

Public Document Pack

Tenant & Leaseholder Panel

To: Marilyn Smithies (Chair)

Jill Arboine, Binta Barry, Ishia Beckford, Monica Binns, Aishnine Benjamin, Yaw Boateng, Peter Cooper, Teresa Cox, Bernard Daws, Susan Devonish, Neide Dias, James Fraser, James Gitau, Petra Johnson, Desmond Ojumu, Grace Osoata, David Palmer, Guy Pile-Grey, John Piper, Sharon Swaby, Jamil Tarik and Kim Wakely.

Councillors Pat Clouder, Clive Fraser, Felicity Flynn, Patricia Hay-Justice, Richard Chatterjee, Lynne Hale and Michael Neal

A meeting of the **Tenant & Leaseholder Panel** will be held on **Tuesday, 12 February 2019** at **6.30 pm** in **Council Chamber - Town Hall**

JACQUELINE HARRIS BAKER
Director of Law and Governance
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Monday, 4 February 2019

THIS MEETING WILL BE WEBCAST LIVE
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AGENDA

- 1. Welcome and Introductions (Panel Members and Directors)**
To welcome those present and the newly appointed Directors.
- 2. Apologies for Absence**
To receive any apologies for absence from any members of the Committee.
- 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 3 - 10)**
To approve the minutes of the meeting held on 16 October 2018 as an accurate record.
- 5. Housing Revenue Account - Rent, Service Charge, Garage Rent and Budget Setting**
Report to follow.
- 6. Housing Capital Investment Programme 2019/20 (Pages 11 - 18)**
Report from Rob Hunt (Acting Head of Assets & Involvement).
- 7. Review of Service Improvement Groups (Pages 19 - 22)**
Report from Chris Stock (Resident Involvement Manager).
- 8. Celebrating 100 years of Council Housing (Pages 23 - 26)**
Report from Chris Stock (Resident Involvement Manager).
- 9. Scrutiny Update**
Verbal report from Yaw Boateng (Tenant Scrutiny Panel)
- 10. Resident Involvement Activity Report (Pages 27 - 30)**
This report is attached for information only.
- 11. Feedback**
 - a) London Tenants' Federation - Jamil Tarik
 - b) ARCH - Yaw Boateng
 - c) Croydon Voluntary Sector Alliance (CVSA) - Guy Pile-Grey
 - d) All Ages Inter-generational update and Youth Provision and Communities Fund - Sian Foley
- 12. Any Other Business**
- 13. Date of next meeting**
23 April 2019 at 6:30pm in the Council Chamber, Town Hall, Katharine Street, Croydon CR0 1NX.

Tenant & Leaseholder Panel

Meeting of the Tenant & Leaseholder Panel held on Tuesday, 16 October 2018 at 6.35 pm in Council Chamber - Town Hall

MINUTES

Present: Marilyn Smithies (Chair);
Jill Arboine, Binta Barry, Ishia Beckford, Yaw Boateng, Peter Cooper, James Gitau, Petra Johnson, Desmond Ojumu, David Palmer, Guy Pile-Grey, John Piper, Sharon Swaby, Jamil Tarik and Kim Wakely

Councillors Alison Butler, Pat Clouder, Clive Fraser, Patricia Hay-Justice and Lynne Hale.

Also Present: Director of District Centres & Regeneration, Head of Tenancy and Neighbourhood Services, Head of Assets and Involvement, Head of Capital Delivery for Homes and Schools, Resident Involvement Manager and Asset Manager.

Apologies: Teresa Cox, James Fraser, Oriel Weekes, Colin Wood and The Head of Service Development.

PART A

26/18 **Welcome and Introductions**

The Chair welcomed everyone to the meeting and asked members to introduce themselves before asking their question.

27/18 **Disclosure of Interest**

There were no disclosures at this meeting.

28/18 **Minutes of Previous Meeting**

The minutes of the meeting held on 3 July 2018 were agreed as an accurate record subject to the following changes being made:

- Item 18 - The bullet point which described the 'My Croydon App' was removed.
- Item 18 - The wording found in the last paragraph of page 7 was amended to *'repairs could only be reported via 'My Account' if residents were registered and signed in to an account. Although it was said other boroughs could report repairs without an account, Croydon Council could not because of its data protection agreements.'*

29/18 **Welcome to relaunched panel**

The Resident Involvement Manager welcomed the newly formed Tenant and Leaseholder Panel (TLP) and its members and each panel member introduced themselves.

30/18 **HRA Business Plan**

The Asset Manager explained to the panel that the Housing Revenue Account (HRA) business plan was created and updated annually to ensure the HRA continued to be financially viable. This included incorporating legislative reform such as the Welfare Reform's introduction of Universal Credit which impacted the council's rent collection rates.

Members were informed of other changes which affected the HR such as the annual right to buy sales and balancing the budget for the HRA in line with the borough's borrowing cap.

The final business plan was going to be submitted to Cabinet in January 2019 and the TLP would be updated of its outcome at the next meeting.

Members of the panel **NOTED** this verbal update.

31/18 **Fire Safety Update**

The Head of Capital Delivery for Homes and Schools and The Head of Assets and Involvement reported that:

- Live testing of residential blocks had been commissioned and was scheduled to take place on 1 November 2018
- Return visits to homes would be arranged to ensure alarm systems were operating properly, any fault in the alarm system would be detected and relayed to a designated alarm centre.
- Thames water were notified to provide additional water tanks for residential properties.
- Safety measures were completed in schools and were being carried out in homes.
- New tenants were being briefed on fire safety and evacuation plans in their homes
- A new resident safety panel is being established in response to the Grenfell tragedy and the Hackitt review.

Officers were asked about the robustness of procurement for fire safety and contractor performance. It was said that the council identified areas that needed to be worked on in schools to implement fire safety measures including dynamic spaces and corridors. Engineers were being contracted to carry out drill work to ensure the installation of fire safety systems was secure. Members were also informed that the work of Axis, a service contracted to carry out responsive repairs was regularly being reviewed as well.

Members of the panel **NOTED** the update.

32/18 **Asset Management Update**

The Asset Manager updated the panel on the following:

- The council was allocating £26.7 million pounds of capital expenditure annually to maintain the housing stock. £1.1 million pounds will be used for annual servicing, such as gas servicing, legionella testing and lift servicing.

Spending for housing investment and maintenance services would be done through six main contractors (excluding responsive repairs as it is classified under a different service).

The asset management strategy is being developed in order to define the priorities for each year's capital expenditure.

As part of the asset strategy development, officers met with residents so that tenants could provide their views on the priorities for expenditure.

