRA operates as a self-financing ring-fenced account with a 30-year business plan to aid in financially managing the account on a long term basis. The impact of making changes to the revenue budget or planned maintenance programme (capital spend) should be tested within the business plan to ensure sustainability of reserve and borrowing levels.

Approved by: Sarah Attwood, Interim Head of Finance

10. LEGAL CONSIDERATIONS

- 10.1 The Head of Litigation and Corporate Law comments on behalf of the interim Director of Law and Governance that the Council is generally responsible for making sure the structure of rented property is kept in good condition (which includes the walls, ceiling, roof and windows); gas and electricity appliances work safely; and shared parts of a building or housing estate are kept in good condition.
- 10.2 The Council's Tenancy or Lease Agreements set out express terms in relation to both the rights and obligations of the Landlord and the Tenant regarding repair and maintenance responsibilities.
- 10.3 Whether a housing disrepair claim can be made against the Council, principally arises out of contract and statute law.
- 10.4 The basis of a claim can arise under s.11 of the Landlord and Tenant Act 1985 (LTA 1985). In addition, repairing obligations are implied in certain circumstances pursuant to a range of other legislation such as the Defective Premises Act 1972. There are also some standard implied terms developed by the Courts that:
- 1) if a landlord carries out repairs, they must be done with reasonable skill and care using proper materials; and
 - 2) a landlord must not derogate from its grant. This means where a landlord has taken steps, or granted rights to another party, which render the premises unfit or unsuitable for the purpose for which they were let.
- 10.5 Failure to comply with these implied terms can result in a civil claim for damages and specific performance. A claim for compensation can also be made under the Housing Act 1985. Claims in common law nuisance or negligence can similarly arise. Allegations of statutory nuisance can also be pleaded in the Magistrates' Court under the Environmental Protection Act 1990 where this is evidence to support such a claim. A housing conditions claim may include a personal injury element.
- 10.6 Separately the Homes (Fit for Human Habitation) Act 2018 contains implied covenants that residential rented accommodation is provided and maintained in a state of fitness for human habitation.
- 10.7 The Housing Ombudsman (THO) established under the Housing Act 1996 (as amended by the Localism Act 2011) is responsible for investigating complaints about member landlords in accordance with a scheme approved by the Secretary of State. The role of THO is to seek to resolve disputes involving members of the Scheme, including making awards of compensation or other remedies when appropriate, and to support effective landlord-resident dispute resolution by others.
- 10.8 In addition, the Housing and Regeneration Act 2008 established the Regulator of Social Housing (RSH) an executive non-departmental public body of the MHCLG. The RSH sets regulatory standards, codes of practice and guidance for registered providers of social housing. The regulator will consider complaints

and referrals to determine whether there is evidence of a breach of its regulatory standards. The Council has self-referred itself to the regulator.

- 10.9 The *Charter for Social Housing Residents – the Social Housing White Paper* published in November 2020 sets out actions the government propose to take to include a Charter for Social Housing Residents, plans for new regulation, a strengthened Housing Ombudsman to speed up complaints, and a set of tenant satisfaction measures that social landlords will have to report against.
- 10.10 The Local Government Act 1999 imposes a requirement on all local authorities to deliver ‘best value’ which requires the Council to demonstrate that it is making arrangements that are economic, efficient and effective and the Council has had regard to the need to secure continuous improvement in how it carries out its work.
- 10.11 As various workstreams which form part of the proposed Croydon Housing Improvement Plan are brought forward for decision, additional legal advice may be required regarding implementation.

Approved by Sandra Herbert, Head of Litigation and Corporate Law, on behalf of the Interim Director of Law and Governance & Deputy Monitoring Officer

11. HUMAN RESOURCES IMPACT

- 11.1 The Cultural Transformation Programme is essential for successful implementation of the Housing Improvement Plan. The programme will establish and strengthen the behaviours required to transform the housing service, along with the rest of the Council, so that services are delivered in a financially disciplined and motivated way. It will include a programme of training for tenancy officers on setting new standards, bench marking our services and ensuring that outmoded attitudes are addressed. There will be training sessions around customer service, equality and diversity and unconscious bias. Staff will have clarity on what they have to deliver and have the skills and tools to fulfil their roles effectively, while managers will consistently model the Council’s values and behaviours, use systems and data to drive improvement and identify and manage poor performance early.
- 11.2 The senior management restructure and any future planned service changes, will be conducted in accordance with the council’s organisational change policies and procedures and consultation with staff and trade unions.

Approved by: Sue Moorman, Director of Human Resources

12. EQUALITIES IMPACT

- 12.1 The Housing Improvement Plan will build on the [initial action plan](#) approved by Cabinet on 17 May 2021 which will achieve an improvement in the quality, visibility, accessibility and responsiveness of the housing service to the needs of all tenants and leaseholders and improve housing conditions in council homes for all tenants. The [equality analysis](#) carried out on the initial action plan

found that there were no negative impacts for people with protected characteristics.

