

Housing, Community Safety and Community Engagement Scrutiny Commission

Monday 25 November 2024

7.00 pm

Ground Floor Meeting Room G02A - 160 Tooley Street, London SE1
2QH

Supplementary Agenda No.1

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5.	Draft Resident Involvement Strategy To receive a report on the Draft Resident Involvement Strategy from Hakeem Osinaike, Strategic Director of Housing and Nat Stevens, Resident Involvement Manager.	1 - 96

Contact

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Date: 20 November 2024

Meeting Name:	Housing, Community Safety and Community Engagement Scrutiny Commission
Date:	25 th November 2024
Report title:	The Draft Resident Involvement Strategy, Support for Tenants' and Residents Associations (TRAs) and Tenant Management Organisations (TMOs)
Ward(s) or groups affected:	All
Classification:	Open
Reason for lateness (if applicable):	No
From:	Hakeem Osinaike – Strategic Director of Housing

RECOMMENDATION(S)

1. That the Scrutiny Commission note the draft resident involvement strategy for discussion (see appendix 1).
2. The Scrutiny Commission also notes for discussion how the council, as a landlord, is supporting TRAs and TMOs.

BACKGROUND INFORMATION

3. The principal aim of the co-produced draft resident involvement strategy with residents is to put residents at the heart of everything we do as a landlord, empower communities to shape the places they live in and make decisions about the issues that affect their lives.
4. We want to collaborate with all residents to design the services we provide and to support local people to deliver for their communities and neighbourhoods. The draft resident involvement strategy has been put together through pro-active contacts with over five hundred residents who live in council homes across the borough (see appendix 1).
5. As a peopled powered council and landlord, it is critical that we listen to the voice of residents and weave their views and perceptions into designing and delivering a landlord service that meets the needs and aspirations of residents.
6. The draft resident involvement strategy was developed with over five hundred residents before the Regulator of Social Housing inspected the council as landlord on the 7th and 8th of August 2024. The Regulator has since the inspection provided some preliminary feedback on the resident involvement structure, set out below:

- Our tenant engagement structure is good, and we invest significant resources to support resident involvement in a range of formal and informal resident involvement activities. However, there was no evidence to illustrate how the significant resources invested in resident involvement is supporting residents to influence and scrutinize housing management strategies, policies and the design and delivery of landlord services.
- A lot more needs to be done to demonstrate how resident scrutiny and feedback is positively leading to the improvements in the standard and quality of all landlord services and improving the satisfaction levels of all residents with the landlord and housing management service.
- The council as a landlord needs to demonstrate with a clear implementation plan how it is embedding the voice of tenants in the design and delivery of all landlord services and how residents hold the council as a landlord service to account. This includes empowerment and capacity building of residents through meaningful and relevant training, so residents have the tools to and knowledge to challenge the performance of the council meaningfully and robustly for the standard and quality of the landlord services.
- There is ample evidence to illustrate that the council as a landlord is committed to the growth and development of Tenant Management Organisations (TMOs). There is very clear and demonstrable evidence of the benefits TMOs in delivering good landlord services in the local neighbourhoods. However, more work needs to be done to ensure TMOs fulfil their obligations in the Modular Management Agreements (MMAs). The council needs to develop a more accountable framework for monitoring compliance with the MMAs and addressing the governance weaknesses in TMOs.
- The landlord service performance information is not easily accessible on the website. The website is not user friendly, and it is difficult to navigate to locate performance information about the council as a landlord. Tenants believe performance information is positively portrayed and tenants have not been able to scrutinize the service and interrogate the performance data before it is published.
- The performance information needs to be easily accessible by all tenants, so they can monitor the performance of the council as a landlord. The website needs to be equipped with interactive digital engagement tools and other online forms so residents can give feedback on the standard and quality of the housing management service.
- The online presence and the interactive tools embedded in websites provide more flexible opportunities for residents to participate in the design and delivery of landlord services as well as a useful feedback tool for recording their experiences of the service.

7. The formal judgement of the Regulator of Social Housing is yet to be published but the informal feedback from the Regulator of Social Housing is quite instructive and we now need to include potential changes in the resident involvement structure as part of the consultation.
8. It is critical to note that this is a draft strategy, and the idea is that it can form the basis for a much wider consultation and discussion with all residents who live in council homes and facilitated by an independent specialist tenants' and residents' advisory service.
9. The draft resident engagement strategy has been benchmarked with other local authorities (Lambeth, Brent, Newham, and Hackney) and independently reviewed by the Tenant Participatory Advisory Service (TPAS) the engagement experts who wrote, "**The strategy is written in a way that is easy to follow; to understand and is not jargonistic. This is certainly one of the better and more effective strategies I have seen from the Social Housing Sector, so well done.**"

TRAs AND TMOs

10. TRAs and TMOs play a pivotal role in helping the council as a landlord to design and deliver effective and efficient housing management and landlord services.
11. TRA's in Southwark Council homes are normally unincorporated bodies run by and representing all residents in the TRA areas of benefit. TRAs normally exist to represent the interest of their members and provide a platform for residents to meet regularly to consider issues that touch and concern the standard of local landlord services.
12. TMO's on the other hand are incorporated bodies run by secure tenants and council leaseholders to deliver housing management and other landlord services on behalf of the Council. The Housing Act 1985 (s27AB) makes provision for the council as a landlord to enter into management agreements with TMOs. TMOs are governed by the requirements of the Right to Manage Regulations 2012 and contractual arrangements with the council under their management agreements.
13. The council pays each TMO management and maintenance allowances to fulfill the management responsibilities set out in the management agreements. TMO's are therefore required by law to operate in accordance with both their contractual and regulatory arrangements.
14. There currently 128 active TRAs in all wards of the council which is a significant increase from 57 active TRAs in 2022 (see appendix 2). There are currently 16 TMOs in 12 wards (see appendix 3).
15. The extensive network of 128 TRAs are actively involved in holding local landlord services to account. There are also successful TRAs that only draw their membership from residents who live in street properties, for example Grosvenor TRA in Camberwell and Surrey Gardens TRA in Walworth. This

model is being studied and work is now underway to replicate it across the borough.

KEY ISSUES FOR CONSIDERATION

THE DRAFT RESIDENT INVOLVEMENT STRATEGY

16. There have been significant changes in both the legal and regulatory framework in the way social housing is managed since the cabinet report in February 2020. The Hackitt report into building safety, the Social Housing White Paper, the Building Safety Act 2022, and the new Social Housing (Regulation) Act 2023 require landlords to put accountable structures in place to ensure the voice of residents is firmly embedded in the way landlord services are designed, delivered, and managed.
17. The pandemic witnessed increased creativity in grassroots resident involvement and a more integrated approach in service design and delivery. The creative use of WhatsApp by residents, Facebook live streams, interactive phone engagement, the acceleration of digital engagement via Microsoft Teams or Zoom, all suggest the need to amplify the menu for resident involvement. The evidence also highlights the need for capacity building, training and co-creation with community leaders and residents to deliver a modern resident involvement framework fit for the 21st century.
18. The legal and regulatory changes define the way landlords must make their services accountable to residents. This, coupled with the need for digital urgency and increased creativity in resident involvement, all provide the right environment to collaborate with residents to develop a new resident involvement strategy.
19. There is also a need to review our resident involvement structures to reflect not only the values and objectives of Southwark Stands together, but also to harness the power of neighborhood led services, narrowing the gap for those more vulnerable members of our community and to deliver resident led outcomes to improve the quality of life for all residents in line with the vision and principles of the Southwark 2030.
20. The current resident involvement strategy was developed in 2013 (see appendix 4). A refresh is now needed due to the significant developments in the law and the regulatory framework since that time. The new laws impose new statutory obligations on the council as a landlord to engage with residents and ensure their views are weaved into housing strategy and key decision-making.

DRAFT STRATEGIC PRIORITIES

21. **There are four priorities that underpin our draft resident involvement strategy based on the proactive contact surveys with residents:**

- Giving power to residents to shape their neighbourhoods' and estates.
- A wide range of involvement opportunities for residents to have a say in decision-making and development of policy and strategy.
- Providing flexible and adaptable mechanisms for residents to scrutinise the design and delivery of landlord services.
- Embracing and embedding equality and diversity in line with the principles of Southwark Stands Together

22. To achieve the key strategic priorities, the strategy sets out a method to measure tenant satisfaction levels that are verified by residents and assessed by the Regulator of Social Housing. Residents will:

- Define the service.
- Set service standards.
- Monitor the service.
- Review the service using the GAP analysis framework.

23. The draft strategy sets out the bespoke options for residents to be involved in delivering landlord services as well as harnessing the knowledge, skill, lived and learned experiences of residents through the community power model to co-design and co-produce solutions to complex neighbourhood challenges.

24. The draft strategy is an attempt to capture the voice of residents who want repairs to their homes to be prioritised, clean and safe neighbourhoods and ensuring that all our homes, including new homes that we build, are sustainable, energy efficient and affordable.

HOW WE ARE GOING TO DEVELOP THE STRATEGY – THE CONSULTATION FRAMEWORK AND ROADMAP

25. The first stage was to review the existing literature, engage with a small sample of residents (533) and produce the draft resident involvement strategy.

26. The second stage is to collaborate with residents to appoint a specialist independent tenants' and residents' advisory service through the council's procurement framework to embark upon a wider consultation exercise, listen and learn from residents.

27. The third and final stages would be to develop the strategy with residents, test the findings with residents and launch the strategy.
28. We will use the agreed formal consultation mechanisms as well as other informal structures to ensure the views of residents are firmly embedded in the final resident involvement strategy. We will remain very open-minded throughout the consultation exercise to ensure every view is captured in the feedback. An indicative timeline is set out below and the detail is provided in (appendix 5)
- **Stage 1** Research and produce the draft resident involvement strategy (Getting the initial views) **(August 2022 to December 2024)**
 - **Stage 2 Appoint** a specialist independent tenants' and residents' advisory service with residents through the council's governance procurement process (Engage residents, listen and learn) Plan and deliver resident engagement activities to consult on the draft resident involvement strategy using the formal resident consultation framework, informal consultation mechanisms and digital platforms **(January 2025 to February 2025)**
 - **Stage 3** Develop the strategy, evaluate the findings with residents and launch the new resident involvement strategy. **(March 2025 to April 2025).**
29. We will follow the footfall and embed the team in the community to listen to what residents have to say and learn from those conversations. We will make sure every contact matters, every resident has an opportunity to make their voices heard.
30. New skills set around building relationships with residents which require more positive energy, spending more time with residents, demonstrating care, and taking responsibility for the things that matter to residents and jointly producing action plans to improve landlord services will underpin this strategy.
31. Resident Involvement Officers will be inserted and embedded in the local communities, door knocking and building relationships with residents at the doorstep or over a cup of tea or coffee and genuinely engaging with residents to find out the things that matter to them and how we can work collaboratively to make things happen for local residents.
32. The team will also be doing some weekend working delivering community cohesion activities jointly with residents. Any costs will be covered within the existing resident involvement budget.

SUPPORT FOR TRAs BY THE COUNCIL AS A LANDLORD

33. The key strategic approach for supporting and growing the network of TRAs is set out in the Southwark Council Delivery Plan 2022 to 2026 (see appendix 6). The key driver is to create a peopled powered Southwark. The Cabinet decision in February 2020 set out a framework to put resources back into the

local communities and to empower residents to make local decisions on how to use the allocated resident involvement funds to improve landlord service.

34. TRAs are the bedrock for the communities they serve, and the council provides training to equip residents with the skills required to run effective TRAs. TRAs are supported by the council to hold local landlord service providers to account. This is illustrated at the monthly joint estate and grounds maintenance inspections. Local TRA representatives' conduct an average of 2300 joint estate inspections per annum.
35. TRAs are also supported to send representatives to the repairs improvement residents' board (RIRB) to improve the repairs and maintenance service. There is ongoing work to hold repairs action days on none TRA estates to engage more residents and grow the number of TRAs.
36. The community gardening projects made of up residents who initially had a passion just for gardening has now led to the development of new TRAs on the Goschen, Dowles and Melford estates.
37. TRAs are also supported to be continually active in new housing developments and regeneration as witnessed on the Tustin and Aylesbury Estates. TRAs further act as effective ambassadors for building and fire safety issues on behalf of residents as witnessed on the Ledbury Estate.
38. The pandemic witnessed increased creativity in grassroots resident involvement and a more integrated approach to service design and delivery of landlord and other council services with TRAs and TMOs. This grassroots collaborative partnership with TMOs and TRAs has been further employed to identify vulnerable residents to access energy subsidy payments during winter.
39. A total of 8 TRAs converted their TRA halls into warm hubs during the winter months of 2023/24 serving hot food and drinks and the Albrighton Community fridge illustrates the tangible benefits of community power in providing practical support with the nutritional needs of local communities. A total of £50K has been set aside to support TRAs who want to set up warm hubs in the winter months of 2024/25 to support residents with the cost of living.
40. TRAs and TMOs possess a wealth of local knowledge which has helped officers to deliver estate management services. TRAs conduct about 2300 joint estate inspections every year alongside officers and contractors. The walkabouts identify communal repairs, grounds maintenance issues, fly tipping and further gives tenants the opportunity to talk about their homes and tenancy issues. This is also a good listening opportunity to the issues that matter to tenants and by involving other teams on these walkabouts, has served to further illustrate a one-council approach to resident involvement.
41. The involvement of TRAs in projects that bring tangible benefits to their local communities has also helped to develop more meaningful relationships between residents and local TRAs and added more value to the TRA movement. Public Health has teamed up with the Housing Department to allocate £150K to three TRA areas (Rockingham, Wyndam & Comber and Kingswood) to help address some of the long-term health and well-being

impacts of the Covid-19 pandemic on the borough's population. The selection of these three estates was informed by Public Health data.

42. TRAs have also been instrumental in setting up project support groups to ensure the voice of residents is firmly embedded in the management of major work projects especially to put things right. The work to address some of the challenges with delivering major works on Canada Water and Kirby Estates serves to illustrate the growing influence of TRAs and the one-to-one support offered by TRA members to affected residents. The TRAs were very instrumental in setting up the project support groups which has helped to improve the relationship with the Council as a landlord.
43. The work of [We Walworth](#) is supported by a number of TRA residents who were key to connecting residents with critical services and facilitating access to food at the height of the pandemic. This collaborative approach to addressing community issues has facilitated the return of an outdoor eating and hot plates area at Burgess Park, an activity that was banned because of fire safety concerns and anti-social behavior, amongst other things. The trial launch was on the 24th of August 2024 with free food and drinks which contributed to reactivating community links and harps to the power of food, music, and sports in bringing communities together.

RESOURCES FOR TRA DEVELOPMENT AND WIDER COMMUNITY ENGAGEMENT

44. Encouraging and funding TRAs has also helped with the growth of TRAs. The budget for resident participation is a little over £900k per annum and TRAs have a core funding budget of £178K per annum to set up new TRAs and maintain existing ones.
45. An additional strategy to amplify the methods of resident engagement is the get involved grant (GIG) funding which is open to TRAs and other constituted and unconstituted local group of residents who live in council homes. The GIG activities help to bring communities together and serve as recruitment fares for TRAs.
46. The Southwark Black Parents Forum (SBPF) has collaborated with TRAs across the borough to host community events on council estates and council parks which have attracted an average of 1000 residents. These activities have helped to reactivate and strengthen TRAs and improved the diversity of the TRA committees. More information on the various collaborative partnerships between SBPF can be found on the SBPF website [Southwark Black Parents Forum](#)

EMPOWERMENT AND CAPACITY BUILDING

47. The resident involvement team has been restructured to align the service with modern ways of resident involvement and the new social housing regulatory requirements. There is also a much greater focus in the new structure on amplifying resident led oversight and scrutiny of all landlord services and to widen the range of opportunities for TRAs and the diversity of tenants' voice to shape and deliver the housing management and landlord services.

48. The change will devote more staffing resources to grassroots resident involvement by proactively embarking on a range of people powered community activities to encourage wider resident involvement opportunities based on the principle of “go where the tenants are”, the [We Walworth](#) and [Southwark Black Parents Forum](#) models. These models proactively engage the residents on the issues that matter to residents. The sharing of food, the power of sports and music are deployed to encourage community participation.
49. The proposed changes in the resident involvement team will embrace the benefits of digital technology and social media platforms to meet the needs of residents who have asked for more flexible and inclusive ways to voice their views and make meaningful contributions to the improvement of landlord services. A project is underway to distribute 80 new laptops to 80 TRAs to improve digital access to landlord services for residents. The laptops have been procured and are being delivered to TRAs.
50. As part of embedding the new social housing regulatory framework for the transparency, influence and accountability consumer standard, the housing department is in the process of recruiting tenants to the resident led housing strategy, policy and procedures board. The board will formalise the existing roles of TRAs in assessing landlord services and holding the housing department to account.

SUPPORT FOR TMOs

51. The Housing Act 1985 (s27AB) makes provision for the Council as a landlord to enter into management agreements with TMOs. TMOs are governed by the requirements of the Right to Manage Regulations 2012 and contractual arrangements with the council under their management agreements. There are currently 16 TMOs managing 4104 council homes of which 1413 council homeowners and 2691 are council tenants (see paragraph 59).
52. TMOs play a pivotal role in delivering good landlord services and the aggregate of the tenant satisfaction measures collected illustrates the added value that TMOs bring to improving satisfaction levels with landlord services in TMO managed council homes. TMO tenants recorded much higher satisfaction levels in the latest tenant satisfaction measures (TSMs) when compared to tenants for whom the council provides direct landlord services.
53. TMOs empower council tenants and leaseholders to get involved in making decisions about the homes and estates they manage in the 12 wards. The TMOs have boards or management committees who provide governance. The tenants and council homeowners can hold the TMO to account for the standard and quality of the landlord services.
54. The tenants and leaseholders in the area of benefit of the TMO are given the opportunity at the annual general meeting of the TMO and every 5 years to vote for the TMO to continue to directly deliver the landlord services. Management committee members or boards are also elected at the annual general meetings of the TMO.

55. If the tenants and leaseholders are not happy with the performance of the TMO in the wards, they can vote to end the management for the council homes served by the TMO and the council will resume the direct delivery of landlord services following the provisions in the management agreement to end the management contract. The annual and 5 yearly cycle of votes give tenants and leaseholders in wards by managed TMO greater voice on who delivers the landlord services and enhances democratic accountability of the TMO to the residents.
56. The TMOs further conduct community meetings and workshops which give more opportunities for residents to ask questions, scrutinise the service and benchmark with other TMOs in other wards. The TMO offices are based within proximity of the council homes they manage which helps with access to services and a more customised landlord service delivery in the wards TMOs serve.
57. TMOs in the various wards are supported to ensure the boards and management committees represent the diverse groups in the council homes and wards they serve. This has helped in ensuring the needs of the different demographics are understood by the TMOs and this is regularly monitored by the TMO Development and Monitoring Officers.
58. TMOs are supported by the council with resources to provide training for residents in the various wards to enhance their skills, financial literacy and how to govern a TMO. The committees decide on spending priorities for the surplus funds generated by TMOs and several TMOs have invested the budget surpluses generated from the efficient management of their estates and areas of benefit in improving green spaces, playgrounds or community activities to improve quality of life for residents.

TMO MANAGEMENT AND MAINTENANCE ALLOWANCES

59. The last review of the TMO allowances was in 2020 (which informed the 2021/22 allowances) and so there was no need for a fundamental review of the recharges for 2024/25. The current allowances in 2024/25 is based on the 2023/24 allowance, adjusted slightly for property sales.

TMO	Council homeowners	Council tenants	Total council homes	Allowance 24-25 (£)
Applegarth	16	37	53	77,790
Brenchley Gardens	52	43	95	114,261
Browning	162	334	496	653,816
Cooper Close	48	15	63	47,602
Delawyck	64	51	115	86,699
D'Eynsford	121	215	336	344,050
Falcon Point	62	48	110	175,281
Gloucester	83	335	418	568,241

Haddon Hall	68	101	169	233,406
KPH	21	19	40	57,983
Styles	16	32	48	67,755
Two Towers	61	104	165	204,198
Webber & Quentin	63	100	163	175,870
Willowbrook	42	137	179	256,364
Wrayburn	35	37	72	76,813
TOTAL	914	1608	2522	3,140,129

TMO	Council homeowners	Council tenants	Total council homes	Allowance 24-25
Leathermarket JMB	499	1083	1582	Self-financing

60. There are significant challenges facing local governments nationally and the council as a landlord specifically. The strain on the housing revenue account (HRA) and general fund is palpable. The central government decision in 2015 to reduce rents by 1% for 4 years reduced the size of the HRA in Southwark by £60 million.
61. The compelling need to make council homes safe post-Grenfell and the urgency of tackling mould and damp is a source of constant consternation for delivering a good landlord service. This is further exacerbated by the pressure on the general fund to pay for temporary accommodation, especially as the local housing allowance has not kept track with the private sector market rents and residents turn to the council to seek rehousing assistance.
62. Advice from the council's resources department is that due to the precarious state of HRA finances and the cost minimisation measures introduced under the moratorium, all LB Southwark retained service areas are subject to a cash limit, broadly equating to a 6% reduction on 2023/24.
63. The HRA is limited in the increases in rent it can apply and furthermore, in 2023/24 the rents were capped at 7% whereas both general and repair/building inflation rates have increased at a significantly higher rate. This is coupled with much higher interest rates which increases the cost of borrowing, which then impacts on the revenue monies available to the HRA. The council has an HRA budget recovery plan in place to ensure the future viability of the HRA. This financial position is a driver for the calculation of future TMO allowance uplifts.
64. The TMOs have asked for an allowance review via the Southwark Tenant Management Organisation Committee (STMOC) and as required by law, the TMOs will appoint an independent advisor and notify the council.

