

Housing, Community Safety and Community Engagement Scrutiny Commission

Wednesday 18 September 2024

7.00 pm

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

Membership

Councillor Sam Foster (Chair)
Councillor Emily Tester (Vice-Chair)
Councillor Barrie Hargrove
Councillor Ketzia Harper
Councillor Esme Hicks
Councillor Sunny Lambe
Councillor Jane Salmon
Bassey Bassey (Co-opted member)
Cris Claridge (Co-opted member)
Ina Negoita (Co-opted member)

Reserves

Councillor Cassandra Brown
Councillor Ellie Cumbo
Councillor Laura Johnson
Councillor Bethan Roberts
Councillor Kath Whittam
Councillor Adam Hood
Councillor Hamish McCallum

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Contact

Amit Alva on email: amit.alva@southwark.gov.uk

Members of the committee are summoned to attend this meeting

Althea Loderick

Chief Executive

Date: 10 September 2024



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Wednesday 18 September 2024

7.00 pm

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

Order of Business

Item No.	Title	Page No.
	PART A OPEN BUSINESS	
1.	APOLOGIES	
	To receive any apologies for absence.	
2.	NOTIFICATION OF ANY ITEMS OF BUSINESS WHICH THE CHAIR DEEMS URGENT	
	In special circumstances, an item of business may be added to an agenda within five clear working days of the meeting.	
3.	DISCLOSURE OF INTERESTS AND DISPENSATIONS.	
	Members to declare any interests and dispensations in respect of any item of business to be considered at this meeting.	
4.	MINUTES	1 - 9
	To approve the minutes of the meeting held on 23 July 2024 as a correct record.	
5.	THE ROLE OF TRAS' AND TMOS' IN WARDS	10 - 59
	To receive a report from Cheryl Russell, Director of Landlord Services and Nat Stevens, Resident Involvement Manager on the role of TRAs' and TMOs' in wards.	

Item No.	Title	Page No.
6.	EXCESSIVE GAS CONSUMPTION IN DISTRICT HEATING NETWORKS AND PROHIBITIVE COSTS FOR LEASEHOLDERS'	60 - 70
	To receive a report on gas consumption in district heating networks from Tom Vosper, Strategic Project Manager and Simon Holmes, Head of Engineering.	
7.	PROPOSED WORK PROGRAMME 2024-2025	71 - 77
	To consider the work programme for the 2024-2025 year.	
	DISCUSSION OF ANY OTHER OPEN ITEMS AS NOTIFIED AT THE START OF THE MEETING.	

Date: 10 September 2024



Housing, Community Safety and Community Engagement Scrutiny Commission

MINUTES of the OPEN section of the Housing, Community Safety and Community Engagement Scrutiny Commission held on Tuesday 23 July 2024 at 7.00 pm at Ground Floor Meeting Room G01B - 160 Tooley Street, London SE1 2QH

PRESENT: Councillor Sam Foster (Chair)
Councillor Emily Tester (Vice-Chair)
Councillor Barrie Hargrove
Councillor Esme Hicks
Councillor Sunny Lambe
Councillor Jane Salmon
Ina Negoita (Co-opted member)

OTHER MEMBERS PRESENT: Councillor Helen Dennis
Councillor Natasha Enin

OFFICER SUPPORT: Amit Alva Scrutiny Officer

1. APOLOGIES

Apologies for absence were received from Cris Claridge (Co-opted member) and Councillor Ketzia Harper.

2. NOTIFICATION OF ANY ITEMS OF BUSINESS WHICH THE CHAIR DEEMS URGENT

There were no items of business which the Chair deemed urgent.

3. DISCLOSURE OF INTERESTS AND DISPENSATIONS.

There were no disclosure of interests and dispensations.

4. MINUTES

Minutes of the meeting held on 21 March 2024 was approved as a correct record.

5. FORMAL CONSULTATION PLAN (DRAFT) FOR THE HOMELESSNESS STRATEGY

The commission first heard from Councillor Helen Dennis on the following points

- Need for a co-ordinated joint action plan from government based on benefits and evictions from the private rented sector
- Rough sleeping and homelessness numbers higher than last year; increase in temporary accommodation numbers
- Draft strategy agreed by Cabinet in March 2024; consultation starting August 2024 for 12 weeks; draft survey open to public; pro-active approach to homelessness forum and external partner organisations for feedback and experiences
- Five objectives- Homelessness prevention, delivering high quality advice and support, improving accessibility of services, working to end rough sleeping, improving outcomes through housing placement, temporary accommodation (TA), minimise out of borough placements, new procurement framework for TA and tackling systemic housing insecurities; Housing allowance and discretionary payments

The commission then asked questions on the following topics

- Financial constraints and unsustainability of council financing and its impact on homelessness strategy objectives
- Progress on clear channels of communication with external partner organisations; housing for young people under 25; government priority of building 1.5m homes over 5 years and mitigating impact on the homelessness strategy
- Provisions for care leavers in housing policy

The commission heard Karen Shaw, Head of Housing Solutions that there is a need to influence central government policy changes in funding to achieve the objectives in the homelessness strategy. The action plan seeks to look at operational changes locally to improve the procurement of social housing. Furthermore, strategic meeting with partners to improve services. London has seen a 70% increase in shared accommodation for families such as Bed and Breakfast and even higher numbers for families in shared accommodation for over six weeks, Southwark's numbers are at zero. Rough sleeping numbers have seen an overall increase from last year, the council is working to reduce rough sleeping.

The commission then heard from Hakeem Osinaike, Strategic Director for Housing that the homelessness strategy has been produced after considering the needs of partner organisations, council's objectives and political priorities. Southwark is better at managing TA and its associated costs when compared to other Local Authorities across London and even nationally.

Councillor Dennis explained to the commission that the homelessness strategy needs to be comprehensive, especially considering the recent issues with home office asylum application decisions, where in a positive decision would mean the termination of their hotel stays and the council then having a duty to provide housing for refugees. However, it is important to remember that the primary objective is prevention of homelessness.

Karen informed the commission that some progress has been made in areas of delayed discharges for housing, there are instances where the council is not able to offer a solution due to varying needs of individuals. The housing solutions team is looking at areas where communication and co-ordination with external partners could be improved.

Furthermore, the council is working on a new offer to cater for young people in need of housing, current offer needs to be improved to deliver high quality customised advice on housing options available, including support in the private rented sector.

The commission learned from Hakeem that the consultation on the homeless strategy will include feedback from the under 25 age group; in addition to working with partner organisations to provide young people composite advice and support in areas such as future housing needs.

Councillor Dennis explained to the commission that models such as Centrepoin in Peckham which is a stepping stone accommodation at discounted rates for young people to get into employment have been successful working examples, however the need across the borough is a lot broader. Broader work is needed in understanding the other issues such as friends and family evictions, implementation of the housing allocations policy is an opportunity to do a deep dive into the needs of housing for young people.

On building houses, there is a clear lack of supply, so increasing supply would help reduce the prices of private rented sector and should increase the access for young people for housing in the private rented sector. The council aims to provide more affordable social rented housing as defined by the planning policy and legislation by looking at community trust lands and key worker housing.

Karen informed the commission that care leavers do get priority for housing and very few go through the homeless route, more work needs to be done through allocations policy to support care leavers. There have been conversations between the Corporate Parenting Group, Councillor Jasmine Ali (Cabinet Member for

Children Education and Refugees) and council officers focusing on care leavers; how we could support them better through housing allocation policy and in the private rented sector.

Councillor Jane Salmon (commission member) discussed with officers suggesting that the survey would receive more responses from organisations such as church groups and external partner organisations, and also that question 6 in the survey could be more specific to get an ideal response. Furthermore, co-living spaces would be beneficial for young people and adults and perhaps the council should approach developers to build a few of those kinds of residences.

Councillor Dennis explained to the commission that new legislation for housing in London has made it essential to make provisions for co-living spaces and schemes such as Canada Water and Ilderton Road are in the pipeline.

The commission then asked further questions on the following themes

- Single point of contact; Homelessness in LGBT community (protected characteristics in survey); Homelessness focus groups to feedback into consultation.
- Out of borough placements not mentioned in the survey; Discussions with families on under-occupancy; Anti-social behaviour; Non-violent relationships breakups and homelessness
- Inner London homelessness at 1400 and Southwark level 3600; High demands in private rented sector

The commission learned from Karen that some partner organisations do have a single point of contact within the council, and the team will look into areas where a single point of contact is needed especially in case of hospital discharges. The survey would be amended to include protected characteristics such as gender reassignment and sexual orientation ensuring LGBTQ+ community is included. The engagement with the corporate parenting board and young people (care leavers) through 'Speakerbox' has helped highlight the needs of young people, young people living with their families in TA, this needs to be explored further with specialist support. Focus groups such as rough sleepers have been done in the past and its powerful tool for community engagement and homelessness and such work will continue.

Furthermore, out of borough placements are avoided where possible to ensure that people are closer to their community and support systems, however the back log of 3900 in temporary accommodation makes it difficult to avoid out of borough placements in reality.

The commission discussed with officers the need to be more transparent in the survey by mentioning that the housing crisis due to lack of supply, cost-of-living and high renting costs, and also that this could mean that a less than ideal solution of out of borough placements is considered in certain instances. Consultation will include detailed plans and covering documents that have been submitted to this

commission meeting. The commission also noted that as part of the consultation there would be open and honest conversations with the consultees giving them the opportunity to feedback on the council's responses to their comments during consultation.

Karen explained to the commission that friends and family evictions is the single biggest reason for homelessness in Southwark. Overcrowding in families could often result in young people/family members having to leave their homes, conversations with families in such situations are essential to prevent homelessness. Non-violent relationship breakdown is not a large cohort within homelessness but is one of the reasons for some homelessness. Historical demand and a number of other previously mentioned reasons are responsible for high homelessness numbers in Southwark. Homelessness numbers in Southwark stabilised in 2022 post-Covid and began rising in the years after due to cost-of-living and high private renting costs. The strategy aims to target prevention in homelessness to avoid more number of people going into TA. Private rented sector was a viable option pre-Covid, post-Covid there has been a lack of supply and difficulties in sourcing affordable private accommodation which has led to an increase in costs in the private sector. However, the rising costs and the reasons for increase costs in the private sector are now starting to slow, post-Covid and there is some hope that it would be more affordable in the near future.

The commission then asked further questions on the following topics

- Readability of survey; feedback information from mediation service for homelessness due to family relationship breakdown
- Reporting of numbers of in-person surveys conducted by council; Impact of homelessness prevention in easing financial pressures and its inclusion as an aim of the strategy

The commission learnt from Karen that feedback received by the council's housing solutions team from mediation work carried out, is a tried and tested method, and this information is also used to help public with future housing options. On readability of the survey, officers will feed back to the commission. The commission also learnt that in-person surveys have specific numbers thresholds to create the group and these will be reported back to the commission.

Hakeem informed the commission that homelessness prevention was not just a legislative priority but also a service wide priority. Furthermore, the biggest pressure on the housing revenue comes from overpriced poor quality TA and the homelessness prevention also aims to finding reasonably priced good quality TA. However Southwark Council when compared to other London Boroughs and Local Authorities (LA) nationally, pays less for TA.

Cllr Dennis explained to the commission that some LAs' have had to use Bed & Breakfast nightly paid accommodation for families, which has had an impact on

children, comparatively Southwark relies on existing housing stock to avoid this including housing options in some of the regeneration projects. Housing solutions team within the council is working on different models on how the existing housing can be used for TA efficiently, in addition to expanding the current housing stock within Southwark.

The commission agreed to have an update on the formal consultation plan once it has been implemented in the coming months.

6. SOUTHWARK INDEPENDENT POLICING OVERSIGHT BOARD TERMS OF REFERENCE

Southwark Independent Police Oversight Board (SIPOB) Terms of Reference (ToR) and Southwark Trust & Confidence Plan

The commission then heard from Cllr Natasha Enin, Cabinet Member for Community Safety and Neighbourhoods on the following themes

- Thematic ideas – purpose; Southwark Trust & Confidence Plan – More trust, more community engagement, reduce crime by more policing visibility, targeting repeated offenders and higher standards of policing and training
- Board's remit- challenging key areas of policing interaction (e.g. use of Tasers), formulating measures in these areas; membership of board reflective of demographic of Southwark, 6-10 members on the board excluding external consultants as advisers to the board, fresh voices from the community being recruited, starting the board in September 2024
- Separate board from London Policing Board (Pan-London Board – Casey Review); Southwark IPOB looking at local issues and response from the Police

The commission then heard from Neighbourhoods Superintendent Jim Brockway on the development of the board covering the following points

- Fresh and new way of policing accountability in neighbourhoods covering the Casey review, focusing on holistic approach and evolution of plan as local demands change
- Scrutiny and the Southwark Trust and Confidence plan gathering feedback from key challenge areas and being developed further

The commission then asked questions on the following topics

- Work of the IPOB and its feedback to be implemented by the Police; Membership and make-up of the board
- Difference in remits of the various boards London Policing Board, Southwark IPOB and Neighbourhood policing board and their interactions.
- Public attendance at Southwark IPOB meetings; Process and

communication of recruitment of members from the community and members from specialist areas; Options and process for the members of the public to approach other policing boards in case of grievances at SIPOB over handling of policing matters

The commission learned from Cllr Enin and Supt Jim that the board will have a direct relationship with the police and actions taken in the challenging areas would be decided by working with the police and the LA. There will be regular reporting on the challenging areas with aim of providing tangible results/ improvements by the police ensuring accountability, and also some of the areas could be listed as recurring themes that need monitoring over several meetings of the board. The membership of the board would have 5 established members and an additional 6-10 members would be appointed from the community and specialist areas.

