

London Assembly Housing Committee

Social Housing Governance.

Local Authorities responses to the call for evidence.

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01 - Brent Response

1. Affordable housing dwellings

We have found the following breakdown by tenure of your housing stock in 2016. Please update the table if you have more up-to-date numbers.

	Our data	Your data
Local authority owned stock	8,250	8250
Private Registered Provider	17,830	17,830
Other public sector	460	460
Private sector	90,110	90,110

Source: ONS, 2016 [Table 100: number of dwellings by tenure and district, England](#)

2. If applicable, please explain what you would include in 'other public sector'.

Sources ONS, <https://www.gov.uk/government/statistical-data-sets/live-tables-on-dwelling-stock-including-vacants>

3. Resident involvement mechanisms

We have identified six commonly used structures which offer different methods of resident involvement in the management of their homes. Please update this table to reflect how many of these you know are in place in your borough.

	Number across the borough	Generally, is involvement estate based (EB), area/ward based (AW) or organisation wide (OW)?	If possible, how many units do they represent/ manage?
Arm's Length Management Organisation (ALMO)	0	N/A	N/A
Tenant Management Organisations (TMOs)	1	Estate based	146
Tenant and Resident Associations (TRAs)	15	Estate based	1980
Housing cooperatives (only those with social housing allocations)	1	Estate based	264
Tenant panel / forum /committee	See below		
Scrutiny panel / committee / group	See below		
Other involvement structures	10 – see below	OW	Not known

Source: desk-based research.

4. Please describe the different 'other involvement structures' in use in your borough, if any.

Talkback: is a quarterly surgery facilitated by Brent Housing for all residents to come and discuss any issues with frontline teams. This is then followed by workshops with residents on ways we can improve services to them. On average 50 residents attend these quarterly forums.

Contract Review Group: this provides residents with an opportunity to scrutinise repairs and maintenance services in a meaningful way. Outputs from this group will feed into our Scrutiny panel to be launched later this year. We have 4 residents who sit on the contractor review group.

Disability forum: meets quarterly to debate and examine services to residents with disabilities. The forum is consulted on new policies, initiatives, procedures and our Housing Management's Equality and Inclusion strategy.

Estate inspections: Residents have the opportunity to engage with us regarding services we provide on their estate. We arrange for them to join their estate officers and others in the local community to identify how their neighborhood can be improved. We also welcome councilors and key contractors to attend these. Action plans are developed with residents and followed up with You Said, We did communications. These take place twice a year with all 15 residents associations.

Block & Street Champion: These support us to help identify and work on local issues to successfully deliver our local service priorities. They will work closely with the housing officers to report any issues and also identify any improvements required. We have 13 block champions.

Local Conversations: From time to time we hold one-off events to address a local issue; if we need to promote a service in a particular area; or if we need to consult with residents on a specific topic. This is done in a number of different ways including postal or telephone surveys, local surgeries, SMS messaging, door knocking, engaging with community activists etc.

Social Value Funding: We work with our residents through their community groups and estate conversations to identify projects and activities that will be delivered by contractors as part of their social value commitments.

Short ad hoc surveys are carried out from time to time to help us understand residents' views on a particular topic.

Members and Resident Panel set as a short term group for the transitional period of the consultation and any interim period before the decision was made to bring housing operation services back to the Council. This panel is still in place until the new resident involvement offer is implemented.

Resident Networking Group – made up of representatives from resident associations, disability forum and block champions who meet locally to encourage collaboration and

joint working events between resident associations. They learn from each other about how to engage with the Council and other organisations and discuss collective issues that affect their communities.

5. As a general rule, how are residents involved in each of these structures? And, what role do they have?

We recognise that, whilst these are common structures, the levels of resident involvement within the same structures may differ in practice across boroughs. In addition, we realise that even within boroughs there are differences, so please specify if this is the case, and describe the generality where possible. Please specify when the body has a formal or legal responsibility towards the council and residents, as opposed to an advisory/informative function.

Brent Housing Partnership (ALMO) was transferred back to Brent Council in October 2017 therefore, all our engagement methods are currently being reviewed to ensure that we can deliver more 'meaningful' engagement across all our stock.

Currently, any resident (tenant or leaseholder) can get involved in any of our forums or become a block champion. They do not feed into any specific structure however, going forward a new model is being developed to ensure that engagement methods feed into a scrutiny panel.

There are specific resident's officer roles within Residents association such as chair, secretary and treasurer who are elected formally at an Annual General meeting.

The residents who sit on the contractor review group were formally recruited through a recruitment and selection process.

6. Any additional comments or information.

Please use this box for any additional comments about resident involvement in your borough. For example, you may wish to comment on which structures are most successful, or attach diagrams to explain the mechanisms for resident involvement.

The engagement review has shown that the current engagement activities has a small percentage of residents are engaged and our new proposal devised will aim to engage with a wider audience.

The new engagement model includes 4 themes which include; routine customer feedback, core involvement, where you live and one-off/ad-hoc activities.

Note that all figures (Qs 1 and 2) submitted to this investigation will form part of the final output of this investigation. We will publish your comments in the free-text boxes (Qs 3 onwards) as attributable to you, unless otherwise clearly stated. All submissions are subject to Freedom of Information requests.

02 - Camden Response

1. Affordable housing dwellings

We have found the following breakdown by tenure of your housing stock in 2016. Please update the table if you have more up-to-date numbers.

	Our data	Your data
Local authority owned stock	23,750	22,500 tenanted general needs social housing units 850 sheltered housing units 400 hostel units
Private Registered Provider	11,260	
Other public sector	0	
Private sector	68,160	

Source: Ministry of Housing, Communities and Local Government, 2016 [Table 100: number of dwellings by tenure and district, England](#)

2. If applicable, please explain what you would include in 'other public sector'.

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3. Resident involvement mechanisms

We have identified six commonly used structures which offer different methods of resident involvement in the management of their homes. Please update this table to reflect how many of these you know are in place in your borough.

	Number across the borough	Generally, is involvement estate based (EB), area/ward based (AW) or organisation wide (OW)?	If possible, how many units do they represent/ manage?
Arm's Length Management Organisation (ALMO)	N/A		
Tenant Management Organisations (TMOs)	7	Estate based	1261
Tenant and Resident Associations (TRAs)	126	These are nearly all estate based and includes 101 TRAs and 25 leaseholder associations (RTAs)	
Housing cooperatives (only those with social housing allocations)	N/A		
Tenant panel / forum /committee	5	Area based District Management Committees that cover the entire geographical area of the Borough	
Scrutiny panel / committee / group	1	Housing Scrutiny process – organisation wide, Councillor-led	

Other involvement structures	3	Fire Safety Advisory Panel Leaseholder's Forum Sheltered Housing Forum Camden Association of Street Properties (CASP) Area Action Groups (AAGs) Citizens Assembly Development Consultation	
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Source: desk-based research.

4. Please describe the different 'other involvement structures' in use in your borough, if any.

The following provide a description of the broader engagement channels that Camden uses to engage with residents around specific issues of interest (e.g. fire safety) or specific population groups (e.g. leaseholders, residents of street properties):

The **Fire Safety Advisory Panel** supports Camden Council's landlord service to manage the risk of fire by making recommendations and carrying out reviews to facilitate effective fire prevention, preparedness, response and recovery strategies. The Panel supports the Council's Director Resident Safety in ensuring that tenant and leaseholder voices are at the centre of the Council's approach to property safety.

The **Leaseholder's Forum** represents all leaseholders of Camden Council properties and freeholders paying service charges to Camden Council. Forum members discuss issues affecting leaseholders across the borough and works with Camden to improve council services.

The **Sheltered Housing Forum** brings together the Council's sheltered housing tenants with officers to discuss issues related to the service provision and other matters of interest to sheltered tenants. It is chaired by the Council's Older People Champion.

There are a number of resident organised meetings which the Council recognises and engages with to ensure the effective representation of different interests within the Council's housing stock – this includes the **Camden Association of Street Properties (CASP)** which was formed in 2004 to represent the 6000 tenants and leaseholders living in Camden Council street properties.

Although the Council support's a well-established representative framework of participation, we also acknowledge that most residents often prefer personal engagement with us. In addition to engagement structures linked directly to the landlord service (ward housing teams and individual housing officers), Camden tenants and leaseholders can engage with other meetings such as our area forums and community conversations which are less formal and involve the wider community.

In 2017 Camden established the **Citizen's Assembly**, a demographically representative group of 70 residents (including tenants and leaseholders) seeking to bring them closer to the Council and its decision making structures. The Citizen's Assembly seeks engagement both online and offline, and was established on a "Citizen Jury" model which operate successfully in Australia and New Zealand to help local and municipal governments to make complex decisions in partnership with residents. The Council has conducted four meetings of the Citizens Assembly, with the policy discussions at these meetings feeding directly into the development of the Camden 2025 corporate plan. Officers are proposing a housing-focused meeting of the Assembly in Autumn 2018.

Camden organises quarterly **Area Action Groups (AAGs)** for all 16 wards in the Borough. These are public meetings led by ward councillors and provide an opportunity for residents and local people to come together to discuss local issues and influence activity locally. Tenants and leaseholders are encouraged to use these meetings to engage with their ward councillors, and they are managed by Council officers to ensure effective communication to and from the meetings.

The Council also regularly updates tenants and leaseholders through less formal and more personal methods of engagement. We use a database of 11,000 tenant and 6,000 leaseholder email addresses to directly consult with tenants about landlord related matters – response rates to engaging with residents using these methods evidence that in seeking to engage as many residents as possible, there is value in a multi-faceted engagement approach that requires different levels of time-commitment.

5. As a general rule, how are residents involved in each of these structures? And, what role do they have?

We recognise that, whilst these are common structures, the levels of resident involvement within the same structures may differ in practice across boroughs. In addition, we realise that even within boroughs there are differences, so please specify if this is the case, and describe the generality where possible. Please specify when the body has a formal or legal responsibility towards the council and residents, as opposed to an advisory/informative function.

Camden invests heavily in the development and support of tenant and leaseholder engagement structures. Alongside the over £500,000 in investment in the employment of officers as part of the tenant participation service, Camden awards support grants to TRAs and devolves budgets to District Management Committees (DMCs) each year to support community and voluntary activities in their areas. The budgets for 2017/18 are as follows:

DMC	Annual Budget
Camden Town	£137,696
Gospel Oak	£131,238
Hampstead	£142,545
Holborn	£125,760
Kentish Town	£137,437

Council housing officers help manage the process of disbursing these funds including helping to manage and providing critical challenge to applications, helping to manage any competitive tenders that need to occur, and assessing and agreeing final bids.

We have summarised below at a high level the key elements of our tenant and leaseholder engagement structure:

Tenant Management Organisations (TMOs)

Some estates in Camden are managed by groups of tenant volunteers. These are called tenant management organisations (TMOs) under the Government's Right to Manage Regulations. Camden has 7 TMOs. These organisations have a contractual relationship with the Council with responsibility for the delivery of services in their blocks or on their Estates. There is additionally one Community Cashback scheme at the Council where a groups of residents control the budget to carry out their block cleaning.

Tenants and Residents Associations (TRA) represent their estate or defined area and most are estate based. They do not have a formal or legal responsibility and are not part of the Council's constitution. Their power is primarily through influencing rather than decision-making, this

influencing power is strong, and is largely exercised in public. The TRAs provide a clear route for the escalation of resident concerns and a clear opportunity for the Council to demonstrate where it has addressed these concerns. TRAs are involved in the development of major works and refurbishment plans for their estates and blocks and where these occur liaising with contractors and the Council to ensure the delivery of works.

District Management Committees (DMCs) are 5 area-based bodies made up of representatives from each of the TRAs in that district. The Council's Cabinet Member for Better Homes attends all DMC meetings to consult Members about issues within the portfolio and, having done so, takes the DMC views back to Cabinet. As indicated above, DMCs have an identified community budget which they can allocated to projects proposed by local TRAs.

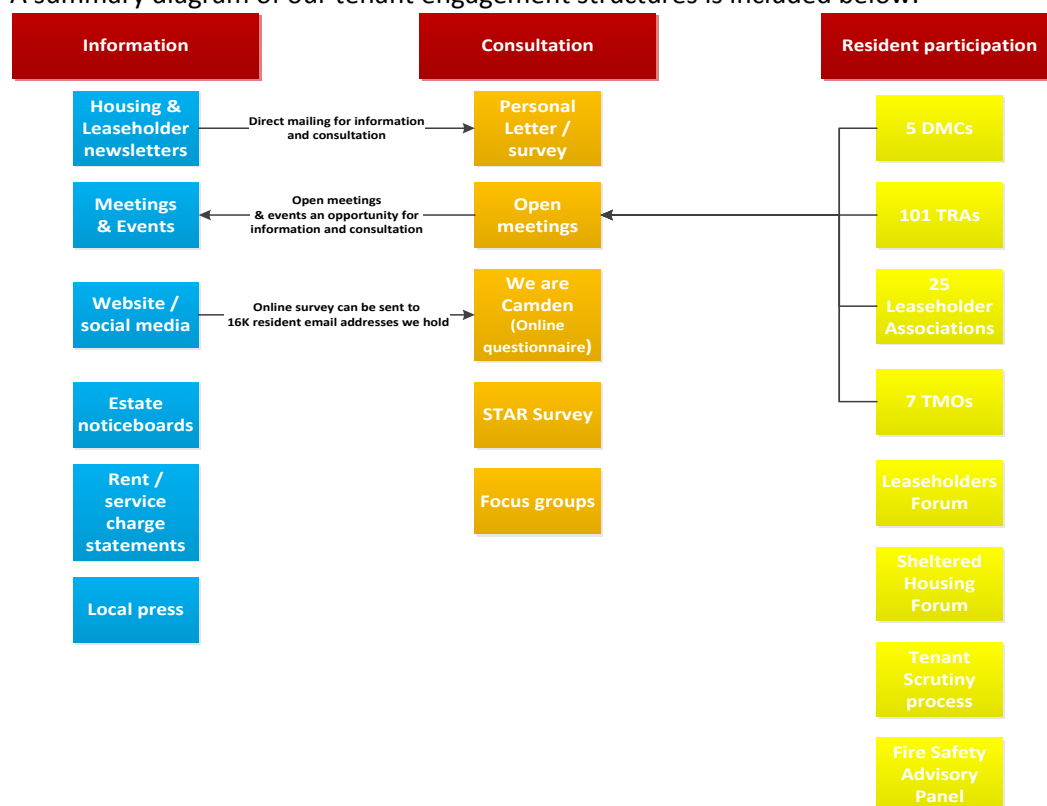
Cherry Court TRA received DMC funding to support Easter and summer programmes of activities for children and young people in the area, such as football coaching and trips. Other TRAs bid for funding for community gardens, improve existing greenspace and undertake planting in communal areas.

Recognised *Tenants' Association (RTA)* are representative bodies of the Council's leaseholders who have come together to represent their common interests and have been recognised by the Council for the purposes of section 29 of the Landlord and *Tenant* Act 1985.

Scrutiny process

Camden's tenant scrutiny process is currently under review to ensure that it best compliments the role played by the DMCs already in scrutinising the Council's performance and in making recommendations about how performance might be improved. It is also being reviewed with the priority of increasing robust resident oversight.

A summary diagram of our tenant engagement structures is included below:



6. Any additional comments or information.

Please use this box for any additional comments about resident involvement in your borough. For example, you may wish to comment on which structures are most successful, or attach diagrams to explain the mechanisms for resident involvement.

Tenant & Leaseholder Engagement at Camden

Camden's communities have a strong sense of activism and a powerful shared understanding that we achieve more when we work together. Camden Council's organisation approach to engagement is founded both on this shared conviction and on its civic responsibility to ensure that everyone has a voice within their communities, and particularly to ensure that excluded or under-represented voices are actively sought out and engaged.

As part of its commitment to engaging residents in substantive decision making, Camden develops, supports and engages with a range of tenant and leaseholder representative structures. These structures support both the delivery of resident oversight of performance, and also seeking to empower residents to deliver improvements in their communities in partnership with the Council. As part of its implementation of Camden 2025 the Council will be utilising these consultation and engagement structures with a view to identifying how to support a "shared endeavour" approach to tackling chronic issues such as long-term unemployment, air quality, and access to housing. Our tenants and leaseholders play key roles in their communities both as key stakeholders in the Council's delivery of services, but also as parents, neighbours, volunteers and community leaders.

The Council has specific additional engagement and consultation resource for when the Council is considering a major refurbishment or redevelopment programme on an Estate as part of the Community Investment Programme (CIP). Where these occur the Council involves residents from the outset to ensure that local concerns and priorities are addressed in the planning of schemes. On Estates where the Council is proposing major redevelopment (including in some cases but not all demolition) the Council establishes resident-led steering groups with representation from local ward councillors.

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03 - City of London Response

1. Affordable housing dwellings

We have found the following breakdown by tenure of your housing stock in 2016. Please update the table if you have more up-to-date numbers.

	Our data	Your data
Local authority owned stock	440	1956 (includes homes in other boroughs)
Private Registered Provider	230	
Other public sector	0	
Private sector	5,630	

Source: Ministry of Housing, Communities and Local Government, 2016 [Table 100: number of dwellings by tenure and district, England](#)

2. If applicable, please explain what you would include in 'other public sector'.

3. Resident involvement mechanisms

We have identified six commonly used structures which offer different methods of resident involvement in the management of their homes. Please update this table to reflect how many of these you know are in place in your borough.

	Number across the borough	Generally, is involvement estate based (EB), area/ward based (AW) or organisation wide (OW)?	If possible, how many units do they represent/ manage?
Arm's Length Management Organisation (ALMO)			
Tenant Management Organisations (TMOs)			
Tenant and Resident Associations (TRAs)		1 – estate based	290 units social housing, 267 leasehold
Housing cooperatives (only those with social housing allocations)			
Tenant panel / forum /committee		2 – 1 is estate based, the other is our Housing User Board (HUB) – a virtual panel of around 120 residents who comment on policy changes etc	

Scrutiny panel / committee / group			
Other involvement structures		2	

Source: desk-based research.

4. Please describe the different ‘other involvement structures’ in use in your borough, if any.

- We work with resident groups who run a range of events and activities and these allow us to engage on a less formal basis. These are estate based.
- We are rolling out a programme of ‘Community Builders’ on each estate. These are volunteers who work with residents to make connections, combat social isolation but also support people to engage with the day to day life and running of their estate.
- We tend to find engagement works better when it is focused on a specific issue and is more a task and finish type approach. We have had good engagement, for example, by setting up joint working groups looking at the refurbishment of a community centre, the development of a new playground facility and the planning of a community festival.

5. As a general rule, how are residents involved in each of these structures? And, what role do they have?

We recognise that, whilst these are common structures, the levels of resident involvement within the same structures may differ in practice across boroughs. In addition, we realise that even within boroughs there are differences, so please specify if this is the case, and describe the generality where possible. Please specify when the body has a formal or legal responsibility towards the council and residents, as opposed to an advisory/informative function.

The only ones that we could really say are ‘structures’ are the TRA, the Tenant Forum and the HUB. The TRA is run entirely by residents (largely leaseholders). The Tenants’ Forum is also run by residents, but with support from us. The HUB is run by us – residents can sign up to get involved at any point and are then sent consultation documents.

6. Any additional comments or information.

Please use this box for any additional comments about resident involvement in your borough. For example, you may wish to comment on which structures are most successful, or attach diagrams to explain the mechanisms for resident involvement.

We have seen a significant decline in traditional TRAs. Most residents don’t have time to attend meetings, especially when they are run formally, and feedback tells us that tenants, in particular, do not find the meetings accessible or inclusive. So most of our TRAs have disappeared and the one that is left is very controversial and tends to be run largely by and for leaseholders. We have tried to encourage tenants to engage more but with limited success. We find that resident groups are much more likely to succeed if they are focused on social activities – by working with them on these, we find it is easier to build up less formal, but nevertheless important and constructive engagement. The other approach that seems to work is focusing on specific issues or projects.

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04 - Croydon Response

1. Affordable housing dwellings

We have found the following breakdown by tenure of your housing stock in 2016.
Please update the table if you have more up-to-date numbers.

	Our data	Your data
Local authority owned stock	13,800	13,582
Private Registered Provider	12,710	
Other public sector	0	
Private sector	128,040	

Source: ONS, 2016 [Table 100: number of dwellings by tenure and district, England](#)

2. If applicable, please explain what you would include in 'other public sector'.

3. Resident involvement mechanisms

We have identified six commonly used structures which offer different methods of resident involvement in the management of their homes. Please update this table to reflect how many of these you know are in place in your borough.

	Number across the borough	Generally, is involvement estate based (EB), area/ward based (AW) or organisation wide (OW)?	If possible, how many units do they represent/ manage?
Arm's Length Management Organisation (ALMO)	0		
Tenant Management Organisations (TMOs)	0		
Tenant and Resident Associations (TRAs)	7*	EB	1600
Housing cooperatives (only those with social housing allocations)	0		
Tenant panel / forum /committee	19	EB + OW	13,532
Scrutiny panel / committee / group	1	OW	13,532
Other involvement structures	2	EB	

Source: desk-based research.

*local authority estates only

4. Please describe the different ‘other involvement structures’ in use in your borough, if any.

Neighbourhood Voice – Individual tenants monitoring grounds maintenance, cleaning, fire safety & communal repairs in their local blocks

Estate inspections – local tenants inspecting their estates together with repairs officers and contractor

Resident Youth Services Panel – residents group to support activities and engagement for young people (working in partnership with Croydon’s Youth Panel and forums)

5. As a general rule, how are residents involved in each of these structures? And, what role do they have?

We recognise that, whilst these are common structures, the levels of resident involvement within the same structures may differ in practice across boroughs. In addition, we realise that even within boroughs there are differences, so please specify if this is the case, and describe the generality where possible. Please specify when the body has a formal or legal responsibility towards the council and residents, as opposed to an advisory/informative function.

We involve tenants and leaseholders in a wide range of activities. These include the following:

Tenant & Leaseholder Panel – a borough wide panel where council tenants and leaseholders can influence strategic & policy issues. It is part of the council’s committee structure and councillors are invited to listen to residents’ views and explain council housing policy.

Service Improvement Groups – There are SIGs for all housing service areas. They look at performance and service delivery and work with service managers to improve services to all residents.

There are specialist panels for Sheltered Housing tenants, Disabled tenants and Leaseholders which focus on issues which matter most to those residents.

The Scrutiny panel has been most effective mechanism for resident involvement. The panel conducts wide ranging reviews of housing services. This usually involves a desk top review, interviewing residents, officers & contractors, shadowing officers, inspections & mystery shopping. Although it requires a big commitment from panel members their resulting report of findings and recommendations always leads to an agreed action plan to improve services.

