

Overview & Scrutiny

Living in Hackney Scrutiny Commission

All Members of the Living in Hackney Scrutiny Commission are requested to attend the meeting of the Commission to be held as follows

Monday, 30th September, 2019

7.00 pm

Room 102, Hackney Town Hall, Mare Street, London E8 1EA

Contact:

Tom Thorn

☎ 0208 356 8186

✉ thomas.thorn@hackney.gov.uk

Tim Shields

Chief Executive, London Borough of Hackney

Members: Cllr Sharon Patrick (Chair), Cllr Sade Etti (Vice-Chair),
Cllr Anthony McMahon, Cllr M Can Ozsen, Cllr Ian Rathbone,
Cllr Penny Wrout and Cllr Anna Lynch

Agenda

ALL MEETINGS ARE OPEN TO THE PUBLIC

- 1 Apologies for Absence
- 2 Urgent Items / Order of Business
- 3 Declarations of Interest
- 4 Management of asbestos in Council-managed homes (Pages 1 - 14)
- 5 Item to inform likely review - Context on Registered Providers operating in Hackney (Pages 15 - 28)
- 6 Item to inform likely review - Context setting around Housing Services - stock, budgets, and performance (Pages 29 - 30)
- 7 Item 7 - Item to note - Resident Engagement by Housing Services - hand over of findings to Cabinet Member for Housing, and response (Pages 31 - 54)
- 8 Minutes of the Previous Meeting (Pages 55 - 72)

- 9 Living in Hackney Scrutiny Commission- 2019/20 Work Programme (Pages 73 - 86)
- 10 Any Other Business

Access and Information

Getting to the Town Hall

For a map of how to find the Town Hall, please visit the council's website <http://www.hackney.gov.uk/contact-us.htm> or contact the Overview and Scrutiny Officer using the details provided on the front cover of this agenda.

Accessibility

There are public toilets available, with wheelchair access, on the ground floor of the Town Hall.

Induction loop facilities are available in the Assembly Halls and the Council Chamber. Access for people with mobility difficulties can be obtained through the ramp on the side to the main Town Hall entrance.

Further Information about the Commission

If you would like any more information about the Scrutiny Commission, including the membership details, meeting dates and previous reviews, please visit the website or use this QR Code (accessible via phone or tablet 'app')

<http://www.hackney.gov.uk/individual-scrutiny-commissions-living-in-hackney.htm>



Public Involvement and Recording

Scrutiny meetings are held in public, rather than being public meetings. This means that whilst residents and press are welcome to attend, they can only ask questions at the discretion of the Chair. For further information relating to public access to information, please see Part 4 of the council's constitution, available at <http://www.hackney.gov.uk/l-gm-constitution.htm> or by contacting Governance Services (020 8356 3503)

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and social media providing they do not disturb the conduct of the meeting and providing that the person reporting or providing the commentary is present at the meeting.

Those wishing to film, photograph or audio record a meeting are asked to notify the Council's Monitoring Officer by noon on the day of the meeting, if possible, or any time prior to the start of the meeting or notify the Chair at the start of the meeting.

The Monitoring Officer, or the Chair of the meeting, may designate a set area from which all recording must take place at a meeting.

The Council will endeavour to provide reasonable space and seating to view, hear and record the meeting. If those intending to record a meeting require any other reasonable facilities, notice should be given to the Monitoring Officer in advance of the meeting and will only be provided if practicable to do so.

The Chair shall have discretion to regulate the behaviour of all those present recording a meeting in the interests of the efficient conduct of the meeting. Anyone acting in a disruptive manner may be required by the Chair to cease recording or may be excluded from the meeting. Disruptive behaviour may include: moving from any designated recording area; causing excessive noise; intrusive lighting; interrupting the meeting; or filming members of the public who have asked not to be filmed.

All those visually recording a meeting are requested to only focus on recording councillors, officers and the public who are directly involved in the conduct of the meeting. The Chair of the meeting will ask any members of the public present if they have objections to being visually recorded. Those visually recording a meeting are asked to respect the wishes of those who do not wish to be filmed or photographed. Failure by someone recording a meeting to respect the wishes of those who do not wish to be filmed and photographed may result in the Chair instructing them to cease recording or in their exclusion from the meeting.

If a meeting passes a motion to exclude the press and public then in order to consider confidential or exempt information, all recording must cease and all recording equipment must be removed from the meeting room. The press and public are not permitted to use any means which might enable them to see or hear the proceedings whilst they are excluded from a meeting and confidential or exempt information is under consideration.

Providing oral commentary during a meeting is not permitted.



Living in Hackney Scrutiny Commission 30th September 2019 Item 4 - Management of asbestos in Council-managed homes	Item No 4
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Outline

Materials containing asbestos were commonly used for a wide range of construction purposes until 1999, when all use of it was banned. Many buildings still contain asbestos.

Where asbestos-containing material (ACM) is in good condition, and is not being or going to be disturbed or damaged, there is negligible risk. However, if it is disturbed or damaged, it can become a danger to health.

The Control of Asbestos Regulations 2012 sets a defined duty to manage asbestos in 'non-domestic premises'. Owners of buildings¹ are defined as one of the holders of these duties. This means that the Council is a duty holder in relation to a wide range of sites, for example schools, depots and other service buildings. Housing comes into the duty to manage criteria in so far as the definition of 'non-domestic-premises' includes the common areas of residential properties including halls, stairwells, lift shafts and roof spaces.

Measures required of duty holders as part of the duty to manage include establishing and maintaining a record of any asbestos in premises and the condition it is in; assessing risk of anyone being exposed to fibres from materials; preparing, following and updating a plan of how risk will be managed; and establishing a system providing information on the location and condition of material to anyone who is liable to work on or disturb it. The Health and Safety Executive sets out guidance around how these duties can be met.

The Health and Safety Executive operates an asbestos licensing scheme. Most higher-risk asbestos work must only be carried out by contractors licensed by the Health and Safety Executive. In order to be granted a license, an applicant needs "to demonstrate that they have the necessary skills, competency, expertise, knowledge and experience of work with asbestos, together with excellent health and safety management systems".

¹ You are a 'dutyholder' if: ■ you own the building; ■ you are responsible through a contract or tenancy agreement; ■ you have control of the building but no formal contract or agreement; or ■ in a multi-occupancy building, you are the owner and have taken responsibility for maintenance and repairs for the whole building.

This item has been scheduled for Members to explore the Council's approach to approach to managing asbestos, with a focus on housing.

Guests Expected:

Ajman Ali, Director, Housing Services

Donna Bryce, Head of Resident Safety, Housing Services

Guests Expected:

Ajman Ali, Director, Housing Services

Donna Bryce, Head of Resident Safety, Housing Services

A paper has been provided along with two appendices, which appear on pages 3 – 13.

Action

The Commission is asked to review the paper enclosed in advance of the meeting. They are invited to hear opening comments from guests and to then ask questions.



Asbestos Services, Resident Safety Report

- **Living in Hackney Scrutiny Committee**

KEY DECISION

NO

REASON

To provide an overview of the process for Asbestos management within Housing Services.

Author: Donna Bryce, Head of Resident Safety

Date: 30th September 2019

1 INTRODUCTION

1.1 This report sets out the current processes and procedures for managing asbestos within Housing Services. The report outlines the background to how asbestos has been historically managed in Housing Services along with the current position and proposed actions to further improve the service.

1.2 The report is issued for information and comments.

2. LEGISLATION

- **CAWR2002** - Control Of Asbestos At Work Regulations 2002
- **CAR2012** - Control Of Asbestos Regulations 2012, ACOP L143
- **HSG227** – Managing Asbestos In Premises
- **HSG247** – Licensed Contractors Guide
- **HSG248** – The Analysts Guide For Sampling, Analysis and Clearance Procedures

- **HSG264 – The Survey Guide**

3. BACKGROUND

- 3.1 The Asbestos team transferred to Resident Safety in October 2018 as part of the review of Housing Services and the introduction of the Resident Safety Service. The team consisted of one full time agency officer who had managed the asbestos surveying and removal contracts within Housing Services. The service relied on contractors from the council's main "Contract One" providers to carry out all surveying and removal works.
- 3.2 A review of the service was carried out in March 2019 and signed off by the Housing Services Management team. The recommendations set out changes required to the service so that we could make improvements whilst also being able to offer a reduction in costs to the Council. The aim of the review was also to further reduce the number of asbestos reported incidents involving residents and operatives.
- 3.3 The agreed changes were implemented to protect employees and residents from exposure to asbestos and also protect the Council's reputation and the risk of prosecution for failing to comply fully with the Control of Asbestos Regulations.
- 3.4 The changes implemented following the review included:
- a) The recruitment of two in house surveyors who carry out all surveys in void properties and all re-inspections of asbestos managed in situ.
 - b) The procurement of an asbestos surveying company who will carry out any out of hours work or emergency work which our in house surveyors are unable to facilitate. This will ensure that there is a robust service available to deal with pre-planned asbestos works and emergency works.
 - c) Started the procurement process for an asbestos removal contractor which again will allow us to respond quickly and efficiently to any pre-planned asbestos removal works and any emergency works required.
 - d) The recruitment of a qualified Asbestos Manager to lead the team and to ensure continual improvements to the service and to maintain the Council's compliance to asbestos legislation.
 - e) Implementation of a new asbestos policy which sets out Housing Services asbestos management system. This was consulted on by all of Housing Services, Corporate health and safety, Legal department and a number of other London Boroughs who were considered critical friends.
 - f) Implementation of a dedicated phone line and email address for residents and employees to report asbestos related issues.
 - g) Implemented annual asbestos awareness training to all Building Maintenance Operatives.

- h) Further development of our Asbestos Register which is now electronic, and we are currently working with ICT to implement a solution to be able to provide all operatives with relevant asbestos information directly to their hand held devices via one touch. However, as an interim solution all operatives are able access all relevant asbestos information via our SAFe database.
- j) Trained all our officers in the Housing Services Asbestos team to P405 standard or above so that everyone in the team can provide comprehensive support to residents when they have contacted us for information.
- k) Introduced a health and safety leaflet which is issued to all new residents providing advice on a number of health and safety issues they need to consider when moving into their new home. This provides specific advice on asbestos and what residents should consider before doing any DIY works on their homes.
- l) Implementation of a more risk based approach to the removal of asbestos rather than a blanket approach of removal which is fully in line with the asbestos regulations.

4. THE GENERAL MANAGEMENT OF ASBESTOS WITHIN HOUSING SERVICES

- 4.1 The way in which we manage asbestos within Housing Services Asbestos is dependent on the type of work that is being carried out, the general management of asbestos within domestic dwellings is managed via the Asbestos Team, Resident Safety. Any planned asbestos surveys are either carried out by the two in house surveyors or where they do not have the capacity or it is out of hours then our appointed contractor carries out the surveys on behalf of the council. We have a close working relationship with the contractor and they are regularly audited by the Asbestos team to ensure they are providing the required level of service and we have a consistent approach (appendix one).
- 4.2 All communal areas within our housing stock that were constructed before 2,000, are subject to an asbestos survey which is recorded on the asbestos register and any identified asbestos highlighted for future reference. Where asbestos is identified and is in poor condition the team will arrange for the specialist contractor to either remove or manage the asbestos in situ.
- 4.3 Management of asbestos can be achieved through the following:
 - a) If the asbestos is in good condition and out of sight and unlikely to be disturbed, then it can be labelled so that any future maintenance work can be assessed in light of known asbestos.
 - b) If the asbestos is in good condition, but likely to be disturbed then it can be protected by an enclosure around the asbestos e.g. lagged pipework running along the bottom of a wall that could be scuffed.
 - c) If the asbestos is in poor or good condition and likely to be disturbed, then it can be sealed or encapsulated e.g. insulating boards or a large pipe that would be difficult to remove or enclose.

d) It can be removed by a licensed removal contractor (appendix two).

- 4.4 The decision on whether to remove the asbestos or to manage in situ is based on a risk assessment which takes into consideration the location, the likelihood of it being damaged and the condition of the asbestos. Any asbestos which is left in situ is subject to a regular inspection to ensure it has not degraded or become damaged and the assessment updated accordingly. Where asbestos which has been inspected and has deteriorated or damaged since the last inspection then arrangements will be made to remove or encapsulate to make it safe.
- 4.5 The Asbestos team also provide advice, support and surveying services to residents who report suspected asbestos within their homes and also to the Building Maintenance Service and Planned Asset Management operatives if they report suspected asbestos. Where asbestos is reported then a survey is carried out and as with the communal areas, the asbestos is subject to a risk assessment to determine whether it needs to be removed or managed in situ. The removal of the asbestos is the most usual approach as it is difficult to control access within someone's home and it may be impractical to carry out a re-inspection annually due to access issues.
- 4.6 As Hackney Council has a large number of properties to manage in regard to asbestos in tower blocks, only a sample of residents' properties will be surveyed and from the results the team will be able to make a presumption of where asbestos is located. For example, if the surveyor carried out a 10% sample of a tower block and found an asbestos panel behind the toilet in the majority of properties then it will be presumed that every property in that block will have the same panel. Therefore the asbestos survey report will state presumed asbestos and the area will be treated as asbestos unless a full survey is carried out to confirm asbestos or not. This is consistent with the recommendations within the Asbestos legislation.

5. MANAGEMENT OF ASBESTOS WITHIN VOID PROPERTIES

- 5.1 As part of our management of asbestos within housing stock the asbestos team take the opportunity to survey all void properties constructed before 2,000, unless there is an up to date report which states there is no asbestos in the property or if there was asbestos it has been removed. Surveying our void properties allows us to identify asbestos, and to make presumptions about other similar properties. It also gives the opportunity to safely remove any asbestos that is likely to be disturbed or damaged. As per the Asbestos regulations where asbestos is found and is in good condition, deemed a low risk and is unlikely to be damaged then it is safer to leave the asbestos in situ and carry out regular inspections. At present the void team use a contractor to carry out the surveying and removal of asbestos and the in house team audit the works carried out, however, with the recruitment of the two in house surveyors we anticipate all asbestos surveys within our void properties will be carried out by the Resident Safety team in future and we expect this to be in place from October onwards. This will enable us to have a consistent approach to the management of asbestos, have more control over the quality of surveys and also be able to make our void properties our priority so that they can be made available to residents as quickly as possible.

6. MANAGEMENT OF ASBESTOS AS PART OF MAJOR WORK OR CAPITAL PROJECTS

- 6.1 Currently where there is any major works or capital projects ongoing such as the replacement of kitchen and bathrooms then the main contractor will take the lead on asbestos. The current practice is that the main contractor will contact the Asbestos team within Housing Services to obtain the most recent asbestos survey and then in consultation with the Asbestos team, as part of the scope of works, will assess whether the works to be undertaken require any known asbestos to be removed. At present the main contractor will arrange for an asbestos licensed removal contractor to carry out this work, who will also carry out an air test on completion and then provide the necessary documentation to the Council. The Asbestos team would then carry out a post inspection and desktop audit of the paperwork to ensure that the contractor has carried out the removal in line with legislation and to a high standard. However going forward we are currently developing a process with our main contractors to ensure that once the removal has been completed then the air testing is carried out by the contractor appointed by the Council to ensure there is no conflict of interest and also to ensure best practice is applied.

7. IMPACT OF CHANGES TO DATE

- 7.1 The changes implemented to date have resulted in a reduction to the cost of the surveying service due to a more risk based approach whilst having a positive impact on the turnover of our voids properties, allowing homes to be allocated much quicker to residents on the waiting lists. We anticipate a further reduction in turnover of voids post October when the asbestos in-house surveyors start carrying out all surveys within voids.
- 7.2 We have been able to make good progress on the asbestos annual inspections where asbestos is known to be present to ensure it is still in good condition and not a risk to residents, employees or contractors.
- 7.3 Early indications are that the impact of the new team, training, advice to residents and information being issued to operatives has had a positive impact on the number of asbestos related issues. There has been a reduction in the number of reports in relation to asbestos being disturbed or damaged. However we have seen a large increase in the number of enquiries from both residents and operatives reporting suspected asbestos so we can take the necessary action and prevent future exposure. Whilst this is a reduction in incidents we must continue to strive for a zero incident ratio.