The key themes discussed were:

- Residents' views
- Lifecycles of building components
- Housing Health and Safety Rating System

The Asset Manager explained that Croydon are looking to standardise building components across contracts to increase the efficiency of repairs and reduce costs. There was a good level of energy performance for homes within the borough. The number of social homes which could be increased through extension and intensification were being assessed.

Officers aimed to present the Asset Management Strategy for approval at the next Cabinet meeting in January 2019 and another update would be provided at the next TLP meeting.

Members of the panel **NOTED** the update.

33/18 **The Social Housing Green Paper**

The Head of Assets and Involvement gave an overview of the Social Housing Green Paper and explained to the panel that the aim of this document was to

provide a simplified summary of the paper to assist TLP members in providing feedback on the policies and regulations that were being proposed for social housing. The five principles that underpinned the green paper were highlighted to the panel and listed in section 4.3 of the report.

Members of the panel were informed about some of the proposals in the green paper which included removing the requirement for the sale of high value stock by local authorities and allowing flexibility for the council's use of right to buy receipts amongst others.

Officers stated that right to buy receipts were valid for three years and would return to the treasury if they were not spent by the council. Thirty percent of the receipt's value was available for the council to use and this must be match funded. The remainder goes to the Treasury. A proposal to extend it to five years would benefit how money is allocated and used in the borough. However, the council has asked for even more flexibility in its consultation response.

Residents could submit responses to The Green Paper via online surveys, email or post as stated in the report.

A member of the panel asked what strategy the council would be using for social housing and what proportion of the new 1000 homes planned for 2023 would be affordable. The council established its own development company Brick by Brick in response for the need for housing. It was said that 50 percent of the housing developed by Brick by Brick would be affordable. The profits that the Council received from its shares in Brick by Brick could also be used to invest in local services in the borough.

Members of the panel **NOTED** this report.

34/18 **Tenancy & Caretaking Restructure**

The Head of Tenancy and Neighbourhood Services referred to the Tenancy and Caretaking structure chart to highlight that the new structure would help bring housing services together.

Members of the panel heard that the restructure was agreed based on feedback from residents spanning over a number of years and was operating well and its impact on services would be reviewed over time.

Queries such as vehicles being left idle in residential areas were addressed and the appropriate officers would be contacted to resolve this.

A member of the panel stated that the new restructure did not seem to work properly in areas such as Shrublands because residents did not know who to contact regarding bins and fly-tipping. Officers responded stating that tenancy and caretaking services were not necessarily responsible for these issues. Officers would raise this with Veolia and discuss how the time period for responses could be improved.

Members also heard that the 'My Croydon App' had been replaced by an improved 'Don't Mess with Croydon' app which was available to download.

Members of the panel **NOTED** this report.

35/18 **Resident Involvement Refresh Update**

The Resident Involvement Manager informed the panel on the following:

- 21 people had been registered as members after the TLP was revised at the meeting in July 2018.
- During a summer roadshow, 43 residents expressed an interest in getting involved in various ways.
- Information and training sessions could be arranged for residents who wished to learn more about topics surrounding social housing.
- The way TLP meetings had been held in the past could be changed to suit members and make meetings more effective, such as using roundtables to encourage more dialogue, rotating the chair or holding meetings within local neighbourhoods.
- An action plan would be produced for the TLP so queries could be logged and tracked.

It was said that some members wanted less meetings to be held for service improvement groups because they believed visiting and engaging with residents' in their homes was more successful for obtaining useful feedback.

A question was raised in regards to the website and how it may not be always kept updated. Officers stated that they could liaise with the corporate team within the council to improve it and make it more accessible for residents.

Members of the panel **NOTED** this update.

36/18 **Resident Involvement Activity Report**

This report was attached for information only.

37/18 **Scrutiny Update**

Yaw Boateng informed the panel that the Tenant Scrutiny Panel was currently working through council complaint procedures which were almost complete.

The process was being benchmarked against other boroughs such as Southwark and Bromley.

Members of the panel **NOTED** this update.

38/18 **Feedback**

a) London Tenants' Federation - Jamil Tarik

The panel was informed that the London Tenants' Federation supports residents by responding to housing policies on behalf of tenants.

b) ARCH - Yaw Boateng

Members were encouraged to communicate and be proactive when working with the Council to improve social housing. It was said that the Council did support tenants but residents needed to express their thoughts and ideas on the Social Housing Green Paper for there to be progressive change.

A slide presentation from Benefit to Society was circulated to members of the panel after the meeting.

c) Croydon Voluntary Sector Alliance (CVSA) - Guy Pile-Grey

Nothing to report.

d) All Ages Inter-generational update and Youth Provision and Communities Fund - Sian Foley

The panel was informed that they would receive an update regarding the end of year reports at the next TLP meeting on 8 January 2019.

Flyers for 'Play Place's Our Space' youth activities were provided for the panel and the Residents Youth Services Panel (RYSP) were beginning a recruitment drive to increase resident representation across the Council's housing services.

Invitation flyers were being prepared to give members at the next TLP meeting to promote this.

Members of the panel **NOTED** this feedback.

39/18 **Any Other Business**

Members of the panel asked questions about whether or not estate inspections had stopped and how to report housing queries if people could not use My Account. A query was also raised in regards to the garage located next to Shrublands ball court. Officers stated that these issues would be recorded in the action plan and investigated.

It was also stated by a panel member that there should be conditions placed on tenants by the council to maintain their gardens. It was said that properties

were inspected on a monthly basis and that the council were looking at contractors to carry out inspections in other areas.

40/18 **Date of next meeting**

Tuesday 12 February 2019 at 6:30pm in the Council Chamber, Town Hall, Katharine Street, Croydon CR0 1NX.

The meeting ended at 8.58 pm

Signed:

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Date:

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Lead Officer(s): Director of District Centres and Regeneration

Wards: All

Agenda Item:-

Subject: HOUSING CAPITAL INVESTMENT PROGRAMME 2019/20

RECOMMENDATIONS

The Panel is asked to note and provide feedback on the proposed 2019/20 capital investment programme relating to investment in the council's housing stock set out at Appendix 1.

1. Purpose of Report

- 1.1. Each year, the council undertakes a programme of investment in its housing stock supporting the council's aim of providing homes that are compliant, decent and energy efficient. Within this overall programme is a range of works to maintain and improve individual properties, blocks and the wider environment in which the council's housing stock is located. This report provides an overview of the planned investment programme for 2019/20 and compares this to the investment made in 2018/19.