- 12.2 The ARK report found no clear evidence of racial discrimination, but did find that there were wider issues, with all tenants being seen as less worthy of respect. Immediate measures are under way to improve the operating culture and attitude of staff toward tenants and a longer term cultural transformation programme is being planned to ensure council staff and contractor operatives consistently deliver a tenant-focussed service and have a culture of 'safety first', respect and empathy for tenants. The Council will ensure staff are aware of its Code of Conduct, Commitment to Equality and Equality in Employment Policy, and complete Equality and Diversity ELearning.
- 12.3 Given the high percentage of households from black and ethnic minority backgrounds in the Regina Road flats in particular, among homeless households and council homes generally, compared with the borough as a whole, the work to improve council homes will have a positive impact. This is also true of the planned wider ranging review of the housing service – including the quality and cost of temporary accommodation and the review of historic housing allocations (as the percentage of tenants of flats in Regina Road who are from BAME communities is disproportionately high, compared to the percentage of Croydon Council tenants generally and the population in the borough) and assessment of the housing need of those who need to move to larger accommodation, which will lay the basis for a longer term plan for further improvements to the housing service.
- 12.4 The Housing Improvement Plan will need to take account of the needs of vulnerable tenants, some with other protected characteristics, such as disabilities, to ensure that the housing service is responsive to their needs and works with other council services, such as children's services and adult social care, as well as services from external organisations.
- 12.5 As part of its investigation, ARK interviewed council staff, councillors and tenants from 1-87 Regina Road. Residents of the three blocks at Regina Road have also met with the Leader, Cabinet Member and Ward Councillors. The wider review of the housing service will consider in particular how the council fully involves all its tenants and leaseholders, both in terms of responding to issues raised and in the co-design and co-delivery of services.
- 12.6 A representative of the Tenants and Leaseholders Panel and additional three tenants will be included in the membership of the Housing Improvement Board that will oversee the review as well as the development and implementation of the more detailed Housing Improvement Plan. Tenants directly affected by the Regina Road situation have been invited to take part. The Council will ensure that the resident participation is representative of the diversity of council tenants and leaseholders generally and the tenants who occupy the Regina Road flats in particular. The council will consider holding meetings in a hybrid manner to enhance inclusivity so that people with disabilities and / or caring responsibilities can put themselves forward as a board member or observer.

Approved by Gavin Handford, Director of Policy and Partnership

13. ENVIRONMENTAL IMPACT

13.1 There is no environmental impact arising from this report.

14. CRIME AND DISORDER REDUCTION IMPACT

14.1 There is no crime and disorder impact arising from this report.

15. REASONS FOR RECOMMENDATIONS/PROPOSED DECISION

15.1 This report informs Cabinet of the further progress made in improving housing conditions in council blocks at Regina Road and rebuilding the housing service and increasing resident engagement. It seeks approval for the Terms of Reference for a Housing Improvement Board to inform development of an improvement plan and oversee and challenge the Council's delivery of it. The report also asks Cabinet to note the approach to development of the emerging improvement plan for the housing service to be put to the Housing Improvement Board for their input.

16. OPTIONS CONSIDERED AND REJECTED

16.1 None

17. DATA PROTECTION IMPLICATIONS

17.1 WILL THE SUBJECT OF THE REPORT INVOLVE THE PROCESSING OF 'PERSONAL DATA'?

YES

17.2 HAS A DATA PROTECTION IMPACT ASSESSMENT (DPIA) BEEN COMPLETED?

NO

The Interim Executive Director of Housing comments that the housing conditions experienced by tenants of 1-87 Regina Road and other council properties have been noted in order to arrange repair, and their housing needs have been recorded in order to arrange alternative accommodation where this is appropriate. Personal data held as part of housing IT systems within the council is managed carefully and shared with contractors and partners only as appropriate, in line with GDP regulations.

The management and use of personal data to inform the investigation, this report and the subsequent action plan will not vary from established systems and data management that are deemed compliant with GDP regulations.

Approved by: Alison Knight, Interim Executive Director of Housing

CONTACT OFFICER: John Montes, Senior Strategy Officer, 020 8726
6000 ext 61613

APPENDICES TO THIS REPORT

Appendix 1 – Progress on Issues for Immediate Response identified by ARK
Appendix 2 – Housing Improvement Board Draft Terms of Reference