A pool of resident mystery shoppers is regularly used to check that services are meeting residents’ expectations, the council’s standards and providing accurate and clear information.

Ad hoc 'Question time' events are held locally enable residents to raise issues service managers and councillors.

We have dedicated officers who specialise in engaging residents who are affected by major works to their home or estate to ensure they are consulted, informed and supported before and during the works.

We have established an on-line resident reader group who check that our communications are clear and accessible to all.

We also have a community development team who support local community leaders and groups to deliver social, environmental and economic projects and services across the borough.

6. Any additional comments or information.

Please use this box for any additional comments about resident involvement in your borough. For example, you may wish to comment on which structures are most successful, or attach diagrams to explain the mechanisms for resident involvement.

Croydon is currently carrying out an extensive review of the way it engages with its tenants and leaseholders and involves them in improving services. This will involve a move away from traditional methods of engagement, panels & regularly meetings. Numbers attending such meetings has reduced and they are not always representative of the residents living on our estates. They also require long term ongoing commitment from residents.

In future we will place greater emphasis on digital engagement methods, including the use of social media, texting, e-newsletters and web chats. We will look to use tenant insight and a wider range of surveys, including transactional. Focus groups and task & finish groups will be used more often. Our recent communication work with residents on fire safety told us that local face to face engagement is the most effective at reaching a wider group of residents so we will be doing more road shows and local surgeries.

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05 - Hackney Response

1. Affordable housing dwellings

We have found the following breakdown by tenure of your housing stock in 2016. Please update the table if you have more up-to-date numbers.

	Our data	Your data
Local authority owned stock	22,160	23,756
Private Registered Provider	23,990	23,984
Other public sector	0	0
Private sector	61,420	61,420

Source: Ministry of Housing, Communities and Local Government, 2016 [Table 100: number of dwellings by tenure and district, England](#)

2. If applicable, please explain what you would include in 'other public sector'

3. Resident involvement mechanisms

We have identified six commonly used structures which offer different methods of resident involvement in the management of their homes. Please update this table to reflect how many of these you know are in place in your borough.

	Number across the borough	Generally, is involvement estate based (EB), area/ward based (AW) or organisation wide (OW)?	If possible, how many units do they represent/ manage?
Arm's Length Management Organisation (ALMO)	n/a	n/a	n/a
Tenant Management Organisations (TMOs)	10	EB	4665
Tenant and Resident Associations (TRAs)	66	EB	17,664
Housing cooperatives (only those with social housing allocations)	n/a	n/a	n/a
Tenant panel / forum /committee	10	AW	n/a
Scrutiny panel / committee / group	1	OW	
Other involvement structures	13	EB/AW	n/a

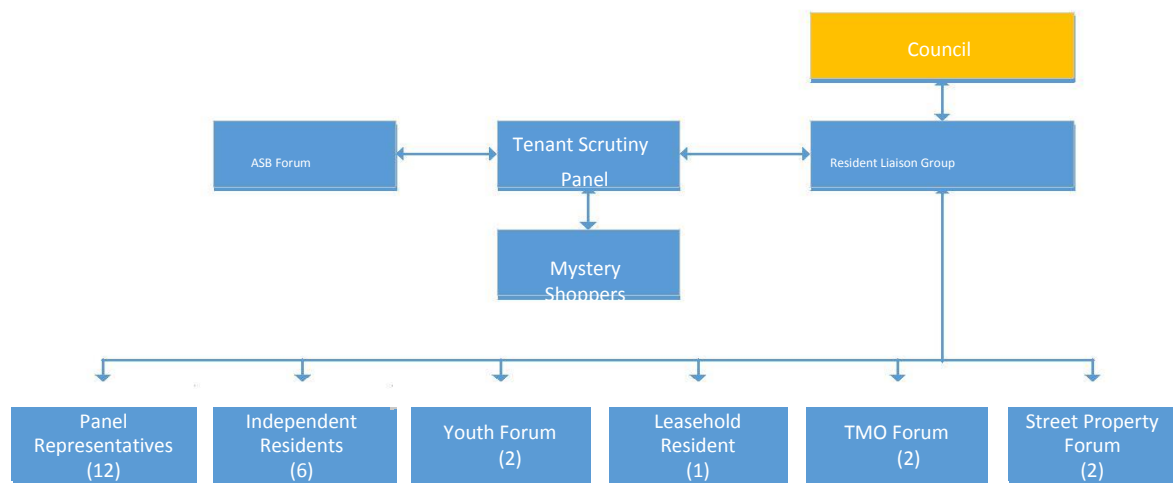
Source: desk-based research.

Please describe the different 'other involvement structures' in use in your borough, if any.

There are 13 groups that represent older residents (over 55 years old) across the borough. These are a mixture of estate based and area based.

5. As a general rule, how are residents involved in each of these structures? And, what role do they have?

We recognise that, whilst these are common structures, the levels of resident involvement within the same structures may differ in practice across boroughs. In addition, we realise that even within boroughs there are differences, so please specify if this is the case, and describe the generality where possible. Please specify when the body has a formal or legal responsibility towards the council and residents, as opposed to an advisory/informative function.



All groups within the structure have an advisory/informative function. There are 66 TRAs across the stock which send 2 representatives to the 6 area panels (panel representatives). ▼ ▼ ▼ ▼ ▼ ▼

The Resident Liaison Group is the top-tier of resident involvement which discusses borough-wide strategic issues within social housing in the borough. The membership includes representation from a variety of involvement mechanisms within the structure.

Residents can be elected to officer (chair, secretary, treasurer) roles within TRAs and Panels.

Council Staff attend resident meetings on a quarterly basis to resolve estate wide issue

6. Any additional comments or information.

Please use this box for any additional comments about resident involvement in your borough. For example, you may wish to comment on which structures are most successful, or attach diagrams to explain the mechanisms for resident involvement.

Hackney Council reviewed its Resident Participation (RP) Structure last year and the chart above came into effect from the 1st April 2018. This review was undertaken in partnership with residents from the various levels of involvement, including TRAs, Area Panels and the Resident Liaison Group (RLG).

The basis of the RP Structure is the Tenants and Residents Associations, from which representatives sit on the other groups. The Street Properties Forum, TMO, ASB Forum and the Youth Forum sit outside of the TRAs.

Hackney Council adopts a tenure blind approach and therefore the number of properties covered by the Tenants & Residents Association include 8005 leasehold properties that are based on local authority owned estates.

Hackney Council prides itself on involving residents at various levels from its involvement structure, ensuring that social housing residents have a 'real say' on how housing is run in Hackney. e.g. a resident-led sub group (task & finish) from the RLG was set-up to implement the recommendations from the RP review.

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06 - Hammersmith and Fulham Response

1. Affordable housing dwellings

We have found the following breakdown by tenure of your housing stock in 2016.
Please update the table if you have more up-to-date numbers.

	Our data	Your data
Local authority owned stock	12,350	12,285 tenants 4654 leaseholders
Private Registered Provider	13,320	
Other public sector	40	198 (freeholds)
Private sector	59,920	

Source: ONS, 2016 [Table 100: number of dwellings by tenure and district, England](#)

2. If applicable, please explain what you would include in 'other public sector'.

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3. Resident involvement mechanisms

We have identified six commonly used structures which offer different methods of resident involvement in the management of their homes. Please update this table to reflect how many of these you know are in place in your borough.

	Number across the borough	Generally, is involvement estate based (EB), area/ward based (AW) or organisation wide (OW)?	If possible, how many units do they represent/ manage?
Arm's Length Management Organisation (ALMO)	0	n/a	n/a
Tenant Management Organisations (TMOs)	0	n/a	n/a
Tenant and Resident Associations (TRAs)	34	EB and OW	7156 (approximately 42% of stock)
Housing cooperatives (only those with social housing allocations)	0	n/a	n/a
Tenant panel / forum /committee	11	OW	17,000 (including leaseholders)
Scrutiny panel / committee / group	0	n/a	

Other involvement structures	6	EB and OW	17,000
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Source: desk-based research.

4. Please describe the different ‘other involvement structures’ in use in your borough, if any.

Estate inspections
Mystery shopping
Involving residents in officer recruitment
Task and finish groups (currently the Fire Safety Plus Advisory Group as outlined below)
Reading Group
Defend Council Homes Unit (and structures that emerging)

5. As a general rule, how are residents involved in each of these structures? And, what role do they have?

We recognise that, whilst these are common structures, the levels of resident involvement within the same structures may differ in practice across boroughs. In addition, we realise that even within boroughs there are differences, so please specify if this is the case, and describe the generality where possible. Please specify when the body has a formal or legal responsibility towards the council and residents, as opposed to an advisory/informative function.

Our vision for resident involvement has been developed with our residents, drawing on examples of good practice across the sector and reflecting on the lessons learned to date. Our vision commits us to **‘Transforming our housing service, putting residents at the heart of decision making’**

The Resident Involvement Strategy which we currently work to has three key objectives:

1. Placing greater control and influence at the hands of our residents, making us more accountable for the housing services they receive.
2. More involvement, better involvement
3. Promote social inclusion and support thriving and vibrant communities

We recognise that people choose to get involved in different ways and at different levels i.e. information giving, consultation, involvement, empowerment, and resident control. We also acknowledge that it is necessary to support involvement activities by working to maximise participation and accountability both formally and informally.

Our resident involvement structure, developed with residents, is made up of resident-led groups and forums that are chaired by residents who work with us to set the agenda. Service Improvement Groups meet either monthly or quarterly and work in partnership with officers on projects to delivery better services and improved performance. Forums

are an opportunity for residents to come together and raise any areas with the senior management team and Cabinet Member for Housing.

The structure and the decisions making or recommendation making responsibility of each group is set out below in the answer to the next question.

We have recently established a **Fire Safety Plus Advisory Group** to work with us on making sure our housing stock is safe, well managed, and well maintained. The group is made up of general needs tenants, leaseholders, and sheltered housing tenants. The group is helping to inform how the £20m package of Fire Safety Plus measures will be rolled out, benefitting all council housing residents.

The purpose of the group will be to:

- Advise and make recommendations on the delivery of the Fire Safety Plus programme.
- Prioritise Fire Safety Plus projects in line with legal compliance responsibilities.
- Incorporate residents' views and involve residents in planning for the Fire Safety Plus programme and in its delivery.
- Provide effective communication for the Fire Safety Plus programme and develop training and education to accompany it.
- Create policy that ensures the continuation of Fire Safety within the Council's housing stock as a future priority.

Tenants and Residents Associations (TRAs) hold annual general meetings which the Housing Resident Involvement Team support. A significant number of TRAs are very active and manage their own halls and rooms. We consult with our TRAs on areas such as neighbourhood improvements, planned and capital works, CCTV, fire safety, and waste and recycling initiative. We also work with TRAs to hold events.

We also offer activities such as estate inspections, mystery shopping, and a Reading Group where residents can undertake short tasks from the comfort of their home or neighbourhood.

Involvement in Housing in LBHF is all about working with residents, capturing feedback, and acting on this to improve services and strengthen communities.

Over the last 12 months the **Defend Council Homes Unit** has been operational at the Council. This was a commission set up by the leader made up of two independent advisors and an active resident. The objective of the group was to identify ways short of whole sale stock transfer to a community owned housing association (which was not financially possible) which would enable residents to prevent their homes being redeveloped or sold without resident consent – to prevent a similar situation to what has happened to West Kensington and Gibb's Green Estates and their sale to CAPCO.

The group has completed the first stage of work after careful legal consideration and has developed two concepts. 1. The creation of a residents estates development policy, against which any decisions must be made. 2. Registering this policy and the decision

making around it against the land title to prevent any disposal without the policy being followed.

The group will now be working with a wider group of residents to create a policy that will enable residents to have control over these types of decisions.

A cabinet report and the unit's report can be found here

<http://democracy.lbhf.gov.uk/documents/s97889/Defend%20Council%20Homes%20Unit%20-%20Report.pdf>

<http://democracy.lbhf.gov.uk/documents/s97890/Appendix%201%20-%20Final%20Report%20of%20the%20Defend%20Council%20Homes%20Unit.pdf>

6. Any additional comments or information.

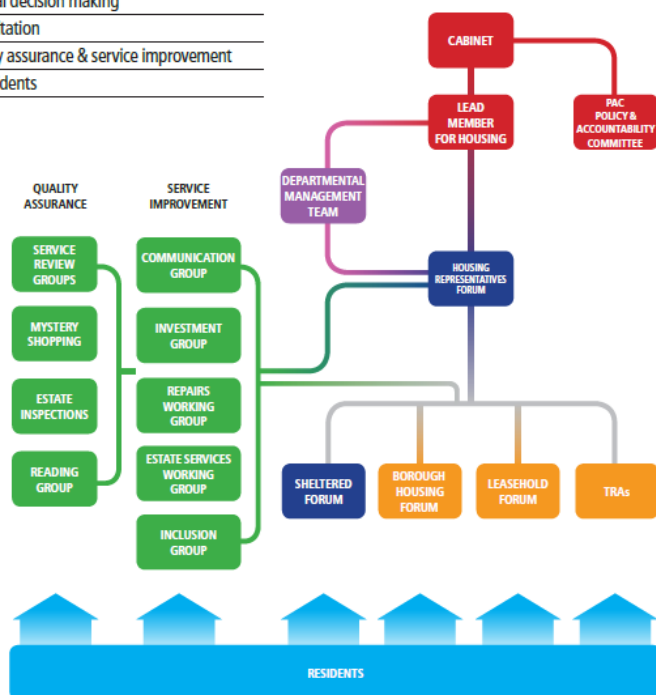
Please use this box for any additional comments about resident involvement in your borough. For example, you may wish to comment on which structures are most successful, or attach diagrams to explain the mechanisms for resident involvement.

Here is our involvement structure:

Your Involvement & Engagement Structure

Key

Decision making
Recommendation setting
Internal decision making
Consultation
Quality assurance & service improvement
All residents



Here is a link to our current resident involvement strategy:

https://www.lbhf.gov.uk/sites/default/files/section_attachments/resident-involvement-strategy-2016-18-print.pdf

07 – Haringey Response

1. Affordable housing dwellings

We have found the following breakdown by tenure of your housing stock in 2016.
Please update the table if you have more up-to-date numbers.

	Our data	Your data
Local authority owned stock	15,310	15,205
Private Registered Provider	11,800	
Other public sector	80	
Private sector	79,690	

Source: Ministry of Housing, Communities & Local Government, 2016 [Table 100: number of dwellings by tenure and district, England](#)

2. If applicable, please explain what you would include in 'other public sector'.

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3. Resident involvement mechanisms

We have identified six commonly used structures which offer different methods of resident involvement in the management of their homes. Please update this table to reflect how many of these you know are in place in your borough.

	Number across the borough	Generally, is involvement estate based (EB), area/ward based (AW) or organisation wide (OW)?	If possible, how many units do they represent/ manage?
Arm's Length Management Organisation (ALMO)	One	Estate based and organisation wide	15,205
Tenant Management Organisations (TMOs)			
Tenant and Resident Associations (TRAs)			
Housing cooperatives (only those with social housing allocations)			
Tenant panel / forum /committee			
Scrutiny panel / committee / group	One	Organisation wide	15,205
Other involvement structures	Five	Organisation wide	Collectively 15,205

Source: desk-based research.

4. Please describe the different 'other involvement structures' in use in your borough, if any.

A Resident Complaints Panel that hears appeals to complaints as the final internal stage in the complaints process.

Four tenure specific panels (General Needs, Leasehold, Sheltered Housing, Residents in Temporary Accommodation) that review the quality of service provision for services specifically in relation to their tenure type and help identify service improvement and development plans.

5. As a general rule, how are residents involved in each of these structures? And, what role do they have?

We recognise that, whilst these are common structures, the levels of resident involvement within the same structures may differ in practice across boroughs. In addition, we realise that even within boroughs there are differences, so please specify if this is the case, and describe the generality where possible. Please specify when the body has a formal or legal responsibility towards the council and residents, as opposed to an advisory/informative function.

ALMO – The board of management comprises four residents out of a total of 12 board members. The residents are elected by the local community. Their role is to set the strategic direction for the organisation, monitor financial and operational performance and the general management of the ALMO. The ALMO also supports local (estate based) and borough wide resident groups, of which there are approx. 50. This is in relation to the cost of administration, support with training and development, youth and community activities and employment support.

The ALMO has a Residents Scrutiny Panel comprising circa 10 residents who are appointed following a recruitment and selection process. The Panel is supported by an independent mentor. The Panel selects areas of service which it scrutinises and presents findings and recommendations to management. The Panel also regularly carry out mystery shopping and monitor agreed service improvement actions for implementation.

The ALMO has a Resident Complaints Panel who are appointed following a recruitment and selection process. They independently investigate appeals against complaint findings by management. The Panel delivers its verdict and can award compensation and agree remedial action as appropriate.

The ALMO has tenancy specific panels whose meetings are open to all residents from each particular tenure group. The residents help review the quality of services provided, help formulate improvement plans and monitor progress with implementing actions from improvement plans.

6. Any additional comments or information.

Please use this box for any additional comments about resident involvement in your borough. For example, you may wish to comment on which structures are most successful, or attach diagrams to explain the mechanisms for resident involvement.

08 – Harrow Response

1. Affordable housing dwellings

We have found the following breakdown by tenure of your housing stock in 2016.
Please update the table if you have more up-to-date numbers.

	Our data	Your data
Local authority owned stock	4,860	4,759
Private Registered Provider	4,260	4,417
Other public sector	80	65
Private sector	80,130	80,079

Source: Ministry of Housing, Communities and Local Government, 2016 [Table 100: number of dwellings by tenure and district, England](#)

2. Please explain what you would include in 'other public sector'.

The definition of 'Other' public sector dwellings should follow the Census definition of a dwelling (i.e. it includes dwellings outside the HRA) and include dwellings owned by any public sector body other than lower-tier local authorities (district councils, unitary authorities, metropolitan district councils and London boroughs) or Private Registered Providers (housing associations). It includes dwellings owned by government departments (e.g. Ministry of Defence) and other public sector agencies (e.g. the NHS, the Forestry Commission, the Prison Service or county councils).

In practice it can be challenging to calculate this figure.

3. Resident involvement mechanisms

We have identified six commonly used structures which offer different methods of resident involvement in the management of their homes. Please update this table to reflect how many of these you know are in place in your borough.

	Number across the borough	Generally, is involvement estate based (EB), area/ward based (AW) or organisation wide (OW)?	If possible, how many units do they represent/ manage?
Arm's Length Management Organisation (ALMO)			
Tenant Management Organisations (TMOs)			
Tenant and Resident Associations (TRAs)	8	EB	

Housing cooperatives (only those with social housing allocations)			
Tenant panel / forum / committee	1	OW	
Scrutiny panel / committee / group	4	OW	
Other involvement structures	4	OW	

Source: desk-based research.

4. Please describe the different 'other involvement structures' in use in your borough, if any.

Resident Engagement

The Resident Involvement Team lead on ensuring tenants and leaseholders are encouraged to be actively involved in helping to shape housing services. The team facilitates and supports community involvement, engagement and activities across the housing service.

Housing Services has recently launched a new way of working with residents following a review of the resident involvement offer, including consulting widely with residents across the borough between June 2016 and March 2017.

The review focussed on current good practice, where we could improve, value for money and being more streamlined and flexible.

Implementation of the new way of working is underway. 2018/19 is a transitional year and we plan to review the new framework in January 2019. We are supporting activities that fit with the council's priorities and are more representative of the diversity of Harrow residents.

We have approximately 4800 rented properties and 1200 leasehold properties, as well as freeholders across our estates. Some residents on our estates are private tenants of leaseholders or freeholders.

The following is an outline of the new framework:

Residents' Board

The Residents' Board has been set up with the purpose of overseeing resident involvement, monitoring performance, finances and be consulted on key service decisions. The Board has nine members. The make-up reflects the current housing resident population and the majority of members appointed are tenants. The Harrow Federation of Tenants and Residents Associations (HFTRA) has a place on the Board and there are two Council officers. Further officers are invited to give presentations and answer questions. Another officer attends to take notes. The Resident Involvement Team is committed to supporting Board members and to provide training where appropriate. Residents interested in being appointed to the Board are invited to attend meetings and may become reserve members.

Agendas and notes are published on the Housing Portal (our website for our tenants and leaseholders). We will be reporting from the Board in Homing In (our magazine for tenants and leaseholders). We expect there to be a flow of information between the Board and other Expert Groups.

Council-led Expert Groups

Housing teams appreciate and value the representation of residents on Expert Groups where they develop a more in depth knowledge of a particular area of the housing service and provide a valuable perspective on service monitoring and improvement. Some of the current groups include Value for Money, Contractor Monitoring, Editorial Board and the Grange Farm Regeneration Steering Group.

Housing Matters

Housing Matters is a meeting organised by the Resident Involvement Team approximately three times a year which is open to all housing residents. We have held meetings in various locations across the borough, at different times of day to give the greatest flexibility to residents to attend at a time that suits them.

After feedback and consultation with residents we have developed the meetings to include an agenda with presentations of topics of interest to residents, for example Universal Credit and the communal cleaning project, with time for questions and answers, consultations, discussions and time for talking to individual officers.

Bite-Size sessions for Leaseholders

These bite-size sessions for leaseholders (approx. 1200) are held approximately twice per year. Topics include understanding your service charge, extending your lease and major work consultation. Requests for topics from leaseholders are considered.

Flying Start

Housing recognises that some residents want to work together to improve their local communities without forming a constituted residents association. The Flying Start scheme has been introduced to provide small grants and other support such as use of community halls to groups of at least three residents and to constituted resident associations. So far residents have applied for funding for gardening projects and for funding resident association meetings.

Harrow Federation of Tenants and Residents Association (HFTRA)

Harrow Federation of Tenants and Residents Association (HFTRA) is the umbrella organisation for Tenants and Residents Associations and Estate Representatives of Harrow Council's housing estates. Constituted TRAs can choose whether or not to fall under the HFTRA umbrella, and can apply for Flying start funding from HFTRA or from the Resident Involvement Team.

Tenant and Resident Associations (TRAs)

There are several active residents associations in the borough who meet regularly, run activities and support residents, provide a link with Housing, address local issues and run community events such as summer fairs.

Harrow Sheltered Residents Association (HSRA)

There are 18 sheltered schemes owned and managed by Harrow Council's Housing Services. Each scheme is invited to vote for a tenant to represent their scheme at HSRA. They are a constituted group which meets bi-monthly to discuss issues of particular interest to sheltered residents. They invite officers from different service areas to discuss issues of common interest to sheltered residents.