8.0 THE FUTURE

- 8.1 Whilst we have made good progress in the last 7 months to improve the Council's management of asbestos and hopefully residents understanding of asbestos, we are not complacent, and we continue to make changes to further improve the process. The aim is to review the changes made and assess their success and implement any

further changes that are needed in order to continually improve our management of asbestos. We are also embarking on some collaborative working with neighbouring boroughs to share good practice so that we can all benefit from an improved asbestos service.

8.2 The following changes will be implemented over the next 6 to 12 months:

- a) We have implemented a robust policy, but we are now working with other departments in Housing Services to implement some simple procedures to support the policy and to ensure the policy is consistently implemented across the whole of Housing services.
- b) We are arranging some outreach projects to visit residents where we know that asbestos is present, this will be carried out jointly with our Health and Safety team and Fire Safety team.
- c) We are planning some refresher training for operatives and some management training for managers.
- d) We are looking at the options to implement an online training module which will not replace the classroom course but supplement it, especially for new starters whilst they wait for the annual training to be completed.
- e) We are in the process of developing a resident's portal where residents will be able to access asbestos surveys and management plans on-line.
- f) We are starting to work with Leasehold services to ensure that we support our leaseholders by providing information on asbestos within their properties.
- g) We are working with the Fire Safety team to carry out surveys in the communal areas of our street properties as there has been a history of no access which has now been addressed by a joint arrangements involving Resident Safety, Building Maintenance and Housing Management.
- h) We are also in the early stages of the implementation of a schedule of audits of surveying and removal works carried out by contractors to ensure that works are being carried out to a high standard and are in line with the current asbestos legislation. Where any audits highlight breaches in legislation then these will be dealt with in a robust manner either via the contractor management meetings or by reporting to the Health and Safety Executive.
- i) We will also be implementing contingency plans for emergency response to related asbestos incidents to ensure we incorporate lessons learnt in future processes and again have a consistent approach to incident reporting.
- j) To ensure that the management of asbestos remains at a high standard we will be working closely with Property and Asset Management to support the procurement process of the new main contractors. This will enable us to ensure that any future contractors are aware of our process and procedures and also ensure that all asbestos related works within Housing Services is co-ordinated via

the Asbestos Team, Resident Safety. This in turn will ensure that we are able to continue to keep an accurate and up to date register on all asbestos within our housing stock.

- k) We currently have an electronic asbestos register and management system in place however this system has been in place for many years and early indications are that it is not going to be fit for purpose in the future with the many proposed changes in IT within Housing Services. Therefore, we will be carrying out a review of the current system to see what changes can be implemented and where the necessary changes can not be incorporated then we will consider an alternative option for the future. Any system must be available to both residents and operatives and should interact with current systems we have in place. We will also speak to industry leading management software providers and other Boroughs to see what options are available for us to use going forwards. This work will be progressed in consultation with ICT and the Housing Services ICT Steering Board.
- l) We are also in the process of developing a schedule of works in consultation with our contractor and in house surveyors to carry out new asbestos surveys and management plans in all our communal areas. This will enable us to ensure that all surveys are consistent in appearance, are presented in such a way as to ensure the information is easily understood by anyone without technical knowledge and accurately record known asbestos.

9.0 CONCLUSION

- 9.1 We recognise within this report that since taking over the asbestos service in October 2018 we have made significant progress in raising the profile of asbestos and the importance of effective management of asbestos in our housing stock. However, we also recognise that we still have a number of changes to implement to ensure the service is able to respond to any changes in regulations.
- 9.2 Whilst we recognised meeting the minimum standards is essential, the ambition of the service is to go above and beyond the minimum standards and ultimately ensure that we are implementing wherever possible best practice. This, in turn will ensure residents and employees are not exposed to any asbestos and our residents are not only safe within their homes but also feel safe.
- 9.3 With the ongoing changes to the service, greater collaboration between departments and further education for employees and residents, there will continue to be improvements and development of best practice in all areas of asbestos management.

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Voids/Repairs Team

- Raise order on UHW
- Provide key location information



Asbestos Team

Check for existing survey cross referencing scope of works



Day 1

Asbestos Team

Survey works logged on UHW and issued to surveyors along with; Keys, scope of works, plans (if provided),



Day 2

Asbestos Team

Asbestos Manager/ Asbestos H&S Officer verify survey report and issue to Voids/Repairs Team/ Info should automatically update on PSI

No samples taken during course of survey

Asbestos Team

Survey completed



Asbestos Team

Samples sent to lab



Day 3

External Analyst Laboratory

Process samples email results to Asbestos Team



Asbestos Team

Asbestos survey report updated with sample results



Day 4

Asbestos Team

Asbestos Manager/ Asbestos H&S Officer verify survey report and issue to Voids/Repairs Team/ Info should automatically update on PSI



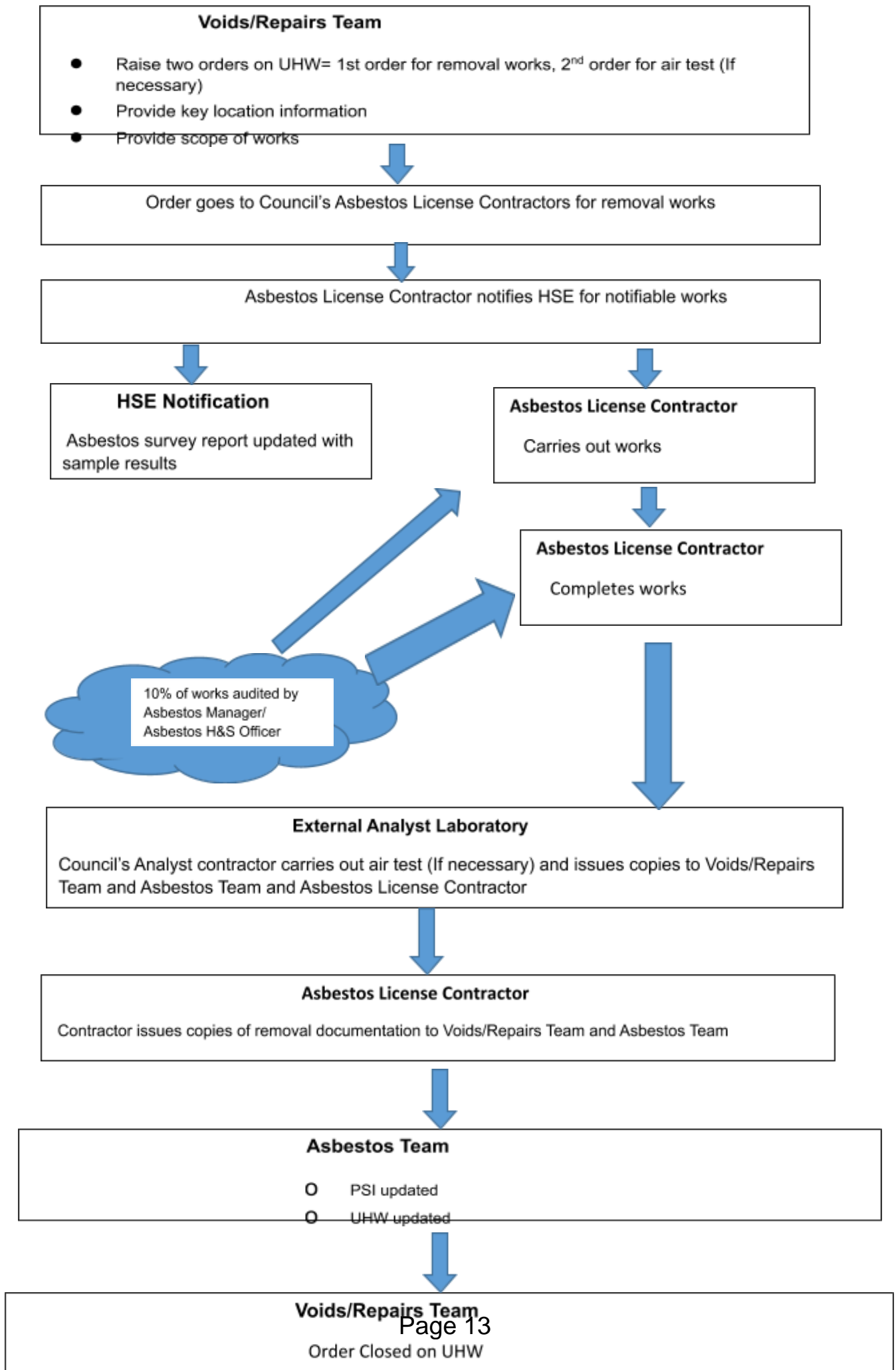
Voids/Repairs Team

- Receive suitable Survey covering scope of works as requested
- New survey information updated onto UHW



Order Closed on UHW

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<p>Living in Hackney Scrutiny Commission</p> <p>30th September 2019</p> <p>Item 5 - Item to inform likely review – Context on Registered Providers operating in Hackney</p>	<p>Item No</p> <p>5</p>
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Outline

In its July meeting the Commission discussed using its main review for the year to explore a range of areas around housing management. Within this, Members suggested seeking to identify good practice amongst Registered Housing Providers / Housing Associations, possibly shaped around 4 consumer standards set by the Registered Provider of Social Housing.

With the review likely to include consideration of the work of Registered Housing Providers, this item has been scheduled to provide some background context to Members. This is in relation to the numbers and profiles of the Registered Providers / Housing Associations operating in the borough, their stock numbers, the different approaches / models which they may follow, and the ways in which they interact with the Council.

James Goddard is the Council’s Director for Regeneration, with responsibility for the Council’s liaison with Registered Providers. He will be in attendance at the meeting to present and answer questions.

The item is intended to help inform a later discussion on how the Commission might approach its review, and the areas it might cover.

Guests Expected:

James Goddard, Director, Regeneration

A paper has been provided for this item which appear on pages 17-28.

Action

The Commission is asked to review the paper enclosed in advance of the meeting. They are invited to hear opening comments from guests and to then ask questions.

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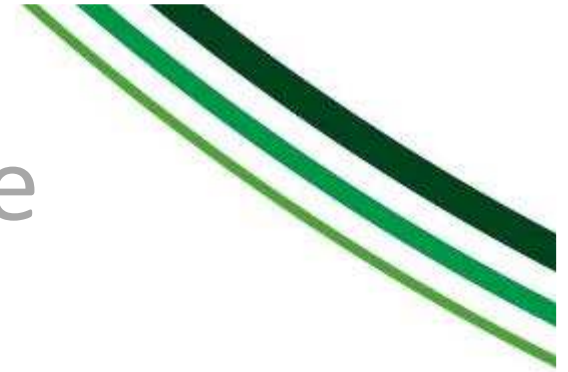


Housing Associations in Hackney – Introduction LIH Scrutiny 30/9/19

What's In A Name?

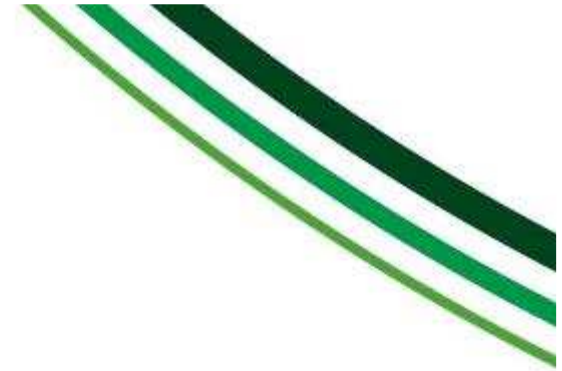
- **Housing Associations**
- **RSLs**
- **Co-ops**
- **Community Groups / CLTs**
- **Charities**
- **Registered Providers**

Governance and Purpose



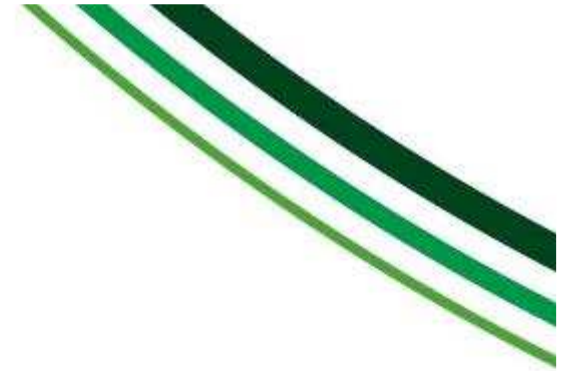
- **Independent, not for profit housing providers, approved and regulated, provide homes for households in housing need**
- **Regulator of Social Housing**
- **Charity Commission**

Models



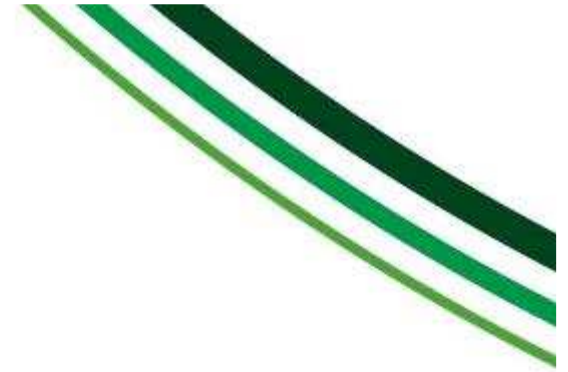
- **General (Boards, tenant reps)**
- **Specialist**
- **Size (NLMHA < 1000 ; Clarion > 125,000)**
- **Geography (Clarion = 170 local authorities)**
- **Development / Management / Commissioners (inc repairs)**
- **Mergers (Affinity + Circle = Clarion ; Family Mosaic + Peabody = Peabody)**
- **For profits**

Characteristics



- **Assured and Fixed Term Tenancies**
- **Right to Acquire**
- **Transfers**
- **“Affordable Rent”**

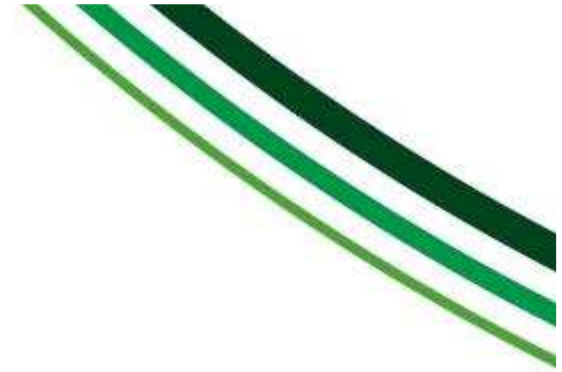
For Profits



- Sage (NOT a Housing Association)
- Resi
- Aviva

Future / Risks

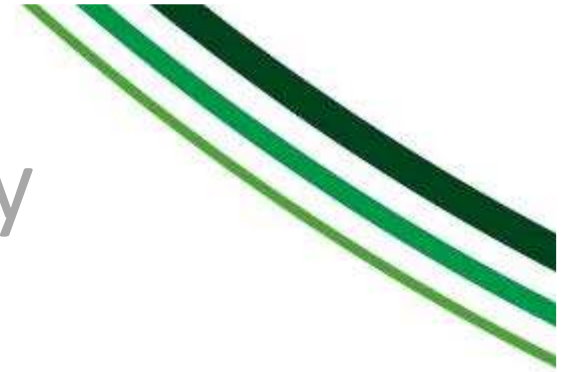
- HPA 2016 – zombie policies
- Housing Association RTB
- Forced Sales
- Brexit



RPs in Hackney

	Units
Bangla	177
Agudas Israel	524
NLMHA	544
Sanctuary	285
One Housing	805
Clarion	1939
Shian	272
LB Hackney	32,000
Guinness	1728
Newlon	2306
Southern Housing	2851
L&Q	2254
Metropolitan	1517
Peabody	5620
IDS	1107

RP Partnership in Hackney



- Approved List
- Noms Agreements / Transfers / HRA
- Better Housing Partnerships
 - Development
 - Management
- Liaison through Housing Strategy Team
 - S106/Planning
 - General

