



## LAMBETH SCRUTINY ACTION PLAN

**Report title:** Resident Involvement in Housing Scrutiny Commission

**Report commissioned by:** Overview and Scrutiny Committee

**Date adopted by Cabinet:** 9 May 2016

**Proposed dates for monitoring reports to Overview and Scrutiny Committee**

	Recommendation	Response	Milestones & target dates	Resource implications	Lead Officer
<b>Principles</b>					
1.	<p>The following principles should be followed by council officers when involving residents in any aspect of housing services:</p> <ul style="list-style-type: none"> <li>• <i>Co-operative co-regulation.</i> Co-regulation is defined by the Chartered Institute of Housing as “<i>an approach where housing organisations’ frameworks for directing, accounting for, monitoring, assessing and modifying their own behaviour and performance are based on residents’ priorities, views, and engagement with relevant processes</i>”. Elected Councillors are also bound by these principles. This means officers should be monitoring all their decisions and behaviours from a resident’s perspective (i.e. how residents experience each interaction with an officer either in person or in writing)</li> <li>• <i>Empowering residents through co-production.</i> Co-production is when an organisation (in this case the Council) works with a wide range of people on an issue without starting with a fixed outcome.</li> <li>• <i>Recognising that there is no “one size fits</i></li> </ul>	<p>The proposed changes to the engagement structure with the introduction of Area Boards to monitor performance of Area offices and contractors will strengthen co-regulation by residents. The emphasis on local activity is also designed to enhance local involvement and therefore co-regulation.</p> <p>One of the four key priorities for Housing Services is the ambition to broaden resident involvement and engagement. Proposals to remodel services contains a wish to place Area Managers at the centre of interactions, across housing services, with residents. This new role will coordinate our work with residents but will also be the champions of behaviour change.</p> <p>A key aspect of the new ways of engagement was the launch</p>	<p>Consultation on the proposed changes to engagement started 29/3 and ran to 29/4. Cabinet will consider feedback.</p> <p>The Housing Services reorganisation began 19/05/16</p> <p>Lambeth 500+ launched July 2015.</p>	<p>Any new work or development of existing work needs to be set in context of the overall reduction in budgets. At the start of 2015/16 a 5% cut was made and a further £1m savings has been identified for this year.</p> <p>Expenditure on new ways</p>	Mark Howarth / Area Managers

	<p><i>all” solution</i> and thus it is important to have a range of structures and mechanisms – both fixed and flexible – to facilitate resident involvement.</p> <ul style="list-style-type: none"> <li>• <i>Rigorous use of data, intelligence and insight</i> to inform improvement, engagement and involvement.</li> <li>• <i>Value for money</i> – resident involvement has been shown not only to drive up satisfaction but also to lead to budget savings.</li> </ul>	<p>of Lambeth 500+. This is to involve residents in areas of interest and in ways they prefer in the housing service. So far these community interest groups have been looking at fly tipping and Homeowners communications. Other topics to be looked at include Anti social behaviour (ASB) and repairs. It is intended to set up resident panels to review complaints, and procure new repair contracts.</p> <p>The proposed new ways of engagement are specifically designed to widen the range of structures and mechanisms to facilitate resident involvement.</p> <p>Two workshops have recently been held with residents about which key performance indicators should be prioritised.</p> <p>The proposed Area Boards and task &amp; finish groups will incorporate VFM objectives. Similarly setting up resident panels will enhance residents ability to drive VFM.</p>		<p>of engagement will be offset by streamlining of the current meeting structure outlined in the Cabinet report</p>	<p>Andrew Willis/Mark Howarth</p>
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		<p>An early example of such a panel has been the Major Works Action Group.</p> <p>Residents were involved in the very recent procurement of the South area repairs and maintenance contract which will be expanded when the Lambeth Property Contracts (LPC) are re-procured.</p>			
<b>Placing Residents at the Centre of the Service</b>					
2.	<p>Providing training and skills development opportunities for residents (e.g. training in chairing meetings, confidence building, taking part in committees, and managing budgets).</p>	<p>We are committed to resident training and development. Activity and budgets will be reviewed to consider a range of training opportunities including joint training with staff, shadowing etc.</p> <p>An accredited residents training programme has already started via an accredited adult learning centre, High Trees Community Development Trust. We sponsor two accredited courses, the CIH Community Action in Housing course &amp; the Award in Education and Training. So far 70 residents</p>	<p>Target to train 70 residents pa</p>	<p>Training budgets will be reviewed.</p>	<p>Mark Howarth</p>