The commission heard from Supt. Jim that the board will have thematic topics for which the Police will be held to account. For e.g. Violence against Women and Girls (VAWG) Board Chair would be invited to report to the Southwark IPOB and Neighbourhood Policing would be reported to the SIPOB by the Supt. Jim himself. The Police would endeavour to invite Subject Matter Experts on Policing matters to address the board where requested by the Cabinet Member for Community Safety.

Stephen explained to the commission that SIPOB meetings will be publicly attended meetings with wider coverage in the community, and there will also be a communications plan on the role and function of the SIPOB.

Cllr Enin informed the commission that recruitments packs for the SIPOB have been created and the board is looking to recruit from a wide range of community areas, specialist areas and young members of the community. Furthermore, the Trust and Confidence Plan that has been presented to this commission for pre-scrutiny would enable officers to include some of the feedback into the evolution of the plan.

The commission requested that a further update be provided on the recruitment process be provide with more detail such as recruitment packs.

The commission then asked further questions on the following points

- Any areas of difficulties during the development of the Southwark IPOB and the Trust & Confidence Plan
- Differences between Safer Neighbourhoods Board and Southwark IPOB; Ward Councillors interaction with the Board

The commission learnt from Cllr Enin that the process so far in developing the Board has been collegiate, with some discussions around themes that the board would like to be discussed. Participation from members of the public in contributing to these meetings is critical to the Board's success. However it is also important that these meetings adhere to themes discussed and derived from public feedback

from the communities whilst ensuring there is no random disruption at these meetings. Overall the feedback from the members of the public is that there is increased policing visibility in their communities.

The commission understood from Cllr Enin that the Southwark IPOB is an independent body from the Mayor's Office for Policing and Crime (MOPAC) and the Ward panels for Policing, and although the IPOB can aspire to be an intermediary between MOPAC and the ward panels in the future, the current structure provides a much need independence for policing accountability in Southwark. The commission consider this point with regards to amending the Scrutiny recommendations it made for policing in the previous council year 2023-2024 to the Cabinet. Safer Neighbourhood boards are a MOPAC function and not a part of the IPOB, as the aim of this board is to have fresh, vibrant and diverse voices.

Supt. Brockway informed the commission that Safer Neighbourhood Boards are a MOPAC function and Safer Neighbourhood Panels in wards work with Local Safer Neighbourhood Teams (SNT) of policing. There could a cross-over of some topics between such panels and teams with SIPOB. However, such topics would be discussed independently by the SIPOB ensuring accountability.

Cllr Enin explained to the commission that there is some merit in the SIPOB considering discussing the progress and effectiveness made by SNTs' and Ward Panels for policing at a later stage. The SIPOB would also welcome proposals to discuss areas of concern in policing from Ward Councillors when backed up with evidence from the community.

It was agreed with the Cabinet Member that a mechanism for feedback from the Southwark IPOB to ward councillors would be developed. In addition the submitted paper on SIPOB to the commission covers the 'right care, right person' approach in the use of Tasers.

The Chair explained to the commission that the membership of the Southwark IPOB is key to its success, in addition to providing constructive challenge and accountability to policing in Southwark.

The Cabinet proposed that the commission revisit the progress of the Southwark IPOB by the end of the year 2024.

7. PROPOSED WORK PROGRAMME 2024-2025

The commission agreed to postpone the 17 February 2025 meeting to 24 February 2025 due to diary conflicts within the commission membership.

The commission agreed to add the following topics on its work plan for 2024-2025

- Electrical Safety Testing (TBC)
- Excessive Gas consumption residents of North Peckham, including prohibitive costs for residents and leaseholders (18 September 2024 meeting)
- Contract Management and Procurement Process in Housing repairs (TBC)
- Housing Associations (TBC)
- TRAs' and TMOs' in Wards (18 September 2024 meeting)

Meeting ended at 9:25 pm

CHAIR:

DATED:

Meeting Name:	Housing, Community Safety and Community Engagement Scrutiny Commission
Date:	18 September 2024
Report title:	The role Tenants and Residents' Associations (TRAs) and Tenant Management Organisations (TMOs) in Wards
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 role of TRAs and TMOs be noted by the Scrutiny Commission.
2. The Scrutiny Commission also notes the Council's strategic approach for supporting and growing the network of TRAs.
3. The financial management of TMOs is further noted by the Scrutiny Commission.

BACKGROUND INFORMATION

4. 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.
5. TRA's in Southwark Council homes are 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. TRAs also discuss other community concerns including neighbourhood safety and more recently, considered active stakeholders by the Regulator of Social Housing.
6. TRAs do not generally have a statutory basis and are not governed by statutory rules although some TRAs are now registered as community interest companies (CICs). TRAs are therefore generally free to manage their affairs how they choose provided they act in accordance with the law and any reasonable requirements imposed by the Council to be 'recognised' to receive Council support. TRAs also form part of the Council's consultation arrangements with its secure tenants under section 105 Housing Act 1985.
7. TMOs 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.

8. The Council pays each TMO management and maintenance allowances to fulfill the management responsibilities set out in the management agreements. TMOs are therefore obliged to operate in accordance with both their contractual and regulatory arrangements.
9. The recent external audit reports into TMOs have identified significant weaknesses in the Council's governance arrangements for TMOs. These deficiencies are now being addressed by a restructure of the TMO monitoring and support service and the new structure is anticipated to be in place by December 2024.
10. A new TMO contract monitoring toolkit is being developed and when completed in early March 2025, it should significantly enhance the Council's capacity to robustly monitor the financial governance and contractual compliance for all TMOs.
11. There currently 123 active TRAs in all wards of the Council which is a significant increase from 57 active TRAs in 2022 (see appendix 1). There are currently 17 TMOs in 12 wards (see appendix 2). The number of TMOs will fall to 16 on the 1st of November 2024 as Fair Community Housing Services (FCHS) has served notice to return the Council homes in its current area of benefit to the direct management of the Council on the 1st of November 2024.
12. The extensive network of 123 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

STRATEGIC APPROACH FOR SUPPORTING AND GROWING THE NETWORK OF TRAs

13. 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 1). The key driver is to create a peopled powered Southwark.
 - Working with residents to design the services we provide and support local people to deliver for their community.
 - Empowering communities to shape the places they live in and make decisions about issues that affect their lives.
 - Empowering council tenants and leaseholders to get involved in making decisions about their homes and estates.

- Providing more support to start a TRA.
 - Providing more support to run key services on council estates like cleaning, repairs and grounds maintenance.
14. 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. There are also the added benefits of residents feeling valued, heard and respected. These are indispensable conditions for fostering collaboration, the germination of new ideas and information sharing, vital ingredients for the social housing regulatory consumer standard for transparency, influence and accountability.
 15. The influence of TRAs is felt at the monthly joint estate cleaning and grounds maintenance inspections where local TRA representatives' carryout an average of 2300 joint estate inspections per annum.
 16. TRA representatives are also actively involved in the improvement of the repairs and maintenance service via the repairs improvement residents' board. There is ongoing work to hold repairs action days on none TRA estates to engage more residents and grow the number of TRAs.
 17. 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.
 18. TRAs are also very 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.
 19. 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.
 20. 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.
 21. 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.
 22. 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.

23. 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.
24. 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 to bringing communities together.
25. Proactive home visits and carrying out door-to-door surveys to gain an insight into how residents would like to be involved in helping to improve landlord services has proven to be good way of engaging residents. The tenant and homeowner involvement officers (THIOs) conducted in-person survey of 533 residents in Council homes in 2023/24 (appendix 3). The proactive resident engagement on a one-to-one basis has helped to inform the draft resident involvement strategy which will now be widely consulted on.

RESOURCES FOR TRA DEVELOPMENT AND WIDER COMMUNITY ENGAGEMENT

26. 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 within the 900k budget to set up new TRAs and maintain existing ones.
27. 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.
28. 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

29. The resident involvement team is currently being restructured to align the service with modern ways of resident engagement and the new social housing regulatory requirements.
30. 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 services.
31. 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.
32. 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 ready for delivery to 80 TRAs.
33. 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.

ROLE OF TMOs IN WARDS

34. 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.
35. There are currently 17 TMOs in 12 wards (see appendix 2). The number of TMOs will fall to 16 on the 1st of November 2024 as Fair Community Housing Services (FCHS) has served notice to return the Council homes in its current area of benefit to the direct management of the Council on the 1st of

November 2024.

36. In line with the Council delivery plan, TMOs run key services in the wards and the council homes they manage. These include:
- Cleaning and caretaking
 - Collecting rents and chasing arrears
 - Day to day repairs and maintenance
 - Dealing with anti-social behaviour
 - Dealing with neighbour disputes
 - Employing staff to carry out these functions
 - Ensuring the tenants are informed and listened to
 - Letting the houses to new tenants
 - Major works
 - Managing and controlling the budget for management and maintenance
 - Services to leaseholders
 - Statutory consultation
37. 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 leaseholders can hold the TMO to account for the standard and quality of the landlord services.
38. 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.
39. 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 in who delivers the landlord services and enhances democratic accountability of the TMO to the residents.
40. 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 close 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.
41. TMOs in the various wards are monitored 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 monitoring officers.

42. TMOs provide education and 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 a number of TMOs have invested the budget surpluses generated from efficient management of their estates and areas of benefit in improving green spaces, playgrounds or community activities to improve quality of life for residents.

THE FINANCIAL MANAGEMENT OF TMOs

43. The recent external audit reviews of TMOs have revealed a historical lack of scrutiny on the finances of the TMOs. There ought to have been an annual analysis of the financial accounts of each of the TMOs, with quarterly management accounts by each TMO but this was not happening. There needs to be an understanding from the Council on where the TMO monies are being spent and therefore the quarterly management accounts are key to this analysis.
44. The BDO audit reviews of the financial governance of TMOs have helpfully provided a set of recommendations to facilitate a robust scrutiny of TMO management accounts. Going forward, there is now an increased interrogation of the accounts with quarterly management accounts provided on a mandatory basis. There is also a forward-looking process where business plans are provided by each TMO to show their short to medium-term viability.

TMO AUDITED ACCOUNTS

45. Each TMO must submit audited accounts which should then be inspected by the Tenant Management Initiatives Team. Accounts are either submitted to Companies House or as is more prevalent, to the Financial Conduct Authority (FCA) via their mutual society portal. Accounts are submitted annually. Information gleaned from the accounts can give warning signals to the Council on possible problems with specific TMOs.

TMO MANAGEMENT AND MAINTENANCE ALLOWANCES

46. The last review of the TMO allowances was in 2020 (which informed the 2021/22 allowances) and so there is 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. Advice from the Finance 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.
47. 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.

48. 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

49. 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

50. The issues covered in this report may impact on the ability of some TMOs to continue to deliver landlord services. The nature of the contractual relationship with the council may change depending on the outcome of the constructive dialogues with some TMOs.
51. 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.

52. 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

53. 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

54. 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

55. 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

56. 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

57. 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

58. There are currently 17 TMOs managing 4661 Council homes. The allocated management and maintenance allowances for the delegated landlord services provided by 16 TMOs in 2024/25 is £3,172,696. This excludes the Leathermarket JMB which is self-financing.
59. 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

60. 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](#)
61. The Modular Management Agreement (MMA) sets out the delegated responsibilities for each TMO.