BACKGROUND PAPERS: None

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PROGRESS ON ISSUES FOR IMMEDIATE RESPONSE IDENTIFIED BY ARK

ARK Issue for Immediate Response	Progress reported to Cabinet on 17 May 2021	Further progress to report
<i>Compliance and Fire Safety</i>		
i. Two unfilled posts in the Compliance function which oversees delivery of health and safety activities in the housing service.	<ul style="list-style-type: none"> • The council is recruiting a Compliance Manager (interviews due on 17 May) and a Senior Fire Safety Surveyor (closing date for applications 19 May), in order to resource the compliance function fully. • As at 4 May 2021, 98.68% of all council social housing homes had a valid gas safety certificate. The council is taking intervention and enforcement actions to ensure all homes have a valid safety certificate. At 4 May, 39 homes were subject to enforcement action to ensure gas appliances are serviced. The level of non-compliance has fallen from 276 homes on 9 April to 172 homes (1.32%) without a valid certificate on 4 May. The council is introducing longer term improvement measures to achieve 100% compliance on all gas safety matters. • The council has instructed a specialist housing and repairs consultancy to undertake from 10 May 2021 a random dip test of homes that were subject to a high priority repair item to provide assurance, or to inform the need for further compliance audits in the months ahead. These tests will also cover gas compliance. 	<ul style="list-style-type: none"> • Compliance Manager has been recruited and starts on 2 August. • Senior Fire Safety Surveyor – 1 post at interview stage • Latest percentage compliance on all gas safety matters (currently 99.37% at 13 July, up from 98.68 on 4 May 2021)
iv. Disruptive work may have compromised fire safety measures – the door to one flat does not meet the required safety standard. ARK has asked for confirmation that works identified in a Fire Risk Assessment	<ul style="list-style-type: none"> • The door to a flat that is vacant, pending the repair of damage caused by the leak, will be replaced as specified by the fire risk assessment, as part of those repairs. • The other recommendations in the fire risk assessment related to residents' items in communal areas. Most of the items to the rear of the block have been removed as well as some 	<ul style="list-style-type: none"> • All outstanding items identified in the Fire Risk Assessment have been completed. • The door to the flat has been replaced with a compliant temporary door, pending delivery of the permanent door. • All items have been removed from inside and outside the block (although residents to continue to dump items on communal landings and outside blocks). A dedicated caretaker visits the high rise blocks every day and removes items left on communal

ARK Issue for Immediate Response	Progress reported to Cabinet on 17 May 2021	Further progress to report
<p>undertaken in October 2020 have been completed in line with recommended timescales.</p>	<p>residents' items in communal areas. Arrangements have been made to remove two remaining items to the rear of the block and action continues for the removal of residents' items that remain in communal areas.</p> <ul style="list-style-type: none"> Recommendations in fire risk assessment reports are made into works orders for immediate attention in the small number of cases that are rated as high priority; otherwise they fed into the planned maintenance programme. The council has sought independent assurance by instructing a specialist housing and repairs consultancy to undertake from 10 May 2021 a random dip test of homes that were subject to a high priority repair item to provide assurance, or to inform the need for further compliance audits in the months ahead. 	<p>hallways and takes them to a holding area outside. Weekly bulk refuse collections are arranged where required.</p>
<i>Repair issues at Regina Road</i>		
<p>ii. Problems at Regina Road such as a leaking roof are still treated as 'one-off' repairs, yet disrepair claims against the council are increasing.</p>	<p>Repairs staff have contacted all other tenants in the block, visiting the flats to identify any other disrepair in the building and schedule appropriate action.</p>	<ul style="list-style-type: none"> Five tenants from 1-87 Regina Road have now been moved to alternative accommodation. Three are awaiting moves, along with another three from another Regina Road block. The repairs at Regina Road continue. In block 1-87, issues relating mostly to damage from leaks and damp have been reported in six flats since the last Cabinet report. On 20 June the roof of 1-87 Regina Road leaked again, with flats on one corner of the building having varying degrees of water penetration. Tenancy staff met the plumber and electrician on site and, with the ward councillors, knocked on all doors to notify tenants of what had happened and the action being taken to resolve the problem, and check whether they were affected. Notes were left where there was no answer. The leak was stopped quickly. Dehumidifiers were not required, the safety of electrical wiring was not compromised and no residents needed to move. A structural engineer and a roofing contractor made an initial

ARK Issue for Immediate Response	Progress reported to Cabinet on 17 May 2021	Further progress to report
		<p>assessment of the roof on 25 June. However, due to conditions at the time and the presence of rooftop equipment (such as mobile phone masts and water tanks), further investigations are needed to provide the necessary analysis of the roof condition. These will require exposure of elements of the existing roofing and will take place by 16 July.</p> <ul style="list-style-type: none"> An asset condition survey of 1-87 Regina Road has been conducted. The draft report will be issued by 31 July due to ongoing assessment of the roof's condition. These surveys will inform an appraisal of options for the blocks at Regina Road.
Culture and behaviours		
<p>iii. Tenants were often seen as demanding, difficult to deal with and less worthy of respect. Some council staff lack empathy with tenants. These attitudes appear to be going unchallenged.</p>	<p>Directors, heads of service and managers have been specifically directed to challenge all instances of outmoded attitudes, disrespect and lack of empathy for tenants. Further action is set out in the initial action plan and this will be a key component of the Interim Executive Director of Housing's work.</p>	<ul style="list-style-type: none"> Two large meetings were held with all council staff and contractor operatives about expectations with regard to behaviours, with case studies of good practice shared. There will be training sessions around customer service, equality and diversity and unconscious bias. Development of the Council's Cultural Transformation Programme is underway and will also address the need to transform the culture of the housing service while enhancing skills and capability. It will include setting new standards, benchmarking services and ensuring that outmoded attitudes are addressed. There will be training sessions around customer service, equality and diversity, and unconscious bias, as well as other gaps identified through a skills audit.
Resident Engagement and Accessibility of the Housing Service		
<p>v. ARK has some concerns about allocations, tenants' understanding of their tenancy status and overcrowding in the block that should be explored further.</p>		<ul style="list-style-type: none"> All tenants at Regina Road now understand their tenancy status. Following the updating of records on household occupants, several tenants have been placed on the transfer list due to the level of overcrowding they are experiencing The allocations policy will not allow anyone needing only one more bedroom to join the housing transfer list, so these families have limited options, such as seeking a mutual exchange with another social housing tenant.