RP Dashboard Sample



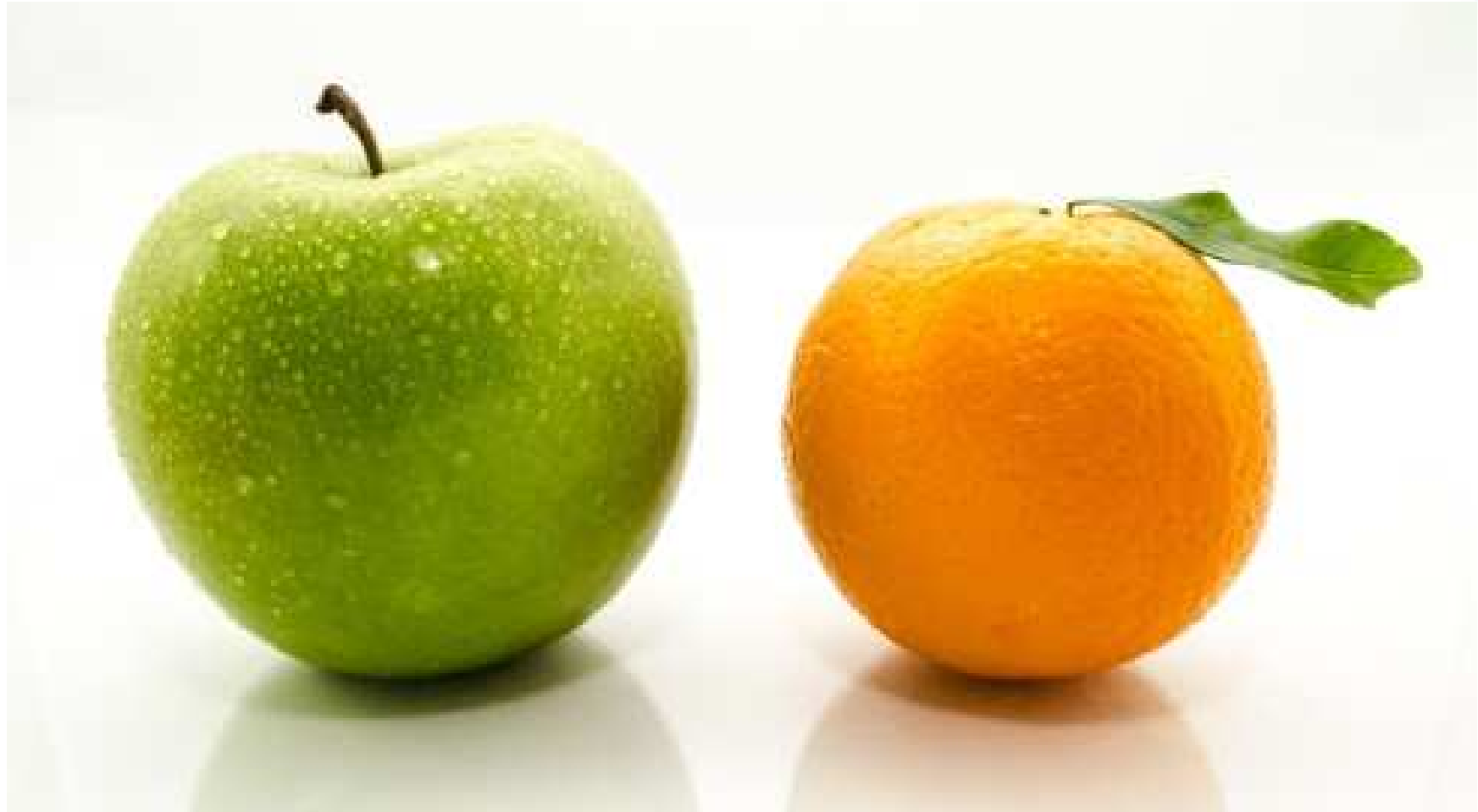
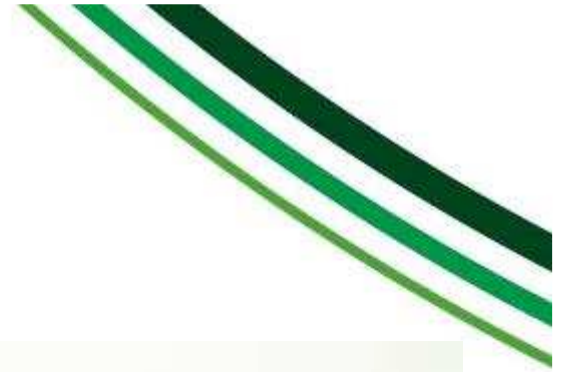
RP	Units	Complaints	Repairs	Satisfaction	HRRBs
Bangla	177	2	900	95.4%	0
Agudas Israel	524	0	2068	95%	2
NLMHA	544	5	791	82%	1
Sanctuary	285	78	6871	81%	4
One Housing	805	48	1023	80%	7
Clarion	1939	139	2504	79%	8
Shian	272	7	451	78%	0
LB of Hackney	-	-	-	75.2%	-
Guinness	1728	87	5,084	73%	0
Newlon	2306	48	5707	73%	1
Southern Housing	2851	263	486	73%	3
L&Q	2254	248	3951	72.6%	29
Metropolitan	1517	90	2,492	60.2%	9
Peabody	5620	52	18,679	56%	36
IDS	1107	10	N/A	N/A	0

RP Complaint Sample



	ASB/nuisance	Contractor behaviour	Cyclical & planned	Caretaking/ Grounds	Other	Reactive repair	Staff behaviour	Transfers & lettings
Agudas Israel	0%	0%	0%	0%	0%	0%	0%	0%
Bangla	0%	0%	0%	0%	0%	100%	0%	0%
Clarion	2.9%	3.6%	8.6%	0.7%	20.1%	61.9%	0.7%	1.4%
Guinness	1%	0%	0%	1%	41%	54%	0%	2%
IDS	0%	0%	0%	0%	0%	100%	0%	0%
L&Q	0%	0.8%	5.2%	15.7%	12.5%	57.7%	0.4%	7.7%
Metropolitan	3%	6%	8%	2%	14%	62%	3%	2%
Newlon	2.1%	0.0%	2.1%	2.1%	4.2%	85.4%	0.0%	4.2%
NLMHA	0%	0%	0%	20%	0%	60%	0%	20%
One Housing	2%	0%	6%	2%	25%	23%	42%	0%
Peabody	3.8%	0%	0.02%	0%	42.3%	51.9%	0%	0%
Sanctuary	1.3%	0%	0%	0%	9%	82.1%	2.6%	5.1%
Shian	42.9%	0%	0%	0%	0%	57.1%	0%	0%
Southern Housing	28.9%	0.4%	2.3%	3.8%	13.3%	46.8%	0%	4.6%

Conclusion!





<p>Living in Hackney Scrutiny Commission</p> <p>30th September 2019</p> <p>Item 6 - Item to inform likely review – Context setting around Housing Services - stock, budgets, and performance</p>	<p>Item No</p> <p>6</p>
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Outline

In its July meeting the Commission discussed the possibility of including both the Council and Registered Providers in a review seeking to identify good practice amongst both.

Given that, this item is intended to provide background into Council’s Housing Services Division.

The Housing Transformation Service is based in the Housing Division. This service leads on satisfaction monitoring, research and improvement, reviewing and reporting the performance framework, benchmarking, statutory returns to Government, and business and strategic plans.

It is intended that this item will be based around these aspects in order to provide Members – particularly those new to the Commission – with a grounding in the service.

A paper has not been provided for this item in time for it to be published here. Officers will deliver a presentation at the meeting.

Guests Expected:

Ajman Ali, Director, Housing Services

Jahedur Rahman, Head of Housing Transformation, Housing Services

Action

The Commission is asked to receive a presentation from Officers in advance of the meeting, and to ask questions.

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<p>Living in Hackney Scrutiny Commission</p> <p>30th September 2019</p> <p>Item 7 – Item to note - Resident Engagement by Housing Services – hand over of findings to Cabinet Member for Housing, and response</p>	<p>Item No</p> <p>7</p>
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Outline

In its July meeting the Commission explored the work of Housing Services’ Resident Participation Team. This included the history of the function, the activities delivered, the resources in place, recent successes, and areas for potential improvement moving forward.

It was timed so that Members could hear about current approaches and give views around possible change, prior to a review of the function taking place over the summer.

As part of the item, Members made a number points around the use and management of the Council’s Community Halls. Members noted that a review of the function was underway, amid recognition that that they are currently an underused asset.

Following the meeting, the Commission wrote to the Cabinet Member for Housing Services setting out its observations from the item. This made 11 recommendations in relation to the Resident Participation Team, and also asked that the Community Halls review gave consideration to a number of specific points.

The Cabinet Member responded to this letter.

Both the Commission’s letter (on pages 33 - 47) and the response from the Cabinet Member for Housing Services (on pages 49 - 54) are enclosed, in order to make these a matter of public record.

They are for noting at this point. In its December 2019 the Commission is due to receive updates on the reviews of both the Resident Participation Team, and of Community Halls.

Action

The Commission are asked note the letters enclosed.

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Overview & Scrutiny

Living in Hackney Scrutiny Commission

Hackney Council
Hackney Town Hall
London, E8 1EA

Reply to: Thomas.thorn@hackney.gov.uk

30th August 2019

Cllr Clayeon McKenzie

Cabinet Member for Housing Services

Dear Cllr McKenzie,

1. Introduction

I am writing to you further to the Living in Hackney Scrutiny Commission meeting of 15th July. At that meeting, you and Gilbert Stowe (Head of Tenant and Leasehold Services) presented and answered questions in relation to Housing Services' Resident Participation Team. Through the paper provided and the discussion, Members explored the history of the function, the activities delivered, the resources in place, recent successes, and areas for potential improvement moving forward.

The item was timed in order that the Commission could hear about current approaches and give views around possible change, prior to a review of the function taking place over the summer.

I would like to thank both you and the Divisional Head of Tenant and Leasehold Services for engaging in what I thought was a useful and candid discussion.

Members welcomed hearing of the improvement plan which had already emerged from discussions with the Resident Liaison Group. In terms of ensuring that the service is shaped around the needs of all residents, we also support the commitment given to consulting on the review's eventual proposals both with residents who are involved with any formal engagements mechanisms (Tenant and Resident Associations for example), and with those who are not.

We also wish to note the strong and positive work which is already in place, including new initiatives to engage more of our tenants and leaseholders, and the ongoing commitment of staff through a period of change. We hope this letter gives recognition to these aspects whilst also setting out our views around areas for improvement.

The discussion in July also covered points around the management and usage of the Council's Community Halls, an area which also falls within your remit. We see the effective use of Community Halls as a key element of maximising resident participation and engagement. It was therefore right that we explored this element within the wider item above. During the discussion and in a previous item, you have

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shared our concern that our halls are an underused asset. . We know that many residents do also.

We feel action is needed to effectively join up these assets with the community groups / organisations delivering the activities which residents want in their local areas. We see this as helping to deliver greater participation by all.

We appreciate challenges around improving the accessibility of our halls - both in relation to financial pressures and around half of our halls being managed by organisations separate from the Council. However, it was clear there was common agreement on the need for improvement.

2. This letter

The Commission welcomed the point you made at the end of the item around using the contents of the discussion to help further shape and drive improvement in the Residents Participation Team function.

This letter is intended to best enable this by bringing together our findings and recommendations which we ask to help inform the next and later stages of the review. These are set out in section 3..

Section 4 of the letter summarises the discussion around Community Halls in the July meeting, and sets out the key points which we ask are considered in the review.

We ask that a response is provided to this letter by 18th September, which will enable publication of the letter and response in the agenda papers of the meeting on the 30th September.

Following that, we have invited you and the Head of Tenant and Leasehold Services to attend the Commission meeting on the 16th December to give an update on the outcomes from the Resident Participation Team and Community Halls reviews.

Our letter should be reviewed in conjunction with the full (currently draft) record of the discussion which is [available here](#).

3. Findings

3.1 Engagement is everyone's business and responsibility

It is important to note that all areas of Housing Services - and the Council more widely - have a role in achieving strong engagement with tenants and leaseholders.

Among other aspects, good engagement in housing relies on having effective complaints processes in place to ensure that tenants and leaseholders get their issues heard and dealt with, that housing officers and other staff are available and accessible, that policies are fully consulted on, and that our tenants and leaseholders are treated with fairness and respect by all the services they come into contact with. This is in addition to effective measures being in place to support tenant and leaseholder involvement in the planning and shaping of services, in providing challenge to help drive improvement, and in the building of communities.

Responsibility for the aspects above span many areas of the Council. Delivering them effectively can best address a number of issues identified at national and regional level.

Research informing the Government's '*A new deal for social housing*' included common accounts of people experiencing stigma as residents of social housing, and wanting more accountability from their landlords. An investigation by the London Assembly Housing Committee found many social housing residents (in London) to feel increasingly disconnected from their landlords and find engagement with them frustrating and often difficult.

3.2 However, the dedicated Resident Engagement function has a crucial role in direct engagement and community development, and in enabling engagement by others

The responsibility to ensure effective engagement of the Council's tenants and leaseholders go far wider than the 15 Officer posts within the dedicated Resident Participation function.¹

However, the dedicated function does lead on some of the critical functions around engagement.

This includes establishing and supporting engagement through formal mechanisms; most notably Tenant and Resident Associations, Neighbourhood Panels, the Residents Liaison Group and the Scrutiny Panel. The function also delivers training and general community projects, and manages funds for the delivery of the physical improvements to estates prioritised by tenants and leaseholders, and for the direct delivery of social and community activities by tenants and leaseholders themselves.

As noted by the Divisional Head of Tenant and Leasehold Services, the team also has a role in advising on and enabling the engagement of tenants and leaseholders by wider areas, be those within Housing Services or outside this.

3.3 The Resident Engagement Team is delivering positive outcomes

Through the paper and the discussion, we heard about a range of good outcomes delivered by the function. This includes but is not restricted to:

- Targeting support at estates not represented by Tenant and Resident Associations
- Alongside Housing Officers, providing support to the 79 Tenant and Resident Associations in place in the borough, including in their commissioning of activities for their estates and in their promotion.
- Delivering and supporting activities bringing together old and new residents on regenerated estates

¹ The 15 posts include three posts based within the Communications, Culture and Engagement Division, specifically dedicated specifically to (Hackney Housing) leaseholder and resident engagement

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- Working with Public Health and the community and voluntary sector to deliver health and well being events in community halls and hubs, and the establishment of and delivery of activities for, an Over 55s group.
- Resident Training programme covering a range of areas
- Full allocation of £1.1 million Resident Led Improvement Budget funding in 2018/19, for improvements to communal areas on estates as chosen by residents.

I would add that the service is taking a proactive approach in its delivery of new initiatives.

We heard about the successful delivery of its first large-scale fair event, in Hoxton. The service had achieved a high turnout at this event partly due to the new way it had promoted it. Through the activities put on and by securing the attendance of a number of other areas of the Council, the service had enabled our tenants, leaseholders and others to come together to have a good time and successfully enabled engagement by the Council more widely.

This letter makes recommendations aimed at increasing tenant and leaseholder knowledge of the Resident Led Improvement Fund, and involvement in decisions around its allocations. However, since the point of the meeting we have noted that the service is already seeking new ways of securing greater engagement in this process. Our recommendations seek only to further build on this work.

3.4 A committed group of staff, and impact

We also heard about the commitment of staff to delivering a good service to its tenants and leaseholders. Members of the Commission have seen this commitment on the ground. As one said in the meeting, Resident Engagement Officers regularly attend evening meetings. This is part of the job; residents giving up their own time to attend these meetings need to be supported. However, we appreciate that it is not always easy and it is not something that all other Council Officers are required to do as often.

We also note the impact that their work has; shortly after the meeting we noted from a news article a 40-person trip to Walton-on-the-Naze which the Team organised alongside a Resident Group. We appreciate the work on the ground to deliver these sort of activities.