Consultation

62. Not applicable

SUPPLEMENTARY ADVICE FROM OTHER OFFICERS

Head of Procurement

63. Not applicable

Assistant Chief Executive, Governance and Assurance

Strategic Director, Finance

Strategic Director, Finance (Ref: H&M 24/047)

64. The Strategic Director, Finance 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, Finance 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

65. Not applicable




BACKGROUND DOCUMENTS


66. Not applicable

BACKGROUND DOCUMENTS

Background Papers	Held At	Contact
Not applicable		

APPENDICES

No.	Title
Appendix 1  Southwark Council Delivery Plan 2022 to	Southwark Council Delivery Plan 2022 to 2026
Appendix 2  TMOs BY WARD NS17082024.xlsx	TMOs by Ward
Appendix 3  V3 TRA Database 23-24.xlsx	Active TRA Database by Ward

<p>Appendix 4</p>  <p>240522_THIO Resident contact form</p> <p>https://forms.office.com/e/P88UTHFetf</p>	Home and community visits survey and analysis
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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	5 th September 2024	
Key Decision?	No	
CONSULTATION WITH OTHER OFFICERS / DIRECTORATES / CABINET MEMBER		
Officer Title	Comments Sought	Comments Included
Assistant Chief Executive, Governance and Assurance	Yes	No
Strategic Director, Finance	Yes	Yes
List other officers here		
Cabinet Member	No	No
Date final report sent to Constitutional Team	10 th September 2024	

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

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.

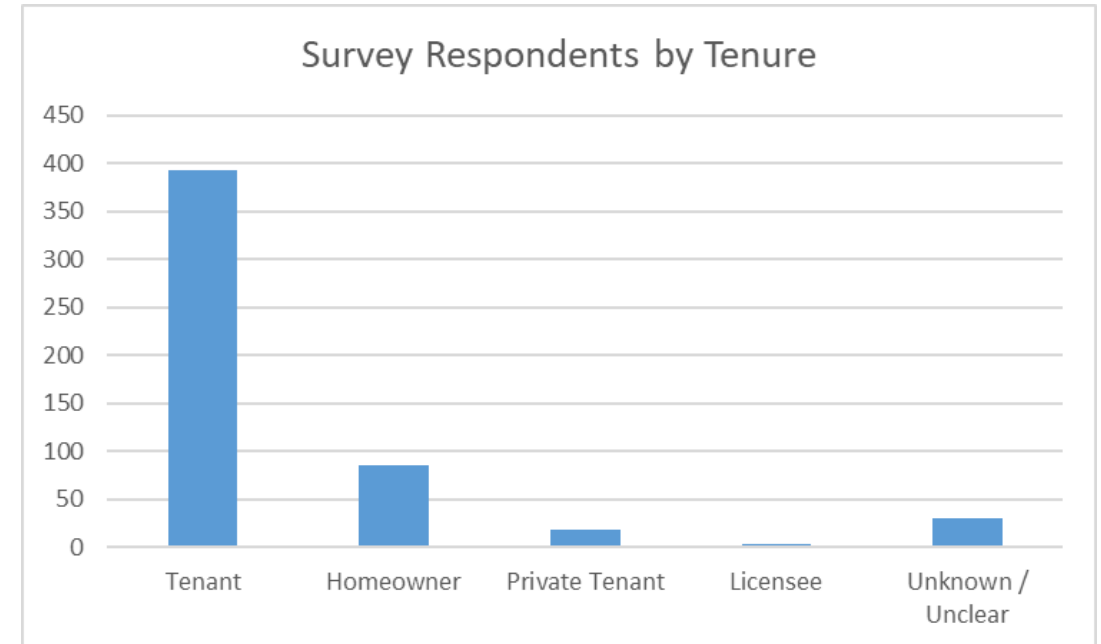
Disability

- 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%

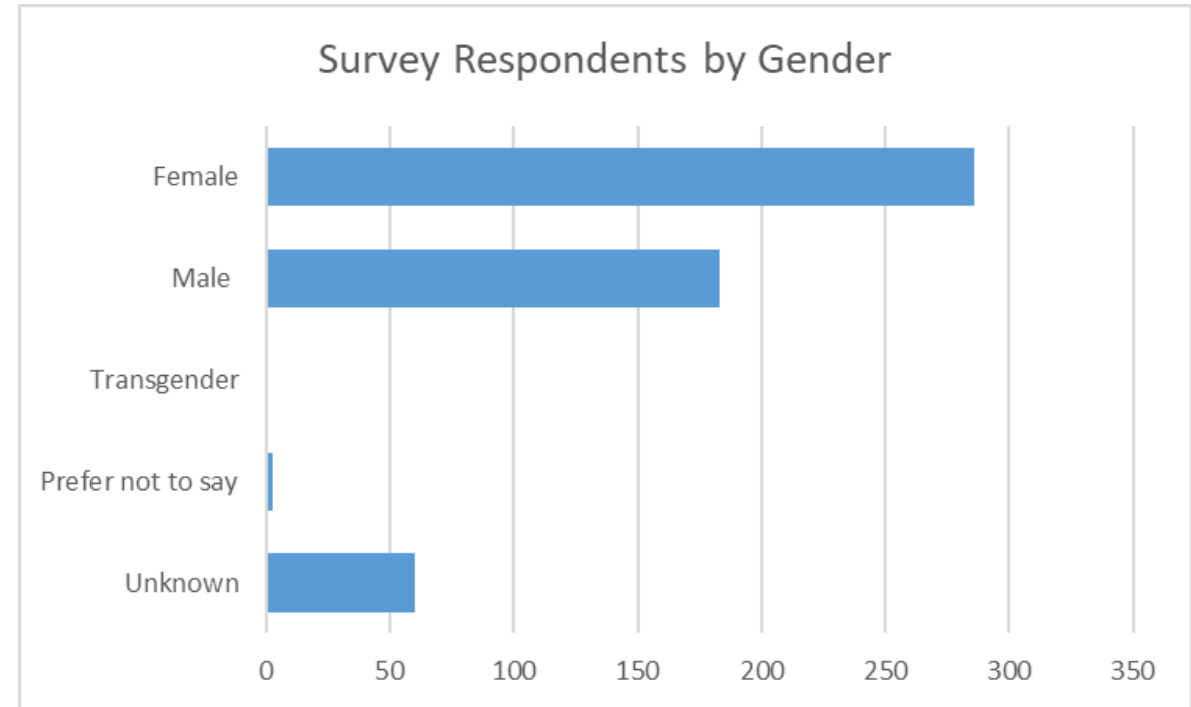


- 74% of those surveyed reported to be Tenants.
- Those unknown or unclear are due to no address recorded, or entries such as 'User' or 'Occupant'.
- A number of those included as tenants were not given a tenure type on the form but have been identified from the NEC Housing database based on the address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

Gender

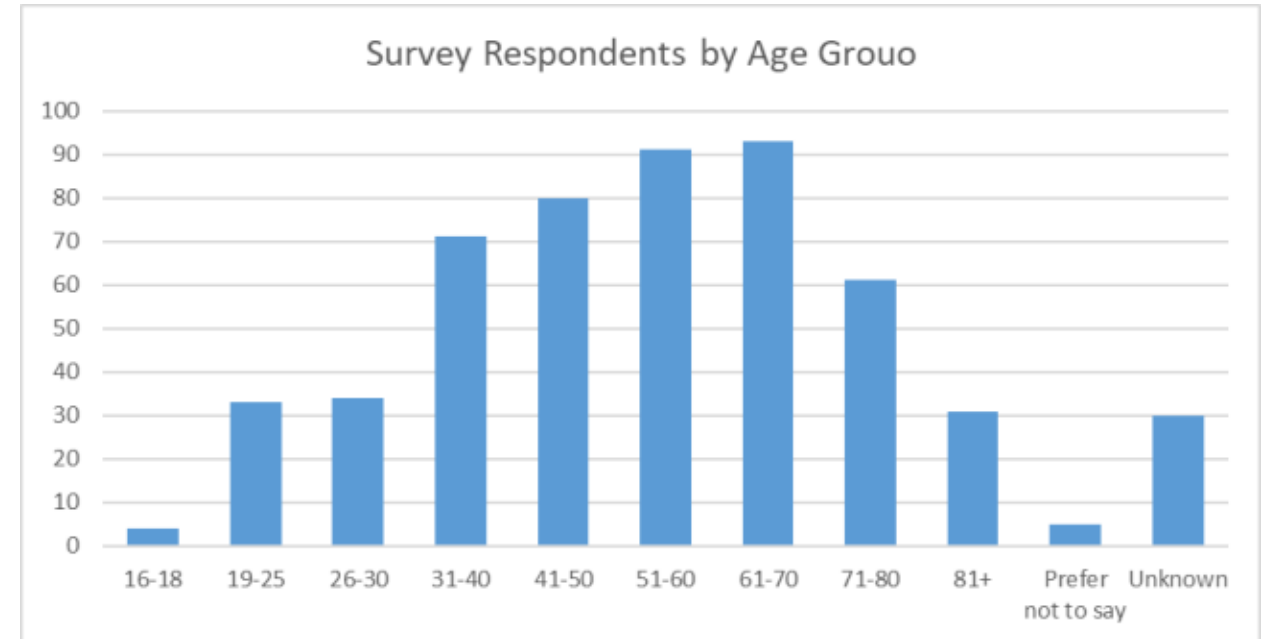
Gender	Contacts	%
Female	286	53.7%
Male	183	34.3%
Transgender	1	0.2%
Prefer not to say	3	0.6%
Unknown	60	11.3%
Grand Total	533	100.0%

- 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

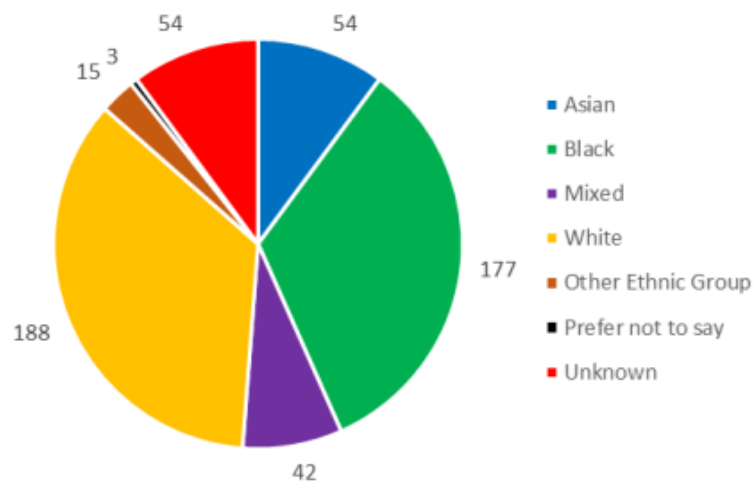
Ethnicity	Contacts	%
Asian	54	10.1%
Black	177	33.2%
Mixed	42	7.9%
White	188	35.3%
Other Ethnic Group	15	2.8%
Prefer not to say	3	0.6%
Unknown	54	10.1%
Grand Total	533	100.0%

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%	

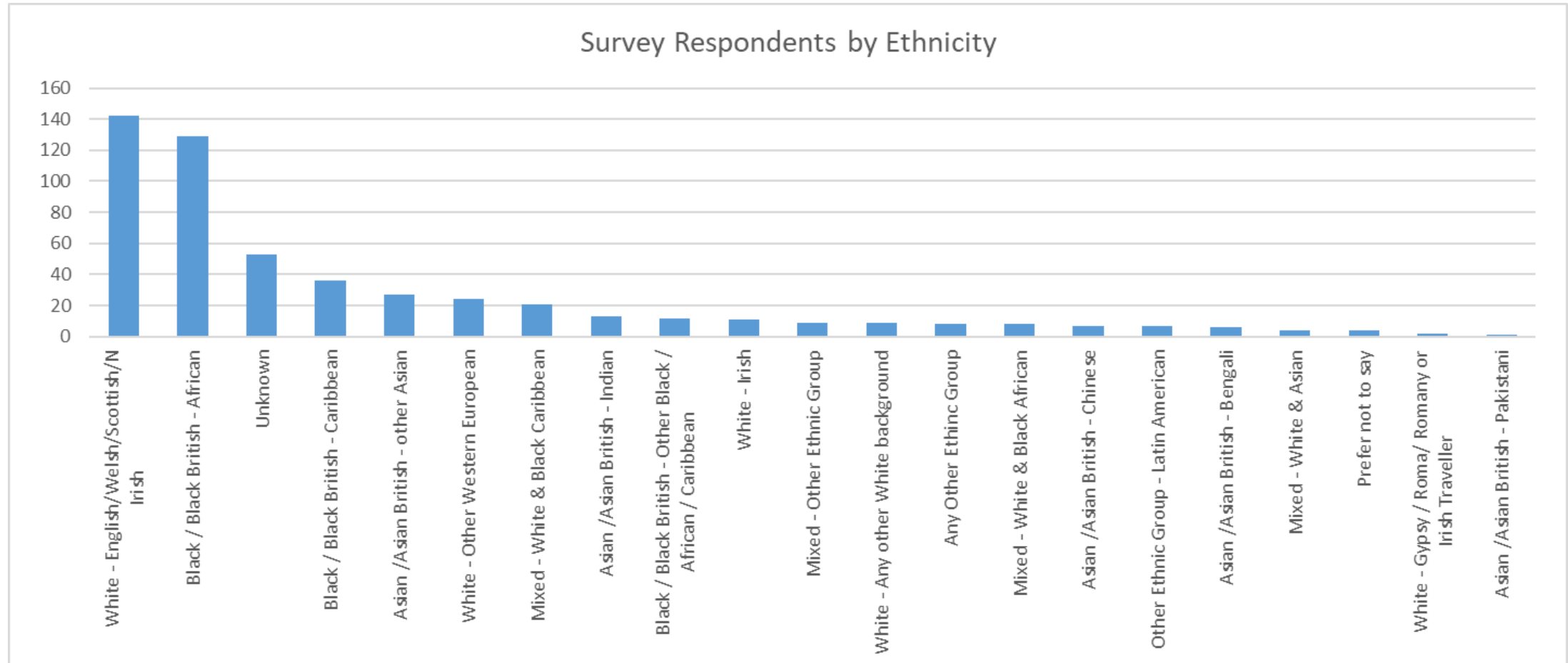
Black respondents feature second (33%) with Black African the largest group within that category.