2. Background

- 2.1. In the Corporate Plan 2018-22 the council has established its aims for people to live long, healthy, happy and independent lives; for good, decent homes, affordable to all; that everyone feels safer in their street, neighbourhood and home; for a cleaner and more sustainable environment; and that everybody has the opportunity to work and build their career.
- 2.2. The council has 13,494 tenanted homes within the housing revenue account (HRA). These are maintained and improved through an ongoing programme of capital investment. The council also has 2,392 leasehold homes that benefit from works carried out to the 1,104 blocks in the HRA. Works to these blocks are generally recharged to the owners of the leasehold flats.

- 2.3.** The specific aims of the capital investment programme are to:
- Ensure that we continue to provide homes that meet or exceed our statutory requirements.
 - Minimise the risk within properties where health and safety issues have been highlighted.
 - Ensure that properties are safe, secure and weather tight.
 - Improve the internal living conditions to a modern standard.
 - Make homes warmer, more energy efficient and cheaper to heat whilst reducing the borough's carbon footprint and NO₂ emissions.
 - Enhance the spatial environment of our estates to create places where people want to be.
 - Ensure that properties, blocks and neighbourhoods cater to older and vulnerable people through providing a range of adaptations to homes and providing additional services such as mobility scooter stores.
 - Make best use of the housing stock through the conversion of homes to better meet the housing needs of residents in the borough or through the provision of specific facilities to meet a need.
 - Generate savings on the responsive repairs contract.

The council, like all housing providers, has invested additional resources in fire safety following the Grenfell Tower fire in June 2016. A sprinkler programme is in place for all blocks 10 storeys and above. The council has also taken the decision to go beyond the current requirements in relation to fire risk assessments. Intrusive "Type 4" Fire Risk Assessments have been commissioned and are being carried out by fire risk assessors. As these reports and recommendations are being returned, the compliance team are forming a programmed response to be passed to the delivery team, packaging works together where possible to minimise resident disruption.

3. 2018/19 Performance

- 3.1.** So far this year the council has:
- Replaced 61 roofs
 - Commissioned reports and core samples on all flat roofed blocks to determine a long term replacement programme.
 - Installed 207 double glazed UPVC window replacements.
 - Modernised kitchens to 336 homes.
 - Replaced bathrooms to 297 homes.
 - Installed security doors to 181 properties.
 - Carried out EICR Electrical tests to 510 properties and remedial works where necessary.
 - Upgraded rewiring to 325 homes.
 - Tested 70 communal block electrics.
 - Upgraded lateral mains electrics at 15 blocks.
 - Installed boilers and upgraded central heating systems at over 433 properties.
 - Upgraded communal heading distribution systems at two blocks with a further two planned for commencement at the end of the financial year.
 - Installed/upgraded communal flooring at 20 blocks.
 - Redecorated 81 blocks and carried out external redecoration to 51 houses
 - Refurbished 6 lifts in 5 blocks

- Installed new bin chambers at 6 blocks.
- Continued the installation of sprinklers in 26 blocks.
- Continued work at Longheath Gardens on a major programme of improvements and replacements to drainage, exterior walls, walkways and roofs.
- Continued work on site at 98-176 College Green to install rain screen cladding, replace the roof and windows, and to upgrade the lifts.
- Developed plans and carried out feasibility for major works programmed in 2019/20 & 2020/21 at sites such as Chertsey Crescent and Dartmouth House.
- Installed storage facilities at Southlands Close to allow the safe storage and charging of mobility scooters in line with fire regulations. Ashwood Gardens, Borough Grange & Arun Court to follow.
- Scoped works to bring long term void properties back into use. These include works such as subsidence, creating larger homes, and converting existing properties to create additional units.
- Supported 68 tenants to remain in their homes each year through major adaptations.

3.2. This year's investment has allowed the council to continue to meet the following targets:

- *To assess and improve fire safety by working closely with the fire brigade, with 100% of blocks of flats complying with regulations.* The council has fire risk assessments on all blocks that require them. Remedial works are planned where issues have been identified through fire risk assessments or from London Fire Brigade.
- *100% of homes to be maintained at the decent home standard over time.* The council has achieved a constant 99-100% over the last seven years.
- *A year-on-year improvement in energy efficiency as measured by RdSAP.* The council has improved on this measure since 2013 and is above the national average of 65.6 for social housing in England. The target for 2020 is now 70.6 against the current rating of 68.77 that was achieved in 2018.

4. Resources for investment

4.1. New capital investment into HRA housing for 2019/20 is £38.451m, comprised of:

- £26.771m routine capital investment, in line with 2016/17 and 2017/18 investment levels.
- £10m investment is required for Fire Safety related work.
- £1.5m to create larger dwellings.
- £0.180m has been set aside for Special Transfer Payments where residents are offered financial incentives to move to smaller properties.

4.2. The council's 2019/20 budgets, including the HRA, will be formally approved at the Council meeting on 25th February 2019.

5. Resident involvement

- 5.1.** The Council currently has a capital investment service improvement group, containing several tenant and leaseholder representatives. Meetings have been held on a quarterly basis and discuss progress in the investment programme and matters arising regarding future investment priorities.
- 5.2.** The council has been working with residents to develop proposals for a new approach to resident involvement. These proposals are contained within a separate paper for consideration by TLP. Looking forwards, it is anticipated that regular reviews of the capital programme priorities and performance will take place under the proposed new arrangements.
- 5.3.** The council regularly benchmarks its performance with similar local authorities and ALMOs through the HouseMark service. The results of this year's benchmarking exercise are not available at the time of producing this report, but will be presented to residents as soon as our report is received All TLP members will be invited to this session.

