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## AGENDA FOR THE HOUSING EXECUTIVE

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A meeting of the Housing Executive will be held in Committee Room 4, Town Hall, Upper Street, N1 2UD on, **3 July 2014 at 6.00 pm.**

**John Lynch**  
**Head of Democratic Services**

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Despatched : 25 June 2014

### Membership

Councillor James Murray (Chair)  
Councillor Michael O'Sullivan  
Councillor Aysegul Erdogan  
Councillor Raphael Andrews  
Councillor Una O'Halloran  
Jim Rooke Directly Managed Tenants  
Rose Marie MacDonald PFI Managed Tenants  
Theresa Coyle Residents Champion  
Llana Sparks Resident Homeowner  
Lawrencia Frimpong Directly Managed Tenants  
Jennifer Rooney Housing Associations  
Sheila McBirnie Tenant Led Organisations

### Substitute Members

Councillor Olly Parker  
Councillor Angela Picknell  
Councillor Jean Roger Kaseki

**Quorum: is 4 Members**



<b>A. Formal Matters</b>	<b>Page</b>
1. Apologies for Absence	
2. Declaration of Substitute Members	
3. Declarations of Interest	

If you have a **Disclosable Pecuniary Interest\*** in an item of business:

- if it is not yet on the council's register, you **must** declare both the existence and details of it at the start of the meeting or when it becomes apparent;
- you may **choose** to declare a Disclosable Pecuniary Interest that is already in the register in the interests of openness and transparency.

In both the above cases, you **must** leave the room without participating in discussion of the item.

If you have a **personal** interest in an item of business **and** you intend to speak or vote on the item you **must** declare both the existence and details of it at the start of the meeting or when it becomes apparent but you **may** participate in the discussion and vote on the item.

**\*(a) Employment, etc** - Any employment, office, trade, profession or vocation carried on for profit or gain.

**(b) Sponsorship** - Any payment or other financial benefit in respect of your expenses in carrying out duties as a member, or of your election; including from a trade union.

**(c) Contracts** - Any current contract for goods, services or works, between you or your partner (or a body in which one of you has a beneficial interest) and the council.

**(d) Land** - Any beneficial interest in land which is within the council's area.

**(e) Licences**- Any licence to occupy land in the council's area for a month or longer.

**(f) Corporate tenancies** - Any tenancy between the council and a body in which you or your partner have a beneficial interest.

**(g) Securities** - Any beneficial interest in securities of a body which has a place of business or land in the council's area, if the total nominal value of the securities exceeds £25,000 or one hundredth of the total issued share capital of that body or of any one class of its issued share capital.

This applies to **all** members present at the meeting.

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The next meeting of the Housing Executive will be on 11 September 2014

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# Agenda Item 4

London Borough of Islington

## HOUSING EXECUTIVE – TUESDAY 22 APRIL 2014

Minutes of the meeting of the **Housing Executive** held at the Town Hall, Upper Street, London, N1 2UD, on **Tuesday 22 April 2014 at 6.00pm.**

**PRESENT: Councillors:** Barbara Sidnell and Claudia Webbe

**Members:** Jim Rooke, Theresa Coyle, Lawrencina Frempong, Llana Sparks, Rose Marie MacDonald, Sheila McBirnie, Jennifer Rooney

### Councillor Barbara Sidnell in the Chair

#### 113 APOLOGIES FOR ABSENCE

Councillor Terry Stacy and Jim Rooke for lateness.

#### 114 DECLARATIONS OF INTEREST

Theresa Coyle declared an interest in agenda item B7 Environmental Improvements programme as she was CEO on the Andover Community Centre

#### 115 DECLARATION OF SUBSTITUTE MEMBERS

NONE.

#### 116 MINUTES (Item A3)

##### RESOLVED:

That the minutes of the meeting of the Committee held on 13 March 2014 be confirmed as a correct record of the proceedings and the Chair be authorised to sign them.

HODS

#### 117 PRESENTATIONS – BARNSBURY HOUSING ASSOCIATION AND HYDE HOUSING ASSOCIATION (Ag.Item B1)

The Committee received presentations from Ziggy Crawford, Chief Executive, Barnsbury Housing Association and Nazir Hafezjee, Head of Housing at Hyde Housing Association, copies of which are interleaved.

During consideration of the presentations the following main points were made –

- Barnsbury HA was a small community association with 250 homes and were committed to providing good quality general needs rented homes for people on low incomes

- Barnsbury HA were committed to an on going programme of repairs and 70% of the budget was spent in keeping homes in good condition
- Barnsbury HA were committed to lifetime tenancies
- In response to a question it was stated that with regard to trying to reduce the cost of heating in properties there were problems with the high level of Georgian stock and the difficulties that these involved in insulation and the fact that some of the 1970's stock was not particularly well built, however where possible heating was addressed when cyclical maintenance was carried out
- 40% of tenants were on fair rents and social rents were set to Government guidelines and were not exceeded. Service charges were set at a reasonable level
- There was a good service provided from the Council in assisting tenants from the HA in accessing advice on welfare reforms
- Hyde Housing Association was a Member of the G15 group
- The majority of Hyde properties in Islington were in the N7 area and the Packington Estate and Hyde provide the housing management service as a partner within Partners for Improvement in Islington
- An additional 14 staff had been created to deal with the problems related to the introduction of Universal Credit for tenants
- Hyde outlined the governance arrangements and that they were making efforts to involve more young people and BME communities but there was high resident involvement
- The level of complaints was low and there were four complaint stages
- The main issues of concern across estates were noise nuisance, nuisance caused by Children/Youths, rubbish/littering/fly tipping. A multi agency approach with Islington and other agencies is being taken to tackle estate wide ASB
- Hyde is a member of the Islington Housing Group and works in partnership with Islington Council and local partners
- Members queried the relationship between Hyde and Partners and whether the repairs service Hyde carried out was used by Partners. It was stated that this was not the case. Only the housing management service was provided by Hyde to Partners and a separate repairs contract was entered into by Partners. A structure chart showing details of this relationship would be circulated to Members
- In response to a question it was stated that Hyde paid the London Living Wage to all directly employed staff
- Hyde were fully committed to the Council's Housing strategy
- In regard to the Packington Estate it was currently in Phase 3 of Phase 8 of redevelopment and there was a rolling decant of residents. Residents were rehoused temporarily on the estate when work was taking place and this usually involved only one move before moving in to their new property

**RECOMMENDATION:**

That the information requested above in relationship between Hyde and Partners be circulated to Members of the Housing Executive for information.

**DHASS**

**118 UPDATE FROM RESIDENTS CHAMPION – RESIDENTS IMPROVEMENT TASKFORCE (Ag.Item B2)**

Theresa Coyle, Residents Champion provided an update for the Housing Executive on the work of the Residents Improvements Taskforce.

During the update the following main points were made –

- Discussion had taken place with the Housing Disability Forum and a number of issues had been identified
- The full report would not now be submitted to the Housing Executive until July 2014
- The support from Islington Council to tenants was generally good however there were issues around support for tenants following the initial period of support from the Council's transition officer and this was an area that the recommendations would address
- There had been 5 sessions held with different groups of staff and two focus groups with new tenants and telephone interviews with tenants who have downsized
- Discussion took place on the tenants handbook and that a copy of this should be circulated to Members prior to the next meeting in order that Members were aware of its contents prior to consideration of the report
- Councillor Webbe enquired whether there had been any consideration of TMO's/TMC's and it was stated that this had not formed part of the review however it would be useful if other examples of information that is given to new tenants is provided to the Committee

**RECOMMENDATIONS:**

(a) That a copy of the Tenants Handbook be circulated to Members prior to the next meeting of the Housing Executive

**DHASS**

(b) That Members of the Housing Executive be circulated with examples of other Tenants Handbooks in order that they can be assessed for comparative purposes

**DHASS**

The Chair thanked Theresa Coyle for her update

**119 PROPOSED ESTATE GREEN SPACE POLICY ( Ag.Item B3)**

Hannah Bowman, Head of Housing Partnerships and Communities was present and outlined the report.

During consideration of the report the following main points were made –

- The new policy would require any changes to green space to be consulted upon
- The view was expressed that it was unfortunate that there had been the necessity of a court case to lead to the introduction of the new policy
- The view was expressed that there were a number of communal areas on estates that were neglected especially in relation to tree maintenance and that there was also the issue of where there were new developments adjoining or crossing Council estates there was the need to designate responsibility for maintenance of greenspace etc. The Chair stated that this could be looked at by the Residents Taskforce as part of a future Service Review
- It was stated that the Council did have a service agreement with Greenspace to maintain trees on estates and where there were new developments Greenspace were asked to identify maintenance costs as an addition to the service agreement it was stated that if there were any estates that were identified where there were problems these should be notified to Housing
- It was stated that the report should be submitted to the next meeting of the TMO Liaison Committee on 7 May and there was a need to consult with residents to build support for the policy. It was suggested that the policy be offered to the tenants and residents panels if further resident consultation was recommended

**RECOMMENDATION:**

That the introduction of the proposed greenspace policy, as outlined in Appendix 1 to the report, be welcomed and the report be forwarded to the TMO Liaison Committee on 7 May and to the next meeting of the Tenants and Residents Panels

**DHASS**

**120 HOUSING OMBUDSMAN ( Ag.Item B4)**

Ivan Connolly, Corporate Complaints Officer was present and outlined the report.