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

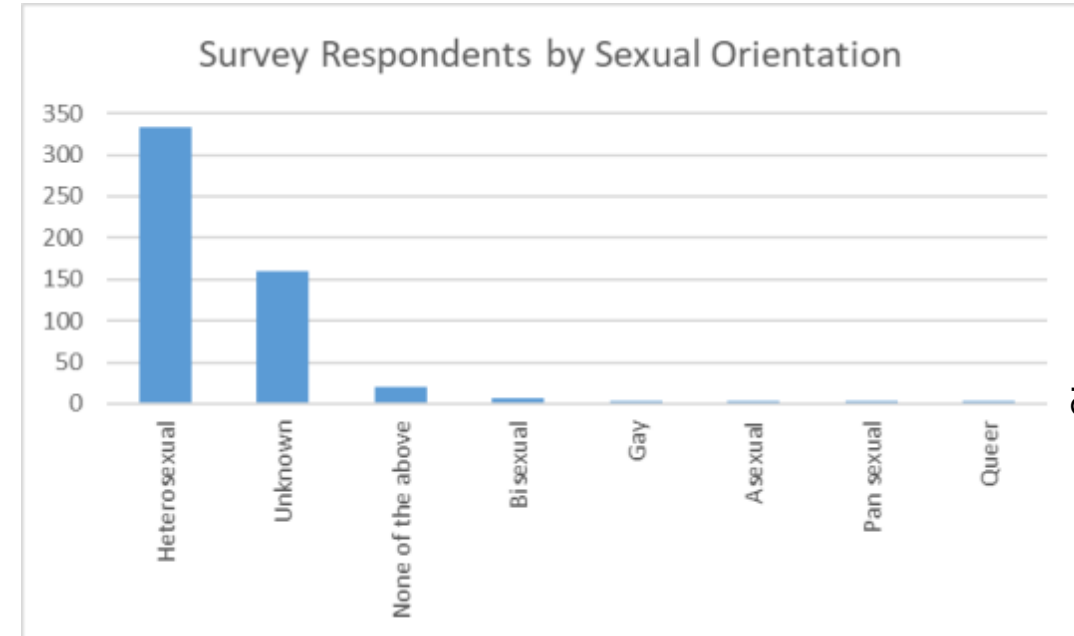


The format of the paper form may have resulted in incorrect recording as these categories were displayed vertically in a table, and some options category crossed 2 pages. There are many examples where residents have ticked one, then scribbled it out and selected another. This should have been rectified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

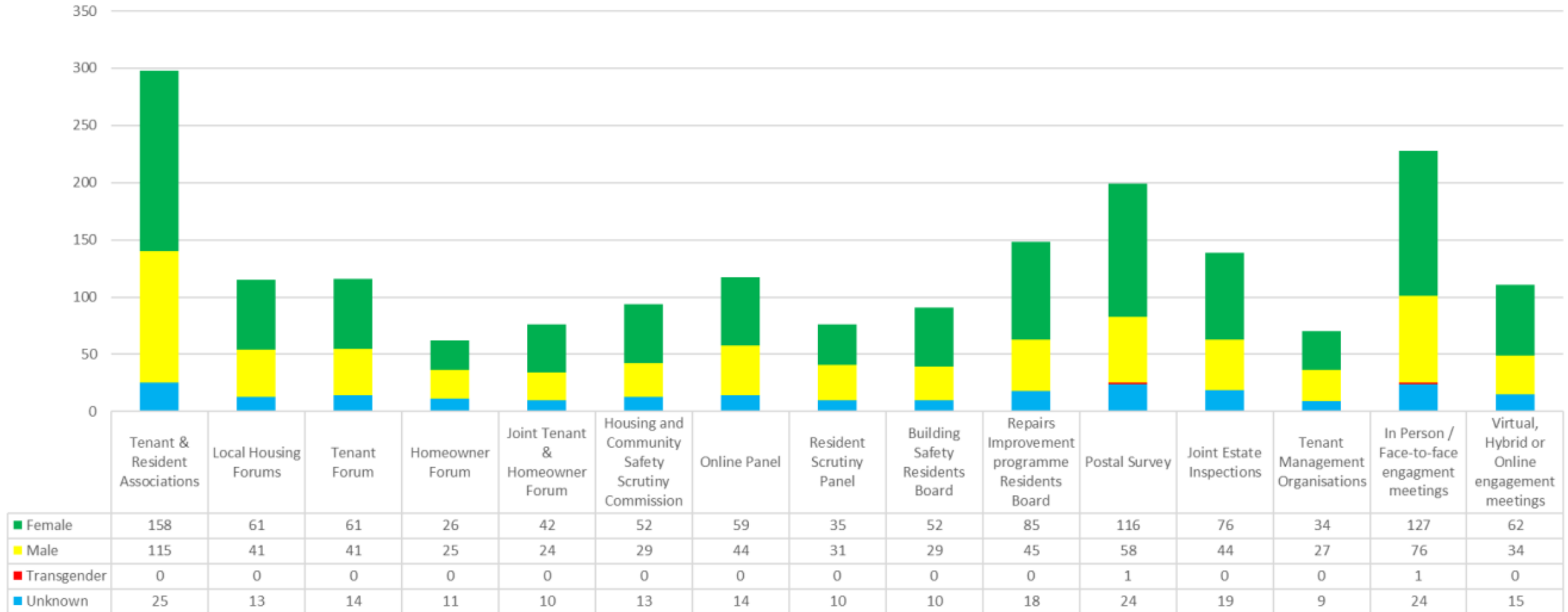
Q1: Formal Engagement Methods

- 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

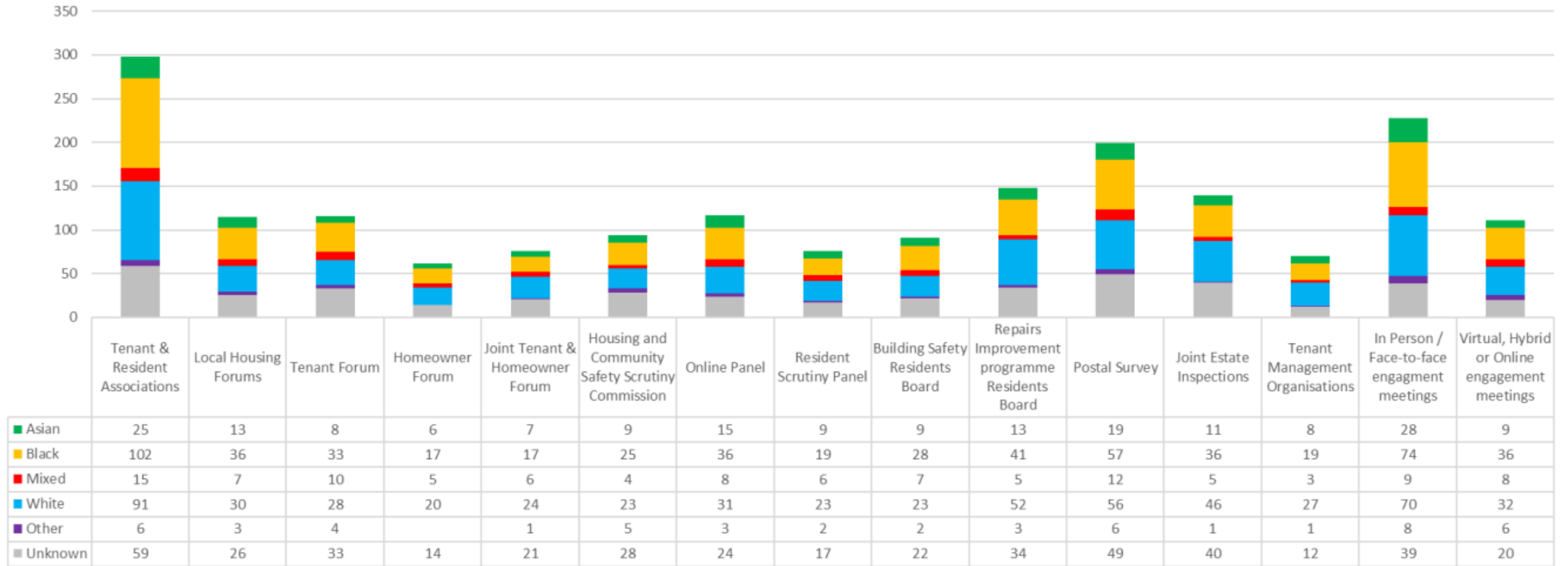


45

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.

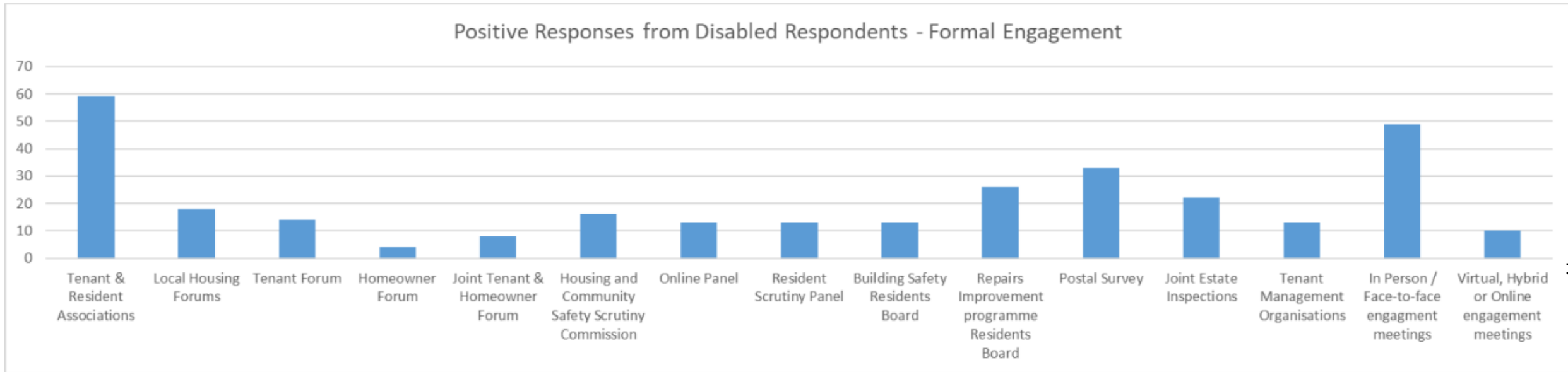
Q1: Formal Engagement- Ethnicity

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



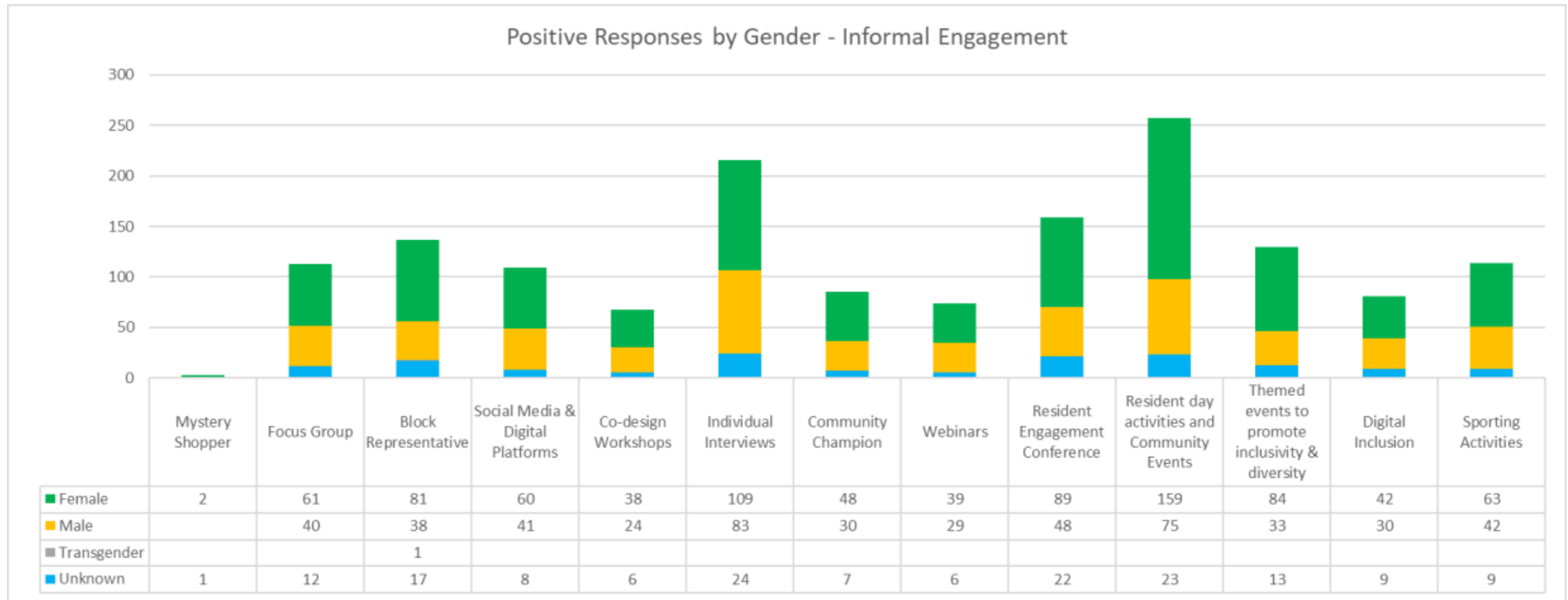
- The most common formal engagement method selected by those who disclosed a disability were Tenant & Resident Associations with postal survey the second most popular option.
- Disabled residents show a preference for in person engagement with five times as many selecting this option over virtual / online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

