

# **Report into TRA Halls and Communal Rooms**

Report of the Housing, Environment, Transport &  
Community Safety Scrutiny Sub-committee

Draft March 2013



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## Introduction

1. Southwark Council currently has 113 properties with a primary use registered to providing space for Tenants & Residents Associations (TRAs) to carry out their activities and provide space for other community activities. The breakdown of the different types of halls/rooms is in table 1 below. For the rest of this report these facilities will be referred to generically as “TRA Community Halls”.

### Categories and number of Southwark TRA Community Halls

| Category                         | Number of Halls/Rooms |
|----------------------------------|-----------------------|
| Community centre, self financing | 41                    |
| Medium hall, some income         | 26                    |
| Meeting room/flat. No/low income | 25                    |
| Closed                           | 8                     |
| TMO office                       | 4                     |
| Unsure                           | 1                     |
| In use                           | 8                     |
| <b>Total</b>                     | <b>113</b>            |

2. In most cases TRAs have responsibility for day-to-day management of the properties. There are a wide range of arrangements in place including licenses, leases, tenancies at will, sub-lets and in most cases no formal arrangements. Officers estimate that rent is currently charged on fifty-three of the halls. In 2010/2011 the income generated by this was approximately £47k.
3. A September 2012 Senior Management Team paper concluded, “While some TRAs are clearly well managed, others need support in ensuring that premises are accessible and their management is accountable. Work has therefore started with the halls working party to agree a model set of terms of hire. Other key documents will also be developed, backed with training for halls managers and committee members.” Details of the Tenants Halls Working Party are covered in the next section.
4. The council has taken a number of actions in the past year to address weaknesses in the way TRA community halls have been managed. This is being co-ordinated centrally by the Resident Involvement Team (now merged with Community Engagement). This work includes:
  - Engineering Services has agreed to manage an ongoing compliance regime for the key services and utilities including electrical testing, gas checks, water system management and asbestos management.
  - The compliance team has agreed to work to support tailored training and advice for TRAs and management committees on their responsibilities in managing health and safety. This is likely to be delivered externally because of issues with capacity within this team.
  - The Repairs Team has agreed to manage day to day repairs of the halls within the £300,000 per annum budget for both reactive and planned maintenance.

- The Investment team has agreed to manage planned preventative maintenance and capital investment.
  - Capital investment: A capital sum of £3.1 million has been established for the hall portfolio within the Housing Investment five-year programme. A dedicated repairs and maintenance budget of £500k per annum has also been set up.
  - A full stock condition survey has been carried out to inform the capital investment programme.
5. The Housing, Environment, Transport and Community Safety Scrutiny Sub-Committee decided to look into this issue whilst setting up its work programme in June 2012. The Sub-Committee was aware of the on-going work set out above and the formation of the Tenants Halls Working Party. The Sub-Committee felt that it was important for councillors to provide an external perspective on this work and to make other contributions which could improve the way the council approaches the issue of TRA Community Halls.
6. Nevertheless the sub-committee has also been eager to dovetail our work with that of the Working Party to ensure that duplication does not occur and that this scrutiny could benefit from investigatory work which had already been carried out. The sub-committee agreed to make recommendations regarding TRA Community Halls in the following areas:
1. A fair rents policy – proposing a fair and equitable system of rents for TRA Community Halls
  2. Stock condition and capital investment – adding to the work of the Tenants Working Party to make recommendations on guiding principles on the ongoing investment programme
  3. Usage of Halls – members of the sub-committee have received anecdotal evidence of some halls being “taken over” by individual uses and other halls being less than welcoming to newcomers. Members of the sub-committee also wanted to investigate the possible under-use of some halls
  4. Provision across the borough – clearly there are some parts of the borough where tenants and other residents are better served than others by the provision of TRA Halls. The sub-committee wishes to make recommendations which might address under-provision in some parts of the borough
  5. Oversight and transparency in the management of halls – issues to be covered here are the prevention of fraud, the prevention of small cliques in the running of halls and the level of council support provided to TRAs
  6. Conversions and sharing of resources – there are a small number of halls/rooms which are not being used at all and others which are used rarely. In particular the sub-committee is interested in the possibility of unused and acutely under-used halls being converted into new homes or where possible any under-utilised halls being used by the wider voluntary and community sector

### **The Tenants Halls Working Party**

7. As noted above, the Tenants Halls Working Party has been set up to:
- Provide an overview of the halls portfolio
  - Discuss current issues/problems and resolve these

- Exchange information
- Support training on good practice for hall management committees
- Give advice on lettings and activities permitted in halls
- Help develop a suite of reference materials for TRAs running premises
- Provide intelligence of what activities are taking place in community premises (both TRA halls and the wider estate)
- Investigate opportunities to provide match-funding for halls from the Tenants Fund

8. The membership of the Working Party is as follows:

| <b>NAME</b>                | <b>AREA FORUM</b>  |
|----------------------------|--|
| Ian Ritchie (Chair)        | Tenants' Council//Nunhead & Peckham Rye  |
| Carol Vincent (Vice Chair) | Aylesbury  |
| Jean Attridge              | Home Owners' Council   |
| Maureen Baker              | Tenants' Council//Peckham  |
| Dean Chandler              | Borough  |
| Cris Claridge              | Tenants' Council//Nunhead/Peckham Rye/<br>Southwark Group of Tenants' Organisation |
| Miriam Facey               | Nunhead/Peckham Rye  |
| Wayne Gilbert              | Camberwell East  |
| Colin Harrison             | Tenants' Council//Walworth West  |
| Steve Hedger               | Tenants' Council//Camberwell East  |
| Kathy Henessey             | Rotherhite   |
| Pat Hickson                | Rotherhite 2   |
| Kim Jones                  | Tenants' Council//Camberwell West  |
| Frances Kodjie             | Home Owners' Council   |
| Kevin Lewis                | Tenants' Council/  |
| Bill Newman                | Dulwich  |
| Michael Orey               | Peckham/ Home Owners' Council  |
| Kiri Pieri                 | Tenants' Council/Rotherhithe   |
| Mike Tyrer                 | Camberwell West  |

|              |                 |
|--------------|-----------------|
| Fran Wyndham | Bermondsey West |
| Suzanne Webb | Bermondsey East |

9. During the course of this scrutiny, the chair of the sub-committee has met with the chair of the Tenants Working Party on three occasions and has attended a Working Party meeting. In addition, the chair of the Working Party has regularly attended meetings of the scrutiny sub-committee, and contributed to them. All of these meetings and other communications have been very constructive and positive. The scrutiny sub-committee would like to congratulate the working party on the quality of their ongoing work and thank them for their input into this scrutiny process.

## Section 2 – Scrutiny of TRA Community Halls in Southwark

### TRA Community Hall Case Studies

10. The sub-committee asked officers to provide case studies which showed some of the problems and positive stories which can arise through the current model of managing TRA Community Halls. The case studies below are anonymised versions of the information provided by officers.

#### TRA Community Hall Case Study 1

The Stock Condition Survey identifies work required in the region of £80,000 to make this hall compliant and to a good standard of decoration. It is a large, stand-alone building with a large hall and a smaller room which is used for smaller meetings. It is currently subject to an enquiry from an elected representative as it is understood residents have complained about a lack of access to the facilities. Officers have visited the facility and interviewed the key holder about the reasons for the lack of access. They are twofold: Firstly, the TRA is ageing and has a small number of volunteers meaning it struggles to open the building when people wish to hire. Secondly many of the requests for hire are for church groups and parties which can if not well managed cause a nuisance to local neighbours. The TRA Committee has made a conscious decision not to hire to these groups out of respect to the local residents.

Another TRA use a small room in the neighbouring block which is not on their estate. Given this situation, it would make sense to investigate a sharing arrangement.

From a resident involvement perspective this is a classic case of an underused hall under the care of a keen but struggling TRA. They are overcoming the loss of their previous, very effective, chair and getting to grips with matters. However it is also a large hall that the wider community could be benefitting more from. Diplomacy and support are key. There is also a good opportunity for a pensioners group to use the hall and office Tuesday to Friday and pay rent and manage it during the day.

#### TRA Community Hall Case Study 2

The TRA Hall is occupied by a (service provider to the local community) during the week. It is also used for worship by church groups during the weekend. It is understood that the TRA does not use the hall. It is unclear if the service provider or churches pay rent, to whom and if they have any occupation agreements. Nearby is another small meeting room. This is used to host TRA meetings and Council and non Council meetings. It is a small room and has potential to be converted into a new home. Currently, if a group wishes to use the meeting room they approach the Estate Concierge who opens the room for them. They are then left unattended. Although this is less than ideal it is considered a small risk as the concierge seems to know everyone and polices its use

through common sense. However, it is unclear whether he has been briefed in what actions to take in the event of an incident and whether he has the training to be considered the 'responsible person' for both the hall and the meeting room. The meeting room requires around £15k of works. The hall requires £23K.

The TRA Committee is dominated by the chair who has managed things their own way for a long time. Officers are supporting the committee as a whole to challenge some of this behaviour. The use of the hall means that coach trips are regularly organised but now members of the local community are questioning why they cannot use the hall for family/social functions.

This is a good example of what happens when a powerful personality is willing to do all the opening/closing/etc and the association acquiesces in this.

### **TRA Community Hall Case Study 3**

A TRA success story. Resident involvement reformed a seriously failing TRA and it is in the hands of a committee dedicated to maximising use of the hall. The secretary ensures that the association avails itself of every project and money opportunity that it can. The reputation of the TRA has soared in the eyes of the tenant movement.

### **TRA Community Hall Case Study 4**

The TRA collapsed for some years under the impact of tenure and social change. This is an area that needs a modern community engagement strategy as the TRA model simply does not appear to be working. A local society or representative community group would probably provide a better vehicle for the council to engage with the community and deal with issues relating to the TRA Community Hall. The stock condition survey reveals it needs £120k of repairs. It is possible that this hall could be converted into new homes. There is a suitable nearby hall on an adjoining estate.

### **TRA Community Hall Case Study 5**

This is the last hall and TRA in the borough that gives rise to concerns about it allegedly being a social drinking club for a limited section of the community. Ways have been tried to reform the association but they resist all efforts and have successfully delayed due to constantly changing staff. The new staff structure of the community engagement team will be eminently suited to problem solving here. The building is in a deprived area and should be available to a variety of local groups.

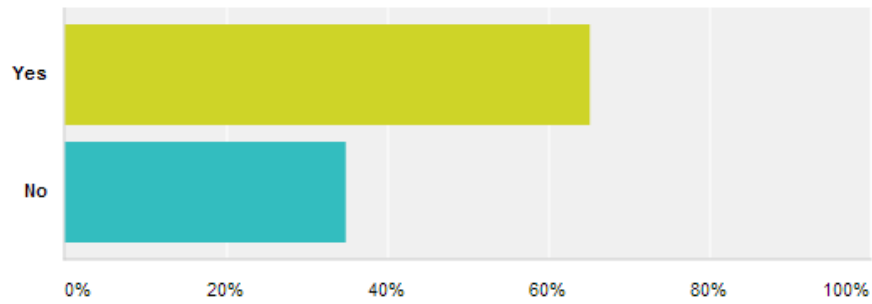
11. These case studies highlight the fact that there are on-going issues at a small number of halls with under-use and with the management practice. The sub-committee believes that these issues would need to be addressed before large amounts of money were spent up-grading and re-developing halls.

## **Tenants' Survey**

12. In October, November and December 2012, the scrutiny sub-committee carried out an electronic survey of tenants and residents of council estates regarding TRA Community Halls. The survey was sent via email to approximately 4000 email addresses held by the council. 622 people responded, providing a huge amount of useful information which has informed this scrutiny. The basic outline of the results from the main survey questions is set out in the charts below.