		have completed the courses. There is also bespoke training on finance & committee roles provided which so far has been used by 8 TRAs.			
3.	Involving residents in housing services development. This will include policy development, decision-making and the scrutiny of performance. This will use skills people have and develop new skills (e.g. in contract management, procurement panels for contractors and sub-contractors, complaints processes including the review of Council decisions).	<p>Lambeth's housing services is committed to involve residents both through formal and informal structures. Decision making ultimately lies with the council but we have developed policy and performance with the involvement of residents in many areas. Examples include the coproduction of the LHS, the housing strategy and the major works action plan.</p> <p>The proposed changes to the engagement structure with the introduction of Area Boards and resident panels as well as the launch of Lambeth 500+ will strengthen involvement by residents as well as enabling residents to develop new skills.</p>	Consultation on Cabinet proposals started 2 April and will last till 29 April. A Cabinet report will be prepared..	New ways will lead to savings on staff time overall by streamlining the number of meetings needed whilst more flexibly involving residents at their convenience.	Mark Howarth
4.	Training should offer recognised accreditation/qualifications with progression routes.	An accredited residents training programme has already started. Progression	The accredited training programme	Covered within existing residents	Mark Howarth

		<p>routes include offering work experience in Housing Services which is hoped to extend to other departments as well as possibility of further courses. It also enhances employment prospects and 3 learners have found work from undertaking the courses so far.</p>	<p>started January 2015.</p> <p>Work experience opportunities in Housing started Nov 2015. Adult Services approached March '16.</p> <p>Our Work wise programme supports residents subject to welfare cuts into work. This highly commended scheme has assisted over 100 residents</p>	<p>training budget.</p> <p>Management of work experience opportunities will require additional resources.</p>	
5.	<p>Training should be done cooperatively (i.e. jointly with officers if appropriate) to develop shared understanding of issues and solutions. This should include training on the internal workings, structure and processes of the Council to raise awareness among residents.</p>	<p>Joint training / mixed residents and staff sessions will be expanded.</p> <p>Joint training with housing apprentices being looked at after completion of NVQ courses to give greater understanding of housing.</p> <p>In meantime CIH students receive information about the Council and now observe a</p>	<p>Will be worked into new business plans post reorganisation</p>		<p>Mark Howarth</p>

		Cabinet meeting as part of the course.			
6.	A range of recruitment incentives to encourage participation should be developed. These should be produced with tenants and leaseholders, and monitored and reviewed regularly.	This is still being looked at. The main incentive at moment is for accredited training and the possibility of work experience which was requested by students.	Started Oct 2015	There could be budget implications if additional incentives introduced.	Mark Howarth
7.	A strategy should be developed for involving residents not named on the rent book, residents on estates that are privately renting and those renting through social landlords. The above should include young adults.	The Lambeth 500+ will be the main way of engaging non council tenants or leaseholders.. This allows all residents to join including household members, non council tenants and private tenants. Out of the 627 recruited so far 33 are residents not on the rent book.  The new model TRA constitution adopted early 2015 now recognises estates holistically and allows membership from non council residents.	Started July 2015  Completed March 2015	There are restrictions on using the HRA for non tenants / leaseholders.	Andrew Willis/ Mark Howarth
8.	Budgets should be identified for recommendations 2-7.	As above – we will review the current training offer.		Funding for the existing residents training programme is part of the	Mark Howarth