Policy framework implications

65. The Council plan and the housing strategy have a commitment to empower residents to make local decisions on landlord services and TMOs and TRAs

give power to residents to design and local landlord services and to hold landlord services to account.

Community, equalities (including socio-economic) and health impacts

Community impact statement

66. TMOs continue to record very high levels of resident satisfaction with the local landlord services. TMOs further conduct community meetings and workshops which give more opportunities for residents to ask questions, scrutinise the service and benchmark with other TMOs in other wards.
67. The TMO offices are based within proximity of the council homes they manage which helps with access to services and a more customised landlord service delivery in the wards TMOs serve.
68. TRAs are the bedrock for the communities they serve and the growing influential network of TRAs has helped facilitate the fostering of vibrant and cohesive communities.

People powered Southwark impact assessment.

69. Well-run and governed TMOs and TRAs demonstrate the commitment of the council to empower residents to run local landlord services and hold the council as a landlord to account for the design and delivery of local services.

Impact on neighbourhoods

70. TMOs and TRAs offer more flexible and inclusive ways of involving residents in the design and delivery of landlord services. This includes empowerment and capacity-building opportunities, so residents are equipped to deliver local services to transform their neighbourhoods.

Closing the gap

71. The March 2021 census revealed multiple levels of deprivation in the Borough and TMO and TRA funding helps to address the indices of social and economic deprivation by equipping residents with saleable skills to manage local services for local communities.

Health impact statement

72. TMO and TRA services are locally based, and the social and community cohesion activities help to promote the health and well-being of residents. The summer funday activities and the Christmas events help to prevent loneliness and promote the mental well-being of residents.

Climate change implications

73. There are no adverse climate change implications as TMO offices and TRA halls are locally accessible, and no car or bus journeys are required

to access the local TMO offices or TRA halls.

Resource implications

74. The plans set out to improve the financial governance of TMOs has the potential to ensure that TMO allowances are correctly used for the purposes intended. The empowerment and capacity building of TRAs requires that adequate resources are allocated to continue to grow the network of TRAs.

Financial implications

75. There are currently 16 TMOs managing 4104 Council homes. The allocated management and maintenance allowances for the delegated landlord services provided by 15 none self-financing TMOs in 2024/25 is £3,140,129.00 Leathermarket JMB is self-financing.
76. It is important that the management accounts for TMOs are scrutinised to ensure they deliver value for money services and the allocated funds are used for the purposes set out in the management agreements.

Legal implications

77. TMOs derive their legal and regulatory framework from section 27 of the Housing Act 1985 and the Right to Manage Regulations 2012 [The Housing \(Right to Manage\) \(England\) Regulations 2012](#)
78. The Modular Management Agreement (MMA) sets out the regulatory framework for the delegated responsibilities for each TMO.

Consultation

79. Not applicable

SUPPLEMENTARY ADVICE FROM OTHER OFFICERS

Head of Procurement

80. Not applicable

Assistant Chief Executive, Governance and Assurance

(Ref: DG 14/11/2024)

81. The relevant statutory and regulatory framework is referenced in the body of the report. The Assistant Chief Executive, Governance and Assurance and her staff will be able to advise officers on any legal and governance matters arising from development of the strategy.

Strategic Director, Resources

(Ref: H&M 24/047)

82. The Strategic Director, Resources notes the content of the report and endorses the proposed restructuring of the Resident Involvement Team to strengthen financial oversight of TMO's to address shortcomings identified through recent audit reviews. The Strategic Director, Resources also notes the requirement to review allowances for 2025-26, which needs to be seen within the context of the wider financial position of the HRA and the budget recovery measures put in place to ensure its continued sustainability.

Other officers

83. Not applicable

BACKGROUND DOCUMENTS

84. Not applicable

BACKGROUND DOCUMENTS

Background Papers	Held At	Contact
Not applicable		

APPENDICES

No.	Title
Appendix 1	THIO Resident Contact form
Appendix 2	Active and being reactivated TRAs by Resident Involvement Officer
Appendix 3	TMOs by Ward
Appendix 4 a/b/c	Resident involvement strategy 2013 Resident Involvement Action Plan 2015-2017 IDM Report Resident Involvement Strategy

Appendix 5	Draft Resident involvement strategy consultation framework
Appendix 6	Southwark Council Delivery Plan 2022 to 2026

AUDIT TRAIL

This section must be included in all reports.

Lead Officer	Hakeem Osinaike, Strategic Director of Housing	
Report Author	Nat. Stevens, Resident Involvement Manager	
Version	Final	
Dated	14 th November 2024	
Key Decision?	No	
CONSULTATION WITH OTHER OFFICERS / DIRECTORATES / CABINET MEMBER		
Officer Title	Comments Sought	Comments Included
Assistant Chief Executive, Governance and Assurance	Yes	Yes
Strategic Director, Finance	Yes	Yes
List other officers here		
Cabinet Member	Yes	Yes
Date final report sent to Constitutional Team	19 th November 2024	

Housing Department, London Borough of Southwark

Draft Resident Involvement Strategy

Executive summary

One of the enduring legacies of the covid-19 pandemic is when you empower residents and work with them in a joined-up way, listen to them and weave their views into the fabric of defining and designing services, a lot more can be achieved. This strategy builds on the remarkable success achieved by working with residents during the height of the pandemic.

Residents have asked for more flexible and inclusive ways to voice their views. At the heart of the strategy is the role of community power in making things happen on all our estates and neighbourhoods. Building strong and effective relationships with residents and treating them with respect is key to unlocking the potential of the community. This requires an inclusive and partnership approach underpinned by a joined-up and respectful engagement style that values the diverse perspectives and reinforces trust and respect.

Four key draft strategic priorities have been developed to underpin our commitment to the highest level of resident involvement with a clear action plan to ensure we listen to the voice of our residents and firmly embed their priorities in delivering high standard customer-focused services:

- Giving power to residents to shape their neighbourhoods and estates.
- A wide range of involvement opportunities for residents to have a say in decision-making and development of policy and strategy.
- Providing flexible and adaptable mechanisms for residents to scrutinise the design and delivery of landlord services.
- Embracing and embedding equality and diversity in line with the principles of Southwark Stands Together

Foreword by the Cabinet Member for Council Homes



As the Cabinet Member for council homes, my ambition is to put power back into the hands of local residents to make decisions on how to shape their estates and neighbourhoods. My aim is to put the needs and aspirations of residents at the heart of delivering good quality homes and Landlord services. Our residents are the biggest experts on their homes and the local neighbourhood issues that affect them.

The tragedy at Grenfell, the findings of the Hackitt report and the pandemic have highlighted the crucial significance of tenant involvement, tenant voice, community engagement and community power. The White Paper and the Social Housing (Regulation) Act 2023 strengthens the accountability of the council as a landlord for providing safe homes, quality services and treating residents fairly and with respect.

Trust and respect from our residents is earned by consistently delivering good quality landlord services and making sure we listen and act on the things residents have told us. The Regulator of Social Housing has created a new approach for assessing the performance of landlords at delivering good quality homes and services. We welcome the requirement to provide performance management information available to all residents. The resident perception surveys will enable all residents to determine and assess how well we are doing in delivering services to all residents.

The success of the Great Estates project highlights the benefits of people power in shaping their neighbourhoods and estates. The Great Estates project was designed with residents and for residents. The success it has recorded in transforming the pilot estates is testament to our commitment to working with empowered communities to transform the way we manage and deliver resident services on our estates and in our neighbourhoods.

Southwark Council owns and manages around 57600 homes occupied by council tenants, leaseholders and shared owners. We value the input of all our residents in creating great places to live and work, whether tenants, homeowners or other household members living in council homes.

Our resident involvement strategy lays out our aims for the next four years. It seeks to offer a variety of ways for residents to get involved, in a manner that suits their individual lifestyle and the time they have available. I am committed to working alongside officers and residents to ensure that this resident involvement strategy puts residents at the heart of the housing service. A housing service which continues to provide an effective, value for money package that answers the needs of today's residents and those of the future and returns power to local people to make local decisions about their estates and neighbourhoods.

Cllr Sarah King

Cabinet Member for Council Homes

Introduction by the Strategic Director of Housing



This four-year strategy seeks to set out a journey. The journey is to build on the already positive role we have in meaningfully involving residents in our housing service and giving power back to local residents to shape the services in their neighbourhoods.

We recognise that getting involved can mean a significant time commitment as well as personal energy. The aim of this strategy is to open up more ways for you to get involved. We recognise the importance of offering a range of methods which are fit for purpose and provide an opportunity for people to get involved at whatever level best suits their lifestyle.

The Social Housing (Regulation) Act 2023 give tenants greater powers. This includes improved access to swift and fair redress when something goes wrong and enhanced powers for the Regulator of Social Housing to ensure landlords provide homes that are decent, safe and of a very good quality.

The new proactive consumer regulatory framework give more powers to the regulator to ensure landlords continue to provide homes that are safe, decent, well-maintained and tenants are treated fairly and with respect. As a peopled powered council and landlord, it is critical that we listen to the voice of residents and weave your views and perceptions into designing and delivering a landlord service that meets your needs and aspirations.

Southwark welcomes the new powers given to the regulator to ensure that we are providing good quality homes that are safe and our services are accessible to residents and we continue to treat all residents fairly and with respect. As we know from working with our residents, housing plays a vital role in offering a new start and a bedrock for accessing life's opportunities. Working together in partnership is therefore so important, because Southwark's housing is so much more than just a roof over someone's head, it is a home and a secure foundation to go forward on.

Hakeem Osinaike

Strategic Director of Housing

Resident Involvement Strategy

Resident involvement in Southwark is about:

- Giving power to residents to shape, influence and direct the design and delivery of landlord services.
- Working with residents to understand their needs, priorities and aspirations for their neighbourhoods and local community.
- Treating our residents courteously, fairly and with respect.
- Adapting our approach to resident involvement in response to the changing needs and complex work patterns and lifestyles of our residents.
- Developing a deeper understanding of the challenges faced by residents and working together to find practical solutions.
- Embedding the principles of co-design, co-creation and co-production of services that put residents firmly in the driving seat.
- Demonstrating care and empathy in the way we serve our residents.

There are four draft priorities that underpin our resident involvement strategy:

- Giving power to residents to shape their neighbourhoods and estates.
- A wide range of involvement opportunities for residents to have a say in decision-making and development of policy and strategy.
- Providing flexible and adaptable mechanisms for residents to scrutinise the design and delivery of landlord services.
- Embracing and embedding equality and diversity in line with the principles of Southwark Stands Together

In order to achieve the key strategic priorities, the strategy sets out a clear action plan to deliver outcomes that are verified by residents and assessed by the Regulator of Social Housing. We will at all times work with residents to:

- Define the service
- Set the service standards
- Monitor the service.
- Review the service using the GAP analysis framework

STRATEGIC PRIORITY 1 – Giving power to communities to shape their neighbourhoods and estates

At the heart of the community power model is:

- Putting residents at the heart of everything we do.
- Empowering communities to shape the places they live in and make decisions about issues which affect their lives.
- Working with you to design the services we provide and support local people to deliver for their community

It entails changing the power dynamics of those who hold leadership and operational roles in the council and residents so that the learned and lived experiences of local people is woven into the fabric of decision-making that affects the lives, hopes and aspirations of local people.

We are keen to effectively use the individual and collective wealth of knowledge, skills and lived experiences of residents to deliver good quality landlord services that meet the needs and aspirations of residents. The community power model offers the opportunity to collaboratively work with residents to design and deliver services with better outcomes and value for money.

It entails putting power into the hands of local people to make local decisions because they are in a much better position as local residents to solve local problems. It requires:

- a) Co-producing solutions to complex neighbourhood service challenges
- b) Agreeing how we can jointly build an accountable framework with residents at the helm
- c) Co-create a communication, monitoring and scrutiny framework to meet the often complex and varying needs of residents.

The success of the Great Estates project highlights the benefits of people power in shaping their neighbourhoods and estates. The Great Estates project was designed with residents and for residents and the success it has recorded illustrates what can be achieved when we listen to and work with residents.

STRATEGIC PRIORITY 2 - A wide range of involvement opportunities for residents to have a say in decision-making and development of policy and strategy

- a) **Local Housing Forums (LHF)** –There are five local area forums which are chaired by residents. Everyone who lives in a council home, including council owned temporary accommodation, can attend their Local Housing Forum. At these meetings, you can take part in discussions with council officers and Councilors’ on a wide range of housing related topics and policy decisions.

- b) **Tenant and homeowner forums** - The tenants' forum focuses on tenant specific issues and the homeowners' forum focuses on homeowner specific issues. Members of both the tenant and homeowner forums meet regularly to look at issues which affect both tenants and homeowners.
- c) **Tenants and residents association (TRA)** – A TRA is a group of residents who come together to work with the council and hold the housing and other services accountable to ensure a consistently high level of service for local residents. You can get more information on how to set up a new TRA by emailing resident.participation@southwark.gov.uk
- d) **Tenant management organisation (TMO)** – The right to manage regulations 2012 give tenants the framework for taking on the direct management responsibilities for agreed services set out in a management agreement with the council. To take over management, the tenants must set up a properly constituted organisation. More information on TMOs can be found by clicking on the link <https://www.southwark.gov.uk/housing/housing-getting-involved/tenant-management-organisations-tmos>
- e) **The building safety residents' board** - The building safety residents' board plays a critical role in facilitating regular and open communication between the service and residents. The law requires each in-scope building to have its own residents' engagement strategy and to build a profile for each building, taking into account the demographic details of the residents.
- f) **Repairs Improvement Residents' Board** -The repairs service improvement plan was agreed by Cabinet outlining the council's vision for a service that:
- Consistently gets repairs completed right first time
 - Responds to the needs of residents
 - Grows the council's own workforce
 - Works with local suppliers to help boost the local economy
 - Achieve the very best value for money

The role of the board is to scrutinise the repairs service improvement plan including:

- Implementation and forecasts
 - Provide transparency and conversation about the service and key performance indicators (KPI's)
 - Provide residents with a voice to influence change.
- g) **Postal surveys-** Postal surveys are also used to facilitate resident participation. Survey questionnaires are sent out in pre-paid envelopes for residents to complete and return.
- h) **Joint estate inspections** - Joint estate inspections with officers and contractors of the council offer residents the chance to make sure their estate is clean, safe and well cared for. Residents are able to hold officers/contractors directly accountable for the cleaning, grounds maintenance and communal repairs on the estates.
- i) **Housing and community safety scrutiny commission** - This commission is a sub-committee of the Overview and Scrutiny Committee and has been established to examine and monitor the performance of services provided by the Council and other agencies in matters regarding housing and community safety. Elected members and residents constitute the commission. The individual meeting recordings can be reached on the meeting pages and are hosted on the Council's YouTube channel:
<https://www.youtube.com/user/southwarkcouncil/>
- j) **Online residents' panel** – the online residents' panel enables residents to get involved in decisions remotely and can choose from a list of topics or decisions they want to be involved in, complete online surveys, comment on draft documents. Additional information on how to join the online panel can be found via this link <https://www.southwark.gov.uk/housing/housing-getting-involved/online-residents-panel>
- k) **Resident scrutiny panel** – The purpose of the resident led scrutiny panel is to provide an independent scrutiny of the service and to assist with drawing up an action plan to ensure the service meets the needs and aspirations of residents. The panel is independent and they choose the service they want to scrutinise. Training is provided to panel members who are recruited using

various online tools, face to face contacts during home visits by tenants and homeowner involvement officers, telephone contacts with the customer contact centre and other events organised for residents.

- l) **Surveys-** The Regulator of Social Housing has developed tenant satisfaction measures (TSMs) to determine and benchmark social housing landlords against the consumer standards published by the regulator. The TSMs will cover five themes: repairs, building safety, respectful and helpful engagement, managing complaints and responsible neighbourhood management. Perception surveys will be used to measure resident satisfaction with the service.
- m) **Block representatives**
Some residents are happy to assume responsibility for inspecting and reporting any service issues to the Resident Services Officer as well as the Resident Services Manager for their specific block. Block representatives help to keep the blocks clean and safe by reporting communal repairs, lift breakdowns and other issues to the council.
- n) **Focus groups** - Focus groups offer an opportunity to be consulted on housing service issues like fire safety, repairs, anti-social behaviour, new homes, youth engagement etc. The tenant and homeowner involvement officers provide support to these groups to facilitate resident involvement.
- o) **Social media and digital media platforms** - The pandemic has witnessed the innovative use of digital technology to bring people together in a way that was less utilised before the pandemic. Most of the residents are now increasingly using WhatsApp messenger to monitor estate services. The strategy would seek to optimise the use of digital engagement to spot and leverage social media trends. The strategy also seeks to broaden the reach of content and effectively use audience segmentation to target under-represented groups to ensure their views are captured in the design and delivery of landlord services.
- p) **Co-design workshops with residents** – co-design workshops with topics or issues decided by residents provide a valuable tool to engage residents on single or multiple issues relating to the service. Co-design workshops help with discussions on how

services can improve. This will be increasingly utilised to get the perception of residents on specific services and how to improve the service and make it more accountable to residents.

- q) **Individual interviews** – one to one interviews also provide an opportunity for resident participation.
- r) **Work with community champions to build trust and inspire confidence** – collaborative partnership with community leaders helps to tap into existing social networks which can form the basis for meaningful engagement especially with close knit hard to reach communities.
- s) **Webinars with questions and answer sessions** – webinars give the opportunity to reach residents with smart devices. Residents are able to listen or watch the broadcast at their own time and place and the on-demand flexibility means residents are able to access the sessions multiple times.
- t) **Resident conferences with contents determined by residents** – resident conferences offer an opportunity for residents to hold service providers accountable for the services provided. The workshops, question and answer sessions offer an opportunity to probe key service areas and the resulting action plans with target completion dates helps to make the service accountable to residents.
- u) **Digital inclusion** - Southwark Council is committed to being a digitally inclusive borough, where all residents and businesses have access to the digital tools they need to live and work. Access to high speed broadband is an important part of the council's Fairer Future promise to build a strong local economy for everyone. Training Officers currently provide support for digital training for residents in designated resource centers. More information on digital inclusion can be found via this link (<https://www.southwark.gov.uk/housing/housing-getting-involved/better-broadband-for-southwark>)

- v) **Resident day events and other community activities** – Resident day events are a good way of bringing the community together. These are normally held in the spring and summer months and offer the opportunity for tenants and leaseholders to meet directly with officers of the council and ward members.

- w) **Themed cultural events to promote inclusivity and diversity** – themed events which celebrate the diversity of the communities are proving to be popular with residents. These events celebrate the beauty in diversity and extol cultural values as well as celebrate the richness of every culture through food, dress and music.

- x) **Home visits by tenants and homeowner involvement officers (THIOs)** – THIOs carry out home visits as part of the strategy to build effective relationships with residents. During the visits, THIOs will encourage residents to talk about their perceptions of the housing service and seek to recruit them to the formal consultative structures as well as the other alternative engagement bodies.

- y) **Sporting activities and other games** – sports and other games have proved to be a very useful method of bringing diverse communities together and cuts across every age.

STRATEGIC PRIORITY 3 – Providing flexible and adaptable mechanisms for residents to scrutinise the design and delivery of landlord services.

The White Paper and the Social Housing (Regulation) Act 2023 strengthens the accountability of the council as a landlord for providing safe homes, quality services and treating residents fairly and with respect. The new consumer standards impose legal obligations on the council as a landlord to provide homes that are of a good quality, safe, decent and well-maintained. There is also a requirement to treat residents fairly and with respect. To achieve this, the council as a landlord must listen to residents and provide flexible and adaptable mechanisms for residents to scrutinise the design and delivery of landlord services.