6. The programme in detail

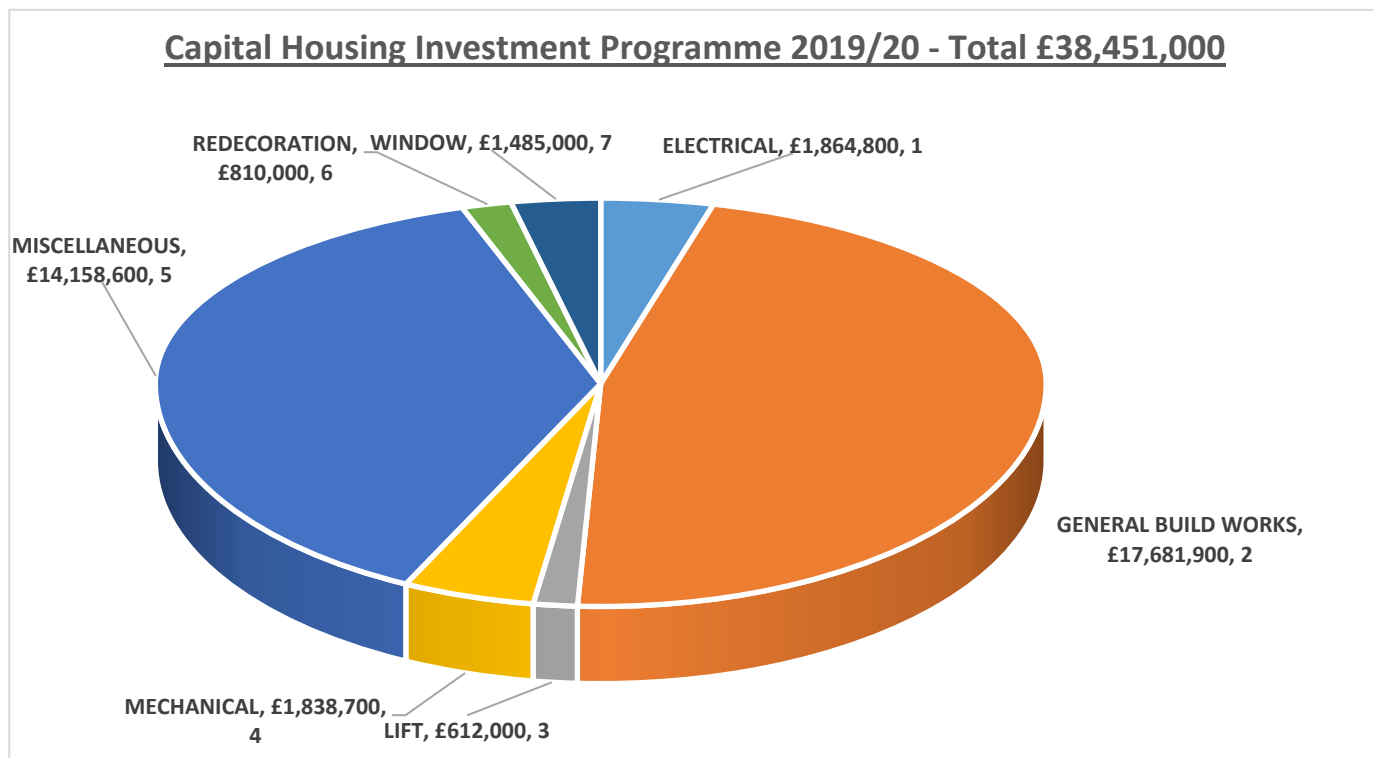
- 6.1.** Appendix 1 sets out the proposed programme for 2019/20. The overall level of investment will ensure that we meet current outstanding need and regulatory requirements.
- 6.2.** A more detailed breakdown of the programme can be found in Appendix 1 and 2.

Appendix 1 – the 2019/20 housing capital investment programme

CONTRACT	BUDGET LINE	DRAFT BUDGET 19/20
GENERAL BUILD WORKS	GBW - PRELIMS/OVERHEADS (EST)	£1,980,000
GENERAL BUILD WORKS	GBW VARIABLE PROFIT	£194,101
GENERAL BUILD WORKS	AD HOC WORKS - MAJOR WORKS (INC VOIDS)	£364,500
GENERAL BUILD WORKS	AD HOC WORKS - MINOR ESTATE IMPROVEMENTS	£67,500
GENERAL BUILD WORKS	COMMUNAL FLOORING	£67,500
GENERAL BUILD WORKS	GARAGES - DEMOLITION	£36,000
GENERAL BUILD WORKS	KITCHEN & BATHROOMS - EXTENSIONS	£270,000
GENERAL BUILD WORKS	KITCHEN & BATHROOMS - REPLACEMENT	£2,314,759
GENERAL BUILD WORKS	MAJOR ADAPTATIONS - GBW	£630,000
GENERAL BUILD WORKS	RESURFACING WORKS	£90,000
GENERAL BUILD WORKS	ROOFS (Pitched)	£1,000,000
GENERAL BUILD WORKS	ROOFS (Flat)	£225,000
GENERAL BUILD WORKS	DRAINAGE WORKS	£450,000
GENERAL BUILD WORKS	SECURITY DOOR INSTALLATION	£225,000
GENERAL BUILD WORKS	SPECIAL PROJECTS - COLLEGE GREEN	£2,475,000
GENERAL BUILD WORKS	SPECIAL PROJECTS - DAVIDSON LODGE	£730,069
GENERAL BUILD WORKS	SPECIAL PROJECTS - LONGHEATH GARDENS	£4,214,370
GENERAL BUILD WORKS	SPECIAL PROJECTS - GRANGE ROAD	£13,500
GENERAL BUILD WORKS	SPECIAL PROJECTS - DARTMOUTH HOUSE	£1,485,000
GENERAL BUILD WORKS	SPECIAL PROJECTS - CHERTSEY CRESCENT	£135,000
GENERAL BUILD WORKS	SUBSIDENCE	£714,600

GENERAL BUILDING WORKS SUBTOTAL	SUBTOTAL	£17,681,900
REDECORATION	EXTERNAL DECORATIONS	£675,000
REDECORATION	SUPPORTED DECORATIONS SCHEME	£135,000
REDECORATION SUBTOTAL	SUBTOTAL	£810,000
ELECTRICAL	AD HOC WORKS - EMERGENCY LIGHTING	£144,000
ELECTRICAL	DOOR ENTRY SYSTEM - PAC TESTING	£10,800
ELECTRICAL	DOOR ENTRY SYSTEM - REPLACEMENT	£180,000
ELECTRICAL	ELECTRICS - REWIRING/TEST & INSPECT	£1,080,000
ELECTRICAL	LATERAL MAINS	£450,000
ELECTRICAL SUBTOTAL	SUBTOTAL	£1,864,800
LIFT	LIFT - MOTOR ROOM IMPROVEMENT	£27,000
LIFT	LIFT - REFURBLISHMENT	£585,000
LIFT SUBTOTAL	SUBTOTAL	£612,000
MECHANICAL	ALARMS - FIRE ALARM REPLACEMENT	£162,000
MECHANICAL	COMMUNAL BOILER REPLACEMENT	£461,700
MECHANICAL	ENERGY PERFORMANCE CERTIFICATES	£45,000
MECHANICAL	GAS CENTRAL HEATING - PROGRAMMED REPLACEMENTS	£900,000
MECHANICAL	GAS CENTRAL HEATING - REPAIRS REPLACEMENT	£270,000
MECHANICAL SUBTOTAL	SUBTOTAL	£1,838,700
WINDOW	WINDOWS REPLACEMENT	£1,485,000
MISCELLANEOUS	MAJOR ADAPTATIONS - MISC	£270,000
MISCELLANEOUS	APEX DEVELOPMENT	£49,500
MISCELLANEOUS	OPTION APPRAISALS & FEASIBILITY STUDIES	£27,000
MISCELLANEOUS	SUPPORT COSTS (CLIENT STAFFING)	£1,800,000
MISCELLANEOUS	PEST CONTROL	£108,000
MISCELLANEOUS	CYCLICAL - INSPECTION & MAINTENANCE OF PLAYGROUNDS & EQUIPMENT	£17,100
MISCELLANEOUS	FIRE SAFETY	£10,000,000
MISCELLANEOUS	CREATING LARGER HOMES	£1,500,000
MISCELLANEOUS	ENERGIESPRONG	£27,000
MISCELLANEOUS	CAPITALISED RESPONSIVE REPAIRS WORKS	£180,000
MISCELLANEOUS	SPECIAL TRANSFER PAYMENT	£180,000
MISCELLANEOUS SUBTOTAL	SUBTOTAL	£14,158,600
	TOTAL	£38,451,000