Residents attending a 40-person trip to Walton-on-the-Naze, organised by Residents Group and Resident Participation Team

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We note the points made in the meeting around the improvements which you and the Head of Tenant and Leasehold Services acknowledged as being required, being achievable by putting in place a more effective structure for Officers to work within. We thank staff for their patience as these changes are delivered.

3.5 Need for improvement

The above said, we were grateful for the acknowledgement of improvements needed. We address these in the sections 3.6 to 3.10. From these, we make 11 recommendations, as detailed below.

RECOMMENDATIONS

Recommendation 1 - That the Head of Tenant and Leasehold Services leads on the development of a Resident Participation Team Service Plan. That this sets out and monitors progress against a set of objectives and success measures, which are informed in part by the discussions in the July meeting (recommendations 2, 4, 6 and 10 cover the measures / aspects which we feel should be added as objectives), and wider consultation with stakeholders

Recommendation 2 - We note from the paper that the service worked to target unrepresented estates with support in 2018/19. We ask that this work continues, with priority given to those estates in neighbourhoods with relatively lower numbers of TRAs (based on both the number of TRAs in the neighbourhood and the numbers of estates/Hackney Housing units). We ask that this planned activity is reflected in the new Service Plan (as per Recommendation 1), with success measures and monitoring against these.

Recommendation 3 - We ask that the update the Commission is due to receive in December provides both the numbers of registered TRAs within each Neighbourhood and also the numbers of Hackney Housing estates and units within each. This will allow the Commission a more informed view on the areas which are relatively higher and lower represented neighbourhoods.

Recommendation 4 - We recommend that the new Service Plan for the Resident Engagement Team (as per Recommendation 1) includes success measures around:

- The scale of engagement and input by tenants and leaseholders in decision-making around RLIB spending (this might include the numbers and percentages attending walkabout sessions and the numbers engaging in online surveys)
- Outcomes achieved through RLIB spending

Recommendation 5 - We recommend that details of improvements delivered by the RLIB are made available on myhackney.org (the site used by the Resident Participation Team to communicate with residents) and are included in wider RLIB communications within an aim of seeking to engage more tenants and leaseholders in the process.

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Recommendation 6 - We recommend that the new Service Plan for the Resident Engagement Team (as per Recommendation 1) includes success measures around:

- Engagement in the CDF (this might include numbers of applications and the number and values of awards)
- Outcomes achieved through CDF funding

Recommendation 7 - We also recommend that details of activities and events delivered through CDF funding are made available on myhackney.org and are included in wider CDF communications within an aim of seeking to engage more tenants and leaseholders in the process.

Recommendation 8 - We ask that the update in December includes confirmation of Community Development Fund budgets for 2019/20, compared to the £342,000 total budget in 2018/19.

Recommendation 9 - We ask that consideration is given to the examples of digital engagement cited in the London Assembly Housing Committee's [Hearing Resident voices in social housing](#) report. We ask for feedback on any planned use of digital platforms for engaging residents on Hackney Housing estates.

Recommendation 10 - We ask that the paper provided for the update in the December meeting reports on what the Service sees as the wider policies and strategies which the Resident Participation Team sees itself as making key contributions to, and what form these contributions will take.

Recommendation 11 - We ask that the that the new Service Plan for the Resident Engagement Team (as per Recommendation 1) draws on the Council's wider policies and strategies and sets out action and success measures around how these will be contributed to.

3.6 Development of a dedicated service plan for Resident Participation Team

In the meeting Members explored ways that the service might set out its aims and objectives, and monitor progress against these. One suggested that the review should result in the service setting out the activities which were currently delivered, and the actions / measures / performance indicators which would be used to report on its delivery going forward.

The Head of was positive around this suggestion, and felt that the views put forward could help inform the development of a work plan defining what the team would seek to deliver over the next few years, and how success would be measured.

Members feel the review of the function does provide an opportunity for a refresh / development of a service plan for the Resident Participation Team. We feel that this

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should be informed by points discussed in the July meeting, and those raised in consultation activity with other stakeholders.

Recommendation 1 - That the Head of Tenant and Leasehold Services leads on the development of a Resident Participation Team Service Plan. That this sets out and monitors progress against a set of objectives and success measures. That the objectives and success measures are informed in part by the discussions in the July meeting (recommendations 2, 4, 6 and 10 cover the specific measures / aspects suggested by the Commission), and the wider consultation with stakeholders which the service confirmed are being carried out.

3.7 Extent and nature of support for formal resident engagement functions

As covered in the discussions, engagement functions including Tenant and Resident Associations, Neighbourhood Panels, Resident Scrutiny Groups and others can play key roles in building a sense of community, providing a collective voice, and in enabling tenants and leaseholders to drive improvement.

However, we also noted the challenges faced by these functions.

Members agreed with you that these more traditional structures are often reliant on our more senior residents being willing to dedicate significant amounts of time to carrying out the range of administrative tasks currently needed to make them operate effectively. Like you, we are hugely grateful to residents for their contributions and leadership in this area. However, we also agreed that the way which Housing Services engaged with residents needs to change in recognition of the increasing time pressure many of us are under.

As I mentioned in the meeting, I have seen some Tenant and Resident Associations in my own Ward struggle and in more than one case fold. This has been partly due to current leading residents not being able to find others with the capacity to share the work with them.

This is not an issue only affecting Hackney; the London Assembly's Housing Committee's '*Hearing resident voices in social housing*' found that active membership of Tenant and Resident Associations appears to have dropped over the last decade. London boroughs and housing associations have commonly reported a decline in numbers and memberships. Some landlords also said that these formal engagement mechanisms do not appeal to everyone on the estate of block, especially young generations who might be unable or unwilling to give over the time to attend meetings.

As covered further down, there is a clear need to engage residents through other channels (and we welcome the work of the service in doing so). However - as was acknowledged in the meeting - improvement is needed to the systems and processes underpinning the formal engagement functions. This will enable those residents who are willing and able to take leadership roles to navigate them as

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seamlessly as possible; using the channels most convenient for them. It will also better ensure that the Officer support is available as required.

We welcomed the Head of Tenant and Leasehold Services' recognition that the online offer of the service needs to be improved, and his aim to achieve a model where those wishing to do so could access all of the Residents Participation Team's functions online. This will be relevant to the formal engagement functions.

On the formal mechanisms specifically, he acknowledged there had been common feedback from TRA Chairs that 'red tape' was preventing them from doing things more quickly and easily. He also confirmed there was a lack of Officer support for the Resident Liaison Group, and the Resident Scrutiny Panel. He said that these functions played an important role in driving service improvement through the challenge they provided, but they needed dedicated support to be fully effective and sustainable. This included support to ensure that succession planning was in place so that new Members joined the functions to replace others standing down wherever possible. We agree with this.

We noted the plan to secure improvement in these areas through clearer lines of accountability being established in the new structure. We heard it was intended that specific roles in the service - post-review - having responsibility to ensure that the processes and procedures in place around Tenant and Resident Associations were effective, that Association Chairs and Members were able to navigate them in the way that suited them, and that there was support available where it was needed. This was in addition to the new structure providing dedicated resources for the Residents Liaison Group and Resident Scrutiny Panel, within a general move from a generic role structure to a specialist one.

We felt this approach to be sensible. We look forward to updates on its implementation and impact.

As a final point on the formal engagement functions, the paper provided for the item showed the spread of current Tenant and Resident Associations to be quite uneven across the 7 Neighbourhood Areas. There were only 8 in place in the Stamford Hill area, compared to 20 in Homerton. Associations in the other neighbourhoods numbered between 11 and 14. Members did not feel that this inconsistency was likely to be solely down to differing volumes of Hackney Housing units / estates within them, although data was not provided to enable a fully informed view of this.

Recommendation 2 - We note from the paper that the service worked to target unrepresented estates with support in 2018/19. We ask that this work continues, with priority given to those estates in neighbourhoods with relatively lower numbers of TRAs (based on both the number of TRAs in the neighbourhood and the numbers of estates/Hackney Housing units). We ask that this planned activity is reflected in the new Service Plan (as per Recommendation 1), with success measures and monitoring in place against these.

Recommendation 3 - We ask that the update to the Commission in December provides both the numbers of registered TRAs within each Neighbourhood and also the numbers of Hackney Housing estates and units within each. This will allow the Commission a more informed view on the areas which are relatively higher and lower represented neighbourhoods.

3.8 Participation Budgets (Community Development Fund and Resident Led Improvement Budget) - communication, support around applications, public records of activities delivered

The Resident Participation Team leads on the management and allocation of participation budgets for the Council's tenants and leaseholders.

Most notably, these include the Resident Led Improvement Budget, an allocation of funds to each Hackney Housing estate (and street based properties) for improvements to communal areas as prioritised by residents, and the Community Development Fund which tenants and leaseholders can access for the delivery of community development and engagement activities on Hackney Housing estates.

These funds were new for 2018/19, and replaced previous participation budget arrangements. There was an aim of making these funds open to more of our tenants and leaseholders. The Resident Led Improvement Budget is available to all Hackney Housing estates whether or not a Tenant and Resident Association is in place. The Community Development Fund is available to all estates, with a criteria aimed at encouraging applications. We welcome this.

Resident Led Improvement Budget

We welcome the allocation of the full £1.1 million Resident Led Improvement Budget in 2018/19, and this funding level being repeated for 2019/20. This said, Members in the meeting suggested that greater public information might be made available on the outcomes delivered from the funding. They felt this could help the service communicate more widely on the fund in order to seek greater engagement in it.

One Member said that most residents did not know about the fund, nor the estate walkabouts on which decisions around the works were made. The same Member also noted that the walkabouts were not always at the optimal time to allow for greatest involvement, and that whilst residents had the option to request a separate time, many did not do so.

On these points - and since the time of the meeting - we have noted that for 2019/20, views around priorities for RLIB improvements were sought via an online consultation which residents could complete directly or be supported to do so by Housing Officers. This was in addition to the usual measures of writing to all tenants and leaseholders and inviting attendance at estate walkabouts.

The consultation report notes the low response rate - with 213 responses across 17 estates. However, it will still add an additional piece of evidence to that gathered

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through the existing channels. It demonstrates the service working to seek to engage residents in the Resident Led Improvement Budget in new ways, and is something to build upon further. We appreciate and thank Officers for this.

Recommendation 4 - We recommend that the new Service Plan for the Resident Engagement Team (as per Recommendation 1) includes success measures around:

- The scale of engagement and input by tenants and leaseholders in decision-making around RLIB spending (this might include the numbers and percentages attending walkabout sessions and the numbers engaging in online surveys)
- Outcomes achieved through RLIB spending

Recommendation 5 - We recommend that details of improvements delivered by the RLIB are made available on myhackney.org (the site used by the Resident Participation Team to communicate with residents) and are included in wider RLIB communications within an aim of seeking to engage more tenants and leaseholders in the process.

Community Development Fund

As mentioned above, the Community Development Fund replaced a previous budget (the Tenant Levy), and was opened for a wider groups to apply for. We understand that this change was due to the previous fund (which was only open to registered TRAs) having been regularly underspent. We heard that the new fund was designed within a principle that each Hackney Housing estate would be apportioned a notional amount of the fund, which would be allocated following applications from residents and residents groups.

However, the new, more open arrangement, has not been translated into high take up of the fund. Less than a third of the budget for 2018/19 - £95,000 out of £342,000 - was successfully allocated for community events and activities. This was due to a lack of applications. This of course means that our tenants and leaseholders have not benefited from as wider range of social and cultural events as was possible.

To address the continuing issue of low take up of this fund and of its predecessor, the Head of Tenant and Leasehold Services said there was a need for the duty of managing, communicating and supporting applications to this fund being formally incorporated into specific job descriptions. This was within the wider aim of a move to a structure with specialist rather than generic roles.

We heard this would better enable a proactive approach where there was effective publicity to ensure residents were aware of the fund and where the service provided support to parties interested in applying, when this was needed. This would help ensure the fund was used and utilised in the best possible way.

We support this, and agree on the need for full publicity of the fund, on making the application process as seamless and accessible as possible, and on providing

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proactive, positive support to those applying in all cases. As I mentioned in the meeting, a Tenants Residents Association in my Ward has not held events for some time, which leaders have put down to the application process for funding not being as user friendly as it might be.

I also made the suggestion in the meeting that the service might be more proactive in the through the direct delivery of events with any funds which had not been allocated by a specific point of the year.

Also, as local Councillors, many of us are aware of the really valuable contributions of community and voluntary sector to life in the borough, which includes the delivery of events with social aspects. As an example - during the item - one Member noted the weekly event Foodcycle deliver in a Community Hall in the borough, where volunteers cook and serve a three course meal for anyone wishing to attend, and which a wide cross section of the community attend.

Having reflected further, I do see grounds for the service exploring the possibility of releasing unallocated funds at a given point of the year to enable direct delivery of activities by itself, and also to community and voluntary sector organisations for the delivery of events, targeted at our tenants and leaseholders. We ask that this possibility is further explored.

Recommendation 6 - We recommend that the new Service Plan for the Resident Engagement Team (as per Recommendation 1) includes success measures around:

- **Engagement in the CDF (this might include numbers of applications and the number and values of awards)**
- **Outcomes achieved through CDF funding**

Recommendation 7 - We also recommend that details of activities and events delivered through CDF funding are made available on myhackney.org and are included in wider CDF communications within an aim of seeking to engage more tenants and leaseholders in the process.

Recommendation 8 - As a final note, we ask that the update in December includes confirmation of Community Development Fund budgets for 2019/20.

3.9 Engaging residents outside of the formal engagement structures

In the meeting other Members and I made points around the challenge for the service in seeking to secure the involvement of tenants and leaseholders who were not engaged through the more formal structures in place. This was both in terms of involvement in the decisions affecting their areas, and in wider events and activities. This included points around the channels through which this might be best achieved.

One Member noted the role the Council was playing in the direct delivery of intermediate and open market housing, in addition to the building of new homes for

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social rent. They felt that a refreshed approach to resident engagement might explore how the engagement of different residents might be best achieved.

In the discussion, the Head of Tenant and Leasehold Services was in full agreement on the need to contact and engage residents in different ways, and to ensure that all residents were able to interact with his area in the ways which suited them. He acknowledged that up until recently the service had relied on more traditional routes. He confirmed that there was a need to get stronger in the use of platforms including social media and texting.

We heard there was good practice in places; a Senior Housing Officer in one neighbourhood had piloted an initiative where he regularly contacted residents via text messaging. This had delivered good outcomes including a high turnout of residents at a local fair arranged by the service. Feedback gathered from residents on this initiative had been positive. The challenge for him as Head of Service was to ensure that this good practice was rolled out across the borough. The Residents Participation Team would also be expected to play a leading role in identifying and disseminating best practice.

We welcome this work. From this short discussion item we cannot claim to have all the answers on how to engage our residents who are not going down the formal channels. As I said in the meeting, my own view - which the Head of Tenant and Leasehold Services appeared to share - is that more large events like the one at Hoxton might be used to enable tenants and leaseholders to come together and also to formally gather their views towards upcoming decisions.

However, we only ask that the Resident Participation continue to seek to identify and spread good practice examples across its own service and Housing Services generally. This should include learning from other providers. On that point, the [London Assembly Housing Committee](#) report mentioned does share a number of these. This includes the highlighting of a number of digital initiatives delivered by housing providers which have aimed to achieve higher levels of engagement and to provide ways to reach out to residents who might not want to go to or might not feel comfortable in a formal Tenant and Resident Association-type meeting. One of these was the establishment of an online service testing group where 50 residents test new online services, for example. We found these particularly interesting examples and ones which we think the Resident Participation Team might draw from.

This report might also be a useful general reference point from which to look at good practice elsewhere.

Recommendation 9 - We ask that consideration is given to the examples of digital engagement cited in the [London Assembly Housing Committee's Hearing Resident voices in social housing](#) report. We ask for feedback on any planned use of digital platforms for engaging residents on Hackney Housing estates.