5. As a general rule, how are residents involved in each of these structures? And, what role do they have?

We recognise that, whilst these are common structures, the levels of resident involvement within the same structures may differ in practice across boroughs. In addition, we realise that even within boroughs there are differences, so please specify if this is the case, and describe the generality where possible. Please specify when the body has a formal or legal responsibility towards the council and residents, as opposed to an advisory/informative function.

Residents' Board

9 residents

Council led - Expert Groups

Value for Money- 6 residents

Contractor Monitoring- 4 residents

Editorial Board- 4 residents

Grange Farm Regeneration Steering Group- 12 residents

Bite-Size sessions for Leaseholders (2 per year)

30-100 leaseholders attend each session

Housing Matters (3 per year)

30-100 residents attend each meeting

Harrow Federation of Tenants and Residents Association (HFTRA)

Chair, Vice-Chair and Treasurer- 3 residents

Representatives from active TRAs and Estate Representatives- 10+ residents

Tenant and Resident Associations (TRAs)

There are 8 active TRAs.

All tenants, leaseholders and other residents in each TRA area are members by default.

Harrow Sheltered Residents Association (HSRA)

There are 18 rented Council Sheltered Housing schemes. Some schemes have both representatives and deputy representatives on HSRA- between 18 and 36 residents

Mystery Shopping

7 residents

Homing In Magazine (4 times per year)

Regular residents who submit articles- 4 residents

6. Any additional comments or information.

Please use this box for any additional comments about resident involvement in your borough. For example, you may wish to comment on which structures are most successful, or attach diagrams to explain the mechanisms for resident involvement.

Note that all figures (Qs 1 and 2) submitted to this investigation will form part of the final output of this investigation. We will publish your comments in the free-text boxes (Qs 3 onwards) as attributable to you, unless otherwise clearly stated. All submissions are subject to Freedom of Information requests.

09 – Islington Response

1. Affordable housing dwellings

We have found the following breakdown by tenure of your housing stock in 2016.
Please update the table if you have more up-to-date numbers.

	Our data	Your data
Local authority owned stock	25,850	35,319 (25,274 tenanted) (10,045 leaseholder)
Private Registered Provider	15,620	16,500
Other public sector	10	0
Private sector	60,310	62,100

Source: ONS, 2016 [Table 100: number of dwellings by tenure and district, England](#)

2. Please explain what you would include in 'other public sector'.

N/A

3. Resident involvement mechanisms

We have identified six commonly used structures which offer different methods of resident involvement in the management of their homes. Please update this table to reflect how many of these you know are in place in your borough.

	Number across the borough	Generally, is involvement estate based (EB), area/ward based (AW) or organisation wide (OW)?	If possible, how many units do they represent/ manage?
Arm's Length Management Organisation (ALMO)	N/A		
Tenant Management Organisations (TMOs)	14	EB	2178
Tenant and Resident Associations (TRAs)	58	EB	
Housing cooperatives (only those with social housing allocations)	9	EB	985
Tenant panel / forum /committee	6	AW	

Scrutiny panel / committee / group	1	OW	
Other involvement structures	4	OW	

Source: desk-based research.

4. Please describe the different ‘other involvement structures’ in use in your borough, if any.

- We have one Resident Service Review Group (SRG) that feeds recommendations directly into the councils’ Housing Scrutiny Committee (I have marked the SRG in the table above in the Scrutiny panel / committee / group section). The SRG undertake resident led reviews, in that they identify topics for review by themselves and lead on reviews with officer support.

Other involvement structures

- We have three Resident Reference Groups
 - Leasehold Reference Group – Gives feedback and suggestions for improvements on leasehold services
 - Housing Management and Repairs Group – Gives feedback and suggestions for improvements on all aspects of housing management and repairs services
 - Housing Disability Panel – Works with Housing Services to give feedback on services from a disability perspective and ensure disabilities are taken into account in service planning
- Resident involvement Register – This is register of approximately 100 residents who get involved in a variety of ad-hoc resident involvement exercises (e.g. focus groups and mystery shopping)

5. As a general rule, how are residents involved in each of these structures? And, what role do they have?

We recognise that, whilst these are common structures, the levels of resident involvement within the same structures may differ in practice across boroughs. In addition, we realise that even within boroughs there are differences, so please specify if this is the case, and describe the generality where possible. Please specify when the body has a formal or legal responsibility towards the council and residents, as opposed to an advisory/informative function.

The roles of the various resident groups are listed in section 4.

Memberships of TRAs/Tenant Panels/Service Review Group and Reference Groups vary in size, so it is difficult to give numbers; but I would estimate groups sizes between 7 and 20 members

None of groups listed above have any formal or legal responsibility but the Resident Service Review Group feeds recommendations into the council's Housing Scrutiny Committee, which is a formal council meeting.

6. Any additional comments or information.

Please use this box for any additional comments about resident involvement in your borough. For example, you may wish to comment on which structures are most successful, or attach diagrams to explain the mechanisms for resident involvement.

The words "panel" and "committee" etc. mean different things in different organisations, so I had to guess what categories our groups would fit into in table 3.

I have found that some resident groups have a limited shelf-life and whilst the Resident Service Review Group and Reference Groups have been successful to an extent, membership has been falling. It can take a lot of commitment on the part of residents to fully participate in these groups. I will be reviewing their effectiveness in the coming year to see if these groups should continue or if we should look to engage differently with residents.

In common with most organisations, it can be difficult to get a diverse group of residents involved.

I have no problem with my comments being published, but if anything in my response is not clear, please contact me for clarification before publishing.

Note that all figures (Qs 1 and 2) submitted to this investigation will form part of the final output of this investigation. We will publish your comments in the free-text boxes (Qs 3 onwards) as attributable to you, unless otherwise clearly stated. All submissions are subject to Freedom of Information requests.

10 - Kingston Upon Thames Response

1. Affordable housing dwellings

We have found the following breakdown by tenure of your housing stock in 2016. Please update the table if you have more up-to-date numbers.

	Our data	Your data
Local authority owned stock	4,790	4685 (01/04/2017)
Private Registered Provider	2,630	
Other public sector	0	0
Private sector	59,230	

Source: ONS, 2016 [Table 100: number of dwellings by tenure and district, England](#)

2. Please explain what you would include in 'other public sector'.

N/A.

3. Resident involvement mechanisms

We have identified six commonly used structures which offer different methods of resident involvement in the management of their homes. Please update this table to reflect how many of these you know are in place in your borough.

	Number across the borough	Generally, is involvement estate based (EB), area/ward based (AW) or organisation wide (OW)?	If possible, how many units do they represent/ manage?
Arm's Length Management Organisation (ALMO)			
Tenant Management Organisations (TMOs)			
Tenant and Resident Associations (TRAs)	9	Estate based (EB) - this is the number of RAs recognised by the Council	1889
Housing cooperatives (only those with social housing allocations)			
Tenant panel / forum /committee	4	Leaseholder and Repairs Panel - borough wide Regeneration steering group	borough wide - all social housing stock Estate based group

		Advisory members on the Housing Sub Committee (3 members are residents - sheltered, tenant, leaseholder)	borough wide-all social housing stock
Scrutiny panel / committee / group	1	Borough wide scrutiny panel (KRISP)	borough wide-all social housing stock
Other involvement structures	2	Estate/area based Estate Advocates Kingston Conversations	Estate based Borough/neighbourhood based

Source: desk-based research.

4. Please describe the different ‘other involvement structures’ in use in your borough, if any.

- Recognising that not all areas and estates had a residents association but that there are some residents that would like to be a voice for their local area, an Estate Advocate programme was implemented at Kingston Council. This provides individual tenants and leaseholders with an opportunity to engage with the council and directly with resident service officers (estate managers) in a similar way to a resident association, but without the formality of a constitution and organisation. There can be more than one estate advocate in an area and this can develop into a residents association if desired by the estate/area. There is an estate advocate training module to support residents in this role.
- *Kingston Conversations* are neighbourhood based events that are run by the Council to enable residents of Kingston (cross tenure) to meet in their neighbourhood to ask questions to a panel, which includes the Leader of the Council and other councillors. Although not specifically for council tenants and leaseholders, these residents would be able to raise housing management and development questions at this forum.

5. As a general rule, how are residents involved in each of these structures? And, what role do they have?

We recognise that, whilst these are common structures, the levels of resident involvement within the same structures may differ in practice across boroughs. In addition, we realise that even within boroughs there are differences, so please specify if this is the case, and describe the generality where possible. Please specify when the body has a formal or legal responsibility towards the council and residents, as opposed to an advisory/informative function.

Local level:

- Resident Associations (RAs) and steering groups - these are local, independent organisations, mainly covering estate-based housing. They are supported by the Council in terms of administrative funding and through training and capacity building to enable RAs to be active within their local area, as well as engaging with the Council to represent the views in their local area. The Council also offer

support to residents who wish to set up a new RAs (or similar). All RAs are invited to be involved in resident engagement opportunities within housing management, and they have a representative and formal role through the advisory member positions on the Housing Sub-Committee.

- Estate Advocates - this programme is an opportunity for council tenants and leaseholders to have training and a direct relationship with housing management in areas/estates where there is no RA or a less formal structure was desired. This is open to tenants and leaseholders across council housing stock to provide advice and information about their local area and be a conduit between their neighbours and the Council.

Council level:

- Advisory members on Housing Sub-Committee - there are three advisory members on this committee to provide information, advice and guidance to the committee on housing management decisions. They represent tenants, leaseholders and sheltered housing, and can ask questions in committee, but they do not have a vote. Tenants and Leaseholders nominate and elect their representatives.
- Panels - currently we have two formal panels operating (Leaseholder and Repairs Panel). These are open to all tenants and leaseholders, and will involve residents in an advisory role reviewing performance and housing services policies and procedures. From these panels, sub-groups are developed when required (for example, a reading panel to guide handbooks and provide resident viewpoints). More recently, residents on the Repairs Panel have created a Repairs Charter with officers. Panels can also include Councillors and contractors to ensure that resident views and ideas are heard and considered.
- Cambridge Road Estate Steering Group - meeting monthly, this team of residents represent the diversity of the estate and work with the Council, and help shape and evaluate the procurement process for regeneration on their estate. It helps in shaping key documents, devising procurement questions, undertaking bid evaluation and meeting bidders. Three members sit on the Procurement Evaluation Panel for the appointment of the Joint Venture Partner. Residents are a key part of the regeneration programme and are provided with training to undertake these tasks as effectively as possible.
- New Housing Model Steering Group and engagement programme - a steering group was established to support the development of a new housing model proposal. This involved cross party councillors, key council officers and three residents (tenants and leaseholders). In this advisory role, residents guided the consultation and engagement programme for the new housing model proposals to ensure that this programme was as effective as possible at providing residents with an opportunity to discuss the proposal. In addition to the Steering Group, a range of engagement methods were used to reach as many residents as possible to ensure that our engagement with residents went beyond the statutory section 105 consultation survey. This included interviews, focus groups, collaborative design sessions and outreach street based surveys.
- KRISP (Kingston Resident Involvement Scrutiny Panel) - this is a co-regulation and formal structure reporting to the Housing Sub-Committee. Open to all tenants and leaseholders in council housing, this is a resident-led group that carries out reviews in areas chosen by KRISP and makes recommendations to the Council.

KRISP and the Panel are supported with training, an independent advisor and mentor, and a budget.

As the above illustrates, there are a range of ways and structures through which we encourage and support tenants and leaseholders to have a voice - both at the local area as well as in influencing housing management at Kingston Council. It is important to have this mix of both formal/co-regulated (KRISP and Housing Sub Committee) and informal and consultative roles, and to continue to strive to use the most effective method of engagement for the project or programme.

6. Any additional comments or information.

Please use this box for any additional comments about resident involvement in your borough. For example, you may wish to comment on which structures are most successful, or attach diagrams to explain the mechanisms for resident involvement.

We know that our residents want a stronger voice and need to be involved in the decision-making with Officers, and it is imperative that we work alongside and with residents to face challenges in council housing. Many of the structures for resident engagement used to date have been rather formal structures (RAs, Panels, Committees) and largely have not been that diverse or representative of our residents.

As part of our ongoing commitment to engage with residents, we will continue to support residents to engage through these more traditional methods, but we are also look to build a new collaborative relationship with residents to make engagement more meaningful and effective for residents and Officers, and to employ new digital methods to enable more residents to engage.

We are currently implementing an exciting new housing model at Kingston and as part of this work a co-design approach will be employed. Over the last five months, we have begun to develop a collaborative working relationship between our residents and Officers, and we will seek to develop this into co-design working relationship as we begin to implement and design the details of the new housing model.

This new collaborative approach for the housing service recognises that we see an opportunity to improve how we involve residents *and* staff in decision-making ,and that it is only by working through the challenges and opportunities together that changes can improve services for residents.

Note that all figures (Qs 1 and 2) submitted to this investigation will form part of the final output of this investigation. We will publish your comments in the free-text boxes (Qs 3 onwards) as attributable to you, unless otherwise clearly stated. All submissions are subject to Freedom of Information requests.

11- Lewisham Response

1. Affordable housing dwellings

We have found the following breakdown by tenure of your housing stock in 2016.
Please update the table if you have more up-to-date numbers.

	Our data	Your data
Local authority owned stock	14,560	14,417
Private Registered Provider	22,860	22,860
Other public sector	0	0
Private sector	86,930	86,930

Source: ONS, 2016 [Table 100: number of dwellings by tenure and district, England](#)

Have corrected LA stock data to reflect most recently submitted LAHS data. No alternative data available for PRP and Private Sector

2. Please explain what you would include in 'other public sector'.

N/A

3. Resident involvement mechanisms

We have identified six commonly used structures which offer different methods of resident involvement in the management of their homes. Please update this table to reflect how many of these you know are in place in your borough.

	Number across the borough	Generally, is involvement estate based (EB), area/ward based (AW) or organisation wide (OW)?	If possible, how many units do they represent/ manage?
Arm's Length Management Organisation (ALMO)	One	Borough wide (OW)	18,000
Tenant Management Organisations (TMOs)	Two	Estate based (EB)	
Tenant and Resident Associations (TRAs)	25	Estate based and area based (www.l-t-f.co.uk/tra) and others	
Housing cooperatives (only those with social housing allocations)			
Tenant panel / forum /committee	Three	Borough wide (OW)	

		www.lewishamhomes.org.uk/your-community/resident-engagement-panel One Brockley Resident Panel (PFI Managed Properties) One Brockley Leaseholders Forum (PFI Managed Properties)	
Scrutiny panel / committee / group	One + 4 Resident Block Reps	Borough wide (OW) www.lewishamhomes.org.uk/your-community/resident-scrutiny-committee Resident Block Reps (4 to monitor estate services in PFI Managed Properties)	
Other involvement structures	3+	Borough wide (OW)	

Source: desk-based research.

4. Please describe the different ‘other involvement structures’ in use in your borough, if any.

Lewisham Homes runs a number of engagement/consultation structures:

- STAR survey carried out every two years (one for leaseholders, one for tenants).
- Big Conversation (the majority of 550 staff door-knock one-day every year to survey residents).
- Residents Garden Party held once a year which includes activities to consult residents on a range of matters.
- Carry out a range of other ad-hoc consultations throughout the year including an annual review of our Business Plan, when strategies are due for review (e.g. Communications Strategy, Community Engagement Strategy) and when planning new housing developments (over and above the statutory planning consultations).
- Statutory consultations with Leaseholders.
- Through informal contact as part of our wide range of community programmes which support residents in digital inclusion, financial management, employment, health and wellbeing some of which are listed in our Business Plan:
www.lewishamhomes.org.uk/about/business-plan/business-plan-2017-2020/thriving-neighbourhoods/2/

Focus group. Residents identify a subject matter that they wish to discuss. A group consisting of residents and Heads of service/officers meet together to problem solve issues that are important to residents. The meetings are governed by strict timelines, to ensure there is an outcome.

5. As a general rule, how are residents involved in each of these structures? And, what role do they have?

We recognise that, whilst these are common structures, the levels of resident involvement within the same structures may differ in practice across boroughs. In addition, we realise that even within boroughs there are differences, so please specify if this is the case, and describe the generality where possible. Please specify when the body has a formal or legal responsibility towards the council and residents, as opposed to an advisory/informative function.

The involvement structures in 4 above are advisory/informative.

The Resident Engagement Panel (REP) comprises largely of 2 representatives from TRAs plus a number of other residents from blocks not represented by TRAs. This body is part of our formal governance and is also used by Lewisham Council to consult on matters of importance. REP also determines which areas of business the Resident Scrutiny Committee investigates.

Resident Scrutiny Committee (RSC) currently comprises of around 10 members all of whom are resident volunteers from a wide range of backgrounds. It is also Chaired by a resident volunteer and independent facilitation, training and mentoring is provided with funding from Lewisham Tenants Fund. They carry out investigations into how parts of the business operate and make formal recommendations for improvements which they submit to the Board. The Board considers their recommendations oversees their adoption. The Chair of RSC reports back on a quarterly basis to REP.

6. Any additional comments or information.

Please use this box for any additional comments about resident involvement in your borough. For example, you may wish to comment on which structures are most successful, or attach diagrams to explain the mechanisms for resident involvement.

All mechanisms for involvement are effective because due regard is given to ensuring the engagement process is appropriate to the type of subject matter, e.g. we will often conduct pilot surveys before carrying out more widespread surveys, we will carry out more detailed surveys/consultation if we believe more detailed intelligence is useful or necessary. We always take care to ensure consultations and engagement is inclusive and representative of our communities.

Note that all figures (Qs 1 and 2) submitted to this investigation will form part of the final output of this investigation. We will publish your comments in the free-text boxes (Qs 3 onwards) as attributable to you, unless otherwise clearly stated. All submissions are subject to Freedom of Information requests.

12 – Sutton Response

1. Affordable housing dwellings

We have found the following breakdown by tenure of your housing stock in 2016. Please update the table if you have more up-to-date numbers.

Local authority owned stock	5,980	
Private Registered Provider	5,830	
Other public sector	30	
Private sector	69,790	

Source: ONS, 2016 [Table 100: number of dwellings by tenure and district, England](#)

2. Please explain what you would include in 'other public sector'.

NHS owned properties

3. Resident involvement mechanisms

We have identified six commonly used structures which offer different methods of resident involvement in the management of their homes. Please update this table to reflect how many of these you know are in place in your borough.

Arm's Length Management Organisation (ALMO = SHP)	1	All of the above	approx 7500 incl leaseholders
Tenant Management Organisations (TMOs)	0		
Tenant and Resident Associations (TRAs)	SHP: 8 (ALMO)	Estate based and 1 across two wards	
Housing cooperatives (only those with social housing allocations)	0		
Tenant panel / forum /committee	Transform: 1 Sutton Housing Society:	OW OW	16 All stock – 462 units

	1		
Scrutiny panel / committee / group	SHP: 1 Wandle: 1 CCHA: 1	Borough wide OW OW	
Other involvement structures	SHP: 1 Wandle: 3 Wandle: 1 Sutton Housing Society: 1 CCHA: 1 (Croydon Churches HA)	Sutton Federation of Tenant and Resident Associations Sutton Leaseholder Association OW AW OW OW	Representing the tenants and leaseholders across SHP All stock – 462 units

Source: desk-based research.

4. Please describe the different ‘other involvement structures’ in use in your borough, if any.

Sutton Housing Partnership, ALMO (SHP):

SHP views involvement opportunities as a range of interactions and contact with our residents, for example they have Task and Finish Groups (ASB panel), Resident Scrutiny ‘Bootcamp’, Repair Inspectors, Social Committees, and they encourage residents to join the Board. (They have no residents currently).

SHP involves residents in Estate Regeneration (in partnership with the council), service modernisation (e.g. the recent move from traditional sheltered housing to an Intensive Housing Management Service).

They hold Community Walkabouts which is a cohesive approach to improving local community engagement and addressing local issues, supporting grant funding applications from residents for community led activities or improvements.

They hold Estate Walkabouts and have a budget which residents can have a say about prioritising improvements in their locality.

Satisfaction Surveys are a key use of customer insight which SHP uses to engage with residents (targeting activities/partners/stakeholders) where applicable, for example working with the London Fire Brigade on Fire Safety in high rise blocks, regular tenancy checks to their most vulnerable residents, to signpost and manage any potential fire hazards (e.g. hoarders), breaking barriers and using

information sharing events to engage with residents who are not inclined to attend formal meetings.

Joint working with the council to gather opinions and information from citizens of mixed tenures wards

Tenancy visits are a method of engaging with their residents, especially those just under the radar and coping. This method helps with tenancy fraud, signposting, early identification of support required, downsizing (maximising our housing supply).

Wandle:

Mystery Shopping

Wandle's Mystery Shopping Programme is designed to test Wandle's frontline services and to inform the Resident Scrutiny Programme. So far, Wandle has carried out mystery shops on the Customer Contact Centre and currently on their housing services.

Young Wandle

Young Wandle is aimed at residents between the ages of 16 and 19. Moving forward Wandle is aiming to work with residents from the age of 11. The overarching aims for this group are to influence, shape and improve services for young people across Wandle. So far, the group has been involved in a Young Inspectors' Programme which enabled them to carry out Estate Inspections across Wandle's stock. Most recently, they have been involved in improving Wandle's online portal and developing a draft Employment Offer for young Wandle residents. Wandle is embarking on a Work Placement Programme which provides residents with the opportunity to gain valuable work experience.

Consultations & Procurement Panels

Residents are involved in a wide range of consultations such as policy and procedural changes, development of service offers and changes to service delivery. Residents have also participated in procurement and recruitment panels for service areas that directly affects them, e.g. consultation on the Home Ownership Offer, Procurement of their Estate Services Contract and recruitment of the Rehousing Manager.

Area / Ward Based Involvement

The 'My Voice' initiative is aimed at developing a local offer to improve neighbourhoods by working with residents and local stakeholders to develop and deliver local improvement plans that meet the needs of specific areas to drive up customer satisfaction. Focusing on tailor-made initiatives that will improve: Wandle services, economic wellbeing, community safety, and community cohesion. The delivery of initiatives will be co-funded by Wandle with a focus on partnership working to create greater impact. Virtual neighbourhood panels, mostly made up of residents, oversee the delivery of plans, monitoring and reporting on outcomes.

To date, Wandle has piloted My Voice in Wandsworth and Croydon and there are plans to roll it out to another three areas over the next year.

Transform:

Transform also runs an annual Access Day (also organisational wide). Their learning disability clients participated enthusiastically.

Sutton Housing Society (SHS)**Housing Operations Committee (HOC):**

The HOC is a sub-committee of the SHS Board and tenants are in the majority. During 2017, SHS reviewed the Terms of Reference and the HOC now focuses on performance and review of key areas of operational work impacting directly on tenants and services. Regular HOC updates appear in SHS newsletters, on the website and minutes are openly available (with any highly confidential matters removed).