ARK Issue for Immediate Response	Progress reported to Cabinet on 17 May 2021	Further progress to report
<p>vi. The council lacks a simple, effective, clear and accessible route to get tenants' concerns and complaints resolved.</p>	<ul style="list-style-type: none"> • Council staff were present at Regina Road for two weeks to give residents an opportunity to identify any other issues that needed addressing. • A letter to all residents in the block on 29 March gave details of how to contact their tenancy officer. In addition, the council wrote to the residents of all 16 council-owned blocks of flats of similar design with details of how to contact the tenancy service. • The council is in the process of helping Regina Road residents to set up a residents group. 	<ul style="list-style-type: none"> • An audit of allocations to flats in Regina Road (against the allocations policy) is an action in the Improvement Plan. • Officers are organising a 'roadshow' door-knocking exercise across the borough between 13 July and September 2021 to create opportunities for residents to share their experiences of the Council's housing services. This feedback will inform the housing improvement plan and help to deliver a truly resident-focussed housing service. Blocks and estates where there is little resident representation have been prioritised. Ward councillors will receive the schedule of visits. • Two teams, each comprising an officer from the tenancy and the resident involvement teams, will invite residents to complete a survey which asks for feedback about their experience as a council tenant or leaseholder. Residents will also be encouraged to help the council monitor its housing services by getting involved in resident participation activities. Those not at home will be left a calling card so that they can provide feedback at a time that's suitable for them. An update with useful contacts in the housing service will be published in the next edition of <i>Open House</i>, a council publication sent to all council tenants and leaseholders. We will also ask residents about their preferred form of communication; this feedback will be shared across the service to improve how we engage, so that it's a more positive and satisfactory experience for residents • A similar approach has been piloted at Regina Road with a dedicated team comprising a tenancy sustainment officer, resident involvement officer, community development officer, repairs inspector and caretaker onsite. Residents welcomed the ability to speak to a council officer face to face regarding any issues or concerns and the direct access to a repairs inspector. • Residents at Regina Road have set up their own group. The Council is working to build a relationship with them, working closely with ward councillors and the Tenants and Leaseholders Panel.

ARK Issue for Immediate Response	Progress reported to Cabinet on 17 May 2021	Further progress to report
vii. Tenants do not know to whom they should report failures in the day-to-day repairs service or non-repair issues and often do not know their tenancy officer.	Council staff were present at Regina Road for two weeks to give residents an opportunity to identify any other issues that needed addressing. A letter to all residents in the block on 29 March gave details of how to contact their tenancy officer. In addition, the council wrote to the tenants of all 16 council-owned blocks of flats of similar design with details of how to contact the tenancy service.	<ul style="list-style-type: none"> • Roadshows (with Tenancy and Resident Involvement Officers) are planned for all tower blocks. Information on contacts for raising issues to be handed out. Information on contacts will be included in <i>Open House</i>. See vi above. • 38 residents of the Regina Road blocks who have not yet had a direct conversation with housing officers will receive a letter offering a conversation or a meeting.
Contract Management		
viii. Relations between the council and its main contractor appear to focus on monitoring performance rather than actively managing it.		<ul style="list-style-type: none"> • A number of operational and strategic meetings and workshops have been held with Axis to consider the future development of the relationship between the Council and its main contractor. • Weekly meetings look at cases involving high levels of spending and properties with a high volume of repairs jobs, those relating to disrepair and complex cases. The Council is working towards a more proactive use of this data to identify properties that may need more preventative work or an alternative approach. • The new Interim Head of repairs and maintenance started on 28 June 2021
Asset Management		
ix. Intelligence and data exist in 'silos' and do not appear to be drawn together to give a holistic view of asset performance or inform strategic decision making or budget setting.		<ul style="list-style-type: none"> • A data gap analysis will need to be carried out to establish HRA asset intelligence. This analysis may be procured via the existing housing partnering advisor to coordinate as it will need input from multiple services and capacity is limited currently. • The gap analysis also applies to compliance data which is held in different data sets with different services and is not always consistent. • The current APEX asset management system is due to be replaced by December 2021 with a Northgate system. Significant data cleansing will need to take place before then. The new system is expected to improve asset data intelligence sharing and retrieval. • A corporate HRA investment strategy will need to be developed and agreed. This strategy will in part be informed by the stock condition surveys. Discussions are already underway as to how