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3.10 Room for greater join up between Resident Participation Team and wider services, and role in the delivery of Council policies and strategies

In the discussions, the Head of Tenant and Leasehold Services said he saw room for improvement in the way the service engaged with the wider priorities and commitments of the Council.

We heard the review would seek to place the service on a footing from which it deliver greater brokering of contact between the wider Council and residents, as it had done very successfully with a recent event in Hoxton.

We also heard there was room for improvement in the extent of join up with the wider organisation and its partners, which was partly due to the legacy left by Housing Services having previously been delivered by Hackney Homes as an Arms Length Management Organisation. Reorganisations of other areas of Housing Services since its move back into the Council had succeeded in achieving better join up. However, this was an area for improvement for the Residents Participation function.

We agreed with the Head of Tenant and Leasehold Services that effective join up with other areas could help the Council and its partners meet its objectives.

We also feel that the review of the function provides a timely opportunity for the service to explore and set down the more direct contributions it will make to progressing wider aims and objectives of the Council.

In the meeting a Member noted the wide range of policies and strategies which were in development or had been recently completed; including the Inclusive Economy Strategy, the Arts and Cultural Strategy, and a Green Infrastructure Plan. He felt these were likely to include objectives which the Resident Participation Team could play an important part in engaging with tenants and leaseholders on, and in embedding on our estates and other areas.

As a practical example of this, a Member suggested that wider plans of the Council might include objectives around urban greening (such as greater tree planting, green roofs and walls, and soft landscaping).

He suggested that this might be reflected in a service plan for the Resident Participation Team including aims / actions around aiding projects on estates which would deliver more green areas, and communicating to residents on any funding opportunities around the greening agenda.

Recommendation 10 - We ask that the paper provided for the update in the December meeting reports on what the Service sees as the wider policies and strategies which the Resident Participation Team sees itself as making key contributions to, and what form these contributions will take.

Recommendation 11 - We ask that the that the new Service Plan for the Resident Engagement Team (as per Recommendation 1) draws on the

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Council's wider policies and strategies and sets out action and success measures around how these will be contributed to.

4. Community Halls

We look forward to hearing about the outcomes of the Community Halls review, in the Commission meeting on the 16th December.

The discussion in July concerned fee structures (in terms of the flexibilities in place for community events and activities), the potential for halls to play a part in wider partnership aims (including the delivery of health and social care services at locations close to residents' homes), and on the need for the facilities and offer of the halls to be improved.

We were grateful for the positive responses during the discussions by you and the Head of Tenant and Leasehold Services.

We also note the challenges you face as you work to further improve accessibility, use and quality of community halls.

We know action has already been taken including reduced and waived fee rates being made available in some cases. We are aware that Housing Services are required to deliver substantial savings (our April meeting heard that this totalled £4.5 million over the near term), and also that running costs of our halls are increasing. We also note the additional complexity brought by around half of our halls being managed directly by TRAs or TMOs.

This said, we were encouraged by there being common agreement on the need for further improvement, and on the review which has been initiated.

We ask that the Community Halls review gives consideration to the points below:

- How Community Halls will play a role in the delivery of Council and partnership priorities
- How the visibility and accessibility of Community Halls (both those run by the Council and TRAs/TMOs) to community groups and organisations delivering activities will be improved
- How the split between Council-run and TRA and TMO-managed Community Halls will be managed to ensure effective use in all cases, including:
 - Any role for the Council in supporting wider use of all Council-owned Community Halls
 - Any measures to ensure equality of access to all Council Community Halls for all residents
 - How the use of all Halls will be evaluated on an ongoing basis

Overview & Scrutiny

5. Final comments

I hope that this aids yourself and Officers in helping to deliver the improvements to the resident engagement function which you acknowledged as being required. We also hope that it will provide some useful input into the Community Halls review.

We look forward to receiving your response to the Commission's recommendations. We would be very grateful to receive this by 18th September 2019. We also look forward to your attendance at the Commission on the 16th December 2019 to present on the outcomes of the Resident Participation Team and Community Halls reviews.

Yours sincerely,

A handwritten signature in black ink, appearing to read 'Sharon Patrick', written in a cursive style.

Cllr Sharon Patrick
Chair, Living in Hackney Scrutiny Commission

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Cllr Clayeon McKenzie
Cabinet Member for Housing Services
Hackney Council
Town Hall
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London
E8 1EA
020 8356 3339
Clayeon.McKenzie@hackney.gov.uk

Cllr Sharon Patrick
Chair
Living in Hackney Scrutiny Commission

18 September 2019

Dear Cllr Patrick

RE: Housing Services Support of Resident Engagement

Thank you for your insightful comments and recommendation relating to the presentation and paper from the Divisional Head of Tenancy & Leasehold Services, Gilbert Stowe, regarding Housing Services support of resident engagement, at the July meeting of the Scrutiny Commission.

I will respond to each of your 11 recommendations in turn as follows;

Recommendation 1 - That the Head of Tenant and Leasehold Services leads on the development of a Resident Participation Team Service Plan. That this sets out and monitors progress against a set of objectives and success measures. That the objectives and success measures are informed in part by the discussions in the July meeting (recommendations 2, 4, 6 and 10 cover the specific measures / aspects suggested by the Commission), and the wider consultation with stakeholders which the service confirmed are being carried out.

1. **Response** - We welcome the development of a new Resident Participation (RP) Team Service plan which will set out key priorities and objectives in line with the improvement of engagement services across the whole of Housing Services. This plan will, as suggested, clearly state what success measures are expected, responsibilities for delivery and realistic timescales to achieve success.
 - 1.1 We are aware of the challenges of engaging with social housing residents in the current social and political environment and the changing nature of the landlord relationship with social housing tenants and leaseholders. We are therefore committed to being creative in the way that we seek to improve engagement with those living in Council homes.
 - 1.2 We acknowledge that improvement is needed to the systems and processes underpinning the formal engagement functions, as well as improvements to the knowledge and skill set of those directly engaging and communicating with tenants and leaseholders on the front-line.

- 1.3 To this end, the Interim Head of Resident Participation has commissioned independent experts from the Tenant Participation Advisory Service (TPAS), to carry out a 'Smart Review' exercise, which assesses how Hackney Housing Services is performing against the National Engagement Standards in terms of our engagement and participation with those residents living in Council managed homes.

Following a desk exercise that we are currently working on, the TPAS consultant will be holding focus groups with relevant engagement staff and with involved residents in late September. TPAS will produce a report with their recommendations in early October 19. The findings from this will be used to help us work with RLG to plan wider resident consultation so that we can identify key priorities for those involved, (as well as 'less involved'), residents across the borough and ultimately develop a Resident Engagement Strategy for Housing Services for the next 3 years.

- 1.4 As you are aware, we are looking to strengthen the two main workstreams of the Resident Participation and Communities team commencing with a restructure of the service and a re-focusing of the roles and responsibilities of staff in this team. A delegated powers report (DPR) is currently being compiled which would commence the restructure in October 19.

Recommendation 2 - We note from the paper that the service worked to target unrepresented estates with support in 2018/19. We ask that this work continues, with priority given to those estates in neighbourhoods with relatively lower numbers of TRAs (based on both the number of TRAs in the neighbourhood and the numbers of estates/Hackney Housing units). We ask that this planned activity is reflected in the new Service Plan (as per Recommendation 1), with success measures and monitoring in place against these.

2. **Response** – We wholeheartedly agree that whilst TRAs are the mainstay of local formal resident engagement, there is a need to prioritise support and empowerment of currently under-represented estates to engage with Housing Services over service improvements and delivery. In addition to the 40 under-represented estates targeted last year, we will embed into the Service plan a further target, the outcomes of which will be monitored and measured against set success criteria.

Recommendation 3 - We ask that the update to the Commission in December provides both the numbers of registered TRAs within each Neighbourhood and also the numbers of Hackney Housing estates and units within each. This will allow the Commission a more informed view on the areas which are relatively higher and lower represented neighbourhoods.

3. **Response** - This information will be collated and forwarded to the Commission as requested.

Recommendation 4 - We recommend that the new Service Plan for the Resident Engagement Team (as per Recommendation 1) includes success measures around:

- The scale of engagement and input by tenants and leaseholders in decision-making around RLIB spending (this might include the numbers and percentages attending walkabout sessions and the numbers engaging in online surveys)
- Outcomes achieved through RLIB spending

4. **Response** – The RLIB was only introduced in April 2018 in its current format and we recognise that there is a need to develop the way in which estate improvements are identified, agreed, monitored and delivered. As the Scrutiny Commission rightly suggest, one way of promoting this opportunity is through greater public information on the outcomes delivered from the funding being publicised to the local community. We agree with this and it will be added as a measure of success to the Service plan.

Other measures of success within the Service plan would include reviewing the estate walkabout in terms of publicity, times communication and inclusion. Also, making better use of other communication channels for gaining resident input into the priorities on the estate, including social media and other methods of engagement and communication. (As given in the example of an online consultation survey in the Shoreditch area).

Recommendation 5 - We recommend that details of improvements delivered by the RLIB are made available on myhackney.org (the site used by the Resident Participation Team to communicate with residents) and are included in wider RLIB communications within an aim of seeking to engage more tenants and leaseholders in the process.

5. **Response** – The restructure of the RP team and the re-defining of staff roles and responsibilities will assist in a focus on promoting and celebrating successful co-production and co-design with residents. Housing Services is seeking to put Council social housing residents at the heart of everything we do. Working in partnership with tenants and leaseholders to improve the estates where they live is fundamental to engaging in a meaningful way and being inclusive in decision-making at all levels of engagement.

We will work closely with the Council Communications, Culture and Engagement team to ensure that improvements delivered through the RLIB are publicised as widely as possible to encourage greater engagement by tenants and leaseholders in the process.

Recommendation 6 - We recommend that the new Service Plan for the Resident Engagement Team (as per Recommendation 1) includes success measures around:

- Engagement in the CDF (this might include numbers of applications and the number and values of awards)
- Outcomes achieved through CDF funding

6. **Response** - The CDF was only introduced in its current format in April 2018 and we recognise that there is a need to encourage greater take up on this grant. It should be noted that in the previous report we stated £95,000 take up in 2018/19, however this figure did not include all grant money from both the Tenant Levy and 'Mast underspend'. This figure is in fact approx. £178,000, however, we do appreciate that this is still an underspend against the £342,000 available.

- 6.1. Again, we appreciate the need to publicise this opportunity more widely, using all available media and actively encouraging existing TRAs and Supported Resident

Groups to utilise this funding to benefit tenants and communities with as wide a range of social and cultural events and activities as possible.

- 6.2 Alongside this, we welcome the suggestion to review the application process, to ensure it is as seamless and accessible as possible. The new RP service leadership will put emphasis on providing proactive, positive support to those applying in all cases. The Service plan will include success measures on numbers of applications and values of awards.
- 6.3 We will also put an emphasis on seeking match funding for community projects and events to provide value for money for residents and on close partnership working with community and voluntary sector to deliver events and initiatives that make a genuine difference to those living in social housing in the borough.
- 6.4 We will give consideration to the Commission's suggestion relating to releasing unallocated funds at year end to benefit the local community as part of our review of RP. However, it should be noted that Tenant Levy money must be allocated to initiatives and activities that directly benefit tenants.

Recommendation 7 - We also recommend that details of activities and events delivered through CDF funding are made available on myhackney.org and are included in wider CDF communications within an aim of seeking to engage more tenants and leaseholders in the process.

7. Response –Adding Social value.

We will work closely with the Council Communications, Culture and Engagement team to ensure that projects delivered through the CDF are publicised as widely as possible to encourage greater engagement by tenants and leaseholders in the process.

Recommendation 8 - As a final note, we ask that the update in December includes confirmation of Community Development Fund budgets for 2019/20.

8. **Response** – This information will be collated and forwarded to the Commission as requested.

Recommendation 9 - We ask that consideration is given to the examples of digital engagement cited in the London Assembly Housing Committee's [Hearing Resident voices in social housing](#) report. We ask for feedback on any planned use of digital platforms for engaging residents on Hackney Housing estates.

9. **Response** – We are open to any best practice regarding making best use of digital platforms for engaging with tenants & leaseholders, including the London Assembly report. As the Commission points out, it is becoming increasingly challenging to secure the involvement of tenants and leaseholders who are not engaged through the more traditional, formal structures in place. Most Housing organisations are introducing self-serve platforms and offering greater flexibility in how we communicate and engage with social housing residents on a day to day basis.

- 9.1 As you will be aware, the Council Communications, Culture and Engagement team takes a 'Whole citizen approach to engagement' - the Council already engages with its residents on many different subjects - which includes tenants and leaseholders - in many different ways. Over the past year the '**Hackney Matters' Online Citizens Panel** has been developed – this is the Council's online communication and consultation portal – there are currently approx. 180 tenants, leaseholders and home-owners as members of the panel - the total citizens on the panel being around 660. In 2018/19 Members were consulted on everything from ASB, Parks, Parking, Housing issues, Public Realm, Streetscene, etc.
- 9.2 Working with the Consultation and Engagement team, we are looking to build up the numbers of tenants & leaseholders regularly taking part in this online forum. This is a valuable resource for engagement and one that Housing Services plans to utilise more in coming years for consultations.
- 9.3 Alongside this, Housing Services has recently commissioned ICT to develop an overall digital strategy for Housing that seeks to offer residents more ways of communicating and engaging with us as their landlord. – please see attached document which sets out our principles around a digital channel shift and supporting social housing residents to engage with us online and using social media.
- 9.4 The restructure of RP will put the emphasis firmly back on to enabling the 'voice of the tenant' to be heard in all aspects of how we as a landlord deliver services to our residents. Demonstrating that social housing residents are able to influence and scrutinise strategy, policy, standards, approaches and performance targets at different levels within Housing Services. Additionally, engagement is outcome focused and is designed to improve services and communities, as well as provide value for money and transparency.

Recommendation 10 - We ask that the paper provided for the update in the December meeting reports on what the Service sees as the wider policies and strategies which the Resident Participation Team sees itself as making key contributions to, and what form these contributions will take.

10. **Response** – This information will be provided to the Commission as requested.

Recommendation 11 - We ask that the that the new Service Plan for the Resident Engagement Team (as per Recommendation 1) draws on the Council's wider policies and strategies and sets out action and success measures around how these will be contributed to.

11. **Response** - We will ensure that the Service plan sets out how the work of the Resident Participation and Communities team will contribute to delivery of the commitments of the wider Council policies and strategies including:

- Hackney Corporate plan / Mayors Manifesto
- Housing Strategy / Green Infrastructure Plan
- Arts and Cultural Strategy
- Older persons strategy
- Fair Futures Commission / Hackney Works - Employment & Skills / Youth Parliament
- Inclusive Economy Strategy
- Recycling initiatives
- Public health initiatives

11.1 Actions and success measures will include how we can demonstrate that engaged residents living in social housing will have had the opportunity to influence and input into these important Council strategies and initiatives over the coming years.

11.2 Community Halls Review

The Community Halls Review Terms of Reference fortunately already covers all the suggestions made by the Scrutiny Commission. At the December 2019 Scrutiny Commission meeting an update will be provided as to where we are with the review and some early observations/findings.

Yours sincerely



Cllr Clayeon McKenzie
Cabinet Member for Housing Services



<p>Living in Hackney Scrutiny Commission</p> <p>30th September 2019</p> <p>Item 8 – Minutes of the Previous Meeting</p>	<p>Item No</p> <p>8</p>
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Outline

The draft minutes of the meeting of the 15th July 2019 are enclosed.

Matter arising from March meeting:

A number of actions arose from the meeting in July. These and the responses to them are detailed below.

ACTION 1 (Scrutiny Officer):

To schedule a ‘Community Halls Review – Update’ item in Commission Work Programme

RESPONSE 1:

This update has been scheduled for the Commission meeting of 16th December.

ACTION 2 (Divisional Head of Tenant and Leasehold Services):

To share Housing Services’ Resident Engagement Action Plan.

RESPONSE 2:

This is in development and will be shared with the Commission when available.