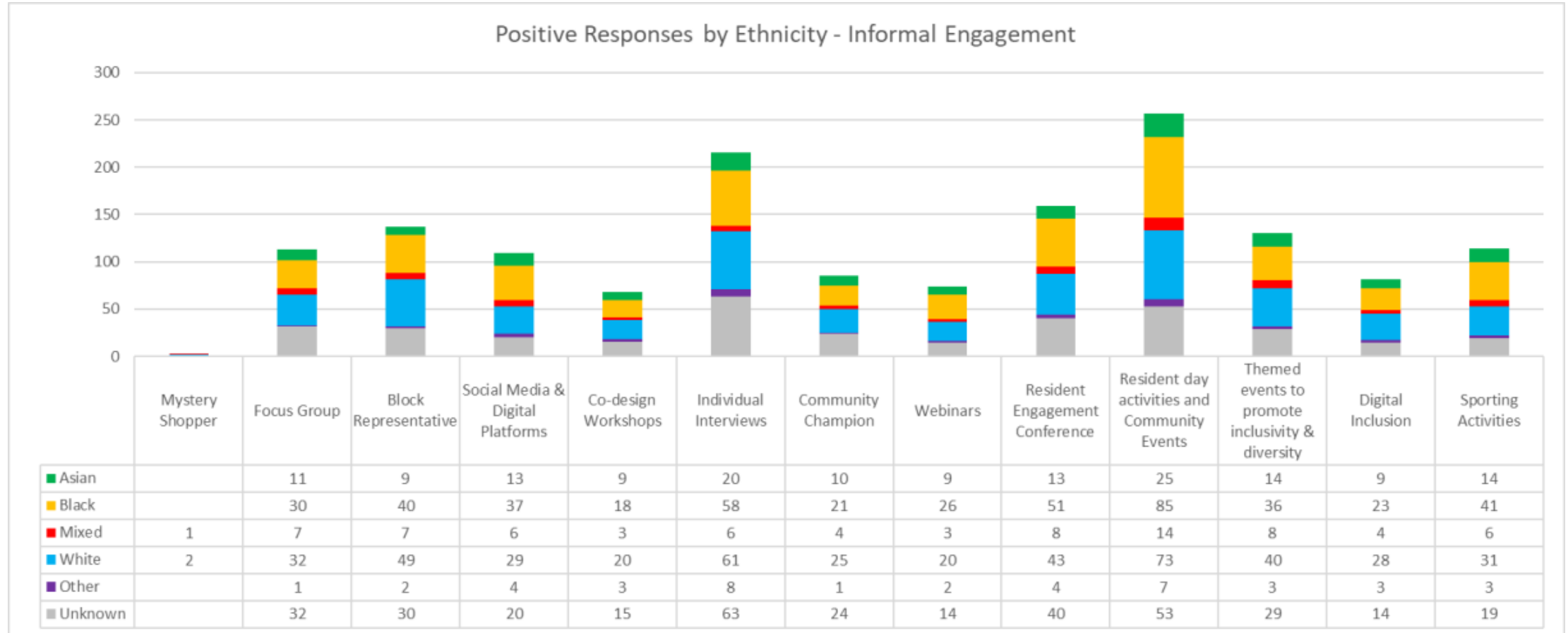
Informal Engagement	Yes	No/Blank
Mystery Shopper	3	530
Focus Group	113	420
Block Representative	137	396
Social Media & Digital Platforms	109	424
Co-design Workshops	68	465
Individual Interviews	216	317
Community Champion	85	448
Webinars	74	459
Resident Engagement Conference	159	374
Resident day activities 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



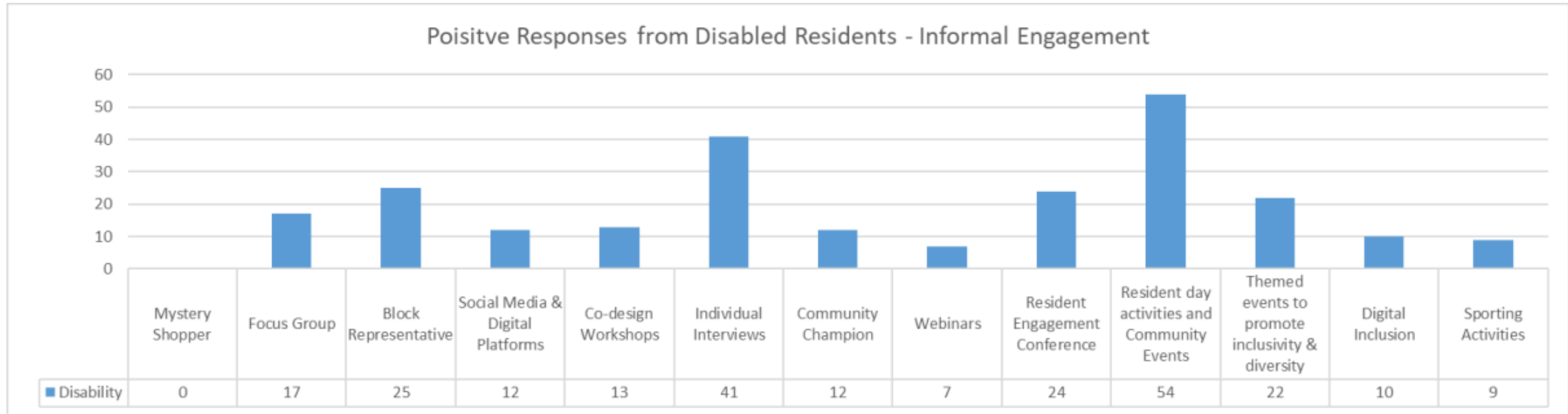
- Resident day activities and community events are the most popular method for female respondents, with individual interviews the second most popular option. The same two options were voted the most popular for males, however the individual interviews came above the activities option.
- The respondents 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.

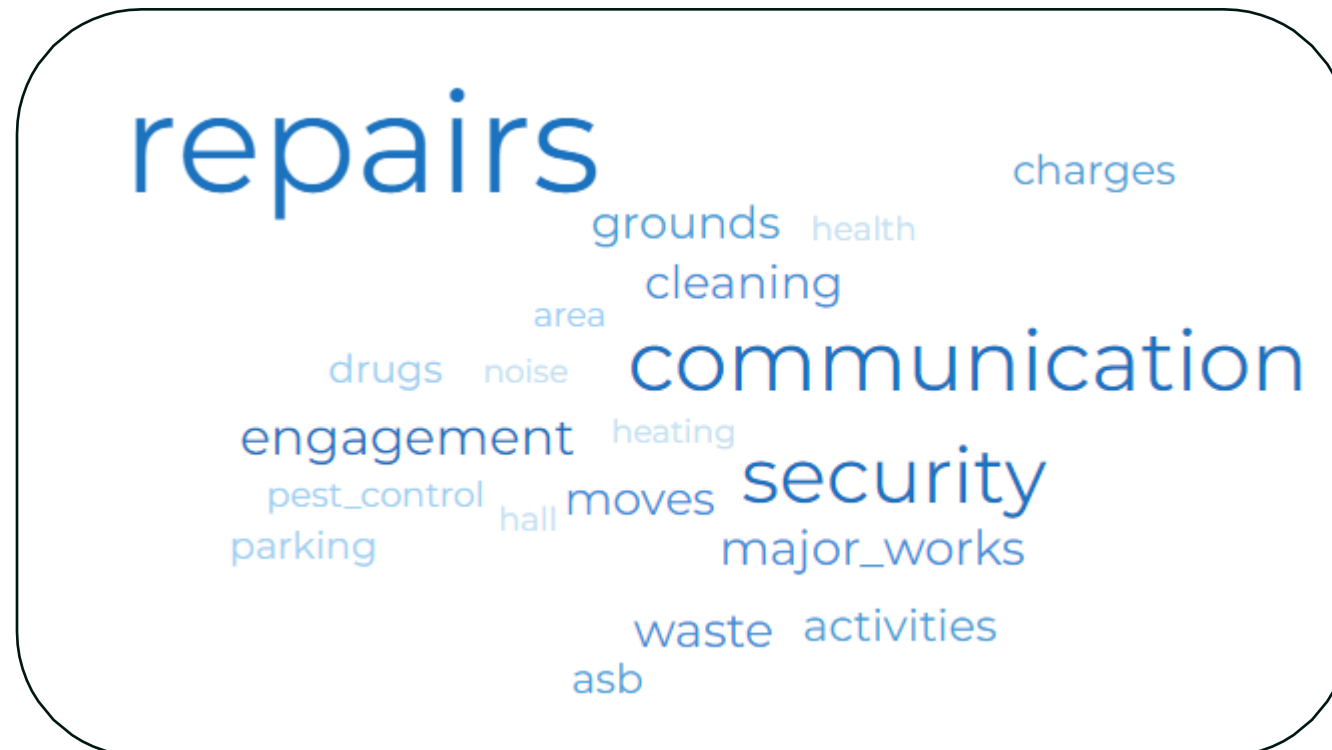
Q2: Informal Engagement- Disability



- 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.

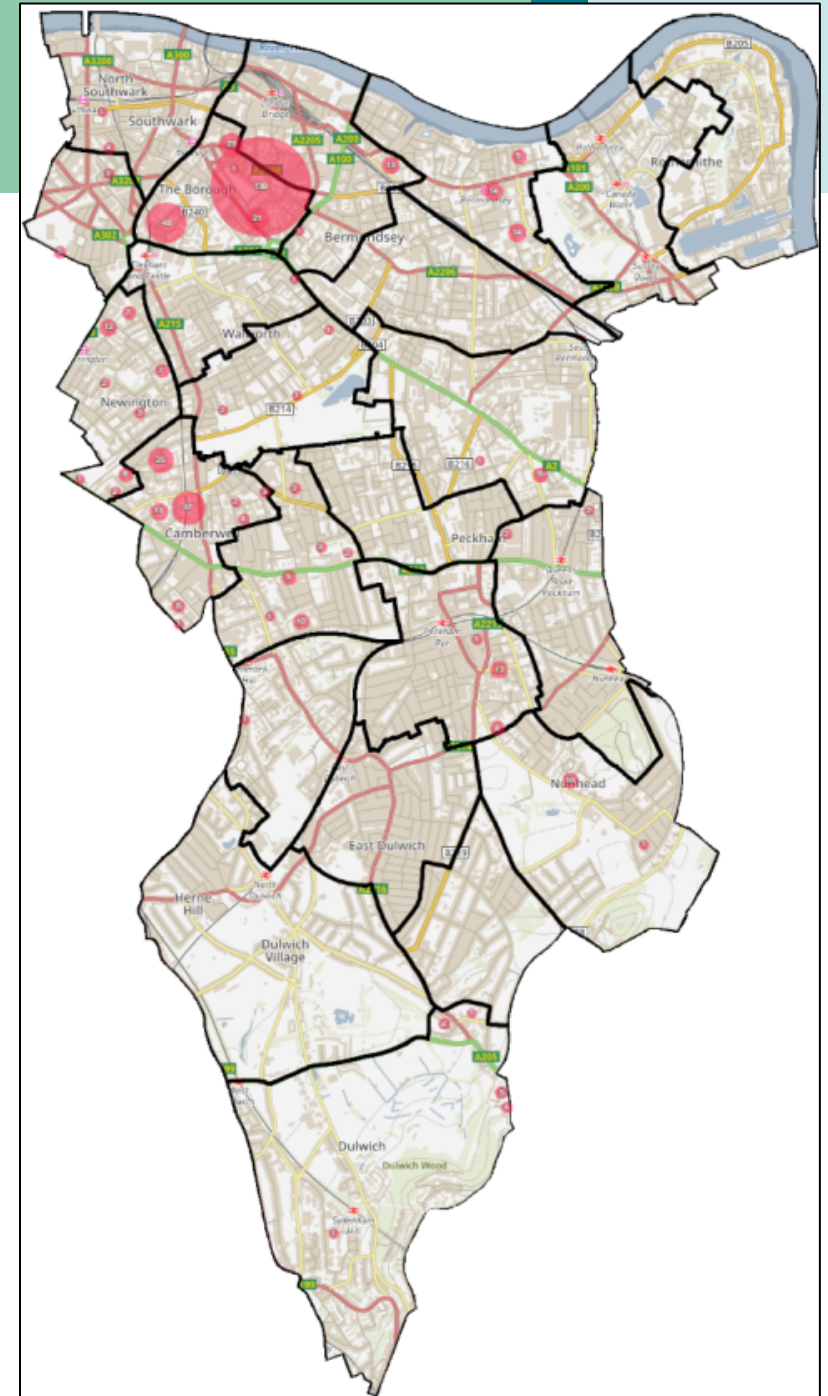
The top 3 wards are:

