

# Housing Scrutiny Commission

Tuesday 14 October 2025  
7.00 pm

Ground Floor Meeting Room G01, 160 Tooley Street, London SE1 2QH

## Supplemental Agenda No. 2

### List of Contents

Item No.	Title	Page No.
6.	<b>THE REVISED RESIDENT ENGAGEMENT STRATEGY</b> To receive and comment on the revised Resident Engagement Strategy which responds to engagement with residents, the recommendations of the Housing, Community Safety and Community Engagement Scrutiny Commission and an independent review of resident consultation.	1 - 6

### Contact

Adam Wood on 020 7525 0265 or email: adam.wood@southwark.gov.uk

## **Summary: Amendments to the Proposal for Implementation of Resident-Led Landlord Service Improvement Boards**

Following consultation with delegates from the Tenant and Homeowner Forums, several amendments have been agreed to strengthen the governance, representation, and operational clarity across the resident-led Board.

### **1. Membership Selection and Representation**

- Members will be selected through a competitive process, supported by an independent panel to ensure impartiality.
- The panel will ensure geographical balance across the borough.
- Each Forum (Tenant and Homeowner) will appoint two representatives to the relevant Board: A Lead (with voting rights) and a Supporting Representative (non-voting).

### **2. Board Tenure**

- Members may serve up to 3 years within any 5-year period.
- Annual elections will refresh membership and encourage wider participation.
- Existing members may continue beyond the 3-year term if no new applicants come forward and they are re-elected.

### **3. Governance and Accountability**

- Terms of Reference (ToR) will define suspension criteria and escalation routes.
- Boards must operate within their defined scope; issues outside remit may be escalated to the Housing Improvement Board for review.
- Clear administrative processes will be in place for scheduling, agenda setting, minute-taking, and action tracking.
- Meeting documents will be shared promptly and summaries published for wider resident visibility.

### **5. Training**

- Mandatory training will be provided for officers and board members, covering governance, conduct, and housing policy.

### **6. Repairs Improvement Board Transition**

- Current members will be prioritised during selection.

### **7. Remuneration**

- A flexible payment model will be adopted, including options for direct payment, rent account credit, or TRA donation (limited to recognised TRAs).

Proposal	Feedback from Residents:	Amendment
Membership selection and Representation	<p>Composition of Board - appointed in similar way to current Repairs Improvement Board but greater thoughts should be given on who makes up the appointment panel.</p> <p>Selection panel should endeavour to have a good geographical spread across the borough.</p> <p>There was request for there to be direct rep from each LHF</p>	<p>Members selected through a competitive process; There will be an independent panel member to support impartiality and good governance.</p> <p>We require more diverse representation from our 54,000 residents. No requirement for direct representation from each Local Housing Forum but there will be representation from 6 representatives each from TF and HF</p> <p>The Selection Panel will ensure a geographically balanced composition, with members drawn from across the borough to reflect local variation in housing experience and service needs.</p>
Length of Board Membership	3-year membership	<p>Board members may serve up to 3 years within any 5-year period with annual elections held to refresh membership and encourage wider participation.</p> <p>If no other residents express interest, existing members may continue beyond the 3-year limit, if elected. This approach balances continuity with opportunities for new voices and perspectives.</p>
The boards sit alongside the existing structures of HOF and TF - A representative from each forum will sit on each board, ensuring alignment and communication across the engagement ecosystem.	Link to Tenant Forum /Homeowner Forum - Chair of TF/HF to sit on Tenants Management Board and Leaseholder Board respectively. An additional member of TR/HF can be appointed to each board.	<p>To ensure strategic alignment and effective communication between the Tenant Forum, Homeowner Forum, and the respective Boards:</p> <ul style="list-style-type: none"> <li>• Each Forum will appoint two representatives to sit on the relevant Board: <ul style="list-style-type: none"> <li>◦ A Lead Representative</li> </ul> </li> </ul>

		<ul style="list-style-type: none"> <li>○ A Supporting Representative</li> </ul> <ul style="list-style-type: none"> <li>• Both representatives may attend and participate in Board meetings.</li> <li>• The Lead Representative will hold voting rights on behalf of the Forum.</li> <li>• The Supporting Representative may contribute to discussions but will not hold voting rights.</li> </ul> <p>This structure ensures continuity of representation while maintaining clarity in decision-making processes.</p>
Support for Residents	Selection of Tenant Advisor - panel should be made up of resident Rep (where there is no conflict) + Cabinet Member + Officer.	<p>Boards will be administered by the lead service team and supported by RET.</p> <p>Each meeting will be attended by Directors/Heads of Service ensuring that individuals with the authority to agree actions and initiate investigations are present.</p> <p>No new Tenant Advisor will be appointed.</p>
Governance and Accountability - Ensure that resident-led discussions, investigations, and solutions are visible to senior decision-makers	<p>Terms of Reference should set clearly the circumstances of when a Board activity can be suspended and who can make such decision.</p> <p>In the rare instance that an issue comes up that is outside the remit of a Board, but it nevertheless feels it is necessary to</p>	<p>ToR will define when and how a board can be suspended. Suspension criteria will be clearly listed in the ToR.</p> <p>Officers will seek HIB approval, and the Cabinet Member will be briefed if a board is to be suspended.</p> <p>Boards must operate within the scope defined in their Terms of Reference. In the event that a Board identifies an issue they want to explore that falls outside</p>