During consideration of the report the following main points were made –

- There was a backlog of complaints with the Housing Ombudsman which was taking some time for the Ombudsman to deal with
- The report was recommending that Tenants Panels were not set up to review complaints or refer them to the Housing Ombudsman as generally residents tended to want to take their complaints directly to the Housing Ombudsman
- Theresa Coyle expressed the view that Tenants Panels should be set up and she knew of a number of residents who were not happy with the complaints process or the compensation offered
- It was stated that the current system appeared to be working effectively and that there were costs in setting up Tenants Panels and residents could go to the Housing Ombudsman after 8 weeks in any case
- Councillor Webbe expressed the view that she felt that there was a need to look at the whole complaints process before deciding whether Tenants Panels should be set up
- Councillor Webbe also referred to the fact that Councillor Murray was the designated lead Member however all Councillors need to be briefed that they could be a designated person. It was stated that there had been a briefing for Members arranged for the previous year but if further training was needed this could be arranged. The view was expressed that the briefing should be recirculated to all Members of the Council following the municipal elections
- The view was expressed that when this matter had been considered previously it had been agreed that the report should come back within 12 months for further consideration, however this report contained no views for the setting up of Tenants Panels and this was needed in order for the Housing Executive to make a decision

**RECOMMENDATIONS:**

- (a) That a report be submitted to a future meeting of the Committee with advantages and disadvantages of setting up of a Tenants Panel
- (b) That the briefing previously circulated to all Members relating to the responsibility of being a delegated person, as referred to above, be recirculated to all Members of the Council following the municipal election

**DHASS**

**121 RESIDENTS SATISFACTION SURVEY RESULTS (Ag.Item B5)**



Hannah Bowman, Head of Housing Partnerships and Improvement was present for discussion of this item and outlined the report.

During consideration of the report the following main points were made –

- It was stated that three providers had been submitted to undertake the surveys and the most cost effective option chosen
- Reference was made to the number of people that had responded to the survey and it was stated that this information would be circulated to Members of the Committee
- There would be a review of the types of questions asked when the survey was next circulated
- There was a need to look at setting up more representative focus groups. Including residents of Partners properties

**RESOLVED:**

That the report be noted and information on the number of respondents, as referred to above, be circulated to Members

**DHASS**

**122 UPDATE ON ACTION PLANS ARISING FROM COMMUNAL REPAIRS TASKFORCE REVIEW (Item B6)**

David Salenius, Principal Housing Manager, Estate Services, was present for discussion of this item and outlined the report.

Members expressed the view that when further updates were submitted they expected more of the actions to be implemented.

**RESOLVED:**

That the report be noted with the comments above

**DHASS**

**123 ENVIRONMENTAL IMPROVEMENTS BUDGET 2014/15 (Item B7)**

David Salenius, Principal Housing Manager, Estate Services, was present and outlined the report.

During consideration of the report the following main points were made –

- Reference was made to the fact that there had only been one scheme agreed from St.Mary's and this was similar to the previous year. It was stated that the new ways of working agreed would allow Housing Association representatives to attend meetings of Area Housing Panels where schemes were put forward
- It was noted that the vast majority of scheme referrals came from Tenants and Residents Associations
- There was £500k allocated for Environmental Improvements across the borough annually

**RECOMMENDATIONS:**

- (a) That the Director of Housing and Adult Social Services be requested to investigate the reasons for the low submission of schemes in St.Mary's ward compared to different wards in the borough
- (b) That Members be informed at a future meeting of the list of schemes that had had environmental improvement works carried out in the previous 5 years and details of where these monies had not been spent
- (c) That the prioritised schemes put forward by the 6 Tenant and Resident Panels be agreed

**DHASS**

**124 AGENDA PLANNING SCHEDULE (Aq.Item C1)**

**RESOLVED:**

That the report be noted and a presentation from Voluntary Action Islington be added to a future meeting of the Committee.

**HODS  
DHASS**

**125 VOTE OF THANKS**

The Chair stated that she would like to thank the Committee staff and Housing officers for their assistance during the time she had been Chair of the Committee.

The Chair added that although it was her last meeting she hoped that following the municipal elections that the Housing Executive would continue to evolve.

It was moved by Theresa Coyle and seconded by Councillor Webbe and -

**RESOLVED UNANIMOUSLY:**

That a cordial vote of thanks be accorded to the Chair, Councillor Barbara Sidnell, for the services rendered by her to the Committee for the current municipal year

**126 DATE OF NEXT MEETING**

Tuesday 3 July 2014 – 6.00p.m.

The meeting ended at 8.30 p.m.

**CHAIR**

<b>Report of: Assistant Chief Executive – Governance and Human Resources</b>
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Meeting of	Date	Agenda Item	Ward(s)
Housing Executive	03 July 2014		All

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## **Subject: MEMBERSHIP, TERMS OF REFERENCE, APPOINTMENT OF VICE CHAIR AND DATES OF MEETINGS OF HOUSING EXECUTIVE**

### **1. Synopsis**

To inform members of the terms of reference, membership and to approve the appointment of a Vice Chair of the Housing Executive for the municipal year 2014/15

### **2. Recommendations**

- 2.1 To note the membership appointed by Council on 12 June 2014, terms of reference and dates of meetings of the Housing Executive for the municipal year 2014/15, as set out at Appendix A and to appoint a Vice Chair.

### **3. Background**

- 3.1 The terms of reference of the Housing Executive (as contained in Part 5 of the Council's Constitution) are set out at Appendix A.
- 3.2 The membership and dates of meetings agreed are also set out at Appendix A for information.
- 3.3 It will be necessary for the Committee to appoint a Vice Chair for the current municipal year.

### **4. Implications**

- 4.1 **Financial Implications**

None.

#### 4.2 Legal Implications

None.

#### 4.3 Equalities Impact Assessment

An equalities assessment is not relevant in this instance.

#### 4.4 Environmental Implications

The environmental impacts have been considered and it was identified that the proposals in this report would have no adverse impacts on the following:

- Energy use and carbon emissions
- Use of natural resources
- Travel and transportation
- Waste and recycling
- Climate change adaptation
- Biodiversity
- Pollution

Papers are circulated electronically where possible and consideration is given to how many copies of the agenda might be required on a meeting by meeting basis with a view to minimising numbers. Any agenda not used at the meeting are recycled.

### 5. Conclusion and reasons for recommendations

The report is submitted to ensure members are fully informed of the remit of the Committee.

#### Background papers:

Islington Council's Constitution  
Programme of Meetings

Final Report Clearance

Signed by



Assistant Chief Executive (Governance & HR)

Date

Received by

Head of Democratic Services

Date

Report author  
Tel  
E-mail

Peter Moore  
020 7527 3252  
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**HOUSING EXECUTIVE – 03 JULY 2014****1. COMMITTEE MEMBERSHIP**

<b>Councillors</b>	<b>Substitute Members</b>
Councillor James Murray (Chair)	Councillor Angela Picknell
Councillor Mick O'Sullivan	Councillor Olly Parker
Councillor Una O'Halloran	Councillor Jean Roger - Kaseki
Councillor Aysegul Erdogan	Vacancy
Councillor Raphael Andrews	
Theresa Coyle – Residents Champion	
Jim Rooke – Directly Managed Tenants	
Lawrencia Frimpong – Directly Managed Tenants	
Rose Marie – MacDonald- PFI Managed Tenants	
Llana Sparks – Resident Homeowner	
Jennifer Rooney – Housing Associations Resident	
Sheila McBirnie –Tenant Led Organisations	

**2. FUTURE MEETING DATES**

11 September 2014	06 November 2014	22 January 2015	19 March 2015
14 May 2015			

**3. TERMS OF REFERENCE OF THE HOUSING EXECUTIVE****Housing Executive**

The Housing Executive is an advisory committee to the Executive established under the Local Government Act 1972 s102(3)

## **Composition**

Executive Member for Housing – Chair

Councillors appointed in accordance with the political balance rules

The following voting representatives –

- (a) Two directly managed tenants, one elected from the south of the borough and one from the north
- (b) One tenant elected from tenants managed by Partners for Improvement in Islington
- (c) One tenant elected from Tenant Management Organisation managed tenants
- (d) One tenant elected from resident leaseholders, shared owners and service charge paying freeholders
- (e) One tenant selected from housing association tenants in Islington
- (f) The Residents Champion elected by the Residents' Improvement Taskforce

**Quorum** – The quorum of the Committee is 4 Members

## **Terms of Reference**

- 1. To provide advice to the Council's Executive in relation to any aspect of its housing related functions and services**
- 2. To consider and make recommendations to the Executive, the Executive Member for Housing and to Corporate Directors or other Council officers with relevant delegated authority in relation to other functions and services directly affecting any aspect of its housing related services**
- 3. To consider and make recommendations to the Executive , the Executive Member for Housing and to Corporate Directors or other Council officers with relevant delegated authority in relation to other functions and services directly affecting any aspect of its housing landlord functions and services**
- 4. To develop an annual action plan for its activities based on recommendations from the Residents' Improvement Taskforce**
- 5. To review the operation and effectiveness of the Council's resident engagement arrangements from time to time, including the composition and operation of the Housing Executive itself.**



Report of: Executive Member(s) for/ or Director (if Joint Board/committees)

Meeting of: Housing Executive	Date	Agenda item	Ward(s)
	3 <sup>rd</sup> July 2014		

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## SUBJECT: ESTATE PARKING

### 1. Synopsis

- 1.1 Included in this report is the consultation we have taken to Tenants and Residents Panels during June and July on matters relating to Estate parking.

### 2. Recommendations

**As part of this consultation we seek the Housing Executive's views on the following possibilities:**

- 2.1 Introduce GIS maps of estate car parks that display availability of vacant parking spaces.
- 2.2 Replace waiting lists with a message system that automatically alerts customers when a suitable parking space becomes available.
- 2.3 Simplify estate parking pricing arrangements and increase charges for non-residents.
- 2.4 Simplify application process and permit arrangements.
- 2.5 Review the effectiveness of current visitor parking arrangements.
- 2.6 Consider replacing the exclusive use of a specific numbered bay with the sale of permits that are valid for use in any available space.