12.	Residents should be involved in developing local KPIs.	<p>Officers have been running resident workshops on the draft KPI's for 2016/17 as well as focus groups and consultation with the HOS virtual panel.</p> <p>These will be reviewed once the proposed Area Boards established &amp; trained.</p>	<p>March 2016</p> <p>Jan 2017</p>	None	Mark Healy
13.	All KPIs should be presented in a range of formats (i.e. written/visual/graphical), to be developed by a cooperative working group in order to ensure they are accessible and user-friendly.	The workshops and focus groups mentioned in 12. discussed the best ways of presenting KPIs. Similarly these will be reviewed by the Area Boards once established	<p>March 2016</p> <p>Jan 2017</p>	None	Mark Healy
<b>Smarter Working: Improving Use of Data, Intelligence and Insight</b>					
14.	Systems used to collect and store data should include other publicly-available information such as data on unemployment and income levels.	<p>Using information to inform service delivery is always a priority, but also a challenge. Adapting our systems complex and expensive particularly when trying to add data from external sources.</p> <p>We have successfully worked on projects internally to match data sets on unemployment &amp; income. An example is the</p>	Ongoing	IT systems changes	Anna Tran/Paul Webb

		Welfare Solutions Team (WST) using corporate systems to identify under occupiers and vulnerable tenants.			
15.	Data should be used to inform decision making.	<p>Data is used to inform decision making such as the introduction &amp; continuation of the Welfare Solutions team. Data has also been used to develop Service Plus targeting vulnerable residents.</p> <p>We are developing an App for officers and contractors to use to better manage repairs. This will also provide improved business knowledge to further improve services.</p>	Sept 16		Anna Tran/Paul Webb
16.	Estate walkabouts led by officers should take place regularly. Processes and mechanisms (such as varied dates and times of walkabouts) should be agreed with residents and clear action points produced and dealt with.	<p>A structured programme of Wednesday Walkabouts take place every two weeks in alternative contract areas. These are full estate inspections and 100% door knocking. It is not uncommon to have 50 staff and contractors, the TRA, Members etc attending.</p> <p>All action points are recorded and action plans produced and</p>		There will be cost implication if walkabouts take place out of hours as currently contained within normal work hours.	Tim Fairhurst/Paul Webb/Idoya D'Cruse

		<p>distributed on the estate for residents to comment and monitor. Three fonts following the action plan a follow up outcomes newsletter is posted through every residents door. All information is also available on the web site.</p> <p>There are also weekly/fortnightly walkabouts are still undertaken by estate officers, and a range of fun days at the weekend which incorporate inspections and Walkabouts.</p>	May 2016		
17.	The use of social media should be increased.	The Council currently uses a range of social media including facebook, twitter, youtube, pinterest, flickr and Linkedin. The council is currently looking to centralise its website ecosystem and is likely to follow that exercise up with a centralisation of sanctioned social media platforms.	Corporately led	None currently but website ecosystem development will have resource implications	Daro Clark/Matt Cooper
18.	A contact database of residents should be established using an "opt in" system such as My Lambeth.	Lambeth 500+ is an opt in database of residents.	Ongoing	None	Mark Howarth

<b>Striving for Excellence</b>					
19.	Lambeth Housing Management (LHM) performance data should be reported alongside local and national data (i.e. benchmarked).	This is covered in recommendation 11			
20.	LHM should continue to exceed the housing consumer standards and, in the longer term, aim to achieve the Tenant Participation Advisory Service (TPAS) Resident Involvement Accreditation for Landlords. ( <a href="http://www.tpas.org.uk/landlord_accreditation">http://www.tpas.org.uk/landlord_accreditation</a> )	This will be reviewed with the Area Boards as to whether to seek accreditation. It should be noted currently only 39 providers use this scheme of whom 4 are Local Authorities & none located in the south.	March 2017	Accreditation process will have cost implications	Mark Howarth
21.	A clear set of standards, providing systematic review of LHM's approach to involvement should be published.	The current standards are set by the Tenants Compact which was extensively reviewed in 2010. These will be reviewed once the new structure is in place.	April 2017	None at moment but any accreditation process will have cost implications	Mark Howarth
22.	Standards should be externally reviewed, for example by TPAS.	This will be reviewed in line with recommendation 20.	March 2017	Accreditation process will have cost implications	Mark Howarth
<b>Organisational Culture and Ethos</b>					
23.	Lambeth Housing staff and contractors should be trained and assessed on positive behaviours such as 'supporting learning and development'	Behaviours form part of LHM staff 1 to 1's and personal	2016 -2018	None	Neil Wightman