The repairs improvement residents' board and the building safety residents' board, for example, play a critical role in facilitating regular and open communication between the service and residents. The residents' voice is required to support building management in making decisions that impact upon the safety of the building as well as ensuring residents continue to live in well-maintained homes. The law requires each in-scope building to have its own residents' engagement strategy and to build a profile for each building, taking into account the demographic details of the residents.

The tenants and residents associations, the local housing forums and the tenant and homeowner forums provide a framework to residents to hold the council as accountable for all landlord services.

STRATEGIC PRIORITY 4 – Embracing and embedding equality and diversity in line with the principles of Southwark Stands Together

Southwark Stands Together is a borough wide initiative in response to the killing of George Floyd, the injustice and racism experienced by Black, Asian and minority ethnic communities and the inequalities exposed by Covid-19 and exacerbated by the current cost of living crisis.

As a landlord, we recognise that we work in diverse communities and that some groups are likely to experience disadvantage and discrimination because of a protected characteristic. Our communities are our greatest strength and the lived and learned experiences of residents are invaluable in designing and delivering vibrant and sustainable neighbourhoods.

The council remains committed to knowing who our residents are and what their needs are in order to provide appropriate accessible services. We will do this by:

- a) Providing funding to support themed co-designed events in local communities to facilitate the participation of minority ethnic groups.

- b) Targeted visits and phone calls to individual Black, Asian and minority ethnic residents to discuss the benefits of resident involvement and work with each individual to address any barriers or challenges they face that prevents them from engaging.
- c) Targeted community leadership training, development and capacity building of Black, Asian and minority ethnic residents.
- d) Creating mentoring and networking opportunities with established Black, Asian and minority ethnic community leaders.
- e) Home visits and phone calls to Black, Asian and minority ethnic communities residents by tenants and home owner involvement officers (THIOs) using the data from Northgate.
- f) Themed cultural events to celebrate diversity and inclusion.

OUR RESIDENT INVOLVEMENT AGREEMENT

We have developed seven “Involvement Promises” which form our Resident Involvement Agreement to residents to demonstrate our commitment to achieving the draft strategic resident involvement priorities. These are:

- a) We will publish a strategy (a plan setting direction and actions) every 4 years detailing our approach to carrying out resident involvement. We will consult with residents about whether the right things are included in the strategy.
- b) We will involve residents in making decisions that will affect them.
- c) We will offer a menu of choices to get involved with options to suit different lifestyles and meet the needs of individuals.
- d) We will support new and existing residents’ groups including grant funding.
- e) We will offer training and development support to help residents influence our services.
- f) We will provide a range of opportunities for residents to monitor and scrutinise our performance and services.
- g) We will report back to residents on the difference their involvement has made.

DEALING WITH DISPUTES

Successful resident involvement is about partnership working in order to find the best possible solutions to any issues that arise. However, disputes between landlords and residents’ groups can occur from time to time. If a resident feels that the council has not kept to the resident involvement agreement, they may make a complaint using the complaints procedure. If dispute resolution

becomes necessary, we will make independent advice available through a national tenant participation consultancy to a residents' group. If required, we will also consider engaging the services of an independent mediator to deal with any disputes.

MONITORING OUTCOMES AND MEASURES OF SUCCESS

We will continue to use the Southwark TRAs, the on-line panel and other involvement structures as key groups to monitor the delivery of this resident involvement strategy. We will also report to the Departmental Management Team (DMT) Senior Management Team (SMT) and the Cabinet member for Council Homes and Homelessness and will include features on a regular basis through our website and in the 'Engage' Resident Involvement newsletter.

ANNUAL REVIEW

Each year we will produce information which reports on how well we are meeting the aims of this resident involvement strategy. This information will detail the influence residents have had on business and service improvements and what has changed as a result. This information will be scrutinised by the resident involvement structures, senior managers and councillors.

The evaluation of resident involvement can be complex, as many outcomes cannot be measured in terms of numbers or finance. Also some outcomes do not show themselves immediately but take place over time. Therefore the views, opinions and perceptions of staff, councillors and residents all need to be taken into account to assess the level of influence residents have had and whether this has resulted in the expected continuous improvement over the life of this strategy.

MEASUREMENT OF SUCCESS

We will measure the success of this four-year Resident Involvement Strategy by measuring our performance against the following outcomes:

- a) We will have a wider range of residents involved in a greater number of involvement activities through the life of this strategy.
- b) We will have clear evidence that involvement has made a difference in terms of tangible service improvements.
- c) Resident Involvement is embedded and forms part of the day job for all staff and the evidence is collected through the tenant satisfaction measures and survey of homeowners.
- d) We will have achieved improved resident satisfaction with resident involvement.

ROAD MAP

1. The first stage was to review the existing literature, engage with a small sample of 650 residents and produce the draft resident involvement strategy, October 2022 to July 2023.
2. The second stage is to embark upon a wider consultation exercise, listen and learn from residents, November 2023 to March 2024 and produce a revised resident involvement strategy.
3. The third stage is to develop the strategy, test the findings with residents between April 2024 to June 2024 and submit the final draft strategy to residents.
4. The final stage is to launch the strategy in August 2024.
5. We will use the agreed formal consultation mechanisms as well as other informal structures to ensure the views of residents are firmly embedded in the final resident involvement strategy.

THIO Resident Contact Form

Data analysis

May 2024

Protective Marking: Not protectively Marked

Suitable for Publication Scheme: Yes

Author: Jenny Wood, Partnership Analyst, Stronger Neighbourhoods

Date: 22/05/2024

Introduction

Meta data:

The data contained in this report is taken from 455 paper forms and 78 electronic forms completed on THIO visits to residents to the end of FY 2023/24. The total number is 533.

Caveats:

- The forms were completed by 5 THIOs and 2 Resident Services Officers and cover residents in specific areas of the borough.
- No survey methodology has been provided.
- The qualitative data within this survey has been handwritten by the THIO or the resident, and given the short timeline for this analysis, clarification has not been sought where writing is illegible.
- Two different versions of the form have been used so there are slight differences in the questions asked to a small number of respondents. An electronic version was introduced in October 2023.
- The original forms are available for inspection.
- No comparison has been made against the population of the borough, or the LB Southwark Tenant population to identify if this survey sample is indicative of the general population.

Language & Disability

Language & translation requirements

- 281 respondents gave English as their first language, while 165 provided no answer.
- Between the other 87 respondents, there are 29 different languages given as the first language, with the most common being Yoruba (19).
- Only 2% of respondents indicated they required the services of a translator. One household stated that the children are always around to translate on their parent's behalf.
- Four of those who stated they required a translator did not provide a first language.

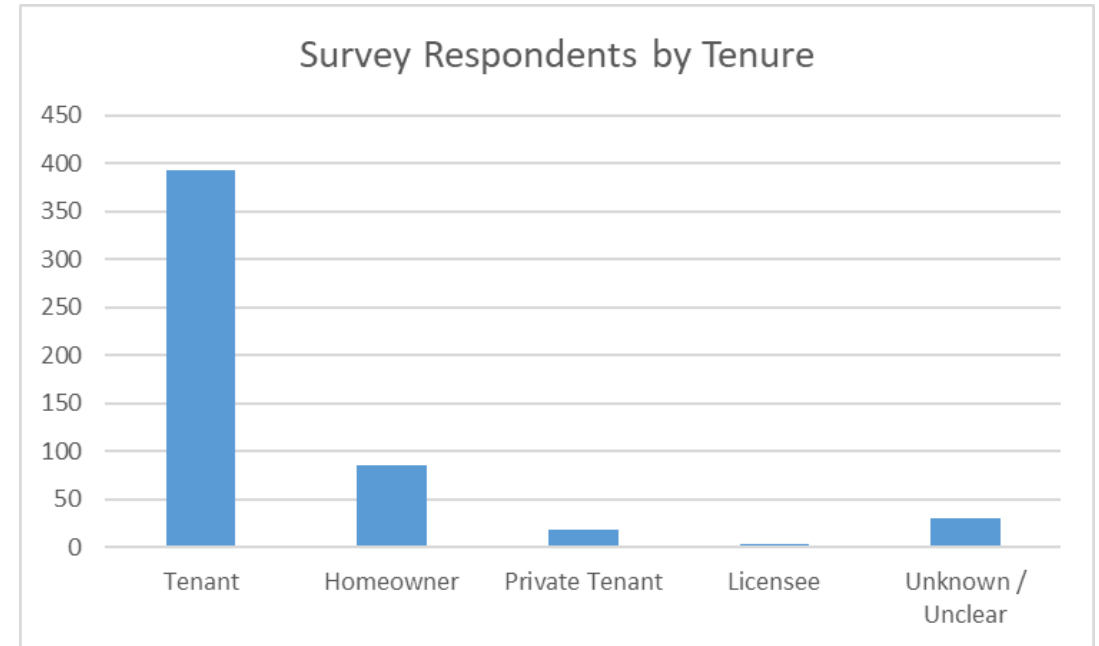
Disability

- 209 respondents stated they had no disability, and 199 respondents left the field blank, meaning 77% of respondents have not disclosed a disability. 26 people (5%) chose the 'prefer not to say' option.
- Of the 81 respondents who disclosed a disability, two thirds disclosed it is physical disability, while a third stated it was a mental disability.
- 6 respondents disclosed they were physically disabled but also had some mental disability. These are only included under 'physical' in the table.
- Further details of the disability were not requested on the survey, and it is unknown whether respondents with disabilities had difficulty with this survey, or whether additional support was provided by the THIOs to assist the respondents.

Disability	Contacts	%
No Disability	209	39.2%
Physical	66	12.4%
Mental	33	6.2%
Prefer not to say	26	4.9%
Blank	199	37.3%
Grand Total	533	100.0%

Tenure Type

Tenure	Contacts	%
Tenant	393	73.7%
Homeowner	86	16.1%
Private Tenant	19	3.6%
Licensee	4	0.8%
Unknown / Unclear	31	5.8%
Grand Total	533	100.0%

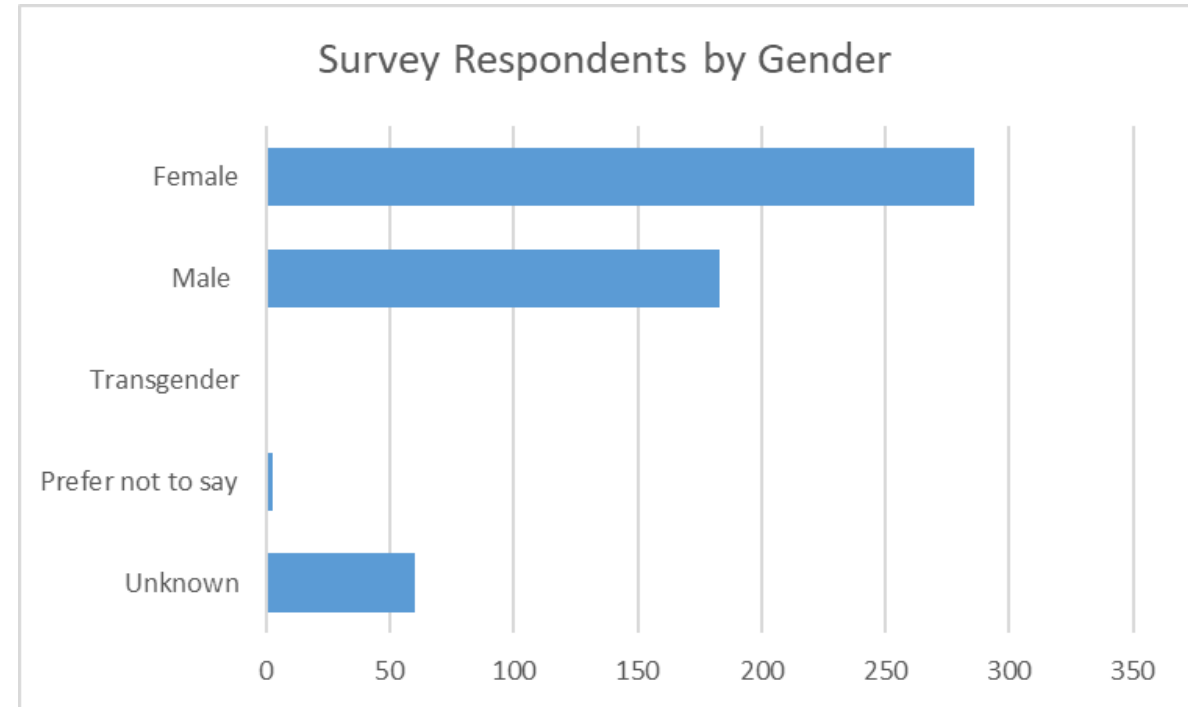


- 74% of those surveyed reported to be Tenants.
- Those unknown or unclear are due to no address recorded, or entries such as 'User' or 'Occupant'.
- A number of those included as tenants were not given a tenure type on the form but have been identified from the NEC Housing database based on the address and name.

Gender

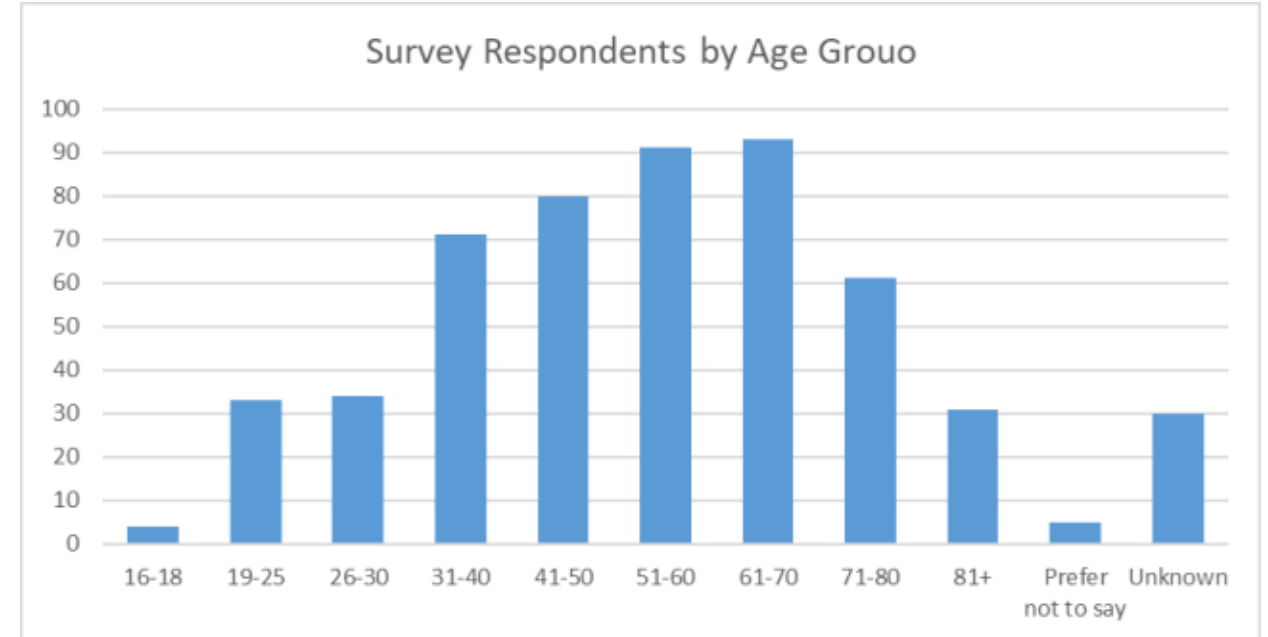
Gender	Contacts	%
Female	286	53.7%
Male	183	34.3%
Transgender	1	0.2%
Prefer not to say	3	0.6%
Unknown	60	11.3%
Grand Total	533	100.0%

- Over half of respondents have indicated they are female, one third indicate they are male, and one person indicated they are transgender.
- 3 people actively chose not to disclose their gender (0.7%) while 11% either did not tick a box at all or were surveyed as a couple and 2 genders were selected on one form (3 cases).
- Many of those who chose not to answer this question also omitted to answer the other diversity questions.
- No questions were asked to establish if the gender the respondents identified as is the same as their gender at birth.
- Further gender assignments could be made based on title (where recorded) and forename if a more indicative breakdown is required.



Age Groups

Age Group	Contacts	%
16-18	4	0.8%
19-25	33	6.2%
26-30	34	6.4%
31-40	71	13.3%
41-50	80	15.0%
51-60	91	17.1%
61-70	93	17.4%
71-80	61	11.4%
81+	31	5.8%
Prefer not to say	5	0.9%
Unknown	30	5.6%
Grand Total	533	100.0%



- The most surveyed age group is 61-70 years, accounting for 17% of respondents.
- There are clusters within the older respondents suggesting that several residents in Sheltered Housing Units were included in the survey.
- There were no questions regarding occupation, and no indication of the times that surveys were conducted. It may be that more retired residents were available to answer the survey when approached.
- Those aged 19-30 are under-represented in the respondents, accounting for only 12.6% . This has not been compared to the general tenant or resident population.
- There is no indication of the spread of ages of those in the 81+ age group.

Ethnicity

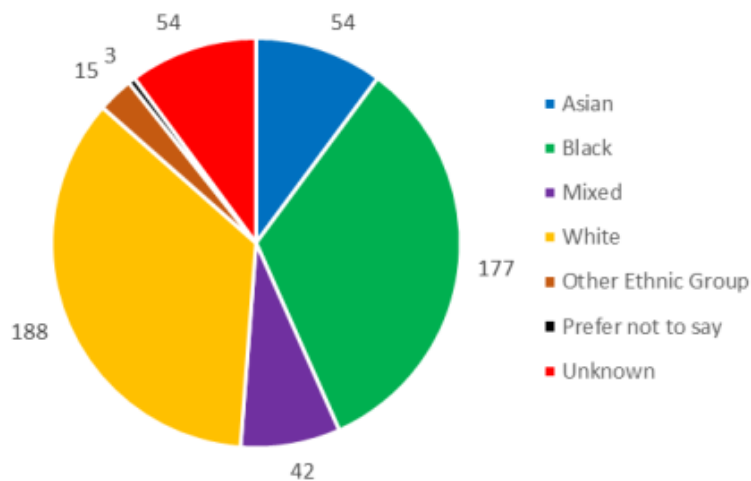
Ethnicity	Contacts	%
Asian	54	10.1%
Black	177	33.2%
Mixed	42	7.9%
White	188	35.3%
Other Ethnic Group	15	2.8%
Prefer not to say	3	0.6%
Unknown	54	10.1%
Grand Total	533	100.0%

White residents make up the largest group of respondents (35%), with 'English / Welsh / Scottish and Northern Irish' the largest group within that category, and the largest group of all respondents.