ACTION 3 (Prevent Coordinator):

To share Prevent briefing pack and caseload data with Commission Members

RESPONSE 3:

The briefing pack has been provided to Members

Action

The Commission are asked to review and agree the minutes, and to note the matters arising.

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London Borough of Hackney
Living in Hackney Scrutiny Commission
Municipal Year 2016/17
Monday, 15th July, 2019

Minutes of the proceedings of
the Living in Hackney Scrutiny
Commission held at
Hackney Town Hall, Mare
Street, London E8 1EA

Chair:	Councillor Sharon Patrick
Councillors in Attendance:	Cllr Sade Etti (Vice-Chair), Cllr Anthony McMahon, Cllr M Can Ozsen, Cllr Penny Wrouth and Cllr Anna Lynch
Apologies:	Cllr Ian Rathbone
Officers In Attendance:	Gilbert Stowe (Divisional Head of Tenancy and Leasehold Services) and Tracey Thomas (Prevent Coordinator, Hackney)
Other People in Attendance:	Councillor Sam Pallis
Members of the Public:	
Officer Contact:	Tom Thorn ☎ 0208 356 8186 ✉ thomas.thorn@hackney.gov.uk

Councillor Sharon Patrick in the Chair

1 Apologies for Absence

- 1.1 Apologies had been received from Cllr Rathbone, who was attending a Ward Forum.

2 Election of Chair and Vice Chair

- 2.1 The Scrutiny Officer called for nominations for Chair. Cllr Etti proposed Cllr Patrick and Cllr Ozsen seconded. There were no other nominations and the vote was carried unanimously.
- 2.2 Taking the Chair, Cllr Patrick called for nominations for Vice Chair, and nominated Cllr Etti. Cllr Ozsen seconded the nomination. There were no other nominations and the vote was carried unanimously.

3 Urgent Items / Order of Business

- 3.1 There were no urgent items and the order of business was as laid out.

4 Declarations of Interest

4.1 Interests were declared as below. These were in relation to agenda item 5:

- Cllr McMahon declared he was a Board Member of Lordship South TMO
- Cllr Patrick declared she was a Board Member of Clapton Park TMO
- Cllrs McMahon and Patrick declared they were Council leaseholders

5 Housing Services support of resident engagement - DISCUSSION ITEM

5.1 Guests in attendance for this item were:

- Cllr Clayeon McKenzie, Cabinet Member for Housing Services
- Gilbert Stowe, Divisional Head of Tenant and Leasehold Services

5.2 The Chair welcomed the guests. Asked to give an overview of the paper which was available in the agenda packs, the Divisional Head of Tenant and Leasehold Services made the following substantive points:

- The paper provided an overview of the activities of the Resident Participation Team; one of 6 teams within his service.
- The resident engagement function had been reviewed by Hackney Homes in 2016, and again by the Council in 2017 following the return of Housing Services back into the Council.
- Some of the 2017 changes were delivered in recognition that the function would be operating within a different governance structure; it would no longer be reporting activities to a Board, for example.
- The review had also seen the Resident Liaison Group (the forum providing resident involvement at the most strategic level) and the Resident Scrutiny Panel (a body carrying out reviews of services and making recommendations for change) maintained, but with their formats changed to better involve a wider cross section of the community. Post the review, the service also intended to deliver a wider range of engagement activities.
- What the review did not do was to deliver significant change in staffing structure to support the changes. Up to this point, the new arrangements had been supported with interim measures, where staff with quite generic job descriptions had been allocated to various functions within the service, according to demand. This approach had led to a concern that each function was not always receiving the specialist required.
- This was the context behind a review of the structure of the team, which was currently underway. The final section of the paper set out the aims which the newly structured service would have. These had been partly informed by discussions with a number of Members around where there was room for improvement.

- He would welcome further input during this item around how the service was delivered. This would help complement plans to consult with staff and residents on a set of proposals. Consultation would include discussions with some of those who were involved with engagement mechanisms already in place, and also with some of those who were not. This was within an intention to explore how the service could secure greater levels of participation.
- 5.3 The Chair thanked the Divisional Head of Tenant and Leasehold Services. She said she was keen to explore the support that his service provided to Tenant and Resident Associations (TRAs), and other formal engagement forums. She knew that TRAs were struggling; in her Ward one had collapsed and another had come close to doing so. She suggested that this was partly due to the busy lives which residents led (often juggling work, caring and other responsibilities). Contributing to the management of a TRA alongside this was very difficult.
- 5.4 She was aware of research suggesting that falls in active membership of TRAs and of TRA numbers themselves was a London-wide issue. However, she felt that this was compounded in Hackney by there appearing to be quite limited support from the Council in some cases. Muriel Gordon MBE in her capacity as Chair of the Stamford Hill Panel and member of the Resident Liaison Group had written a helpful email in advance of the meeting setting out some of the challenges which these forums were facing.
- 5.5 She also felt there to be some gap in the support provided to Tenant and Management Organisations (TMO) around residents' engagement. The Council had a dedicated TMO unit which did provide support, but this was more focused around policies and Governance than engagement activity.
- 5.6 More widely than this – and again noting the fall in the number of active TRAs - she would welcome discussions on how the Council was working to secure the involvement of residents who were not engaged through the more formal structures in place. TRAs and other forums including Neighbourhood Panels and the Resident Liaison Group performed vital and valuable work. However, there was of course a need to engage more widely. Doing so would help ensure that more people could be involved in decisions affecting their areas; for example on the works delivered on estates through resident-led estate improvement funds. As one example, she was aware of some cases where text messages were sent to residents to advise them of events on and around their estates
- 5.7 Another Member agreed with these points. She noted the references in the paper to the service's offer for older residents, in the form of the delivery of a Neighbourhood-wide forum delivering a range of activities for over 55s.
- 5.8 She noted that this appeared to be open only to those who were members of older peoples groups which were registered with the Council. She knew of other groups who might benefit from this project; including older residents who lived in Registered Housing Provider (Housing Association) housing. She wondered if more that could be done to support a wider range of old people to engage in activities. This would help progress manifesto commitments around supporting older residents.

- 5.9 She also noted the nature of housing change in the borough, including greater use of the private rented sector by the increasing numbers of residents for whom social housing nor home ownership was an option. She also noted the role the Council was playing in the direct delivery of intermediate and open market housing, in addition to the building of new homes for social rent. She felt that a refreshed approach to resident engagement might explore how the engagement of different residents might be best achieved.
- 5.10 A Member was keen to explore any differences in staffing numbers and duties which would result from the planned restructure, and in the activities which the service would provide. She asked for clarification on the staffing resources in place.
- 5.11 The Divisional Head of Tenant and Leasehold Services confirmed there were 12 officers in the Resident Participation team.
- 5.12 In addition to this, the service funded three posts within a dedicated team housed in the Communications, Culture and Engagement Division in the Chief Executive's Directorate. That team worked to ensure that the voices of Hackney's tenants and leaseholders were fully heard by the Council in its wider consultation and engagement activity. The team also helped Housing Services in its delivery of larger events, which had included a recent event in Hoxton.
- 5.13 In terms of the 12 officers within the Resident Participation Team, these were currently split into a number of roles.
- 5.14 He was limited on what he could say as changes proposed had not yet gone to consultation. However, in short, the review would aim to put the team on a better footing for delivery through putting a structure in place which was made up of specialist roles.
- 5.15 There were areas for improvement.
- 5.16 One of these was around how the service engaged with the wider priorities and commitments of the Council. The review would seek to make the service better at brokering contact and engagement between residents and a wide range of services both inside and outside the Council. He saw his service playing a much larger role in this.
- 5.17 Another was around the allocation of the Community Development Fund, which residents and residents groups could apply for to deliver community development and engagement activities on Hackney Housing estates.
- 5.18 This fund had replaced a previous scheme, within an aim of making participation funds available to a wider group of residents. It had been designed within a principle that each Hackney Housing estate would be apportioned a notional amount of the fund, which would be allocated following applications from residents and residents groups.
- 5.19 However – due to a lack of applications - only a third of the funding available for 2018/19 had been allocated. There was a need for the duty of managing and communicating this fund being formally incorporated into a job description(s). This would better enable a proactive approach where there was effective

- publicity to ensure residents were aware of the fund and where the service provided support to parties interested in applying, when this was needed. This would help ensure the fund was used and utilised in the best possible way.
- 5.20 He agreed with the point that the service needed to engage with a wider range of forums. As an example, in the past, dedicated leaseholder forums were held annually, but had stopped. He was keen for these to be re-established.
- 5.21 In response to another point on the need to contact and engage residents in different ways, he was in full agreement. Until now, the service had relied on more traditional routes to engagement. They needed to get stronger in the use of platforms including social media and texting. This was also relevant to the point made around the changing nature of the borough. There was a need to ensure that all residents were engaged with in the way that suited them.
- 5.22 There was good practice in places; a Senior Housing Officer in one neighbourhood had piloted an initiative where he regularly contacted residents via text messaging. This had delivered good outcomes including a high turnout of residents at a local fair arranged by the service. Feedback gathered from residents on this initiative had been positive. The challenge for him as Head of Service was to ensure that this good practice was rolled out across the borough. The Residents Participation Team would also be expected to play a leading role in identifying and disseminating best practice.
- 5.23 The Divisional Head of Tenant and Leasehold Services also recognised the need to improve the online offer. He wanted to achieve a model where those wishing to do so could access all of the Residents Participation Team's functions online, whilst provision was left in place for those not wanting to go down this channel. He also saw the team having a key role in the general roll out of digital services across Housing Services, in terms of ensuring that residents were able to give substantial input into their design.
- 5.24 He noted the earlier point of the Chair around a lack of support for TRAs. There had been common feedback from TRA Chairs that 'red tape' was preventing them from doing things more quickly and easily. In response to this, roles in the new structure would have clear responsibilities to ensure that the processes and procedures in place around TRAs were effective, that TRA Chairs and Members were able to navigate them in the way that suited them, and that there was support available where it was needed.
- 5.25 Furthermore, the review would address the current lack of Officer support for both the Resident Liaison Group, and the Resident Scrutiny Panel. These functions played an important role in driving service improvement through the challenge they provided, but they needed dedicated support to be fully effective and sustainable. This included support to ensure that succession planning was in place so that new Members joined the functions to replace others standing down wherever possible.
- 5.26 The Chair thanked the Divisional Head of Tenant and Leasehold Services. She welcomed the review seeking to improve the support available to TRAs going through different processes, including applying for funds to hold events. She noted that a TRA in her ward had not held an event for some time due to the application process for funding not being as user friendly as it might be.

- 5.27 She noted the underspend in the Community Development Fund. She wondered if the service could be more proactive, both in terms of communicating the funds available as already mentioned, but also by directly delivering events for residents with these funds, if they had not been fully allocated by a set time of the year.
- 5.28 She also again noted the need for the team to reach all tenants and leaseholders; the great majority of whom would not engage through the formal mechanisms including TRAs. She asked if larger events – including ones which offered food – could be held more often as a way of both bringing residents together, and also gathering views.
- 5.29 The Divisional Head of Tenant and Leasehold Services said he also saw room for more large events. The recent Hoxton Fair event had been very successful. It had enabled the community to come together and have a good time, and also a wider range of Council services to engage with residents. Services areas across the Council were calling out for these type of opportunities to reach residents. In this way, the service could help the Council and its partners meet its objectives. The service would explore the possibility of doing more of these.
- 5.30 A Member had attended the Hoxton fair and found it a really positive event. She welcomed that the service would seek to do more events of this scale. However, she also wondered if there might be more engagement by the service - and the Council more widely - in events delivered by the community. She was involved with the annual Well Street Common Festival, as one example. Although it had become a large event with a very high footfall, the Council had not taken stalls there. She wondered if there was a need to identify the events going on in the borough and - from these - those which the Council would prioritise being represented at.
- 5.31 The Divisional Head of Tenant and Leasehold Services agreed with this point. This said, for the Resident Participation Team there was a need initially to better ensure that it was linked in with events and activities delivered by the Council itself. This was an area for improvement, partly due to the legacy left by Housing Services having previously been delivered by Hackney Homes as an Arms Length Management Organisation. Reorganisations of other areas of Housing Services since its move back into the Council had succeeded in achieving better join up. However, this was an area for improvement for the Residents Participation function.
- 5.32 Moving further forward, he agreed there was a need to better ensure the service's engagement with events led by the community. As an additional point, he advised that the Director of Communications, Culture and Engagement Division was leading on the development of a Resident Engagement Strategy for the Council as a whole. He hoped that this would set out the approach to best ensuring general Council involvement at community events.
- 5.33 The Member wished to explore the Council's approach to community hall hire for community events. She had attended one of the weekly events delivered by Foodcycle in New Kingshold Community Centre, where donations of food from local shops and businesses were used by volunteers to cook a three course meal for anyone wishing to attend.

- 5.34 It had been an excellent event, well attended by a cross section of the community. She had been pleased to hear from the organisers that the Council waived the hire fees for these events. However, she felt there were a wide range of community-led events which deserved to have their fees waived, given the contribution they made to a range of wider Council priorities. She asked if there was a strategy in place around community halls charging.
- 5.35 The Divisional Head of Tenant and Leasehold Services advised that were subsidised rates within the community halls fees structure. In addition, the Community Halls Team did waive fees altogether in some cases, as with the events mentioned by the Member. This was particularly the case when an organisation was not receiving a grant from the Council to support its activities. There was not a dedicated strategy in place for community halls. However, a review was currently being carried which was exploring costs against revenue, and the usage of facilities.
- 5.36 He agreed on the need for the Council to support community-led events. However, this did need to be balanced with the fact that the Halls brought significant running costs which were increasing, and also the wider financial challenges being faced by the Council. An added complexity was that around half of the halls were managed directly by TRAs or TMOs, which could apply their own arrangements in terms of pricing and rate reductions.
- 5.37 The Community Halls Review needed to address the issue that halls were currently an underused asset. There was a need to improve the quality of the offer and to enable a wide range of usage; for example by exploring the viability of installing Wi-Fi facilities across the estate of Halls.
- 5.38 A Member noted that the NHS Long Term Plan committed to giving patients options around accessing care provision, closer to their homes. She suggested that Community Halls could play a role in achieving this. She felt that some residents would really welcome being able to access health and social care services in community halls. She asked whether the service was engaging with the Integrated Commissioning Teams.
- 5.39 The Divisional Head of Tenant and Leasehold Services thanked the Member. He had held initial discussions with a contact in the Homerton Hospital around using a local community hall to deliver some health services, on a pilot basis.
- 5.40 The Chair recalled that the Commission had asked questions of the Cabinet Member for Housing Services around Community Halls. She asked when the review would be complete, and if an update could be provided to the Commission at that point.
- 5.41 The Divisional Head of Tenant and Leasehold Services advised that the review was due to report in October. He agreed that an update could be provided in the Commission meeting of 13th November 2019. This was the same meeting that he was due to give an update on the Resident Participation Team Review.