### 3. Background

- 3.1 It has been several years since we last reviewed estate parking and consulted with residents on potential for change.
- 3.2 The current estate parking system is based on the allocation of individually numbered parking spaces.
- 3.3 Customers apply for estate parking spaces through Area Housing Offices, in person, by post or online. Once a space is allocated they pay a weekly rent and receive parking permits to display in vehicles.

- 3.4 Permits are renewed every two years. Currently customers can do this on-line, by post or in person. We are currently introducing the automatic renewal of permits.
- 3.5 Prices for estate parking vary according to the carbon emissions of the vehicle and whether the customer is an Islington Council resident or not. Islington Council residents who are disabled receive discounts of 50% - 100%. The current pricing calculator is attached at Appendix A.
- 3.6 The income from estate parking rents is deposited in to the Housing Revenues Account (HRA) and is used to fund estate services and maintenance.
- 3.7 There are vacant parking spaces on some estates and waiting lists for spaces on other estates.
- 3.8 Visitor spaces are provided on a minority of estates where demand for numbered spaces is lower. Visitor permits for use in visitor spaces are issued free to residents of that estate only.

#### **4 AREAS WHERE WE SEEK PANEL VIEWS:**

##### **4.1 Estate Parking availability**

Currently the location of vacant parking spaces is known internally by specialist staff, with the information accessible to the public by phone and email.

Option 1: Continue with the current system.

Option 2: Develop interactive GIS maps of estate car parks that display availability and have search features to assist the public in identifying suitable parking spaces.

##### **4.2 Waiting Lists**

At the moment there are around 700 customers on the waiting list. The current system allows customers to 'wait' for one particular numbered space.

Option 1: Continue with the current system.

Option 2: Replace the current waiting list system with a simpler and faster automatic alert message system. When a space becomes available the system uses the allocation policy to select the highest priority customer and offer it to them. Islington council residents always receive the highest priority.

##### **4.3 Estate parking prices**

At the moment parking prices are based on vehicle emissions and increase annually for both residents and non-residents at the same rate, the 2014-15 increase is around 3.2% (linked to inflation).

Option 1: Continue with existing pricing system.

Option 2: Simplified pricing system; not using emission banding or reduced number of bands.

Option 3: Consider increasing the price for non-residents to make it more competitive with private car parks in the borough and increase the income for the council<sup>i</sup>.

Option 4: Increase the price of parking according to local demand for non-residents

##### **4.4 Application process**

At the moment a customer could rent a space for as short a period as 7 days. There are resource costs to the council associated with setting up a new customer on the system.

Option 1: Continue with the current system.

Option 2: Suggestion to make the application process more efficient and cost effective include a minimum rental period of one month and an upfront payment taken at the point of making the application, to secure the space while documents are checked.



#### 4.5 Permits

Currently customers are given a paper permit to display in the windscreen. This is a paper-based resource intensive system.

Option 1: Continue with the paper based permit system.

Option 2: Replace paper permits with E-permits, as has been done already on public highways.

#### 4.6 Visitor bays

There are 30 estates in the borough that have allocated around 200 visitor bays; residents are able to allow friends/relatives to park in the bays for free. There have been many complaints associated with the system as it is open to mis-use, with some residents/ visitors using the spaces regularly.

Option 1: Continue with the current system.

Option 2: Introduce a charge to minimise risk of mis-use.

Option 3: Limit visitors permits based on a certain number per annum

Option 4: Have no more visitor bays on estates

#### 4.7 Numbered bays

Islington is one of the few boroughs to retain individually numbered parking bays and the only borough with this as the widespread system.

Option 1: Continue with the current system of individually numbered bays.

Option 2: Remove individually numbered bays and replace with a zoned estate bay system, with permits valid on any available space on the estate(s). Consideration would be provided to priority spaces for disabled badge users, as on public roads.

### 5. **Implications**

#### 5.1 **Financial implications:**

Most of the changes are expected to increase income into the HRA as it will be easier and fairer to market available spaces to resident and non-residents looking for parking.

There will be additional savings to the HRA from removing the management of the current waiting list and simplifying the application process making it less resource intensive and allowing customers to apply online.

There will a reduction in charges to residents and a subsequent decrease in income to the HRA if the system of allocated numbered bays is replaced with a zoned estate bay system as the annual charge to customers per year will be lower in line with current street parking permit charges.

### 6. **Conclusion and reasons for recommendations**

#### 6.1 Estate parking is under review in light of budget cuts and the following issues:

- Current system of numbered bays and garages is costly to run and difficult to manage.
- Around 5,300 spaces are currently rented with a further 1,400 vacant and available to rent. The council is keen to market availability and increase income into the HRA.
- Currently availability of vacant parking spaces is not widely publicised.
- The application process is lengthy and requires a visit by the customer during office hours

to provide personal documents, sign the agreement and receive paper permits.

- There are concerns with the distribution and usage of visitor parking spaces.

6.2 Possible benefits of potential changes include the following:

- Increased income into the HRA. Private car parks operated by NCP in south Islington cost £25 per day/ £125.00 per week. A non –resident renting an estate parking space in Islington currently pays £3.30- £9.66 per week.
- Benefit to Islington residents by increasing use of available estate parking spaces.
- Improved administrative efficiency and greater convenience for customers.
- Improved fairness around the current system of visitor bays.
- Simplified, faster and more accessible application process.

6.3 We will be collecting all feedback and any changes will return to panels and the executive for further more detailed consultation.

Final report clearance:

**Signed by:**

Director for Joint Board/Committees or Exec Member if going to the Executive	Date
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**Received by:**

Head of Democratic Services	Date
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Report Author: David Hutchison, Estate Parking Manager  
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Email: [david.hutchison@islington.gov.uk](mailto:david.hutchison@islington.gov.uk)

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Housing and Adult Social Services  
Northway House, 257 Upper Street, London, N1 1RU

**Report of:** Corporate Director of Housing & Adult Social Services

Meeting of	Date	Agenda Item	Ward(s)
Housing Executive	3 <sup>rd</sup> July 2014		All

Delete as appropriate	<del>Exempt</del>	Non-exempt
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## **SUBJECT: ACTION PLAN IN RESPONSE TO MAJOR WORKS CONSULTATION SERVICE REVIEW**

### **1. Synopsis**

- 1.1 This report advises the Housing Executive on the progress of the actions the council has taken in response to the Resident Improvement Taskforces' Major Works Consultation Service Review which was received by the Housing Executive on 16<sup>th</sup> January 2014.

### **2. Recommendations**

- 2.1 That the Housing Executive notes the current progress made against the action plan in Appendix A.
- 2.2 That the Housing Executive **receive another** update on progress against the plan at their meeting in September and further updates at alternate meetings until the actions are completed or resolved to allow them to monitor progress against the action plan.

### **3. Background**

- 3.1 The Residents' Improvement Taskforce carried out a review of Major Work's consultation. Inconsistencies with the major works communication process were highlighted as an issue at resident's meetings and Taskforce surgeries. The review aimed to improve the consistency of the major works communication process to make it more consistent and effective for all residents.

3.2 In January 2014 the Taskforce reported on their service review making some key recommendations:

**Improve the clarity, quality, timing and consistency of the information provided to residents so that they are able to influence the scope of the proposed works including:**

- Taking a more imaginative approach to planning public meetings to make them more attractive to a wider range of residents.
- Ensuring the major works survey provides value for money, is relevant to residents and is effective and useful.
- Improving the monitoring of procedures so there is more confidence that they are being followed.
- Improving the quality and timing of information sent to leaseholders.

**Sustained good communication whilst on site and after care including:**

- Ensuring lessons are learnt from complaints and that they are monitored effectively, and dealt with consistently.
- Improving the quality of letters and written explanations of the snagging and defects procedures.
- Better consideration of vulnerable and disabled resident's needs.
- The major works sections of the website should be reviewed with input from residents.
- There should be a bigger presence of the Resident Liaison Officer on site with a greater flexibility in their role.

3.3 The Residents' Improvement Taskforce will continue to monitor progress against the action plan on a six monthly basis until actions are complete. The Taskforce will be asked to raise any issues of concern with the Housing Executive through the Residents' Champions reports back to the Housing Executive.

3.4 Financial, legal or equalities implications related to items on the action plan are picked up within the action plan update attached.

## **4. Implications**

### **4.1 Financial Implications**

4.1.1 Expenditure on major works includes investment in the cyclical improvements programme (e.g. roofs, windows, kitchens and bathrooms) and in mechanical and electrical engineering projects (e.g. heating, lifts and electrical safety jobs). This expenditure is charged to the housing capital programme the majority of which is funded from the Housing Revenue Account through the Major Repairs Reserve. The major works budget for 2013-14 was £36.7m (Outturn £38.4m); that for 2014-15 is expected to be £39.1m (Current budget now £38.0m); and that envisaged for the seven year period 2014-2021 is estimated to be an average of £40m a year. The proposed changes to processes and information flows should improve the effectiveness of delivering the major works projects and consequently ensure the budget is spent more efficiently.

## 4.2 Legal Implications

4.2.1 There are no legal implications arising directly from this report

## 4.3 Resident Impact Assessment

The council must, in the exercise of its functions, have due regard to the need to eliminate discrimination, harassment and victimisation, and to advance equality of opportunity, and foster good relations, between those who share a relevant protected characteristic and those who do not share it (section 149 Equality Act 2010). The council has a duty to have due regard to the need to remove or minimise disadvantages, take steps to meet needs, in particular steps to take account of disabled persons' disabilities, and encourage people to participate in public life. The council must have due regard to the need to tackle prejudice and promote understanding.

A resident impact assessment will be carried out for any aspect of the action plan that will result in significant changes to services.

## 4.4 Environmental Implications

There are no environmental implications arising directly from this report but the environmental implications will need to be considered in developing detailed proposals.