Appendix 2 – Proportion of Housing Capital Investment Programme



Appendix 3 – Performance Data

Chart 1: Percentage of properties meeting the decent home standard over time

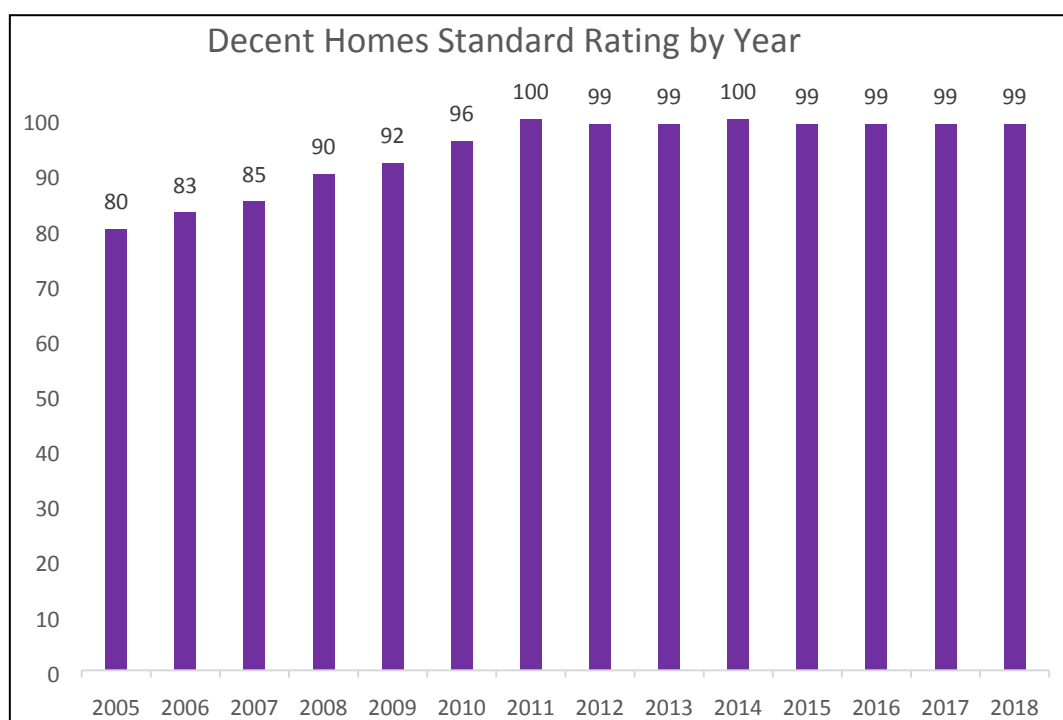
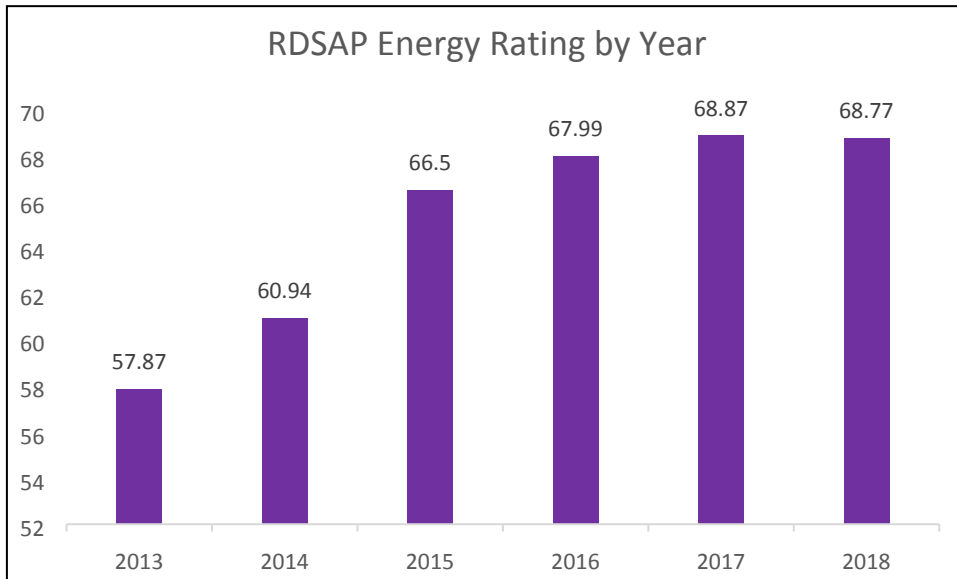


Chart 2: Energy rating of the housing stock



Energy efficiency

Energy performance is measured against the Building Research Establishment’s reduced data standard assessment procedure (RdSAP). The ongoing programme includes a range of measures which improve energy efficiency – replacing older boilers with more efficient ones, topping up loft insulation, cavity wall and solid wall insulation, replacing storage heaters with gas systems, double-glazing and new doors with a better thermal performance etc. The 2018 figure compares well with the national social housing average of 62.9. Our result has decreased in 2018 compared to 2017 due to changing from v9.90 to v9.92 to keep up with the latest assessment criteria. This update reflects the latest increase in fuel prices, which shows that it is more expensive to adequately heat a home and, therefore, reduces the overall RdSAP rating.