ARK Issue for Immediate Response	Progress reported to Cabinet on 17 May 2021	Further progress to report
		best to share and configure repairs data to inform planned investment decisions.
x. Surveys of half the flats at 1-87 Regina Road identified damp, mould and condensation. The council planned to investigate the installation of a mechanical ventilation system before Covid struck, but the roof was considered 'fit for purpose'. However, leaks into the top floor flats are now common, with patch repairs having limited effect.		<ul style="list-style-type: none"> Asset condition survey of 1-87 Regina Road has been conducted. The draft report will be issued by 31 July due to ongoing assessment of the roof's condition (see ii above).
xi. The high level of responsive repairs demanded suggests the need to proactively invest in homes. The council should assure themselves that key data on stock condition and health and safety responsibilities is accurate.	The council has authorised recruitment of two principal asset management analysts.	<ul style="list-style-type: none"> Recruitment of two principal asset management analysts (one a secondment) is under way. The permanent post is at interview stage. The secondment has been offered to a candidate who has accepted. Asset condition survey of all tower blocks underway, starting with first seven blocks (including those in Regina Road). This will produce accurate and up to date data. Significant data cleansing will be needed prior to the introduction of a new Northgate asset management system, which is expected to improve asset data intelligence sharing and retrieval (see ix above).
xii. The council should proactively survey other blocks of similar age to Regina Road and develop clear plans for their future.	Precautionary checks will be conducted at all 26 council-owned high-rise blocks, starting in May 2021.	<ul style="list-style-type: none"> A full and comprehensive technical assessment of the Council's 26 tower blocks is underway, beginning with seven blocks in South Norwood, New Addington North and Waddon wards (including all three blocks in Regina Road). The surveys are led by independent building surveyors and examine the following aspects:

ARK Issue for Immediate Response	Progress reported to Cabinet on 17 May 2021	Further progress to report
		<ul style="list-style-type: none"> ○ Structural integrity of the building ○ General condition of stock and key components (against the Decent Homes Standard) ○ Fire safety requirements ○ General compliance, health and safety (against the Housing Health and Safety Rating System) ○ Collation of available statutory certification and documentation. ● Having understood the type, urgency, volume and cost of works that need to be undertaken across the tower blocks, the scope of works will be defined and specifications and technical drawings produced, before delivery of the programme of works commences. External expertise will be commissioned to inspect and sign off all works. In addition, reactive and planned works will be coordinated in future and new condition surveys undertaken across the estate on a five-year cycle.

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**DRAFT CROYDON HOUSING IMPROVEMENT BOARD
TERMS OF REFERENCE & MEMBERSHIP**

NAME	Croydon Housing Improvement Board
DATE	July 2021 (Board proposed to commence September 2021, due to Cabinet timetable and Board recruitment requirements)
CHAIR	TBC – Independent Chair
FREQUENCY	Every other month - public meetings
MEMBERS	<ul style="list-style-type: none"> • Independent Chair • Three representatives of Croydon tenants and leaseholders (including from Regina Road) • Member of Tenants & Leaseholder Panel • Croydon Improvement Panel Representative • Local Government Association Representative • Housing Association/London Council - Housing Representative • Representative(s) of voluntary & community sector in the area(s) of family support &/or, housing experience &/or equality and diversity <p>Membership should reflect the diverse demography of the Borough, and should have a strong, authentic resident voice across the types of tenancy available in the Borough. It is critical that the lived experience of residents is heard, understood and responded to.</p>
IN ATTENDANCE (ADVISORY)	<p>Leader of the Council Cabinet Member for Homes Opposition Cabinet Member for Homes Chief Executive Executive Director, Housing Director of Public Health Director of Finance, Investment and Risk (S151) Executive Director Health, Well Being and Adults (DASS) Executive Director Children, Families and Education (DCS) Equalities Manager Communications Officer</p> <p>Other invitees as required, including Chair of GPAC and Chair of Scrutiny, again representing the diverse demography of the Borough.</p> <p>Elected members may attend the Board as appropriate.</p>

PURPOSE	<p>The Croydon Housing Improvement Board will be an independently chaired body reporting and making recommendations to Cabinet. It will influence the development of the Croydon Housing Improvement Plan (CHIP), and recommend approval of it to Cabinet. It will hold the Council to account for the delivery of the CHIP through the review of performance improvement data against a plan of action approved by Cabinet.</p> <p>Through their regular meetings the Board will support and challenge the implementation of the CHIP which aims to deliver an improved housing service for local residents, with strengthened governance and management controls, improved tenancy engagement and robust asset management plans, measured by key performance indicators, to ensure council housing across the borough is safe, warm and decent for our residents.</p> <p>The Board will provide challenge and external oversight that ensures council officers deliver the outcomes of the CHIP, which reflect the aims of the Social Housing White Paper – “The Charter for Social Housing Residents” with particular emphasis on 1- 6 below):</p> <ol style="list-style-type: none"> 1. To be safe in your home. 2. To know how your landlord is performing. 3. To have your complaints dealt with promptly and fairly. 4. To be treated with respect. 5. To have your voice heard by your landlord. 6. To have a good quality home to live in. 7. To be supported to take your first steps to ownership. <p>In addition the Board may make recommendations to the Council to ensure that the Improvement Plan encompasses a work stream around key provisions in the Building Safety Bill and Fire Safety Bill.</p> <p>The Board will comment on the Council’s work in relation to the Regulator for Social Housing (RSH) and make recommendations to Cabinet to assist the Council to ensure it resolves the current breach and regains the confidence of both the Regulator and council tenants.</p> <p>The Board will review the impact of the Croydon Housing Improvement Plan through the use of data, showing progress against clear, measurable objectives within the plan. Each objective will have a baseline measure(s) to show a starting point, a target for improvement, and</p>
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	interim milestones. The Board will receive reports as to progress, including escalations around blockers, as well as areas of expedited achievement &/or over/early delivery.
Constituent parts of the Plan	<p>The CHIP builds on the recommendations of the Ark Report May 2021 and Cabinet Report of 17 May 2021 with initial action plan.</p> <p>The key work streams of delivery include:</p> <ul style="list-style-type: none"> • Operational improvement • Strategy and Policy Improvement • Resident Experience • Cultural Improvement <p>The Council's commitment to equalities, diversity and inclusion will be integral to each of the work streams listed above.</p>
ELECTION OF VICE CHAIR	The Board will nominate and agree a vice-chair from its membership who can deputise in the absence of the chair.
ROLE OF BOARD	<ol style="list-style-type: none"> 1. Influencing development of the Croydon Housing Improvement Plan (CHIP) and recommending it to Cabinet for approval. 2. The Board will make recommendations to Cabinet on actions to consider to ensure the delivery of the CHIP and achievement of sustainable improvement within the agreed timescales and cost. 3. Provide challenge and opportunities to ensure that actions taken meet the improvement outcomes that are required of the Council. 4. Ensure that the Council hears, understands, and responds to lived experience of residents housed within the borough. 5. Ensure the Council is constantly seeking to learn from best practice elsewhere and builds a learning methodology into its improvement work. The Board to invite external advice where relevant. 6. Recommend to Cabinet a suite of performance measures, aligned to the Council's Corporate Performance Framework, to assure the delivery of the Housing Improvement Plan. 7. Report quarterly to Cabinet on its work.