## 5. Conclusion and reasons for recommendation

5.1 No change from what was reported on the 13<sup>th</sup> March 2014.

### Background papers:

Resident Improvement Taskforce Communal Repairs Service Review Report January 2014

### Final Report Clearance

**Signed by** Corporate Director of Housing & Adult Social Services      **Date:**

**Received by** Head of Democratic Services      **Date**

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Update V13 19<sup>th</sup> June 2014

Action plan 2014/15 Resident Taskforce review Major Works

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Service Area	Objective	Required outcome/success criteria	Actions	Responsible Officer/ Team	Target date	Milestones/ progress
1 <b>COMPLAINTS</b>	Develop clear guidelines for residents on making a complaint during and after completion of Major Works programme	Improved resident information on the major works complaints process	1.1 Develop clear guidelines on how residents can make a complaint about Major Works	Consultation Team & Customer Excellence Team (CEXT)	June 14	<p>Clear guidelines are set out on the Islington Council Webpages and promoted in our Contractors newsletters which are issued to residents monthly whilst improvement works are taking place on site.</p> <p>See links below:  <a href="http://www.islington.gov.uk/about/contact-complaints/involvedcomplaints/Pages/complaints.aspx">http://www.islington.gov.uk/about/contact-complaints/involvedcomplaints/Pages/complaints.aspx</a>  <a href="\\Lbiuser01\users03\brenda rodney\Brenda Rodney\2012-2013 Cyclical improvements\BP22 - CLERKENWELL\NEWSLETTER\Newsletter - Phase 22 - Brunswick Estate June 2014 - Issue 11.pdf">\\Lbiuser01\users03\brenda rodney\Brenda Rodney\2012-2013 Cyclical improvements\BP22 - CLERKENWELL\NEWSLETTER\Newsletter - Phase 22 - Brunswick Estate June 2014 - Issue 11.pdf</a></p> <p>Consultation Team now include information at resident meetings regarding the complaint process.</p> <p>17/6/2014 milestone completed</p>
		Improved resident satisfaction in rectifying major works complaints.	1.2 Major works complaints should not be signed off until all work to rectify the problem has been completed.	Customer Excellence Team	June 14	<p>The Customer Excellence Team will re-introduce the follow up action within the complaints process.</p> <p>Monthly report on complaints against contractors and property services to be issued to the Consultation Team to ensure complaints are monitored, lessons are learnt and follow on actions are resolved</p>
		Improved roles and responsibilities for contractors and the council	1.3 The Consultation Team should be more involved in major works complaints and with the Customer Excellence Team monitor all major works related complaints.	CEXT & Consultation Team	June 14	<p>Consultation officers actively assist in collating the responses</p> <p>Following meeting on the 16.06.14 The Customer Excellence Team have now agreed to ensure a copy of the final response is sent to Consultation Team so the details can be recorded.</p> <p>17/6/2014 milestone completed</p>

Service Area	Objective	Required outcome/success criteria	Actions	Responsible Officer/ Team	Target date	Milestones/ progress
1 COMPLAINTS	Develop clear guidelines for residents on making a complaint during and after completion of Major Works programme	Improved service from staff to address residents issues at an early stage of complaint	1.4 The Consultation Team should regularly review onsite complaints book	Consultation Team and Capital Program Delivery Team	June 14	This is incorporated in Site meetings see item 3.1 under heading Community Issues example in link below:  <a href="\\lbuser01\users03\brenda_rodney\Brenda_Rodney\2012-2013_Cyclical_improvements\BP22 - CLERKENWELL\Scheme 22 Meeting Notes_March 2014.pdf">\\lbuser01\users03\brenda_rodney\Brenda_Rodney\2012-2013_Cyclical_improvements\BP22 - CLERKENWELL\Scheme 22 Meeting Notes_March 2014.pdf</a>  17/6/2014 milestone completed
		Improved monitoring and learning from complaints referencing major works made by residents on site and through the Islington Council complaints scheme.	Contracts to be reviewed following completion to discuss where lessons can be learned to improve services.	Capital Program Delivery Team Group Leaders	October 14	Under Review by the Capital Programme Delivery Team, Property Services.  Resident Engagement Team to develop a template review process for this.
	Develop clear guidelines for residents on making a complaint during and after completion of Major Works programme	Residents should be aware how and who to contact when making a complaint both during and after Major Works take place.	1.5 Review roles and responsibilities and ensure that both are complementary between contractor and the Council in dealing with resident complaints.	Consultation Team Customer Excellence Team	Sept 14	Under Review by the Consultation Team
			1.6 Review current information provided on the complaints process at introductory meetings and resident information packs.	Consultation Team and Group Leader's	Sept 14	This has now been reviewed:- Clear guidelines are set out on the Islington Council Webpages and promoted in our Contractors newsletters which are issued to residents monthly whilst improvement works are taking place on site.  See links below: <a href="http://www.islington.gov.uk/about/contact-complaints/involvedcomplaints/Pages/complaints.aspx">http://www.islington.gov.uk/about/contact-complaints/involvedcomplaints/Pages/complaints.aspx</a>  <a href="\\lbuser01\users03\brenda_rodney\Brenda_Rodney\2012-2013_Cyclical_improvements\BP22 - CLERKENWELL\NEWSLETTER\Newsletter - Phase 22 - Brunswick Estate June 2014 - Issue 11.pdf">\\lbuser01\users03\brenda_rodney\Brenda_Rodney\2012-2013_Cyclical_improvements\BP22 - CLERKENWELL\NEWSLETTER\Newsletter - Phase 22 - Brunswick Estate June 2014 - Issue 11.pdf</a>  Consultation Officer's include information at resident meetings regarding the complaint process.  17/6/2014 milestone completed
		1.7 Encourage staff to resolve issues at an early stage and to take ownership of situations.	All involved in major works programme	Aug 14	This is on-going and reiterated at Site Meetings and Team Meetings.  17/6/2014 milestone completed	



Service Area	Objective	Required outcome/success criteria	Actions	Responsible Officer/ Team	Target date	Milestones/ progress
2 LETTERS	Improve written communications with residents undergoing major works improvement programmes	Improved resident satisfaction with communications issued to residents before, during and after major work improvement programmes	2.1 All letter templates to be reviewed by the SDT and Taskforce Team to ensure they are polite, friendly and written in plain English.	Resident engagement Team & Taskforce Team	June 14	<b>Under Review by the Resident Engagement Team and residents</b>  <a href="http://hfisdlsrv01/qms/html/rc.htm">http://hfisdlsrv01/qms/html/rc.htm</a>  <a href="http://hfisdlsrv01/qms/html/rcfra.htm">http://hfisdlsrv01/qms/html/rcfra.htm</a>
			Staff training to be provided for all relevant staff in letter writing and plain English principles	Resident Engagement Team	June 14	<b>Resident Engagement Team to investigate online training for all staff involved in Major Works.</b>
		2.2 Review timescales for resident letters and ensure that all be sent out addressed to a named individual	Resident engagement Team	Sept 14	<b>Under Review by the Resident Engagement Team and residents</b>  <b>Team refer to latest information when sending out mail merges from Islington. We do not have names for tenants of non-resident leaseholders</b>	
		Improved resident understanding of snagging and defects procedures and timescales  Earlier notifications for tenants and leaseholders on indicative costs	2.3 Review current communications around snagging and defects including clear definitions of each and when and how they will be happening.	Consultation Team/Resident Engagement Team	Sept 14	<b>Under Review by the Consultation Team and Resident Engagement Team and residents</b>
		2.4 Investigate current good practice of aftercare booklets currently issued to residents on internal works to see if the format can be replicated for issue for external works	Service Development Team	Sept 14	<b>Under Review by the Service Development Team.</b>	

Service Area	Objective	Required outcome/success criteria	Actions	Responsible Officer/ Team	Target date	Milestones/ progress	
2 LETTERS	Improve written communications with residents undergoing major works improvement programmes	Residents should be able to understand what works are taking place where they live.	2.5 Investigate if tenants (as well as leaseholders) can be sent an indicative unit costs letter (with the caveat costs changed.	Aiden Stapleton in conjunction with Kevin Byrne	Sept 14	Following discussion between the Consultation Team and Housing Investment Team it has been agreed that Indicative costs will only be issued to leaseholders , as there is no added value providing this information to tenants.  17/6/2014 milestone completed	
			2.6 Investigate if leaseholders can be given indicative cost earlier	Consultation Team, in conjunction with Project Manager (CR) Homeownership & Group Leader.	Sept 14	This has been looked and it is not possible to get indicatives costs out any sooner.  17/6/2014 milestone completed	
3 PROCEDURES	Improve procedures to show consistent approach in terms of monitoring and timescales as well as contractor information.	Improve resident satisfaction with the communications on major work improvement programmes	3.1 Review procedures for all contract types so that they show clear and consistent timescales.	Group Leader, Consultation Team, Housing Investment	June 14  Sept 14	Under Review by the Capital Programme Delivery Team Property Services and The Housing Investment Team  Reviewing M&E and Cyclical programme timescales	
			Improved monitoring of contracts by managers	3.2 Review how current contracts are monitored by managers and when.	Group Leaders and Project Managers Capital program Delivery Team & Consultation Team.	June 14	Programme in place Housing Investment Team have monthly call overs with project Managers and Consultation officers on all live contracts.  Project managers have monthly site meetings on each contract to monitor progress  Quarterly Core group meetings are held on Mears and Breyer contracts  Under Review by the Capital Programme Delivery Team Property Services and The Housing Investment Team
			Improved website information	3.3 Investigate a resident co-produced resident friendly procedure to be put on the website.	Resident Engagement Team	Sept 14	Webpages went live from the 2 <sup>nd</sup> June 2014. See link below. <a href="http://www.islington.gov.uk/services/housing/counciltenantsandleaseholders/repairs-and-improvements/works-on-your-home/Pages/default.aspx">http://www.islington.gov.uk/services/housing/counciltenantsandleaseholders/repairs-and-improvements/works-on-your-home/Pages/default.aspx</a>  Under Review by the Resident Engagement Team with residents
			Improved information to contractor before commencement of works	3.4 Ensure that information is issued to contractors before works commence	Housing Investment Team & Capital program Delivery Team	June 14	Under Review by the Capital Programme Delivery Team Property Services and The Housing Investment Team