Surveys:

The STAR survey is run every 3 years and SHS encourages tenants to participate by incentivising the STAR survey returns. The survey is managed by an independent company and tenants are requested to share their views of the SHS and to provide their satisfaction ratings across a wide range of services.

Other surveys are less formal such as repairs feedback surveys, which tell SHS how satisfied tenants are with the repair work carried out.

Review/Focus Groups:

SHS carries out reviews of various services throughout the year and ask tenants to volunteer to be involved e.g. window cleaning contract review group, guest room review group. The outcome of any review/focus group is reported to the Housing Operations Committee and to tenants via the SHS newsletter; it is also reported on the SHS website.

SHS introduced “mystery shopping” in 2017 and undertook an exercise with some volunteer tenant mystery shoppers to review their customer service. The mystery shoppers also commenced a recent exercise relating to responsive repairs.

Clear Voice:

SHS works with a translation company called “Clear Voice” to ensure that any tenant that wants to access SHS services, but that may have trouble doing so in English, can access translation services. SHS staff are aware of the service and will assist in accessing this if needed. This helps to ensure tenants can be involved with the organisation, have their say and share their views.

Newsletters:

SHS newsletters are issued to all tenants at least twice a year. The newsletter provides updates and information relating to the Society’s activities, performance and services. Many articles encourage and provide opportunities to be involved in the work of SHS.

Digital Champions:

SHS recruits tenant Digital Champions, promoting the digital agenda generally amongst their tenants. SHS has also put Wi-Fi into all of their buildings for older people, extending opportunities to be digitally included and to assist with loneliness and isolation concerns.

Annual General Meeting:

SHS holds its AGM in September each year, inviting all shareholders to attend. SHS tenants are free to join the society and to become a shareholder for £1.00. As a shareholder, tenants can raise questions formally at the meeting. In addition shareholders receive a copy of the Annual Report; this contains summaries of the Society's activities, performance and its financial statements (income and expenditure and balance sheet). Shareholders are also able to receive full copies of the Society's accounts on request.

Quarterly Scheme Meetings:

At all of SHS Independent Housing for Older People Schemes (formerly known as sheltered housing), our staff hold at least quarterly scheme meetings, with dates and agendas published in advance, with tenants appropriately notified. Minutes and actions from the meetings are shared and updated.

Quarterly Estate Walkabouts:

At all of SHS Older People Schemes and at their large general needs housing area at Wandle Valley, staff hold quarterly Estate Walkabouts, with tenants encouraged to attend, to share their views on their environment, any concerns, improvements, repairs needed etc.

CCHA

The Resident Consultation Group consists of interested residents that wish to be involved but in a less time-consuming way. The group is used for surveys and consultation exercises that affect and influence wider service delivery (i.e. for policies and procedures).

**5. As a general rule, how are residents involved in each of these structures?
And, what role do they have?**

We recognise that, whilst these are common structures, the levels of resident involvement within the same structures may differ in practice across boroughs. In addition, we realise that even within boroughs there are differences, so please specify if this is the case, and describe the generality where possible. Please specify when the body has a formal or legal responsibility towards the council and residents, as opposed to an advisory/informative function.

SHP (ALMO):

Resident Associations have a code of conduct and compact which sets out the levels of involvement, however, SHP is moving towards a more fluid approach to resident involvement which offers levels of engagement which suit local demographics. Grants are offered to Residents' Associations to aid promotion and events in their locality and Housing Managers support the groups to address housing issues and encourage them to have a say in decisions which affect the organisation and their housing services. For example, regeneration, environmental services, highways services.

SHP has a Resident Association Network Group (RANG), which consists of Chairs/Secretaries which meet quarterly and deal with Policy changes, procedural and service reviews.

SHP has recently agreed to strengthen the resident voice within the SHP Governance Framework. Residents, the council and SHP have agreed to co-opt a member of SFTRA and a member of SLA to sit formally on the SHP Board.

Reasons for this decision include:

- To make involvement more accessible and in a way that is appropriate for involved residents
- Allow independence as well as involvement by using the co-optee route therefore taking away the statutory responsibilities of the company director role and managing conflict of interests
- To ease transition for potential board members and help succession planning
- To increase diversity of views to debate
- To increase observer attendance as meetings are more participative

SHP has also recently trialled a pre-board surgery event to allow residents to ask/meet with staff regarding any issues they have experienced personally and then to stay and observe the Board Meetings.

To this end and in conjunction with local residents, SHP is planning to hold three estate based summer events in 2018 which are designed to attract a wide spectrum of residents and to bring to their attention some important initiatives and opportunities that support:

- Pathways to economic and financial independence (Welfare advice, job clubs, credit unions)
- Creative and worthwhile activities for children and young people (Diversory activities, social interaction)
- Volunteering and community capacity building (finding work for people, volunteering, learning opportunities and developing digital skills)
- Becoming active and living healthily (exercise, healthy food options, dementia cafe)

The events would broadly resemble a local fete with a series of stalls and pop-ups under the themes of prosperity and well being.

Wandle:

To summarise, Wandle's resident involvement structures have been designed to enable flexibility and convenience for residents to get involved. Whilst Wandle cannot comment on borough specific differentials as most of their activities are organisation wide, they do provide a wide variety of ways for residents to get involved in each structure, in line with their needs. For example, Wandle's resident scrutiny programme takes the form of a task and finish approach, enabling residents to drop off at the end of a scrutiny investigation and the chance to decide on the topic area that they wish to participate in, based on their interests. It also offers them the chance to be trained online or face to face.

Wandle's Mystery Shopping programme allows residents to complete their training online or in person. They also have the opportunity to complete their feedback forms both online or in printed copies.

The Young Wandle Programme allows young people to get involved by joining Wandle's WhatsApp Group, which is a more effective form of communicating with them.

Wandle's consultation and procurement panels offers residents the flexibility of taking part in online focus group sessions, complete an online survey or attend focus group sessions at Wandle's Head Office.

The My Voice Initiative offers residents the option of having virtual and / or locally held meetings. This will be tailored to the needs of those involved in each area.

Transform:

Transform is a supported housing provider with just learning disability services in Sutton managed directly currently. Tenants at Pear Tree Manor actively participate in Transform's Client Involvement Forum (equivalent to a Tenants' Panel).

Sutton Housing Society:

The tenants involved with the Housing Operations Committee (HOC) are directly able to comment on performance, influence policies and policy development and help to direct and shape the direction of the organisation.

Tenants involved with service reviews/focus groups are able to influence and shape individual and specific issues such as service charge contracts e.g. gardening and cleaning – costs, standards etc.

The outcomes of the mystery shopping exercises enable the Society to introduce improvements and/or changes to particular services e.g. the customer service mystery shopping led to the way SHS handles telephone calls being changed and the "front end message" being reviewed, updated and slowed down to better meet the needs of the SHS client group.

CCHA

The Resident Scrutiny Panel has a dual purpose, to enable residents to be more involved in decision making and to have greater opportunities to give feedback, as well as being a forum through which focus can be given to residents' concerns. The Board and the Leadership team ensure the work of the RSP links into our overall work to improve performance and involve residents. The RSP champions good practice and helps build confidence and good working relationships amongst other residents, staff and Board members.

6. Any additional comments or information.

Please use this box for any additional comments about resident involvement in your borough. For example, you may wish to comment on which structures are most successful, or attach diagrams to explain the mechanisms for resident involvement.

SHP (ALMO):

SHP is keen to reinvigorate the voice of the customer, and will be maximising all opportunities for engagement. SHP accepts that its traditional model of resident engagement has become stale and sometimes lacks impact:

- It is quite onerous for residents themselves to administer and organise
- In practice it is inaccessible to the majority of residents who don't join in
- It is quite costly and may not offer good value for money
- The outcomes and impact achieved are not always clear
- It is unrepresentative of all but a limited number who possess the time, stamina and commitment to endure the meetings and bureaucracy

Whilst not discarding the good work of those who are involved, we are aiming like other housing organisations to ensure representation, especially hard to reach groups such as young people, vulnerable people, and those just about coping are not lost and missing out on having a say.

Wandle:

Resident Involvement at Wandle is aimed at 'putting our customers at the heart of everything we do'. In line with this, Wandle's approach is to encourage residents to scrutinise services in a way that is convenient and effective for them. As such, the menu of activities allows them to test and scrutinise Wandle services both organisation-wide and locally.

To date, Wandle believes its existing structures are working well, although it is still early days as the strategy was launched in 2017 and they are now embarking on developing a holistic programme for 2018 -19.

London Borough of Sutton (retained housing service):

The housing regeneration team sets up Resident Steering Groups, facilitated by independent resident advisers, on estates earmarked for potential regeneration. The steering groups work with the council to co-produce the Estate Charter, which will be the basis for the resident ballot.

CCHA

Consultation of Involvement Options

In August 2015 an exercise was carried out via the Consultation Group to obtain views on what involvement options were of interest

The top activities that residents were interested in being involved in were:

- Resident consultation 66% of respondents
- Satisfaction Surveys 59% of respondents
- Tenant meetings 59% of respondents
- Mystery shopping 52% of respondents
- Activities for older people 52% of respondents
- Estate Action Days 34% of respondents

STAR Survey 2015

Evidence show CCHA residents remain satisfied with the overall services they are receiving and the way in which we keep them informed:

- Overall Satisfaction: 87% (86% in 2013)
- Keeping residents informed: 81% (84% in 2013)
- Taking resident views into account: 70% (70% in 2013).

Note that all figures (Qs 1 and 2) submitted to this investigation will form part of the final output of this investigation. We will publish your comments in the free-text boxes (Qs 3 onwards) as attributable to you, unless otherwise clearly stated. All submissions are subject to Freedom of Information requests.

13 - Tower Hamlet Response

1. Affordable housing dwellings

We have found the following breakdown by tenure of your housing stock in 2016.
Please update the table if you have more up-to-date numbers.

	Our data	Your data
Local authority owned stock	11,880	11,880
Private Registered Provider	31,450	31,450
Other public sector	0	0
Private sector	69,850	69,850

Source: ONS, 2016 [Table 100: number of dwellings by tenure and district, England](#)

2. If applicable, please explain what you would include in 'other public sector'.

N/A

3. Resident involvement mechanisms

We have identified six commonly used structures which offer different methods of resident involvement in the management of their homes. Please update this table to reflect how many of these you know are in place in your borough.

	Number across the borough	Generally, is involvement estate based (EB), area/ward based (AW) or organisation wide (OW)?	If possible, how many units do they represent/ manage?
Arm's Length Management Organisation (ALMO)	1	Organisation wide	22,000
Tenant Management Organisations (TMOs)	4	Estate Based	786
Tenant and Resident Associations (TRAs) + Leaseholder Associations	34	Estate Based	9199 (TRAs) 220 (Leasehold Associations)
Housing cooperatives (only those with social housing allocations)			
Tenant panel / forum / committee	3	Organisation wide	N/A
Scrutiny panel / committee / group	1	Organisation wide	N/A

Other involvement structures – Major Works	Dependant on number of schemes in annual programme	Estate Based	Dependant on number of schemes in annual programme
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Source: desk-based research.

4. Please describe the different ‘other involvement structures’ in use in your borough, if any.

We have introduced changes to the way in which we consult residents whose homes are programmed to benefit from major works to offer them greater choice and influence in the works that are carried out.

All residents affected by a programmed scheme have the opportunity to be involved at various stages of the project lifespan. This includes inviting residents to participate in area walkabouts prior to, during and at the conclusion of a project in order to allow residents to inform the scope of the project, monitor delivery and sign off on the completion of works. Residents are also offered the opportunity to attend information drop in events prior to the commencement works allowing them to meet the contractor and representatives from THH responsible for overseeing the delivery of the project. Throughout the duration of the programme, residents are kept informed through newsletters and have access to the Project Manager who is expected to meet with representatives of the local TRA's at least once a month to discuss concerns and offer updates on the progress of the project.

5. As a general rule, how are residents involved in each of these structures? And, what role do they have?

We recognise that, whilst these are common structures, the levels of resident involvement within the same structures may differ in practice across boroughs. In addition, we realise that even within boroughs there are differences, so please specify if this is the case, and describe the generality where possible. Please specify when the body has a formal or legal responsibility towards the council and residents, as opposed to an advisory/informative function.

Residents’ Scrutiny Panel

The Residents’ Scrutiny Panel serves as a strategic influencer for the organisation and an advisory body to the organisation. The membership of the panel is made up of a cross section of the resident population served by the organisation. At present this includes a capacity to accommodate 11 panel members for a period of 3 years. The membership of the panel includes tenants, leaseholders as well as private-renters living in THH estates. Meetings are also open to resident observers.

Recruitment to the panel is usually managed by an advertising campaign whereby all tenants, leaseholders or private renters affiliated with Tower Hamlets Homes are eligible to apply for membership to the panel. The recruitment process is supported by the organisation with the panel taking a leading role in assessing applications for membership. Once recruited, panel members are offered access to training in order to help them fulfil their roles. On completion of their term, members have also moved on to join the THH Board as resident representatives.

The panel is regularly attended by the Chair of the Tower Hamlets Homes Board as well as senior officers within the organisation. The panel holds a number of powers which includes the ability to;

- Request THH Chief/Senior Officers, Board members and other external experts to attend panel meetings
- Receive regular performance information on key KPI's and 'call-in' service areas for
- Commission focus groups and surveys
- Request visits to high performing organisations
- Undertake scrutiny reviews

In the past, the panel has undertaken reviews of ASB handling, performance reporting and the way in which the organisation manages resident engagement. As part of its current work programme, the panel is undertaking two scrutiny reviews looking at the management of energy efficiency solutions in new builds, working in partnership with the local authority as well as the management of Health and Safety during Major Works programmes. The panel will also be involved in supporting the organisation to select a new provider for the handling of satisfaction surveys and is involved in feeding in to the Customer Access and Experience programme, a wide ranging change initiative aimed at improving and streamlining service delivery for residents.

Service Development Project Groups

In addition to the Resident's Scrutiny Panel, Tower Hamlets Homes operates three Service Development Project Groups which are themed around key front line services. These themes include Customer Access and Repairs, ASB and Environmental Services and Leasehold Services. Recruitment to these groups is managed more informally with opportunities for residents to attend as observers without making a formal commitment.

The groups play an advisory role to the respective service areas and serve as a testing ground for ideas before they are subject to wider consultation. The groups have played a role in supporting THH in designing campaigns around the dumping of bulk waste, influencing reviews of the way in which services and assets (i.e. storage sheds/garages) are managed, supporting the launch of the MyTHH self-service portal and shaping the choice of in-queue messages used by the organisation.

At present members of the group alongside representatives of the Residents' Panel and the THH Board are involved in a joint project aimed at improving the customer experience in the handling of communal repairs. This includes exploring the full process starting from reporting to post inspection and recommending changes to processes in order to improve efficiency.

TRAs

Tower Hamlets Homes offers a range of support measures for TRAs including offering advice and guidance, financial grants and support with elections and managing events/AGMs. This includes access to training to support capacity building, financial sustainability, development of leadership skills and compliance with information governance. TRAs are also provided support in terms of access to staff and information and in their ability to deliver on their priorities.

TRAs are also frequently engaged through consultative events as set out in Question 6.

6. Any additional comments or information.

Please use this box for any additional comments about resident involvement in your borough. For example, you may wish to comment on which structures are most successful, or attach diagrams to explain the mechanisms for resident involvement.

A dedicated Resident Scrutiny and Feedback Team was established in 2017 as part of a reorganisation. This new team enables us to have a clear focus on ensuring that the voice of residents is listened to and acted upon.

Increasingly we are moving to a more flexible model of involvement that opens up opportunities for residents from any of our established involvement mechanisms to work with us on a thematic basis. For example, feedback from residents highlighted a need to improve our communal repairs service and in consequence a joint resident, THH Board and staff task and finish has been set up to identify issues and put in place an improvement plan.

Additionally, THH is looking to extend our digital offer for engagement to help broaden the representativeness of residents who choose to engage with us. Existing structures are for the most part, reliant on meetings and we recognise this method may not suit all.

Outside of the engagement structures operated by Tower Hamlets Homes, the organisation regularly holds consultative events which are led by members of the Senior and Executive management teams at the organisation.

At present THH regularly holds two resident roadshows each year. This is open to all residents involved in our engagement structures, representatives of TRA's and those interested in getting involved. The sessions led by members of the Executive Management Team offers residents an opportunity to explore the organisation's performance, help set the priorities for its business plan and receive information on the future direction of the organisation. As well as engaging locally with our own TRAs, THH also engages with the Tower Hamlets Federation of Tenants & Residents Association which serves as an umbrella body for all residents associations in the borough.

THH has also held similar large scale events following the tragic fire at Grenfell Tower in order to update residents on the steps being taken by the organisation to ensure fire safety in all its properties. These events have been supplemented by written communication issued in the form of notices on our website, letters and information in our quarterly publication. The organisation has also used this approach to inform residents about the challenges faced around parking enforcement and the introduction of Traffic Management Orders to support enforcement. All these events have been well attended and form a standard part of the engagement offer from THH.

Note that all figures (Qs 1 and 2) submitted to this investigation will form part of the final output of this investigation. We will publish your comments in the free-text boxes (Qs 3 onwards) as attributable to you, unless otherwise clearly stated. All submissions are subject to Freedom of Information requests.

14 - Waltham Forest Response

1. Affordable housing dwellings

We have found the following breakdown by tenure of your housing stock in 2016. Please update the table if you have more up-to-date numbers.

	Our data	Your data
Local authority owned stock	9,830	
Private Registered Provider	12,410	
Other public sector	0	
Private sector	79,040	

Source: Ministry of Housing, Communities and Local Government, 2016 [Table 100: number of dwellings by tenure and district, England](#)

2. If applicable, please explain what you would include in 'other public sector'.

3. Resident involvement mechanisms

We have identified six commonly used structures which offer different methods of resident involvement in the management of their homes. Please update this table to reflect how many of these you know are in place in your borough.

	Number across the borough	Generally, is involvement estate based (EB), area/ward based (AW) or organisation wide (OW)?	If possible, how many units do they represent/ manage?
Arm's Length Management Organisation (ALMO)	0	N/A	N/A
Tenant Management Organisations (TMOs)	2		
	Friday Hill TMO (FHTMO)	Estate & Ward based. FHTMO manages the vast majority of properties within the Hatch Lane Ward.	938
	Sansom & Acacia TMO (S&A TMO)	Estate Based	217

Tenant and Resident Associations (TRAs)	10 (combination of formally recognised TRA's and informal residents groups/associations.	Estate Based	Varies dependant on size of estate from 20 up to 300 properties.
Housing cooperatives (only those with social housing allocations)			
Tenant panel / forum /committee	1 STAR (Strategic Tenants and Residents Panel)	Organisation wide involvement focusing on strategic issues affecting all Waltham Forest Housing Tenants and Leaseholders	All WF Housing
	2 Housing Forums (North and South area)	Area based, but can look at issues that are both organisation wide and more localised.	Open to all
Scrutiny panel / committee / group	1	Involvement can be EB, AW or OW depending on the issue residents decide to scrutinise. The approach has evolved recently from a formal scrutiny panel to a resident-led scrutiny task and finish approach. The purpose and intention of which is to increase the number of residents that might participate in scrutiny on an interest by interest basis. All residents involved in scrutiny are provided with training and mentoring support.	N/A

Other involvement structures	1	Residents' Complaints Panel (RCP)	Can look at complaints trends across the service and make recommendations for improvement or investigate individual complaints if referred to by complainant.
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Source: desk-based research.

4. Please describe the different 'other involvement structures' in use in your borough, if any.

This is not an exhaustive list of involvement opportunities and does not include the more informal and/or ad hoc involvement opportunities we aim to provide tenants and leaseholders for example focus groups; workshops; survey/questionnaires; mystery shopping, planned works consultation etc.

Annual Residents Day: Each year all council tenants and leaseholders from across the borough are invited to an event to meet each other and their service providers. The purpose of the day is to inform customers of new initiatives; to secure customer views on existing services and changes they would like; to identify customer priorities etc.

Disability Forum: The Disability Forum is a quarterly meeting for residents with disabilities to update them on issues and initiatives which could directly impact them as well as secure feedback on existing services.

Estate Inspections: Residents and staff walk around an estate, inspecting services such as cleaning, grounds maintenance and communal repairs and checking standards.

Community/Estate Fun/Action Days: Estate events arranged to encourage community cohesion as well as attract new residents to give information and gather feedback.

Communications Readers Group: The Communications Readers Group is made up of residents who review written material for residents, prior to publication. They make suggestions for changes or clarification when the content is complex. This group consists of resident volunteers who are involved in editing newsletters by email.

5. As a general rule, how are residents involved in each of these structures? And, what role do they have?

We recognise that, whilst these are common structures, the levels of resident involvement within the same structures may differ in practice across boroughs. In addition, we realise that even within boroughs there are differences, so please specify if this is the case, and describe the generality

where possible. Please specify when the body has a formal or legal responsibility towards the council and residents, as opposed to an advisory/informative function.

STAR (Strategic Tenants and Residents) Panel is made up of 10 residents (8 tenants and 2 leaseholders) and the role of the panel is:

- To have an influence over or direct participation in strategic decision making concerning housing services at WFH including, for example, HRA Business Plan, Capital Programme, Service Design, Policy Development etc. The level and scope of influence will be agreed with WFH in each case.
- To hold senior managers to account where performance fails to meet agreed standards.
- To be accountable to all WFH residents, reporting back to other involvement groups within the engagement framework and to the wider resident community through various means of communication including Residents News and the LBWF website.
- To jointly own the resident engagement framework alongside WFH and to monitor its effectiveness against agreed outcomes.
- To work closely with Resident Scrutineers, to identify areas for scrutiny and to monitor the implementation of agreed improvement plans.
- To receive and review reports from other involvement groups within the engagement framework.
- To contribute to the overall performance management of WFH services, including receiving and reviewing performance information and benchmarking WFH's performance against similar landlords.
- To work with WFH to ensure that value for money is embedded in all aspects of service delivery, procurement and management decision-making.

Independent Resident –led scrutiny: The Strategic Tenants & Residents Panel (STAR) has a clear role in co-ordinating, commissioning, carrying out and monitoring the outcomes of independent scrutiny of housing and related services. The STAR Panel has the independence to choose the areas they wish to scrutinise and will deliver scrutiny through the establishment of teams of trained tenants and leaseholders. Resident-Led Scrutiny is the mechanism used by STAR to deliver an independent check of the services provided LBWF Housing and where needed, challenge the delivery and performance of services and the value for money for residents, making recommendations for improvements in service delivery, performance, value for money and resident satisfaction. The role of Resident-Led Scrutiny is:

- To take an independent view of LBWF Housing's performance.
- To influence the priority for internal service based reviews and contribute customer experience evidence within a context of co-regulation.
- To ensure other residents can contribute through a range of evidence gathering activities.
- To hold the Senior Management Team to account where performance fails to meet agreed and published standards.
- To utilise best practice from other organisations as part of the scrutiny reviews to ensure LBWF Housing delivers excellent sector-leading services.
- To make recommendations for improving performance and customer service.