## Do residents on your estate have access to a hall or communal room(s)?

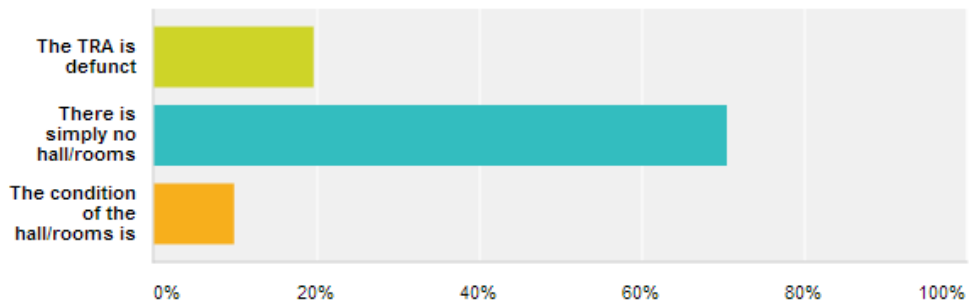
Answered: 608 Skipped: 14



| Answer Choices | Responses |     |
|----------------|-----------|-----|
| Yes            | 65.13%    | 396 |
| No             | 34.87%    | 212 |
| Total          |           | 608 |

## If you do not have access to a hall or communal room(s), is this because:

Answered: 112 Skipped: 510

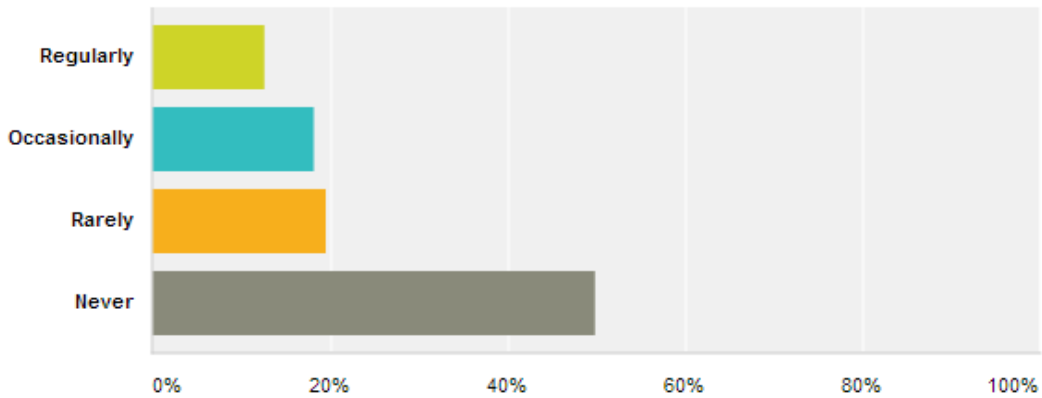


| Answer Choices   | Responses |     |
|--|-----------|-----|
| The TRA is defunct   | 19.64%    | 22  |
| There is simply no hall/rooms available in our area                    | 70.54%    | 79  |
| The condition of the hall/rooms is very poor and can no longer be used | 9.82%     | 11  |
| Other (please specify) ( 53 ) <a href="#">Expand</a>                   |           |     |
| Total  |           | 112 |



## Do you use the hall/communal facilities on offer...

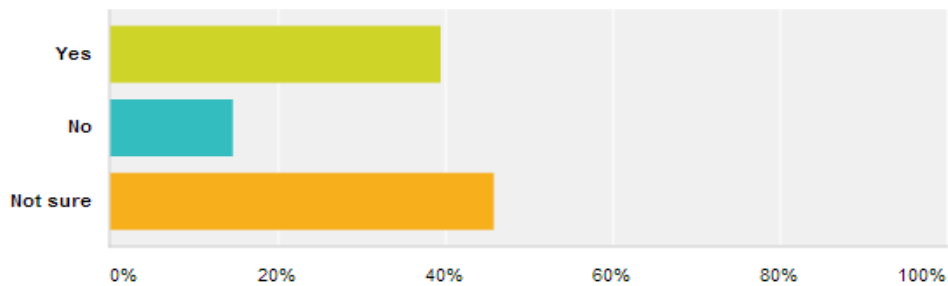
Answered: 359 Skipped: 263



| Answer Choices | Responses  |
|----------------|------------|
| Regularly      | 12.53% 45  |
| Occasionally   | 18.11% 65  |
| Rarely         | 19.50% 70  |
| Never          | 49.86% 179 |
| Total          | 359        |

## Do you think everyone living on the estate is made welcome at the TRA Hall/room(s)?

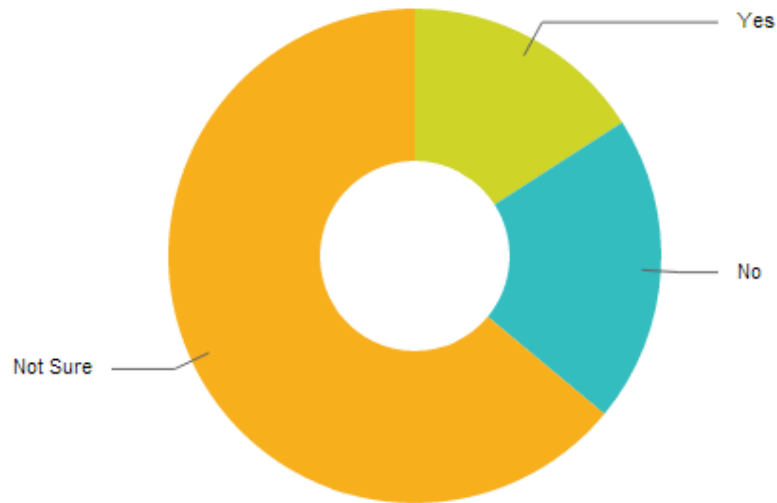
Answered: 362 Skipped: 260



| Answer Choices | Responses  |
|----------------|------------|
| Yes            | 39.50% 143 |
| No             | 14.64% 53  |
| Not sure       | 45.86% 166 |
| Total          | 362        |

## Is the use of your hall/room(s) ever over-taken or dominated by one particular use or group?

Answered: 358 Skipped: 264



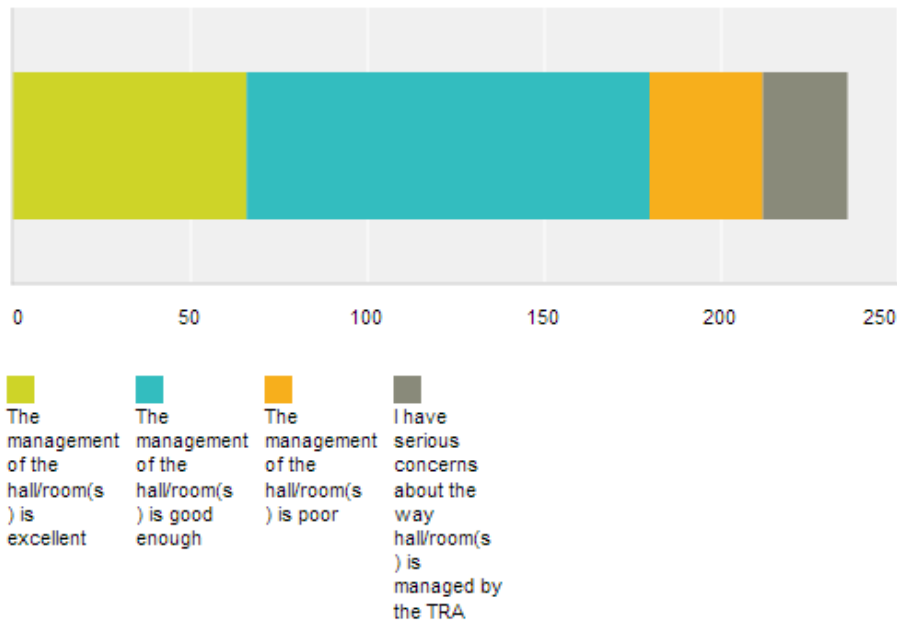
| Answer Choices | Responses |     |
|----------------|-----------|-----|
| Yes            | 15.92%    | 57  |
| No             | 20.11%    | 72  |
| Not Sure       | 63.97%    | 229 |
| Total          |           | 358 |

**If yes, what is the activity which dominates the use of your hall/room(s)?**

| Word used                  | in % of responses |
|----------------------------|-------------------|
| Parties/birthdays/weddings | 16%               |
| Church/religious           | 13%               |
| Meetings                   | 8%                |
| Bingo                      | 5%                |
| Tenants                    | 3%                |
| Youth/young people         | 5%                |
| Estate management          | 2%                |
| Children's activities      | 2%                |
| School activities          | 2%                |
| Clique                     | 2%                |

**Tenant and Resident Associations often manage the use halls and communal facilities. TRAs are run by volunteers in their spare time and with a limited budget. How would you describe the management of your hall/room(s)?**

Answered: 236 Skipped: 386

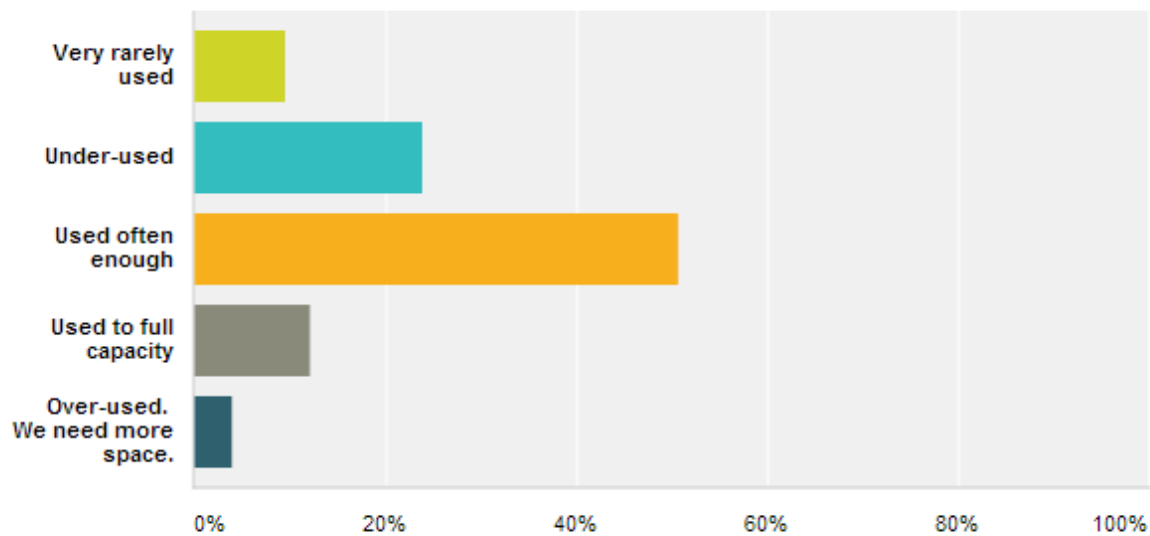


| Answer Choices   | Responses  |
|--|------------|
| The management of the hall/room(s) is excellent                          | 27.97% 66  |
| The management of the hall/room(s) is good enough                        | 48.31% 114 |
| The management of the hall/room(s) is poor                               | 13.56% 32  |
| I have serious concerns about the way hall/room(s) is managed by the TRA | 10.17% 24  |
| Other (please specify) ( 110 ) <a href="#">Expand</a>                    |            |
| <b>Total</b>   | <b>236</b> |

13. The overall picture for TRAs from the responses given to this question is very positive. 76% of respondents said that management of their hall was either good enough or excellent. The responses did show that there were a number of people with concerns about the TRA on a particular estate. This information will be passed to council officers to see if more support or training can be offered.