Service Area	Objective	Required outcome/success criteria	Actions	Responsible Officer/ Team	Target date	Milestones/ progress
4 <b>CUSTOMER FEEDBACK SURVEY</b>	Improve Customer feedback and learning for major works improvement programmes.	Review of current feedback mechanisms	4.1 Review survey questions and assess if current method provides value for money.	Resident Engagement Team	July 14	<b>Under Review by the Resident Engagement Team with residents</b>
			4.2 Publish feedback and actions taken from feedback on the website.	<b>Consultation Team</b>	Jun 14 Nov 14	<b>Under Review by the Consultation Team</b> <b>This is dependent on feedback been analysed</b>
			4.3 Review the defects response card and method for return	Resident Engagement Team	<b>July 2014</b>	<b>Under Review by the Resident Engagement Team with residents</b>
5 <b>COMMUNICATING WITH VULNERABLE RESIDENTS</b>	Improve service to vulnerable residents when major works programmes are being delivered	Improved satisfaction from vulnerable residents when they are undergoing major works improvements	5.1 Review how aids and adaptations are taken into account when carrying out major works.	Resident Engagement Team & Consultation Team	<b>Oct 14</b>	<b>Under Review by the Consultation Team and Resident Engagement Team</b>
	Improve information provided to contractors where works involve vulnerable residents	Improved customer care standards from contractors especially when accessing homes where there are vulnerable residents	5.2 Review the timescales and improve the information provided to contractors on vulnerable and disabled residents	Resident Engagement Team & Consultation Team	<b>Oct 14</b>	<b>Under Review by the Consultation Team and Resident Engagement Team</b>
	Improve information is provided to vulnerable residents.		5.3 Review information provided to vulnerable and disabled residents about snagging and defects procedures	Resident Engagement Team & Consultation Team	<b>Oct 14</b>	<b>Under Review by the Consultation Team and Resident Engagement Team and residents</b>

Service Area	Objective	Required outcome/success criteria	Actions	Responsible Officer/ Team	Target date	Milestones/ progress
<b>5 COMMUNICATING WITH VUNERABLE RESIDENTS CONT.</b>	Improve customer care provided by contractors for vulnerable residents.	Vulnerable residents provided with the required customer service levels to meet their needs.	5.4 Review contractor customer care standards	Resident Engagement Team	<b>Oct 14</b>	<b>Under Review by the Resident Engagement Team and residents</b>
<b>6 WEBSITE</b>	Improve resident information on the Islington website	Increased number of residents accessing the major works area of the website.	6.1 With residents review the major works area on the website. Publish plans for and outcomes of review.	Service Delivery, Consultation Team, Housing Investment Team.	<b>Oct 14</b>	<b>Under Review by the Resident Engagement Team and residents</b>
			6.2 Investigate how estate profiles can include minutes of meetings	Consultation Officer	<b>Oct 14</b>	<b>Consultation Team add minutes to the relevant block on work on your home webpages. Minutes of public meetings are sent to all residents at their postal address.</b>
			6.3 Provide the Asset Management and Capital Improvement Plan on website	Housing Investment Team	<del>June 14</del> <b>Sept 14</b>	<b>Under Review by the Consultation Team and Housing Investment Team</b>  <b>Require additional time to prepare</b>
			6.4 Ensure that the website has clear, regularly updated information which allows residents to see what works are planned for their estate and when	Consultation Officer/Housing Investment and Homeownership Team	<b>June 14</b>	<b>Under Review by the Resident Engagement Team and residents</b>

Service Area	Objective	Required outcome/success criteria	Actions	Responsible Officer/ Team	Target date	Milestones/ progress
<b>7 CONSULTATION MEETINGS</b>	Improve the format and attendance at consultation events	Improve information, publicity and attendance at estate consultation events. Improve information, publicity and attendance at estate consultation events.	7.1 Ensure that all residents are actively encouraged to attend estate consultation meetings.	Consultation Officer, Service Development, Housing Investment & Capital Programme Delivery Team.	Sept 14	<b>Under Review by the Consultation Team and Resident Engagement Team and residents</b>
			7.2 Review how minutes are issued and publicised to all residents. Ensure a consistent approach instigated	Service Development Team	<b>Jun 14</b>	<b>Under Review by the Service Development Team.</b>
			7.3 Work with the Residents Engagement Team to explore how residents can be encouraged to attend meetings and make them more friendly and interesting. Also how to engage TRAs/estate groups	Consultation Officer, Service Development Team & Homeowners hip	<b>Sept 14</b>	<b>Under Review by the Consultation Team and Resident Engagement Team and residents</b>
			7.4 Investigate good practice seen by Taskforce at Half Moon re: resident consultation events and on site information	Consultation Officer, Service Development Team & Homeowners hip	<b>June 14</b>	<b>This practice has been adopted.</b>  <b>We have used the facilities of the TMO for site meetings and resident consultation</b>  <b>17/6/2014 milestone completed</b>

Service Area	Objective	Required outcome/success criteria	Actions	Responsible Officer/ Team	Target date	Milestones/ progress
<b>7 CONSULTATION MEETINGS CONT.</b>	Improve the format and attendance at consultation events	Improve information, publicity and attendance at estate consultation events	7.5 Review how residents are 're-consulted' where there are changes to major works programmes.	Resident Engagement Team	<del>April 14</del> & on-going Sept 14	<b>Under Review by the Resident Engagement Team and residents</b>  Residents are written to where there are delays in getting projects on site
			7.6 Plan consultation meetings with TRAs/interested resident groups using different ways to get people involved.	Resident Engagement Team	<b>Dec 14</b>	<b>Under Review by the Resident Engagement Team and residents</b>
			7.7 Review checklist with staff to ensure that venues are accessible and make full use of local venues	Consultation Officer & Resident Engagement Team	<b>Sept 14</b>	<b>Under Review by the Resident Engagement Team</b>
			7.8 Investigate how to use current media techniques to let residents know about upcoming meetings.	Consultation Team	<b>Dec14</b>	<b>Under Review by the Consultation Team and Resident Engagement Team</b>
<b>8 ONSITE</b>	Improve resident communications when major improvement works are on site	Improved access for residents to key staff and facilities when a major works programme is on site	8.1 Increase and publicise availability for residents to consultation officers, site managers and RLOs.	Capital Programme Delivery		<b>Contract Project sign Boards erected whilst works on site.</b>  <b>17/6/2014 milestone completed</b>
			Improved appointments process for residents.	8.2 Investigate the provision of Freephone number.	Consultation Officer	

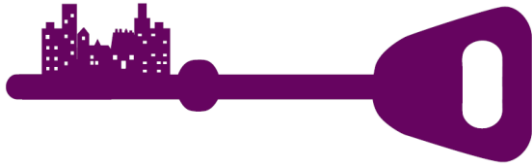
Service Area	Objective	Required outcome/success criteria	Actions	Responsible Officer/ Team	Target date	Milestones/ progress
<b>8 ONSITE CONT.</b>	Improve local estate knowledge to enhance contractor knowledge and improve	Improved local information for contractors, estate services and consultation staff	8.3 Review local facilities are used for respite during works.	Consultation Officer/Capital Delivery and Service Development Team	<b>Dec 14</b>	<b>Under Review by the Resident Engagement Team and Consultation Team</b>
	Improve resident communications when major improvement works are on site	Improved support from RLO's and contracted staff	8.4 Review on site appointment process, flexible appointments and include how residents sign off work.	Capital Programme Delivery and Consultation Officer	<b>Dec 14 – on-going</b>	<b>Under Review by the Capital Programme Delivery Team, Property Services.</b>
	Improve local estate knowledge to enhance contractor knowledge and improve.	Improved support from RLO's and contracted staff	8.5 Review process for pre work walkabouts to include local reps, estate services and contractors.	Capital Programme Delivery/ Service Delivery and Consultation Officer	<b>June 14</b>	<b>The Consultation Officer organises this.</b>  <b>17/6/2014 milestone completed</b>
		Improved access for residents to key staff and facilities when a major works programme is on site	8.6 Review the process of how each RLOs work is agreed so that a more local service is delivered.	Group Leaders from capital Program Delivery Team	Sept 14	<b>Under Review by the Capital Programme Delivery Team, Property Services.,</b>

Service Area	Objective	Required outcome/success criteria	Actions	Responsible Officer/ Team	Target date	Milestones/ progress
		<p>Improved appointments process for residents.</p> <p>Improved local information for contractors, estate services and consultation staff</p> <p>Improved support from RLO's and contracted staff</p> <p>Improved sign off process with estate representatives and improved satisfaction in this area</p>	8.7 Review the sign off process for estate works with residents	Capital Programme Delivery/ Service Delivery and Consultation Officer	Dec 14	Under Review by the Service Development Team.
9 LEASEHOLDERS	Improve communications with leaseholders when there are major work improvement programmes	Increased satisfaction from leaseholders before, during and after major works programmes	9.1 Review timescale for contacting leaseholders before works begin.	Resident Engagement Team	Dec 14	Under Review by the Resident Engagement Team
		Improved information and methods of information provision to leaseholders		Home Ownership Services		Under Review by the Home Ownership Team
		Improved information on non- resident and sub-letting leaseholders				
		Improved website information for leaseholders	9.2 Review current information provided to potential leaseholders including potential costs, some FAQs and projected plans	Home Ownership Team	July 14	Under Review by the Home Ownership Team Frequently asked questions being reviewed by Resident Engagement Team