TENANT AND LEASEHOLDER PANEL 12 February 2019

Lead Officer: Kirsteen Roe, Director of council homes, districts and regeneration

Wards: All

Agenda Item:

Subject: - Review of Service Improvement Groups

1. Recommendations

1.1 The Panel is asked to support the replacement of some of the existing service improvement groups with a Housing Performance Monitoring Panel.

2. Summary

2.1 This report outlines a proposal to replace four of the existing service improvement groups with a performance monitoring panel which will meet quarterly and report to the Tenant & Leaseholder Panel. It also proposes that the leaseholder and resident involvement groups are retained.

3. Background

3.1 Six service Improvement Groups (SIGs) currently exist covering the following service areas:

- Tenancy & Neighbourhood Services
- Income & Lettings
- Leaseholder services
- Resident Involvement
- Capital Investment
- Responsive Repairs

3.2 The purpose of these groups is to monitor the performance of the service area and work with service managers to improve services where performance is not meeting expectations or targets. Attendance at these meetings (with the exception of leaseholders) is low and outcomes are minimal. In addition, a number of very committed residents attend TLP and multiple SIGs but this means that more diverse and varied views and opinions are not captured through the current groups.

3.3 Currently these groups are organised by the operational service. This creates a silo'd way of engaging with residents and makes it more difficult to focus on

areas of improvement that involve a number of service areas. Whilst some services lend themselves to a regular forum (ie leaseholders), this is less true for others. We have been trialling new approaches through the Capital investment service improvement group including site visits to monitor and report back on the resident experience of major works and task & finish activities focusing on specific improvements.

- 3.4 The Housing Green Paper published by the Government last year proposed that landlords are assessed against “a number of agreed and meaningful key performance indicators which will be made publically available in a way that enables easy comparison.” The paper goes on to state that these should be focused on areas that are important to residents and gives the examples of:
- keeping properties in good repair;
 - maintaining the safety of buildings;
 - effective handling of complaints;
 - respectful and helpful engagement with residents; and,
 - responsible neighbourhood management, including tackling anti-social behaviour.
- 3.5 A meeting was held in September last year to which all SIG panel members were invited. A number of ideas to improve the operation of the SIGs were discussed. These can be summarised as follows:
- The leaseholder SIG to be replaced by a leaseholder led panel to which all leaseholders will be invited to join/attend
 - Less meetings and more site visits enabling group members to inspect council services and talk to tenants who are receiving/affected by services face to face
 - More benchmarking and possible visits to other social housing landlords to witness best practice
 - Develop a virtual performance monitoring group. Reports sent electronically. Questions/comments submitted by group members and responded to by service managers
 - Establish a performance monitoring panel reviewing key performance/benchmarking information across the housing service
 - Performance & benchmarking data site to be developed on housing area of council’s web site (to include all survey reports)
 - Merging of Responsive repairs & Capital Investment SIGs
 - Merging of Tenancy & Income SIGs
 - Income SIG to become a virtual panel
 - SIGs to monitor/review performance & benchmarking reports and establish task & finish groups where services require improving.
- 3.6 These ideas were discussed at the October 2018 meeting of this Panel. It was agreed that the resident involvement team will develop detailed proposals for the future role of these panels and discuss these further with SIG members.

3.7 A further meeting with residents took place in January where the following proposals were agreed.

4. **Proposals**

4.1 The existing service improvement groups (with the exception of leaseholder services & resident involvement) to be replaced with a Housing Performance Monitoring Panel.

4.2 This panel will meet quarterly and at each meeting it will receive performance, satisfaction & benchmarking reports from all service areas. The content and design of these reports will be agreed with panel members but will include the following:

Responsive Repairs response times
Rent Collection
Void Turnaround
Caretaking
Resident Satisfaction
Anti-social Behaviour
Contractor performance

4.3 Meetings will be jointly chaired by a resident and an officer of the resident involvement team and attended by the heads of all service areas who will present performance reports for their areas and summarise their plans for future service improvement. Panel members will be able to question officers, comment on their performance and service improvement plans and put forward their ideas for service improvements.

4.4 This panel will also receive the annual housemark benchmarking report and the STAR tenant satisfaction reports.

4.5 Where required task & finish groups can be established to review service areas which are under performing or the Panel can request the Housing Scrutiny Panel to carry out an in depth review of the service. The Panel can also propose the use of focus groups or surveys to obtain a wider range of residents' views, priorities or satisfaction or suggest site visits to inspect services and/or speak to residents.

4.6 A summary of the work and outcomes of the Panel will be reported at each meeting of the Tenant & Leaseholder Panel.

4.7 Membership of the panel will be open to all tenants and leaseholders who are able to demonstrate that they are able to meet the person specification via the completion of a self assessment form. All Panel members will be required to attend a training course on understanding performance information and asking the right questions.

4.8 All performance reports will be made available to panel members at least 7

days before meetings. Minutes of all meetings together with detailed performance reports will be available to all residents on the council's website.

- 4.9 The leaseholder group will continue to meet but will now be led and chaired by leaseholders. This meeting is currently well attended and discusses and reviews service performance which is specific to leaseholders. This will include service charges, charges for major repairs and leasehold agreements.
- 4.10 The resident involvement group will continue to meet as and when required by residents or the council. This panel will receive the performance reports on resident involvement.
- 4.11 The Complaints Panel will continue to meet in its current format and will include the the monitoring of the performance of complaints handling and resident contact with the council within its remit.
- 4.12 The council is currently developing a Housing Health & Safety Panel and this panel's remit will include the performance monitoring of all health & safety issues.

5. **The Next Steps**

- 5.1 A further meeting of residents will be organised to agree the detailed terms of reference for the Performance Monitoring Panel together with the recruitment plan. The first meeting of the Panel will be scheduled for May when the performance data for the year 2018/19 should be available.
- 5.2 No further meetings of the Income, Tenancy, Responsive Repairs or Capital Investment Groups will take place.

Report Author: Chris Stock

Contact Person: As above

TENANT AND LEASEHOLDER PANEL 12 February 2019

Lead Officer: Kirsteen Roe, Director of council homes, districts and regeneration

Wards: All

Agenda Item:

Subject: - Celebrating 100 years of council housing

1. Recommendations

- 1.1 The Panel is asked to support the proposal to celebrate 100 years of council housing with an exhibition of the history of council housing in Croydon and seeks further ideas and assistance from Panel members in marking this occasion.

2. Summary

- 2.1 This report outlines a proposal to celebrate the history of council housing in Croydon. In particular this will involve capturing stories from current or former council tenants, exhibiting photos and documents from the museum's and council's archives. An exhibition can take place in the Clocktower complex during August and September and then tour some of the libraries during the Autumn. Other options include publishing a special edition of Open House and dedicated pages on the council's website.