- To consider Value for Money and Social Value gains and savings in all aspects of its activities.

Residents' Complaints Panel (RCP) is made up of 6 trained residents. The purpose of the panel is to monitor and review complaints management and resultant lessons learned and service improvement within Waltham Forest Housing.

Housing Forums: Housing Forums are held in the North and South areas of the borough to update residents on housing initiatives and neighbourhood specific issues as well as secure feedback on existing services or ideas for improvements. The forums provide local accountability as well as an opportunity to raise individual concerns or questions and are open to all council tenants and leaseholders in their respective areas.

Disability Forum: Is open to all disabled tenants and leaseholders with a specific advisory role to influence WFH policy and practice and provide feedback on services.

6. Any additional comments or information.

Please use this box for any additional comments about resident involvement in your borough. For example, you may wish to comment on which structures are most successful, or attach diagrams to explain the mechanisms for resident involvement.

We have just developed a new resident involvement strategy 2018 – 2021 which has been approved by our STAR panel and is scheduled to go to our Housing Management Team shortly for formal agreement. We would be happy share our strategy once it has been formally approved which sets out our approach to resident involvement for the coming years.

Note that all figures (Qs 1 and 2) submitted to this investigation will form part of the final output of this investigation. We will publish your comments in the free-text boxes (Qs 3 onwards) as attributable to you, unless otherwise clearly stated. All submissions are subject to Freedom of Information requests.

15 – Westminster Response

1. Affordable housing dwellings

We have found the following breakdown by tenure of your housing stock in 2016.
Please update the table if you have more up-to-date numbers.

	Our data	Your data
Local authority owned stock	11,840	
Private Registered Provider	15,310	
Other public sector	250	
Private sector	94,620	

Source: Ministry of Housing, Communities & Local Government, 2016 [Table 100: number of dwellings by tenure and district, England](#)

2. If applicable, please explain what you would include in ‘other public sector’.

--

3. Resident involvement mechanisms

We have identified six commonly used structures which offer different methods of resident involvement in the management of their homes. Please update this table to reflect how many of these you know are in place in your borough.

	Number across the borough	Generally, is involvement estate based (EB), area/ward based (AW) or organisation wide (OW)?	If possible, how many units do they represent/ manage?
Arm’s Length Management Organisation (ALMO)	1	See below	c22,000
Tenant Management Organisations (TMOs)	9	Estate or block based	1,446 units
Tenant and Resident Associations (TRAs)	19	Estate or block based	c9,000
Housing cooperatives (only those with social housing allocations)			
Tenant panel / forum /committee	4	4 Areas	c22,000
Scrutiny panel / committee / group	1	City wide	c22,000
Other involvement structures		Estate or block based	7,597

	Residents voice x 4 groups		
	Sounding Boards/block rep's x2	Estate based	N.A
	Themed groups x3	City wide	22,000
	Key lessee scheme	City wide and local scrutiny on contracts	c6,300
	Digital online testing group	Scheme specific and for longer term city wide contracts	c22,000
	Contract evaluation groups	Estate/area based	c22,000
	Major works consultation groups	Estate based	c22,000
	Local management agreement groups x 9	Estate based	443

Source: desk-based research.

4. Please describe the different 'other involvement structures' in use in your borough, if any.

Residents Voice - a group of residents who want to be involved in service improvement suggestions but not as part of our formal resident association structure.

Sounding Boards - used to consult on local key issues such as parking, anti social behaviour etc. in an informal setting.

Themed groups – set up where residents want to review a particular subject such as AirBnB

Key lessee scheme – 201 lessees have volunteered to review service charges on a block basis before the bill goes.

On line service testing group - 53 residents are testing our new online services.

Contract evaluation groups – we invite residents to be involved in the evaluation of new contracts when tendering.

Major works consultation groups – are set up when a scheme being scoped and delivered on estates, blocks or street properties

Local management agreement groups – small groups of residents that manage small contracts such as window cleaning, gardening etc.

5. As a general rule, how are residents involved in each of these structures? And, what role do they have?

We recognise that, whilst these are common structures, the levels of resident involvement within the same structures may differ in practice across boroughs. In addition, we realise that even within boroughs there are differences, so please specify if this is the case, and describe the generality where possible. Please specify when the body has a formal or legal responsibility towards the council and residents, as opposed to an advisory/informative function.

The views of our Scrutiny Panel (known as the Residents' Council) and Area Panels are taken into account when any changes in service or policy are being considered. We also feedback to residents generally on their activities.

Residents' Associations need to meet a recognised criteria before they can represent the views of residents on their estates. Once this is established, their views are then formally taken into account and a response to any issues raised.

Other groups are mostly engaged to ensure that changes to the service are communicated, provide some autonomy for some services such as gardening, provide community cohesion or well being activities.

TMO and LMAs have a legal responsibility to manage certain services and are formally monitored by Modular Management Agreements.

6. Any additional comments or information.

Please use this box for any additional comments about resident involvement in your borough. For example, you may wish to comment on which structures are most successful, or attach diagrams to explain the mechanisms for resident involvement.

Westminster City Council and CityWest Homes engage and involve their residents in every aspect of the service in as many ways as possible. This means that groups can be set up for one purpose to tackle a particular issue or more long standing and formal /informal.

Resident involvement is supplemented by annual surveys – these include satisfactions surveys or topic specific surveys ones, for example about parking. Large scale events are also held to ensure

residents have various ways of engaging in the service. They are also ways in which residents can meet each other and enjoy their neighbourhood.

Note that all figures (Qs 1 and 2) submitted to this investigation will form part of the final output of this investigation. We will publish your comments in the free-text boxes (Qs 3 onwards) as attributable to you, unless otherwise clearly stated. All submissions are subject to Freedom of Information requests.

16 - London Fire Brigade Response

Consultation Response



20th April 2018

Social housing following Grenfell

London Assembly Housing Committee

London Fire Brigade (LFB) is pleased to respond to this consultation and would like to make the following comments.

LFBs believe that the current complaints and redress system in the rented sector, as a whole, is not working properly and levels of resident engagement is varied. There should be prescribed standards (in legislation), to ensure robust and transparent practices are adopted by building owners and managers across all tenures.

Currently, the level of redress for owners and residents of new builds does not appear to be fit for purpose. Also, following the completion of major regeneration works, there is not a clear requirement to consult with residents prior to the sign-off of (safety critical) works as being compliant, which could lead to residents not feeling involved and able to have redress (e.g. for sub-standard works or areas of significant concern).

LFB supports the idea that there should be enhanced systems of resident involvement in decision-making at a local level. Residents should not only have the opportunity to engage and be part of the local decision-making processes, but also that they can effectively hold building owners / managers to account if and when necessary.

To protect tenants, broader protections are required (within tenancy agreements) that oblige meaningful tenant engagement, but with clear protections in place so that safety concerns can be raised without fear of tenants losing their tenancy (with an appreciation that this is likely to be less of an issue with social housing compared to private housing stock).

A clear pathway of escalation is needed to an external and independent body with the appropriate expertise, resources and if required, enforcement powers to ensure that those concerns are not ignored. If unacceptable risks are identified, they should be addressed. There should not be a barrier to immediate and effective resident engagement and cultural change.

A single independent ombudsman service could provide clarity and effectively provide a voice and redress for residents - ideally in the form of a single Ombudsman for the housing sector. This should involve an extension of scope beyond determinations of maladministration and include the ability to make determinations on policy matters.

The Government should explore providing continuing support and protection for residents of high-rise and complex residential buildings. There should be specific consideration for disabled and vulnerable

groups. Funding is likely to be required to support improved services and relationships between residents and those responsible for the housing.

The Government could aid residents by providing clarification of responsibilities for fire safety by ensuring that direct action is taken to remove/replace materials that are compromising fire safety e.g. cladding and insulation. To reassure residents living in high-rise (and complex residential buildings that are not affected), strong and proactive implementation of this action is needed and will make residents affected by such materials safer.

London Assembly Housing Committee

Social Housing Governance.

Housing Associations responses to the call for evidence.

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01 - A2Dominion response

1. Housing stock

Please complete the table of the breakdown by tenure of your housing stock with your latest figures.

Your data	
Total number of homes owned	34414
of which social, affordable or intermediate rented homes	21094
of which privately rented homes / non-social rented homes	365
How many leaseholder-occupied homes do you manage?	4136
How many shared-ownership homes do you manage?	3774

Sources: Desk-based research and Ministry of Housing, Communities & Local Government, 2016 [Table 100: number of dwellings by tenure and district, England](#)

2. Resident involvement mechanisms

We have identified five common structures which offer different methods of resident involvement in the management of their homes. Please update this table to reflect how many of these you know are in place in your homes.

	Number across your housing stock	Generally, is involvement estate based (EB), area based (AW) or organisation wide (OW)?	If possible, how many units do they represent/ manage?
Tenant Management Organisations (TMOs)	none	N/A	N/A
Tenant and Resident Associations (TRAs)	0	EB	C2,000
Tenant panel / forum /committee	3	EB/AW	Resident base
Scrutiny panel / committee / group	0	OW	N/A
Residents on board	0	OW	Strategic representation
Other involvement structures	1 (CAP see q5)	OW	Entire resident base

Source: desk-based research.

3. Please describe the different 'other involvement structures' in use in your homes, if any.

Face to Face (Qualitative led with some opportunity for quantitative at higher effort)	Remote (Quantitative with opportunity for qualitative at lower effort)
Local Events – in the form of workshops and small focus groups, interactive events and public meetings. These may be facilitated internally or externally.	Digital / email surveys for high volume quantitative insights and potential for qualitative comments
Door to Door visits and estate walkabouts for everyday comments and feedback	Phone surveys for a balance between quantitative insights and qualitative comment capture
Scheme level drop-ins as informal events over tea and cake	Local 'video boxes' to capture impact across longer term initiatives

4. As a general rule, how are residents involved in each of these structures? And, what role do they have?

We recognise that, whilst these are common structures, the levels of resident involvement within the same structures may differ in practice across the properties, so please specify if this is the case, and describe the generality where possible. Please specify when the body has a formal or legal responsibility towards the housing association or residents, as opposed to an advisory/informative function.

Estate based structures (EB) involve residents in decision and services that affect them at the local level. E.G housing service provision and the local environment. Residents will have a mixture of advisory and decision making role with no legal or formal responsibility

Area based structures (AW) involve residents in decisions and strategies that may have an are a wide remit across a number of socio economic indicators. Typically these structures involve other stakeholders such as the local authority, voluntary sector and statutory service providers. Residents will generally have a mixture of advisory and decision making role with no legal or formal responsibility

Organisation wide structures (OW) engage residents in service improvement and change strategy at a strategic level in the organisation supported by insight and improvement information.

5. Any additional comments or information.

Please use this box for any additional comments about resident involvement in your company. For example, you may wish to comment on which structures are most successful, or attach diagrams to explain the mechanisms for resident involvement.

A2Dominion has adopted a new approach to resident involvement and insight from April 2018. The Customer Advisory Panel (CAP) sits outside the Governance structure albeit there is link to the Board and Audit, Risk and Assurance Committee.

Objectives:

- Provide industry expertise, oversight, refinements to strategy and challenge on the best practice for optimised customer journeys across all tenures specifically focused on;
 - delivery of **core** capabilities (Customer, people, process and technology)
 - The **product and services portfolio** (Delivering our Promise)
 - Execution of **digital delivery** and channel shift
 - **First time resolution** in an Omni-channel world
 - Exception handling (**dissatisfaction**) and delivering against/setting appropriate **customer expectations**

- To maintain and evolve a clear customer insight and involvement framework that informs A2Dominion strategy as well as day to day service delivery.

Membership:

The panel is supported by experts in the industry with experience of driving improved customer outcomes. The role of the experts is to challenge A2Dominion thinking to optimise its approach in these areas and adopt tried and tested practice that delivers tangible results, and effectiveness, through reduced contact and rework, and deliver higher satisfaction.

The Customer Advisory Panel is responsible for:

- Review and comment on the customer experience strategy to drive customer experience improvements aligned to the business plan
- Recommending and supporting appropriate customer involvement
- Determining customer testing strategies for new processes and technology
- Scrutinising customer feedback and insight and make comment on annual self-assessment against HCA consumer standards.
- Act as a sounding board on key changes to customer communication to ensure all written, verbal and digital communication with customers and communities is clear, improves access to services and a positive experience, including the Annual Residents Report
- Maintain and evolve the Group's Resident Involvement Framework, including the monitoring of involved residents to ensure they are representative of the Groups resident and customer portfolio

Note that all figures (Qs 1 and 2) submitted to this investigation will form part of the final output of this investigation. We will publish your comments in the free-text boxes (Qs 3 onwards) as attributable to you, unless otherwise clearly stated. All submissions are subject to Freedom of Information requests.

02a - Anchor response

1. Housing stock

Please complete the table of the breakdown by tenure of your housing stock with your latest figures.

	Your data
Total number of homes owned	798 Which includes 315 care home rooms from 5 care home locations.
of which social, affordable or intermediate rented homes	434
of which privately rented homes / non-social rented homes	
How many leaseholder-occupied homes do you manage?	49
How many shared-ownership homes do you manage?	As above

Sources: Desk-based research and Ministry of Housing, Communities & Local Government, 2016 [Table 100: number of dwellings by tenure and district, England](#)

2. Resident involvement mechanisms

We have identified five common structures which offer different methods of resident involvement in the management of their homes. Please update this table to reflect how many of these you know are in place in your homes.

	Number across your housing stock	Generally, is involvement estate based (EB), area based (AW) or organisation wide (OW)?	If possible, how many units do they represent/ manage?
Tenant Management Organisations (TMOs)	0		
Tenant and Resident Associations (TRAs)	5	EB	
Tenant panel / forum /committee	1	OW	All housing stock
Scrutiny panel / committee / group	6	OW	All housing stock
Residents on board	0		
Other involvement structures		OW	

Source: desk-based research.

3. Please describe the different 'other involvement structures' in use in your homes, if any.

LGBT Group-The LGBT group have been established over 10 years. This group sits independently outside of Anchor's involvement structure but is still supported and funded by the Involvement team.

The group has a current membership of 37 customers; however an average of 12 customers who attend the meetings on a face to face basis.

Customer Panel-We currently have over 250 customers on our Customer Panel and we will be shortly launching the first e-newsletter to them giving them the chance to engage with us on a variety of topics. This group give Anchor feedback on service developments and improvements from the comfort of their own homes via email or post.

Legacy-The Legacy grant distributes funds left by deceased Anchor residents . The group includes four customers from across the tenure types along with colleagues who meet on a quarterly basis.

The fund assesses applications from Care and Housing around projects to improve customer's lives.

Customers from the Customer Panel have also been recruited to act as judges for both the Happy Living Customer Awards and the new colleague recognition Valuing You awards.

4. As a general rule, how are residents involved in each of these structures? And, what role do they have?

We recognise that, whilst these are common structures, the levels of resident involvement within the same structures may differ in practice across the properties, so please specify if this is the case, and describe the generality where possible. Please specify when the body has a formal or legal responsibility towards the housing association or residents, as opposed to an advisory/informative function.

Anchor have a range of formal engagement mechanisms including-

1. Local Meetings
2. Residents'/Tenants' Associations
3. Customer Panel
4. Topic Forum
5. Customer Council

The Customer Council is the most formal of Anchor's engagement groups and will decide what areas of Anchor's services they want to look at across all tenures and makes sure the customer voice is heard.

The council enhance Anchor's approach to working in conjunction with customers and how services, which impact customers directly, are developed. This is in keeping with the housing regulator's expectations. The council is an advisory committee to Anchor's Board and is chaired by a customer. Members include the chair from each Topic Forum as well as an additional six customer members who are elected periodically via a nomination process across all of Anchor's housing customers. Meetings will also be attended by senior Anchor colleagues.

The council will have an active role in decision making to:

- Help shape service standards and service delivery

- Drive continuous improvement in Anchor services
- Scrutinise service performance, including performance in relation to the Association of Retirement Housing Managers (ARHM) code of practice and the Social Housing Regulatory Framework
- Determine the number of Topic Forums
- Monitoring of commitments made in the customer annual survey

The Customer Panel meet twice a year.

Topic Forums- There are currently 6 topic forums in the areas of Anchor call, Equality & Diversity, Technology & Communication, Property, Leasehold and Finance.

Each Topic Forum will review specific customer facing services and policies and effectively scrutinise this specific area with the Chair reporting back to the other members of the Customer Council. There are around 11 customers on each topic forum.

Each Topic Forum meet twice a year.

5. Any additional comments or information.

Please use this box for any additional comments about resident involvement in your company. For example, you may wish to comment on which structures are most successful, or attach diagrams to explain the mechanisms for resident involvement.

Please see attached our Customer Impact Report.

Note that all figures (Qs 1 and 2) submitted to this investigation will form part of the final output of this investigation. We will publish your comments in the free-text boxes (Qs 3 onwards) as attributable to you, unless otherwise clearly stated. All submissions are subject to Freedom of Information requests.

02b- Anchor Trust Customer Impact Report

For year ending 31 March 2018

Foreword

Welcome to our **Customer Impact Assessment**, detailing some of the ways we put customers at the heart of everything we do. From local involvement with our customer-facing colleagues and the formal meetings of our Customer Council, to volunteering and legacy funding, this report covers how customers and colleagues are working together to make a difference at our locations and in the wider community.

Our passion at Anchor is giving older people a choice of great places and ways to live. We do this by treating our colleagues and customers as individuals and by building meaningful, long-term relationships based on happiness, openness and respect.

The **Involving You** structure is all about listening and acting on what customers tell us to continually improve and ensure we're delivering the services our customers want, both now and in the future. It's this approach that's helped us reach our 50th anniversary and will ensure our services continue to evolve into the future.

This report looks at the different ways customers have been involved over the past year and, more importantly what has changed as a result.

Each activity has been assessed to see what impact it has had on our services, and whether it provided value for money. In other words, has involvement changed the way our services are provided for the better?

Jane Ashcroft CBE
Chief Executive



A word from our Customer Council chair

"I am thrilled to be introducing Anchor's first Customer Impact Report. It showcases the invaluable work customers have been involved with during the past 12 months and how this work is improving lives.

"It's been a year of firsts since we launched the new **Involving You** model and in my opinion it has only strengthened our customer engagement and the way we involve our customers in improving and shaping Anchor services.

"I am excited to see more scrutiny work from the new topic forums in the next 12 months and hope that as a Customer Council we can work alongside them to support and advise where needed.

"I have been keen that under my leadership the new Customer Council represents the customers' voice and plays an integral part in the development of products and services.



"Over the past year I have found it a very rewarding experience to chair the council. Not only has it been an opportunity to gain an overview of how Anchor works but it has been a pleasure to be more involved and of course to meet new people.

"I would like to wish the new Chair the best of luck and hope they enjoy the experience as much as I have."

Derek Walker

The journey so far...

Involving customers to improve our products and services has always been at the heart of decision-making at Anchor.

In 2016, following feedback from our customers, we embarked on a journey to refresh our engagement structure with the aim of making it accessible to more people across our 1,000 locations and easier for everyone to be involved.

In March 2016, we took our initial ideas to the Customer Services Committee (CSC), a group of customers that made up our most formal involvement group at that time. Over the following months we surveyed customers to get their feedback about what they felt worked well and areas where we could improve.

In July 2016, these results were presented back to our CSC and the team set about designing a new model.

It was publicised in Anchor Living, our customer newsletter, in September 2016 and by February 2017 our tenants and leaseholders were able to vote for their preferred Customer Council members.

Our Topic forums were set up in spring 2017 and met twice during the year.

All of the new groups have already completed really impactful work, even this early on, and we're thrilled to have been shortlisted for a TPAS Excellence in Engagement in Supported Housing Award. We're really looking forward to working with all the groups in 2018.

In our care homes we introduced structured quarterly meetings for residents and their relatives, focussing on key themes of care, wellbeing and activities, building and environment and food.

We also launched a new small grants fund as part of our customer-led legacy panel in November 2017. Customers and colleagues can bid for up to £500 and we have seen some great projects being carried out at locations, such as garden planters, with a quicker turnaround than was previously possible.

Awareness of involvement mechanisms

We recently surveyed customers again and were pleased to see an increase in awareness of both the Topic Forums and the Customer Council compared to the previous formal structure of Regional Forums and Customer Services Committee.

35%

more people are aware of the Topic Forums compared to the Regional Forums (64% compared to 29%)



86%

of those surveyed are aware of the Customer Council compared to 28% who were aware of the Customer Services Committee

Involvement that suits you

We encourage all of our tenants and leaseholders to join the Customer Panel as feedback is essential in helping ensure we are always improving our performance and customer services.

We have more than 500 customers on our Customer Panel. This mechanism is really popular as customers are able to give feedback at a time that's convenient to them. The feedback we generate from the panel can be in the form of a survey, email or phone call, or by attending an occasional meeting with other customers and Anchor representatives.

We redesigned our customer newsletter to a more cost-effective A5 publication. The panel were asked for their thoughts on the new format. The responses were overwhelmingly positive with 74% saying they preferred the new style. Nearly 85% told us they found the publication useful and over half said they read it from cover to cover.

Their feedback around possible content and the use of contrasting text and background colours will be used to plan future editions and make sure the newsletter continues to be relevant.

The panel has also fed back on a number of new policies and procedures, including the frequency of customer account statements.

Our involved customers judge our colleague Valuing You awards too. These monthly awards recognise colleagues who have gone the extra mile to provide happy living for those who live with us.

Coming up next...

Following a successful bid to insurers Aviva, we have £50,000 to spend on a digital inclusion project and involved customers will play an integral part in the shaping of our digital strategy throughout 2018/19. Our involvement team will be working with our colleague volunteers and volunteers from Aviva to provide tablets that customers can use to help them find out more about benefits they are entitled to, whilst learning about digital inclusion and how it could enhance their lives.



At the heart of decision-making

Our Customer Council acts as a voice for our diverse customers. The group is made up of six elected members and the chairs of the Topic Forums. The council has an active role in decision making to:

- ✓ Help shape service standards and service delivery
- ✓ Drive continuous improvement in Anchor services
- ✓ Scrutinise the performance of the organisation
- ✓ Determine the number of Topic Forums and review feedback from each group

Our current Topic Forums are working in the following areas:

- **Anchorcall**
- **Technology, communication and information**
- **Finance**
- **Leasehold**
- **Property**
- **Equality, diversity and inclusion**

This year the Customer Council in partnership with the Topic Forums have had an impact in the following areas:

Finance

This forum has reviewed location budget packs for rented and leasehold customers. Their recommendations have made the content and layout easier to read and understand.