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

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

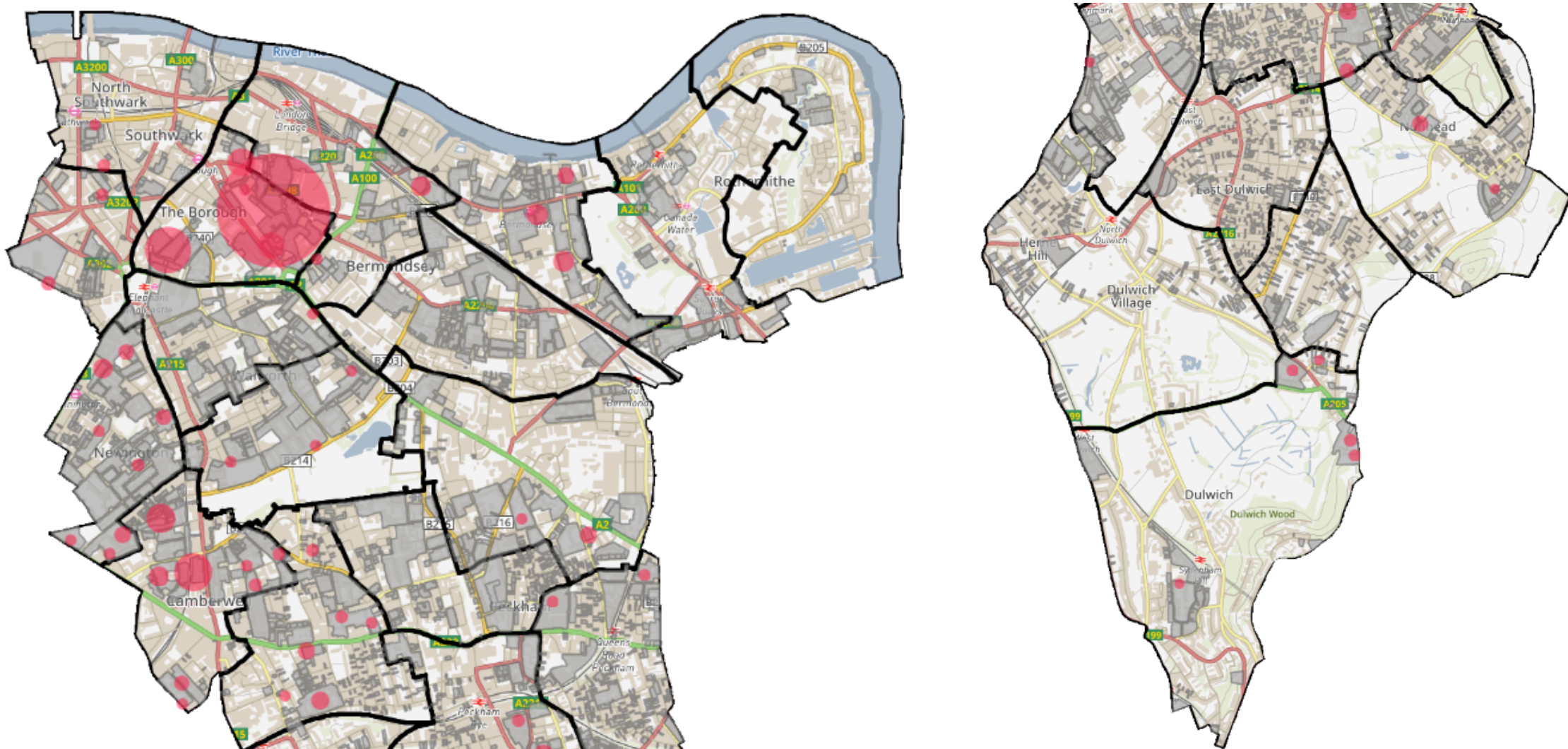
No residents of the following wards were included in this survey:

- 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.



THIS RESIDENT CONTACT FORM

This survey will take approximately 10 minutes to complete.

The council seeks your involvement in making the landlord services we provide accountable to you. I will discuss a variety of engagement options with you to find out how you want to be consulted and involved in ensuring that the council provides good quality homes and services for you. The Regulator of Social Housing further stipulates a requirement for all social housing landlords to treat all tenants with fairness and respect as well as demonstrate they understand the varying and complex needs of their residents. My role is to ensure that your voice is heard and the issues you raise are acted on swiftly with concrete outcomes.

1. Name of Tenant/Homeowner:

Enter your answer

2. Address:

Enter your answer

3. Tenure type (Tenant/Homeowner/Licensee):

Enter your answer

4. Home telephone:

The value must be a number

5. Work telephone:

The value must be a number

6. Mobile:

The value must be a number

7. Email:

Enter your answer

8. First language:

Enter your answer

9. Is translation required:

Yes

No

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Item No. 6	Classification: Open	Date: 18 September 2024	Meeting name: Housing, Community Safety and Community Engagement Scrutiny Commission
Report title:		Gas consumption in district heating networks	
Ward(s) or groups affected:		All wards	
From:		Director of Asset Management	

RECOMMENDATIONS

1. The Housing, Community Safety and Community Engagement Scrutiny Commission is asked to note the contents of this report.

BACKGROUND INFORMATION

2. Leaseholders from the North Peckham and Gloucester Grove estates brought a deputation to Council Assembly on 17 July 2024 where they explained the findings of a resident-led investigation into the levels of gas consumption within the district heating system on those estates and the associated high service-charge costs.
3. The Cabinet Member for Council Homes committed to looking into the issues raised and has been working with officers to ensure this is done. The North Peckham investigation is ongoing, and officers and the cabinet member have already met with residents from North Peckham to update them directly.
4. The Housing, Community Safety and Community Engagement Scrutiny Commission have requested a report investigating the gas consumption in the council's district heating networks.

KEY ISSUES FOR CONSIDERATION

Gas consumption with council heat networks

5. The council's heat networks use around 19,000 kWh of gas per property on average. This is more than an average property with an individual gas boiler (approximately 11,500 kWh for a 2-3 bedroom property according to Ofgem). There are several reasons for this higher consumption.
6. Firstly, network losses. Heat networks use a series of insulated pipes to convey hot water from a boiler house or energy centre to the properties. It is impossible to delivery 100% of the heat generated as all hot surfaces

lose thermal energy via conduction, convection and radiation. The pipe insulation seeks to minimize the losses but cannot eliminate it.

7. Heat networks are generally split into four key components:
 - Energy centre (or boiler house)
 - Primary network – the buried or inter-building pipes
 - Secondary network – the pipes within buildings before they reach the dwellings
 - Tertiary network – the elements within the dwellings (pipes and radiators, hot water cylinders etc.)

8. Best practice for newly designed and built heat networks can be taken as not losing more than 10% of heat within the primary network, and 10% within the secondary network. Even if running a 90% efficient gas boiler, the overall efficiency at best practice level would be $0.9 \times 0.9 \times 0.9 = 73\%$. 'Minimum standard' for new networks would be more like 15% loss in each stage, resulting in $0.85 \times 0.85 \times 0.85 = 61\%$

9. If the 11,500 kWh gas from the Ofgem figure were used in a 90% efficient boiler, it would deliver 10,350 kWh of useful heat into the property.
 - A 'best practice' modern heat network supplying 10,350 kWh useful heat would use in the region of $10,350 \div 73\% = 14,178$ kWh gas
 - A 'minimum standard' modern heat network supplying 10,350 kWh useful heat would use in the region of $10,350 \div 61\% = 16,967$ kWh gas

10. In addition to this, the underlying useful heat-delivered figure may be higher than 10,350 kWh. The Ofgem figure of 11,500 kWh applies where gas is measured and billed to each individual, providing an economic incentive for efficient behaviour. Heat networks without heat meters do not provide the same granularity of financial incentive. The installation of heat meters is generally found to reduce gas consumption within a heat network by 20%.

11. If the assumed 10,350 kWh heat is divided by 80% (based on a 20% saving) before dividing by the 73% and 61% network efficiencies, the resultant gas use might be in the region of 17,723 to 21,209 kWh per property.

12. In this context, the council's average of 19,000 kWh of gas per dwelling is not as exceptional as it may seem at first. Having said this, targeting lower gas consumption should be a priority to achieve cost and carbon savings. This could be through installing heat meters, better controls, improving pipe insulation or simply targeted energy management.

13. It is also the case, that while most sites use less than or only slightly higher than the average, around ten sites have significantly higher gas use. We will come back to this later in the report.

Are heat networks efficient?

14. It is often claimed that heat networks or district heating systems are more efficient than individual heating. From a pure energy efficiency perspective, that is definitely not the case. Individual heating systems which generate heat within the home, do not have any distribution losses at all (or at least any losses that do occur, such as from a hot water cylinder, are often useful in providing drying or background heating).
15. District heating systems do have benefits, however, such as:
 - Usually lower energy prices available through bulk purchase
 - Shared maintenance costs
 - Easier access to heating equipment for repair or maintenance
 - Better local air quality (fewer taller flues, rather than many low level flues from individual boilers)
 - Easier to decarbonise (from the ability to plug in alternative heat sources such as waste heat or ground source heat pumps)
16. With better energy prices and shared maintenance, it is perfectly possible, though not inevitable, that district heating systems will offer better value for money, or cost efficiency, despite losing some heat in the networks. It is important, therefore, that the council chooses its words carefully when explaining the benefits of district heating.

Understanding gas consumption levels at North Peckham

17. Having explored gas use within the council's heat networks at large, and sought to understand those numbers, we will now turn our attention to the North Peckham network.
18. The council has checked consumption through the gas meter in great detail to rule out any errors. North Peckham has a large gas meter operating under the medium pressure regime. As well as the main volume meter, there are also temperature and pressure sensors monitoring the gas supply and a 'volume corrector' which calculates a Correction Factor to apply to the volume measured by the main meter.
19. North Peckham is the council's only medium pressure gas supply and the value of the Correction Factor makes a significant difference to the bills. The accuracy of the temperature and pressure sensors has been checked by the Meter Asset Manager and verified with calibrated equipment. These maintenance and calibration visits are carried out periodically.
20. These consumption checks have confirmed the consumption at North Peckham to be around 20.6 GWh of gas annually. This is an average from the last five financial years. With 734 connected dwellings, that works out as 28,100 kWh of gas per property.
21. In addition to the homes connected on the North Peckham and Gloucester Grove estates, a portion of the Tuke School is also heated by

the district heat network and this is allocated a gas cost on the basis of being equivalent to a 33 bedroom property (37 “room units” equivalent to just over six 2-bedroom homes). However, the Tuke School also has a hydrotherapy pool and it is possible that this allocation is not sufficient to cover the actual heat used.