	(level 3) and 'thinking strategically and creating clarity' (levels 1-4). ( <a href="https://www.lambeth.gov.uk/sites/default/files/ec-lambeth-behaviours-cooperative-council.pdf">https://www.lambeth.gov.uk/sites/default/files/ec-lambeth-behaviours-cooperative-council.pdf</a> )	development plans.  A new monitoring framework is being developed which will include positive behaviours.  We will discuss with contractors a joint approach to managing behaviours.  Behavioural requirements for contractors will be considered as part of re-procurement			
24.	Basic business practices should be adhered to such as voice mails being responded to, full mail boxes being emptied and calls returned.	A review of customer contact will take place later this year. This is part of the behaviours LHM staff must adhere to but we recognise that we need to improve or change processes. The rents team are currently piloting an alternative Web Chat service which so far has proved popular and successful.	ongoing	None	Neil Wightman
25.	Residents' suggestions should be recorded to provide baselines for monitoring and enable progress to be demonstrated.	This is covered in recommendation 16			
26.	Joined up working should be encouraged at all levels. This should involve LHM working closely with other areas of the council as well as other housing providers, community/ voluntary groups and partners such as the borough police, to ensure residents receive as coherent, consistent	The Cabinet report 'Improving the Housing Service' was specifically about more joined up working with other Council departments and external agencies. This includes	ongoing	none	Neil Wightman

	and cost effective a service as possible; for example, effectively developing a shared strategic vision and response to anti-social behaviour.	working with the Police in dealing with ASB			
27.	LHM should follow all relevant recommendations contained within the July 2015 Community Engagement Cabinet Review conducted by the Deputy Cabinet Member for Community Engagement and Customer Access (and the associated toolkit). ( <a href="http://www.lambeth.gov.uk/elections-and-council/about-lambeth/lambeths-community-engagement-toolkit-2015">http://www.lambeth.gov.uk/elections-and-council/about-lambeth/lambeths-community-engagement-toolkit-2015</a> )	LHM do follow the relevant recommendations for community engagement as well as the toolkit for engagement.	n/a	None	Mark Howarth
<b>Mechanisms and Structures</b>					
28.	There should be a variety of involvement structures, both fixed and flexible, to accommodate the skills, needs and appetite of a wide range of residents. These could be existing or new and might include: <ul style="list-style-type: none"> <li>• The “Lambeth 500+” scheme that seeks to identify residents willing to get involved for short-term and long-term problem solving should be monitored and reviewed to make sure it is representative of all residents</li> <li>• Tenants’ and Residents’ Associations (TRAs): these should be supported and promoted</li> <li>• TRAs should be extended to street</li> </ul>	The Cabinet proposals for the new ways of resident engagement recommend a variety of formal and informal involvement structures. These include: <ul style="list-style-type: none"> <li>• 637 residents have signed up for the Lambeth 500+ already. The 500+ is monitored regularly and is more reflective of the tenure diversity with 53% BME &amp; 39% under 45.</li> <li>• TRAs remain the</li> </ul>	June 2016	By adopting more flexible ways of involving residents it will allow savings on staff time managing meetings	Neil Wightman