Members approved guidance about funding opportunities available to customers, such as lottery funding, and this was promoted in Anchor Living, our customer newsletter.

Coming up next...

The group will look at business efficiency and utility procurement.

Leasehold

They have carried out a review of leasehold complaints to help us improve our service.

We sought feedback from members regarding satisfaction surveys. They said surveys should be sent less frequently and also approved the use of telephone surveys in more instances. Both these ideas have been implemented.

Coming up next...

The group will look at the information new customers are provided about purchasing a leasehold/freehold property and make recommendation on how we can improve it, so new customers have a better understanding of what they are purchasing.

What being involved means to me

"What do I get out of what I do? It makes me feel good that I am helping the current residents have a better independent living experience and I hope it helps future residents to have a good life living with Anchor."

"I have a view that there is no point in standing around saying 'if only Anchor would do this or that'. Now within the group I work with, I am able to put forward suggestions and ideas of my own and others and see how we can help present and future residents enjoy retirement within the Anchor environment. It means that I get a chance to help people enjoy retirement living."

Rodney Webb

Equality, Diversity and Inclusion Topic Forum member



"In East Sussex we have definitely benefited from having a Customer Council member at one of our locations. Marie regularly attends our monthly coffee mornings and we include items that she discusses in the monthly newsletter. We share email addresses and communicate this way too. We now have a lot of customers who are more aware of the Customer Council and the purpose and benefits of having this in place."

"Marie will contact us for information on processes etc. and it is really good for us and our customers to have someone who is so interested in this. She has been able to feedback directly to them regarding issues they have raised. We share the meeting minutes on the noticeboards and also email them to those who request this."

Shirley Daker

Team Manager, Redman King House, Eastbourne

"Not originating from the North East or having any family or friends in the area, my scheme manager suggested I got involved with the Customer Panel, which I could do from my home and the Regional Forums, where I would go to different schemes for meetings, to discuss items important to us all living in Anchor. I would also meet other people outside my scheme in this way. These origins led to me becoming further involved, as a member of Anchor's LGBT Advisory Group and now a Customer Council Member."

"An advantage of being involved is that you have a say in the way you want to live, how your money is best spent and how well Anchor deliver their service. I would encourage everyone to become involved whether on the Customer Panel or a Topic Forum, as our opinion matters. Anchor does listen and we can ensure that everyone is doing their best to provide a good customer service experience and value for our money."

Susan Haywood

Customer Council member



Equality, diversity and inclusion

Members suggested improvements to the 'moving in' process to ensure those with disabilities are better supported. This means if someone has sight impairment, it is logged and all subsequent documentation is sent in large print.

As a direct result of feedback from the group, we've worked with colleagues to make sure they know what support is available for those whose first language isn't English. This includes promoting a 'talent bank' of colleagues who speak more than one language.

Coming up next...

This forum will look at anti-social behaviour and the Scooter policy.

Technology, communication and information

The group volunteered to test the updated version of MyAccount (the system where customers interact with Anchor online) and fed back on ease of use, reliability and functionality. Their testing meant potential issues were identified early on and fixed before MyAccount went live.

This forum gave a customer perspective on the trial of iPads and Samsung tablets by location managers and other Anchor colleagues as part of the aim to enhance our service.

Some members attended a workshop to review Anchor's new website, ensuring customer feedback informed the new design.

Coming up next...

This forum will be working towards safeguarding customers using communal computers.

Anchorcall

This forum has been working closely with the Anchorcall management team to reduce the number of non-emergency calls. Following feedback, leaflets were sent to all customers to remind them of the repairs process. The forum also asked for the 'out of hours' posters for location managers to be reworded to ensure customers only call Anchorcall in an emergency.

As a result non-emergency calls have dropped by more than 6,000.

Coming up next...

The group will look at the Ambulance policy and promoting Oysta technology.

Property

In many locations we offer regular repairs days to ensure routine repairs are dealt in a cost-effective manner. Members suggested not everyone was aware of these so we worked with colleagues to ensure they were sharing the correct information with their customers.

The forum helped establish a Property Reading Panel, which will review any property-related documents.

They have also reviewed laminate flooring guidance to make sure it's user-friendly following a rise in popularity of hard flooring.

Coming up next...

The group will be monitoring contractors performance.

Who's who

Our Customer Council members pictured left to right: Derek Walker, John Farrell, Susan Haywood, Marie Henrelly, John Fox, Kathleen Curry, Arthur Radford, Patrick Mayne, Margaret Britton, Steven Rafferty, Michael Hassell, Howard Fox.



Creating a lasting legacy



Here's a small selection of some of the initiatives legacy funding has helped

- A projector and screen at Oxenford Court as customers were keen to start a film club.
- Wyre Mews fitted a hearing loop to help those living with hearing impairments.
- We part-funded an 'Armchair Exercise' initiative at Ashcroft care home.
- We purchased a six-month licence for 'Our Yesterday Activities', which will enhance activity provision within 12 care homes for customers living with dementia.
- Funding helped the 'Arochie Project', bringing care homes and children together.
- We set up the 'Artists in Residence' project in four London care homes. The project set out to challenge cutting-edge arts companies to bring their work to a care home audience.
- To help get Dementia Awareness Week off to a great start the fund has purchased two Twiddle Aprons for every care home. These are sensory aprons which help combat some of the symptoms of dementia, such as skin picking, and provide a therapeutic activity.
- We have funded Snakes and Ladders games for 120 care homes. We've also purchased six Tovertafel tables which project interactive games onto a table for residents to play. This innovative technology helps those living with dementia take part in stimulating activities.

Sometimes customers, families, friends and others who have seen the benefit of the services we provide decide to donate money to Anchor or make provision to leave money in their will. These generous gifts go into the legacy fund which is used to support community-orientated activities with the aim of improving the quality of life of people living at Anchor locations.

54
legacy applications were
received between April 2017
and March 2018



£223,834.15
is the total amount awarded from
legacy and the small grants fund



2,000+
people benefitted
from legacy funding

Key themes of projects that received funding were

- ✓ Health and wellbeing
- ✓ Reducing social isolation
- ✓ Promoting digital inclusion
- ✓ Eco-friendly projects

"Currently three customers attend legacy meetings and vote on the applications made to the panel."

"Customer involvement is important as the money comes from customers, and the awards made are for the benefit of customers, so it seems natural that customers should have some say in the distribution of the money available."

Howard Fox
Leaseholder and legacy panel member



Examples of legacy-funded projects

Everyone's welcome

We work hard to ensure diversity, dignity and equality for all customers. The Lesbian, Gay, Bisexual and Trans (LGBT+) advisory group, is a clear example of how diversity is embraced by the organisation. Set up in October 2007, the aims of the group are to:

- Help make Anchor a safe and welcoming environment for LGBT+ customers
- Promote Anchor as a LGBT+ friendly organisation
- Provide support and guidance to other customers and colleagues
- Act as a sounding board on LGBT+ issues
- Benchmark activities with other associations
- Network with other organisations and share best practice



The group now has more than 40 active members and over the last 12 months they have worked closely with our care home colleagues on the Care Home Challenge, an awareness project funded by Comio Relief.

In conjunction with Middlesex University, the project delivered an audit tool which can be used by care providers nationally to assess the inclusion of older LGBT people in care home environments. During the project, training sessions were delivered for care colleagues at six London care homes to enhance their understanding of how to deliver inclusive care.

The project provided opportunities for care home colleagues to increase their awareness, knowledge and skills in working with LGBT older people. It also enabled managers to demonstrate leadership and to get support in shaping the culture of their own care home.

There was clear evidence of gains in awareness and changes in attitudes by care home managers and colleagues during and after the project. Care homes displayed posters about the project, talked about it with their teams and residents, and colleagues now wear rainbow ribbons to initiate a conversation about LGBT older people.

Founder member and current Membership Secretary Rowena McCarthy said: "The project has been a great success and I look forward to see how these themes can be rolled out throughout Anchor."

The group meets three times a year and was restructured in the last 12 months to encourage more ownership and participation in meetings.



Making a difference locally



Residents' Associations create an inclusive community spirit and give customers a chance to influence the services they receive. Here two residents share their experiences.

Leslie Cohen and John Dady from Ingleborough in Enfield (pictured with Councillor Bernadette Lappage), decided to start a Residents' Association more than four years ago as a way to get people together and enjoy each other's company.

As well as holding quiz nights, coffee mornings and a thriving chair yoga group, they also produce a monthly newsletter to keep everyone in the loop. The committee organise a popular annual spring clean event to get rid of their unwanted items – part swap-shop, part charity giving and part talking the residue to be dumped. The group manage a gardening club which has helped the estate's continued success in Enfield's Garden in Bloom competition.

The association has raised considerable amounts for charity too. John said: "Since we began, we have donated over £3,500 to Macmillan Nurses and have had Members of Parliament, mayors and councillors support our causes."

And how has the Residents' Association changed Ingleborough? Leslie feels it is for others to judge. He said: "There have and always will be changes but we are now better able to respond, interpret and communicate these changes. We hope that our members do feel more involved in the management of the estate and able to influence matters that affect their living at Ingleborough."

"We believe our Residents' Association is the catalyst that has allowed and encouraged us to become a community as well as being friends and neighbours."

Volunteers play an important part in ensuring our locations have strong links with their communities.

Volunteering offers benefits for Anchor, our customers and the individual volunteer. The volunteer offers their time, life skills and experience, which provides an extra service to that already offered by our paid colleagues. There are lots of opportunities for individuals to regularly volunteer their time at Anchor as well as one-off projects for groups, companies and support service colleagues.

Individual volunteers make a difference by befriending our residents, spending time with them to chat and share interests and hobbies such as books, crafts and films. Many of them also help with running activities such as coffee mornings, cocktail parties or afternoon teas. Increasingly we're linking our volunteers with legacy-funded projects to maximise the impact at our locations.

We've built up great partnerships with lots of companies and community groups across England and recently launched a scheme for our support service colleagues to volunteer at our locations to work with customers and operational colleagues. The volunteers have helped us transform areas in the homes into pubs, hair salons and shops, helped renovate gardens and ran lovely activities to entertain residents.



293
people have
volunteered at our
locations

More than
1600
hours of volunteering have
taken place



26
different projects
have been
completed

"At Yorkshire Building Society we recognise that time can be just as valuable a gift as money to charities and community groups. And we also recognise the wonderful benefit volunteering has on our colleagues. Helping the elderly and vulnerable in our society is one of our key strategic priorities and our partnership with Anchor allows us make a meaningful and lasting impact.

"Our colleagues, who have up to 31 hours' volunteering time a year, enjoy being able to make a worthwhile difference and in turn Anchor, and their residents, benefit from the wide range of skills and talents our people have. It's a wonderful partnership and one which we really do treasure."

Louise Neill

Volunteering Manager at Yorkshire Building Society



Best Pet



Pippa, who lives at St Aidans House in North Shields, with her owners John and Joan Hall, was nominated by Scheme Manager, Helen Dikie, for being a loving and faithful companion to the couple.

Mr Hall said: "I can't believe that our dog Pippa won, out of all of those other pets, it's fantastic."

Mrs Hall added: "Without her in our lives I have no idea where we would be. She brings us so much joy and is an amazing little companion. We are thrilled."

Helen said: "Pippa is a lovely golden Labrador, who loves everybody she passes by. I'm so happy she brings so much joy to everyone at St Aidans House."



Grandparents of the Year

Dot and Tam Macdonald, who live at Castle Hall in Hull, were nominated by fellow residents for always putting their grandchildren first.

Mr and Mrs Macdonald are thrilled to win and Mr Macdonald said: "It's lovely to know someone has noticed what we do. We didn't think what we were doing was out of the ordinary, we just wanted our grandchildren and children to feel supported and loved."

Joanne Davie, Castle Hall Scheme Manager, who nominated the couple said: "They are originally from Scotland and first came to Hull five years ago when their daughter decided to have a baby. Since then they have become Chairman and Secretary of the Castle Hall Social Committee and regularly organise party nights, weekly bingo, weekly coffee mornings, kids' Christmas parties, summer fêtes, auctions, karaoke nights, talent nights and weekly breakfast clubs, as well as doing the school run and caring for six-year old Stephen. They have him to sleepover several nights a week whilst his parents are at work, nothing is too much trouble for them."



"The privilege of being a Happy Living Award judge gave me a wonderful insight into how many residents in schemes up and down the country, participated, their reasons for their participation and the diversity of their entries, irrespective of their age, and health problems they encounter.

"As a judge it was gratifying to be involved in a small part of their world, to see how many people loved Anchor as much as I do, but took it that one step further to help their community, not just to improve their own quality of life, but to improve it also for their fellow neighbours by the things they did. A truly community spirit of caring and wellbeing. Remarkable!

"Judging was difficult - everyone, in their own way, was a winner. Choices were made and I hope that the small part I played in judging that day, gave some happiness to the chosen winners, gives them a sense of purpose and wellbeing to continue to be an active part of their community, to be there for one another, to encourage others to do the same."

Sue Eddleston

Rental customer and Happy Living Awards judge



Going the extra mile

Our Happy Living Awards are designed to recognise customers who make a real difference in their local schemes, estates, care homes and wider communities. We received almost 200 entries for the 2017 awards and were blown away by the amazing people living in our locations.

The Pip White Award (Green-fingered Customer)

Fred Russell, who lives at Bridgewood Lodge in Heywood, was nominated by fellow tenants for his hard work in the communal gardens.

Mr Russell said: "It is an honour to be chosen. I love the garden and the freedom it gives me. It has also encouraged the other customers to use it more."

Janet Murray, who appreciates Fred's work in the gardens, said: "Thank you to Fred, who has transformed our garden areas by making new beds and planting them up with beautiful displays of flowers."



Best Neighbour

Raymond Martin, who lives at Eagle Lodge in Wanstead, was nominated by Daphne Johnson, for always putting his neighbours needs before his own.

Mr Martin said: "I'm speechless, to be honest. It's lovely to be appreciated. I don't know what to say, it's just a shock to have won this award. I help others because I want to do it and I enjoy it. It's absolutely lovely."

Mrs Johnson added: "Raymond always goes the extra mile to help others. Thank you on everyone's behalf to Raymond. He is reliable, fun and respectful to be around. I am so pleased to hear he has won he truly deserves it."



Community Champion

June Anderson, who lives at Shafto Court in Newcastle, was nominated by Lindsey Bell, Scheme Manager, for always going the extra mile and helping her community.

Mrs Anderson said: "I am amazed at winning this award, I can't really believe it, I'm sure there would have been other people who deserved it far more than me. In saying that, I'm also really happy for our scheme because it is a great place to live and if I can help to improve that I will."

Lindsey said: "June deserves to win, for last year alone she has managed to secure a lottery fund to help towards activities within the community and bring others into Shafto Court. The most recent event has been a ladies day at the races to raise money for the kidney unit at the Newcastle Freeman Hospital. She is an asset to our community and she is passionate about what she does."



Creative Champion

Peter Baker, who lives at Oakwood Park in East Sussex, was nominated by Penny Blanchard, Estate Manager for setting up and arts an crafts group at the estate.

Mr Baker said: "I am humbled by this award and want to thank all the other volunteers who joined the art group at the estate. I'm glad we can do something together and it's a great way to make new friends."

Penny said: "It is also a wonderful arts class where people can learn from Peter to make crafts and socialise together at Oakwood Park. This is one of the best activities running at my estate; I am proud to support this for the well-being of my customers."



Celebrating
50
Years
of happy living

About Anchor

Anchor is England's largest not-for-profit provider of housing and care for the over 55s. Working with more than 34,000 older people each week, our aim is very simple - to help people get the best out of life.

With a reputation built on 50 years' experience, we're passionate about offering older people a vast choice of great places and ways to live.

If you would like further information on Anchor's range of services our Customer Centre is on hand to answer your questions.

This report is available in alternative formats including audio, large print, Braille and different languages. Please contact us on the number below.

0800 731 2020

www.anchor.org.uk

Happy living for the years ahead

Anchor Trust Registered Charity No. 1062183
Company No. 3147851 Housing Association No. LH4006

03 - Clarions Response

1. Housing stock

Please complete the table of the breakdown by tenure of your housing stock with your latest figures.

	Clarion data - national	Clarion data - London
Total number of homes owned ¹	122552	49380
of which social, affordable or intermediate rented homes ²	100078	38273
of which privately rented homes / non-social rented homes ³	800	445
How many leaseholder-occupied homes do you manage? ⁴	12256	8656
How many shared-ownership homes do you manage? ⁵	6789	2717

Sources: Desk-based research and Ministry of Housing, Communities & Local Government, 2016 [Table 100: number of dwellings by tenure and district, England](#)

2. Resident involvement mechanisms

We have identified five common structures which offer different methods of resident involvement in the management of their homes. Please update this table to reflect how many of these you know are in place in your homes.

	Number across your housing stock	Generally, is involvement estate based (EB), area based (AW) or organisation wide (OW)?	If possible, how many units do they represent/ manage?
Tenant Management Organisations (TMOs)	One	EB - London Borough of Merton	298
Tenant and Resident Associations (TRAs)	57 (20 in London)	EB – 41 (12 in London) are formally recognised. 30 (8 in London) are funded by Clarion. TRAs are able to claim an annual grant funding of £300 subject to meeting detailed criteria.	Varies according to no. of units within that community.
Tenant panel / forum /committee			
Property Engagement Group	Five (Two in London)	OW – One group per each of the five Regions, they consider property related issues including reactive, cyclical and planned repairs,	Up to 60 residents (Each group has 10 – 12 members).

¹ These figures consist of homes we own but does not include homes we manage but do not own.

² These figures consist of affordable, general needs, housing for older people, keyworker, intermediate rent and supported housing.

³ These figures consist of our market rent homes.

⁴ These figures consist of leasehold homes we manage but does not include leasehold homes we own but do not manage.

⁵ These figures consist of shared ownership homes we manage but does not include leasehold homes we own but do not manage.

		Mechanical and Electrical and Gas servicing. Members also have the option to join specific projects or contract procurements.	
National Service Improvement Groups	Six	OW - Subject based: ASB, Voids & Lettings, LGBT, Disability, Complaints and Income Collection. At least two representatives from each of the five Clarion Regions.	Up to 72 residents (Each group has 10 – 12 members).
Scrutiny panel / committee / group			
Regional Scrutiny Committee	Five (Two in London)	AW – One committee per each of the five Regions.	Up to 60 residents (Each group has 10 – 12 members).
Residents on board	Five	OW	All
Other involvement structures			
Annual Resident Engagement Days (RED Days)	Five	AW – One annual event held in each of the five Regions.	Capacity for up to 80 resident attendees at each event (400 in total) - 2017 events attended by 281 residents, 97 in London.
National Young Ambassadors (16 - 25 year olds)	One	OW – focus on improving services for young people, monthly meetings with annual planning meeting.	Seven young residents recruited for 2018 representing all Regions (one in London).
Clarion Voice – Virtual / Digital Forum	One	OW – Clarion Voice provides a digital platform for adhoc surveys, engagement, discussion forums etc. with immediate reach to all members. Clarion Voice launched in January 2018.	Currently 1057 members (433 London members – 41%).
Focus Groups / Task and Finish Groups	Ad Hoc	EB, AW, OW – groups of residents coming together to provide feedback and specific topics and service areas - activity is a mix of face to face and digital involvement.	Numbers will vary
Community Inspectors	TBC	EB – residents who work with repairs, estate and neighbourhood teams visiting/inspecting services such as Communal Repairs, Grounds Maintenance, Estate Cleaning, and ASB. This has evolved from former	New initiative, just under 200 residents have expressed interest in this.

		Circle and Affinity Sutton programmes, such as Affinity Sutton's Green Inspectors Process which monitored grounds maintenance.	
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For information, approximately 41% of Clarion's owned properties are within London.

Source: desk-based research.

3. Please describe the different 'other involvement structures' in use in your homes, if any.

In addition to the detail in question 2 above, Clarion's residents extend their influence to inform change and improvement through:

- Satisfaction Surveys (monthly/quarterly surveys for repairs, transactional and general satisfaction, 22,800 per annum).
- Complaints feedback.
- Formal Consultations – for example Section 20 consultations (248 consultations in total nationally, 185 of which were in London).
- Project based interactions – for example estate regeneration or major planned works engagement.
- Customer Insight including Clarion's Annual Index Super Survey (2,000 residents), market research, qualitative interviews, longitudinal studies.
- Business Intelligence – Analysis of customer transactions and asset data.

Figures quoted above are group wide and include London unless otherwise advised

4. As a general rule, how are residents involved in each of these structures? And, what role do they have?

We recognise that, whilst these are common structures, the levels of resident involvement within the same structures may differ in practice across the properties, so please specify if this is the case, and describe the generality where possible. Please specify when the body has a formal or legal responsibility towards the housing association or residents, as opposed to an advisory/informative function.

Involvement Level	Activity
National	Clarion Housing Association Board - Formal
	Resident Engagement days - Informal
	Service Improvement Groups; Formal Complaints, ASB, Income collection, Voids & Lettings, Development, Out & About, Clarion Ability Network (disability issues)
	Young Ambassadors - Informal
Regional	Regional Scrutiny Committee – Formal and Regulatory
	Regional Repairs Enhancement Group - Formal
Local Involvement Opportunities	Tenants and Residents Associations- Informal
	Community Inspectors - Informal
	Focus Groups/Task and Finish Groups - Informal
All - digital	Virtual engagement forum 'Clarion Voice' Informal

5. Any additional comments or information.

Please use this box for any additional comments about resident involvement in your company. For example, you may wish to comment on which structures are most successful, or attach diagrams to explain the mechanisms for resident involvement.

Clarion Housing Group is the result of a merger between Affinity Sutton and Circle Housing and resident involvement was one of the first areas we reviewed. Involved residents have been given the opportunity to work with us to shape the new involvement structure for Clarion and influence strategy, policy and the delivery of services.

We are currently recruiting and embedding involvement activities in support of the newly applied structure. Over 350 (102 in London) residents have expressed an interest in the new face to face involvement activities.

Digital Approach

In alignment with our Digital Shift Strategy, Clarion Voice is our new group wide Digital Platform launched in January 2018. Membership currently stands at 1057 with 433 London members, 41% of the overall membership. Upon launch of Clarion Voice, residents were invited to take part in the review of new involvement structures and to help shape the future direction of the Resident Involvement approach and strategy.