## Would you say your estates hall/communal room(s) are:

Answered: 306 Skipped: 316



| Answer Choices                 | Responses  |
|--------------------------------|------------|
| Very rarely used               | 9.48% 29   |
| Under-used                     | 23.86% 73  |
| Used often enough              | 50.65% 155 |
| Used to full capacity          | 12.09% 37  |
| Over-used. We need more space. | 3.92% 12   |
| Total                          | 306        |

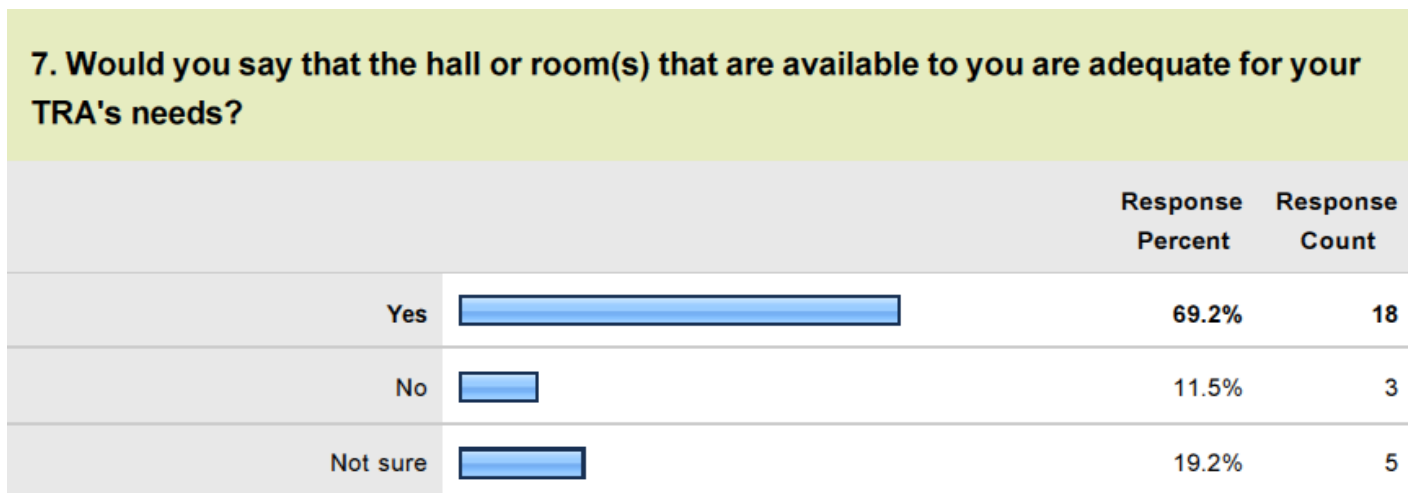
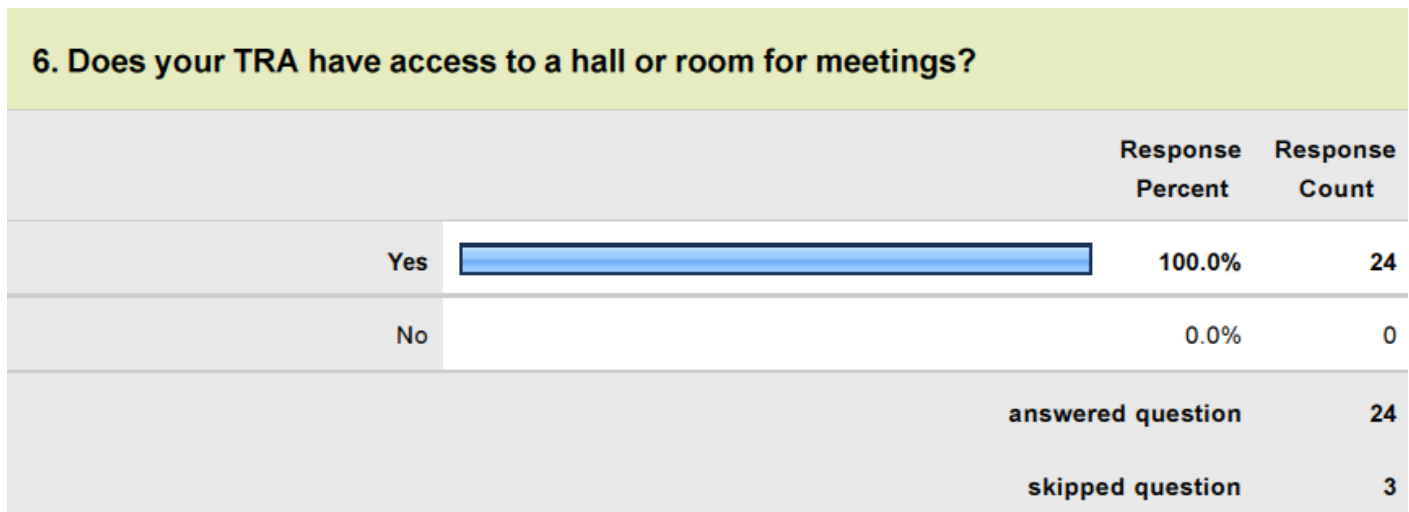
### 14. Main conclusions and findings of note:

- Usage of halls is not high. Almost 50% of respondents with access to a TRA Community Hall say that they never make use of this facility. A further 20% say that they rarely make use of it.
- 76% of respondents said that management of their hall was either good enough or excellent.
- There is a perception that a small number of TRA Community Halls (16%) are being dominated by one activity in particular. Bookings for parties and religious ceremonies were the two most often cited activities.
- A significant minority of respondents stated that they thought their hall was either under-used or rarely used (34%). Two estates in particular were mentioned most regularly as having halls in these categories.

- "If you could change one thing about the way in which your hall/room(s) are managed, what would it be?" The need for more advertising and information about what goes on in the hall was mentioned by 23 different people. The need for cleaning and decorating was mentioned by 13 people.
- When asked, "If you had concerns about mismanagement or fraud relating to your TRA Hall or room(s), would you know who to go to report these concerns?" 62% of people said they did not know who they would report it to.

## Survey of TRAs

15. During the same period of 2012, the sub-committee also carried out an electronic survey of Tenants and Residents Associations. 27 of them responded and the charts below show the results of this survey.



## 8. How would you describe the amount of use which is made of the hall or room(s)?

|                                |  | Response<br>Percent | Response<br>Count |
|--------------------------------|--|---------------------|-------------------|
| They are rarely used           |  | 4.2%                | 1                 |
| They are used infrequently     |  | 8.3%                | 2                 |
| <b>They are used regularly</b> |  | <b>54.2%</b>        | <b>13</b>         |
| They are constantly in use     |  | 33.3%               | 8                 |
| Comments:                      |  |                     | 8                 |

## 9. If your Hall/room is under-used, would you consider sharing facilities with another estate or organisation, so that the council can make better use of resources?

|           |  | Response<br>Percent | Response<br>Count |
|-----------|--|---------------------|-------------------|
| Yes       |  | 17.6%               | 3                 |
| <b>No</b> |  | <b>58.8%</b>        | <b>10</b>         |
| Not Sure  |  | 23.5%               | 4                 |

If you have any other comments on the possibility of sharing facilities, please give them below:

17

### Comments on sharing:

As long as they contribute to the upkeep and water/electric bills etc

If it was under-used then that could be an option but we are not.

It's used by 3 TRAs, councillors surgeries, elections, and various community activities



N/A our halls are in constant use by all.

Not practical with the Brandon estate as it would create more problems as our room is within the Jack Hobbs club which is leased to C.A.SP. and would create both key holding and insurance problems.

The venue could be used by other groups.

|  |
|--|
| Several other halls have the same problems we do. In some cases the issue is that 1 untrained/unqualified people are 'running' the halls. 2 some TRAs are under the control of a small group of volunteers who are of a particular group and thus excluded other users, often not deliberately but due to time and exclusivity of the group outsiders find it very hard to join in |
| Sometimes it's hard for the TRA's to get residents to come to a meeting on its own estate to expect residents to go to other estates would not work.   |
| The hall is in constant use, however we would be happy to (and do) make it available for use by neighbouring estates   |
| The use of the hall is maximised because it is also available to and used by other users   |
| They would have to respect, the rules, pay towards the cost. Keeping the place clean. Anything broken must be replaced. Communicate so there will be no double bookings. No body who comes in does not take over, they have to confront with us, about everything that goes on in our Hall. If they do not work we have the right to ask them to leave, and find somewhere else.   |
| This sounds sensible in theory but I would have to put this to the committee. It would depend on the degree of choice we would have over occupancy, ability to charge for use of the rooms or at least cost sharing and avoiding timetable clashes.  |
| We are too busy we would like to enable the swan road TRA to use the hall as they are having problems setting up there TRA again   |
| We have sub groups such as the Better Living Group for the Blind and visually impaired. We also have the Friends of Brayards Estate which involves the wider community. The gardening group the computer group and encourage other groups to link in.  |
| We use our local community centre.   |

**11. Is the hall or room(s) over-used for one purpose or by one group?**

|          |  | Response Percent | Response Count |
|----------|--|------------------|----------------|
| Yes      |   | 16.7%            | 4              |
| No       |  | 79.2%            | 19             |
| Not Sure |   | 4.2%             | 1              |

If yes, what use or group dominates the hall/room(s)? 6

### 13. How would you describe the support your TRA receives from Southwark Council?

|                                   |  | Response Percent | Response Count |
|-----------------------------------|--|------------------|----------------|
| The level of support is very poor |  | 12.0%            | 3              |
| The level of support is poor      |  | 28.0%            | 7              |
| The level of support is adequate  |  | 36.0%            | 9              |
| The level of support is good      |  | 12.0%            | 3              |
| The level of support is excellent |  | 12.0%            | 3              |

### 16. Currently, some TRA pay no rent at all for the hire of their hall, whilst others pay a regular amount. Do you think this situation should be left as it is, or should the rents be standardised?

|               |  | Response Percent | Response Count |
|---------------|--|------------------|----------------|
| Standardised  |  | 22.2%            | 4              |
| Left as it is |  | 77.8%            | 14             |

If you have any comments on rent levels, please give them here:

14

#### Comments:

But remembering the TRA is for the community so rates appropriate.

Have no views. We don't have to pay currently but might in future

I don't think any TRA should pay rent they pay enough out and do enough

I think there should be a overarching policy with variations where appropriate

It would depend on the level of engagement of the TRA - our volunteers are very committed and give a considerable amount of time to the hall, opening and closing for groups, taking bookings, organising and running themselves social events such as community parties, children's events, an annual event for senior citizens etc, as well as running the bar twice a week.

Not sure



|   |
|---|
| Peppercorn rents could be paid from TFMC budget but not from TRAs   |
| Rent should not be charged to TRAs  |
| Some halls are too expensive the hire e.g. Bells and Albrighton for small TRAs who only have £1,100 pa. Halls across LBS should be able to produce income by a scale of charges set on rate of ability to pay this increasing revenue |
| The level of rent should be looked on for each hall   |
| The ones that pay rent are the bigger ones, which makes sense   |
| This is currently being reviewed by the Tenants Halls Working Party and it would be presumptive of me to comment on the outcome   |
| Those that have halls are able to create income by hiring them out.   |
| We do so much free work for the council every day we should pay no rent   |

## Training for TRAs

16. The sub-committee expressed a wish to look at what training the council offered to TRA committee members (who are usually responsible for managing TRA Community Halls), particularly in light of some of the issues thrown up by the tenants survey and the TRAs survey.
17. Courses are open to all tenants and residents. The salary of the primary trainers is paid through the Tenants' Levy. Council tenants pay into the Tenants' Levy through their rent and leaseholders pay a contribution through their service charge. According to the trainers themselves, "The training is geared to people who serve on their T&RA committee but we also encourage those who are not on their local committee in the hope that they will join one of the other local community forums which contribute to the consultation programme."
18. The table below shows the training programme on offer to tenants and residents by the Community Engagement Team. Courses are typically 2 ½ - 3 hours in duration and take place at a variety of times during the week. The venue is usually Taplow Area Office or Bells Gardens.

### **Resident Involvement Community Engagement Training Programme October 2012—March 2013**

#### Chairing Skills

"Course description: "For Chairs that want to know how to lead their committee to success and committee members that want to know how they can support the chair that they have elected."

#### Secretary Skills

"Course description: Examines the role of the committee secretary and gives helpful tips for dealing with correspondence, producing agendas, taking notes at meetings and creating effective minutes"

#### Treasurer Skills

Course description: "This course helps you understand committee finances and audited accounts and demonstrates how to keep records of your groups income and expenditure"

#### Committee Skills

Course description: "Together we examine the roles and responsibilities of the Chair, Vice-Chair, Secretary, Treasurer and Committee members"

#### Organising an Annual General Meeting (AGM)

Course description: "How much notice do you need to give your members? What information needs to be on your notice letters? You will find the answers to all of your questions in this training session"

#### Resolving Conflict

Course description: "This course gives some practical tips to settling disputes within Tenants and Residents Associations"

#### How to Organise a Fun-day/Event

Course description: "Takes you through the practical steps that help make your event a safe, enjoyable success."