	<p>properties and small estates (either connected virtually or linked in with other local TRAs)</p> <ul style="list-style-type: none"> <li>• Area structures, which would have devolved powers in terms of agenda setting and possibly budgets/grants. It would be beneficial for these groups to have links with existing structures to ensure good use of resources (for example, the five-neighbourhood structure where each neighbourhood has a lead councillor who acts as a coordinator)</li> <li>• Borough-wide mechanisms for communication to be considered and co-produced if necessary</li> <li>• Councillors and independent co-optees with expertise should be on scrutiny panels if required.</li> </ul> <p>A range of structures should be considered including borough-wide or area-based, and/or linked with other strategic bodies. All structures should be democratic.</p>	<p>backbone for the new engagement and receive ongoing support and promotion. Estate Services staff will be trained to promote more TRA interest.</p> <ul style="list-style-type: none"> <li>• Currently there are 3 TRAs covering street properties but smaller estates are being encouraged to link up with existing TRAs or other smaller estates. These include Brixton Hill estates and Crown Point estates.</li> <li>• Area Boards &amp; TRAs will have links to non housing forums such as the neighbourhood committees. One option being considered is that Lead Councillors also chair their Area Boards.</li> <li>• Borough wide mechanisms already exist such as the monthly TRA newsletter. In addition the TRA Network is being publicised to get more TRAs involved to</li> </ul>			
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		<p>form their own mechanism for exchanging information and best practice.</p> <ul style="list-style-type: none"> <li>• Lead Councillors are being considered for chairing Area Boards and co-optees will be encouraged where value can be added.</li> </ul>			
29.	<p>Links should be developed with residents in housing associations for the purpose of sharing good practice and training (i.e. widening of the TRA network, scrutiny training).</p>	<p>Residents from other providers have already been on the accredited training programme we sponsor at High Trees. This includes Hyde, Notting Hill, Community Housing and Metropolitan residents. Good practice has been shared as a result.</p>	June 2016	None	Mark Howarth
30.	<p>The commission envisages levels of involvement as follows:</p> <ul style="list-style-type: none"> <li>• <u>Level 0</u>: communication and access to information in a regular and accessible form</li> <li>• <u>Level 1</u>: involvement at a local level (e.g. in a TRA), including becoming a chair or treasurer, or participation in a local working group</li> <li>• <u>Level 2</u>: involvement in a time-limited task and finish group looking at a specific issue (e.g. selection of contractors,</li> </ul>	<p>The Cabinet proposals on new ways of engagement offer varied and flexible ways for residents to get involved. This ranges from:</p> <p>Level 0 - publishing the monthly TRA newsletter.</p> <p>Level 1 – continuing to promote &amp; support TRAs. Currently 61% of estates are covered by TRAs.</p>	<p>Ongoing</p> <p>Ongoing</p>	<p>None</p> <p>Contained</p>	

	<p>repairs, complaints, and procurement processes). These may be borough-wide or area-based and should co-produce outcomes that are then responded to by relevant housing managers and/or Councillors</p> <ul style="list-style-type: none"> <li>• <u>Level 3</u>: involvement in scrutiny, policy reviews and performance management, borough-wide and/or area-based.</li> </ul>	<p>Level 2 – recruitment to resident panels &amp; use of the Lambeth 500+ group enables residents to actively participate.</p> <p>Level 3 – the proposed Area Boards and Resident Assemblies will facilitate / review this</p>	<p>June 2016</p> <p>Oct 2016</p>	<p>within existing resources</p> <p>Contained within existing budgets</p> <p>Contained within existing budgets</p>	
<b>Estate Regeneration: Placing Residents at the Centre of the Service</b>					
31.	<p>Placing residents at the centre of the regeneration process should be the focus at all stages including consultation, design, building and contract management.</p>	<p>Residents should be at the heart of any regeneration process, shaping the new neighbourhood in which they are going to live. The consultation principles that have been adopted by the Housing Regeneration team will place residents at the centre of the regeneration process:</p> <ul style="list-style-type: none"> <li>▪ Keep uncertainty for residents to a minimum;</li> <li>▪ Ensure residents have an</li> </ul>	<p>Publish the 'Resident Journey' information for the first 3 estates (Knights Walk, South Lambeth Estate) - July 2016</p> <p>And otherwise, ongoing.</p>	<p>Resourced through housing regeneration team and supported by independent resident advisers and included in the briefs of relevant consultants to ensure an on-going focus on residents</p>	Paul Simpson

		<p>understanding of the bigger picture;</p> <ul style="list-style-type: none"> <li>▪ Make it clear to residents that their voices have been heard by decision makers; and,</li> <li>▪ Ensure that residents have the information they need to make the best choices about their families' futures.</li> </ul> <p>The Housing Regeneration team have also been mapping out the “Resident Journeys” – setting out the different options that residents will have through the regeneration process as well as their expectations as to what support they will receive from the Council. The team will build its operational processes around these “Resident Journeys” to make sure that procedures become as seamless and hassle free for residents as possible.</p>			
32.	Before starting a regeneration process officers and members should research and review the	The Council recognise the importance of having a	Report on local context prepared	Incorporated into	Julian Hart