	<p>8. Propose and recommend the Council agree a communication plan to ensure that stakeholders are both updated on progress and have the opportunity to challenge the delivery of the CHIP.</p> <p>9. Ensure that the appropriate officers keep residents, council staff and all members are informed on a timely basis of the progress on implementing the CHIP.</p>
ACCOUNTABILITY & REPORTING RELATIONSHIPS TO OTHER BODIES	<p>The Board will report to Cabinet and provide updates to both the Renewing Croydon Programme Steering Group, and also the MHCLG Improvement & Assurance Panel.</p> <p>The membership of the Board are able to invite members of another relevant body or board to attend a meeting to inform the discussion on an agenda item.</p> <p>The Board will provide a layer of external engagement and accountability for the Council in relation to the development and implementation of measures to improve its housing service. It does not preclude or prevent Scrutiny & Overview or GPAC from fulfilling the duties as described in the Council Constitution. The Chairs of both committees will be invited to attend the Board.</p>
REPRESENTATIONS FROM MEMBERS OF THE PUBLIC	<p>The Board will be able to receive representations from members of the public and have a question and answer session.</p> <p>Questions or representations which relate to a current planning or licensing matter or any matter relating to an individual or entity in respect of which that individual or entity has a right of recourse to a review or right of appeal conferred by or under any enactment shall not be permitted. In addition, questions/representations shall not be received or responded to where they pertain to anticipated or ongoing litigation, conciliation or mediation or any employment or personnel related issues or disputes. A named member of staff shall not be the subject of a question/representation.</p>
MEMBERSHIP OF THE BOARD	<p>Recommendations for changes to membership of the Board can come from the Board or the council and will be proposed to Cabinet for decision.</p>
BOARD MEETINGS	<p>Meetings of the Board will be held every other month and the agenda and papers will be circulated one week in advance.</p>

	Meetings will be held in public and will be up to two hours in duration.
STANDARD AGENDA ITEMS	<p>Agenda to be set by the Chair as they see fit, standard items may include:</p> <ul style="list-style-type: none"> • Review minutes, actions and matters arising • Feedback from Representatives of Croydon Tenants & Residents' Associations, and Tenants & Leaseholder Panel. • Any public representation or questions. • Review and challenge to the progress relating to the CHIP. • Review of risks relating to improvement activities.
SUPPORT TO BOARD	The Board will be supported by the Executive Support Officer to the Executive Director of Housing.
REVIEW	There will be a review of the Terms of Reference every six months as a minimum, and any changes will be recommended to Cabinet for decision.
DECLARATIONS OF INTEREST	<p>The Council's Code of Conduct for Members requires Members of the Council to declare disclosable pecuniary interests and any other interest that they may have which are recorded within the published register of interests.</p> <p>All members of the Board will be expected to abide by the Seven Principles of Public Life (the Nolan Principles) and any interests declared by Board Members will be recorded in the minutes.</p>
BOARD REVIEW	<p>The Board will conduct a mid-year review of its progress to ensure it is meeting its aims and adding value to the improvement work of the housing directorate.</p> <p>At the end of the year the Board will conduct a full review of its progress and a public report will be produced for Cabinet, RSH and MHCLG.</p>

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The purpose of this charter is to help foster good relationships between landlord and residents of the London Borough of Croydon following the issues at Regina Road and must be in read conjunction with the findings of the ARK Report and Recommendations.