Service Area	Objective	Required outcome/success criteria	Actions	Responsible Officer/ Team	Target date	Milestones/ progress
LEASEHOLDERS CONT.	Improve communications with leaseholders when there are major work improvement programmes	Improved publicity regarding the leaseholder Pledge	9.3 Ensure the Pledge is marketed more widely and effectively.	Home Ownership Team	July 14	Under Review by the Home Ownership Team
		Increased satisfaction from leaseholders before, during and after major works programmes	9.4 Review contact methods for leaseholders	Home Ownership Team	July 14	Under Review by the Home Ownership Team
		Improved information and methods of information provision to leaseholders	9.5 Include and involve absent leaseholders in consultations	Service Development Team	July 14	Under Review by the Service Development Team.
			9.6 Review surveys so they are less generic and more specific for individual blocks and before indicative costs are sent.	Capital Program Delivery	July 14	Under Review by the Capital Programme Delivery Team Property Services
			9.7 Review ways to make initial/indicative costs more realistic from the outset.	Capital Program Delivery	Dec 14	Under Review by the Capital Programme Delivery Team, Property Services.
		Improved information on non- resident and sub-letting leaseholders	9.8 Review current database of non-resident and sub-letting leaseholder	ICT	Dec 14	Report already setup to generate a Tenants and Leaseholders list from I-World every two weeks.  17/6/2014 milestone completed

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You are the key to a better housing service

**Report of: The Residents' Improvement Taskforce**

<b>Meeting of</b>	<b>Date</b>	<b>Agenda Item</b>
Housing Executive	2 July 2014	

**SUBJECT: Residents' Taskforce Review - Support for New Tenants Service Review**

**1. Summary**

- 1.1 Support given to new tenants was identified by residents as an area for review at the Taskforce meeting on 2 October 2013. This report sets out the processes and recommendations of the third service review by the Residents' Improvement Taskforce.
- 1.2 This third review was undertaken by the Residents' Champion and Vice Champions supported by the Residents' Task Force Review Panel volunteers and facilitated by the Resident Engagement Team.

**2. Purpose of review**

- 2.1 All Taskforce service reviews aim to improve the service delivered to residents. All reviews aim to reflect the Islington Fairness Commission objectives to make Islington a fairer place to live and work by producing fair policies, fair practices and fair people.
- 2.2 This service review looked at the support the council gives to new tenants when they become an Islington Council tenant for the first time.
- 2.3 The review aims to improve the support new tenants receive and identify any areas of good practise.

**3. Terms of reference for the review**

- 3.1 This review looked at what practical support new tenants are offered in terms of the sign-up, welcome pack and subsequent home visits both before and after moving.
- 3.2 The review looked at what information was available and how new tenants could access it.

- 3.3 The review looked at whether procedures in place for supporting new tenants are consistently followed.

#### 4. Recommendations

##### 4.1 Improve the communication for the Resident Support Scheme (RSS).

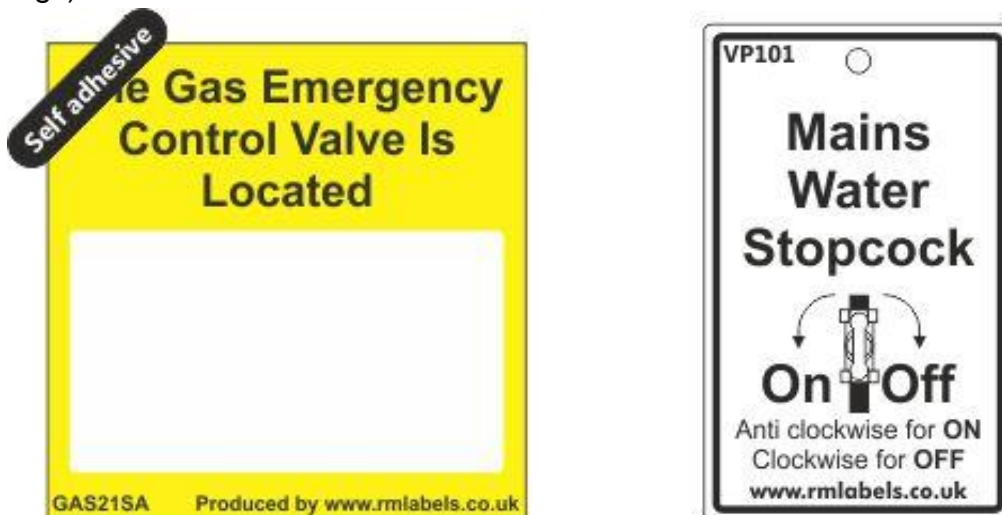
- a) Ensure staff are aware of the RSS criteria and that the process in assessment is the same across all offices. The process should be fully explained to new tenants.
- b) Investigate whether there could be more flexibility as to where the vouchers can be spent. As an alternative supplier to Argos, suggestions are Islington Bright Sparks, Curry's or PC World.
- c) Work with current partners to speed up verification process and delivery times.

##### 4.2 Make better use of the good practise being delivered by staff

- a) Staff from all the housing offices should meet regularly to share good practise on viewings, sign ups, the four week visits, learn from complaints, and review the new tenant's satisfaction survey. This should ensure the same quality standard is consistently applied across all offices.

##### 4.3 Improve the information about important services for new tenants.

- a) Include a diagram in the welcome pack indicating the location of the mains water tap (stopcock), other main utilities and meters.
- b) Ensure there are labels on the mains water tap and essential utilities (i.e plastic tags).



*Example of a plastic stopcock tag and a self adhesive gas location label*

- c) Pre-payment meters should be checked to ensure they are not in arrears before the new tenant moves in and that the key and/or card are the correct one.
- d) Ensure that utilities and heating systems are working when the tenant moves in.
- e) Ensure that new tenants are shown how to control the boiler (hot water) and central heating (and include in checklist).

- f) Investigate the possibility of carrying out the sign-up at the property so that the tenant can be shown the water stopcock and where the gas and electric meters are located (and include in checklist).
- g) Review how the council publicise the defects period.
- h) The annual gas safety check process should be explained in the sign up pack so new tenants are clear when the check is due and are aware of the legal implications. The Gas safety check needs to be clearly differentiated from gas meter check.
- i) Consider giving new tenants information about how to find local electricians and plumbers who can install ovens and washing machines.
- j) Introduce a check lists for the officer and new tenants to use at the sign-up and the 4 week home visit, for both parties to sign. This check list should cover the contents of the welcome pack, the utilities checks (gas safety differentiated and gas meter check) and 8 weeks void defects period.

#### **4.4 Improve the presentation of the information in the Tenants Welcome Pack.**

- a) Investigate putting the pack in an A4 or A5 ringed binder with an index page and laminated coloured section tabs for ease of reference similar to Partner's Tenants Handbook.
- b) Improve the front page of the pack to make it easier to understand and more appealing.
- c) Ensure the information in the pack is regularly updated and new sheets are sent to tenants.
- d) Include a summary, in plain about Islington's ASB and Harassment policy.
- e) The font size of all leaflets and documents should be a minimum of 12 point.
- f) Tenants Welcome Pack, and related information and updates, should be made available online.

#### **4.5 Improve the communication about key staff**

- a) A list of key roles (e.g. Income Recovery Officer/New Tenant Liaison Officer/Tenancy Management Advisor etc.) and their contact details should be put in the Welcome Pack
- b) Details of how to contact the caretaker and information about their duties should be in the welcome pack; and the choice given as to whether the caretaker visits them at home or not.
- c) Review the wording of the 4 week visit letter (i.e. assumption of benefits when some tenants work; make caretaker visit optional; friendly and plain English).

#### **4.6 Improve the experience for new tenants who are disabled or vulnerable.**

- a) Training on dealing with disabled, vulnerable and tenants with specific needs should be mandatory for all staff and should be updated regularly. The council should check that contractors and sub-contractors carry out this training too.
- b) If adaptations are required, consider the possibility of them being carried out before the tenant moves in.
- c) The council should be proactive in contacting Occupation Health when adaptations are required for a new tenant.

- d) The two Council databases should be consolidated so that both systems contain relevant information about access needs.

## **5 Service review methodology**

5.1 Working with the Resident Engagement Team, the Residents' Champions have established a methodology for carrying out service reviews. Whilst each Taskforce service review might be a little different, in general, they will follow the same basic steps which include the following:

- Identify and agree the scope of the review
- Identify and agree specific objectives for the review
- Identify the information and evidence that will be required
- Identify who will need to be involved, how and when
- Gather the evidence
- Evaluate the evidence
- Reality checking: speak with staff, residents and other relevant stakeholders
- Agree recommendations and draft the report

A summary of the approach taken for the review of support for new tenants is set out below:

### **5.2 Scoping the review**

5.2.1 The Taskforce presented their plans for the scope of the review to the Voids Quality Manager and a Tenancy Management Team Leader on 22 January 2014. This set out the areas of the new tenant support process that would be included in the review as well as the areas that would not be considered.

5.2.2 The scoping document sets out the terms of reference for the review as well as the timescales and methodology. The full scoping document was published on the website and is attached as Appendix 1 (page 10).

### **5.3 Developing the review timetable**

5.3.1 A timetable for the review was agreed with the Taskforce and is attached as Appendix 2 (page 14).

### **5.4 Identifying and gathering evidence**

5.4.1 The Taskforce identified the documents required for the desktop review which was to better understand the voids works communication process. Below are some examples of the documents requested and reviewed:

- Relevant policies and procedures
- Samples of letters and communication
- The New Tenants Welcome Pack

### **5.5 Reality checking**

5.5.1 To test the desktop research, the Taskforce met with residents and staff. In each case some initial questions were scripted to find out how the service was working

on the ground. The scripted questions served to provide a starting point for these meetings and are attached as Appendix 3.

5.5.2 Residents were involved in the review process and shared their experiences of the process for new tenants during two focus groups with new council tenants.

5.5.4 A series of meetings were held with council staff involved in supporting new tenants, to better understand the process, the challenges and ideas for service improvements. The meetings included both managers and staff. Full details of the meetings and who was involved can be seen in Appendix 3 (page 16).

