

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

RECOMMENDATION(S)

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

BACKGROUND INFORMATION

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

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

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

TRAs AND TMOs

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

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

KEY ISSUES FOR CONSIDERATION

THE DRAFT RESIDENT INVOLVEMENT STRATEGY

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

DRAFT STRATEGIC PRIORITIES

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

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

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

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

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

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

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

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

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

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

SUPPORT FOR TRAs BY THE COUNCIL AS A LANDLORD

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

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

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

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

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

RESOURCES FOR TRA DEVELOPMENT AND WIDER COMMUNITY ENGAGEMENT

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

EMPOWERMENT AND CAPACITY BUILDING

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

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

SUPPORT FOR TMOs

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

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

TMO MANAGEMENT AND MAINTENANCE ALLOWANCES

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

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

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

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

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

Policy framework implications

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

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

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

Community impact statement

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

People powered Southwark impact assessment.

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

Impact on neighbourhoods

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

Closing the gap

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

Health impact statement

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

Climate change implications

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

to access the local TMO offices or TRA halls.

Resource implications

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

Financial implications

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

Legal implications

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

Consultation

79. Not applicable

SUPPLEMENTARY ADVICE FROM OTHER OFFICERS

Head of Procurement

80. Not applicable

Assistant Chief Executive, Governance and Assurance

(Ref: DG 14/11/2024)

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

Strategic Director, Resources

(Ref: H&M 24/047)

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

Other officers

83. Not applicable





BACKGROUND DOCUMENTS






84. Not applicable

BACKGROUND DOCUMENTS

Background Papers	Held At	Contact
Not applicable		

APPENDICES

No.	Title
<p>Appendix 1</p>  <p>240522_THIO Resident contact form</p>  <p>Document in SCRUTINY REPORT D</p>	Draft Resident Involvement Strategy
<p>Appendix 2</p>  <p>TRAs by Resident Involvement Officer.xl</p>	Active and being reactivated TRAs by Resident Involvement Officer
<p>Appendix 3</p>  <p>TMOs BY WARD SCRUTINY MEETING 2</p>	TMOs by Ward

<p>Appendix 4</p>  <p>IDM Report - Resident Involvement</p>  <p>Appendix 1 - RI Strategy.doc</p>  <p>2015- 2017 - RIS AP - AP_v3.doc</p>	Resident involvement strategy 2013
<p>Appendix 5</p>  <p>DRAFT RESIDENT INVOLVEMENT STRA1</p>	Draft Resident involvement strategy consultation framework
<p>Appendix 6</p>  <p>Southwark Council Delivery Plan 2022 to</p>	Southwark Council Delivery Plan 2022 to 2026

AUDIT TRAIL

This section must be included in all reports.

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