	<p>history and decision-making related to the area concerned, including neighbourhood plans, and visit if necessary. This research should include reviewing lessons learned from previous projects in order that relevant learning can be applied.</p>	<p>detailed understanding of the local context of places before starting a regeneration process.</p> <p>As a result the Housing Regeneration Team will therefore ensure that at the feasibility stage there is an initial piece of research which looks at the history of a place, decisions that have affected the people and the place and all relevant policies and planning documents.</p> <p>This will build into a programme of continual review so lessons can be learnt and applied to future work.</p>	<p>for all new estate regeneration projects (Ongoing)</p> <p>Lessons Learnt Forum (Key decision points)</p>	<p>consultants briefs at the appropriate time</p> <p>Resource through existing team</p>	<p>Julian Hart</p>
33.	<p>Roles and responsibilities of officers, Councillors and residents should be clear from the beginning. Related training should be mandatory for those involved in resident engagement panels in each stage of the process.</p>	<p>Clarity over roles and responsibilities for officers, Councillors and residents is essential.</p> <p>This is also the case for residents understanding what</p>	<p>Review of Resident Engagement Panels (Autumn 2016)</p> <p>Ongoing to link in to the</p>	<p>Resource through existing team and supported by independent advisors</p>	<p>Julian Hart</p>

		<p>is and what is not being consulted upon</p> <p>To do this will set up on the Estate Regeneration website a who's who for each estate listing key people, their roles and contact details.</p> <p>The Housing Regeneration Team is also reviewing the terms of reference for the Resident Engagement Panels and how they can operate more effectively.</p> <p>As a part of this the independent advisors will offer support and training to give residents, councillors and officers the opportunities to engage in informed discussions.</p>	regeneration programme for each estate		
34.	Focus groups/resident engagement panels will reflect the tenure split on the estate to allow differences to be discussed between different groups of tenants, leaseholders and freeholders.	<p>The Council agrees that the Resident Engagement Panels should endeavour to reflect the tenure mix on the estate and that these are a forum where the environment encourages people to express their views and concerns whatever their perspective.</p> <p>A template terms of reference</p>	Review of Resident Engagement Panels to be done at an appropriate time for each estate (all to be done by end of Autumn 2016)	Resource through existing team and supported by independent advisors	Julian Hart

		<p>and code of engagement has been formulated and began to be used on each estate, which includes the objectives for a balance of representation.</p> <p>There will be a monthly meeting with the independent advisors to oversee a review of the membership of the Resident Engagement Panels. This will also include a review of the Code of Conduct.</p>			
35.	Independent advisors should be appointed to resident engagement panels and be available for groups.	This is in place for all of the six estates in the regeneration programme.	Ongoing	Independent resident advisors already in place	Julian Hart
36.	Those running meetings should be trained and skilled in all areas of chairing, including recognising and handling conflict.	The independent advisors will offer support and training to provide residents, councillors and officers the opportunity to engage in informed discussions. The offer of training will include specific training on chairing meetings and conflict resolution.	Training programme to be agreed (June 2016)	Resource through existing team and supported by independent advisors	Julian Hart
37.	Robust knowledge management processes should be put in place. This should include mechanisms for sharing experiences across estates and debriefs at the end of each stage of	The Housing Regeneration Team will build into the programme periodic reviews linked to key decision points	Lessons Learnt Forum (Key decision points)	Resource through existing team	Julian Hart

	the regeneration involving officers, residents and other key stakeholders.	so lessons can be learnt and applied to future work.  This process will include opportunities for residents, officers and councillors to review performance at each key decision point.			
38.	The recommendations of the London Assembly Housing Committee report " <u>Knock It Down or Do It Up: The Challenge of Estate Regeneration</u> " should be followed, particularly the first two recommendations on effective decision making processes (these are included as recommendations 39 and 40 below).	We will review the recommendations contained within the report.	Review completed (September 2016)	Resource through existing team and supported by independent advisors	Julian Hart
<b>Estate Regeneration: Effective Decision Making Processes</b>					
39.	The Council should be robust by being clear from the outset on the purpose of the proposed regeneration and how it fits within a broader strategy for the local area and borough, communicating this early, openly and broadly, and ensuring a systematic and objective option appraisal is undertaken and published.	The Council agrees that it is essential that from the outset there is clarity as to why a particular estate is being considered for regeneration within the context of the housing crisis and making clear what is hoped to be achieved from regeneration and what benefits will be both for the residents living on the estate and those people and businesses in the wider area.  The estate regeneration	On-going	Resource through existing team and supported by independent advisors	Paul Simpson