Ethnicity		Contacts	%
Asian / Asian British	Bengali	6	1.1%
	Chinese	7	1.3%
	Indian	13	2.4%
	Pakistani	1	0.2%
	Other Asian	27	5.1%
Black / Black British	African	129	24.2%
	Caribbean	36	6.8%
	Other Black / African / Caribbean	12	2.3%
Mixed	White & Asian	4	0.8%
	White & Black African	8	1.5%
	White & Black Caribbean	21	3.9%
	Other Ethnic Group	9	1.7%
White	English / Welsh / Scottish / N Irish	142	26.6%
	Gypsy / Roma / Romany or Irish Traveller	2	0.4%
	Irish	11	2.1%
	Other Western European	24	4.5%
	Any other White background	9	1.7%
Other	Latin American	7	1.3%
	Any Other Ethnic Group	8	1.5%
Prefer not to say		3	0.6%
Unknown		54	10.1%
Grand Total		533	100.0%

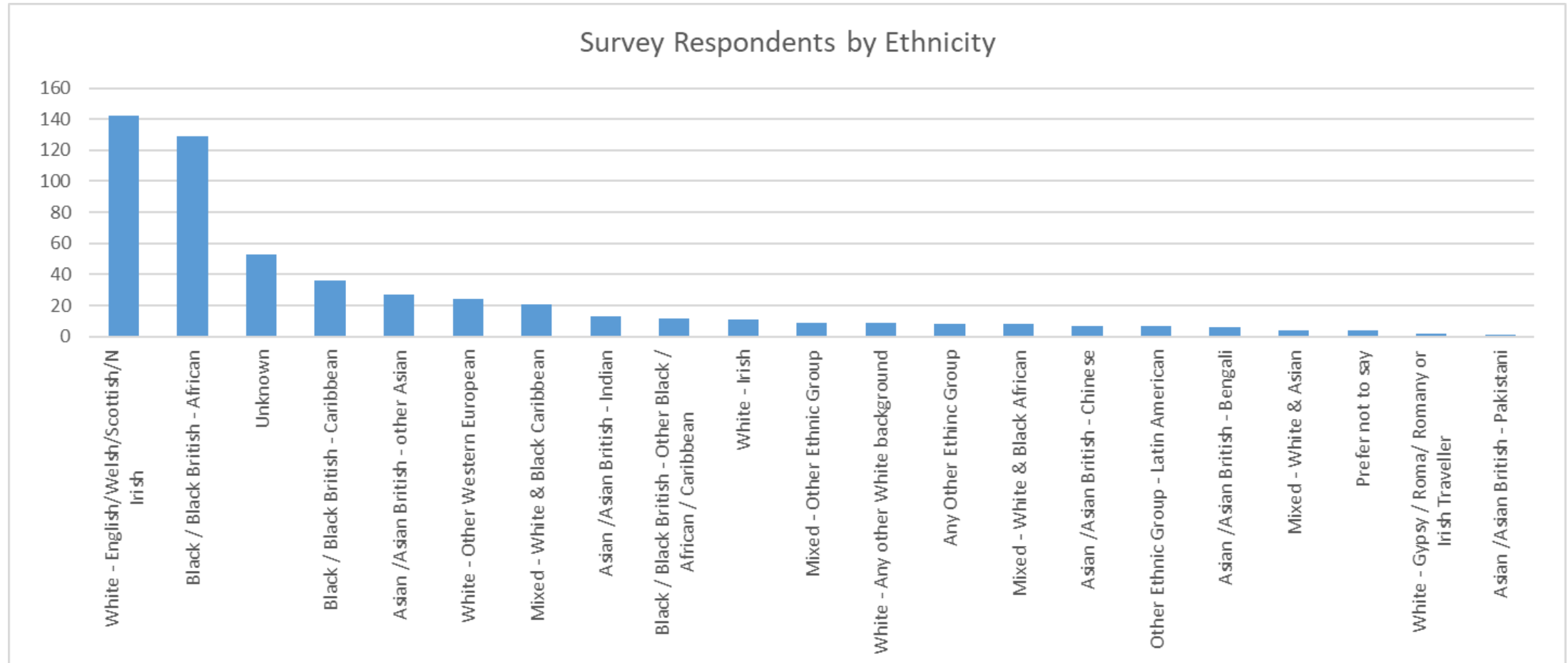
Black respondents feature second (33%) with Black African the largest group within that category.

Survey Respondents by Ethnicity



- While 10.1% of respondents are recorded as Asian, over half of those (23) marked the other Asian box which may indicate a further category or breakdown of the Asian ethnicity is required.

Ethnicity

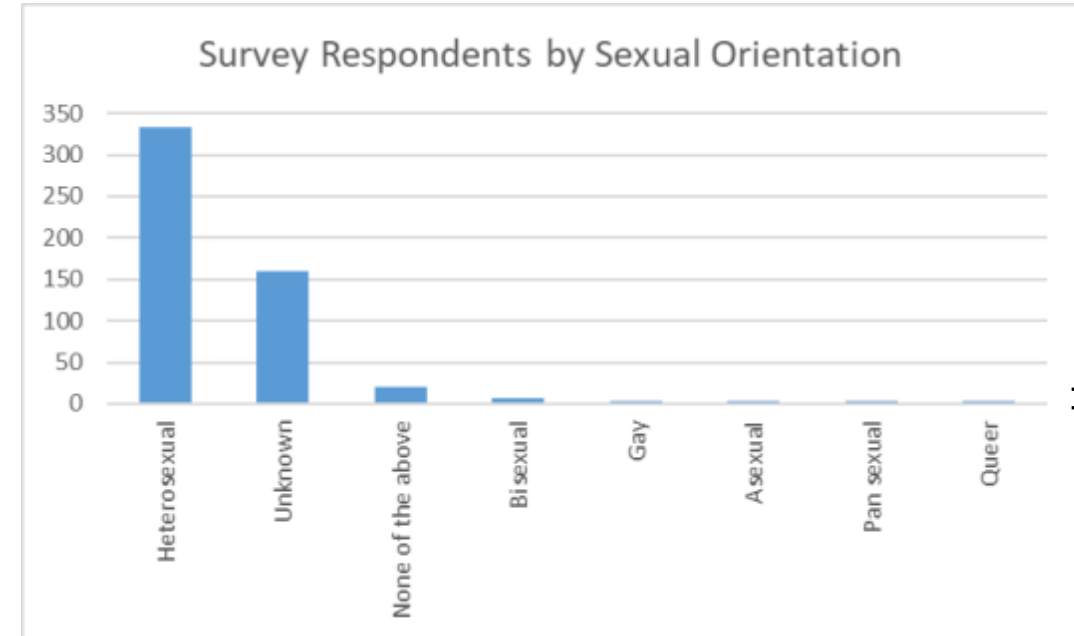


The format of the paper form may have resulted in incorrect recording as these categories were displayed vertically in a table, and some options category crossed 2 pages. There are many examples where residents have ticked one, then scribbled it out and selected another. This should have been rectified on the e-form.

Sexual Orientation

- 63% of respondents indicated they were Heterosexual / Straight.
- 20 respondents ticked the 'None of the above' box but did not specify an alternative sexual orientation. This may have been because there was no 'Prefer not to say' option available for this question.

Sexual Orientation	Contacts	%
Heterosexual	333	62.5%
Unknown	160	30.0%
None of the above	20	3.8%
Bisexual	6	1.1%
Gay	4	0.8%
Asexual	4	0.8%
Pan sexual	3	0.6%
Queer	3	0.6%
Grand Total	533	100.0%



- 30% of respondents did not answer this question. This is a much higher proportion of respondents than those that chose not to answer other diversity questions.
- Of those aged over 60, only one stated they were asexual, and one stated they were gay. No-one responded as bisexual or queer.
- One respondent added a comment to a paper form stating that queer was not an appropriate option to have on the form, suggesting a misunderstanding of current terms. There is no opportunity for such comments to be added to the e-form.
- By ethnicity, 13 white respondents, 4 Asian respondents and 1 mixed ethnicity respondent were happy to provide a non-heterosexual orientation. All black respondents indicated they were heterosexual or declined to answer the question. This may suggest there is still fear or stigma in some communities about revealing non-heterosexual sexual orientations.

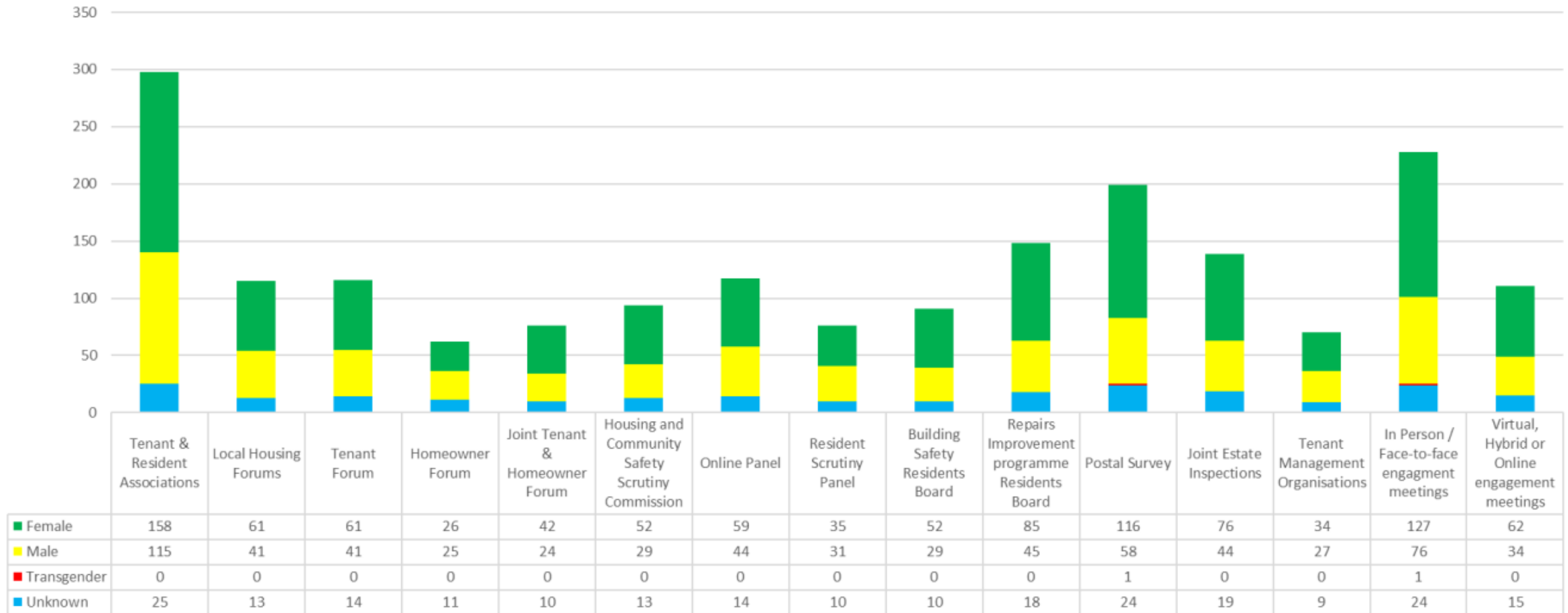
Q1: Formal Engagement Methods

- There were 13 options of how residents wanted to engage with the council, shown in the table below.
- There are 2 additional options for residents to indicate whether they want the engagement in person or virtual. Some respondents selected yes for both methods.
- Most respondents ticked only a yes box where relevant and did not tick the no box where not relevant. Where no option was selected, this has been taken as a negative response.
- Only one method saw more yes responses than no / blank- Tenant & Resident Associations. 56% of respondents state that this was an option that would suit them.
- The Homeowner Forum received the fewest positive responses at 62 (12%). This is perhaps unsurprising given the proportion of tenants surveyed.
- Only 2 respondents aged over 70 responded positively to the virtual/ hybrid/ online engagement.

Formal Engagement	Yes	No / Blank
Tenant & Resident Associations	298	235
Local Housing Forums	114	418
Tenant Forum	116	417
Homeowner Forum	62	471
Joint Tenant & Homeowner Forum	76	457
Housing and Community Safety Scrutiny Commission	94	439
Online Panel	117	416
Resident Scrutiny Panel	76	457
Building Safety Residents Board	91	442
Repairs Improvement programme Residents Board	148	385
Postal Survey	199	334
Joint Estate Inspections	139	394
Tenant Management Organisations	70	463
In Person / Face-to-face engagement meetings	228	305
Virtual, Hybrid or Online engagement meetings	111	422

Q1: Formal Engagement- Gender

Positive Responses by Gender - Formal Engagement



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Tenant & Resident Associations were the most popular option for both male and female respondents, with In Person Engagement the second most popular for both. Transgender respondents selected only Postal Survey and In Person Engagement.

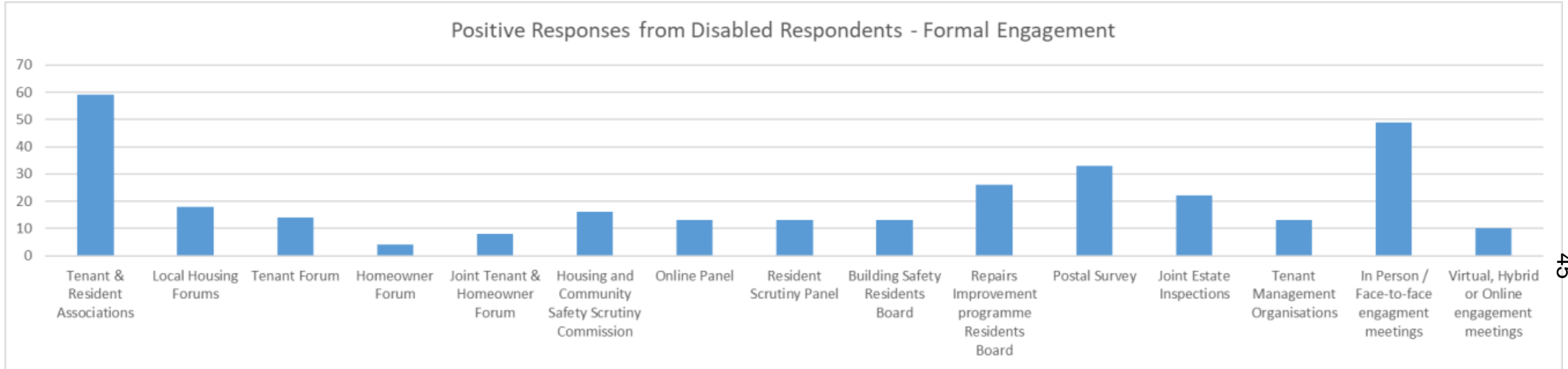
Q1: Formal Engagement- Ethnicity

Positive Responses by Ethnicity - Formal Engagement



- As would be expected with such a clear overall preference for T&RAs, all ethnicities prefer T&RAs for formal engagement. As many respondents of 'other' ethnicity opted for postal survey, as opted for T&RAs.
- All ethnicities prefer in-person engagement, however for mixed ethnicities, the split between in-person and online engagement is split almost evenly.

Q1: Formal Engagement- Disability



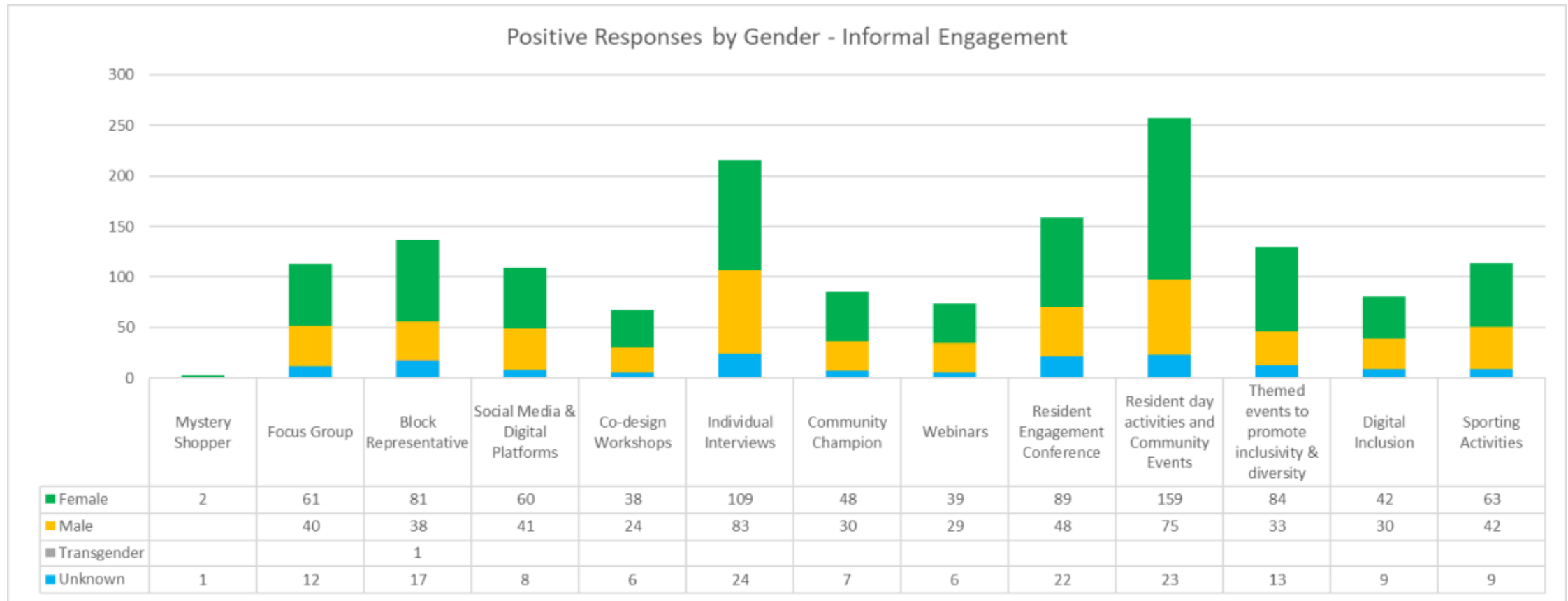
- The most common formal engagement method selected by those who disclosed a disability were Tenant & Resident Associations with postal survey the second most popular option.
- Disabled residents show a preference for in person engagement with five times as many selecting this option over virtual / online engage.

Q2: Informal Engagement Methods

- There were 13 options, however one (Mystery shopper) was only offered to those surveyed using the original paper form.
- Similar to Q1 regarding formal engagement, the majority of respondents ticked only a yes box where relevant and did not tick the no box where not relevant. Therefore, the no and blank responses have been combined.
- ‘Resident day activities and community events’ were the most popular option, having been selected by 48% of respondents. Individual interviews sits second most popular, selected by 41% of residents.
- No option saw more positive than negative /no responses, suggesting that respondents may be less interested in informal engagement, or that they would prefer something not offered in this list.
- The least popular informal engagement options, excluding the mystery shopper option, were Co-design Workshops (68, 13%) and Webinars (74, 14%).

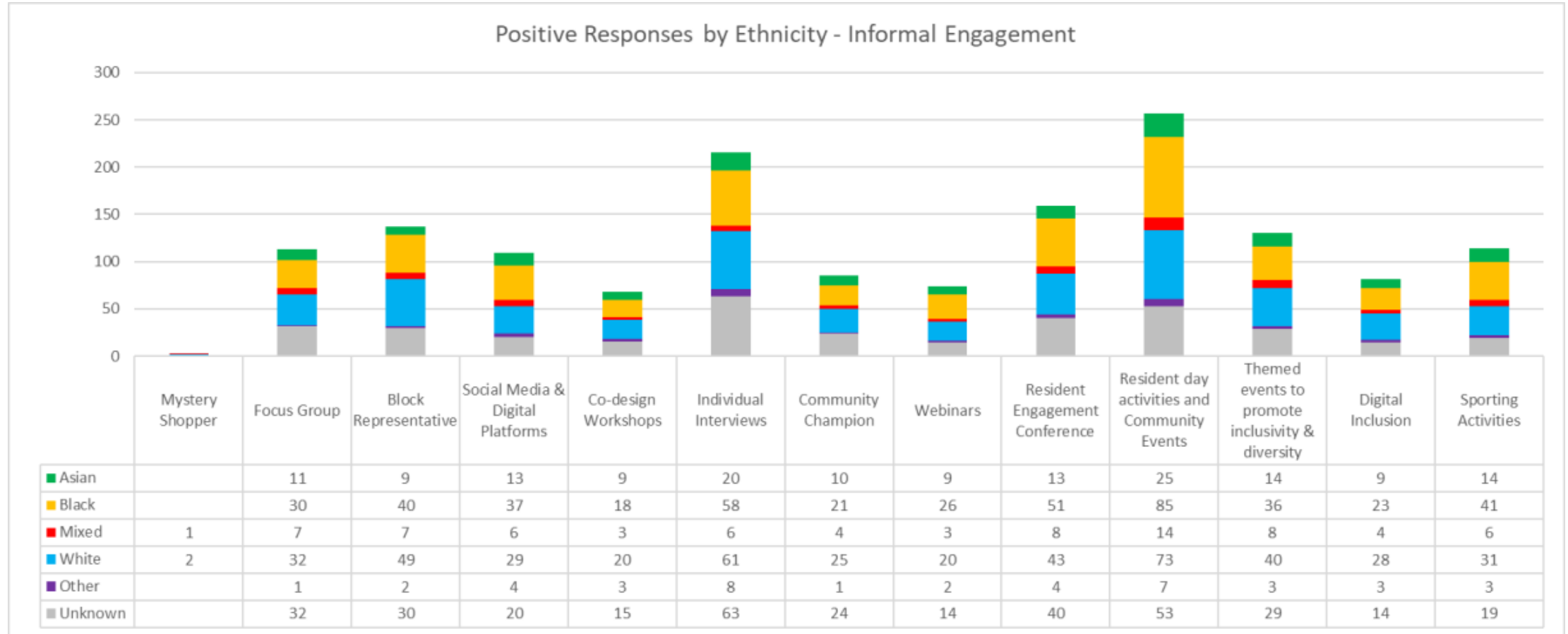
Informal Engagement	Yes	No/Blank
Mystery Shopper	3	530
Focus Group	113	420
Block Representative	137	396
Social Media & Digital Platforms	109	424
Co-design Workshops	68	465
Individual Interviews	216	317
Community Champion	85	448
Webinars	74	459
Resident Engagement Conference	159	374
Resident day activities and Community Events	257	276
Themed events to promote inclusivity & diversity	130	403
Digital Inclusion	81	452
Sporting Activities	114	419

Q2: Informal Engagement- Gender



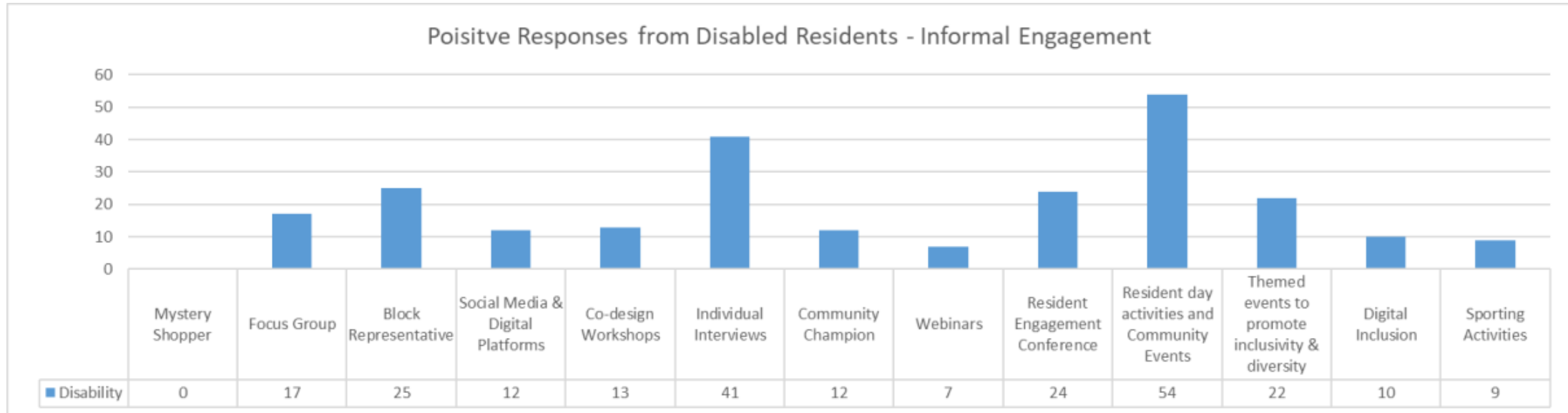
- Resident day activities and community events are the most popular method for female respondents, with individual interviews the second most popular option. The same two options were voted the most popular for males, however the individual interviews came above the activities option.
- The respondents of unknown gender rated the resident activities and engagement conference top, selected by 23 and 22 respondents respectively.