22. The council is currently preparing to install a heat meter at the school to see if the gas allocation is correct or not.
23. Regardless of whether Tuke School uses more than its allocation or not, it seems likely that the system overall uses more than the average 19,000 kWh of gas per dwelling.
24. There are several reasons why this could be. The following paragraphs explore these reasons using the categories of losses presented above in paragraph 7.
25. **Energy centre / boiler house** – the main gas boilers within the North Peckham boiler house were quite old until recently, with ages ranging up to 40 years (they are currently being replaced with new ones as part of an overall boiler house refurbishment).
26. **Primary network** – the primary network at North Peckham is a Medium Temperature Hot Water (MTHW) system with water supplied at up to 110°C to the plant rooms. These higher temperatures (most of the council’s systems run at around 80°C) are necessary due to the size of the network and the types of heat exchangers in the plant room, but higher temperatures will lead to higher losses. The other factor which will increase losses compared to other systems is the length of primary pipe – for historical reasons the boiler house is not actually located on the estate, thus the primary network needs to travel around 200 metres before it reaches the estate.
27. **Secondary networks** – the secondary network at North Peckham and Gloucester Grove is a 4-pipe system. The council has a mix of 2-pipe, 3-pipe and 4-pipe systems. All modern systems are 2-pipe as this minimises losses. 3-pipe and 4-pipe systems were commonly designed before the advent of variable speed pumping. In these systems, separate pumps serve the space heating and hot water circuits. In the summer, the space heating circuits are turned off and isolated. Unfortunately, 4-pipe systems suffer from higher heat losses than 2-pipe and 3-pipe systems.
28. **Tertiary networks (dwellings)** – As already noted in paragraph 10, the absence of dwelling heat meters means that residents do not currently have a financial incentive to turn off heating when it is not needed. Residents have also reported recently that some properties on the estate are not able to properly turn off their heating, or even that heating is on in the summer when it should have been turned off and isolated. If this is the case, that would also lead to additional gas wastage.

Next steps for North Peckham

29. The following next steps are planned for the North Peckham heat network:
- Install heat meter at Tuke School
 - Complete refurbishment of boiler house
 - Carry out heat network optimisation study
 - Potential for works to secondary network (possibility of Heat Network Efficiency Scheme HNES grant funding)
 - Likely dwelling heat meter installations (awaiting details of Heat Network Market Regulation, see below from paragraph 40)
 - Potential SELCHP heat network connection

Other heat networks

30. As already noted in paragraph 13, some of the council's heat networks use more than the average and more than the expected range of consumption. The gas use per dwelling for each estate is provided in Appendix 1.
31. As seen in the example of North Peckham, there may be detailed technical reasons for this, such as higher temperatures or older network architecture.
32. Beyond North Peckham, a few other specific estates have raised the question of whether their gas use is higher than it should be. These are Canada Water, Consort, Setchell and Sydenham Hill. The gas use figures for these estates are Canada Water - 15,025 ; Consort – 24,461 ; Setchell – 19,088 and Sydenham Hill – 21,084. All figures are average kWh of gas consumed per property in the last two financial years.
33. The only one of these which is above the expected range laid out in paragraph 11 is the Consort estate. Here the boilers are very old (early 1980s) and coming up for replacement. There may also be a need to improve insulation of some block pipework, and potentially improve controls at the time of adding heat meters (subject still to upcoming regulation changes, see from paragraph 40).

Does the council have a plan?

34. In developing the Heat Networks Strategy, approved by cabinet in September 2021, the council analysed a range of data in order to prioritise investment. The main data points assessed were system condition, gas consumption, availability and customer satisfaction. Based on this analysis, certain sites were prioritised for different actions – some for replacement pipework, some for feasibility studies and some for boiler renewal.
35. In the last few years the following works have been completed:
- Albert Barnes boiler house, risers, dwelling internals, heat meters

- Aylesbury estate boiler house and plant rooms
 - Brimington and Pomeroy underground mains
 - Consort, Newington, Wyndham water source heat pumps
 - Cossall estate boiler house
 - Fielding Street boiler house
 - Harfield Gardnes boiler house
 - Masterman House boilers, risers, dwelling internals, heat meters
 - Perronet House boiler and flue work
 - Primrose House boiler house
 - Rouel Road and Four Squares plant rooms
 - Salisbury underground mains
 - Sydenham Hill replacement boilers
 - Wyndham estate underground mains (phase 1)
 - North Peckham boiler house (in progress)
 - Newington underground mains (in progress)
 - Dighton Court boiler house (in progress)
 - Sceaux Gardens replacement boilers (in progress)
 - Silverlock estate hot water system
36. In addition to the above, statutory cost-effectiveness tests, required by the Heat Networks (Metering and Billing) Regulations were also carried out in 2021 which defined a list of estates where dwelling heat meters were required. The council has now installed nearly 1,000 heat meters in existing properties across Cossall estate, Crane House, Osprey estate, Sceaux Gardens and Surrey Docks (Downtown North & South Estates). We also have around 900 heat meters in new homes where they are required from the time of construction.
37. In January 2024, after resident consultation, the council adopted a Heat Metering Policy which outlines how we aim to deliver heat metering in the borough to balance different policy objectives such as energy efficiency and preventing fuel poverty.
38. As part of the Heat Network Strategy, it was recognised that some investments that the council may wish to make in its heat networks would be expensive, and that external grant funding could play an important role. In the last three years, the Council has secured significant external funding:
- Water Source Heat Pumps (at Consort, Newington and Wyndham) – Mayor’s Energy Efficiency Fund (MEEF) low interest loan + Renewable Heat Incentive (RHI) revenue grant
 - SELCHP project – government Heat Network Investment Project (HNIP) grant and loans
 - Dighton Court, Sceaux Gardens, Arica House, Osprey Estate – Heat Network Efficiency Scheme (HNES) capital grants
 - Sydenham Hill – HNES revenue grant for a feasibility study
 - Brandon Estate – GLA Local Energy Accelerator feasibility funding
39. The council is not blind to some of the challenges of operating older heat

networks and does have a plan for improving things. This does not mean that the plan is perfect or that the challenges will be easy to resolve. Indeed there are some particular areas of challenge that we are aware of, including the following:

- Recruitment – we need a larger team working on resolving some of the problems. Several rounds of recruitment have been run without being able to fill key posts. This could be due to general skills shortages in the sector or other factors.
- Energy management – a recent internal service review identified that central energy procurement and management may not be the most suitable model. While central energy procurement makes sense, having specific staff resource distributed within the departments and service areas that actually use the energy could be more fruitful.
- In particular, the gas benchmarking completed for the Heat Networks Strategy and presented in Appendix 1, could be undertaken more regularly alongside the billing checks completed by procurement colleagues.
- Upcoming regulation – we know that installing more heat meters will help to improve the energy efficiency, cost efficiency and controllability of many networks. However, we also know that upcoming heat network regulation (see below from paragraph 40 is almost certain to change the legal requirements around heat metering). It is therefore difficult at the present time to press ahead with more metering, until we have certainty of the requirements.

Upcoming market regulation

40. As well as internally-driven improvements, the Energy Act 2023 paved the way for statutory regulation of heat networks. Regulations will be implemented through secondary legislation. There are three main parts to the planned regulations:
- Authorisation and consumer protection – heat network operators (such as the council) will need to be authorised by Ofgem and adhere to certain consumer protection rules (still being defined)
 - Heat network zoning – central and local government will work together to define zones where heat networks are the most cost-effective route of decarbonising an area. Zones will be refined and declared, and procurement exercises run to appoint the development and delivery of new heat networks
 - Technical standards – heat network operators will have to ensure their networks comply with minimum technical standards relating to performance and efficiency. Each network will have to be certified against the standards.
41. One of the authorisation or technical standards that is likely to be introduced is the requirement for heat metering in more (or possibly all) dwellings, or at least those where it is technically possible to meter. We don't yet know, however, the specifics of such changes.
42. Although the final details are not yet known, it is clear that the council, and

indeed all heat network operators, will be required to improve the performance of its heat networks.

CONCLUSION

43. Although the council's heat networks use significantly more gas on average than Ofgem's estimate of normal use within individual systems, there are some reasons for this – the nature of heat distribution (where some losses are unavoidable), the absence of heat meters in most networks, and the age of many of the systems.
44. Some systems, like North Peckham, use more than the council average and this is due to specific technical factors such as higher temperature networks, longer networks and different network architecture (4-pipe systems).
45. Systems with the highest consumption have generally been prioritised for works to improve the efficiency, though other factors have also been used to prioritise works such as reliability. Many work streams are ongoing to improve the situation for estates generally. A specific set of actions has been identified for North Peckham.

BACKGROUND DOCUMENTS

Background Papers	Held At	Contact
Heat Networks Strategy Cabinet 14 September 2021	Southwark Council, 160 Tooley Street, London, SE1 2QH	Paula Thornton 020 7525 4395
Link: https://modern.gov.southwark.gov.uk/documents/s101251/Report%20Heat%20networks%20strategy.pdf		

APPENDICES

No.	Title
Appendix 1	Gas use per dwelling
Appendix 2	N/A

AUDIT TRAIL

This section must be included in all reports.

Lead Officer	Stuart Davis, Managing Director Southwark Construction (and Interim Director of Asset Management)	
Report Author	Tom Vosper, Strategic Project Manager – Heat Networks	
Version	Final for Scrutiny Committee	
Dated	9 September 2024	
Key Decision?	No	
CONSULTATION WITH OTHER OFFICERS / DIRECTORATES / CABINET MEMBER		
Officer Title	Comments Sought	Comments Included
Director of Law and Governance	No	No
Strategic Director of Finance and Governance	No	No
List other officers here		
Cabinet Member	Yes	Yes
Date final report sent to Constitutional Team / Scrutiny Team	09/09/2024	

Note: Consultation with other officers

If you have not consulted, or sought comments from the director of law and governance or the strategic director of finance and governance, you must state this in the audit trail.

Appendix 1 – Gas use per dwelling

Boiler Name	No. of properties	2023/2024		2022/2023	
		Total gas kWh	kWh per property	Total gas kWh	kWh per property
Brandon Boiler House	562	31,147,402 (known error – not billed)	55,422.42 (known error – not billed)	12,359,267	21,991.58
Garnies Close Boiler House	6	189,821	31,636.83	174,676	29,112.67
Surrey Docks Boiler House	281	7,630,303	27,154.10	8,053,532	28,660.26
Havil Street Boiler House	159	4,156,940	26,144.28	3,933,709	24,740.31
Consort Boiler House	554	14,398,844	25,990.69	12,704,106	22,931.60
North Peckham Boiler House	734	19,015,335	25,906.45	22,083,075	30,085.93
Primrose Boiler House	22	550,738	25,033.55	553,698	25,168.09
Wyndham Boiler House	1240	29,289,610	23,620.65	29,677,725	23,933.65
Lucy Brown	38	897,304	23,613.26	890,147	23,424.92
Dighton Court Boiler House	78	1,770,925	22,704.17	1,632,620	20,931.03
Osprey Boiler House	139	3,146,685	22,638.02	3,201,293	23,030.88
D'Enysford Boiler House	355	7,928,678	22,334.30	8,360,351	23,550.28
Barset Boiler House	265	5,795,287	21,869.01	5,498,500	20,749.06
Sydenham Boiler House	136	2,911,248	21,406.24	2,823,652	20,762.15
Acorn Boiler House	241	5,086,111	21,104.20	4,478,074	18,581.22
Stanswood Boiler House	54	1,118,076	20,705.11	1,196,272	22,153.19
Wakefield No2	45	928,396	20,631.02	75,419	1,675.98
Colby Path - Owgan Close	124	2,498,576	20,149.81	2,208,030	17,806.69
Wakefield No1	46	896,465	19,488.37	813,064	17,675.30
Gaywood Boiler House	104	2,020,882	19,431.56	1,998,391	19,215.30
Castlemead Boiler House	186	3,604,443	19,378.73	3,964,091	21,312.32
Lew Evans BH	39	753,759	19,327.15	658,038	16,872.77
Lettsom Boiler House	422	8,150,201	19,313.27	8,857,671	20,989.74
Neville Boiler House	161	3,091,171	19,199.82	3,015,888	18,732.22
Conant Boiler House	76	1,455,583	19,152.41	1,436,313	18,898.86
Crane House	70	1,339,058	19,129.40	1,363,246	19,474.94
Heron House Boiler House	70	1,339,058	19,129.40	1,363,246	19,474.94
Cossall Boiler House	393	7,442,609	18,937.94	7,380,064	18,778.79
Setchell Est./Alscot Way	318	5,896,759	18,543.27	6,243,317	19,633.07
Brimmington Boiler House	646	11,940,650	18,483.98	12,194,497	18,876.93
Scovell Boiler House	117	2,153,425	18,405.34	2,208,378	18,875.03
Pelier Street Boiler House	19	345,235	18,170.26	331,612	17,453.26
Redman Boiler House	110	1,976,532	17,968.47	1,853,092	16,846.29
Hampton No1 Boiler House	6	107,247	17,874.50	93,326	15,554.33
Acorn Boiler House	72	1,271,528	17,660.11	1,119,518	15,548.86
Salisbury	226	3,938,864	17,428.60	3,671,967	16,247.64
Fielding Street BH	17	296,226	17,425.06	216,248	12,720.47
Tustin Boiler House	136	2,361,557	17,364.39	2,645,303	19,450.76
Barlow Boiler House	167	2,849,728	17,064.24	2,622,832	15,705.58
Hastings Boiler House	58	982,466	16,939.07	973,702	16,787.97
Pasley Boiler House	198	3,280,961	16,570.51	3,424,083	17,293.35
Slade Walk Boiler House	58	948,853	16,359.53	965,639	16,648.95
Soane House Boiler House	35	565,277	16,150.77	560,066	16,001.89
Hampton No2 Boiler House	6	96,018	16,003.00	87,561	14,593.50
Canada Boiler House	163	2,597,584	15,936.10	2,300,720	14,114.85
Hillingdon Street Boiler House	82	1,297,706	15,825.68	1,438,204	17,539.07
Portland Boiler House	217	3,431,049	15,811.29	3,456,198	15,927.18
King Charles Court Boiler House	37	583,856	15,779.89	651,181	17,599.49
Pardoner	12	184,507	15,375.58	261,719	21,809.92
Bankside Boiler House	110	1,690,305	15,366.41	1,770,582	16,096.20
Harry Lambourne Boiler House	36	537,578	14,932.72	545,063	15,140.64
Priory Court Boiler House	72	1,071,787	14,885.93	1,253,810	17,414.03
Haddon Hall Estate - Rephidim Street	53	771,014	14,547.43	815,506	15,386.91
Pennack Boiler House	92	1,309,599	14,234.77	1,378,502	14,983.72
Jack Jones House Boiler House	38	533,466	14,038.58	578,780	15,231.05
Masterman Boiler House	67	938,477	14,007.12	812,909	12,132.97
Smeaton Court Boiler House	54	755,472	13,990.22	680,067	12,593.83
Gilesmead Boiler House	40	550,307	13,757.68	552,668	13,816.70
Tatsfield BH	12	157,367	13,113.92	151,578	12,631.50
Brook Drive Boiler House	38	481,744	12,677.47	467,461	12,301.61
Newington Boiler House	431	5,345,427	12,402.38	5,161,899	11,976.56
Plaxdale Boiler House	6	73,012	12,168.67	64,160	10,693.33
Silwood No1 Boiler House	45	541,865	12,041.44	548,197	12,182.16
Albert Barnes Boiler House	99	1,148,995	11,606.01	1,117,510	11,287.98