#### How to be Assertive

Course description: "Learn some tips on how to put your point across at meetings"

#### Public Speaking

Course description: "Find yourself lost for words in meetings? Learn some tips on how to present your ideas/objections confidently. This course is in 2 parts and candidates will be required to give a prepared presentation during the final session"

#### Basic Computer Skills

Course description: "Basic Computer Skills for Resource Centre users"

#### Producing Newsletters and Publicity

Course description: "Gives some useful tips on producing eye-catching publicity and newsletters that get read instead of binned. You will spend nearly all of the session on a computer designing a poster"

#### Producing Agendas and Minutes

Course description: "Learn how to produce your groups agendas and minutes using a computer"

#### Involving Everyone

Course description: "A workshop that looks at the barriers committees face to broaden involvement and some possible solutions to get people from all sectors of your community involved and retain their interest."

#### Safeguarding the Vulnerable in our Community

Course description: "This course raises awareness of what to look for and who to contact regarding concerns for the wellbeing of vulnerable Adults and Minors by examining a model Safeguarding Policy"

#### Carrying out Estate Inspections

Course description: "Come along and find out how you can play a role in your local area by working in partnership with your Housing Officer to improve your estate through regular inspections"

#### Understanding the Housing Rent Account (HRA)

Course description: "This course is aimed at Tenants and Residents who work with Southwark Council to agree the Housing expenditure budget using the Annual Report."

### Negotiation Skills - Everyone Wins

Course description: "Brush up on the art of negotiation using role play -this sessions looks at how to win important debates/disputes without aggression or resorting to behaving badly"

### Online courses only

#### All About Housing

Course description: "What is Housing? Dealing with Anti-Social Behaviour, Managing a Home, Value for Money, Money Matters—Financial Inclusion"

#### Successful Meetings

Course description: "Problem Solving, conflict Resolution in the workplace/groups, meeting behaviour and problem characters, meeting planning and preparation, conducting effective meetings, an Introduction to Social Media for business"

#### Volunteer/Halls Training

Course description: "Food Hygiene Level 2 City & Guilds, Fire Safety and Evacuation, Health & Safety in the Workplace, First Aid—the Primary Survey, Risk Assessment, Manual Handling, Data Protection"

#### Communication Skills

Course description: "An Introduction to Listening, Introduction to Negotiation, Questioning Skills, Personal Development5, 5Common Core of Skills & Knowledge, Email & the Internet—Office 2007/WindowsVista"

#### Equality & Diversity

Course description: "Cultural Awareness in Safeguarding, an Introduction to Safeguarding Children, Safeguarding Adults (POVA), Understanding Gypsy and Irish Traveller Identity"

### Attendance on courses

| Training Courses delivered April 2012 to 10 <sup>th</sup> Jan 2013 | Total Attending | Avg attendance per session |
|--|-----------------|----------------------------|
| Training talk  | 10              | 10                         |
| Committee skills   | 75              | 7                          |
| Resolve conflict   | 20              | 7                          |
| Treasurer skills Part 2  | 12              | 6                          |
| Chair skills part 2  | 14              | 5                          |
| Treasurer skills Part 1  | 23              | 5                          |
| Computer skills  | 84              | 4                          |
| Public Speaking Part 2   | 8               | 4                          |
| Secretary skills part 1  | 17              | 3                          |
| AGM skills   | 6               | 3                          |
| How to be more assertive   | 12              | 3                          |
| How to organise a funday   | 9               | 3                          |
| Secretary skills part 2  | 14              | 3                          |

|                     |     |   |
|---------------------|-----|---|
| Chair skills part 1 | 8   | 3 |
| Chair skills        | 7   | 2 |
|                     | 319 | 4 |

19. Below are the responses given by TRAs to the training related question in the TRA survey:

|  |
|--|
| <b>What training have members of the TRA committee received in managing the hall/rooms?</b>  |
| Unsure   |
| Adequate enough  |
| Chairing of meetings   |
| Courses run by Southwark resident Involvement as well as SGTO training & courses   |
| Development Trust Association training on sustainability Advancing Assets Programme training and support towards developing a social enterprise Bespoke training via Southwark on managing staff Equal ops in recruitment training Safeguarding training LGBT awareness training H&S trainings First Aid training Fire warden training |
| Hall Committee will be able to answer this.  |
| Have had chair training and all other training even Southwark events training  |
| I'm not sure, but while I'm fairly new, the other members of the committee have 10 years experience.   |
| None   |
| None   |
| None   |
| none   |
| None   |
| None   |
| None   |
| None at present I understand training is to start soon   |
| Several members of our TRA have been on courses provided by the resident involvement team.   |
| Training by Paulette and Harold, and also I have been a paid premises manager and also managed several multi person houses   |
| We have been trained at a resource centre which has been a great help to the committee   |
| We have residents who are Facility Mangers in their full time work and Club Managers as Hall committee members.  |
| Years of experience  |

20. These answers present a mixed picture. Clearly there are many TRA Committee members who feel that the training is excellent and the courses well-suited to their needs, but there are also a significant number who do not appear to know what training, if any, is on offer. An additional answer to another question in the survey regarding what additional support might be helpful, the TRA Committee member wrote "I have never had training regarding the hall, so that would be helpful to have." Another TRA Committee member stated in response to the same question: "The council are

expecting TRA's to manage its hall without explaining simply what needs to be done. They send out documents in over complicated fashion that at best the TRA do not understand”

21. The sub-committee has several observations to make regarding the training on offer:
- The table showing take-up of courses reflects the period from April 2012 to present. Additional information provided showed that between April 2012 and December 2012 just 95 different people attended these courses. This is probably due to a combination of factors, most prominent of which is the lack of new people coming forward to get involved in voluntary activity such as running a TRA. However, the sub-committee believes that, in combination with some of the responses to the tenants survey, these figures show us that more could be done to advertise what is on offer and to better suit the courses to the needs of committee members/potential committee members.
  - Clearly lots of work has gone into creating and delivering the training programme, and this appears to be appreciated by TRA Committee members and others who have attended them. The Resident Involvement Team should be congratulated on their work on this programme.
  - The sub-committee feels that there are areas where the programme could be re-modelled and strengthened, in particular with regard to improving the way TRAs engage with residents over activities available in their Community Halls.
  - The Sub-Committee observes that 22 separate courses, some of which are extremely specific in their focus, seems excessive. Courses are run very regularly and often to a very small number of people (an average of 4). The sub-committee wonders if a smaller number of courses covering more general topics might not be more appropriate. TRA Committee members often have very little spare time to attend these courses, and so consolidating some of them may mean that they gain more from the limited amount of time they have available.
  - One TRA Secretary, in conversation with the chair of the sub-committee commented, “What we need is a course on ‘running a TRA hall’. Something that covers everything, from managing room bookings, advertising events and getting the basics right on the finances. Nobody ever tells you how to do this stuff. Once you’re elected, it feels very much like you’re thrown in at the deep-end.” Such a course could then signpost other more detailed training where appropriate.
  - Another TRA committee member pointed out that the treasurer training did not cover auditing of accounts. The sub-committee feels that this important issue should be covered.
  - Feedback for the courses provided is overwhelmingly positive; with virtually no negative comments received whatsoever. This is clearly reflective of the positive experience that those attending have when they attend. However, the sub-committee feels that it may be worth getting a fresh pair of eyes to review the training offer. Perhaps those responsible for delivering training in another part of the council could review the courses currently being delivered.

### **Stock condition survey and capital spend works**

22. A capital sum of £2.1 million has been established for the hall portfolio within the Housing Investment 5-year programme. A dedicated repairs and maintenance budget of £500k per annum has also been set up. £200k of this has been added to the capital sum over the next five years to address the history of lack of investment more quickly. This gives a total capital investment of £3.1 million over the next five years.
23. A full condition survey was carried out to:

- Assess each building and recommend the works required to meet current fire standards
- Assess each building and recommend works required to meet current DDA standards
- Assess the general level of dilapidation within each building and recommend works to rectify any defects noted

24. The September 2012 senior management team paper concluded

“The total estimated cost of works in the survey is manageable within the £3.1million of capital investment that is available over the next 5 years. 48.6% of this cost is for general building works, 13.07% for mechanical/electrical works, 9.8% for fire risk assessment related works and 28.5% for access improvements.”

25. The Stock Condition Survey has identified approximately £2.7million works. The survey includes work to make premises compliant in terms of Health and Safety and DDA but also includes improvement to the fabric and structure of the building. The table below shows the allocations made to phase one of the investment programme.

#### TRA Halls improvement and compliance works – Phase 1

| TRA Hall                      | Area Forum               | Amount  |
|-------------------------------|--------------------------|---|
| Perronet                      | Borough & Bankside       | £10,270   |
| Rockingham (Substantial Risk) | Borough & Bankside       | £31,700   |
| Queensborough                 | Borough & Bankside       | £21,750   |
| Astley and Coopers            | South Bermondsey         | £15,160   |
| Millpond                      | Bermondsey & Rotherhithe | £27 325   |
| Four Squares                  | West Bermondsey          | £35,700   |
| Silverlock                    | Rotherhithe              | £79 490   |
| Penrose                       | Walworth West            | £83,930   |
| Nelson                        | Walworth East            | £25,500   |
| BACC 84                       | Aylesbury                | £18,000 (likely not to be spent as part of first phase of Aylesbury decant – immediate H&S issues resolved) |
| Brandon 3                     | Camberwell West          | £29,730   |
| Albrighton                    | Camberwell East          | Complete  |

|                |                       |                 |
|----------------|-----------------------|-----------------|
| Glebe          | Camberwell East       | £6,935          |
| Buchan         | Nunhead & Peckham Rye | £38,075         |
| Brimtonroy     | Nunhead & Peckham Rye | £19,020         |
| Consort        | Nunhead & Peckham Rye | £28,620         |
| Bells Garden   | Peckham               | £32,200         |
| Unwin & Friary | Peckham               | £17,480         |
| Sydenham       | Dulwich               | £17,225         |
| Croxted Road   | Dulwich               | <u>Complete</u> |

26. The approach by officers over-seeing the capital investment has been to consult with TRAs before any work is carried out to ensure:
1. It is value for money
  2. The work carried out makes a difference to the TRA and users
  3. Work programme compliments any works planned by individual TRAs
  4. Any major spend will be carried out in tandem with regularising occupation, agreement for implementation of a hire agreement and other good governance arrangements
27. As mentioned above, the Tenants Halls Working Party has been established that is meeting regularly as a consultative body on the management arrangements and to set future aims, priorities and policy objectives. The criteria to establish selection and phasing of Capital Works has been agreed by the working party:
- Compliance – Is there a immediate and significant risk to users
  - Governance – Are they any prevailing issues
  - Bang for our Buck test (proportion of spend vs size of facility, number of users)
  - Alternative Facilities in the Area (looking at the wider Community Sector portfolio and opportunities for rationalisation/maximising usage)
  - Future Proof (DDA compliant, Sustainability)
  - Alternative Uses (Hidden Homes)
  - 'If it was you money' test
  - 'Gold' factor – any project that stands out or has the Wow factor or leveraging in external funding or partnership working.
28. The sub-committee is aware that the Tenants Halls Working Party has been working constructively with officers to move forward the TRA Halls investment programme. It should be noted that the

early part of the scheme has been dominated by investment decisions that are relatively uncontroversial. A point will come in the not too distant future when more difficult decisions will need to be confronted. The main difficulties will be in considering investment in properties where two conditions apply:

1. Where it is simply impossible to make the hall compliant with the Disability Discrimination Act
  2. Where there are already alternative facilities available in the area, and there is the possibility of sharing taking place.
29. TRA Community Halls which fit either (or both) of these criteria might then be converted into new council homes. Clearly, decisions of this type need to be made in conjunction with the TRAs concerned. The sub-committee would recommend that all parties enter into these discussions in a constructive way. We would suggest two guiding principles with regard to these decisions:
1. Where potential sharing or DDA compliance are clearly issues, the council must not waste money by inappropriately upgrading TRA community halls simply because this is the line of least resistance. Where conversion into new council homes is appropriate, both TRAs and council officers must recognise the important of securing value for money.
  2. Where TRA community halls are converted into new council homes, comparable replacement facilities must be made available either through sharing another nearby hall or by other means (e.g. new build).