## **6 Equality & diversity**

6.1 As part of the review, the Taskforce engaged with a range of residents who became new tenants in the last six months. The Taskforce also attended a meeting with members of the Housing Disability Panel to gather views and issues from residents.

6.2 As part of the staff interviews the Taskforce asked questions about how staff deal with issues of equalities and diversity for new tenants.

## **7 Findings**

7.1 On examining the evidence and conducting interviews the Taskforce members carrying out the review, found a number of examples where the service provided for tenants worked really well. The Taskforce feel it is important to highlight this good practise alongside suggested areas for improvement

One resident said they had contacted the repairs team three times and they had been 'very helpful' and the New Tenant Liaison Officer was 'very positive and quick'. Another resident said the process was 'all very smooth' and in 'accordance with the process' she was shown at the focus group.

Some staff reported putting people in touch with local community groups such as groups for people where English isn't their first language. Staff pointed out they often spend more time with the contractors than the tenants which they felt was the wrong balance and would like to spend more time with tenants. One area office had introduced some letters into the welcome pack to help new tenants with the defects process and getting their hot water and heating working.

Staff had a sense that new tenants might not take everything in at the viewing so some things, like the lettable voids standard, would be explained again at the sign up. They had an understanding of trying to get the balance right with giving enough information and not overwhelming the new tenant.

Some residents reported that the Welcome Pack was 'very good and helpful' and 'welcoming'. In addition the plastic container they found in their flat, containing useful emergency household items, was appreciated as a thoughtful gesture.



*Example of the household items packed in a white plastic storage container*

7.2 There was evidence from both staff and new tenants that a better understanding of the Resident Support Scheme (RSS) would be beneficial. There was evidence to suggest the scheme should be more consistently applied across all offices. During focus groups some new tenants had not heard of the scheme and thought they may have been eligible and would have found the grant very helpful. On the other hand staff reported that some new tenants thought they should be eligible when they actually weren't. If staff have a clearer understanding and the assessment is applied consistently it will make things clearer and more straight forward for staff and new tenants.

Some new tenants reported that the delivery of white goods from Argos was 'quite slow' and they 'wish the money had stretched further'. One tenant felt the whole process for a new tenant was very challenging and would like staff to 'have a little more understanding of what new tenants have to go through'. The Taskforce felt that if there was more flexibility about where the vouchers could be spent, for example buying good quality second hand goods from Bright Sparks, the value of the vouchers could go further.

7.3 Through staff interviews the Taskforce learnt that different practises were carried out in different area offices. One area office had introduced two new letters in their welcome pack. The first letter explained the defects period process, beneficial to new tenants who didn't understand it. The second letter explained what the tenant should ask the operative to do when they re-commission the gas to ensure the boiler and heating system work. This would have been beneficial to those new tenants who reported that their boiler didn't work when they first moved in. Some offices have a checklist at the viewing to explain if the property is managed by a TMO and to give details of the nearest GP etc. Whilst the Taskforce appreciate that different practices do develop in different area offices, they feel this good practise could be shared by way of regular meetings between offices.

7.4 There is a discrepancy between theory and practise when it comes to showing new tenants where gas and electricity meters and the mains water supply are. Team leaders were sure all staff do this. However staff carrying out viewings and



sign ups reported they didn't all do it. It was explained that some offices carry out group viewings which make it difficult to show the meters. Two tenants reported the escorted viewing staff to be unhelpful and unable to answer questions about the property. The Taskforce are aware there is an 'Accompanied Viewing Observation Checklist' but evidence suggested this was not used consistently.

One tenant found the pre-payment gas meter to be in debt when she moved. It swallowed all her money up before she was in credit and reported 'it was a nightmare to sort out'. One tenant was 'very confused about the threatening letter about the gas check when someone had been round already to read the meter'. One resident didn't understand about getting his gas oven connected so it has sat unused in his kitchen. Other residents reported that their boiler was not working when they moved in. The Taskforce felt more support could be given to help these tenants.

Staff explained that not all residents read the report that explains the voids defects period so they don't necessarily understand the process. Tenants backed this up at focus groups reporting they didn't understand what a repair was and what a voids defect period was. This can be a problem as they are reported differently.

7.5 The Taskforce reviewed the look and content of the new tenants 'Welcome Pack'. They felt the current pack was not user friendly. It is made up of an A4 plastic wallet with loose sheets that are not numbered or in clear sequential order. Some of the leaflets are printed in 10 point font which would be hard for some residents to read.

7.6 Team leaders reported that new tenants always meet the Income Recovery Officer (IRO) but some tenants reported they had not met one or and didn't know who they were. 'I had to ask about housing benefit' reported one new tenant. Another wished the officer has been clearer about how the direct debit worked. One resident felt the sign up staff did not listen to her and gave her the wrong information about getting help for a buying a bed and sofa. Several new tenants reported they had not met their New Tenant Liaison Officers. Not all new tenants had met their caretaker and one tenant felt under pressure to let the caretaker into her home when she was not comfortable with this. Therefore some more work needs to be done in identifying key staff for new tenants.

Residents felt the 4 week visit letter implied all tenants were in receipt of benefits; this was not always the case so they felt the letter could be reworded.

7.7 Discussion with representatives from the Housing Disability Panel revealed a feeling that some staff were not aware or understanding enough about disability. This was a particular issue where there was a 'hidden' disability and where contractors or sub-contractors were involved. There was a question as to whether the council checked if equalities training was carried out by contractors and sub-contractors.

There were issues about getting adaptations carried out when one tenant first moved in, resulting in her living in a property unfit for her needs for some time. The tenant felt it would be beneficial to disabled tenants if adaptations could be carried out prior to tenants moving in.

Another resident spent an unnecessarily long time in hospital while adaptations were being carried out in her home and got into rent arrears.

The Taskforce are now aware that the way adapted properties are allocated has changed since these tenants moved into their new home.

## **8 Conclusions**

- 8.1 The Taskforce recommendations are based on the evidence and feedback provided by residents and staff during the review. Set out below are some of the suggestions for improvements which the Housing Executive should consider when reviewing the action plan staff have developed.

The primary aim of the action plan is to find solutions to the areas highlighted for improvement by the Taskforce. Where suggestions for improvements are difficult, not practical to implement, or would not provide value for money officers will look at alternatives they can implement in order to achieve the aim that has been highlighted by the Taskforce.

**8.1.1 Improve the communication for the Resident Support Scheme (RSS).**

Ensure staff are aware of the criteria for the RSS. Consider alternative ways to spend the RSS so that the money can stretch further for new tenants.

**8.1.2 Make better use of the good practise being delivered by staff.**

The good practise being carried out should be shared regularly across all area offices creating a fair and equitable service for all tenants.

**8.1.3 Improve the information about important services for new tenants.**

Knowing where the mains water tap and gas and electric meters are can make a big difference to new tenants. It's also important that the council ensure all these services work for when a tenant moves in.

**8.1.4 Improve the presentation of the information in the Tenants Welcome Pack.**

To have a ringed binder with clear indexed documents instead of loose sheets of information in a folder.

**8.1.5 Improve the communication about key staff**

All new tenants should know who key staff are, how to contact them and be given an opportunity to meet them.

**8.1.6 Improve the experience for new tenants who are disabled or vulnerable.**

Despite being highlighted in previous reviews and through other avenues, disabled residents still feel there could be improvements in the way they are dealt with by council staff and their contractors.

## **9. Next steps**

- 9.1 The Taskforce recommendations will be built into an action plan which will be drafted by council officers for consideration of the Housing Executive at their meeting in July 2014.

## 10 Acknowledgments

- 10.1 The Taskforce would like to thank the residents that took the time to share their views and experiences, providing positive input and ideas for improving the communal repairs service.
- 10.2 The Resident's Champions would like to thank the Taskforce Review Panel for their time, commitment, ideas and support during this review.
- 10.3 The Taskforce would also like to thank all of the staff that participated in the review for their cooperation and positive input.

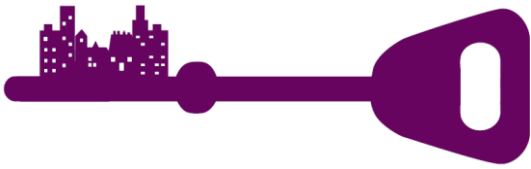
### Appendices:

- Appendix 1 – New Tenant Support Scoping Document
- Appendix 2 – New tenant Support Service Review Timetable
- Appendix 3 – Scripted questions for reality checking meetings
- Appendix 4 – New Tenant Support Recommendations

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**Taskforce** – Susanne Lamido, Luigi Indri, Georgia Constantinou, Sam Redie, and Tracey Willoughby

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**Appendix 1**

**Resident Improvement Taskforce**

**Service Review Scoping Document**

This document is completed at the beginning of every Resident Improvement Taskforce (Taskforce) service review and is referred to throughout the review process. The completed scoping document informs the Service Review Timetable.