ACTION 1 (Scrutiny Officer):

To schedule a 'Community Halls Review – Update' item in Commission Work Programme for the meeting 13th November 2019

- 5.42 Cllr Pallis - who was a guest for this item - felt that the review of the Resident Participation Team provided a real opportunity for the Council to effectively carry its agenda and messaging across the borough, including to areas which were difficult to reach.
- 5.43 There were a wide range of important Council policies and strategies which were in development; the Inclusive Economy Strategy, the Arts and Culture Strategy and the Green Infrastructure Plan to name a few. He hoped that the review would explore the role the Residents Participation Team could play in the delivery of the objectives outlined in these plans.
- 5.44 He also felt the review should set out the activities which were currently delivered, and the actions / measures / performance indicators which would be used to report on its delivery going forward.
- 5.45 For example – and linking in with the strategies mentioned – this might set out objectives / actions around aiding projects on estates which would deliver more green areas on estates, and communicating to residents on any funding opportunities around the greening agenda.
- 5.46 This was not about telling residents what to do, but about being clear on the ways they could engage, and the way that they could be supported to. Many residents wished to get involved, but were unaware of opportunities to drive improvements in the social and physical environments of their estates. Most did not know about the Community Development Fund. This was the case with the Resident Led Improvement Budget also, and the estate walkabouts which led to decisions around the works on estates which would be delivered with it. Walkabouts were not always carried out at optimal times of the day to allow greatest involvement, and whilst residents were given an option of requesting a separate time, many did not do so.
- 5.47 There was an issue around inconsistencies in the numbers of active TRAs in different areas of the borough, which were not fully explained by the volumes of Hackney Housing units within them. For example in the Stamford Hill Neighbourhood there were 8 TRAs, compared to 20 in Homerton. He hoped the review would end with work aiming to reinvigorate TRA activity with a particular focus on priority areas.
- 5.48 He noted the underspend of the Community Development Fund already mentioned. However, he also noted that the £1.1 million Resident Led Improvement Budget had been spent in 2018/19. He welcomed this, but felt that in future years there should be clearer information on outcomes delivered from the funds.
- 5.49 The Divisional Head of Tenant and Leasehold Services thanked the Member for these useful points. He felt they could be used by the service to help develop a plan/strategy for the next few years in terms of what it would seek to deliver and how it would measure its success. This would mean that future updates to the Commission could include outputs and outcomes delivered; for example the amount allocated through the Community Development Fund and the Resident Led Improvement Budget and the events and physical

- improvements delivered as a result, and a list of events in which the service had brokered contact between residents and the wider Council and its partners.
- 5.50 It was also important to make the point that resident engagement went far beyond the remit of the Resident Participation Team.
- 5.51 All areas of Housing Services – including Housing Officers in his wider service, the Asset Management Service delivering planned maintenance of stock, the Building Maintenance and Estate Environment Service providing responsive maintenance and other functions, and the Resident Safety Team delivering the fire safety programme (and ensuring health and safety generally) – needed to involve residents in its work. A crucial role of the Resident Participation Team was to help advise on and enable the engagement of residents by these wider areas. Each also had roles in publicising the opportunities for involvement available through the Resident Participation Team, including the Community Development Fund and Resident Led Improvement Budget.
- 5.52 Asked to make any final points, the Cabinet Member for Housing Services thanked the Commission for exploring the area of resident engagement.
- 5.53 Drawing on the points made tonight by Members and also discussions he and Officers had had with others, it had become clear that the way that Housing Services engaged with residents needed to change. This was in recognition of the busier and more time pressured lives residents were leading.
- 5.54 The more traditional, formal structures had often been led by more senior residents who had been willing and able to dedicate significant time to carrying out the range of administrative, bureaucratic tasks which were needed in order for progress to be made. He was hugely grateful for this.
- 5.55 However, the capacity for residents to make this level of contribution had reduced. It was not the case that residents did not want help shape improvements to estate environments and to the services they received, or to be involved with events.
- 5.56 However, the Council needed to adapt its systems and processes to make this possible. The ones in place were out of date, and could provide barriers to engagement in some cases rather than support to enable it. Change would take some time to deliver. It would include the need to secure buy in and support from staff.
- 5.57 The discussions this evening had been very useful. The points made would build on those already collected from other discussions. The concerns raised by Members had been largely consistent with those reported by the Residents Liaison Group, which gave him reassurance that addressing them would lead to real improvement. The discussion at the Resident Liaison Group had led to the production of a 23 point action plan. He asked that the Divisional Head of Tenant and Leasehold Services shared this with the Commission to help demonstrate the understanding of the service around the improvements needed, and its journey towards delivering them.
- 5.58 The Chair thanked the Cabinet Member and said she would look forward to receiving the action plan.

ACTION 2 (Divisional Head of Tenant and Leasehold Services): To share To share Housing Services' Resident Engagement Action Plan.

- 5.59 Noting the discussion was coming to an end, a Member wished to pay thanks to the Resident Participation Officers for the work they did. This did involve giving up evenings which she appreciated was not always easy to do. She had been to TRAs and other meetings which had been very well supported by Resident Participation Officers, and other Housing Services staff.
- 5.60 The Divisional Head of Tenant and Leasehold Services thanked the Member for this point, which he appreciated. He noted that the discussion had been largely focused aspects for improvement. However, it was important to note that Officers within the Resident Participation function were highly committed to delivering a good service, and generally welcoming of a review which would provide a more effective structure in which to do so.

6 Prevent Programme Update - DISCUSSION ITEM

- 6.1 The Chair welcomed Tracey Thomas, Prevent Coordinator for Hackney. She asked that she summarise the paper which was available in the agenda packs.
- 6.2 The Prevent Coordinator made the following substantive points:
- Prevent was one of the four strands of the Government's counter terrorism strategy. The Prevent strand operated within the non-criminal space, and was focused on preventing vulnerable people getting involved in terrorism and or becoming radicalised.
 - Hackney was designated by the Home Office as a Prevent priority area due to being identified as being at significantly higher risk than the majority of local authority areas (this was partly due to its location in the east of London).
 - This status translated into the Home Office funding three posts operating locally on Prevent; her own, a Prevent Support Officer, and a Prevent Education Officer. The person filling the latter role had recently left. Recruitment into the vacant post had been successful, with the replacement due to start in September. The Council also received additional resources to deliver a local Prevent Programme, and a range of projects. Funding secured for the delivery of projects had been at its highest level yet in 2018/19.
 - The Council had a statutory safeguarding duty around protecting people from grooming, exploitation or harm. The statutory Prevent Guidance operated within this wider context, and highlighted 6 key areas which local authorities had to adhere to in order to meet the Prevent duty.
 - Two of these were around having a risk assessment and Prevent Action Plan, overseen at the appropriate level. Hackney's Statutory Officers Group performed this oversight role.
 - A key aspect of Prevent was partnership working; both with agencies and communities. Hackney was clear around the need for Prevent to be delivered in a community-led way. She worked with a number of individuals who were not

necessarily supporters of Prevent, but who could provide challenge and advice to help ensure that projects were shaped appropriately. This included liaising between the Home Office and the community where the Home Office was encouraging a particular project but where the community was significantly against it. In these cases the Prevent Coordinator built an evidence base around the community concerns on the proposed project, which could be used to reason not going ahead with it on a Hackney level.

- She worked to ensure that the projects delivered in Hackney were informed and designed around the local context. There was an issue in the borough around gang activity and gang affiliation. A range of relevant projects had been delivered in this area. This included the commissioning of Mentivation – which worked with Hackney’s Integrated Gangs Unit – to deliver sessions to raise awareness among young people around both gang activity and radicalisation.
 - Another key aspect was the delivery of training in Prevent Safeguarding, to staff in schools and other educational settings. Training was also available to other partner organisations and Council departments.
 - Another involved identifying and providing support to agencies and other organisations which supported children and vulnerable individuals.
 - The final element was around out of school settings operating in the borough. The service was working with the Hackney Learning Trust on a mapping exercise to identify these within an aim of then going on to deliver training in safeguarding and health and safety standards.
- 6.3 The Chair noted the point around Hackney being a Prevent priority area. She had always felt Hackney to be a harmonious area. She asked why the borough was designated a high risk area.
- 6.4 The Prevent Co-ordinator advised there was a criteria which was used to identify priority areas. Evidence did suggest there to be quite low levels of concerning activity in Hackney. However, the borough was based in a wider area where there had been some instances of radicalisation. For example, a member of staff in a school in a neighbouring borough had been found to have been grooming young people towards radicalisation. A number of children from Hackney had attended that school.
- 6.5 Another reason why she felt that little was heard about issues in Hackney, was the way that the borough managed cases. A recent example had been the partnership response to the managed release of a person having completed their sentence for seeking to radicalise others, and the way that this was managed delicately with regard for both the family of the offender and the wider community. There were a number of individuals living in Hackney who were being monitored following offences relevant to the Prevent arena. She felt that the way these cases were managed was testament to the strength of arrangements in place.
- 6.6 The Chair noted the reference to the work on identifying out of school settings. She noted points made during Scrutiny Reviews by both this Commission and another around young people who were excluded from schools being at greater risk of exploitation. She asked how this work was progressing.

- 6.7 The Prevent Co-ordinator said that with funding from the Home Office the Council had been able to employ a dedicated Officer who was working to identify and map all out of school settings. This would cover a wide range – youth clubs, language schools, unregistered schools, and others. Following this work, the intention was to work with these establishments to ensure robust safeguarding and general health and safety arrangements
- 6.8 A Member wished to note from the paper that the findings from peer review by the Office of Security and Counter Terrorism had been generally very positive, and that this had included the finding that the Prevent Coordinator and Prevent Education Officer were highly thought of across the partnership.
- 6.9 She noted that a staff resource of three was in place. She wondered if this capacity was limited compared to those in place for other functions. She asked if more support was needed, and how the level of resource compared with other boroughs. She asked whether other areas of the Council aided her team in its work.
- 6.10 The Prevent Coordinator said that different boroughs had different levels of resources in place. There had been a scaling back by some Councils, and there was a general assumption that direct funding would reduce. Hackney did face the risk of having its priority area status removed by the Home Office, which would result in a loss of funding. It was important to note that the Council would still retain the Prevent Duty in this case, but would need to perform this with its own funding. Some boroughs were in particularly difficult positions; one – for example - had issues with extreme right activity, yet received no dedicated funding.
- 6.11 In terms of the question around support by other areas of the Council, this was an area which could be improved. This was particularly in relation to communication and promotion of the programme. Some community groups had been frustrated at what they saw as a lack of information from the Council on the support it offered. Earlier that day she had met with Communications which had been very positive. The Peer Review - whilst largely positive - had made some recommendations for change. This included the development and publication on a Communications Plan. The Council was now moving forward on this.
- 6.12 A Member noted the reference to far right activity in another borough, and also an apparent reinvigoration of the far right generally. She asked if this was being seen in Hackney. As a Councillor, she had seen very little suggestion that this was an issue locally.
- 6.13 The Prevent Coordinator agreed that there appeared to have been a rise in far right sentiment on a national level. For Hackney, it was something that she suggested Councillors should be aware of. In the current environment, some people perhaps felt free to make comments which in the recent past they would not have done. In terms of the Prevent Programme, this was manifested in the team receiving more calls from schools and others reporting young people to have said particular things. Sometimes, issues emerged through young people being exposed to content online which they then repeated in other settings. The team intervened in these cases by having conversations. The Prevent

Education Officer played a key role in preventing these kind of instances through programmes which celebrated diversity and difference.

- 6.14 There had also been an issue of some people flyposting offensive material in the public realm. Generally, it had been suspected in these cases that perpetrators came from outside the borough.
- 6.15 Having said this, 2018/19 had seen no Channel cases (these were cases where a multi-agency approach was put in place to support an individual identified as being at risk of being drawn into terrorism). For the current financial year to date, one person was being supported, including via mental health services. During the peer review the Home Office had been critical of the low number of Channel referrals by Hackney. However, her team adopted a cautious approach where – prior to any Channel referral - they worked with the police and partner agencies to complete an initial assessment.
- 6.16 This better ensured a proportionate approach. For example, in cases where there had been an isolated incident of one child saying something to another at school, the service would generally work to engage those involved and look at the case in more detail before identifying the appropriate way forward.
- 6.17 A Member wished to commend the work of the team. She knew that it was having an impact, and had been very well received in schools.
- 6.18 She also noted the points made in the paper and in the discussion around support, training and advice which was provided to organisations in the community. She asked if advice and support would also be available to any members of the public who might have concerns around an individual in the community, who might not want to go to the police.
- 6.19 The Prevent Coordinator advised that a briefing pack was available which included contact information for when someone in the community had a concern. This also included data on caseloads and referral numbers. She offered to share this with Commission Members

ACTION 3 (Prevent Coordinator):

To share Prevent briefing pack and caseload data with Commission Members

- 6.20 The Chair noted the point earlier around the Home Office encouraging the delivery of projects which the community might not always welcome. She noted wide ranging commentary about the Muslim community feeling unfairly targeted by the Prevent Programme. She asked if projects were indeed mainly focused on this community, or whether there were other faith groups which the Home Office encouraged the Council to work with.
- 6.21 The Prevent Coordinator advised that – in the UK - the largest threat in terms of terrorism and radicalisation did emanate from Islamic extremism. It was the area that the Prevent Programme was most focused on. It was the case that there was frustration in the community towards Prevent. This included concerns around some of the approaches taken; for example the installation of CCTV cameras in a particular area of Birmingham had caused significant upset.

6.22 There were indications that the Home Office were responding to this; at meetings she had attended officials had spoken around doing more to listen to the community. There had also been an increased focus on far right extremism and – within this – the increased Islamophobia which had been seen. It was estimated that significant amounts of Islamophobic hate crime went unreported.

6.23 It was important to note that as the Prevent Coordinator she represented the Home Office on the topic on a local level. She was committed to rolling out Prevent in a balanced way, and in a Hackney context. She was pleased that she had been able to build some effective relationships in the community which better enabled an approach based on Hackney's characteristics and needs.

7 Remit and recent work of the Living in Hackney Scrutiny Commission - ITEM TO NOTE

7.1 The papers in support of this item were noted.

8 Living in Hackney Scrutiny Commission- 2019/20 Work Programme - DISCUSSION ITEM

8.1 The Chair advised this item had been scheduled for Members to discuss its areas for focus for the year.

8.2 For its substantive review, she wished to propose the Commission explored a range of areas around housing management. Within this – and in broad terms – she suggested that Members sought to identify good practice, among both Councils and Registered Housing Providers.

8.3 She was aware that the Regulator for Social Housing set 4 consumer standards which both Councils and Registered Providers of Social Housing were required to meet. These included aspects around tenant involvement and empowerment, keeping homes safe and in a good state of repair, lettings homes in fair and transparent ways (including through co-operation with local authorities' duties around meeting housing needs and homelessness duties), helping promote social, environmental and economic well-being in areas where they own homes, and working with others to tackle anti-social behaviour.

8.4 She felt that a range of themed items around these standards could help explore approaches which had had success. In addition to Councils and Registered Providers, this would include substantial discussions with tenants and leaseholders.

8.5 Members were supportive of this proposal. The Chair thanked Members and said she would speak to the Scrutiny Officer and others to take this forward.

8.6 She also hoped the Commission could give over the majority of its meeting in January to considering the Hackney Carnival.

8.7 From discussions with the relevant Cabinet Member and also from her own experience of regularly attending, she knew that the Carnival now constituted a major event, in a London wide context. This was partly reflected in the announcement that this year's event would follow a new route and arrangement, in order that it could cater for the high visitor numbers predicted.

- 8.8 She felt the Commission could add value by exploring the learning from the newly formatted event for 2019, the costs of holding it, the social benefits of the Carnival for Hackney's residents, and any advantages and disadvantages of the Council delivering the event directly.
- 8.9 She suggested that organisations supporting participation in the event and the arts generally should also be invited to hear about their work to aid participation and involvement from the community.
- 8.10 Holding the item in January would allow Officers and Cabinet Member to report back to the Commission on a review which was planned for after the event, on the 8th September. The Cabinet Member had been very positive about this as a value adding item for Scrutiny. As an additional point, the Chair advised that she had asked that Commission Members be formally invited to the judging bus for the event, as this would enable them to hold discussions with a range of stakeholders who would be represented.
- 8.11 A Member felt this suggestion to be a very good one, including the aspect around the benefits and disbenefits of direct, in-house delivery of the event. She noted the annual **Boishakhi Mela** festival in Tower Hamlets. She understood that Tower Hamlets Council had now started delivering this directly again, following a period when they had contracted it out. She suggested that the item might hear from those organising this event to hear about their experiences.
- 8.12 Another Member agreed with this point. He felt that an item exploring work to involve a wide range of people in the event would be useful; for example school students and residents on estates.
- 8.13 The Chair advised that other items envisaged for the year included updates on the Council's additional and selective private rented sector licensing schemes, and the measures taken further to the agreement of the Council's Reduction and Recycling Plan at Cabinet in June. The latter – among other points – set out the intention to consider the introduction of fortnightly, restricted residual waste collections for street level properties with appropriate frontage space, and to further improve levels of recycling on estates. She suggested that the Commission should keep these plans under review, given the scale of the change which was being considered, and also the escalating waste disposal costs which they could (in-part) help to mitigate.
- 8.14 There would be a number of items relating to Community Safety. Updates would be sought from the Police and monitoring groups on Stop and Search activity and outcomes, and on the Police's engagement with the community generally around trust and confidence. In specific relation to the Commission's role of performing the statutory crime and disorder committee function, the Commission would receive a general progress report against the priority areas of the Community Safety Partnership's Community Safety Plan. There would also be a more detailed exploration on partnership work to address open drug markets (street based dealing) and anti-social behaviour related to it, which formed part of one of the four priorities of the plan.