### **Occupation Agreements for TRA Community Halls**

30. During the scrutiny process the sub-committee was made aware by officers that very few TRAs have any formal agreement with the council setting out their rights and responsibilities on issues such as:
- day to day management
  - repairs, health and safety
  - rent and service charge
31. The sub-committee considers a standard agreement would be advisable in order to give greater protection to both TRAs and the council and offer greater consistency and fairness to all TRAs across the borough. For example, some TRAs have agreements, some do not, some pay nominal rent, some do not. In addition, occupation agreements are necessary for many external funding applications
32. Options for the different types of agreement were set out by officers in Resident Engagement. These options are quoted below:

#### **Types of Agreement**

Generally there are a number forms of agreement that cover occupation of council owned premises. Each have advantages and disadvantages.

**Freehold-** Has full responsibility and ownership of the land and building. Freeholds are rarely transferred (if ever) by the Council as it does not give the Council any interest or influence in the Property and its future use.



**Lease** (term of over 3 years). The most secure form of tenancy (for Landlord and Tenants). Business Tenancies that are contracted in the 1954 Landlord and Tenant Act give certain rights of the tenant to review once the lease expires (with certain exceptions). Often include break clauses (with notice period, rent reviews and either Full Repairing and Insuring (FRI) or internal repairing responsibilities to the tenant. Funders often expect leases to be in place before considering funding applications.

**Tenancy Agreement** (term of 3 years less 1 day). Normally for non business tenancies.

**Tenancy at Will.** Allows occupation of property owned by another until such time as the landlord or tenant gives notice of termination of the tenancy (usually 30 days) which may be given at any time. A tenancy at will is created by agreement between the tenant and the landlord, but it cannot be transferred by the tenant to someone else since the landlord controls the right to occupy.

**Licence to Occupy** gives a business the right to occupy another's property for a specific time frame. Usually, this time period is short term and the property is not rented exclusively. Other occupants and the landlord can also occupy that space. In law the landlord will hold the rights of possession. However, the landlord can state that once a business signs the agreement they are responsible for partial possession. In a licence to occupy you cannot renew the licence once the landlord asks you to leave. Most Licences to Occupy are short term.

**Management Agreement** A contract between the owner of income-producing property and another, who will manage the property. Management companies offer a wide variety of services and fee schedules, some charging a percentage of collected rents in return for a package of services and others charging a different fee for minimal services and then a menu of extras for varying charges.

**Informal Occupation or usage.** Does not provide any protection or sets out responsibilities of landlord and tenant. Puts both the tenant and Landlord at risk.

33. Having looked at the evidence and considered how best to maximise protection without the system becoming unwieldy and bureaucratic, the sub-committee believes that "Tenancy at Will" agreements appear to be the most attractive option. However, they include the drawback of requiring individual liability for failure to comply with the terms of the agreement (which might discourage people from putting themselves forward for TRA positions.)
34. These types of agreements are far more flexible but would enable the council and TRAs to formalise an agreement on how halls can and should be run. Whichever option is pursued, officers should avoid placing an onerous bureaucratic burden on both the council and TRAs. This matter is pursued further in the recommendations.

## **Equitable Rents Policy**

35. Clearly a key element of the new Tenancy at Will Agreement will be the specified rent levels. The sub-committee considers that the current situation with rents is unfair and unsustainable. The table below shows the current state of charges made to TRA Community Halls. TRAs not mentioned in the table are not paying any rent or charges whatsoever.

| FULL ADDRESS  | SUM OF PAYMENTS 2011-2012 |
|---|---------------------------|
| T&Ra Clubroom (1), Marsland Clo, Pasley Est, London   | 1321.15                   |
| Clubroom (1), T&Ra Marie Curie, Southampton Way, Sceaux Gardens Est, London, SE5 7DH                          | 1321.15                   |
| Grosvenor T&Ra Hall, 41 Grosvenor Park, Camberwell, London, SE5 0NJ   | 1319.25                   |
| T&Ra Magdalen T Hall, Tower Bridge Rd, Purbrook Est, London   | 1256.25                   |
| T&Ra T/Hall(1a), Neptune St, London, London   | 1231.24                   |
| T&Ra T/Hall(1), Asylum Rd, Brimington Est, London   | 1205.55                   |
| T&Ra Doubtfire Hall, Tatum St, Congreve Est, London   | 1124.44                   |
| T/Hall(1), T&Ra Tissington Ct, Luxford St, London, London   | 1124.36                   |
| T&Ra Tranton Rd, Tranton Rd, Keetons Est, London, SE16  | 1124.36                   |
| T&Ra T/Hall(1), Buchan Rd, London, London, SE15 3HS   | 1120.95                   |
| T&Ra Clubroom (1), Wyndham Rd, Wyndham Est, London  | 1090.74                   |
| T&Ra T/Hall(1), Cossall Walk, Cossall Est, London, SE15   | 1065.60                   |
| T&Ra Clubroom (2), Wyndham Rd, Wyndham Est, London  | 1030.86                   |
| T&Ra T/Hall (1), Canterbury Pl, Newington Est, London, SE17   | 979.95                    |
| T&Ra T/Hall(1), Renforth St, Canada Est, London, SE16   | 866.35                    |
| T&Ra Telfer Hse Nres, Seeley Drive, Kingswood Est, London, SE21   | 861.25                    |
| H.T.R.A.Room, T&Ra Tissington Ct, Luxford St, London, London, SE16 2AG  | 846.34                    |
| T&Ra Andrews Walk, John Ruskin St, Brandon Est, London, SE17 3JQ  | 821.15                    |
| Bill Westcott Room T&Ra Hall, 232 Camberwell Rd, Castlemead Est, London                                       | 767.66                    |
| T&Ra T/Hall (1), Peckham Rye, Rye Hill Est, London, SE15  | 699.84                    |
| T&Ra Sydenham Hill Tenants & Residents Hall, Sydenham Hill, Sydenham Hill Esta, Forest Hill, London, SE23 3PL | 563.70                    |
| T&Ra Thomson Hse N-Res, Beckway St, Alvey Est, London, SE17 IT3   | 532.07                    |
| T&Ra Wickway Community Centre, Cator Street, Gloucester Grove Estate, Peckham, London, SE15                   | 426.12                    |
| T&Ra New Place Sq Nres, New Place Sq, New Place Est, London   | 408.07                    |
| T&Ra Browning Tenants Hall, 57-59 Browning Street, Walworth, London, SE17 1DB                                 | 392.90                    |
| 15 Fairwall House Glebe Estate, Peckham Road, London, SE5 8QW   | 350.00                    |
| Tenants Room, T&Ra Grasmere Point, Old Kent Rd, Tustin Est, London, SE15                                      | 296.00                    |
| T&Ra Clubroom (1), Croxted Rd, Croxted Road Est, London, SE21   | 286.04                    |
| T&Ra Courthope Hse Nres, Lower Rd, London, London, SE16 2XH   | 145.60                    |
| T&Ra T/Hall(1), Crawford Rd, Crawford Est, London   | 61.79                     |
| T&Ra Millpond Tenants Hall, 210 Jamaica Rd, London, SE16 4RT  | 24.36                     |
| T&Ra Flt 5 524, Lordship La, London, London, SE22   | 23.40                     |
| T&Ra Ps & St (B), Redcross Way, Marshalsea Est, London, SE1   | 23.40                     |
| T&Ra Bradenham, Boyson Rd, Aylesbury Est, London, SE17 2BA  | 14.04                     |
| T&Ra Trafalgar Hse, East St, Nelson Est, London, SE17 2HF   | 8.84                      |

36. There is a significant problem with Southwark's data collection systems regarding rents and charges made for TRA Community Halls. The table above is almost certainly not a complete picture of the charges made for halls. Officers provided this information with the comment that it should be taken with a pinch of salt as not all TRA Halls are correctly categorised on Iworld system. The best guess of officers is that total income from rents and charges for TRA Community Halls is in the region of £47,000 for 53 halls.
37. The mess which is represented in this table of rents and charges cannot be allowed to continue.

## TRA Hall Management models in other boroughs

38. The sub-committee asked officers to look into recent developments and changes being made to the management of TRA Community Halls in other London boroughs. The table below shows that a number of London boroughs are looking at the arrangements they have in place and, in particular, there is a trend towards formalising long-standing informal arrangements.

| Authority            | Policy  | Management Model   |
|----------------------|---|--|
| Kensington & Chelsea | Undertaking major review including use. Mainly verbal historical arrangements in place. No formal policy in place as yet  | Managed by TMO. Looking for residents to book online. Residents have £7 per hour, non residents £25 per hour. This income comes straight to the Council. Have caretakers on site, some arrangements with TRA for weekend opening. under goodwill. 15 Halls in total  |
| Islington            | Carrying out review. Was an ALMO now back in-house. Having a VCS review across the whole sector. Looking at sharing premises. Nothing further until review is completed   |  |
| Lewisham             | Manage a combination of community centres to TRA clubroom. Also manage Community Shopfronts (CAB).  | Lewisham Homes (ALMO). Some are supported by Community Support Unit. There is an "Asset Rationalisation Process" taking place. Individual arrangements, very piecemeal. Some stock transfer to TMOs.   |
| Tower Hamlets        | No leases. Tenancies at Will at moment (£1 per day). This is has established a formal Landlord/Tenant relationship. FRA works in progress and compliance. No Market Rent policy in place but awaiting Cabinet Sign off. Limited to waterproof and Weatherproof and Health & Safety. |  |
| Westminster          | City West Homes manage Housing Stock, Knight Frank their commercial portfolio.  | They are an ALMO. Estate offices – managed locally or delegated to TRAs (45) and formal agreements (4), monitored on an annual a basis. They have a Halls Working Review Group. Charge rent, keep income and Internal Repairs. Have sliding scale for community groups.<br><br>Looking at Governance and beefing up Audit. Having a VCS review to ensure every building is well used (disposals) |