3. Background

- 3.1 The end of the First World War in 1918 created a huge demand for working-class housing in towns throughout Britain. In 1919, Parliament passed the ambitious Housing Act which promised government subsidies to help finance the construction of 500,000 houses within three years. As the economy rapidly weakened in the early 1920s, however, funding had to be cut, and only 213,000 homes were completed under the Act's provisions.
- 3.2 The 1919 Act - often known as the 'Addison Act' after its author, Dr Christopher Addison, the Minister of Health - was nevertheless a highly significant step forward in housing provision. It made housing a national responsibility and local authorities were given the task of developing new housing and rented accommodation where it was needed by working people. Often referred to as 'Homes fit for Heroes'.
- 3.3 Further Acts during the 1920s extended the duty of local councils to make housing available as a social service. The Housing Act of 1924 gave

substantial grants to local authorities in response to the acute housing shortages of these years. A fresh Housing Act of 1930 obliged local councils to clear all remaining slum housing, and provided further subsidies to re-house inhabitants. This single Act led to the clearance of more slums than at any time previously, and the building of 700,000 new homes. Under the provisions of the inter-war Housing Acts local councils built a total of 1.1 million homes.

- 3.4 Some of the earliest council houses in Croydon were built by the London County Council in 1918 in Norbury (including Northborough & Tylecroft Roads) and later these were transferred to the council. Croydon's housing stock sustained considerable bomb damage during the second world war and a large building programme took place during the 1950's. The total housing stock was over 25,000 in the 1970's. The introduction of the Right to Buy in 1980 resulted in many properties being sold to existing tenants. The total stock today is 13484 General Rent HRA properties, excluding leaseholders.

4. Proposals

- 4.1 The museum service can reserve an exhibition space in the Clocktower during August & September. An exhibition can be designed to display photos of council homes and their tenants throughout the hundred years, plans for the building of some of our estates, old documents such as rent books, tenancy agreements and housing committee reports. Most importantly we would want to capture stories from existing and former council tenants. These can be recorded or videoed and form part of the exhibit and retained in the museum's archives for future reference. It is also proposed that the exhibition will tour some of the Borough's libraries during the rest of the year.
- 4.2 Other ideas include the publication of a special edition of an Open House newsletter containing some of the photos and tenant stories, and dedicated pages on the council's website & Facebook site.

5. The Next Steps

- 5.1 If this proposal is agreed by the Panel, the resident involvement team will work with the museum team to prepare the exhibition. Key to the success of this venture will be input from existing & former tenants. Publicity will invite residents to provide stories, photos and documents and we will target our long standing tenants and some of our sheltered housing schemes for their memories.
- 5.2 Ideas and input from members of this Panel would be welcomed. A small task & finish group will be established to progress this work and resident volunteers are sought.
- 5.3 The costs associated with the development of the exhibition will be met through sponsorship by Axis/Mulallay (this is to be confirmed)

Report Author: Chris Stock

Contact Person: As above

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Resident involvement team update

October - December 2018



Service improvement groups and panels	
Income, lettings and welfare benefits	The group met in October. The group looked at performance information for the income service. Angela Wallhead, operational manager for the quality team provided an update via email on void properties and work being done to reduce void turnaround times. Other agenda items included an update on universal credit, parking schemes and the income and lettings restructure.
Leaseholder group	<p>The group met in October and looked at the relevant performance information. Adam Curtis – operational manager - attended to address issues previously raised by leaseholders regarding estate inspections, caretaking and horticultural services and outlined responsibilities for these services.</p> <p>Other topics discussed included revamp of the Tenant and Leaseholder panel (TLP) and current drive for new members; major works FAQ document, restructure of the housing needs service; malicious damage caused by anti-social behaviour and how it affects service charges; the feasibility of itemised repairs bills. The panel meet again at the end of January.</p>
Responsive repairs group	The repairs & maintenance service improvement group continues to meet quarterly with an average of 8-10 regular members. Each quarter the group review the performance of 15 key performance indicators. In addition, each meeting focuses on a specific theme and over the last year these have included estate planning and communal repairs, social value update and end of year review and the resident scrutiny panel's report. A whole meeting was also dedicated to a Q&A session with the Young Mayor William Awomoyi and his deputy Shea Williams, which was very well received.
Tenancy and neighbourhood services	The December meeting for this group was cancelled.
Capital investment group	The group have not met this quarter, but will be meeting late January.
Resident involvement group (RIG)	The group have not met this quarter.
Housing complaints panel	<p>The panel met at the end of November to review reports for Q3 (July – September 2018) for both complaints and for activity in the contact centre and Access Croydon. The complaints manager advised the panel that she is currently working with a number of services to look at areas for learning and emerging trends; this will be taken to management meetings so any learning can be filtered down to staff. Panel members were also advised that Croydon council have been re-credited for compliance, meaning that complaints were being handled well. The auditors were reportedly impressed with the council's work regarding complaints.</p> <p>There were no complaints adjudications this quarter. The panel are due to meet again in February.</p>

Sheltered housing panel (SHP)	<p>In agreement with panel members a working group was set up to review the panel. Several meetings have taken place with residents and officers from tenancy, sustainable communities, repairs and Axis. Following the pilot meeting that was held in September, the working group met again in November to review how the pilot meeting went. Feedback was positive and a second pilot meeting is going to be held at Laxton Court in Thornton Heath, date to be confirmed.</p> <p>The working group now has a representative from extra care housing who will champion issues on behalf of residents in these blocks. It was suggested at the last working group meeting that a pilot meeting is also held at Freeman Court in Norbury which is an extra care housing block.</p>
Housing disability panel	The role of the panel is still under review. The possibility of having housing related items on the agenda of existing adult social care panels is one option that is being considered. Work is on-going with colleagues in adult social care who have involvement with existing panels.
Resident scrutiny	
Housing scrutiny panel	<p>The complaints scrutiny exercise is ongoing. The panel continue to meet fortnightly and have looked collectively at the corporate complaints procedure and identified areas for improvement/change; carried out benchmarking with other similar registered social landlords; made decisions regarding setting up a focus group and carrying out a telephone survey of residents who have made formal complaints within the past couple of years.</p> <p>Training for both panel members and staff took place in October 2018. Recruitment to the panel is ongoing.</p>
Neighbourhood voice (NV)	Residents continue to provide us with monthly information about the services they receive, such as caretaking, litter picking and grounds maintenance. We are now in the process of re-branding and updating our information pack. The current focus is on updating the publicity materials and forms and recruiting new members from existing and unrepresented areas of the borough. We have recruited five new members who are ready to be trained.
Mystery shopping	<p>The libraries mystery shopping exercise ended in October. The results were analysed and the first draft of the report was sent to service heads and managers for their comments. In total over 50 shops were carried out by 10 mystery shoppers (residents and staff) across the various library locations. The report will be finalised and any recommendations made before being presented at a meeting with shoppers and service heads.</p> <p>Other service heads are currently being approached with a view to identifying and starting the next round of mystery shopping.</p>
Estate based involvement	
Roadshows	The feedback received by residents living on Regina Road, Sunny Bank, Handcroft Road, Monks Hill and Fieldway estates has been collated and circulated to the council's resident & gateway, community development and asset management teams, as well as waste contractors, Veolia, for them to put forward a response and possible solutions to some of the issues raised. Resident involvement officers have been exploring options with the relevant teams to look at e.g. entrance doors banging and not closing properly and deep cleaning of communal areas in certain blocks. Feedback to residents about actions taken will be completed by end of March 2019.
Resident forums & associations	Tollgate estate resident forum last met in December. Residents met representatives from Brick by Brick (BxB) and Quinn (developer) to discuss their concerns about the pending development on the estate. It was agreed that residents will meet