1. Title of Service Review	Support for New Tenants and Tenants that are Downsizing
2. Purpose of the review	<p>All of the Taskforce service reviews set out to improve the service delivered to tenants and residents.</p> <p>All reviews shall reflect the Islington Fairness Commission objectives to make Islington a fairer place to live and work by producing fair policies and fair practices.</p> <p>This service review will look at the support the council provides to tenants once they have decided or agreed to downsize to a smaller home until six months after they have moved. It will also look at the support the council provides to new tenants from the time they choose their new home until six months after they move in.</p>
3. Taskforce Review Group members	<p>Theresa Coyle MBE (Residents' Champion)          Peter Owen (Residents' Vice-Champion)          Violet Oruwari-Mccabe (Residents' Vice-Champion)          Review Panel Members:          Tracey Willoughby, Susanne Lamido, Georgia Constantinou, Luigi Indri, Yvonne Quinn and Sam Reddie.</p>
4. Expected timescale for the review	From 30 January 2014 – April 2014 Housing Executive
5. Terms of reference for review	<p>This review will look at:</p> <ul style="list-style-type: none"> <li>• What options and incentives are available for tenants who are downsizing and what the criteria are.</li> <li>• What incentives and practical support are offered prior to moving, during the moving process and after the tenant has moved.</li> <li>• What practical support new tenants are offered in terms of the sign-up, welcome pack and subsequent home visits both before and after moving.</li> <li>• What information is available and how to access it.</li> <li>• The review will look at new tenant's satisfaction surveys</li> </ul>

	<p>and what the council have done in response to these surveys.</p> <ul style="list-style-type: none"> <li>• Procedures that are in place for supporting new tenants and tenants that are downsizing and whether these procedures are consistently followed.</li> <li>• How the council deal with families with children of opposite sex close to ten years of age who need to downsize.</li> <li>• How other support services are considered (i.e. schools, health services etc).</li> </ul>
<p>6. Key areas of enquiry – desktop research required</p>	<p>Listed below are documents and evidence requested by the Taskforce. Additional evidence may be requested during the review, following the initial desktop review and feedback from staff or residents.</p> <p>Where performance data or sample complaints are requested they should cover the period from April 2013 to the present date.</p> <ul style="list-style-type: none"> <li>• Relevant staffing structures, who is responsible for the different stages and what their job role is and how different teams liaise.</li> <li>• Relevant policies and procedures.</li> <li>• Incentives offered to tenants who are downsizing including financial and practical help and priority on the council’s waiting list.</li> <li>• What incentives are offered if a tenant mutually exchanges into a smaller property.</li> <li>• When the support for downsizing tenants ends and what long term support is offered to vulnerable tenants.</li> <li>• What information is provided on the council’s website.</li> <li>• Statistics about the type of tenants who are downsizing.</li> <li>• Sample complaints from tenants who have been unhappy with their experience and what the outcomes have been.</li> <li>• Samples of letters and other communication including the new tenants welcome pack.</li> <li>• What specific support is given to vulnerable tenants, older or disabled tenants or those where English is not their first language.</li> <li>• How long new tenants have to move in and decorate before they start paying rent.</li> <li>• What help are new tenants and downsizing tenants (particularly those who are vulnerable) given in terms of practical move in help (decorating, connecting to services, locating local service, snagging etc).</li> <li>• If there are any differences for new tenants who move into a new build property.</li> <li>• Policies and procedures on verifying new tenants.</li> </ul>

7. Key areas of enquiry – reality checking	<ul style="list-style-type: none"> <li>• Staff interviews</li> <li>• Resident focus groups</li> <li>• Benchmarking with other housing providers</li> <li>• Satisfaction survey data</li> <li>• Visit to property ready to let</li> <li>• New tenant sign up</li> <li>• A New Tenant Customer Journey</li> </ul>
8. Who will we speak to?	<ul style="list-style-type: none"> <li>• Directors of Operations</li> <li>• Director of Housing Needs and Strategy</li> <li>• Head of Housing Needs</li> <li>• Housing Services manager</li> <li>• Voids quality manager</li> <li>• Housing mobility manager</li> <li>• Under occupation officers</li> <li>• Housing officers involved in sign ups and new tenant visits</li> </ul>
9. Potential visits	<ul style="list-style-type: none"> <li>• None required for this review</li> </ul>
10. Possible co-optees	None required for this review
11. Equality & Diversity	<p>The Taskforce will ensure that a representative sample of residents is consulted during the review and will liaise with a range of community groups.</p> <p>The Taskforce members are a diverse group and bring their own unique experiences to the review.</p> <p>The review will specifically look at:</p> <ul style="list-style-type: none"> <li>• Data protection issues</li> <li>• What information is translated and how effective it is.</li> <li>• How the council monitors any equalities issues for residents.</li> </ul>
12. Risks	Any recommendations should not be financial prohibitive for the council.
13. Expected outcomes of the review	<p>The review will aim to:</p> <ul style="list-style-type: none"> <li>• Ensure the council are following best practise in terms of support for new tenants and tenants that are downsizing.</li> <li>• Improve the support offered to new tenants and tenants that are downsizing</li> <li>• Improve satisfaction.</li> </ul>
14. Communications – how the review will be publicised?	<ul style="list-style-type: none"> <li>• Scoping document published on the website</li> <li>• Final report published on the website</li> <li>• Article summarising report, recommendations and outcomes in Summer edition of Your Home</li> <li>• Action plan (agreed by Housing Executive) published</li> </ul>

	<p>on the website</p> <ul style="list-style-type: none"> <li>• Press release</li> </ul>
15. Council Officers involved in the review	<p>Helen Taplin – Resident Improvement Taskforce Coordinator  Wendy Gajadhar – Resident Engagement Officer  Jacqueline Robinson – Resident Engagement Manager</p>
16. Reporting arrangements to Residents Improvement Taskforce	<p>A full report will be presented at the Taskforce meeting on 30 April 2014.</p>
17. Reporting arrangements to Housing Executive	<p>An update will be given at the Housing Executive meeting on 13 March 2014 and the final report and recommendations will be presented at the Housing Executive meeting on 19 April 2014.</p>
18. Ongoing reporting arrangements	<p>Any extraordinary meetings will be timetabled during the course of the review.</p>

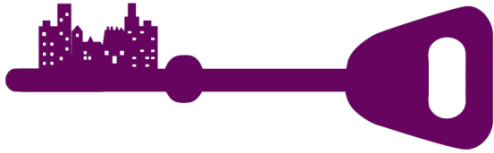
## Appendix 2

### Service Review Timetable: Support for New Tenants

Week	Date	Action	Who
1 w/c 27/01	30 <sup>th</sup> January 4pm – 6pm Highbury House	Scoping meeting with Taskforce Panel	Champions and Taskforce Panel
2 w/c 3/02			
3 w/c 10/02	10 <sup>th</sup> February 5pm - 6pm Newington Barrow Way	Scoping meeting with HASS Directors	Champions
4 w/c 17/2	19 <sup>th</sup> February 12- pm Highbury House	Writing focus group questions	Champions and Taskforce Panel
5 w/c 24/2		New Tenant focus groups x 2	Volunteer Champions and Panel member
6 w/c 3/3	6 March 2 – 3.30pm HH	Write staff interview questions	Champions and Taskforce Panel
7 w/c 10/3	Various times	Staff interviews	Volunteer Champions and Panel Member
8 w/c 17/3	19 <sup>th</sup> March 10- 12pm	Meeting to review findings and agree recommendations with Taskforce Panel	Champions and Taskforce Panel



<b>Week</b>	<b>Date</b>	<b>Action</b>	<b>Who</b>
<b>9</b> w/c 24/3	28 March 9am - 12pm	Second meeting to finalise recommendations	Champions and Taskforce Panel
<b>10</b> w/c 31/3	3 April 11am – 1pm	Focus group with Housing Disability Panel	Champion and volunteer Panel member
<b>11</b> w/c 7/4 HT			
<b>12</b> w/c 14/4 HT			
<b>13</b> w/c 21/4			
<b>14</b> w/c 28/4	30 April 3-5pm	Agree additional recommendations	Champions and Taskforce Panel
<b>18</b> w/c 26/05	28 May 11.30am -12.30pm	Meeting with Director to discuss findings	Champions
		Report to Housing Executive on 3 July 2014	



## Appendix 3

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### Staff Interview Questions – Support for New Tenants

#### Background

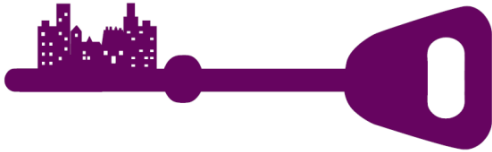
The Residents' Improvement Taskforce was set up to improve housing services by involving residents directly in reviewing services. Support for New Tenants and Tenants who are Downsizing has been identified by residents as the Third service area for review.

This session is looking at support for new tenants.

As part of the review the Taskforce have reviewed a number of documents to better understand process for new tenants.

We would like to find out more about your involvement in the support given to new tenants and your ideas for improving the service.

1.0	<b>New Tenant Liaison Officers and Tenancy Management Assistants</b>
1.1	Do you give new tenants a copy of the lettable voids standard? Is the standard explained to them?
1.2	Do you show potential tenants where the meters are?
1.3	What information about local groups do you give to new tenants at the viewing? (TRAs etc)
1.4	What do new tenants do if the property is below standard once they have moved in?
1.5	What improvements do you think could be made to help new tenants?



**You are the key to a better housing service**

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2.0	<b>Team Leaders (NTLOs, Income Recovery and Voids)</b>
2.1	Do staff fully explain the gas safety check process to new tenants?
2.2	Is there a process for checking meter readings for new tenants and how is this explained?
2.3	When did you last review the standard letters and have residents reviewed them?
2.4	How do you ensure all new tenants get to meet IRO and other relevant staff? And do you check if someone actually needs income advice?
2.5	Do staff physically go through the tenants pack with each tenant?
2.6	What do staff do to encourage new tenants to get involved in local tenants groups?
2.7	How do staff identify new tenants who have particular needs or are vulnerable and what do they do about it?
2.8	Do you have any suggestions to help improve the support given to new tenants?



## You are the key to a better housing service

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Page	<b>3.0 Tenancy Advisors and Income Recovery Officers</b>
3.1	Do you explain the gas safety check process to new tenants? And are the metering readings explained and put in the welcome pack?
3.2	Do you physically go through the welcome pack with all new tenants?
3.3	What is your criteria for telling new tenants about the Resident Support Scheme? Could this information go in the welcome pack?
3.4	How do you think the welcome pack could be improved?
3.5	How do you identify people who are vulnerable or need extra support and what do you do to support them?
3.6	Do you have any suggestions that could improve support for new tenants?