## **Possible examples of Fraud**

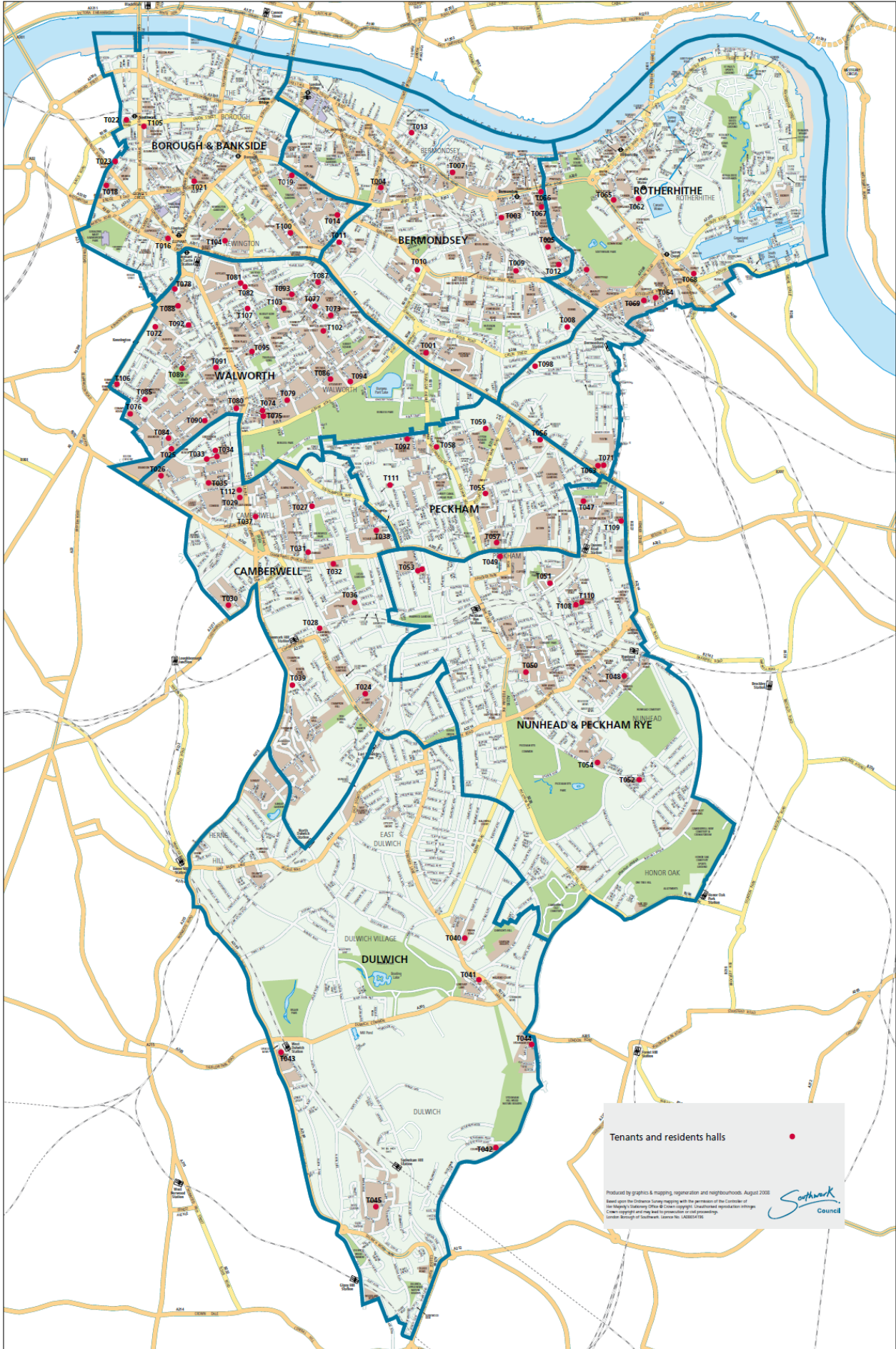
39. The sub-committee considered examples of cases of financial irregularity which gave details of the particular circumstances and also the action taken by the council in response. This evidence was considered in closed meeting and a copy is available as a closed appendix.

## **Whistle-blowing**

40. The sub-committee requested sight of the council's whistle-blowing procedure for tenants and residents who have concerns about fraud or mismanagement in the running of TRA community halls. Unfortunately there is no such procedure. The council's wider ranging whistle-blowing provisions relate almost entirely to councillors and officers.
41. The sub-committee was informed that the custom and practice has been for those with concerns to contact someone at the council and that this is then referred to RSM Tenon (auditors).
42. The sub-committee believes that it is important to have a whistle-blowing agreement in place as a matter of urgency. The most preferable vehicle for delivering this would be for the whistle-blowing procedure to appear as an appendix to the new tenancy at will agreements between the council and the TRAs. The details and the wording of the whistle-blowing procedure should be agreed with the Tenants Halls Working Party.

## **Provision across the borough**

43. The sub-committee expressed a wish to ensure that TRAs across the borough had access to at least some facilities to carry out their activities. As the table below suggests there are some large estates without a TRA community hall. Clearly some of these estates will have in place alternative arrangements (such as sharing premises with neighbouring estates) but this does give an indication of the problem that some TRAs face.
44. The map below shows where TRA Community Halls are situated in the borough. Officers have informed the chair of the sub-committee that information on this map may be incomplete and that further work is being done to maintain a fully accurate map. However, for the purposes of this scrutiny, the map is still of some indicative use. Clearly this shows a concentration of halls in Walworth and other, more specific parts of the North of the Borough. It also shows that there are very few TRA Community Halls in the South of the borough.
45. However, the sub-committee believes that it is important that we do not pretend to start from a blank sheet of paper. HRA Community Halls have thrived in certain parts of the borough for a reason and their location, in part, reflects the tenant population of these parts of the borough.
46. There is potential for a better use of resources in some parts of the borough and a need to address gaps in provision in others. The recommendations in this report seek to address these issues with reference to the sharing of some facilities, both between TRAs and with the Community and Voluntary Sector, where this can be mutually agreed.



Tenants and residents halls

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## Sharing with the voluntary and community sector (VCS)

47. Having received evidence from officers, the sub-committee believes that more could be done by the council to address the lack of provision in TRA Community Halls in some parts of borough by matching TRA with other voluntary and community sector premises. Clearly voluntary organisations have premises that TRAs could use and voluntary organisations are already users of existing 'TRA' spaces.
48. The VCS estate currently comprises of approximately 73 properties that can be summarised as follows:
  - Council premises used by the VCS where rents are subsidised and departments pay the rent on behalf of that organisation to property
  - Council premises used by the VCS where groups have entered into lease agreements with the council (or not in some cases) and rents are paid directly to property
  - Council run and managed properties which may be occupied by the VCS tenants e.g. Sojourner Truth, Willowbrook, Bellenden Old School
49. With the appointment of a VCS Premises Officer and a VCS Portfolio Manager in Property in August 2010 there is now a clear channel to pursue greater sharing of premises between VCS and TRAs.
50. A working party has been formed to work through the issues relating to VCS occupation of council premises. The working group will review the issues facing the VCS regarding premises and seek practical solutions to support more efficient use of DDA and H&S compliant premises.
51. A mapping exercise has taken place using various sources of data – resulting in a GIS page showing all VCS groups that exist within Southwark being published on the council's website. Work is also ongoing in conjunction with Community Action Southwark to develop a facility for VCS organisations and individuals to search for room and facilities available for hire across the borough.
52. The sub-committee would suggest (see recommendations) that the TRA Working Party should develop a list of TRAs which it feels are lacking in premises to carry out their activities and that officers should then develop a list of VCS venues with the potential to meet that need.

## Conclusions and Recommendations

**1. HRA Community Halls data held by the council:** The council does not currently have a comprehensive database of its own TRA Halls which provides detailed information on the status, rent, location and management contacts for every hall. As the Senior Management Team Paper referred to in this report notes: "Collection and maintenance of management information has been poor with inadequate arrangements for checks on aspects of their management and condition. At times this has been over reliant on voluntary submission of information rather than proactive checking by the council." Given that these are highly valuable assets, it is important that up to date information is kept on all these properties. The council should never be "unsure" about the status of any of its TRA Halls.

The sub-committee recommends that, as part of the capital investment programme, the current data is refreshed, subsequently kept fully up to date and systems put in place to ensure that this data never becomes out-dated again.

**2. Advertising Training:** The sub-committee believes more could be done to advertise what is on offer via training paid for via the Tenants' Levy. We would recommend that the Tenants Hall Working Party discuss a new communications plan for the training programme to ensure as many tenants as possible know about the courses on offer.

**3. Composite Courses:** The sub-committee has made the observation that offering 22 separate courses may be excessive and that it may be advisable to cut the number of courses and consolidate training. In particular we would recommend a course entitled "How to run a TRA Hall" which covered the basics of running halls. This is a suggestion put to the sub-committee by the Chair of a TRA.

**4. Training feedback:** The sub-committee considered the feedback statistics on the training currently provided. This feedback is overwhelmingly positive; with virtually no negative comments received whatsoever. This is clearly reflective of the positive experience of those attending. However, the sub-committee feels that it may be worth getting a fresh pair of eyes to review the training on offer.

The sub-committee recommends that the TRA Halls Working Party commissions officers to review the training offer and the method for collecting feedback.

**5. Tenancy agreements:** The sub-committee believes that it is no longer acceptable for the Council and TRAs to manage their relationship regarding TRA Community Halls according to a mish-mash of leases, tenancies and informal arrangements. The case study examples given by officers show there is a need to put this relationship on a formal footing which makes clear the responsibilities of all parties with regard to the halls. The sub-committee also believes that, to ensure fairness and consistency, all TRA community halls managed by TRAs should be subject to the same standard agreement. The sub-committee would ask that officers investigate the legal and administrative issues further and work with TRA to introduce a standardized system at the earliest opportunity.

**6. A fair rents system:** The sub-committee believes that it is wrong and unfair that some TRAs are paying significant amounts of money in rent and charges, whilst others are paying nothing. The sub-committee does not believe that the council should be seeking to make *additional* money from the rents paid by TRAs for halls. Further, we believe that the rents which are paid should be fair and that all TRAs should be making at least some contribution, no matter how small. Our suggestion would be that the Halls are categorised by officers (and agreed with the tenants halls working party) according to their revenue raising potential. The rent levels should then be set according to the revenue raising potential of the hall itself. However, because the total amount of money collected will not rise and because there will be 50+ additional halls making at least some contribution, the rent being paid even by higher category halls should be far from punitive.

The sub-committee recommends that officer draw up a new rents system based on the principle of halls with greater revenue raising potential paying more, but with the overall rent receipt for the council remaining unchanged.

**7. Provision across the borough:** The sub-committee believes that it is important that we do not pretend to start from a blank sheet of paper. TRA Community Halls have thrived in certain parts of the borough for a reason and their location, in part, reflects the tenant population of these parts of the borough. There is potential for a better use of resources in some parts of the borough and a need to address gaps in provision in others. The sub-committee would recommend that officers are tasked with identifying those TRAs which are genuinely struggling for space to carry out their meetings and activities. Once a list has been drawn up officers should work with those TRA in identifying possible sharing arrangements with the variety of other council owned premises and community spaces which may be local to those TRAs.

**8. Advertising and information to boost involvement and use of halls:** It is interesting that 70% of people state that they never or rarely use the TRA Community Hall that they have access to. Of those who said they had never used the hall in the survey, a number of the comments indicated that they knew very little about what the hall was used for or even if they were allowed to use it. It was also noticeable that when tenants were asked how the running of their hall might be improved a significant number volunteered that better advertising and more information would be very welcome. To address this issue the sub-committee recommends that all TRAs have a website, a physical bulletin board outside of the TRA and a quarterly newsletter. New residents on estates should also be informed of the contact details of their TRA. The sub-committee suggests that these actions be taken up as part of the work programme of the TRA Halls Working Party who can then communicate with both officers and TRAs to identify what further resources and training could be provided to implement this recommendation.

**9. TRA Community Halls where there is acute under-use:** Clearly, for some TRA Community Halls the problem of under-use is more acute and needs more urgent attention. For some of these halls the situation is now finally coming to a head because of the council's multi-million pound investment programme. The council simply cannot justify investing £60,000 – £120,000 to revamp buildings which are being left virtually unused, particularly when these buildings could be converted in to new council homes. The sub-committee suggests the following principle be applied:

Where a hall is being used less than 15% of the time during “core hours”, the hall should not receive significant financial investment and it should be scheduled for conversion into new homes (where this is possible).

The definition of “core hours” could be informed by contributions from the Tenants Halls Working Party. A list of halls which officers suspect may be acutely under-used should be brought before the Working Party. Once agreed, halls on this list should be subject to an assessment. The assessment could be made over a one month reference period and informed by a diary of events provided by the TRA itself. The assessment should be up-to-date, rather than based on historic information about usage. Where lack of investment may be a central reason for under-use, discretion should be applied.

**10. Defunct TRAs:** Where the TRA is defunct and the hall is not being used at all, the building should be considered for conversion into new homes.

**11. Stock Condition:** The sub-committee is aware that the Tenants Halls working Party has been working constructively with officers to move forward the TRA Halls investment programme. It should be noted that the early part of the scheme has been dominated by investment decisions that are relatively uncontroversial. A point will come in the not-too distant future more difficult decisions will need to be confronted. The main difficulties will be in considering investment in properties where two conditions apply:

- a) Where it is simply impossible to make the Hall compliant with the Disability Discrimination Act



- b) Where there are already alternative facilities available in the area, and there is the possibility of sharing taking place.