Styles Boiler House	56	531,657	9,493.88	544,102	9,716.11
Albert Wescott Boiler House	108	1,004,822	9,303.91	1,056,510	9,782.50
Minnow Walk Boiler House	19	173,496	9,131.37	183,524	9,659.16
Silwood Estate - 2 Rotherhithe New Road	5	44,156	8,831.20	36,311	7,262.20
Aylesbury Boiler House	1833	16,183,025	8,828.71	32,067,492	17,494.54
Harefield Gardens Boiler House	14	101,508	7,250.57	98,024	7,001.71
Hodister Close Boiler House	12	81,761	6,813.42	75,127	6,260.58
Clifton Boiler House	31	197,955	6,385.65	219,884	7,093.03
Dodson Boiler House	8	44,228	5,528.50	45,342	5,667.75
Sceaux Gardens Boiler House	404	1,687,131	4,176.07	7,130,045	17,648.63
Leontine Boiler House	161	112,207	696.94	3,627,822	22,533.06
Tissington Court Boiler House	431	8,158	18.93	6,900	16.01
Newplace Boiler House (Clement road)	1844	27,630	14.98	27,236	14.77
Pedworth Boiler House	195	2,859	14.66	3,118	15.99

Item No. 7	Classification: Open	Date: 18 September 2024	Meeting Name: Housing, Community Safety and Community Engagement Scrutiny Commission
Report title:		Work Programme 2024-25	
Ward(s) or groups affected:		N/a	
From:		Scrutiny Officer	

RECOMMENDATIONS

1. That the housing, community safety and community engagement scrutiny commission note the work programme as at 18 September 2024 attached as Appendix 1.
2. That the housing, community safety and community engagement commission consider the addition of new items or allocation of previously identified items to specific meeting dates of the commission.

BACKGROUND INFORMATION

3. The general terms of reference of the scrutiny commissions are set out in the council's constitution (overview and scrutiny procedure rules - paragraph 5). The constitution states that:

Within their terms of reference, all scrutiny committees/commissions will:

- a) review and scrutinise decisions made or actions taken in connection with the discharge of any of the council's functions
- b) review and scrutinise the decisions made by and performance of the cabinet and council officers both in relation to individual decisions and over time in areas covered by its terms of reference
- c) review and scrutinise the performance of the council in relation to its policy objectives, performance targets and/or particular service areas
- d) question members of the cabinet and officers about their decisions and performance, whether generally in comparison with service plans and

targets over a period of time, or in relation to particular decisions, initiatives or projects and about their views on issues and proposals affecting the area

- e) assist council assembly and the cabinet in the development of its budget and policy framework by in-depth analysis of policy issues
 - f) make reports and recommendations to the cabinet and or council assembly arising from the outcome of the scrutiny process
 - g) consider any matter affecting the area or its inhabitants
 - h) liaise with other external organisations operating in the area, whether national, regional or local, to ensure that the interests of local people are enhanced by collaborative working
 - i) review and scrutinise the performance of other public bodies in the area and invite reports from them by requesting them to address the scrutiny committee and local people about their activities and performance
 - j) conduct research and consultation on the analysis of policy issues and possible options
 - k) question and gather evidence from any other person (with their consent)
 - l) consider and implement mechanisms to encourage and enhance community participation in the scrutiny process and in the development of policy options
 - m) conclude inquiries promptly and normally within six months
4. The work programme document lists those items which have been or are to be considered in line with the committee's terms of reference.

KEY ISSUES FOR CONSIDERATION

5. The Housing service areas that fall within the scope of the Housing , Community Safety and Community Engagement Commission are:
- Resident Services (which includes area management, strategy and business support, strategic business and support housing services).
 - Customer Experience Division (which includes the Contact Centre; Customer Resolution and Specialist Services, My Southwark Home Owners and the Housing Solutions Services).

- Asset Management Division (which includes New Homes; Investment, Repairs & Maintenance and Engineering).
6. As of 27 November 2023 the commission also now has within in its remit the cabinet portfolio elements listed below:

Council Homes (Councillor Sarah King)

- **Management of the council's homes** – including council homes, sheltered and extra care homes, council owned temporary accommodation, high needs hostels and homes and sites for Gypsy, Roma and traveller communities
- **Housing allocations** – lettings policy and allocation policy. Allocation of council, social rent and key worker homes to Southwark residents, supporting them to find a home the right size for their needs
- **Residents' involvement and services** - including services and advice for council tenants, leaseholders and freeholders and support for Tenants and Resident Associations and Tenant Management Organisations, including Getting Involved Grants
- **Housing maintenance** - including repairs and major works; heat networks; communal repairs; gas and electrical safety and refurbishment of empty council homes
- **Fire safety** - ensuring council homes meet fire safety standards and leading the council's work on fire safety, cladding and remediation for private sector and housing association residential buildings
- **Tenants and residents' halls** - including their maintenance, ongoing improvement and ensuring they are the best possible facilities for residents of our estates and broader community

Cabinet Member for Community Safety & Neighbourhoods (Councillor Natasha Ennin)

- **Reducing crime and anti-social behaviour** – including community wardens, antisocial behaviour team, noise service, CCTV, public spaces protection orders, preventing hate crime, tackling modern day slavery
- **Violence reduction** – working to end misogyny and violence against women and girls; and youth violence and the criminal exploitation of young people
- **Domestic abuse** – support for people who have experienced domestic abuse, Women's Safety Centre and safe spaces
- **Improving policing** – promoting equitable policing and strengthening community relations with the police
- **Licencing** – of premises serving alcohol or late night refreshment and of gambling
- **Environmental health** – including trading standards, food safety and environmental protection

- **Private rented housing** – increasing protections for private renters licencing and advice services for private sector renters.
- **Neighbourhoods** - working with residents in each neighbourhood to develop strategic plans to improve each neighbourhood, current ward forum arrangements and empowering communities programme, including the Neighbourhoods Fund and Cleaner Greener Safe Fund

New Homes & Sustainable Development (Councillor Helen Dennis)

- **New council homes** – the council’s work to build thousands of new council homes; including new council homes for older people; net-zero homes; and working with the Cabinet Member for Council Homes to deliver new council homes on the Aylesbury, Tustin, Ledbury and Abbeyfield estates
 - **New affordable homes** – including housing association social rent homes; keyworker homes; community land trusts and housing cooperatives; homes for refugees; and temporary accommodation.
 - **Homelessness** – Including support for people who are at risk of being or who become homeless; working to end rough sleeping; securing good quality temporary accommodation; and establishing the council’s Good Lettings Agency
 - **Empty homes and short-term lets** – including the council’s Empty Homes Action Plan; and the Good Lettings Agency.
 - **Renewal of the Aylesbury, Tustin, Ledbury and Abbeyfield estates** - working with residents to deliver new and improved homes and estates (working with the Cabinet Member for Council Homes)
7. As of 5 October 2023 the commission also now has within in its remit the **Community Engagement** cabinet portfolio elements listed below:

Cabinet Member for Communities, Democracy and Finance (Councillor Stephanie Cryan)

Voluntary, community and faith sector - including community hubs, volunteering, community involvement and consultations

8. Set out in Appendix 1 (Work Programme) are the issues the housing scrutiny commission is due to consider in the 2024-25 municipal year.
9. The work programme is a standing item on the housing scrutiny commission agenda and enables the commission to consider, monitor and plan issues for consideration at each meeting.

BACKGROUND DOCUMENTS

Background Papers	Held At	Contact
Housing and Community Safety Scrutiny Commission	Southwark Council Website	Amit Alva 020 7525 0496
Link: https://moderngov.southwark.gov.uk/ieListMeetings.aspx?CIId=605&Year=2023		

APPENDICES

No.	Title
Appendix 1	Work Programme 2023/24

AUDIT TRAIL

Lead Officer	Amit Alva, Scrutiny Officer	
Report Author	Amit Alva	
Version	Final	
Dated	10 September 2024	
Key Decision?	No	
CONSULTATION WITH OTHER OFFICERS / DIRECTORATES / CABINET MEMBER		
Officer Title	Comments Sought	Comments Included
Director of Law and Governance	No	No
Strategic Director of Finance and Governance	No	No
Cabinet Member	No	No
Date final report sent to Scrutiny Team	10 September 2024	

Housing, Community Safety and Community Engagement Scrutiny Commission Work Programme – 2024/25

Meeting	Agenda items	Comment
23 July 2024	Formal Consultation Plan for the Homelessness Strategy <ul style="list-style-type: none"> • Formal Consultation Plan • Draft Online Survey • Communications Plan 	To receive a report from Cabinet Member for New Homes & Sustainable Development Councillor Helen Dennis on the formal consultation plan for the homelessness strategy. Officer support Cheryl Russell, Director of Residents Services, Jerome Duffy, Programme, Policy and Change Manager and Karen Shaw Head of Housing Solutions
	Southwark Independent Policing Oversight Board Terms of Reference	To receive the Terms of Reference from Cabinet Member for Community Safety & Neighbourhoods Councillor Natasha Enin, for the Southwark Independent Policing Oversight Board. Officer support Stephen Douglass Director, Stronger Neighbourhoods.
	Southwark Trust & Confidence Plan	To receive a paper and also hear from Chief Superintendent Sebastian Adjei-Addoh and Superintendent Jim Brockway on the Southwark Trust & Confidence Plan.

Meeting	Agenda items	Comment
<p>18 September 2024</p>	<p>The role of TRAs' and TMOs' in wards</p>	<p>To receive a report from Cheryl Russell, Director of Landlord Services and Nat Stevens, Resident Involvement Manager on the role of TRAs' and TMOs' in wards.</p>
	<p>Excessive gas consumption in district heating networks and prohibitive costs for leaseholders - Investigation and Outcome.</p>	<p>To receive a report on gas consumption in district heating networks from Tom Vosper, Strategic Project Manager and Simon Holmes, Head of Engineering.</p>
Upcoming Meetings	Agenda Items yet to be scheduled	Comment
<p>25 November 2024 24 February 2025 22 April 2025</p>	<ul style="list-style-type: none"> • Electrical Safety Testing Audit outcome • Procurement and contract management - district heating systems, contractors, repairs and major works. • Housing Associations and their partnership with the council • Cabinet Member Interview for Housing • Cabinet Member Interview for Community Engagement • Cabinet Member Interviews for Community Safety • Interview with Borough Police Commander • Interview with the Borough Fire Commander 	