Q2: Informal Engagement- Ethnicity



- The most popular informal engagement for Asian, Black, Mixed and White ethnicity respondents is through resident day activities and community events.
- The most popular option for those that selected other ethnicity and where the ethnicity is unknown, is individual interviews.

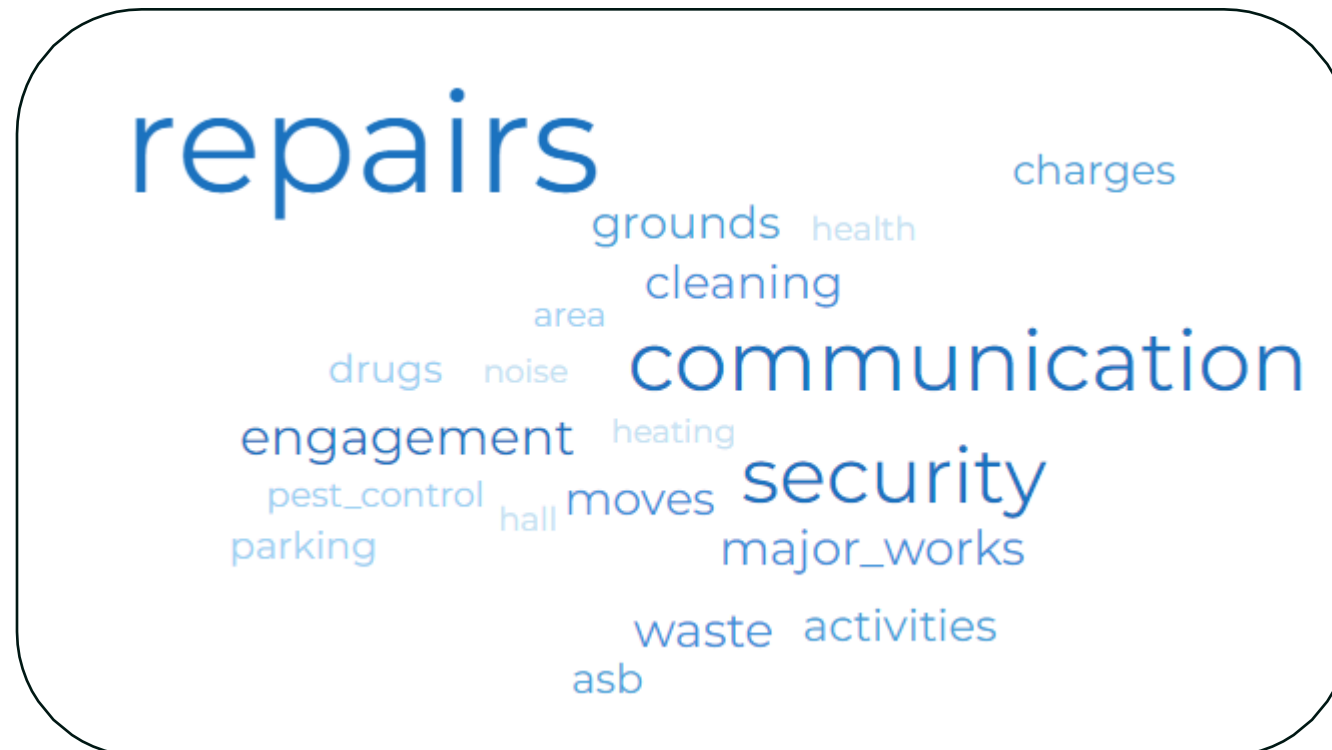
Q2: Informal Engagement- Disability



- The most popular informal engagement method for residents who indicated they had a mental or physical disability are resident day activities and community events, which equates to 55% of the disabled respondents.
- The second most popular method was individual interviews.

Q3: Service Improvements

- 44% of respondents had nothing to suggest regarding improvements in response to this questions. Some stated they were happy with the services; others left the box blank.
- Repairs comes out as main complaint (110) given by 21% of respondents. This is more than double the number of responses as the next most common group (communication).
- Concerns regarding repairs include:
 - Time taken to complete work
 - Time taken to answer phone
 - Quality of work
 - Treatment by staff



Theme	Contacts
Activities	13
Area	3
ASB	10
Charges / Finance	10
Cleaning	15
Communication	54
Drugs	8
Engagement	20
Grounds	14
Hall	2
Health	2
Heating	1
Major Works	17
Moves	15
Noise	1
Parking	7
Pest control	4
Repairs	110
Safety / Security	47
Waste	17
None / Unknown	239

Geographical Spread

Residents surveyed live in clusters across the borough, perhaps to be expected, given the surveys were not completed by all THIOs.

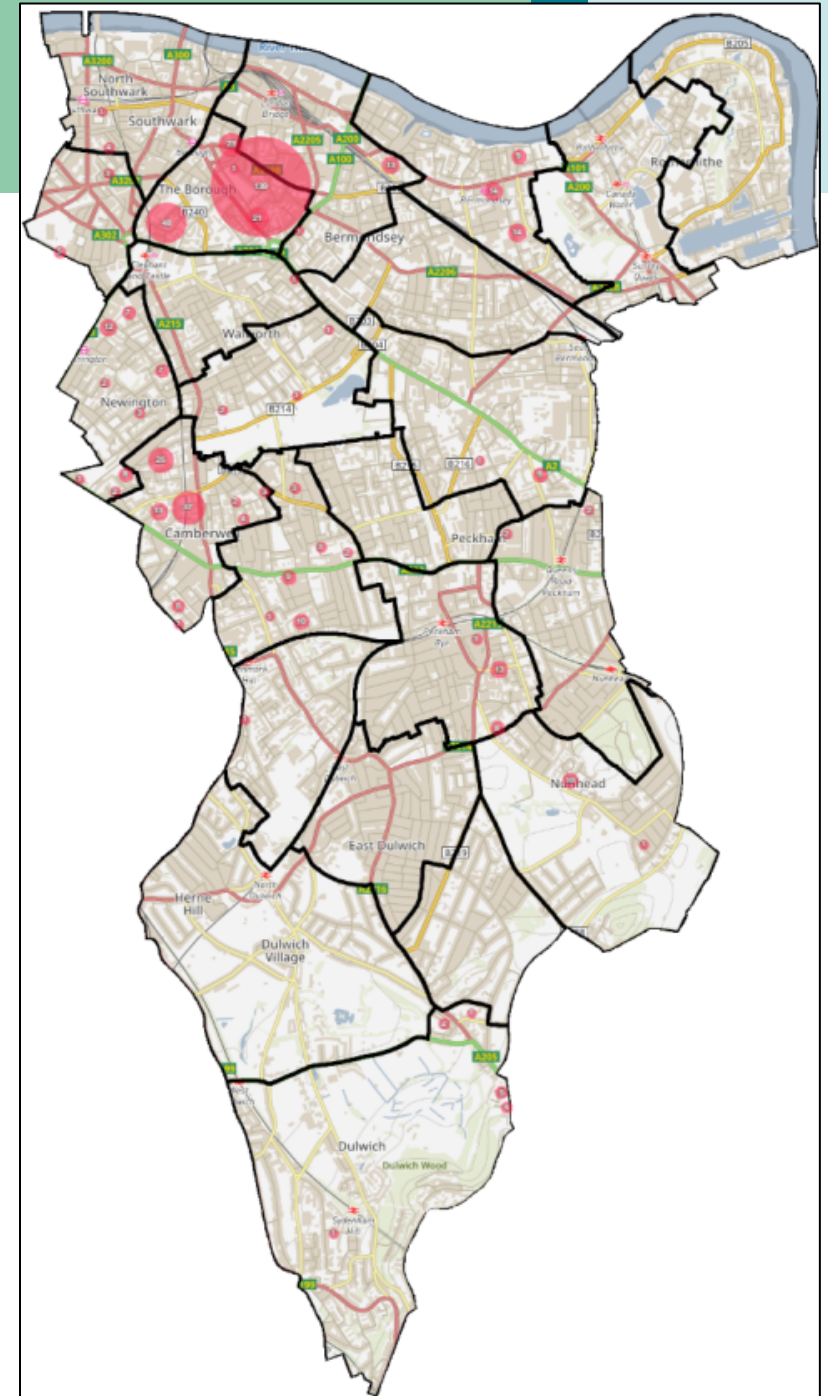
The top 3 wards are:

- Chaucer (231, 43%)
- Camberwell Green (90, 17%)
- Newington (42, 8%)

The largest cluster is the Tabard Gardens Estate (162).

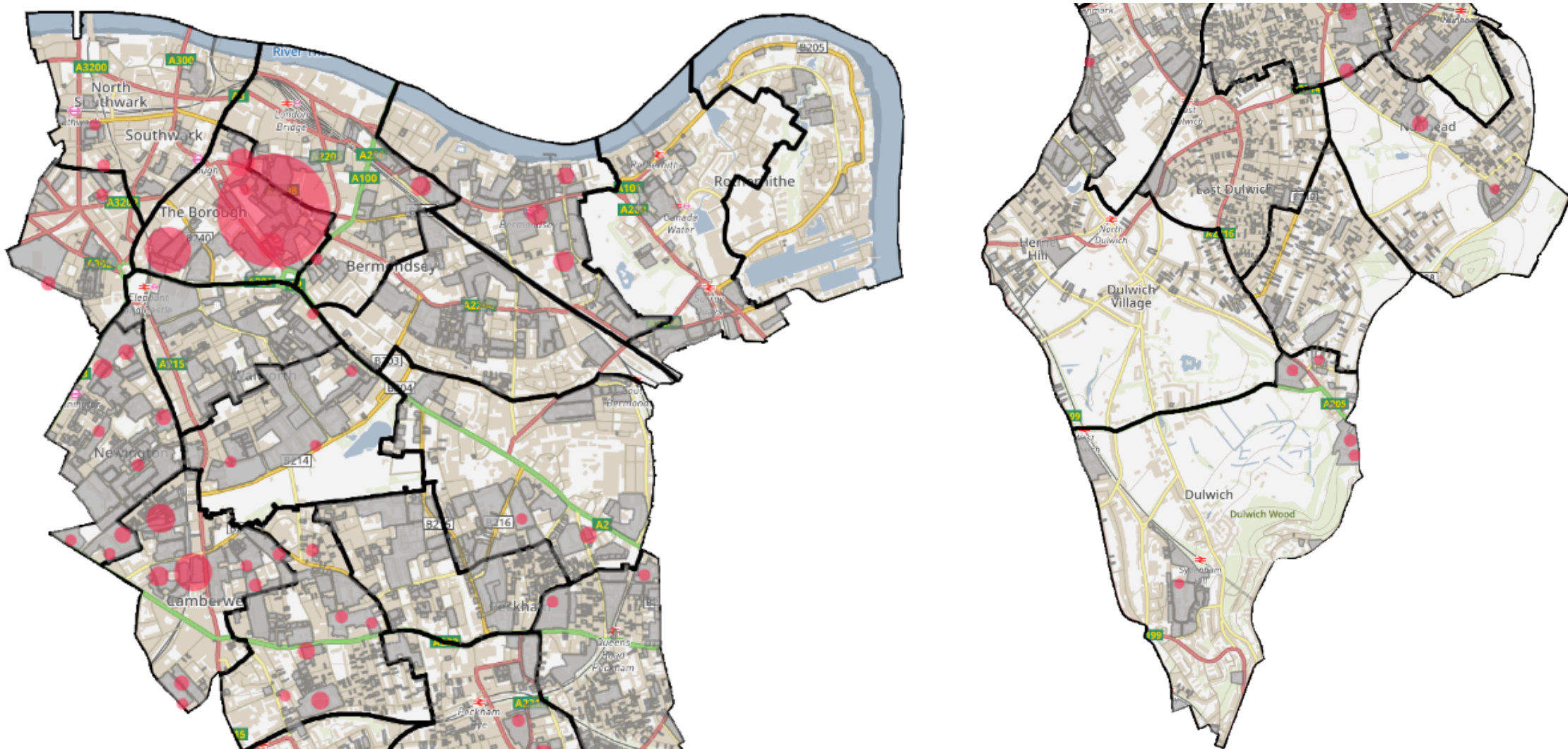
No residents of the following wards were included in this survey:

- Dulwich Hill
- Dulwich Village
- Goose Green
- Peckham
- Rotherhithe
- South Bermondsey
- Surrey Docks



Geographical Spread

Cluster map showing survey respondent's home addresses, overlaid onto the 'Southwark housing estates (all types) map'.



Anomalies

- Two residents at one property (Laird House) were surveyed. It is unclear whether these were conducted at the same time (co-resident) or some months apart (i.e. the property may have changed hands in between). One paper form is dated 12/2022 the other is undated.
- Three residents at one property (Latimer) were surveyed individually on one date (e-forms). One of these residents was also interviewed again a week later, by a different THIO.
- One other resident appears to have been surveyed twice, one paper form is dated, and one is not. The responses given are different.
- Question 1- The options available are 13 different types of forum/ meeting while 14 and 15 appear to be asking for a preference of how those 13 methods are delivered. If this is the intention, that needs to be made clear to the respondent, and should be treated as a separate question.

Survey Format

- Surveys for this year have been completed on paper forms and electronically. This will have generated some inconsistencies across the data set, with the e-forms likely to be more accurate, requiring no interpretation of handwriting.
- Going forward, assuming all forms are completed electronically, analysis of the results will be simpler.

Bukky Jackson

	Status	TRAName
1	Active	72 Grove Lane
2	Reactivating	Atwell TRA
3	Active	Bessemer Grange TRA
4	Active	Brandon 3 TRA
5	Active	Brunswick Park Neighbourhood TRA
6	Active	Camberwell Grove Road TRA
7	Active	Castlemead TRA
8	Active	Clifton Estate TRA
9	Active	Consort TRA
10	Active	Crawford TRA
11	Active	Elmington TRA
12	Active	Gilesmead TRA
13	Active	Glebe North and South TRA
14	Reactivating	Goschen Estate TRA
15	Active	Grosvenor TRA
16	Active	Lettsom Move Forward
17	Reactivating	Nunhead Estate TRA
18	Active	Pelican Plus TRA
19	Active	Poets Corner TRA
20	Active	Sceaux Gardens TRA
21	Active	Southampton Way TRA
22	Active	Wells Way Triangle TRA
23	Active	Wyndham and Comber TRA

George Coombes

	Status	TRAName
1	Active	Acorn TRA
2	Active	ASCO TRA
3	Active	Astbury Road Resident Association
4	Active	Bells Gardens TRA
5	Active	Bonamy and Bramcote TRA
6	Reactivating	Brayards Estate TRA
7	Active	Brimtonroy TRA
8	Active	Buchan Tenants TRA
9	Active	Caroline Gardens TRA
10	Active	Cossall Estate TRA
11	Active	Juniper House TRA
12	Active	Ledbury TRA
13	Active	Lindley TRA
14	Active	North Peckham & Commercial Way North TRA
15	Active	Northfield House TRA
16	Active	Pennack TRA
17	Active	Tustin
18	Active	Unwin and Friary TRA
19	Active	Unwin TRA

Louis Rotsos

	Status	TRAName
1	Active	Bradley House
2	Active	Canada Estate TRA
3	Active	Cherry Garden TRA
4	Active	Cherry Gardens Development TRA
5	Active	Dickens Estate TRA
6	Active	Four Squares TRA
7	Active	Hawkstone
8	Active	Keetons TRA
9	Active	Kirby Estate TRA
10	Active	Longfield TRA
11	Active	Manor Estate TRA
12	Active	Mayflower
13	Active	Millpond Estate TRA
14	Active	Neckinger Estate TRA
15	Reactivating	Osprey
16	Active	Rennie Estate TRA
17	Active	Rouel Road TRA
18	Active	Setchell Estate TRA
19	Active	Silverlock Hall
20	Active	St Crispins TRA
21	Active	St Helena and Oldfield

Yemisi Adebayo

	Status	TRAName
1	Active	Albert Barnes House
2	Active	Arnold Estate TRA
3	Active	Dodson and Amigo
4	Active	Gaywood TRA
5	Active	Hayles
6	Active	Kipling TRA
7	Active	Lant and Bittern Streets
8	Active	L'sborough and Scovell
9	Active	Meadow Row
10	Active	Nelson Square Gardens
11	Active	Perronet House
12	Active	Rockingham Community Association
13	Active	SPAM TRA
14	Active	Tabard Central and South Estates TRA
15	Active	Tabard North

Rubeena Amanullah

	Status	TRAName
1	Active	Alberta TRA
2	Active	Alvey TRA
3	Active	Aylesbury Estate TRA
4	Active	BATRA (Bricklayers Arms)
5	Active	Brandon 1 TRA
6	Active	Brandon 2 TRA
7	Active	Comus House
8	Active	Conant & Rutley TRA
9	Active	Congreve & Barlow TRA
10	Active	Doddington Estate TRA
11	Active	Draper Estate TRA
12	Active	Gateway TRA
13	Active	Henshaw Street TRA
14	Active	Kennington Park House TRA
15	Active	Kennington Park Road (KPR)
16	Active	Kinglake TRA
17	Active	Mardyke House TRA
18	Active	Nelson, Portland & Kingston
19	Active	Newington Estate TRA
20	Active	Pasley Estate TRA
21	Active	Pelier Estate TRA

22	Active	Penrose Estate TRA
23	Active	Pullens TRA
24	Active	Rodney Road TRA
25	Active	Salisbury TRA
26	Active	Surrey Gardens TRA

Carla Bates-Ferguson

	Status	TRAName	TRAType
1	Active	BARA (Barry Area Residents Association) TR	Ordinary
2	Active	Barset Sheltered Housing Unit	SHU
3	Active	Brook Drive Sheltered Housing Unit	SHU
4	Active	Consort Sheltered Housing Unit	SHU
5	Active	Croxted Road TRA	Ordinary
6	Active	Dutch TRA	Ordinary
7	Active	East Dulwich Estate TRA	Ordinary
8	Active	Friern Road TRA	Ordinary
9	Active	Grosvenor Park Sheltered Housing Unit	SHU
10	Active	Hughes House Sheltered Housing Unit	SHU
11	Active	Jack Jones Sheltered Housing Unit	SHU
12	Active	Keetons Sheltered Housing Unit	SHU
13	Active	King Charles Court (Resident Club) Sheltere	SHU
14	Active	Kingswood Estate TRA (KETRA)	Ordinary
15	Active	Lew Evans Extra Care TRA	Ordinary
16	Active	Limes Walk TRA	Ordinary
17	Active	Locksfield House Sheltered Housing Unit	SHU
18	Active	Lordship Lane Estate TRA	Ordinary
19	Active	Locksfield House Sheltered Housing Unit	SHU
20	Active	Lordship Lane Estate TRA	Ordinary
21	Reactivatin	Marden Square Sheltered Housing Unit	SHU
22	Active	Melford Court TRA	Ordinary
23	Active	Pedworth Sheltered Housing Unit	SHU
24	Active	Priory Court TRA	Ordinary
25	Active	Rockells Place TRA	Ordinary
26	Active	Rockgrove Sheltered Housing Unit	SHU
27	Active	Russell Court Sheltered Housing Unit	SHU
28	Active	Rye Hill TRA	Ordinary
29	Active	Silverlock Social Club Sheltered Housing Uni	SHU
30	Active	Sydenham Hill TRA	Ordinary

Name of TMO	Address	WARD
Applegarth TMC	159a Applegarth House, Nelson Sq Gdns, SE1 0QA	Borough & Bankside
Brenchley Gardens TMC	163 Brenchley Gdns, SE23 3RF	Peckham Rye
Browning EMA	Browning EMA, 57-59 Browning Street, SE17 1LU	North Walworth
Cooper Close Co-operative	64 Cooper Close, Waterloo Road, SE1 7QU	St George's
Delawyk RMO	108 Delawyk Crescent, Herne Hill, SE24 9JB	Dulwich Village
D'Eynsford TMO	Good Neighbours House, Mary Datchelor Close SE5 7DY	St Giles
Falcon Point Management Group	56 Hopton St, SE1 9JH	Borough & Bankside
Gloucester Grove TMO	Wickway Court, Cator Street, SE15 6QD	Peckham
Haddonhall Residents TMO	50b Rephidim St, SE1 4XD	Chaucer
Kennington Park Hse Co-operative	Club Room, Kennington Park Place, SE11 4JT	Newington
Leathermarket JMB	26 Leathermarket St, SE1 3HN	London Bridge & West Bermondsey & Chaucer,
Styles House TMO	Styles House, The Cut, SE1 8DF	Borough & Bankside
Two Towers TMC	83 Lupin Point, Abbey St, SE1 2DW	London Bridge & West Bermondsey
Webber & Quentin TMO	Webber & Quentin TMO - Living Space, 1 Coral Street, London SE1 7BE	St George's
Willowbrook TMC	24 Shurland Gdns, Willowbrook Estate, SE15 6JY	St Giles
Wrayburn Community Organisation	Wrayburn Community Organisation - 139 Jamaica Road, London SE16 4SH	North Bermondsey

Resident Involvement Strategy

Foreword

I want more residents to work with us in shaping the services they receive.