	<p>look into the area, the Board will only be able to do this with the approval of Cabinet Member responsible for Housing Services.</p>	<p>its formal remit but believes it warrants further consideration, the Board may formally escalate the issue to the Housing Improvement Board for review.</p> <p>The Housing Improvement Board will assess the request and determine whether the issue can be deliberated.</p>
Governance	<p>Code of Conduct - Need for stronger code of conduct which should contain when a member of Board can be suspended/removed.</p> <p>Agreed</p>	<p>A Code of Conduct will be developed, including behavioural expectations, conflict resolution, and removal procedures. This will be shared with all members during induction.</p>
Training	<p>Important for relevant officers to receive full training on their role in relation to the Boards before its commencement and members appointed to have access to prompt training</p>	<p>Training and briefings will be mandatory for relevant Officers board members.</p> <p>A training package is being developed, covering governance, conduct, and housing policies.</p>
Repairs Improvement Board -	<p>Consideration should be given to prioritise current members when selecting membership of new RIB. This should be the case for members of current board who have attended over 80% of meeting and have engaged during meeting of current board. Current board member would still need to apply, and any consideration is applied at selection stage.</p>	<p>To ensure continuity and recognise the contributions of existing board members:</p> <ul style="list-style-type: none"> <li>• Current board members will be notified prior to the wider recruitment campaign for the new Boards.</li> <li>• They will be encouraged to apply by expressing their interest in joining the new board.</li> <li>• If a current member applies: <ul style="list-style-type: none"> <li>◦ They will be prioritised at the selection stage, particularly if they have demonstrated consistent engagement (e.g. attended over 80% of meetings).</li> <li>◦ They will be accepted without</li> </ul> </li> </ul>

	<p>Pay any outstanding attendance fees (£50 per meeting)</p>	<p>interview, provided their application meets the basic eligibility criteria.</p> <p>This approach ensures that experienced and committed residents are retained while opening opportunities for broader participation.</p> <p>We are working on clearing all outstanding fees. We will develop a payment process for Board renumeration to ensure prompt payment</p>
Remuneration	Remuneration for Board Members – Consideration for £100 to be in the form of credit to Rent Account/TRA donation/Direct Payment.	We will adopt a flexible payment model. TRA donations will be limited to recognised TRAs to ensure accountability.
Administration of Board	<p>Can there be clear information on who is doing what i.e. who is sending out notice of meeting/agenda/minutes and following up on actions points. If residents on a board prefer the assigned Tenants Advisor to do this, is this possible and what are the costs implications if any?</p> <p>Resident led, meetings out, agenda setting.</p>	<p>We understand the effective administration of the boards is essential to ensure transparency, accountability, and smooth operation of Board meetings:</p> <p>Scheduling and Notice of Meetings: we will issue timely invitations and reminders to all Board members.</p> <p>Agenda Setting: Preparing and circulating the agenda 2 weeks in advance, incorporating member suggestions where appropriate.</p> <p>Minute-Taking: Recording accurate minutes, including decisions, actions, and attendance.</p> <p>Action Tracking: Monitoring progress on agreed actions and reporting back at subsequent meetings.</p> <p>The Resident Engagement Team will oversee administrative</p>

	<p>coordination, but services will oversee the boards.</p> <p>All meeting documents (agendas, minutes, action logs) will be stored in an accessible format and shared with Board members promptly.</p> <p>A summary of decisions and actions will be published for wider resident visibility, where appropriate.</p>
--	--

## HOUSING SCRUTINY COMMISSION

MUNICIPAL YEAR 25/26

### AGENDA DISTRIBUTION LIST (OPEN)

**NOTE:** Original held by Scrutiny Team; all amendments/queries to Adam Wood Tel: 020 7525 0265

Name	No of copies	Name	No of copies
<b>Housing Scrutiny Commission Members</b>		<b>Officers</b>	
<b>Electronic copy</b>		Joseph Brown – Cabinet Office Arthur Holmes – Cabinet Office Shehu, Sarauniya – Cabinet Office	
Councillor Jason Ochere (Chair) Councillor Emily Tester (Vice-Chair) Councillor Barrie Hargrove Councillor Ketzia Harper Councillor Richard Livingstone Councillor Catherine Rose Councillor Jane Salmon		Oliver Bradfield – Liberal Democrat Group Office	
<b>Co-opted Members</b> Bassey Bassey for Southwark TMO Ina Negoita for Homeowners Forum Althea Smith for Tenants Forum		Everton Roberts – Head of Scrutiny Adam Wood – Scrutiny (Spares)	10
<b>RESERVES</b> Councillor Sunil Chopra Councillor Ellie Cumbo Councillor Adam Hood Councillor Laura Johnson Councillor Hamish McCallum Councillor Bethan Roberts Councillor Kath Whittam		<b>Dated:</b> 14 October 2025	