1. To treat residents with respect

How Does It Look Like(HDILL):

- Residents voices must be heard
- Incorporate the “It`s Not Okay” guide – designed by See the Person Campaign and Chartered Institute of Housing(CIH) in informing the work being done to improve relationships-
<https://www.cih.org/publications/its-not-okay-a-guide-to-tackling-stigma-in-social-housing>
- Considerate of residents’ availability when booking appointment, consider language when communicating with residents.
- Residents views to be obtained on changes to service delivery and other services that impact on residents’ lives and well-being.
- Proper consultation (not fait accompli) before decisions are made

2. To facilitate the complaints process whilst mitigating situations that lead to Tenant complaints

HDILL :

- An easy-to-navigate process
- A dedicated Housing Department Complaints process to be introduced
- Recognise residents’ rights in accordance with Human Rights Legislation for Housing and Homes

3. Be Transparent and make performance data readily available, including advertise it on the Council Website.

HDILL :

- Reports must be jargon free and easily understood
- Be honest & upfront about variations or amendments to service

4. Provide a safe and clean environment that residents will be proud to live in

HDILL :

- Timely estate cleansing
- Well maintained grounds on estates

- Well maintained Homes

5. Give resident a voice and encourage meaningful decision-making activities

HDILL :

- Focus groups, regular surgeries, etc
- Variety and improved communication systems(both digital and non-digital)
- Recruit to Tenant Involvement Groups
- Encourage Creation of Residents Associations

LBC HOUSING DEPARTMENT

“A WAY FORWARD”

By Yaw John Boateng, Les Parry and Kim Wakeley

Members of LB Croydon Tenants and Leaseholders Panel

MANAGEMENT STRUCTURE

Current structure is divided between two Directorships and multiple Heads of Service the work ethic is not a united philosophy and needs a radical change. It is suggested that there should be one Director giving outstanding Leadership.

Regarding Head of Service areas it is suggested that Tenancy and Housing Needs(allocations) should be with one Head of Service including garages and leaseholders Tenant Members can give examples of fragmented working that affects dealing with tenant issues and a recent example is that of Housing Voids as presented to the CEO Council Leader and Cabinet Member.

DIGITAL MEASURES TO BE EXAMINED AND DISCUSSED WITH TENANTS

- Tenant Housing Records and other data the council holds must be able to be viewed by tenants and this is a legal right under GDPR
- This should be in the form of an integrated single tenant record
- Such records should be open to amendment by the tenant if information is inaccurate.
- No data or information should be made available to third parties including contractors.

HOUSING STOCK MANAGEMENT

There is a cycle of Stock-Demand-Supply this needs to be a joined up process and needs very critical examination and improvement:-

- Greater choice
- Building
- Refurbishment (to a fit for lifetime standard)
- Include eco standards for example (installation of solar panels, power walls, rainwater butts. These are examples as the list and ideas will be long.

- Due to low levels of suitable stock to meet demand and only building 83 council rented homes between 2014-2020 (as per Freedom of Information reply) then thought should be given to purchasing property and say converting shop units into homes due to the decline in High Streets.

ACCESSIBILITY

Further new technology to be introduced for tenants to report matters in particular a repairs reporting app must be a priority with a facility to upload photographs (e.g. Don't Mess with Croydon mobile app reporting for many issues including fly tipping) noting that axis and not the council handle reporting initially form a call centre in offices at South Croydon, but now schedulers and call handling is deployed from staff homes etc.

Such Apps can be bought off the shelf examples being :-

- Housemark.co.uk
- landlordtoday.co.uk
- hellofranklin.co.uk
- activehousing.co.uk/repairs

All of this should be benchmarked and introduced urgently to improve the repairs service for tenants

The facility for Chatbots(automatic communication and advise system) should also be explored and considered and this will improve service and communication for tenants and could operate 24/7. This could be deployed to:-

- Record tenant queries out of hours
- Direct Tenants to Emergency Housing contacts
- Give updates on Tenant Involvement (meeting dates and contacts)
- Other council information
- Tenants to be informed of who their Tenancy Officer is

An urgent review of the Council website with a view to improving it with say a dashboard format.

COMPLAINTS

Currently all customer complaints under the umbrella of LBC Housing for example repairs, tenancy or housing allocation are processed via the generic process and the inherent time lines. In addition any calls into any of these departments are deemed enquiries and are not recorded, this is not acceptable.

There should be a dedicated complaints team for LBC Housing covering every function and each contact should be recorded and appropriate standards for dealing with such complaints.

CUSTOMER SERVICE

It must be recognised that Tenants are the shareholders in Council Housing and provide the funding for the appropriate budget. So tenants must receive a friction free customer service system, with dedicated Housing Customer Service Officers for Housing.

SELF SERVICE SYSTEMS

Online services for tenants such as:- Check

Repairs History on the property

Reports (e.g. anti social behaviour)

Updating family/household details

Log complaints and compliments

Access information about the home (how to use central heating, where is the stop cock, how to operate the electrical consumer unit)

Access virtual on-line 3D property tours(as estate agents offer) and project design for refurbishment schemes (e.g. Bathroom & Kitchens etc.)

REPAIRS

Tenants must be consulted regarding type of service, current contractor only performs responsive repairs and this was a change from the previous contractor where the terms were repair and replace. A handyman service should be considered and benchmarked accordingly in particular with the providers being local Croydon small business firms.

A consultation of tenants on the type of repair service they would wish to consider for example rather than one large provider examine having a mixture of contractors (Croydon Firms) or directly employed council labour force.

HEALTH & SAFETY

Tenants need to see greater transparency and the change in IT and digital services can enhance that for example by publishing on the tenants digital file:-

All Inspection results and certificates (ERIC - Electrical, Gas, Fire Safety Results etc.)