Southwark has had a long tradition of resident involvement using well established resident involvement structures. We have over 130 tenant and resident associations (TRAs) throughout the borough. As well as involvement we encourage empowerment of residents. We currently have 14 tenant management organisations (TMOs) in Southwark empowered to supply housing management services to over 3,500 homes. We work in partnership with the Southwark group of tenants' organisations (SGTO) to empower residents to form tenant and resident associations and support the resident movement.

I am proud of the achievements residents have had in shaping services but in the light of economic pressures and decreased regulation it is my desire to ensure that residents are more involved in deciding how services should be delivered. As well as continuing to support our existing structures to be effective, I recognise that there is more to do to ensure we involve a wider range of residents. Involving more people will make sure services are delivered fairly and appropriately.

As a council we are committed to making a fairer future for all by:

- protecting the most vulnerable
- looking after every penny as if it was our own
- working with local people, communities and businesses to innovate, improve and transform public services, and
- standing up for everyone's rights.

As part of the housing services key commitments towards a fairer future for all we have made eight key commitments including making it easy for residents to get involved in the delivery of housing services and involving them in the design and delivery of ongoing service improvement to housing repairs service. This strategy shows how we will involve residents in delivering our key commitments and reach out much wider to make sure we hear from more residents.

If you have any suggestions or comments on how we can improve the ways we involve residents please call 020 7525 3326 or email resident.involvement@southwark.gov.uk.

I look forward to hearing from you.

Councillor Ian Wingfield
Deputy Leader and Cabinet Member for Housing Management



What we want to achieve

We want all residents to be able to have a genuine say and, where appropriate, control over the services they receive.

With this in mind we have set out five key aims that we will deliver through this strategy.

1. **We will engage with residents in achieving our key departmental objectives**, so that they are effectively involved in the decision making process and scrutiny of our achievements in meeting those goals.
2. By making sure all areas of our service engage with a wide range of residents **we will increase the overall resident engagement**.
3. **We will introduce new ways for residents to engage with us**, including developing web based engagement so it is easier to get involved.
4. Through training, empowerment and support **we will deliver better quality engagement** so that residents are equipped and able to have a more informed and constructive involvement.
5. By spending our money wisely, working in partnership and attracting external funds **we will demonstrate the value of our engagement** and make sure it delivers effective outcomes for residents.

Delivering the aims

To deliver our aims we will carry out the following activities, which are a summary of some of the key actions within the strategy action plan.

We will engage with residents in achieving our key departmental objectives.

- **warm, dry and safe**
- **improvements to the housing repairs service.**
- **improvements to customer service and increasing on-line services.**
- **that charges for home owners are fair**
- **value for money and delivering savings**
- **use of housing stock and temporary accommodation**
- **involvement of tenants and homeowners in service delivery**
- **meet equality objectives.**
- **We will prioritise the creation of a tenant compact**

We will increase the overall resident engagement

- We will make sure that there is a culture change across the whole service through every member of staff having a resident involvement aspect to their job.
- We will promote resident participation in estate inspections, project teams and contract monitoring meetings.
- We will reach all sections of the communities we serve. We will gather information about who we have engaged with and look for any gaps between the makeup of this group and that of the general population of tenants and home owners.
- We will include a localised resident information pack with each sign-up for a new tenancy; and with each re-assignment of the lease when somebody exercises their right to buy.
- We will ensure that equalities monitoring is part of tenancy check procedures.

We will introduce new ways for residents to engage with us

- Many of our residents are not involved in our traditional structure, so as well as seeking engagement through our existing structures we will offer more methods for others to engage, reflecting their interests and the time they can give.
- We will identify and engage with residents who will be particularly affected by changes in local and government policy.
- We will work together with residents to engage in modern ways of social networking.

We will deliver better quality engagement

- We will facilitate training, networking, good information to residents, and provide access to advice and support.
- We will develop our website as a resource for TRAs on how to access grants, training, seminars, good practice and other important information.
- We will facilitate opportunities for involvement and representation tailored for home owners. An action plan will be developed and the Home Owners Council will be consulted on this action plan.
- We will facilitate opportunities for involvement and representation tailored for people living in street properties. An action plan will be developed and the Home Owners Council and Tenants Council will be consulted on this action plan.
- We aim to increase and strengthen partnership training opportunities

We will demonstrate the value of our engagement

- We will work with the tenants' and home owners' fund management committees to review how funds are spent so they can be used to the greatest benefit to residents.
- We will work with partners to make the best use of halls so that they are an asset to the whole community.

- We will work with Southwark group of tenants' organisations to promote the interest of TRAs in a range of ways including providing capacity building support to residents.
- We will work with partners to promote financial inclusion by improving residents' access to financial capability and literacy.

Resident involvement action plan 2015 -2017

April 2015

www.southwark.gov.uk

STRATEGIC FIT OF THE RESIDENT INVOLVEMENT PLAN

Housing and Community Service (HCS) Business plan 2015 -16

HCS business plan makes clear that ultimately our success or failure is measured by the satisfaction of our residents and to improve satisfaction levels we must ensure our residents have genuine opportunities to shape their services. This year HCS will increase its focus on the quality of the customer experience, and improving its relationship with residents. Resident involvement is the common theme that runs through all the priorities. The Resident Involvement Action Plan describes how Community Engagement will contribute to the delivery of Housing and Community Services business plan. To be truly inclusive we must understand that residents can be involved in many different aspects of our work, and we will reduce the burden on housing services by involving those who are keen to contribute.

SOUTHWARK'S RESIDENT INVOLVEMENT STRATEGY

In March 2013, Southwark Council produced its new resident involvement strategy with the overarching objective that all residents are able to have a genuine say, and where appropriate, control over the services they receive. Central to our resident involvement strategy are five key aims:

- i. **We will engage with residents in achieving our key departmental objectives** – for example a key housing and community services department objective is to improve the council's repair service – as service users, residents are best placed to advise the council on such improvements and their input is crucial to the council's success.
- ii. **We will increase overall resident engagement** – the more residents who get involved the more we understand the different needs of our tenants and homeowners, and we can ensure the services the council provides meet those needs. This includes reaching and actively engaging our residents across the protected characteristics of the Equality Act 2010.
- iii. **We will introduce new ways for residents to engage** – the council has a strong formal consultation structure but one size does not fit all. While one resident may prefer to make their views known to the council via a formal meeting another may rather take part in a short online survey or mystery shopping exercise. It is important that we broaden the menu of engagement options to reach out to our increasingly diverse residents.
- iv. **We will deliver better quality engagement** – both by making sure residents have the tools they may need to hold the council to account - such as training or peer support - but also by ensuring a consistent quality of consultation and engagement across the council as a whole.
- v. **We will demonstrate the value of our engagement** - by working more in partnership with the voluntary and community sector, by attracting external funding and supporting tenant and homeowner groups to do also, as well as ensuring ongoing assessment and reflection of all our resident involvement activities. We will seek to show not just the financial value of our work but also the social.

This strategy will form the framework for the action plan over the next two years.

WHO DELIVERS THE ACTION PLAN

There are a number of teams in Community Engagement that are responsible for the delivery of the action plan. These are mainly:

- I. Tenant and Resident Organization team – responsible for providing advice and support to Tenant and Resident Associations (TRA), attending TRA AGMs and supporting their registration as well as facilitating Tenant Council.
- II. Capacity and Partnership team - responsible for resident training, supporting residents build new TRAs, troubleshooting with TRAs where there are issues, facilitating resource centres, and supporting the delivery of tenant conference.
- III. Resident Participation team – responsible for bringing council wide consultations to residents, widening and increasing participation, developing new ways to engage, and supporting residents get involved with service improvement.
- IV. Tenant Management Initiative team – responsible for the development of Tenant Management Organizations (TMOs) and greater resident control of a range of housing services.
- V. Homeowner Support and Facilitation team – responsible for coordinating Homeowner Council and homeowner engagement.

These teams work with the Voluntary Sector Commissioning team that manage the Joint Security Initiative (JSI) fund and Tenant Fund, the Premises team that manage TRA halls, and the Development team (inclusion).

In addition the work of involving residents is a core part of many officer's jobs not just the role of those who work in community engagement. Through this collective approach we will improve our relationship with residents and drive up standards of service delivery. Other staff that have a key role to play in engaging residents are:

- Resident Services Officers and Managers
- Major Works officers and their contractors
- Repairs staff and their contractors
- Direct delivery team
- Community Safety teams

WHAT HAVE WE ACHIEVED IN FIRST YEAR?

The first action plan was agreed in January 2014: below are some of the highlights of the achievements during the year.

- I. **Improved relations between council officers and tenant and leaseholder representatives**, e.g. improved satisfaction with Tenant Council, collaborative projects with Southwark Group of Tenant Organizations (SGTO) e.g. our youth participation event and Tenant Fund Management Committee funding and support for digital inclusion work
- II. **The Future Steering Board (FSB)** – combines tenant and leaseholder representatives and began its work as a consultative body during the Housing Commission consultation in 2013. It has been re-launched with revised terms of reference to work in partnership with the council to develop the investment plan and delivery model for 11,000 new homes.
- III. **Support for TRAs** - There are at present 126 organizations registered on our database. We have worked closely with residents over the last year to provide a revised constitution for organizations that should simplify their management. Consultation has commenced on five new associations in areas where such organizations have become dormant in recent years. The sheltered housing units in the borough are being encouraged to form organizations that reflect their capacity and wishes. This has resulted in two new resident organizations
- IV. **Training for involved residents** – we have developed on-line training for TRA's and an accredited training programme to support halls management e.g. First Aid, Health & safety (run by the Chartered Institute of Environmental Health). 10 in-house courses will also be accredited. There is also a bespoke training programme run by Community Matters covering operational issues of halls management. The TMI team delivers the 'In the driving seat' training in partnership with 3 local authorities for TMO committee members.
- V. **Consultation** – we received responses from over 2000 residents on the Charter of Principles for future engagement on 11,000 new council homes. Almost 700 said they wished to remain involved, adding to the 200 identified in the Housing Commission consultation in 2013.
- VI. **Engagement with Sheltered Housing Units** –190 residents living in council Sheltered Housing Units (SHU) completed surveys about their satisfaction with the new service and their appetite to get involved, many were engaged for the first time. A "Together We Can" event was held in April 2014 to share information about the services and activities available in the borough for older people to get involved in decisions about their homes and improve their wellbeing. A further 100 older people were engaged in this event.
- VII. **Engagement with New Tenants** – a Welcome Event for new tenants was held in September 2014 which aimed to make new tenants feel part of the Southwark community, and also raise awareness of their rights and responsibilities as tenants. We have also delivered two workshops to residents in temporary accommodation on the same basis reaching 250 soon to be residents.
- VIII. **Data-collection** – we have an on-going resident involvement survey which is being used at festivals, estate action days and other outreach opportunities to enable us to identify new ways to get tenants and leaseholders involved in our work.

- IX. Social Media** – our Resident Involvement Facebook page has taken off. New content is posted several times a week and we currently have had 18,000 views of the page since its launch. We have improved our profile on twitter following our involvement in #HousingDay in November 2014, which was a national campaign to raise awareness of the positive value of social housing. The video clip we made of residents sharing their views has been watched over 300 times on YouTube and we are continuing to use it in our outreach.
- X. Resident Conferences** – we have successfully organized a tenant, a homeowner and a TMO conference this year; bringing together residents with shared interests and widening opportunities for participation and learning.
- XI. Engagement with young people** – we spoke to 468 young people over the summer and autumn to ask them about getting involved. Most said young people should be involved and they wanted to be engaged through their schools and social media. We have already started working with Bacons College to reach young people. In February we held a very successful youth engagement event called #Chatback; over 100 young residents took part in discussions about housing issues and shared their views on the council's commitment to building 11,000 new council homes.

HOW HAVE WE BUILT THE ACTION PLAN FOR 2015 – 2017?

The Resident Involvement action plan 2014 -2015 has proved a success in terms of coordinating the work across the teams and developing a coherent and balanced approach to supporting residents become involved.

The tasks outlined in the action plan have been identified in a number of ways:

- I. Embedding the work launched in the previous year such as working with young people.
- II. Carry forward work ongoing from the first action plan.
- III. Feed back received during the workshop at tenant conference.
- IV. Feed back received by officers informally and formally through their work with residents.
- V. Cabinet priorities such as increasing tenant and homeowner management of and involvement in council housing services.
- VI. Demand from service leads.
- VII. Tasks that support delivery of the community engagement strategy such as improving the information available to tenants and homeowners about taking part.

WHAT ARE THE KEY PIECES OF WORK FOR THE COMING YEAR?

The key priorities of the Resident Involvement Action Plan in the first year are as follows:

Objective	Project	Lead team
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Increasing overall engagement	Consultation on the delivery of 11,000 new council homes	Resident Participation team <i>- 11,000 homes</i>
Increasing overall engagement	Working with residents to explore the potential for greater local control of housing services and establishing pilot projects	Tenant Management Initiatives team
Better quality engagement	Strengthening the networking between TRAs and working with our partners SGTO to build TRA capacity	Tenant and Resident Organization team and Capacity and Partnership team
Better quality engagement	Developing the training offer to bring further benefit to TRAs and their members	Capacity and Partnership team
Increasing overall engagement	Improving engagement with homeowners	TBC pending report on homeowner engagement
Increasing overall resident engagement	Developing our work with young people	Resident Participation team
Introduce new ways for residents to engage	Tackling digital exclusion through the digital support of TRAs and development of digital champions on our estates	Development team (inclusion)

Projects in these priority areas are highlighted in bold in the following action plan.

Southwark's Resident Involvement Strategy Action Plan – April 2015 to March 2017

Objective	Action	Outcome	Council officer lead	Delivery partners	Target time for completion
1 - We will engage with residents in achieving our key departmental objectives					
We will place residents at the heart of our work to drive up	<ul style="list-style-type: none"> We will seek to set up a focus group with new tenants to seek their views of the 	Increased satisfaction services	Housing options service	Resident Participation	April 2017

Objective	Action	Outcome	Council officer lead	Delivery partners	Target time for completion
standards in service delivery, by involving them in key service reviews.	<p>lettings process</p> <ul style="list-style-type: none"> We will consult residents on the proposed further changes to the allocations policy following the work that has been done by the task and finish group 	Residents inform the review of the changes to the allocations policy	Housing options service	Resident Participation team	December 2015
	<ul style="list-style-type: none"> We will review the voids process and use the information for further service improvements. 	Increased satisfaction with services	Voids Service	Resident Participation team	June 2015
	<ul style="list-style-type: none"> We will continue to support mystery shopping of council services. 	Increased satisfaction/ decrease in complaints in service 'mystery shopped'	Customer Experience team	Resident Participation team/ Capacity and partnerships team	Ongoing
	<ul style="list-style-type: none"> As part of a review of our antisocial behavior (ASB) services, we will undertake a one off consultation with residents regarding their experience of accessing the service. 	<p>Increase satisfaction/ decrease in complaints regarding ASB service.</p> <p>Increase in number of council services involving residents in service design and review</p>	Community Safety team	Resident Participation team	May 2015
Work at a strategic level with residents on delivery of 11,000 homes	<ul style="list-style-type: none"> We will continue to support and actively engage with FSB in a co-productive approach to delivery of 11,000 homes 	Resident support for the delivery mechanisms for 11,000 homes	SMT	Resident Participation Coordinator - 11,000 homes	Ongoing review February 2016
2. We will increase overall resident engagement					
We will make sure that every resident has access to clear information explaining the different ways they can get involved.	<ul style="list-style-type: none"> Implement the divisional comms strategy We will develop promotional material advertising the different ways residents can 	Increase in residents' satisfaction with opportunities for involvement in decision making.	Community Engagement Division Resident Participation		<p>April 2017</p> <p>April 2016</p>

Objective	Action	Outcome	Council officer lead	Delivery partners	Target time for completion
	<p>get involved</p> <ul style="list-style-type: none"> We will review current resident involvement related content on the council's website. We will launch the citizen space consultation portal to improve access to our consultations We will continue with the workshops for residents waiting for an offer of permanent accommodation 	<p>Increase in number of tenants participating in engagement and/or consultation via either one off events or through membership of their local TRA.</p>	<p>Coordinator</p> <p>Service development Officer</p> <p>Community Participation Manager</p> <p>Resident Participation Coordinator</p>		<p>July 2015</p> <p>April 2015</p> <p>Ongoing</p>
We will develop new Tenant groups	<ul style="list-style-type: none"> We will work to support the relaunch of TRAs and develop TRAs in areas where there are none. We will support the development of less formal resident groups in areas where there is reluctance to commit to more formal arrangements 	<p>Increase in the number of residents participating</p>	<p>Capacity and partnerships coordinator</p> <p>Tenant & resident organisation co-ordinator</p>	<p>Tenant Management Initiative team</p>	<p>Ongoing</p>
We will ensure that opportunities for involvement are open to all residents.	<ul style="list-style-type: none"> We will undertake a detailed analysis of the demographics of all residents who get involved to ensure they mirror the demographics of the borough as a whole (according to 2011 Census data). Where any demographic is underrepresented, we will work in partnership with this group to remove the identified barriers to participation. We will compile a profile of our residents to 	<p>Involved residents reflect the people who live in our homes.</p> <p>Our use of engagement tools are appropriate</p>	<p>Service development Officer</p> <p>Resident Participation coordinator</p> <p>Service development Officer</p>	<p>Senior Development Officer (inclusion)</p>	<p>June 2015</p> <p>Ongoing</p> <p>March 2016</p>