		<p>programme has three overarching criteria for selecting an estate; and more detailed reasons for individual estates are included in information for decision making on each estate.</p> <p>To ensure this is communicated to residents on affected estates the Housing Regeneration team will ensure that a core set of messages are included in key communications to residents.</p>			
40.	<p>The Council should include in its option appraisal effective consideration of medium-to long-term social and environmental issues. This would incorporate an assessment of the lifecycle carbon impacts of options and feature existing residents' needs and wishes in terms of their lived experience, in tandem with the wider strategic and financial imperatives. It would be clear how residents' views have been taken into account.</p>	<p>Consideration of medium to long term social and environmental issues as well as lifecycle analysis can be built into the masterplanning process, helping to inform the designs and selection of materials to make sure that the future scheme is a high quality and is cost effective to manage and maintain in the future.</p> <p>Residents will participate in this process and their views taken on board.</p>	<p>During the masterplanning process for each estate.</p>	<p>Supported by the work of the Development Management Teams</p>	<p>Julian Hart</p>

41.	<p>The Council should have fully justified any regeneration proposal. An independent test of opinion of estate residents should be undertaken which would help inform any final proposals.</p>	<p>In engaging with residents the Council always seeks to explain to residents why the Council is following a certain course of action and how their engagement can impact proposals. This is a work in progress and the Housing Regeneration Team is always open to suggestions on how we can improve.</p> <p>As the regeneration programme is both to improve housing conditions for existing residents and provide urgently needed new homes, it is difficult to say who should be consulted in any test of opinion and therefore a local test of opinion is not usually appropriate. The views of as many residents as possible on complex issues are sought throughout the engagement and consultation process and these are reported back to inform every key decision point so resident views are taken into account.</p>	On-going	Resourced through existing team and supported by independent advisors	Julian Hart
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42.	<p>The Council should ensure that homeowners are treated fairly and enable them to access an independent valuer to facilitate fair recompense for their properties. The starting point should be that homeowners are offered a like-for-like replacement of their property, or a similar offer, wherever possible.</p>	<p>The Council has already stated that it will carry out an independent valuation of homeowners properties. The Council has already said that it would refund the costs of a second independent valuation if homeowners were not happy with that valuation.</p> <p>Along with creating a number of options for homeowners to remain on the estate the Council has arranged for independent financial advice for homeowners from 3 separate firms who have been briefed about the schemes. This initial advice will be free to homeowners.</p> <p>These commitments are contained in the Key Guarantees.</p>	Key guarantees to be finalised by Autumn 2016	Resourced through existing team and supported by independent advisors	Julian Hart
43.	<p>Clear timetables need to be given, with reasons for any slippage.</p>	<p>While the Housing Regeneration team does everything that it can do to prevent changes in the timelines sometimes this does happen.</p> <p>When this happens the team will redouble its efforts to</p>	Project timetables will be reviewed quarterly and individual project progress reported to the REPs	Resourced through existing team and supported by independent advisors	Julian Hart

		ensure that residents are informed as quickly as possible and are given the reason.			
<b>Estate Regeneration: Communications</b>					
44.	A communication plan devised and delivered by professionals in the field should be developed for all phases of the regeneration process. This should be agreed with the resident engagement panel at the outset and reviewed regularly.	<p>There is a dedicated communications resource for the estate regeneration programme.</p> <p>Communications strategies are discussed with residents through the REP groups on a regular basis.</p> <p>Once development management teams have been engaged for each estate, then communications plans can be formulated with residents for that estate.</p>	On-going and standing agenda item at each REP meeting, for each estate.	Resourced through existing team and supported by independent advisors and development management teams	Paul Simpson
45.	Communication should be two-way between the Council and residents and enable feedback to be widely disseminated through a variety of means.	<p>The Housing Regeneration team is committed to being responsive to resident's questions and concerns.</p> <p>Given the volume of correspondence and the</p>	On-going	Resourced through existing team and supported by independent advisors	Paul Simpson