	<p>with BxB and Quinn on a monthly basis starting at the end of January. Issues were raised concerning anti-social behaviour, refuse collection, fly-tipping and litter-picking, which are being followed up by the tenancy officer. The next forum meeting is due in March 2019.</p> <p>The Longheath Gardens estate resident forum met in October. Residents discussed their concerns with the major works being undertaken by Mulalley, coinciding with the BxB development on the estate. Issues were also raised concerning garden allocations, refuse collections, fly-tipping and litter-picking, which are being followed up by the operational manager.</p> <p>We are supporting associations in various blocks/estates across the borough. Two new groups are also in development at Laxton Court and Tamworth Road.</p>
Brick x Brick (BxB)	We are supporting BxB's engagement with residents on the following estates: Academy Gardens, Auckland Rise, Longheath Gardens, Kingsdown Avenue, Ravensdale Gardens, Shrublands, Tollers, Tollgate.
Planned maintenance and project consultation	
Partnering contracts	The team carry out resident engagement and consultation in relation to the partnering contracts, working with residents to ensure they have a voice and their views are considered in the planning of works. These can include lift refurbishment or replacement, window replacement, external decoration in addition to major works projects.
Fire safety	<p>Engagement with residents continues across the borough relating to essential fire safety works. This includes works to temporary accommodation blocks. These works can include fire stopping and compartmentalisation works, renewal of communal fire doors in blocks and renewal or repair of property front doors to ensure they are fire safety compliant. In addition, engagement has now been completed with residents in blocks where sprinkler systems are being installed.</p> <p>A resident health and safety advisory panel is in the process of being set up. This will enable residents to be better informed about health and safety issues and to make it easier for them to raise concerns. Residents will be invited to join the panel through various channels, such as Open House, Facebook and the website and during face to face engagement. Residents who have had sprinklers installed in their homes have also been invited to get involved. It will be possible for panel members to 'meet' virtually online through the creation of a closed Facebook group to encourage wider and regular participation. Proposed membership, format and terms of reference of this to be reviewed by TLP.</p>
Special major works projects	Resident involvement officers work with project teams to ensure affected tenants and leaseholders have the opportunity to give their views and receive consistent, accurate information regarding works in both pre-delivery and delivery stages. Works undertaken for special projects can include, but are not limited to, cladding, window replacement, roof works, security measures and landscaping. Some of the current major works projects are 98-176 College Green, 56A-76D Chertsey Crescent, Dartmouth House, Davidson Lodge and Longheath Gardens.
Communications	
Newsletters and social media	The new issue of Open House, to be published in January, marks the beginning of an ongoing promotional campaign to boost the number of tenants and leaseholders who are actively involved in resident involvement activities. The format of Open House is being reviewed to make it a more cost effective and regular communication channel. The preference is to create a shorter, more targeted online version which can be sent out more frequently, increase our communication/profile and to create more opportunities to promote involvement activities to residents. Open House will be available to download via our website, Facebook pages, and promoted via rent letters (sent to residents several time a year). The transition from

	<p>a hard copy publication to one only produced online will be a gradual one and we will support residents through the transition. It is our aim to significantly increase readership of Open House as part of this refresh. Residents will be invited to get involved to ensure it is accessible and appealing.</p> <p>The resident involvement pages on the council's website are being refreshed, both in content and design. Our Facebook page is kept regularly updated and followers have increased to 96. During February and March 2019, we will be running an incentive to win shopping vouchers for residents who register to get involved.</p>
Branding refresh	Resident involvement publicity material has undergone a branding refresh as part of a drive to increase and diversify the number of involved residents. An A5 flyer promoting resident involvement was sent to all Croydon Council tenants with rent letters. The new branding has been incorporated into our new involvement registration form, online form, posters, resident involvement website pages, Open House and social media, amongst others. Banners / flags and t-shirts are also being produced to help build the profile of resident involvement at events.
Other activities	
Surveys	<p>The following surveys have been carried out recently:</p> <ul style="list-style-type: none"> • Anti-social behaviour (ASB) – an ongoing follow up telephone survey of tenants who have reported ASB which has then been investigated by their tenancy officer. Views are sought on how the tenant feels the complaint was investigated and if it was resolved to their satisfaction. • Programmed works – ongoing. Surveys are sent out to residents following completion of work to gauge satisfaction with all aspects of the service provided including consultation and quality of work. Results are fed back to the contract managers on a regular basis. • Sprinkler surveys – surveys have been sent out to residents in blocks where sprinkler installation has been completed.
Housing ID	<p>The Housing ID currently has 440 residents. The Housing ID form has been re-designed as part of the publicity refresh. We will be reviewing membership of the database over the next few weeks and focusing on new recruitment.</p> <p>This quarter members have been invited to take part in estate inspections, scrutiny focus group and the residents' Christmas buffet.</p>
Residents' training	Scrutiny panel training took place in October, delivered by an external trainer. It was attended by 5 resident panel members and 8 members of the resident involvement team.
Residents' Christmas buffet	The RI team organise this yearly event to thank involved residents for their time and input. This year the event was held in the Town Hall and was attended by The Worshipful the Mayor of Croydon, Councillor Bernadette Khan and Cllr Alison Butler, deputy leader and cabinet member for homes and Gateway services, in addition to officers from housing services and over 40 residents.