Objective	Action	Outcome	Council officer lead	Delivery partners	Target time for completion
	<p>develop better insight into their needs and ensure that our engagement practices are inclusive</p> <ul style="list-style-type: none"> We will undertake a project that looks at the barriers to engagement for people with disabilities Following on from this we will incorporate recommendations into our future working practices We will continue to build on the work¹ with young people to embed on going engagement with residents under 25. 	<p>A wider range of people participate in our engagement activity</p> <p>A wider range of people participate in our engagement activity</p>	<p>Resident Participation Coordinator</p> <p>Resident Participation Coordinator</p>	<p>Senior Development Officer (inclusion)</p> <p>SGTO and TFMC</p>	<p>June 2016</p> <p>ongoing</p>
Improving the engagement of homeowners	<ul style="list-style-type: none"> Following the review of our relationship with homeowners and the concerns they have expressed about their inclusion in council decision making processes we will work with homeowners and residents and those in council owned street properties to ensure they are fully engaged with us. 	<p>Greater satisfaction with the opportunities for involvement</p> <p>More homeowners engaged with the council</p>	Home Ownership Team	Resident Participation Coordinator	April 2017
We will contribute to a number of community conversations	<ul style="list-style-type: none"> Work with residents on Age-friendly Borough consultation & with partner agencies to promote befriending & reduce the number of older people experiencing isolation. Consult with residents on delivery of 11,000 homes 	<p>The action plan reflects views of older people and older people are involved in the monitoring of this plan</p> <p>Residents continue to be engaged in the discussions about new homes</p>	<p>Adult Social Care team</p> <p>Resident participation Coordinator – 11,000 homes</p>	<p>Resident Participation coordinator and Voluntary Sector Commissioning Team</p> <p>Direct</p>	<p>October 2015</p> <p>December 2015</p>

¹ Projects in bold are key priorities for 2015-2016

Objective	Action	Outcome	Council officer lead	Delivery partners	Target time for completion
				Delivery team	
We will explore the appetite of residents for playing a greater role in the management of their local housing services	<ul style="list-style-type: none"> We will work with colleagues in TMI services to develop local management pilot projects. 	Establishment of 3 pilots for local management.	TMI team	Resident Participation coordinator	April 2016
3 - We will introduce new ways for residents to engage					
We will improve the council's use of social media as means of providing information to, consulting, and engaging with, council tenants and homeowners.	<ul style="list-style-type: none"> We will ensure that @Chatbacksyp and chatback face book page has programme of information to ensure we are continuing to engage with young people We will develop a range of film material that we can use to promote engagement We will explore the potential of phone apps such as Voxup as a tool for residents to engage with councillors, other residents and the council 	Increase in residents' satisfaction with opportunities for involvement in decision making.	Resident Participation Coordinator Community Participation Manager Service development Officer	Capacity and partnerships coordinator Tenant & resident organisation co-ordinator	June 2015 Ongoing December 2015
We will increase the number of residents accessing council services including engagement digitally	<ul style="list-style-type: none"> Through the development of a number of pilot projects with our TRAs we will increase access to digital services We will train and support digital champions in these areas to support 	Improve access to services digitally	Senior Development Officer (inclusion)	Capacity and partnerships coordinator And TFMC	March 2016
We will identify other cost-effective methods to engage in addition to the formal consultation structure	<ul style="list-style-type: none"> In consultation with residents we will research best practice and additional methods of engagement with a view to extending the menu of resident involvement options. We will explore the development of a team of resident repairs inspectors to support improvements in the repairs service 	Increase in residents' satisfaction with opportunities for involvement in decision making Improved service delivery through resident involvement	Service development Officer Capacity and partnerships Coordinator	Resident Participation Coordinator Repairs service	Ongoing/April 2017 April 2017

Objective	Action	Outcome	Council officer lead	Delivery partners	Target time for completion
	<ul style="list-style-type: none"> We will explore how partnership working with VCS community in the borough can add value and bring imaginative approaches to our engagement Encourage and support informal and fun events to bring residents together 	<p>Improved resident capacity for social action and community building</p> <p>Greater community cohesion</p>	<p>Resident Participation Coordinator</p> <p>Various</p>	<p>Commissioning and Voluntary Sector Team</p> <p>All CE and TFMC</p>	<p>Ongoing</p>
4 - We will deliver better quality engagement					
<p>We will explore how the council can transform the way it consults with residents through formal structures, to improve the effectiveness of engagement from the perspective of both the council and residents</p>	<ul style="list-style-type: none"> Exploring what 'good engagement' means to all stakeholders and placing this at the heart of our resident engagement approaches Being clear about the role of the structure in decision-making processes (informing, consulting, co-producing) Proposing new engagement methods and approaches to broaden and diversify our reach We will produce a guide for services on how to use the formal structures (Tenant Council, Homeowner Council and Area Housing Forums) for consultation and scrutiny of services. 	<p>Increase in consultation structure participants' satisfaction.</p>	<p>Resident Participation Coordinator</p>		<p>April 2017</p>
<p>We will embed the Charter of Principles and the recommended changes to Putting Residents First to ensure there is consistent quality in our engagement with residents</p>	<ul style="list-style-type: none"> Produce a consultation guide for staff working on direct delivery of 11,000 homes Recruit additional staffing resources for engagement on this programme. Review the operation of the 2 schemes Extend the putting residents first approach across all departments that carry out works on homes Develop a series of consultation templates to ensure a consistent quality to 	<p>Improved confidence by residents that they will be involved in the decisions we make on these programmes</p> <p>Consistent level of service no matter which team are working on our homes.</p>	<p>Resident Participation Coordinator – 11,000 homes</p> <p>Service Development Officer</p>		<p>April 2015</p> <p>May 2015</p> <p>February 2016</p> <p>November 2015</p>

Objective	Action	Outcome	Council officer lead	Delivery partners	Target time for completion
	consultations council wide				
We will prioritise the creation of a tenant compact	<ul style="list-style-type: none"> We will work with tenant representatives, to produce a tenant compact 	<p>Increase in residents' satisfaction with opportunities for involvement in decision making.</p> <p>Increase in consultation structure participants' satisfaction.</p>	Resident Participation Coordinator	Capacity and partnerships team	December 2015
We will improve our communications with residents	<ul style="list-style-type: none"> Deliver the actions identified in the comms strategy such as improvements in our web presence, establishing a consultation portal, producing leaflets for residents on getting involved and how to self organize. 	Improved quality of engagement	Community Engagement Division		April 2017
We will improve training available to council tenant and homeowners in response to resident feed back.	<ul style="list-style-type: none"> Develop a new approach, where we offer micro training with fewer class room hours but a much wider range of topics. In addition to the existing programme deliver additional training in areas such as equalities/diversity, conflict resolution, data protection and confidentiality, improving inter-personal skills, understanding repairs and anti social behaviour. 	<p>Improved resident capacity to manage their halls, TRAs and have effective relationships with the Council and community</p>	<p>Capacity and partnerships coordinator</p> <p>Capacity and partnerships coordinator</p>		April 2016
We will enhance estate inspections	<ul style="list-style-type: none"> We will re launch our resident estate inspections and provide certified training to residents that participate 				
We will facilitate better networking and information sharing between resident representatives	<ul style="list-style-type: none"> We will facilitate TRAs becoming mentors for estates without tenant representation when subject to major works. We will look at twinning TRAs to develop a culture of mutual support and learning. We will match different hall management 	Increase in peer to peer support provided by residents and tenants	Tenant & resident organisation co-ordinator	Capacity and partnerships coordinator/ Service development officer	April 2017

Objective	Action	Outcome	Council officer lead	Delivery partners	Target time for completion
	<p>committees to improve access to and management of this valuable resource</p> <ul style="list-style-type: none"> We will work closely with SGTO to deliver better support for struggling TRAs. 				
5 – We will demonstrate the value of our engagement					
We will increase the number of residents who benefit from the tenant fund and/or joint security initiative	<ul style="list-style-type: none"> We will review the funding requirements of TRAs to ensure the maximum financial support available. We will develop a small grants programme for tenants and homeowners to build their engagement and capacity 	Number of TRAs accessing funding.	Commissioning and voluntary sector manager.		April 2017
We will embed processes to ensure ongoing evaluation of our engagement and consultation work.	<ul style="list-style-type: none"> We will, where appropriate, evaluate the initiatives in this action plan through resident and internal feedback. We will use impact assessment measures to evaluate the difference our engagement has made to the outcome of a project and how residents feel. 	<p>Quantitative and qualitative information gathered via surveys/interviews</p> <p>Provided with a clear view of the impact of the work of the teams</p>	<p>Service Development Officer</p> <p>Resident Participation Coordinator</p>		Ongoing
We will work with partners to promote financial inclusion	<ul style="list-style-type: none"> We will support Southwark Citizens Advice Bureau and partners in the delivery of financial education training funded via a big Lottery grant (£960k over 5 years) in particular the financial champions. Support the delivery of an event that addresses food waste. 	Increase in numbers of social housing tenants receiving 121 or group support and accessing a credit union products.	Community engagement and housing operations	Southwark CAB, Housing Operations, VCS organizations	Ongoing

Item No.	Classification: Open	Date: 14 March 2013	Meeting Name: Deputy Leader and Cabinet Member for Housing Management
Report title:		Resident Involvement Strategy	
Ward(s) or groups affected:		All wards	
From:		Strategic Director of Housing and Community Services	

RECOMMENDATIONS

1. That the resident involvement strategy, as set out in appendix A, be agreed.
2. That an action plan is produced showing how and when the resident involvement strategy will be implemented.

BACKGROUND INFORMATION

3. The first draft of the resident involvement strategy went out to consultation in late 2010/early 2011. This involved presentations at Area Forums and a survey of residents, followed by reports to Tenant Council on the 24 January 2011 and to Home Owners Council on the 9 March 2011.
4. The issues raised during the 2010/11 consultations were to do with the capacity of the council to deliver the strategy given the changes that had occurred in 2010 to how the council supported tenant and resident associations. Moreover, there was some concern expressed at a perceived downgrading of the present involvement structures in favour of "wider engagement", and it was felt that the 2011 version of the strategy could be shortened so as to make it easier to read and understand.
5. Further work has now happened, and an updated and much shorter strategy has been produced. We have taken into account all of the points made in 2010 and 2011, and then consulted with engaged and non engaged residents in 2012/13. Tenant Council have agreed the updated strategy at their meeting on 11 February 2013, and Home Owners Council agreed the strategy on the 20 February 2013.
6. The latest consultations have all supported the updated strategy, as well as providing some precise and interesting suggestions which have been incorporated into the final strategy document.
7. The updated strategy underpins the need for the present involvement structures, and explains how presently non-engaged residents can become engaged with their communities and with their tenant and resident associations. The strategy is clear that there is no contradiction between supporting residents already involved and supporting the development of larger numbers of engaged residents.
8. The challenge will be to make the best use of our resources to achieve our ambitions. To ensure that this happens; the newly created community engagement team has put the implementation of the resident involvement strategy at the core of its work programme in 2013/14, alongside equally important matters such as consultations about the housing commission report.

9. Developing further the information and consultation processes with area forums and tenant and resident associations is an important aspect of the new community engagement team. To do this three new posts, called capacity and partnership posts, have been created by the restructuring of former posts. These three officers will be tasked to step forward when communication and consultation with area forums, tenant and resident associations and local communities needs to be improved, and so their role will be dedicated to fixing exactly the type of problem flagged up by the consultations.

KEY ISSUES FOR CONSIDERATION

Policy implications

10. In July 2011 the council published the Council Plan, which contained ten Fairer Future promises summarising the ten priorities of the council. The Housing and Community Services Department are implementing two of the ten Fairer Future promises of the council, namely to;
- deliver the first three years of our five year plan to make every council home warm, dry and safe, and
 - to improve our customer service with more online services, including delivery of a better housing repairs service, independently verified by tenants.
11. Resident involvement in both of the above two Fairer Future promises is vital, both to ensure our work is targeted at the exact problems identified by residents, and to get feedback from people affected on progress.
12. The Future Approach to Community Engagement, agreed by cabinet on the 11th December 2012, sets out nine activities that will take place in 2013/14 in order to create the genuine dialogue we need to have, and amongst these key activities is the implementation of the resident involvement strategy the subject of this report.
13. The consultations around the Housing Commission's recommendations are due to take place in March to May 2013. These consultations will put into practice the core ideas in the resident involvement strategy, and allow the council to demonstrate that the strategy has lead to meaningful, genuine consultations with the residents of council housing via a wide range of methods that will appeal to a diversity of people.

Community impact statement

14. There are 39,000 rented council homes and 14,500 home ownership properties in council freehold management, making Southwark one of the largest housing providers in the country. The 53,500 households who rent or are home owners in Southwark managed properties make up just about half of all the people who live in the borough. It is clear from comparing the 2001 to the 2011 census figures that the borough is becoming more diverse in terms of ethnicity and religion and is becoming younger in age profile. Improving the "involvement offer" will ensure many more residents gain from their involvement with their local tenant and resident association; and with other ways on offer to them to have their say and to offer their skills and knowledge to their own local community.

Resource implications

15. The support to resident involvement explained in the strategy will be carried out within existing financial and staffing resources.

Consultations in 2012/13

16. From November 2012 to January 2013 a resident involvement working party has met twice, three focus groups, including one with young people, have been undertaken, an on-line and paper survey have been sent out (82 responses) and a number of “vox pop” interviews have been done with residents asked at random to give their views at shopping centres. All ideas have been considered and improvements have been made to the strategy, detailed below.

17. The resident involvement strategy working party discussed the importance of :

- Reviving the tenant compact.
- The working party recommended an information pack be available at sign-up and that better use could be made of tenancy checks to collect equalities information.
- More use of on-line engagement methods recommended, e.g. facebook, twitter and local websites, so as to engage better with younger residents.
- Partnership training should be continued and increased.
- Making available financial advice was considered very important, and should better be described and designed as “financial capability and literacy”.
- Recognising the important role of Southwark Group of Tenant Organisations; which is something that the strategy does and which has been supported through the consultation exercise.

18. The points made by the residents who attended focus groups, who returned copies of the survey and who stopped to be interviewed in the street have also been incorporated into the strategy, or where appropriate, noted for management actions when it comes to implementing the strategy. These points were:

- Residents from communities who have not often supported their tenant and resident associations because of linguistic and cultural barriers do however often have experienced and knowledgeable community groups and community workers (paid and voluntary). The new community engagement team has good links with community groups and community workers. Therefore the implementation of the strategy will include more work being done to introduce residents from communities who do not often take part to the role of their tenant and resident associations; to ensure they do take part and join in.
- Younger people also wanted to join in more with their local communities, and the thoughts of the working party about using ways of communicating that appeal to younger residents are important and will be taken forward.
- The vast majority of people we consulted were very positive about seeing the actions in the strategy take place, as long as the council doesn't start up a whole new set of ways of engaging at the expense of existing tried and tested methods.

19. The conclusion from the consultation exercise in 2012/13 is that the council needs to work in partnership with communities and with the existing resident engagement structures to implement the ambitions of the resident involvement strategy. The council needs to ensure that we understand the diversity of residents and work out how to also diversify the range of engagement methods we offer.

SUPPLEMENTARY ADVICE FROM OTHER OFFICERS

Director of Legal Services

20. The council is required by law to have arrangements in place to consult with its tenants on matters of housing management that it considers likely to substantially affect tenants as a whole or a group of them who form a distinct social group or occupy homes which constitute a distinct class. The council has in place a resident involvement structure that forms part of its consultation arrangements with Tenants. The proposed Resident Involvement Strategy sets out the council's strategy to improve on the existing consultation structure with the aim of encouraging engagement from all council tenants and long leaseholders. The report confirms that the draft strategy has been consulted on. The cabinet member should consider the outcome of this consultation when taking a decision on the recommendation in this report.
21. The recommendation in this report for agreement to the proposed Resident Involvement Strategy is a matter reserved for decision for individual cabinet member under paragraph 6 of Part 3D of the council's constitution and is in the area of responsibility of the Deputy Leader and Cabinet Member for Housing Management.

Strategic Director of Finance and Corporate Services

22. The adoption of the strategy outlined in this report will not result in the Council having to commit any additional resources, as it will be managed within existing resources. Any future news commitments currently not foreseen will have to be approved by way of the Council's standard budget setting process.

BACKGROUND DOCUMENTS

None	

APPENDICES

No.	Title
A	Resident Involvement Strategy

AUDIT TRAIL

Lead Officer	Gerri Scott, Strategic Director of Housing and Community Services	
Report Author	Stephen Douglass, Head of Community Engagement	
Version	Final	
Dated	14 March 2013	
Key Decision?	No	
CONSULTATION WITH OTHER OFFICERS / DIRECTORATES / CABINET MEMBER		
Officer Title	Comments Sought	Comments included
Director of Legal Services	Yes	Yes
Strategic Director of Finance and Corporate Services.	Yes	Yes
Date final report sent to Constitutional Team		14 March 2013

<p>Stage 1 Research and produce the draft resident involvement strategy (Getting the initial views) (August 2022 to December 2024)</p>	<p>Stage 2 Appoint a specialist independent tenants and residents advisory service with residents through the council's governance procurement process (Engage residents, listen and learn) Plan and deliver resident engagement activities to consult on the draft resident involvement strategy using the formal resident consultation framework, informal consultation mechanisms and digital platforms (January 2025 to September 2025)</p>	<p>Stage 3 Develop the strategy, test the findings with residents and launch the new resident involvement strategy. (October 2025 to December 2025)</p>
<ul style="list-style-type: none"> • Review of the existing work that has been done • Horizon scanning to identify key issues for residents and discuss the priorities • Attend TRA meetings, community engagement events and engage residents informally • Attended Southwark Group of Tenants Organisations (SGTO) to listen to residents and discuss the key challenges in their neighbourhoods and to tease the discussions on their suggested solutions 	<ul style="list-style-type: none"> • Online survey • Consultation hub • Videos • Podcasts • Workshops facilitated by residents • Social media and digital media platforms • 5 Local housing forums • Tenants' forum • Homeowners' forum • Joint tenants' and homeowners' forums • Tenants and residents associations • Tenant management organisations • Resident day activities and other community events • Themed cultural events 	<ul style="list-style-type: none"> • Collation analysis • Automated consultation hub analysis • Identify the key themes and priorities of residents • Analyse and evaluate the feedback from residents • Redraft the strategy based on the feedback and input from residents • Test the revised draft and review further comments from residents using the engagement methods set out in stage 2 • Finalise and submit the revised draft to DMT, SMT,

<ul style="list-style-type: none"> • Review complaints from residents • Map key stakeholders and community influencers and TRA leads • Engage focus groups to tease out the key issues for residents • Draft the resident involvement strategy • Present the draft strategy to DMT, SMT, LMB and seek permission to engage residents on the draft strategy 	<ul style="list-style-type: none"> • Southwark Black parents forum • Targeted home visits by tenants and homeowner involvement officers to carry out in person surveys to improve diversity, inclusivity and facilitate a representative sample. • Councillors • Members of staff 	<p>LMB and Cabinet for their approval</p>
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Fairer, greener, safer

Southwark Council Delivery Plan

2022 - 2026

Published September 2022

Leader's foreword



In May, residents of Southwark went to the polls to decide who should run our local council for the next four years.

They voted for a plan to tackle the cost of living crisis, to respond to the climate emergency and to build the homes local people need. They voted to make our borough fairer, greener and safer. This is why I am proud to launch this Council Delivery Plan, which sets out what we will do and precisely how we will achieve these goals.

I have been Leader for over two years and have seen what incredible work the council can do, standing shoulder to shoulder with the community through the most difficult times. The pandemic may feel like a slowly fading memory, but the health emergency is still with us, and where it may have lifted, it has given way to a new crisis in the fastest fall in living standards our country has seen in decades.

While there are new challenges, we still face many of the same questions our borough has faced for years and even decades – How can we provide the genuinely affordable homes we need? How can we do our bit to tackle the climate emergency? How do we keep our residents safe and our families in the best of health? How do we make sure the next generation has more and better opportunities than the last?

This plan is dedicated to tackling these questions - that the people of Southwark have told us are their priorities - and to ensuring the brightest possible future for all of our communities and neighbourhoods across the length and breadth of our borough.

In Southwark I'm proud that we have a Cabinet which reflects the diversity and talent of our population and a team of council officers who are delivering many nationally leading services. Together we will deliver on the promises we make to you in this four-year plan.

However, we also know the council cannot address these challenges alone. Southwark's brilliant community and faith groups, businesses, schools, universities, wider public services and above all our borough's residents are all key to our collective success. That is why this plan also sets out our commitment to transform the way we work, making Southwark a collaborative council. One that works together with the people and organisations of our borough. Listening and learning from one another, working with you to design the services we provide, empower communities to shape the places they live in and supporting local people to deliver for their community too.

Together, I am confident that we can make Southwark a fairer, greener and safer borough for everyone. I look forward to working with all of you.

Cllr Kieron Williams
Leader of Southwark Council

Introduction

This Council Delivery Plan sets out our priorities and our commitments to the people of Southwark until 2026.

It is an action plan, which will drive the work of the entire council and focus our resource and time to ensure we are pulling together so we can make our borough fairer, greener and safer for all our residents.