TRA Community Halls which fit either (or both) of these criteria might then be converted into new council homes. Clearly, decisions of this type need to be made in conjunction with the TRAs concerned. The sub-committee would recommend that all parties enter into these discussions in a constructive way. We would suggest two guiding principles with regard to these decisions:

Where potential sharing or DDA compliance are clearly issues, the council must not waste money by inappropriately upgrading TRA community halls simply because this is the line of least resistance. Where conversion into new council homes is appropriate, both TRAs and council officers must recognise the important of securing value to money.

Where TRA community halls are converted into new council homes, comparable replacement facilities must be made available either through sharing another nearby hall or by other means (e.g. new build).

**12. Whistle-blowing procedure:** In the tenants survey 62% of people said that, if they became aware of fraudulent activity or mis-management, they would not know who they would report it to. This is unsurprising as neither the council nor TRAs have a standard whistle-blowing procedure in place with regard TRA Community Halls. The sub-committee believes that it is important to have a streamlined whistle-blowing agreement in place as a matter of urgency. The most preferable vehicle for delivering this would be for the whistle-blowing procedure to appear as an appendix to the new tenancy agreements between the council and the TRAs. The details and the wording of the whistle-blowing procedure should be agreed with the Tenants Halls Working Party and should include a role in whistle-blowing for ward councillors.

**13. Multiple key-holders:** Several of the case studies show the problems that can arise when just one person literally “holds the key” to a HRA Community Hall. The sub-committee would recommend that for every TRA Community Hall, there are at least two, and ideally three individuals given keys to the premises. For security reasons, the sub-committee believes there should be a maximum of 3 keys in circulation at any one time.

**14. Multiple signature withdrawals.** Fraud is rare in Southwark’s TRAs, but we must always be vigilant over safe-guarding against financial malpractice. As the case studies on possible examples of fraud showed, the practice of allowing single signature withdrawals from HRA Community Hall bank accounts is inadvisable. Even in situations where the single signatory’s conduct has always been beyond reproach, this is an unwise arrangement. New committee members come and go, and where a system has been adopted with one person in mind, there may soon be another person put in their place. The sub-committee recommends that all Southwark TRAs handling money generated through TRA Community Halls should operate a system of multi-signatory withdrawals.

**15.** The council is embarking on a homes building over the coming years. The council should continue to consider the provision of new community space where significant concentrations of new building takes place.

## Appendix 1 - Full list of TRA Halls and rooms

| Tenant Halls Status     | Hall name   | Hall address 1    | Hall address 2 | Hall address 3 | Postcode | TRA                    | Type | TRA List Status |
|-------------------------|---|-------------------|----------------|----------------|----------|------------------------|------|-----------------|
|                         | Kinglake Hall   | Wolverton         | Sedan Way      | London         | SE17 2AA |                        |      |                 |
| Closed hall (H&S)       | Goschen (Hall 1)  | Boundary House    | Bethwin Road   | Camberwell     | SE5 0YD  |                        |      |                 |
| Closed hall (H&S)       | Goschen (Hall 2)  | Causton House     | Bethwin Road   | Camberwell     | SE5 0YF  |                        |      |                 |
| Closed hall (H&S)       | Jessie Duffet TRA (Large hall)<br>Hall hiring suspended. Not available for public hire till further notice (03/10/11) | Wyndham Rd        |                |                | SE5 0UB  | Wyndham and Comber TRA | TRA  | Recognised      |
| Closed hall (H&S)       | Jessie Duffet TRA (Small hall)<br>Hall Hiring Suspended (Not available for public hire ) 03/10/11                     | Wyndham Rd        |                |                | SE5 0UB  | Wyndham and Comber TRA | TRA  | Recognised      |
| Closed hall (H&S)       | Nunhead Green Community Centre  | 56 Nunhead Lane   | Nunhead        |                | SE15 3TU | Brookstone & Nunhead   | TRA  | Defunct         |
| Closed hall (H&S)       | Priory Court Tenants Hall   | Cheltenham Rd     |                | London         | SE15     |                        |      |                 |
| Closed hall (other use) | Heygate Hall - Large Clubroom   | 25 Brandon Street | Heygate Estate | London         | SE17 1NA | Heygate Estate TRA     | TRA  | Dissolved       |
| Closed hall (other use) | Heygate TA - Small Clubroom   | Deacon Way        | Heygate Estate |                | SE17     | Heygate Estate TRA     | TRA  | Dissolved       |
| Demolished              | Acorn TRA   | Carlton Grove     | Acorn Estate   | London         | SE15 2UD | Acorn TRA              | TRA  | Recognised      |

|               |                                  |                           |                     |             |          |                         |     |            |
|---------------|----------------------------------|---------------------------|---------------------|-------------|----------|-------------------------|-----|------------|
| Demolished    | Amersham Community Centre        | Inville Rd                |                     | London      | SE17 2HY |                         |     |            |
| Hall (empty)  | Camberwell Grove Estate TRA Hall | Grove Court               | Camberwell Grove    | Camberwell  | SE5 8RG  |                         |     |            |
| Hall (empty)  | Kean House                       | Doddington Grove          |                     | London      | SE17 3TA |                         |     |            |
| Hall (empty)  | Oliver Goldsmith                 | Hardcastle House          | Marmont Road        | London      | SE15 5TA | Oliver Goldsmith TRA    | TRA | Defunct    |
| Hall (empty)  | Sceaux Gardens 'washroom'        | Ground floor, Marie Curie | Sceaux Gardens      | London      | SE5      |                         |     |            |
| Hall (in use) | Abbeyfield                       | Maydew House              | Abbeyfield Estate   | Rotherhithe | SE16 2NP | Abbeyfield TRA          | TRA | Recognised |
| Hall (in use) | Alberta Tenants Room             | The Old Wash House        | Penton Place        | Walworth    | SE17 3JT | Alberta TRA             | TRA | Recognised |
| Hall (in use) | Albrighton Community Centre      | 37 Albrighton Road        | East Dulwich Estate | Camberwell  | SE22 8AH | East Dulwich Estate TRA | TRA | Recognised |
| Hall (in use) | Alvey Tenants Room               | Thomson House             | Beckway Street      | Walworth    |          | Alvey TRA               | TRA | Recognised |
| Hall (in use) | Astley Cooper TA (ASCO TA)       | 375 Old Kent Rd           | Wessex House        |             | SE1 5JQ  | ASCO TRA                | TRA | Recognised |
| Hall (in use) | Aylton Estate Tenants' Hall      | Renforth Street           |                     | London      | SE16     |                         |     |            |
| Hall (in use) | BACC 84                          | Unit 2, 2D Level          | Bradenham           | Boyson Road | SE17 2BA | BACC 84 TRA (Bradenham) | TRA | Recognised |
| Hall (in use) | Bells Gardens Community Centre   | 19 Buller Close           |                     |             | SE15 6UJ | Bells Gardens TRA       | TRA | Recognised |

|               |                                  |                        |                |               |          |                                     |     |            |
|---------------|----------------------------------|------------------------|----------------|---------------|----------|-------------------------------------|-----|------------|
| Hall (in use) | Bew Court Tenants Hall           | Lordship Lane          | East Dulwich   | London        | SE22     | Lordship Lane and Melford Court TRA | TRA | Recognised |
| Hall (in use) | Brandon 1 TRA / Jack Hobbs Club  | Maddock Way            | Brandon Estate | Walworth      | SE17 3NQ | Brandon 1 TRA                       | TRA | Recognised |
| Hall (in use) | Brandon 3 Senior Citizen Club 1  | Grimsell Path          |                |               | SE5 0TB  | Brandon 3 TRA                       | TRA | Recognised |
| Hall (in use) | Brandon 3 TRA Hall               | 32 Andrews Walk        | Hillingdon St  |               | SE17 3JQ | Brandon 3 TRA                       | TRA | Recognised |
| Hall (in use) | Brenchley Gardens Community Hall | 145a Brenchley Gardens | Forest Hill    | London        | SE23 3RF | Brenchley Gardens TRA               | TRA | Recognised |
| Hall (in use) | Brimmington Hall                 | 2 Culmore Rd           |                |               | SE15 2RQ | Brimtonroy                          | TRA | Recognised |
| Hall (in use) | Browning Tenants Hall            | 57-59 Browning Street  |                | London        | SE17 1DB | Browning EMB                        | TMO | Recognised |
| Hall (in use) | Buchan TRA                       | Buchan Rd              | Nunhead        |               | SE15 3HF | Buchan Tenants TRA                  | TRA | Recognised |
| Hall (in use) | Canada Tenants Hall              | Columbia Point         | Moodkee Street | Canada Estate | SE16 7BB | Canada Estate TRA                   | TRA | Recognised |
| Hall (in use) | Castlemead (Bill Westcott Room)  | 232 Camberwell Rd      |                |               | SE5      | Castlemead TRA                      | TRA | Recognised |
| Hall (in use) | Castlemead TRA Hall              | 236 Camberwell Rd      |                |               | SE5 0EA  | Castlemead TRA                      | TRA | Recognised |
| Hall (in use) | Clifton Estate                   | Clayton Road           | Clifton Estate | Nunhead       | SE15 5EH | Clifton TRA                         | TRA | Recognised |
| Hall (in use) | Conant & Rutley TRA Hall         | St Agnes Place         | Conant House   |               | SE11 4AU | Conant & Rutley TRA                 | TRA | Recognised |

|               |                               |                       |                  |               |          |                       |     |            |
|---------------|-------------------------------|-----------------------|------------------|---------------|----------|-----------------------|-----|------------|
| Hall (in use) | Consort Wivenhoe TA Hall      | 29 Philip Walk        | Consort Estate   | Nunhead       | SE15 3NH | Consort TRA           | TRA | Recognised |
| Hall (in use) | Cossall TRA                   | 48 Mortlock Close     | Peckham          |               | SE15 2TR | Cossall Estate TRA    | TRA | Recognised |
| Hall (in use) | Countisbury House             | Crecent Wood Road     |                  | Dulwich       | SE26 6SB |                       |     |            |
| Hall (in use) | Crawford TRA                  | Lowth Rd              |                  |               | SE5 9EP  | Crawford TRA          | TRA | Recognised |
| Hall (in use) | Croxted Road TRA Hall         | 25 Kennolds           | Croxted Road     | London        | SE21 8SS | Croxted Road TRA      | TRA | Recognised |
| Hall (in use) | Decima Street Hall            | Decima Street         | Meakin Estate    | London        | SE1      | Decima TRA            | TRA | Recognised |
| Hall (in use) | Denmark Hill Community Centre | Denmark Hill          | Blanchdowne      |               | SE5 8HL  | Bessemer Grange TRA   | TRA | Recognised |
| Hall (in use) | Dodson & Amigo Hall           | Amigo House           | Morley Street    | London        | SE1 7QE  | Dodson and Amigo TRA  | TRA | Recognised |
| Hall (in use) | Doubtfire Hall                | Tatum Street          |                  | London        | SE17 1QR | Congreve & Barlow TRA | TRA | Disputed   |
| Hall (in use) | Draper TRA                    | Draper Community Hall | 1 Howell Walk    | Draper Estate | SE1 6TL  | Draper Estate TRA     | TRA | Recognised |
| Hall (in use) | Elizabeth                     | St Mathews House      | Phelp Street     | Walworth      | SE17 2PJ | Elizabeth TRA         | TRA | Recognised |
| Hall (in use) | Elmington TRA Hall            | 2 Owgan Close         | Elmington Estate | Camberwell    |          | Elmington T&RA        | TRA | Recognised |
| Hall (in use) | Four Squares TRA              | 1 Marden Square       |                  |               | SE16 2HZ | Four Squares TRA      | TRA | Recognised |
| Hall (in use) | Friern Road                   | 397 Friern Road       | Friern Estate    | East Dulwich  |          | Friern Road TRA       | TRA | Recognised |