In terms of digital inclusion, online surveys on Clarion Voice help us tailor our support to ensure we're offering the best service to residents. We encourage our resident Digital Champions to sign up to Clarion Voice so they can share their knowledge with other residents.

We have also launched new Clarion Facebook and Twitter accounts, with 1,699 and 444 followers respectively. Early indications are that numbers of younger residents (up to 35 years of age) involved have increased by approximately 35% with the expansion of our digital offer.

Project based Engagement

The menu of involvement activities can be flexed to respond to adhoc needs such as estate regeneration, major works or community investment projects. As appropriate, tailored campaigns of activity are deployed to meet the needs of such projects.

In our experience, good resident involvement is often resident led with residents co-creating initiatives with each other and employees. Our resident-led scheme at the Lavenders in the London Borough of Sutton is a positive example where project team meetings chaired by a resident ensured the community were fully involved.

Note that all figures (Qs 1 and 2) submitted to this investigation will form part of the final output of this investigation. We will publish your comments in the free-text boxes (Qs 3 onwards) as attributable to you, unless otherwise clearly stated. All submissions are subject to Freedom of Information requests.

04 - Genesis Response

1. Housing stock

Please complete the table of the breakdown by tenure of your housing stock with your latest figures.

Your data	
Total number of homes owned	32506 (owned/ managed)
of which social, affordable or intermediate rented homes	16095
of which privately rented homes / non-social rented homes	996
How many leaseholder-occupied homes do you manage?	2836
How many shared-ownership homes do you manage?	4130

Sources: Desk-based research and Ministry of Housing, Communities & Local Government, 2016 [Table 100: number of dwellings by tenure and district, England](#)

2. Resident involvement mechanisms

We have identified five common structures which offer different methods of resident involvement in the management of their homes. Please update this table to reflect how many of these you know are in place in your homes.

	Number across your housing stock	Generally, is involvement estate based (EB), area based (AW) or organisation wide (OW)?	If possible, how many units do they represent/ manage?
Tenant Management Organisations (TMOs)	-		
Tenant and Resident Associations (TRAs)	36	EB and AW	Varied depending on size of estate or area
Tenant panel / forum /committee	4	OW – customer groups are set up based on service area/ topic: Gas servicing, Antisocial Behaviour, Disability, LGBT.	All units/ areas
Scrutiny panel / committee / group	1	OW – group of 14 customers reviewing 2 service areas per year, making recommendations for improvement to a Board sub-committee.	All units/ areas

Residents on board	2	OW	All units/ areas
Other involvement structures	Task & Finish groups – more detail below	All (depending on piece of work)	

Source: desk-based research.

3. Please describe the different 'other involvement structures' in use in your homes, if any.

As well as a Customer Scrutiny Panel and topical/ service-based customer groups, Genesis supports the involvement of customers in one off pieces of work and projects:

- Policy
- Procurement
- Product & service testing
- Product & service design
- Reviewing Communications
- Staff recruitment
- Audits (Care & Support properties)
- Scheme based involvement activities (Care & Support properties)
- Focus groups
- Online polls/ discussions
- Budget management (local improvements)
- Other

4. As a general rule, how are residents involved in each of these structures? And, what role do they have?

We recognise that, whilst these are common structures, the levels of resident involvement within the same structures may differ in practice across the properties, so please specify if this is the case, and describe the generality where possible. Please specify when the body has a formal or legal responsibility towards the housing association or residents, as opposed to an advisory/informative function.

Policy - Customers are given the opportunity to participate in policy reviews & new policy formulation where the policy affects customers. This is done in a number of different ways and customers are approached according to feedback they have previously given on a certain topic. Customers have the opportunity to form strategic priorities with us, usually by being involved in wider projects, working alongside staff across the organisation. Policy reviews are done both by email and face to face depending on the nature of the policy.

Procurement – Customers have participated in procurement processes, particularly where the service directly affects them, such as repairs, estate services and catering services. This is done in partnership with the procurement team.

Product & service testing - E.g. The 'My Genesis' App was tested before launch by a group of customers with different digital abilities. Feedback was used to make significant improvements before the app went live.

Product & service design - E.g. The new Genesis website – several user testing sessions were held to ensure the website was designed around customer need.

Reviewing communications – Customers can feed into the content/ layout of the residents' magazine.

Staff Recruitment – Customers can be involved in different stages of the recruitment and selection process, such as contributing to job advertisements, sitting on interview panels, inductions and selection tests. This is done organisation wide, however this is also done locally for our Care & Support schemes (e.g. customers will be involved with the recruitment process for new staff at their own scheme). This process is currently being made more consistent, with more support for all hiring managers.

Audits & Scheme based involvement – Done at a local level in Care & Support schemes. E.g. regular house meetings, contributing to local newsletters, general engagement and activity management.

Focus groups – Set up when customers have highlighted a service area that needs attention or when the organisation is looking to change or improve a service. E.g. Genesis recently set up a focus group for residents to work in partnership with the contact centre to make changes to the IVR (Interactive Voice Response) system.

Online polls/ discussions – Often used for quick feedback on a service area using social media or email.

Budget management (local improvement) – A pot of money which staff & residents can bid for to make improvements to a local area. Bids are made to a panel of residents who can approve bids or suggest ways to ensure value for money and customer satisfaction.

Other – Customer groups setting up projects to help the organisation to support other residents in the organisation. E.g. Hoarding support project – training for staff and support for affected residents will be included.

5. Any additional comments or information.

Please use this box for any additional comments about resident involvement in your company. For example, you may wish to comment on which structures are most successful, or attach diagrams to explain the mechanisms for resident involvement.

Genesis and Notting Hill housing associations are currently working with residents to produce a new Resident Involvement Offer for the joint organisation post merger. This will be completed by the end of June. Some successful mechanisms will remain for Notting Hill Genesis (as will be the same for Notting Hill), some will be improved, and some will no longer exist. We will also be introducing new mechanisms which neither organisation currently has.

Note that all figures (Qs 1 and 2) submitted to this investigation will form part of the final output of this investigation. We will publish your comments in the free-text boxes (Qs 3 onwards) as attributable to you, unless otherwise clearly stated. All submissions are subject to Freedom of Information requests.

05a - Notting Hill Housing Response

1. Housing stock

Please complete the table of the breakdown by tenure of your housing stock with your latest figures.

Your data	
Total number of homes owned	31539
of which social, affordable or intermediate rented homes	20904
of which privately rented homes / non-social rented homes	905
How many leaseholder-occupied homes do you manage?	3534
How many shared-ownership homes do you manage?	5357

Sources: Desk-based research and Ministry of Housing, Communities & Local Government, 2016 [Table 100: number of dwellings by tenure and district, England](#)

2. Resident involvement mechanisms

We have identified five common structures which offer different methods of resident involvement in the management of their homes. Please update this table to reflect how many of these you know are in place in your homes.

	Number across your housing stock	Generally, is involvement estate based (EB), area based (AW) or organisation wide (OW)?	If possible, how many units do they represent/ manage?
Tenant Management Organisations (TMOs)	0		
Tenant and Resident Associations (TRAs)	22	Estate based	5000
Tenant panel / forum /committee	4	Issue based e.g. equalities and diversity panel	
Scrutiny panel / committee / group	6	Area based (group of boroughs)	General Needs and leasehold stock - 26751
Residents on the Board	2		
Other involvement structures		Estate monitors – estate based	5000
		Housing co-ops	950
		Resident repair reps - area based (linked to the scrutiny panels as above).	

		Ad-hoc groups involved in procurement exercises or in testing new initiatives such as new digital services.	
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Source: desk-based research.

3. Please describe the different 'other involvement structures' in use in your homes, if any.

As above, we encourage residents to volunteer to become estate monitors (or champions) for their estate. They will act as a point of contact for local housing officers and monitor issues such as the quality of cleaning and gardening; report any ASB issues or repairs such broken lighting.

Just under 1000 properties are directly managed by housing co-ops. They have their own management committees and the stock is managed via a Service Level Agreement with us.

Resident repair representatives meet with the repair contractors and contract managers on a quarterly basis to discuss performance issues. They will also be called upon to participate in any repairs contractor procurement exercises.

We set up ad-hoc groups as and when necessary to review policies or new initiatives for example.

4. As a general rule, how are residents involved in each of these structures? And, what role do they have?

We recognise that, whilst these are common structures, the levels of resident involvement within the same structures may differ in practice across the properties, so please specify if this is the case, and describe the generality where possible. Please specify when the body has a formal or legal responsibility towards the housing association or residents, as opposed to an advisory/informative function.

Any resident can ask to join a group or panel or become an estate monitor. For the most part their role is to inform us about issues; to receive information and give us feedback about our performance or to make suggestions regarding how services / policies could be improved.

Where any estate has a TRA, this is open to all people who live on the estate and we monitor these to ensure that there is regular communication with residents covered by the TRA so that they know about it and can raise issues with them, attend meetings etc. We award them an annual grant.

We have a formal agreement with Housing Co-Ops who are directly responsible for the management of stock delegated to them under that agreement.

Membership of the Board or committees is via a formal application and recruitment process. The role of Board and committee members is to particulate in the formal strategy and decision making process of the organisation.

5. Any additional comments or information.

Please use this box for any additional comments about resident involvement in your company. For example, you may wish to comment on which structures are most successful, or attach diagrams to explain the mechanisms for resident involvement.

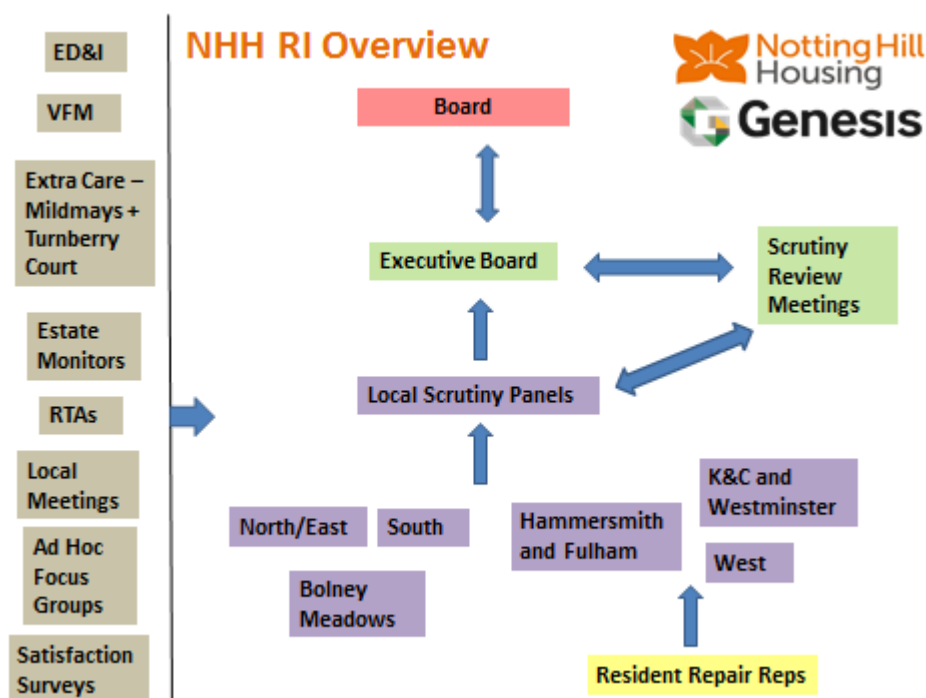
We are currently reviewing our involvement mechanisms in light of our recent merger with Genesis Housing.

We are currently consulting extensively with residents about creating an involvement offer for the new organisation.

I attach the current resident involvement overview for NHH only.

Note that all figures (Qs 1 and 2) submitted to this investigation will form part of the final output of this investigation. We will publish your comments in the free-text boxes (Qs 3 onwards) as attributable to you, unless otherwise clearly stated. All submissions are subject to Freedom of Information requests.

05b - Notting Hill Housing resident involvement overview



06 - Hyde Response

1. Housing stock

Please complete the table of the breakdown by tenure of your housing stock with your latest figures.

	Your data
Total number of homes owned	48,000 (approximately)
of which social, affordable or intermediate rented homes	29,000
of which privately rented homes / non-social rented homes	10,300
How many leaseholder-occupied homes do you manage?	6,000
How many shared-ownership homes do you manage?	4,500

Sources: Desk-based research and Ministry of Housing, Communities & Local Government, 2016
[Table 100: number of dwellings by tenure and district, England](#)

2. Resident involvement mechanisms

We have identified five common structures which offer different methods of resident involvement in the management of their homes. Please update this table to reflect how many of these you know are in place in your homes.

	Number across your housing stock	Generally, is involvement estate based (EB), area based (AW) or organisation wide (OW)?	If possible, how many units do they represent/ manage?
Tenant Management Organisations (TMOs)	0		
Tenant and Resident Associations (TRAs)	50	Involvement is mixed between EB and AW. TRAs are supported through training, advice and support, and through a grant funding programme.	13,500 approximately
Tenant panel / forum / committee	1	Hydewide Residents Voice OW 6 meetings a year, including a joint meeting with Group Housing Services Board (GHSB) the operational sub-committee of Hyde's Group Board.	OW
Scrutiny panel / committee / group	1	Hydewide Resident's Eye carryout 4 resident led inspections of Hyde's services every year.	OW

		Inspection recommendations are signed off by senior managers and monitored by GHSB. Over 2000 residents were involved in providing feedback about the services inspected in 2017/18.	
Residents on board	3	2 resident members of GHSB. 1 resident observer at Hyde's Group Board.	OW
Other involvement structures		<ul style="list-style-type: none"> • Procurement Panel. • Resident participating in staff recruitment interviews. • Residents involved in Complaints. • Policy, service change and communication consultation. • The Oak engagement website and online community. 	

Source: desk-based research.

3. Please describe the different 'other involvement structures' in use in your homes, if any.

Central Home Owners Panel (CHOP) – we manage a support panel for shared owners, lease holders and freeholders. The group meet quarterly and discuss and raise issues affecting these tenures.

Procurement Panel – residents participating in the procurement of new services, including contractor interviews, site visits, tender development and assessment, and overall scoring.

Resident participating in staff recruitment interviews – residents take part in all resident facing roles as a full member of the interview panel, alongside staff (Hyde Policy).

Residents involved in complaints – residents are members of stage 3 complaints panel (the final stage internal stage of Hyde's complaints procedure). Residents are also involved in the regular reviews of closed complaints to identify best practice and lessons learnt.

Policy, service change and communication consultation – residents are asked to provide feedback about proposed service changes and developments through a variety of methods including on line forums, surveys and discussion groups. Resident facing communications are checked by residents for clarity, use of language and tone, and can be awarded a residents tick.

The Oak engagement website and online community – Hyde have developed a bespoke resident engagement website and on line community. The site is closed to Hyde residents by enrolment only and provides the opportunity for resident led discussion forums, consultation and feedback about services using a variety of methods. There are also specific areas for resident committees to hold discussions and review meeting papers, and areas for estate and local feedback. The site also has 180 modules of online career and skill related training for residents and a specific training package for new tenants about to manage their tenancies. We are also developing local feedback areas by estate and community area to support local feedback about local issues.

Quarterly customer feedback sessions – Hyde is moving away from representative regional panels as these have limited appeal, and have tended to reflect the views of actively involved residents. We are piloting quarterly customer feedback sessions and these will be a mix of face to face and on line feedback activities. These will be targeted by service, geography and demographic to ensure a range of views are collected. The information collected will be reviewed with involved residents and recommendations for action and feedback agreed. We are intending to start this pilot by the end quarter 1 of 2018/19.

Service Specific Estate meetings – to support local changes in service hold ad hoc and targeted local meetings to talk to residents about changes and development. Recent examples have included sessions about Fire Safety for estates and blocks that have cladding issues.

Consultation about proposed stock swaps, sales and mergers – residents are consulted in accordance with the TIE standard for any prospective landlord change. This is done through a variety of methods including written notification and the opportunity for face to face meetings and in partnership with the prospective new landlord.

4. As a general rule, how are residents involved in each of these structures? And, what role do they have?

We recognise that, whilst these are common structures, the levels of resident involvement within the same structures may differ in practice across the properties, so please specify if this is the case, and describe the generality where possible. Please specify when the body has a formal or legal responsibility towards the housing association or residents, as opposed to an advisory/informative function.

Hyde's approach to resident involvement is partnership, where staff and residents work to resolve issues and concerns together, through an agreed framework and process. However, with this approach residents retain their independence from Hyde, including agenda setting for meeting, identifying areas for resident led inspection, expressing and raising issues from a resident's perspective.

This is set out in Hyde's Resident Engagement Strategy 2017-20 and available on Hyde's website

5. Any additional comments or information.

Please use this box for any additional comments about resident involvement in your company. For example, you may wish to comment on which structures are most successful, or attach diagrams to explain the mechanisms for resident involvement.

Hyde values the views of residents, are ready to listen to concerns raised by residents and act and provide feedback. In particular, Hyde values the input of actively involved residents who volunteer time and expertise to work with Hyde at all levels to improve services for all residents.

As a HA we are constantly looking to improve our resident engagement service and that we are listening and seeking views from as wide a range of residents as possible. We also chair a G15 resident engagement benchmarking group that meets quarterly and share our best practice at conferences and as past regional and national winners of HQN and TPAS at events hosted by these organisations.

Residents are also provided with the opportunity to attend relevant courses, seminars and conferences to develop their skills and knowledge of the sector.

Residents also have the opportunity to take part in training courses. For example a number of residents have gained qualifications in CIH Level 2 / 3 in Scrutiny and Housing.

07 - L&Q Response

1. Housing stock

Please complete the table of the breakdown by tenure of your housing stock with your latest figures.

	Your data
Total number of homes owned	76,649
of which social, affordable or intermediate rented homes	56,112
of which privately rented homes / non-social rented homes	2,003
How many leaseholder-occupied homes do you manage?	7,978
How many shared-ownership homes do you manage?	7,884

Sources: Desk-based research and Ministry of Housing, Communities & Local Government, 2016 [Table 100: number of dwellings by tenure and district, England](#)

2. Resident involvement mechanisms

We have identified five common structures which offer different methods of resident involvement in the management of their homes. Please update this table to reflect how many of these you know are in place in your homes.

	Number across your housing stock	Generally, is involvement estate based (EB), area based (AW) or organisation wide (OW)?	If possible, how many units do they represent/ manage?
Tenant Management Organisations (TMOs)	0	n/a	n/a
Tenant and Resident Associations (TRAs)	27	Estate Based	
Tenant panel / forum /committee	8	Area Based	8 Neighbourhood Committees cover the entire L&Q stock
Scrutiny panel / committee / group	1	Organisation Wide	All stock
Residents on board	1	Organisation wide	All Stock
Other involvement structures	Multiple	Estate Based/ Area Based / Organisation Wide	All Stock

Source: desk-based research.

3. Please describe the different 'other involvement structures' in use in your homes, if any.

As well as the neighbourhood committees (the eight tenant panels listed in table above) there are some other forms of local resident engagement. There are local forums and neighbourhood champions which have a smaller local focus, potentially covering a particular street or estate, and these feed back into the neighbourhood committees.

There are also Resident Inspectors who are trained residents who work in partnership with L&Q staff to inspect and assess services provided to residents. Additionally there are several other forums based on particular themes: Communications forum, leaseholder forum, Lesbian, Gay, Bisexual and Trans forum, and procurement forum.

4. As a general rule, how are residents involved in each of these structures? And, what role do they have?

We recognise that, whilst these are common structures, the levels of resident involvement within the same structures may differ in practice across the properties, so please specify if this is the case, and describe the generality where possible. Please specify when the body has a formal or legal responsibility towards the housing association or residents, as opposed to an advisory/informative function.

L&Q has several structural resident involvement channels – the Customer Experience Committee, Resident Services Group, and Neighbourhood Committees.

At the highest level is the Customer Experience Committee, which comprises members of L&Q's non-executive group board and three senior residents. This looks at customer services as well as strategic and governance oversight.

Beneath the Customer Experience Committee sits the Resident Services Group. This group focuses on issues relating to housing management and maintenance. In particular this group is involved in key performance indicators and data monitoring, policy and service improvement scrutiny, co-ordination and investigations, and escalation, devolution and referrals. This group comprises the three residents on the Customer Experience Committee as well as an additional seven residents.

Neighbourhood Committees have a local focus and meet to challenge L&Q's local service delivery and identify solutions to improve performance, agree local service delivery plans, agree how L&Q spends its Estate Improvement Fund and L&Q Foundation Grants, and to receive feedback from Neighbourhood Champions and local forums. The membership of this committee is maximum of 15 with no more than one fifth being non-resident committee members. As well as these members the local L&Q neighbourhood assistant director and representatives from each service area also attend to work with and respond to the resident committee members.

5. Any additional comments or information.

Please use this box for any additional comments about resident involvement in your company. For example, you may wish to comment on which structures are most successful, or attach diagrams to explain the mechanisms for resident involvement.

Note that all figures (Qs 1 and 2) submitted to this investigation will form part of the final output of this investigation. We will publish your comments in the free-text boxes (Qs 3 onwards) as attributable to you, unless otherwise clearly stated. All submissions are subject to Freedom of Information requests.

08 - Metropolitan Response

1. Housing stock

Please complete the table of the breakdown by tenure of your housing stock with your latest figures.

(London Figures)	Your data
Total number of homes owned	23729
of which social, affordable or intermediate rented homes	13557
of which privately rented homes / non-social rented homes	402
How many leaseholder-occupied homes do you manage?	3262
How many shared-ownership homes do you manage?	2701

Sources: Desk-based research and Ministry of Housing, Communities & Local Government, 2016 [Table 100: number of dwellings by tenure and district, England](#)

2. Resident involvement mechanisms

We have identified five common structures which offer different methods of resident involvement in the management of their homes. Please update this table to reflect how many of these you know are in place in your homes.

London Figures	Number across your housing stock	Generally, is involvement estate based (EB), area based (AW) or organisation wide (OW)?	If possible, how many units do they represent/ manage?
Tenant Management Organisations (TMOs)	n/a		
Tenant and Resident Associations (TRAs)	21	EB	12k
Tenant panel / forum /committee	1	EB	
Scrutiny panel / committee / group	1	AB	
Residents on board	1	OW	
Other involvement structures			

Source: desk-based research.

3. Please describe the different ‘other involvement structures’ in use in your homes, if any.

n/a

4. As a general rule, how are residents involved in each of these structures? And, what role do they have?

We recognise that, whilst these are common structures, the levels of resident involvement within the same structures may differ in practice across the properties, so please specify if this is the case, and describe the generality where possible. Please specify when the body has a formal or legal responsibility towards the housing association or residents, as opposed to an advisory/informative function.