Warranty`s for work where appropriate

Publishing all reports such as asbestos inspections

Damp & Mould Inspection Reports

Dedicated named Health & Safety Officers

SUMMARY

The council must undertake greater consultation of tenants and put the tenants needs first. To do this the starting point must be a higher profile for existing Tenant Involvement Groups, public tenant forums throughout the borough and improved contact/communication systems with tenants.

All recommendations from the ARK Report of May 2021 must be accepted by Council Leaders and all Managers and implemented as a first step to change with an associated timeline.

Tenant Representatives must be part of any review and recommended changes to LBC Housing Department and it`s processes.

RESIDENT ENGAGEMENT EVENTS 2021

For this round we are mainly targeting the high rise blocks on our estates as well as areas where there are no residents associations and/or we have little or no representation on our panels or contact over the past few years. This will be a rolling programme with the hopes of covering as many areas as possible over time. We will be working in pairs in order to have sight of each other, but will knock doors individually. PPI should be worn. There are two time slots – **10am – 1pm** and **2pm – 5pm**. Where the area cannot be completed within the given time, we will consider a 'mop-up' exercise on another day.

The aim of the exercise is to engage with as many residents as possible on the doorstep and complete a short questionnaire to find out their experience of council services and getting in touch with the council. This is a listening exercise. We have also included information about ways to get involved in our resident involvement structure as well as some basic equalities questions.

The questionnaire will be anonymous, however, where residents express an interest in starting up an association or forum in their area or joining one of our panels or groups, and the residents is happy to do so, we will complete one of our '**Get Involved**' forms on the doorstep. Alternatively, the form can be left with the resident to complete, ticking the box on the questionnaire that indicates that this is what has been done. We also need to take their contact details in order to follow up with further resident involvement information.

The intention is not to go into every single home for a long chat, however, if a resident would like you to come into their property to look at something such as a repair or emerging problem, then we should do so, observing the necessary safety measures. Pictures should be taken where possible. We will have '**reporting an issue**' forms to record any repairs, issues, etc that residents may raise. Make a note on the questionnaire that something has been reported.

Where a resident is not at home, we will leave a '**calling card**' that will have the contact details of the resident involvement team. If they contact the team, we will complete the questionnaire via the phone.

Information sheets for each block containing relevant contact details for tenancy, caretaking, repairs, local councillors, etc will be prepared and these should also be handed to residents, posted through letterboxes if they are out, and where possible, put up in noticeboards.

At the end of each event the RI team officer(s) should collect all of the completed questionnaires for subsequent inputting to the database. Tenancy Officers to take ownership of any issues that came up along the way for subsequent action or signposting. Anything urgent should be passed on to the relevant team for immediate action.

SUMMARY:

- **Work in pairs, keeping sight of each other. Knock doors individually**
- **Complete the questionnaire on the doorstep**
- **Complete Get Involved form where resident expresses an interest or leave with them, ticking the relevant box. Make a note of their door number/contact details so we can follow up.**
- **Complete Reporting an Issue form where necessary. Take pictures if possible**
- **Hand information sheet to resident with short explanation**
- **Leave calling card and information sheet if no one is home**
- **RI team to collect and input questionnaires**
- **Officers to signpost/report/action any issues as appropriate**

2021 RESIDENT ENGAGEMENT EVENT SCHEDULE

NORTH SOUTH CENTRAL EAST

Tuesday 13 July MARSTON WAY AM	Thursday 15 July REES & BECKFORD PM	Tuesday 20 July CHERTSEY CRESCENT PM	Thursday 22 July GATESTONE COURT AM	Tuesday 27 July TAMWORTH ROAD PM	Thursday 29 July CASTLE HILL AVENUE PM	Tuesday 3 August WISBEACH, ELY & HOLMESDALE AM	Thursday 5 August THE WALDRONS PM	Tuesday 10 August MILNE PK EAST & ARNHEIM DRIVE AM
Thursday 12 August DENMARK ROAD AM	Tuesday 17 August STROUD GREEN GARDENS PM	Thursday 19 August ALFORD GREEN AM	Tuesday 24 August LAXTON, KETTERING & ATLANTA AM	Thursday 26 August CROMWELL & DUPPAS PM	Tuesday 31 August KESTREL WAY AM	Thursday 2 Sept MARION & PAWSONS AM	Tuesday 7 Sept OAKLANDS ESTATE PM	Thursday 9 Sept DUNSFOLD WAY PM
Tuesday 14 Sept SEVENOAKS & TONBRIDGE AM	Thursday 16 Sept VIOLET LANE & HILLSIDE PM	Tuesday 21 Sept PARTRIDGE KNOLL AM	Thursday 23 Sept ACADEMY GARDENS & HAVELOCK PM	Tuesday 28 Sept FRIMLEY CLOSE PM	Thursday 30 Sept BRIDGE PL., WINDMILL BR & DAVIDSON AM	Tuesday 5 October BRAMLEY HILL & ALBURY COURT PM	Thursday 7 October WALTON GREEN PM	Tuesday 12 October DROVERS ROAD AM

KEY: AM = 10am – 1pm

PM = 2pm – 5pm



NORTH DISTRICT



SOUTH CENTRAL DISTRICT



EAST DISTRICT

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