Our plan is set out in seven separate themes:

- Transforming our borough
- A thriving and inclusive economy
- A healthy environment
- Quality, affordable homes
- Keeping you safe
- Investing in communities
- Supporting families

These themes will describe how we answer the big questions – tackle the rising cost of living, building more council homes, reducing our carbon emissions, creating new jobs and opportunities and protecting the borough’s mental & physical health.

But this plan also sets out how we will get the basics right – supporting our young people to succeed at school, ensuring our older people are cared for, keeping our streets clean and ensuring our homes and neighbourhoods are safe and well looked after.

Our values in action

Everything that we do as a council is to work towards a fairer, safer and greener Southwark. Our values inform how we will do this, and will guide our decisions and determine how we deliver on the commitments that we have made.

Since 2010, when we first stated our vision, many of the challenges have changed and some of the solutions have too, but our values remain as strong as ever. We remain committed to supporting, standing up for and empowering residents. Our residents are still at the heart of everything we do and they have helped us form the values that underpin the work of the council.

This is why in 2020, when the pandemic took hold and revealed even further the stark inequalities we face, we strengthened our values statement to include a commitment to equality and our opposition to discrimination and racism. As times change we will continue to review and update our values. These values will continue to inform all the work we do across the council and what you can expect from us.

We will:

- Treat residents as if they were a valued member of our own family
- Be open, honest and accountable
- Work for everyone to realise their own potential
- Spend money as if it were from our own pocket
- Make Southwark a place to be proud of
- Always work to make Southwark more equal and just
- Stand against all forms of discrimination and racism

Transforming our borough

Southwark is a fantastic place, full of brilliant people, community groups, businesses, cultural institutions, schools, university, public services and so much more. However, for many of our residents the amazing opportunities within our borough and wider city feel out of reach. We will work to make Southwark a borough where everyone can participate, supported by a council that is rooted in the communities we serve.

At the heart of our approach will be commitments to empower communities to shape the places they live in and make decisions about the issues which affect their lives; to close the gap in life chances that holds so many people back; and to create thriving and sustainable neighbourhoods.

As part of this commitment, we will work together with the people and organisations of our borough to develop a renewed 2030 vision for Southwark, setting out the long-term change we will collectively work to deliver over the decade ahead. From creating more good jobs, to making Southwark net zero, to ensuring local people have the support they need to live healthy, fulfilling lives.

We will work with the people and organisations of our borough to:

- Create a people powered Southwark:
 - Putting residents at the heart of everything we do
 - Empowering communities to shape the places they live in and make decisions about issues which affect their lives
 - Working with you to design the services we provide and support local people to deliver for their community
- Close the gap in life chances:
 - Ensuring the whole council is focused on closing the gap in life chances within our borough, so everyone can achieve their potential and play their full part in Southwark's future
 - Working to tackle poverty, racism and discrimination, as well as the inequalities in health, education, housing and employment that hold people back
- Deliver thriving and sustainable neighbourhoods:
 - Ensuring wherever you live in Southwark your local area is a great place to live, with all the essentials of life close to your home, including:
 - Investment in your town centre and high streets
 - High quality green spaces and more trees
 - Great fitness and sports facilities
 - Good and outstanding schools
 - A local library
 - High quality playgrounds

Backed by a dedicated team to look after your neighbourhood

A thriving & inclusive economy

Your local council will drive growth and investment in our key industries, make our borough more digitally connected and support our high streets, creating new opportunities, jobs and apprenticeships. We will champion the London Living Wage and drive up standards at work by making residents and businesses more aware of the benefits of trade unions. We will keep more wealth in our community by ensuring the council and our partners buy local goods and services and bringing more services under council ownership and democratic control. We will support you during the cost of living crisis.

We will:

- Support residents hit hardest by the cost of living crisis:
 - Establishing a new Southwark Cost of Living Fund
 - Launching a new Southwark Energy Savers Service, so people on low incomes can access the best advice to keep bills down, whilst cutting carbon emissions
- Make Southwark a Right to Food Borough, working with local businesses, community groups and schools to ensure everyone in Southwark has access to healthy, affordable food within a short walk of their home
- Invest in our town centres and high streets:
 - Launching a new Thriving High Streets Fund to invest in all of Southwark's high streets
 - Delivering major improvements to Camberwell, Canada Water, Peckham, Old Kent Road and Walworth town centres and The Blue in Bermondsey
 - Encouraging the expansion of street markets across Southwark
- Create 2,000 green jobs for local people and open a new Green Skills Centre
- Establish a world class health innovation district, working with our local hospitals, universities and businesses to make Southwark a global centre for urban health and care research and innovation
- Back Southwark residents to start more businesses, co-operatives and social enterprises:
 - Providing extra support for entrepreneurs who are underrepresented in business, including women, Black, Asian, minority ethnic and disabled people
 - Growing a network of start-up hubs rooted in our communities
 - Delivering more affordable workspace
- Keep more wealth within our community:
 - Ensuring the council and other big institutions in Southwark buy more goods and services from local businesses, cooperatives, social enterprises and charities, including Black, Asian, ethnic minority and women led-businesses and third sector organisations
 - Creating more careers and jobs within Southwark's big employers for local residents, including in our council, NHS, big businesses and universities
 - Bringing more council services in house, including our leisure centres
- Support residents who face the most barriers to employment into jobs
 - Delivering free support to get a job for people who face the most barriers, including young people, people with disabilities and parents and carers returning to work and third sector organisations
 - Creating 250 paid internships for young people from disadvantaged backgrounds

- Support residents to gain skills for work, creating 2,000 apprenticeships and 3,000 training opportunities so local people can take up careers in our borough's growth industries
- Improve pay and employment conditions:
 - Creating a new Southwark Living Wage Unit
 - Doubling the number of Southwark employers who pay at least the London Living Wage to all their staff. Working with trade unions and community groups to make the case to employers
 - Setting new stronger requirements on employers providing services to the council, to ensure they give trade unions access to the workplace and to make sure they are open to recognising a workplace trade union, where unions are active and have members
 - Delivering a major public awareness campaign to make sure Southwark residents know their rights at work and the benefits of trade union membership
- Make Southwark a digitally connected borough:
 - Providing free access to the internet through our network of community buildings across the whole borough, so everyone in Southwark can benefit from the digital revolution
 - Making Southwark one of the most digitally connected boroughs, working with internet and mobile providers to extend super-fast broadband connections so more people can access the fastest connections at home or work
- Lead a council that works for you:
 - Introducing new Fair Tax rules so companies that want to provide goods and services to the council have to show they are paying their taxes
 - Ensuring the top of the council's workforce is proportionately representative of Southwark's Black, Asian and minority ethnic population by 2030
 - Improving contact centre performance and bringing complaints down
 - Keeping council tax low, only increasing it to protect services for the most vulnerable, and spending every penny as if it is from our own pocket

A healthy environment

Your local council will cut carbon emissions and clean up our air. We will keep pollution away from our schools and help you make your home greener and cheaper to run. We will plant more trees and create more parks and nature sites, always seeking to protect and enhance the borough's biodiversity. We will make Southwark a walking and cycling friendly borough and improve public transport. We will keep our streets and our estates clean, increasing recycling rates and reduce waste.

We will:

- Plant more trees:
 - Making Southwark the first inner London council to have over 100,000 trees, so every neighbourhood in Southwark gains more tree canopy cover
 - Working with local people and schools to find locations for and plant 20,000 trees
- Create more and better parks and green spaces, including new parks at Canada water and Old Kent road and, delivering major improvements to Elephant Park and Guy's Park
- Work with local people to create more nature sites, woodlands and urban planting
- Give communities on our estates a new right to have a community garden or food growing plots on their estate
- Work to end the council's carbon emissions:
 - Halving the council's carbon emissions again by 2026, staying on track to cut emissions from the council's operations and vehicles to net-zero by 2030
 - Making the council's pension fund zero carbon by 2030 at the latest and earlier if more zero carbon funds become available sooner, while ensuring we protect the pensions of our staff
 - Reporting annually detailing Council's progress
- Engage Southwark's community in tackling the climate emergency, delivering an ambitious programme of community engagement to help residents get involved in tackling climate change
- Make council homes greener:
 - Rolling out an ambitious programme to upgrade insulation and heating of our council homes
 - Making all of our future council homes projects net zero council homes
 - Ensuring all of our future council homes projects increase biodiversity
 - Piloting Southwark's first 'PassivHaus' council homes
- Reduce carbon emissions from buildings:
 - Introducing new stronger planning rules to make sure all new developments meet high green standards, in both construction and use
 - Streamlining processes for planning applications around new build and retrofit projects that meet high green standards
 - Establishing a free green homes advice service for homeowners to help make homes greener and lower carbon
 - Streamlining planning applications to green your home
 - Establishing a 'retrofit learning network' to bring together experts to share information on the potential costs, available discounts and carbon savings from making homes more environmentally friendly
- Act to improve air quality and road safety at every Southwark school:
 - Making more roads outside schools car-free at the start and end of the school day

- Reducing traffic near schools
- Providing more green screens, trees and air cleaning for schools
- Create safe, healthy, green streets:
 - Working with local communities to design safer, greener and healthier streets for walking and cycling, prioritising areas with high health inequalities and low car ownership first
 - Improving safety at junctions and crossings
 - Delivering on our Equal Pavements Pledge, working with older people, those with disabilities and limited mobility to make sure Southwark's streets are accessible for everyone
 - Increasing disabled parking
 - Ensuring older and younger people, women and our Black, Asian and minority ethnic communities all have a full say, so we design streets and public transport that works for everyone.
- Improve public transport:
 - Working with TfL to reduce traffic on main roads and to make bus journeys quicker and more reliable
 - Working with the Mayor of London to upgrade Southwark's train and tube stations, including improvements to Peckham Rye, Elephant & Castle, Canada Water, Surrey Quays and South Bermondsey stations
 - Working to secure the Bakerloo Line extension and reopen Camberwell Station
- Make Southwark a Cycle Friendly borough:
 - Doubling the number of cycle hangars so you can store your bike close to your home, stations and in town centres
 - Rolling out more segregated cycle lanes
 - Extending cycle hire
 - Offering free cycle lessons for all Southwark residents
 - Creating new ways for residents on low incomes to access an affordable bike
- Reduce air pollution from vehicles:
 - Delivering 1,000 more electric vehicle charging points in Southwark, so there are more in every neighbourhood
 - Limiting parking next to electric vehicle charging points to electric vehicles only
 - Encouraging people to switch to less polluting cars, with lower parking fees for zero emissions and smaller vehicles across the whole borough
 - Piloting incentives to residents to give up their cars altogether, including installing pocket parks and cargo bike storage on streets where residents agree to go car free
 - Supporting businesses to switch to zero pollution delivery vehicles, working with them to shift more local deliveries to electric cargo bikes
 - Work to secure investment needed to make all buses zero emissions
- Reduce waste and increase recycling:
 - Ensuring Southwark has one of the highest recycling rates in inner London
 - Extending food waste recycling to estates
- Keep Southwark Clean:
 - Keeping your streets and estates clean
 - Clamping down on fly tipping and graffiti
 - Establishing a dedicated team to look after each neighbourhood
- Deliver a Land Commission to identify how more land in Southwark can be freed up for public good, including quality green space, food growing, active travel and genuinely affordable housing, working with major landowners including the NHS, Transport for London, the Port of London Authority, Dulwich Estate and local faith organisations

Quality, affordable homes

Your local council will start building a thousand new council homes, on top of the 2,500 we have already built or have started. We will improve our estates and give residents a greater say over the services that matter to them where they live. We will look to reduce the number of empty homes and give greater support to private renters who are facing spiralling rents and tumbling conditions. We will seek to reduce homelessness and seek to ensure everyone has a home they can be proud of.

We will:

- Build more council homes:
 - Completing our first 2,500 new council homes
 - Starting an additional 1,000 new council homes
 - Build much needed family-sized new council homes
 - Build new council homes for older people, designed for people to live independently for longer
 - Working with residents to find sites for new council homes and design them
- Deliver other kinds of genuinely affordable homes:
 - Starting 500 homes for keyworkers at rents that nurses and teachers from our local hospitals and schools and other key workers can afford
 - Using our planning powers to robustly require new social rent homes in private developments alongside other types of genuinely affordable homes
 - Backing local people to build genuinely affordable homes, supporting them to establish Community Land Trusts, housing co-operatives and partnerships with faith groups that deliver homes that stay affordable forever
- Work with residents to improve our council homes:
 - Strengthening our Great Estates Guarantee
 - Ensuring repairs to council homes are done right first time
 - Clearing the backlog of repairs that has resulted from the pandemic within one year
 - Establishing a new resident-led repairs board to oversee progress in improving the service
 - Providing free independent advice and mediation for council leaseholders who live in their home
- Empower council tenants and resident leaseholders to get involved in making decisions about your home and estate:
 - Providing more support to start a Tenants and Residents Association
 - Providing more support to run key services on your estate like cleaning, repairs and grounds maintenance
- Work with residents to deliver major improvements to the Aylesbury, Tustin, Ledbury and Abbeyfield estates
- Reduce the number of empty homes and rooms:
 - Increasing support for council tenants to rightsize to a home that is right for them, so we can also release more large homes for families living in overcrowded conditions
 - Launching a Good Lettings Agency that makes it easy for landlords who have empty homes to let them at affordable rents to essential workers, homeless families and refugees make it free to license a home that is rented through the agency
 - Taking a zero tolerance approach to empty homes, using all the powers available to the council to tackle the worst offenders
 - Re-letting vacant council homes as soon as possible
- Increase protections and support for private renters:
 - Extending our licensing scheme so private landlords have to meet higher standards

- Fund free advice services for private sector tenants so support is there if a landlord is acting unfairly
 - Taking a zero tolerance approach to rogue landlords, using all the powers available to the council to tackle the worst offenders
- Keep council homes safe and campaigning for the costs of the cladding crisis are met by developers, not leaseholders
- Guarantee support to everyone who is street homeless in Southwark access to a home of their own

Keeping you safe

Your local council will launch an anti-social behaviour task force and invest in our CCTV network. We will upgrade all our street and estate lighting and work with you to identify and redesign the spots where you feel most unsafe. We will take on misogyny and violence against women and girls, rolling out our women's safety charter to pubs and venues across the borough and delivering a women's safety centre where women can turn to for support when facing abuse. We will work to tackle youth violence, putting young people, victims and their families at the heart of our work. We will take a zero tolerance approach to hate and seek to make our borough safe for all our communities.

We will:

- Tackle anti-social behaviour:
 - Launching a new £2 million anti-social behaviour task force to provide a highly visible presence to tackle crime and anti-social behaviour hotspots, with more community safety wardens
 - Investing in our CCTV network, providing more cameras and more operators
- Upgrade street and estate lighting:
 - Install clearer, safer, greener LED street and estate lighting across the whole borough
 - Work with the community to redesign lighting in locations that are a priority for Southwark residents
- Tackle misogyny and violence against women and girls:
 - Challenging misogyny, working with our schools, employers and community groups to deliver a major campaign to promote positive male behaviours towards women and make clear male harassment and violence towards women will not be tolerated in Southwark
 - Improving public spaces where women tell us they feel unsafe
 - Asking all organisations that operate at night in Southwark to sign our Women's Safety Charter including training their staff to support women who report harassment and take action to keep their female customers safe
 - Establishing a ground-breaking Women's Safety Centre, so women experiencing violence or abuse can access all the support they need in one place
 - Working with the Metropolitan Police to tackle male violence against women, and challenge them to work with women to rebuild their trust and confidence in the Met
- Make Southwark safe for young people:
 - Working to end youth violence, putting young people, victims and their families at the heart of our community safety work. Take an evidence-based, public health approach and evaluate all of our efforts to ensure we reduce violence and make young people safer
 - Working with the local community and police to ensure stop and search is used fairly
- Make it clear that there is no place for hate in Southwark, taking a zero tolerance approach to hate crimes

Investing in communities

Your local council will continue to celebrate the diversity and heritage of our borough, and will support community-led action with at least £20 million of funding. We will continue to expand our library services and offer more free English, maths and digital skills courses. We will improve community facilities including a new LGBTQ+ community centre and supporting a new Latin American cultural centre. We will make Southwark a Borough of Sanctuary and continue to welcome migrants and refugees to our neighbourhoods.

We will:

- Work with communities in Southwark to make the borough fairer, greener and safer:
 - Investing £20 million in community-led action, working with residents to set priorities for their neighbourhoods
 - Strengthening Southwark's network of community-led hubs, so all residents can get involved in giving back to your community, find local activities and access free advice on money matters, housing and mental wellbeing
- Continue to expand our library service:
 - Increasing the range of services accessible through our libraries
 - Open a new library on the Aylesbury Estate
 - Opening an expanded library on the Kingswood Estate
- Provide free English, maths and digital skills courses at local libraries or family centres, so everyone in Southwark can participate fully in the life of our borough
- Celebrate Southwark's diversity, funding local community groups to deliver events and festivals that showcase the diverse histories, music, food and art of our communities
- Improve facilities for Southwark's diverse communities:
 - Working with the community to establish a Latin American cultural space, run by and for the community it serves
 - Securing a permanent LGBTQ+ cultural space in partnership with the community
- Establish a 'Southwark Together' civic leadership programme to empower more people from underrepresented groups to take up leadership roles across our community
- Ensure people with disabilities have a stronger say in the future of our borough, working together to establish a new Inclusive Southwark Forum
- Welcome migrants and refugees to our borough, working with local communities to welcome and support people fleeing persecution, conflict and disasters

Supporting families

Your local council will support residents at every stage of their lives. We will support children and young people to thrive, ensuring our schools are excellent and that they are guaranteed mental health support when they need it. We will offer a range of activities to keep all our residents fit and healthy, including a new council-run leisure service. We will support older people with the care they need through new residential and home care support. We will tackle fundamental inequalities in access to healthcare so that all our residents can stay healthy.

We will:

- Support Children and Young People to thrive:
 - Supporting new families, ensuring residents have a family centre close by, to access the advice, activities and support to help children thrive
 - Launching a new sure-start for teenagers service, so young people and their parents can get support and advice as they grow up
 - Guaranteeing mental health support for all Southwark children and young people when they need it, delivered via our ground-breaking Nest walk-in services and support in every Southwark school
 - Supporting children in care and care leavers to live in or close to Southwark
 - Supporting young people not in education, employment or training (NEETS)
- Ensure our schools are high quality and inclusive:
 - Working with schools to create a 'We Are Southwark' curriculum, so young people at all Southwark schools can learn about civic involvement, respectful relationships and the rich diversity and history of our borough, including the history of our Black, Asian and minority ethnic communities
 - Working with our schools to keep standards high
 - Investing in evidence-based action to improve language and literacy skills for early years and primary children, so every Southwark child can succeed
 - Working with schools to ensure every Southwark child can complete their full school education in school, launching a School Inclusion Charter to prevent permanent exclusions and end off-rolling
 - Completing the expansion of Charter East School so more children can attend a local secondary
- Provide great playgrounds for children of all ages, ensuring that wherever you live in Southwark you have local high quality playgrounds, including play equipment for children with disabilities
- Ensure young people have access to positive activities:
 - Ensuring that wherever residents live in Southwark there are local youth work and sport activities
 - Ensuring access to a mentor for young people who are most in need
 - Putting our new Southwark Youth Parliament in the driving seat, working with them to set priorities for all funding for youth services, as part of our Youth Deal, so together we can ensure it delivers for every Southwark young person
- Enable residents of all ages to stay active and healthy:
 - Establishing a new in-house active Southwark service with access to a wide range of activities across our pools, leisure centres, outdoor gyms, parks and sports facilities
 - Opening a new leisure centre at Canada Water
 - Exploring sites for open-water swimming
- Improve access to mental wellbeing support, launching innovative new mental wellbeing support for adults, designed and delivered with and for people from across Southwark's diverse communities. Including support for parents delivered by parents.
- Introduce support for all unpaid carers, regardless of whether the person they care for gets funded care

- Ensure Southwark residents have access to good quality residential and home care:
 - Rolling out our new Residential Care Charter to ensure all Southwark residential and nursing homes have high standards of care and fair pay for care home staff
 - Ensuring every care home has a Family Forum so you have a place to raise any concerns about your loved one's care
 - Opening more extra care housing
 - Opening a new nursing home
 - Looking for opportunities to bring social care services in house, under the control of user led groups or into cooperative ownership

- Reduce inequalities in access to health care:
 - Working with the community to establish a modern centre for Black African and Caribbean elders run by and for the community it serves
 - Working with our communities and NHS to reduce inequalities in access to healthcare, including those faced by Black, Asian and ethnic minority people
 - Expanding our Community Health Ambassadors network to empower more people to work with their community to increase the uptake of life saving vaccinations and cancer screening

- Provide a defibrillator (AED) for every school and in public buildings to ensure all residents have access to these lifesaving pieces of equipment