9.1 The minutes of the meeting of 8th April were agreed as an accurate record. This was with the exception of the third bullet point under minute 5.3, which should have appeared as:

- For 2018/19, £11 million had been allocated to fire safety work, including £8.7 million for the front door replacement programme.

10 Any Other Business

10.1 It was agreed that the Commission meeting currently scheduled for the 2nd September would be rescheduled for the 30th September.

Duration of the meeting: 7.00 - 9.20 pm



<p>Living in Hackney Scrutiny Commission</p> <p>30th September 2019</p> <p>Item 8 – 2019/20 Work Programme</p>	<p>Item No</p> <p>8</p>
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OUTLINE

The latest version of work programme for the current year is enclosed.

ACTION

The Commission is asked to note the work programme.

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Living in Hackney Scrutiny Commission: Work Plan July 2019 – April 2020

Each agenda will include an updated version of this Scrutiny Commission work programme

Meeting	Item	Directorate / lead	Comment / purpose of item
15th July 2019 Room 102, Hackney Town Hall Agenda dispatch: 5 th July 2019	Housing Services support of resident engagement	Gilbert Stowe, Head of Tenancy and Leasehold Services, Housing Services	<p>This item will explore current work to support involvement of Council tenants and leaseholders in the management of their housing and in the improvement in quality of life on estates, and any aspects for improvement.</p> <p>It will include exploring any support provided to Tenants and Residents Associations and Tenant Management Organisations, the value, take up and use of the Community Development Fund (a funding stream supporting community development and engagement activities on estates), and the work of Housing Services to communicate this and other funding opportunities to groups on estates.</p> <p>Having it at this point will enable the Commission to hear about the current approach to resident engagement, and to give views on where they see potential improvement. This is prior to a review of these functions which Housing Services is planning for later in the summer.</p> <p>A separate update on the outcomes of this review has been scheduled for the meeting of the 13th November</p>
	Prevent Programme Update	Tracey Thomas, Hackney Prevent Co-ordinator, Community	The Prevent Programme is an initiative to support and divert vulnerable people away from the radicalisation process and is one of four elements of the government's counter-terrorism strategy. Prevent involves encouraging the different local partners to work together to drive action and to learn from each other in promoting integration and challenging

Meeting	Item	Directorate / lead	Comment / purpose of item
		Safety	<p>extremism.</p> <p>Local Prevent Coordinators for lead on working with communities, police and other local agencies, to deliver preventative measures against violent extremism.</p> <p>This item has been scheduled for Members to receive an update on the programme.</p>
	Discussion about work programme for 2019/20	Tom Thorn, Overview and Scrutiny Team	For the Commission to agree review topic and one off items for this year.
<p>30th September 2019</p> <p>Room 102, Hackney Town Hall</p> <p>Agenda dispatch: 20th September 2019</p>	Item to inform likely review – Context on Registered Providers operating in Hackney	James Goddard, Director, Regeneration	<p>In its July meeting the Commission discussed using its main review for the year to explore a range of areas around housing management. Within this, Members suggested seeking to identify good practice, amongst both Councils and Registered Housing Providers / Housing Associations, possibly shaped around 4 consumer standards set by the Registered Provider of Social Housing which both are required to meet.</p> <p>With the review likely to include consideration of the work of Registered Housing Providers, this item has been scheduled to provide some background context to Members. This is in relation to the numbers and profiles of the Registered Providers / Housing Associations operating in the borough, their stock numbers, the different approaches / models which they may follow, and the ways in which they interact with the Council.</p> <p>James Goddard is the Council's Director for Regeneration, with responsibility for the Council's liaison with Registered Providers. He will</p>

Meeting	Item	Directorate / lead	Comment / purpose of item
			<p>be in attendance at the meeting to present and answer questions.</p> <p>The item is intended to help inform a later discussion on how the Commission might approach its review, and the areas it might cover.</p>
	Item to inform likely review – Context setting around Housing Services - stock, budgets, and performance	Ajman Ali, Director of Housing Services	<p>With the Commission considering a review broadly seeking good practice amongst Housing Providers, this item is intended to provide background into Council’s Housing Services Division.</p> <p>The Housing Transformation Service is based in the Housing Division. This service leads on satisfaction monitoring, research and improvement, reviewing and reporting the performance framework, benchmarking, statutory returns to Government, and business and strategic plans.</p> <p>It is intended that this item will be based around these aspects in order to provide Members – particularly those new to the Commission – with a grounding in the service.</p>
	Management of asbestos in Council-managed homes	Ajman Ali, Director of Housing Services	<p>Materials containing asbestos were commonly used for a wide range of construction purposes until 1999, when all use of it was banned. Many buildings still contain asbestos. This includes the majority of Council homes.</p> <p>Where asbestos materials are in good condition and are unlikely to be disturbed they generally do not present a risk. However, when they are in poor condition, or when they are disturbed or damaged, they can cause serious harm.</p> <p>This item has been scheduled for Members to explore the Council’s approach to managing asbestos in its housing stock. This includes the</p>

Meeting	Item	Directorate / lead	Comment / purpose of item
			measures in place to ensure safe and effective removal where this is required due to maintenance and improvement works in our residents homes and in communal areas.
13th November 2019 Room 102, Hackney Town Hall	Update on discretionary private rented sector licensing	Kevin Thompson, Head of Private Sector Housing	This item is further to the last update received in March 2019. This followed the going live of wider private rented sector licensing schemes planned for October 2018. These brought more private rented properties than those already covered by the mandatory scheme for larger HMOs, into a licensing framework.
Agenda dispatch: 5 th November 2019	Progress updates on steps set out in Reduction and Recycling Plan to meet a 32% household recycling rate target for 2022/23 (considering a fortnightly restricted residual waste collection model for suitable kerbside properties, delivery of Phase 4 of the Estates Recycling Programme and separate measures supporting manifesto	Aled Richards, Director, Public Realm	<p>The Mayor of London's Environment Strategy requires London authorities to submit Reduction & Recycling Plan (RRP) to the GLA, setting out how they will contribute to a range of London-wide objectives, policies and proposals it sets out.</p> <p>The Strategy includes London wide targets on household recycling rates, which are informed by modelling on the maximum contribution each borough could make, based on each meeting a defined standard of recycling services (which Hackney largely already meets), and the introduction of residual waste restrictions.</p> <p>In terms of the restriction element, RRP's were expected to set out actions as to how they will deliver services that have reviewed household residual waste bin capacity, frequency of collections and side waste collections or consult on such measures.</p> <p>Hackney's RRP was agreed by Cabinet in June. It set a local target to meet a 32% recycling rate by 2022/23, an increase from the 27.4% level achieved in 2017/18.</p>

Meeting	Item	Directorate / lead	Comment / purpose of item
	commitment to further improve recycling on estates)		<p>In line with the RRP guidance, it set out a plan to consider the implementation of restriction via fortnightly restricted residual waste collections for suitable properties. This was alongside measures to improve recycling on estates through both the upcoming phase of the Estates Recycling Programme and the programme of work tied to the manifesto commitment to further improve recycling on estates.</p> <p>This item has been set for the Commission to receive a progress update on the elements set out in the RRP to increase household recycling rates in the borough.</p>
<p>16th December 2019</p> <p>Room 102, Hackney Town Hall</p> <p>Agenda dispatch: 5th November 2019</p>	Housing Services support of resident engagement – update on review	Gilbert Stowe, Head of Tenancy and Leasehold Services, Housing Services	<p>In the July meeting the Commission explored the work of Housing Services' Resident Participation Team. This included the history of the function, the activities delivered, the resources in place, recent successes, and areas for potential improvement moving forward.</p> <p>It was timed so that Members could hear about current approaches and give views around possible change, prior to a review of the function taking place over the summer.</p> <p>Following that item the Commission wrote to the Cabinet Member for Housing Services. This set out the findings of the Commission, along with 11 recommendations.</p> <p>This item has been scheduled for Members to be updated on the final outcomes from the review, and the consideration given the recommendations made by the Commission.</p>

Meeting	Item	Directorate / lead	Comment / purpose of item
	Outcomes of Housing Services' review of Community Halls		<p>During the July discussion on Housing Services support of resident engagement, Members made a number points around the use and management of the Council's Community Halls.</p> <p>Members noted that a review of the function was underway, amid recognition that that they are currently an underused asset.</p> <p>In a letter sent to the Cabinet Member for Housing Services following the meeting, the Commission recognised the challenges around improving the accessibility of our halls - both in relation to financial pressures and around half of our halls being managed by organisations separate from the Council. However, the letter also asked that the review gave consideration to the specific points below.</p> <ul style="list-style-type: none"> • How Community Halls will play a role in the delivery of Council and partnership priorities • How the visibility and accessibility of Community Halls (both those run by the Council and TRAs/TMOs) to community groups and organisations delivering activities will be improved • How the split between Council-run and TRA and TMO-managed Community Halls will be managed to ensure effective use in all cases, including: <ul style="list-style-type: none"> ○ Any role for the Council in supporting wider use of all Council-owned Community Halls ○ Any measures to ensure equality of access to all Council Community Halls for all residents ○ How the use of all Halls will be evaluated on an ongoing

Meeting	Item	Directorate / lead	Comment / purpose of item
			<p style="text-align: center;">basis</p> <p>This item has been scheduled for the Commission to be updated around the outcomes of the Community Halls Review, including the considerations given to the points above.</p>
<p>20th January 2020</p> <p>Room 102, Hackney Town Hall</p> <p>Agenda dispatch: 10th January 2020</p>	<p>Learning from the 2019 Hackney Carnival, and benefits for residents</p>	<p>Polly Cziok, Director, Communications, Culture and Engagement</p>	<p>Due to the large numbers attending, the Hackney Carnival for 2019 will follow a different route and arrangement in 2019. A review is planned for after carnival on the location and best format for the event.</p> <p>This item is for the Commission to explore learning from the 2019 event, the costs, the benefits of the Carnival and events like it for Hackney residents, and any advantages and disadvantages of delivering the event directly. Members also want to explore the work of the Council and partners to secure a wide range of involvement including by schools and alternative education providers, and residents living on estates.</p>
<p>19th February 2020</p> <p>Room 102, Hackney Town Hall</p> <p>Agenda dispatch: 11th February 2020</p>			

Meeting	Item	Directorate / lead	Comment / purpose of item
<p>23rd March 2020</p> <p>Room 102, Hackney Town Hall</p> <p>Agenda dispatch: 13th March 2020</p>	<p>Trust and confidence, and police's community engagement</p>	<p>Marcus Barnett Commander, Central East Basic Command Unit (BCU), Metropolitan Police Service</p>	<p>As part of its substantive review last year, the Commission held an item on the work of the police and partners in response to levels of trust and confidence in the police – on some measures - to be relatively low in Hackney.</p> <p>The item – in January 2019 – heard about a range of activities (including a dedicated board being set up on Trust and Confidence, question and answer sessions in venues around the borough, funding for and engagement with a Youth Independent Advisory Group (IAG) to help develop the relationship and understandings between the police and the community, participation in the Trading Places initiative, and the piloting of a programme where psychologist-supported training was being provided around body language, and in preventing escalations of situations.</p> <p>A number of Community Groups – including the Youth IAG were involved with the discussion, the record of which is available here. The March item would be for the police to provide an update on this general engagement work, and for community partners to feed in also.</p>
	<p>Stop and Search Stop & Search and Use of Force Monitoring (including tasers) item</p>	<p>Detective Chief Superintendent Marcus Barnett Commander, Central East Basic Command Unit (BCU), Met Police and Co-Chair, Hackney Community</p>	<p>This item will provide an update on Stop and Search and Section 60 activity further to the last update received in January 2019. That item included exploring trend activity data, and work by the Police, Stop and Search Monitoring Groups and others, to better achieve good quality interactions on the deployment of stop and search. The record of the January 2019 item is available here. It is intended that this item follows a similar format.</p>

Meeting	Item	Directorate / lead	Comment / purpose of item
	An overarching item on the Hackney Community Safety Plan	<p data-bbox="801 322 1059 392">Safety Partnership</p> <p data-bbox="801 504 1048 798">Tim Shields, Hackney Council Chief Executive and Co-Chair, Hackney Community Safety Partnership</p>	<p data-bbox="1077 491 2107 635">The Living in Hackney Scrutiny Commission fulfils the statutory role of the authority's crime and disorder committee. This involves reviewing and scrutinising decisions made and action taken by the local Community Safety Partnership</p> <p data-bbox="1077 676 2107 820">Hackney's Community Safety Partnership is made up of the Council, the Police, Probation, Health, Fire and Rescue, and other partners. A Statutory Officers Group operates within the partnership, and is responsible for meeting the partnership's statutory duties.</p> <p data-bbox="1077 861 2107 932">One of these duties is the production of a Strategic Assessment; a detailed overview of crime, disorder and community safety in the area.</p> <p data-bbox="1077 973 2107 1155">Another is the production and publication of a Community Safety Partnership Plan – informed by the Strategic Assessment - summarising the actions and activities which members of the Partnership will take to reduce crime, disorder and other community safety related problems. Plans must be produced every three years.</p> <p data-bbox="1077 1197 2107 1299">The Community Safety Partnership produced a new Strategic Assessment in 2018. This helped to inform the development of a new Community Safety Partnership Plan, for the period 2019/20 to 2021/22.</p> <p data-bbox="1077 1340 2107 1410">The Plan prioritises the following themes. Each of these will be progressed by a set of objectives, in turn supported by a range of</p>

Meeting	Item	Directorate / lead	Comment / purpose of item
			<p>planned activities with lead partners for each.</p> <ul style="list-style-type: none"> • Serious Violence and Gang Crime • Alcohol Related Crime & Disorder (Licensing and Safer Socialising) • On Street Drug Markets and Substance Misuse • Domestic abuse / Violence Against Women and Girls (VAWG) <p>This item has been scheduled at a point where the Plan is close to one year in. This is in order for the Commission to receive updates on the progress made in the different areas above, against those planned.</p>
	Partnership response to street based drug dealing and associated ASB	Detective Chief Superintendent Marcus Barnett Commander, Central East Basic Command Unit (BCU), Met Police and Co-Chair, Hackney Community Safety Partnership	<p>The Community Safety Partnership Plan sets 'On Street Drug Markets and Substance Misuse' as one of its priority areas.</p> <p>This is a wide ranging area covering preventative and diversionary work and input from a number of areas of the Council and partner services including Public Health, Health Services, Children and Families, and Probation.</p> <p>In order to achieve focus in what will be a single discussion, this item will focus on the immediate response of the Police, Council and other partners to street based drug dealing and drug taking, and anti-social behaviour related to this. The police themselves suggested that this be an area of focus for the Commission.</p> <p>The Police have been asked to lead this item. In addition, Members hope to hear from Council services including Community Safety Enforcement, Business Regulation and Housing Services, and from Registered Providers.</p>

Meeting	Item	Directorate / lead	Comment / purpose of item
			The Commission also hopes to hear from residents on their views and experiences of street based drug activity, and the response of partners to this one year onto the life of the Plan.
30th April 2020 Council Chamber, Hackney Town Hall Agenda dispatch: 22 nd April 2020	Progress on implementation of recommendations of Fire Risk Assessments	Ajman Ali, Director of Housing Services	This is further to the previous update of April 2019.

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