|               |   |                       |                       |               |          |                              |                |            |
|---------------|---|-----------------------|-----------------------|---------------|----------|------------------------------|----------------|------------|
| Hall (in use) | Gateway Estate Tenants Hall                         | 2 Dartford Street     |                       | Walworth      |          | Gateway TRA                  | TRA            | Recognised |
| Hall (in use) | Gilesmead Estate Tenants Hall                       | Vicarage Grove        | Camberwell            | London        | SE5 7LN  | Gilesmead TRA                | TRA            | Recognised |
| Hall (in use) | Glebe Estate Tenants Room                           | 15 Fairwall Hse       | Glebe Estate          | Camberwell    | SE5      | Glebe North and South TRA    | TRA            | Recognised |
| Hall (in use) | Grasmere Point Tenants Room                         | Grasmere Point        | Tustin Estate         | Old Kent Road |          | Tustin TRA                   | TRA            | Recognised |
| Hall (in use) | Grosvenor TRA House                                 | 41 Grosvenor Park     |                       |               | SE5 0NH  | Grosvenor TRA                | TRA            | Recognised |
| Hall (in use) | Hall used by CASP (Camberwell After School Project) | 1 Brandon Estate      | Maddock Way           |               | SE17 3NH |                              |                |            |
| Hall (in use) | Hall used by Peabody                                | 1 Brandon Estate      | Maddock Way           |               | SE17 3NH |                              |                |            |
| Hall (in use) | Hankey Hall   | Hankey Place          | Tabard Gardens Estate | London        | SE1      | Hankey Hall Committee        | Hall committee |            |
| Hall (in use) | Hawkstone TRA                                       | Tissington Court      | Warndon Street        | London        | SE16 2SD | Hawkstone TRA                | TRA            | Recognised |
| Hall (in use) | Keetons TA Hall                                     | 2 Tranton Rd          | Keetons Estate        |               | SE16 4SE | Keetons TRA                  | TRA            | Recognised |
| Hall (in use) | Kennington Park House Clubroom                      | Kennington Park House | Kennington Park Place |               | SE11 4JT | Kennington Park House TRA    | TRA            | Recognised |
| Hall (in use) | KETRA Hall (Kingswood Estate)                       | Telfar House          | Seeley Drive          |               | SE21 8QW | Kingswood Estate TRA (KETRA) | TRA            | Recognised |
| Hall (in use) | Kinglake TRA  | 2 Amery House         | Kinglake Street       |               |          | Kinglake TRA                 | TRA            | Recognised |

|               |   |                          |                   |             |          |                                     |     |            |
|---------------|---|--------------------------|-------------------|-------------|----------|-------------------------------------|-----|------------|
| Hall (in use) | Latimer Rooms / Wendover  | Latimer House            | Beaconsfield Road | Walworth    |          |                                     |     |            |
| Hall (in use) | Ledbury TRA Hall  | Sansfield House          | Penraig Way       | London      | SE15 1ND | Ledbury TRA                         | TRA | Recognised |
| Hall (in use) | Lettsom TRA   | 114 Vestry Road          |                   |             |          | Lettsom Move Forward (TRA)          | TRA | Recognised |
| Hall (in use) | Links Community Centre  | 353 Rotherhithe New Road | Rotherhithe       | London      | SE16 3HF | Bonamy and Bramcote TRA             | TRA | Recognised |
| Hall (in use) | Lordship Lane and Melford Court TRA   | 29 Bew Court             | Lordship Lane     |             | SE22 8PA | Lordship Lane and Melford Court TRA | TRA | Recognised |
| Hall (in use) | Magdalen Tenants Hall   | Purbrook Street          | Bermondsey        | London      | SE1      | SPAM TRA                            | TRA | Recognised |
| Hall (in use) | Mardyke Committee Rooms   | Mardyke House            | Mason Street      | London      | SE17 1HH | Mardyke House TRA                   | TRA | Recognised |
| Hall (in use) | Mayflower TRA - advise residents to pop in on Wednesdays 10-6pm if they want to book. No contact tel no - 'too many nuisance calls' | The Assembly Hall        | 1 Neptune Street  | Rotherhithe | SE16 7JP | Mayflower TRA                       | TRA | Recognised |
| Hall (in use) | Millpond TRA  | 210a Jamaica Rd          | Rotherhithe       |             | SE16 4RT | Millpond TRA                        | TRA | Recognised |
| Hall (in use) | Nelson Square Tenants Hall  | Nelson Square            | Borough           | London      | SE1 0QB  | Nelson Square Gardens TRA           | TRA | Recognised |

|               |                               |                                 |                        |            |          |  |     |            |
|---------------|-------------------------------|---------------------------------|------------------------|------------|----------|--|-----|------------|
| Hall (in use) | Newington Estate Tenants Hall | 77 Canterbury Place             |                        | London     | SE17     | Newington Estate TRA                     | TRA | Recognised |
| Hall (in use) | Osprey Community TRA          | Tawny Way                       | Trident Street         |            | SE16 2NW | Osprey TRA                               | TRA | Recognised |
| Hall (in use) | Owgan Pension over 60s Club   | 2 Owgan Close                   |                        |            | SE5 7SH  | Elmington T&RA                           | TRA | Recognised |
| Hall (in use) | Parkside TRA                  | 46 New Place Square             | Rotherhithe            |            | SE16 2HW | Parkside TRA                             | TRA | Recognised |
| Hall (in use) | Pasley Estate Tenants Hall    | 2 Marsland Close                |                        |            | SE17 3JW | Pasley Estate TRA                        | TRA | Recognised |
| Hall (in use) | Pelican Tenants Hall          | Crane House                     | Grummant Rd            | Peckham    | SE15 5NF | Pelican Plus TRA (formerly Puffin TRA)   | TRA | Recognised |
| Hall (in use) | Pelier Clubroom               | 19 Hillingdon St                |                        | London     | SE17 3UL | Pelier Estate TRA                        | TRA | Recognised |
| Hall (in use) | Pennack Road TRA Hall         | Pennack Road                    |                        |            | SE15     | Dragon & Pennack CA TRA (Dissolved 2010) | TRA | Dissolved  |
| Hall (in use) | Penrose Estate TA Hall        | Penrose Grove                   |                        |            | SE17 3EZ | Penrose Estate TRA                       | TRA | Recognised |
| Hall (in use) | Perronet Tenants Hall         | 1st floor, 1-90 Princess Street | Opposite numbers 81-85 | London     | SE1 6JS  | Perronet House TRA                       | TRA | Recognised |
| Hall (in use) | Poets Corner TRA              | Landor House                    | Camberwell Road        | Camberwell | SE5 7JE  | Poets Corner TRA                         | TRA | Recognised |
| Hall (in use) | Pullens                       | Crampton Street                 | Pullens Estate         | Walworth   | SE17 3AE | Pullens TRA                              | TRA | Recognised |



|               |                                   |                  |                   |           |          |                            |     |            |
|---------------|-----------------------------------|------------------|-------------------|-----------|----------|----------------------------|-----|------------|
| Hall (in use) | Queensborough Community Centre    | Scovell Rd       |                   |           | SE1 1QQ  | L'sborough and Scovell TRA | TRA | Recognised |
| Hall (in use) | Rennie & Manor TRA Hall           | Galleywall Road  | Rennie Estate     | Bermonsey | SE16     | Manor Estate TRA           | TRA | Recognised |
| Hall (in use) | Rockingham TA Hall                | Falmouth Rd      |                   | London    | SE1 6RQ  |                            |     |            |
| Hall (in use) | Rodney Road TRA                   | 97 Dawes House   | Orb Street        | Walworth  | SE17 1RE | Rodney Road TRA            | TRA | Recognised |
| Hall (in use) | Rouel Rd Tenants Hall             | Market Place     | Southwark Park Rd |           | SE16 3UL | Rouel Road Estate TRA      | TRA | Recognised |
| Hall (in use) | Rye Hill TRA                      | Rye Hill Estate  |                   |           | SE15 3JN | Rye Hill TRA               | TRA | Recognised |
| Hall (in use) | Ryegates TRA (formerly Brayards)  | 28 Ryegates      | Caulfield Road    | Nunhead   | SE15 2DF | Brayards Estate TRA        | TRA | Recognised |
| Hall (in use) | Salisbury TRA                     | Hillery Close    | Salisbury Estate  | London    | SE17 1RQ | Salisbury TRA              | TRA | Recognised |
| Hall (in use) | Sceaux Gardens TRA                | Havill Street    |                   | London    | SE5 7DG  | Sceaux Gardens TRA         | TRA | Recognised |
| Hall (in use) | Setchell Estate & Longfield TA    | Hazel Way        |                   |           | SE1 5XN  | Setchell Estate TRA        | TRA | Recognised |
| Hall (in use) | SHACCA TA hall                    | 10 Swan Mead     | Tower Bridge Rd   |           | SE1 4SX  | SHACCA                     | TRA | Recognised |
| Hall (in use) | Silverlock Hall (Tissiba)         | 2 Warndon Street | Silverlock Estate |           | SE16 2SD | Silverlock TRA             | TRA | Recognised |
| Hall (in use) | Southwark Park Community Room TRA | 151 Drummond Rd  | Layard Square     |           | SE16 2JY | Southwark Park Estate TRA  | TRA | Recognised |

|               |                                 |                      |                      |            |          |                        |     |            |
|---------------|---------------------------------|----------------------|----------------------|------------|----------|------------------------|-----|------------|
| Hall (in use) | Styles House Tenants Hall       | Styles House         | The Cut              | Borough    | SE1 8DF  | Styles House TRA       | TRA | Recognised |
| Hall (in use) | Sydenham Hill Tenants Hall      | 183 Sydenham Hill    | Sydenham Hill Estate | Dulwich    | SE23 3PL | Sydenham Hill TRA      | TRA | Recognised |
| Hall (in use) | T.A.R.A.                        | 1 Brandon Estate     | Maddock Way          |            | SE17 3NH |                        |     |            |
| Hall (in use) | The Roundhouse Tenants Hall     | Great Dover Street   | Lawson Estate        | Borough    |          | Lawson TRA             | TRA | Recognised |
| Hall (in use) | Thurlow Lodge TRA               | 241-471 Wendover     | Thurlow Street       |            | SE17     | Thurlow Lodge TRA      | TRA | Recognised |
| Hall (in use) | Trafalgar House / Nelson        | Trafalgar House      | Bronti Close         | Walworth   | SE17 2HF | Nelson TRA             | TRA | Recognised |
| Hall (in use) | Tustin Community Centre         | 328 Ilderton Rd      |                      |            | SE15 1NT | Tustin TRA             | TRA | Recognised |
| Hall (in use) | United Children's Pop-in Centre | 100 Pentridge Street | Peckham              | London     | SE15 6LG | North Peckham TRA      | TRA | Recognised |
| Hall (in use) | Unwin & Friary                  | Frensham Street      | Friary Estate        | Peckham    | SE15     | Unwin and Friary TRA   | TRA | Recognised |
| Hall (in use) | Wade Hall                       | Parkers Row          | Dickens Estate       | Bermondsey | SE1 2DJ  | Dickens Estate TRA     | TRA | Recognised |
| Hall (in use) | Walkynscroft Drop in Centre     | Firbank Road         | Brayards Estate      | Nunhead    | SE15 2BZ | Brayards Estate TRA    | TRA | Recognised |
| Hall (in use) | Webber Row & Quentin            | 12-14 Quentin House  | 9-36 Gray Street     | London     | SE1 8UY  | Webber and Quentin TRA | TRA | Recognised |

|               |                              |                       |                     |            |          |                               |                |            |
|---------------|------------------------------|-----------------------|---------------------|------------|----------|-------------------------------|----------------|------------|
| Hall (in use) | Wickway Community Centre     | Cator Street          |                     | London     | SE15 6AA | Wickway Community Association | Hall committee |            |
| Sold          | Tooley Street Tenants Hall   | Nutmeg House          | ^) Gainsford Street | Bermondsey | SE1      |                               |                |            |
| TMO office    | Applegarth TMO Office        | Applegarth House      | Blackfriars Road    | London     | SE1 0PY  |                               |                |            |
| TMO office    | Brenchley Gardens TMO Office | 163 Brenchley Gardens | London              |            | SE23 3RF | Brenchley Gardens TMO         | TMO            | Recognised |
| TMO office    | Juniper TMC Office           | 1 Juniper House       | Pomeroy Street      | Nunhead    | SE14 5BY | Juniper House TMO             | TMO            | Recognised |
| TMO office    | TMO Office                   | 1 Tanner House        |                     | London     | SE1 3LL  |                               |                |            |