Customer Service Committee (Formal)

The Customer Service Committee provides assurance to the main Board that we are providing good quality, high performing services to all our customers. It is a sub-group with delegated powers from our main Board, and has four customer members.

National Customer Group (Formal)

Our National Customer Group represents a network of customer groups across Metropolitan and is our main consultation body. The Group helps to shape services, strategy and policy and monitors decisions taken by the main Board. Comprising 12 customers from across the regions we operate in, the NCG is independent of our governance structure and operates in a shadow role to the Customer First Committee. The Group monitors performance across all housing and care and support services.

Service Audit Committee (Formal)

The role of the Service Audit Committee, which is independent of our governance structure, is to hold us to account by reviewing how we do things and how effective our performance is. It agrees its programme of audits with the Customer Service Committee and reports back findings and recommendations.

Tenants and Residents Associations’ (TRA’s) – Customers are encouraged to create resident associations, usually on larger estates/schemes, which then work alongside Metropolitan staff to develop local offers for how we work together in that locality. Metropolitan provide staff support, financial support and access to training for the development and maintenance of TRA’s, working alongside customers to empower them to shape local services.

We also support area based customer led committees, such as the Metropolitan North Residents’ Community Association, which is made up of customers across 2 business units (geographical area) and who work to improve the lives of customers, as well as gathering valuable grass roots feedback for national groups, such as the Scrutiny Panel and National Customer Group. They have their own constitutions, terms of reference, and develop action plans which influence applications for funding from Metropolitan to help them achieve them.

Resident Contacts – Customers in our Older Persons Schemes, in Nottingham and Derby, are encouraged to become representatives for those schemes and provide a customer voice at regular network meetings. Much like “block champions” the Resident Contact acts as a conduit for information between Metropolitan and customers at the scheme. They attend meetings every 8 weeks bringing complex or long standing issues for

resolution, and also gathering information from service areas within the business to take back to share with their neighbours. The meetings are coordinated by Metropolitan staff and attended by members of management and specific service areas, such as repairs. Guest speakers and areas for discussion are identified by the group themselves so they choose the content and themes of the meetings.

Community Panel has an advisory function and is a group of residents working closely with the local housing team around issues that impact on an estate/small community with circa 800 properties. The Panel reviews performance information twice per year with a view to identifying potential service improvements that are then put into an action log. Outside of meetings the Panel and staff continue to work collaboratively in following up on the actions for the action log. Panel members work closely with the local contractor to ensure services are being delivered and will regularly attend estate inspections and walkabouts.

5. Any additional comments or information.

Please use this box for any additional comments about resident involvement in your company. For example, you may wish to comment on which structures are most successful, or attach diagrams to explain the mechanisms for resident involvement.

Within our Care and Support schemes, residents and customers are encouraged to set up social committees as a way of reducing isolation and to generate a sense of community. Social committees organise scheme based weekly activities as well as trips, days out, regular coffee mornings etc. Whilst the focus of this activity centres around non traditional housing issues, Metropolitan taps into groups like these to sense check how services are being delivered and consult on key matters such as a change in service. Service users within some of our Care and Support schemes are trained to work alongside staff to carry out Fire Safety checks and Health and Safety Audits. This enables service users to play an active and important role in the day to day life of the scheme whilst learning new skills. Care and Support customers are involved in the recruitment of staff in some areas but not in all.

Other ways in which Care and Support residents and services users are encouraged to get involved are :

- Quality Walks on a monthly basis – with an area manager
- Annual Feedback surveys
- ‘You said, we did’ feedback activities
- Interviewing customers from another service to gather feedback.

There is a drive to make these activities common practice across all of Care and Support. As a number of Care and Support services are commissioned there is a requirement for customers to play an active role in shaping/reshaping the service and because of this there will be a range of engagement techniques that are bespoke depending on the nature of the service or support provided.

For the past 3 years we have held an annual Customer Summit/Conference as a way of sharing key messages , gathering customer feedback and testing out ideas.

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09 - Optivo Response

1. Housing stock

Please complete the table of the breakdown by tenure of your housing stock with your latest figures.

Notes: all Optivo stock in London; compiled from combined AmicusHorizon and Viridian 2016/17 SDRs

	Your data
Total number of homes owned	19,432
of which social, affordable or intermediate rented homes	12,939
of which <u>privately</u> rented homes / non-social rented homes	807
How many leaseholder-occupied homes do you manage?	1,311
How many shared-ownership homes do you manage?	2,309

Sources: Desk-based research and Ministry of Housing, Communities & Local Government, 2016 [Table 100: number of dwellings by tenure and district, England](#)

2. Resident involvement mechanisms

We have identified five common structures which offer different methods of resident involvement in the management of their homes. Please update this table to reflect how many of these you know are in place in your homes.

	Number across your housing stock	Generally, is involvement estate based (EB), area based (AW) or organisation wide (OW)?	If possible, how many units do they represent/ manage?
Tenant Management Organisations (TMOs)			
Tenant and Resident Associations (TRAs)	24	EB and AW	2,422
Tenant panel / forum /committee			
Scrutiny panel / committee / group	Resident Strategy Group (OW)	OW = 5 AW = 8 (of which 2 in London)	~44,000
	Complaints Panel (OW)		~44,000
	Scrutiny Panel (OW)		~44,000
	Resident Policy Panel (OW)		~44,000
	Repairs Chairs Sub-Group (OW)		~44,000

	Local Repairs Panels x4 (one in London) (AW)		~21,000 in London
	Local General Panels x4 (one in London) (AW)		~21,000 in London
Residents on board	3	OW	~44,000
Other involvement structures	5 (plus other ad-hoc or local groups)	OW	~44,000

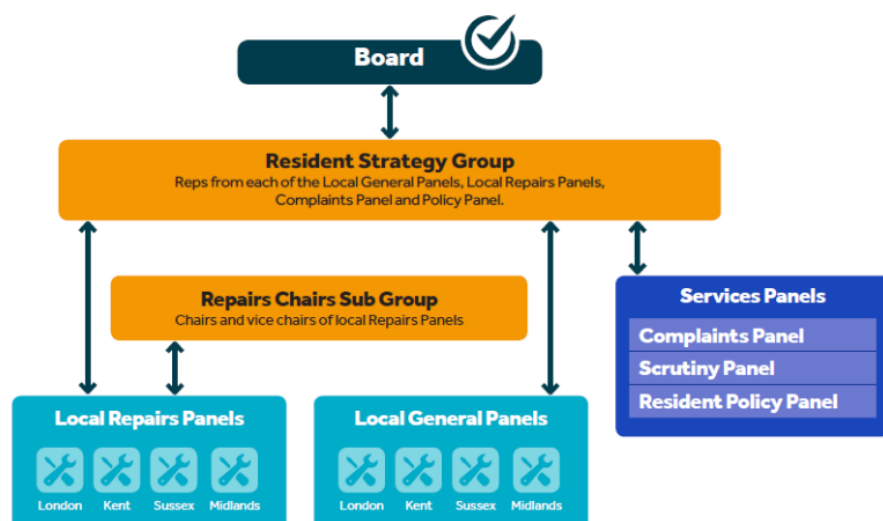
Source: desk-based research.

3. Please describe the different 'other involvement structures' in use in your homes, if any.

- Procurement Panel (OW) – a pool of residents trained to assist with assessing tenders
- Resident Design and Quality Forum (OW) – a group of residents reviewing the design and quality of our new build homes
- Editorial Panel (OW) – a group of residents reviewing the content of our resident newsletter before it's published
- Resident Monitors (OW) – residents are trained to accompany staff on post inspections of completed work. Whilst the staff member concentrates on the technical elements of the work, the Monitor speaks to our residents about their experience of having the work done
- Mystery shopping (OW)
- One off consultations / workshops / steering groups / focus groups (OW)
- Local community groups, who we also use for consultations on an ad-hoc basis (OW)

4. As a general rule, how are residents involved in each of these structures? And, what role do they have?

We recognise that, whilst these are common structures, the levels of resident involvement within the same structures may differ in practice across the properties, so please specify if this is the case, and describe the generality where possible. Please specify when the body has a formal or legal responsibility towards the housing association or residents, as opposed to an advisory/informative function.



Our [resident governance structure](#) consists of the following:

- **Board** (organisation-wide) - We have three resident board members, who, along with the remaining nine non-resident members, have legal responsibility for the organisation
- **Resident Strategy Group** (organisation-wide) – This comprises resident representatives from each of the Local General Panels, Local Repairs Panels, Complaints Panel and Policy Panel (see below). The RSG:
 - Scrutinises strategic Key Performance Indicators (KPIs) and overall service delivery
 - Reviews feedback from all groups in the structure to identify trends and provide a strategic steer for future pieces of work
 - Commissions scrutiny projects and approves/endorsees any recommendations and monitors their implementation
 - Works with Board and Executive Team to develop strategy and influence budgets
- **Complaint Panels** (organisation-wide) - Residents:
 - Scrutinise complaints performance
 - Provide a pool of residents to sit on complaints review hearings
- **Scrutiny Panel** (organisation-wide) - Residents:
 - Carry out in-depth scrutiny reviews of specific service areas
 - Present findings and recommendations to the Resident Strategy Group, which, if relevant, are then presented to Board for approval
 - Write a report for each review
- **Resident Policy Panel** (organisation-wide) - Residents:
 - Have delegated authority from the Resident Strategy Group to endorse customer-facing policies
 - Monitor and scrutinise customer-facing policy work across Optivo
- **Local General Panels** (one in London) - Residents:
 - Scrutinise local performance and service delivery
 - Consider any decisions from the Resident Strategy Group impacting on local services
 - Build and maintain links with local communities
 - Help shape resident involvement and community development activities
- **Repairs Chairs Sub-Group** (organisation-wide) – comprises Chairs and Vice Chairs of the Local Repairs Panels:
 - Scrutinise asset management performance and service delivery at an organisation-wide level
- **Local Repairs Panels** (one in London) - Residents:
 - Scrutinise local asset management performance and service delivery
 - Consider any decisions from the Resident Strategy Group impacting on local asset management services
 - Nominate representatives to attend contractor progress meetings, where appropriate, and feed back to the panel

- Other involvement structures and forums are set up on an informal basis and have more of an advisory function.
- We support residents to set up and run their own TRAs for estates or larger areas

5. Any additional comments or information.

Please use this box for any additional comments about resident involvement in your company. For example, you may wish to comment on which structures are most successful, or attach diagrams to explain the mechanisms for resident involvement.

At Optivo, we have a longstanding tradition of involving residents in scrutiny and decision-making. Residents have helped us become one of the most customer-focused housing associations in the country with sector-leading satisfaction. [Success, Satisfaction & Scrutiny](#), our 2015 report co-produced with the University of Westminster, empirically assessed the benefits of our approach. It showed residents had helped us secure efficiency savings amounting to £2.7m through input into the likes of procurement and complaints handling. And that our overall approach to involving residents was one factor driving our 97% overall satisfaction levels. Residents continue to help us design and procure services to maximise value for money and have been an integral part of our smooth partnership – Optivo was formed out of a partnership between AmicusHorizon and Viridian in May 2017.

As housing associations such as our own grow, we recognise we need to work harder to stay attuned to the views of our residents. We'll do that partly through our re-focused and revamped [resident governance structure](#), which provides formal opportunities for involvement right up to board level. But we also want to reimagine and redefine what's possible through involving residents.

We're committed to transparency and are working with residents to identify what sorts of information they want access to and how. Residents are currently scrutinising the information we provide in relation to health and safety, with a particular focus on fire safety.

We're also committed to modernising and digitising involvement. We aim to hear from a new generation of residents and remove barriers for those who aren't able or interested in taking part in traditional forms of involvement. We're gathering insights from the thousands of pieces of intelligence we gain through surveys and more general interaction with residents. We're also investigating the possibilities for more online involvement, including through social media.

A key factor in Optivo's resident involvement success is the buy-in from staff on the ground, up to executive and Board level. With this customer-focused culture, we can ensure residents have a strong voice and are at the heart of our decision-making.

Note that all figures (Qs 1 and 2) submitted to this investigation will form part of the final output of this investigation. We will publish your comments in the free-text boxes (Qs 3 onwards) as attributable to you, unless otherwise clearly stated. All submissions are subject to Freedom of Information requests.

10 - Peabody Response

Housing stock

1. Please complete the table of the breakdown by tenure of your housing stock with your latest figures.

Your data	
Total number of homes owned	54,318
of which social, affordable or intermediate rented homes	43,624
of which privately rented homes / non-social rented homes	1,704
How many leaseholder-occupied homes do you manage?	4,654
How many shared-ownership homes do you manage?	4,336

Sources: Desk-based research and Ministry of Housing, Communities & Local Government, 2016

[Table 100: number of dwellings by tenure and district, England](#)

Following our merger with Family Mosaic, the Peabody Group now provides homes and services to more than 111,000 residents and 8,000 care home services customers. Peabody draws on over 150 years of history and expertise. Our new, bigger organisation has been inspired by the response to the 'Cathy Come Home' era of poor quality housing and poverty in Post-War Britain as well as George Peabody's vision of providing safe and affordable housing for the working poor of Victorian London.

2. Resident involvement mechanisms

We have identified five common structures which offer different methods of resident involvement in the management of their homes. Please update this table to reflect how many of these you know are in place in your homes.

	Number across your housing stock	Generally, is involvement estate based (EB), area based (AW) or organisation wide (OW)?	If possible, how many units do they represent/ manage?
Tenant Management Organisations (TMOs)	None	N/A	N/A
Tenant and Resident Associations (TRAs)	46	EB but representatives also attend the Regional Forums	10,000

Tenant panel / forum / committee	2 x Regional Forums	AW	18,000
Scrutiny panel / committee / group	1 x Scrutiny Panel 1 x Strategy & Policy Panel	OW OW	55,000
Residents on board	2	OW	55,000
Other involvement structures			
Online consultation groups	6	OW	55,000
Ad hoc resident estate meetings including for new developments	Ad hoc	EB	25 – 25
Thamesmead Regeneration Consultation Groups	2	AW	8,000
Monthly Borough Q&A Meetings – Executive team meet residents in different boroughs to answer their questions	12	AW	2,000 – 7,000 per meeting depending on the number of properties in the borough
Annual Care and Support satisfaction survey, which is tailored to the unique needs of that client group. This is used to inform our overall satisfaction score, but also shared on a scheme by scheme basis to identify areas for improvement.	1	AW	3,000

Source: desk-based research.

3. Please describe the different 'other involvement structures' in use in your homes, if any.

Peabody has 6 online consultation groups

- Merger – Family Mosaic and Peabody
- Repairs
- Customer Experience/Complaints
- Homeownership
- Thamesmead – Regeneration
- Resident associations

We have plans in April to add a further online group for the following area:

- Communication

Ad hoc resident estate meetings

Neighbourhood managers or residents can call meetings to discuss estate based issues too, this includes new developments in defects period.

4. As a general rule, how are residents involved in each of these structures? And, what role do they have?

We recognise that, whilst these are common structures, the levels of resident involvement within the same structures may differ in practice across the properties, so please specify if this is the case, and describe the generality where possible. Please specify when the body has a formal or legal responsibility towards the housing association or residents, as opposed to an advisory/informative function.

TRAs – These are our formal independent constituted resident groups looking after the interests of local residents. All residents on an estate can attend. Peabody Neighbourhood Managers are also invited along with other staff as necessary to deal with local issues. These meetings are attended by between 4 – 40, residents depending on size and typically last about 90 minutes.

Regional Forums x 2–Our forums are formal groups representing the interests of our residents' associations. They are therefore made up of representatives from resident associations. One of the main roles of the forum is to allocate £200,00 of Making a Difference grants for estate improvements, this includes items such as. garden improvements, play areas, fixtures and fittings for tenant halls, and small security improvements.

Scrutiny Panel – Is a formal group with between 10 - 12 resident members who carry out scrutiny reviews across different business areas. They report directly to our Board.

Strategy & Policy Panel – Is a formal group with 10– 12 resident members who are consulted and contribute to Peabody's strategy and policy development.

On-line consultation groups – Are our advisory groups used for consultation purposes, it currently includes 400 resident members and this membership is growing. Groups engage in online surveys and comment on service change and improvement proposals

Thamesmead Regeneration Consultation Groups – These are consultation and advisory groups made up of interested residents.

5. Any additional comments or information.

Please use this box for any additional comments about resident involvement in your company. For example, you may wish to comment on which structures are most successful, or attach diagrams to explain the mechanisms for resident involvement.

Family Mosaic and Peabody had different approaches to involvement. Both organisations created an involvement offer in consultation with residents which addressed the requirements of the Resident Involvement and Empowerment Standard.

Since the merger, we put in place an Inaugural Resident Involvement Strategy which included an action plan for us to undertake a review of how we approach resident involvement. This has included ensuring that we undertake robust consultation to inform our new approach while maintaining regulatory compliance. Our revised approach to resident involvement is developing and we now have a new resident involvement framework in place which includes our Scrutiny Panel and Strategy & Policy Group. Our strategy is currently being reviewed and updated to reflect these changes.

It's worth noting that our new approach has been informed by a significant evidence base.

In June 2015, Family Mosaic (FM) published Changing Places: how can we make resident involvement relevant? The report didn't argue for the end of resident involvement. Nor did it say it wasn't worthwhile. The argument was that resident involvement wasn't working: for housing providers like FM or, more importantly, for residents. The report argued that it was time for a new approach.

This new approach was summarised as: customer insight and empowerment. This meant customer insight being at the heart of business decision-making: using big data, social media, complaints, behaviour research and scrutiny, feedback and consultation to inform service and business improvement; customers empowered to have their say about what matters to them most where they live, so, if they choose, they can be active community citizens.

Since the publication of Changing Places, in 2016 FM conducted four further research projects to test these ideas, and to help develop a new resident involvement model: using focus groups and workshops, they talked with residents currently involved with us to understand their experiences of involvement; they designed, tested and validated a questionnaire, which we used to survey over 1,300 residents about involvement; simultaneously, they conducted a citizen science project with the University of Manchester, in which residents acted as researchers in their local communities; to discover how we might encourage residents to get involved, they ran a joint study into nudge theory with the University of Manchester, Plymouth University, the University of Exeter and the University of Southampton. The report, Changing Focus, pulled together the findings from these four research projects.

Following FM's successful reports into resident involvement and the merger Peabody decided to re-run the survey FM residents had completed with the Peabody residents.

The FM research found that residents:

- Were mostly interested in being involved in their local community, with issues like health, crime, education and transport being as or more important than issues with their home
- Most residents want a relationship with their housing association where they only contact when there is an issue they need resolving
- Traditional formal involvement structures didn't give residents what they need to make a difference
- Residents wanted to be empowered to influence or resolve issues in their community in the widest sense.

The findings from the FM report resonated with us, but we wanted to make sure Peabody residents felt the same before developing our new resident involvement strategy.

Mirroring the research we spoke to 1412 Peabody residents, asking them a similar set of questions. We found the results were almost identical and this gave us the confidence to develop our new framework.

Our approach is evolving, and focuses on strengthening communities abilities to bring together residents to resolve local issues. We are moving away from formal groups, and instead have focused our approach on task and finish groups with training and support to enable residents to bring about changes in their wider community. We have maintained formal scrutiny of the organisation, in line with regulation – but as a larger organisation, we wanted to offer residents the opportunity to influence at a level local to them.

In recognition of this we aim to pilot a different approach to traditional TRAs, to recognise when residents are active on estates and want to get together to address local issues. We will offer to work with residents and form a Residents Action Forum (RAF) which will run for around three meetings to raise local concerns and priorities, develop an action plan which makes Peabody more accountable to residents and involve relevant teams across the organisation to work together to address local issues.

If after that residents want to form an TRA we will support them with that but at least in the meantime, we are all concentrating on addressing local issues and priorities. The idea of a RAF is to put in place an informal forum where residents and Peabody can work together to address local issues.

11- Tower Hamlets Community Housing Response

1. Housing stock

Please complete the table of the breakdown by tenure of your housing stock with your latest figures.

	Your data
Total number of homes owned	3,218
of which social, affordable or intermediate rented homes	2037
of which privately rented homes / non-social rented homes	0
How many leaseholder-occupied homes do you manage?	966
How many shared-ownership homes do you manage?	111

Sources: Desk-based research and Ministry of Housing, Communities & Local Government, 2016 [Table 100: number of dwellings by tenure and district, England](#)

2. Resident involvement mechanisms

We have identified five common structures which offer different methods of resident involvement in the management of their homes. Please update this table to reflect how many of these you know are in place in your homes.

	Number across your housing stock	Generally, is involvement estate based (EB), area based (AW) or organisation wide (OW)?	If possible, how many units do they represent/ manage?
Tenant Management Organisations (TMOs)	0		
Tenant and Resident Associations (TRAs)	2	EB	c.20 each
Tenant panel / forum /committee	2	AW	1,600 each
Scrutiny panel / committee / group	1	OW	3,193
Residents on board	2 Places (1 vacancy being recruited to)	OW	3,193
Other involvement structures	35 1 1	EB -Estate Inspectors OW - Connect Website OW - Focus Group	100-200 each 3,193 3,193

Source: desk-based research.

3. Please describe the different 'other involvement structures' in use in your homes, if any.

Connect Website – An online platform solely for THCH residents to engage with THCH and each other. Can be used for surveying/consulting, posting items and topics, discussing estate improvements, promoting local activities and events

Online Surveys – Residents who have registered to agree to be sent email surveys on ad-hoc occasions

Focus Group – Residents who have registered to partake in ad-hoc focus groups

Property Services Contractor Review Panel – About to establish a panel with 1 or 2 regular resident members to join staff and contractors to review the performance of the main repairs contractors

4. As a general rule, how are residents involved in each of these structures? And, what role do they have?

We recognise that, whilst these are common structures, the levels of resident involvement within the same structures may differ in practice across the properties, so please specify if this is the case, and describe the generality where possible. Please specify when the body has a formal or legal responsibility towards the housing association or residents, as opposed to an advisory/informative function.

Board / Committee – 2 places. Formal responsibility

Connect – 134 registered members – advisory function with no legal responsibility

Scrutiny Panel – 5 registered members – advisory function with no legal responsibility

Resident Forums – 12 registered members - advisory function with no legal responsibility

Focus Groups – 23 registered members - advisory function with no legal responsibility

Estate Inspectors – 35 registered residents - advisory function with no legal responsibility

5. Any additional comments or information.

Please use this box for any additional comments about resident involvement in your company. For example, you may wish to comment on which structures are most successful, or attach diagrams to explain the mechanisms for resident involvement.

Note that all figures (Qs 1 and 2) submitted to this investigation will form part of the final output of this investigation. We will publish your comments in the free-text boxes (Qs 3 onwards) as attributable to you, unless otherwise clearly stated. All submissions are subject to Freedom of Information requests.