		<p>different channels involved sometimes the team has fallen short of this commitment.</p> <p>At the moment the team is using a range of channels to talk to residents including public meetings, one to one meetings, workshops, door step conversations, newsletters, letters, leaflets, blog posts, dedicated webpages, infographics, animations and email. The team recognizes that more needs to be done to use social media.</p>			
46.	<p>Communications need to be clear, consistent, regular, accurate and professional. Residents need to be kept informed by way of a range of means to suit their needs. For the most vulnerable, this could include targeted personal contact.</p>	<p>The consultation principles that have been adopted by the Housing Regeneration team place residents at the centre of the regeneration process:</p> <ul style="list-style-type: none"> <li>▪ Keep uncertainty for residents to a minimum;</li> <li>▪ Ensure residents have an understanding of the bigger picture;</li> <li>▪ Make it clear to residents</li> </ul>	On-going	Resourced through existing team and supported by independent advisors and development management teams	Paul Simpson

		<p>that their voices have been heard by decision makers; and,</p> <ul style="list-style-type: none"><li>▪ Ensure that residents have the information they need to make the best choices about their families' futures.</li></ul> <p>The Housing Regeneration team already uses a wide range of channels to reach residents including:</p> <ul style="list-style-type: none"><li>• Public meetings</li><li>• One to one meetings</li><li>• Workshops</li><li>• Door step conversations</li><li>• Newsletters</li><li>• Letters</li><li>• Leaflets</li><li>• Blog post</li><li>• Dedicated webpages</li><li>• Infographic</li><li>• Animations</li><li>• Email.</li></ul> <p>In addition where individuals with specific needs are</p>			
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		<p>identified every effort is made to reach them in the most appropriate channel. This often involves working with the Independent resident advisors to arrange for individual meetings.</p> <p>The team recognizes that more needs to be done to use social media.</p>			
47.	<p>Due regard should be paid to the Equality Act 2010 in consultation and communication. This should be reviewed regularly to ensure equalities issues are being addressed.</p>	<p>Equalities are fundamental to our work and we will ensure that a robust Equalities Impact Assessment is produced for each significant decision point during the regeneration process.</p>	On-going	<p>Resourced through existing team and supported by independent advisors</p>	Neil Vokes
48.	<p>Business processes to log questions and respond in a timely manner should be developed and communicated in a variety of ways</p>	<p>The Housing Regeneration teams has recently put in place a Customer Relations Management (CRM) system to manage questions. In addition a 'Question and Answer' document approach has been tested with Cressingham Gardens residents and has been further tested with residents of the Fenwick</p>	On-going	<p>Resource through existing team and supported by independent advisors</p>	Paul Simpson

		Estate.			
<b>Estate Regeneration: Consultation</b>					
49.	Ward councillors should be used as a link to residents as they are likely to recognise the impact of regeneration on their areas.	<p>We recognise the important role that ward councillors have in providing a link with residents. We encourage ward councillors to become involved in the Resident Engagement Panels, in some cases they chair these groups.</p> <p>The Housing Regeneration team will write to the ward councillors for all affected wards and review how well informed they are and seek their views on how we can improve our engagement with them.</p> <p>In addition briefings will be organised for all Councillors on specific key aspects of the programme, for example Homes for Lambeth.</p>	<p>On-going</p> <p>By September 2016</p> <p>Ongoing</p>	Resource through existing team and supported by independent advisors	Neil Vokes
50.	Frequently Asked Questions (FAQs) produced by the Council's Estate Regeneration Team should be prepared to be included with news	A 'Question and Answer' document approach has been tested with Cressingham	On-going	Resource through existing team	Paul Simpson

	<p>communicated at each stage of the regeneration process.</p>	<p>Gardens residents and has been further tested with residents of the Fenwick Estate. This involves building up a running list of FAQs from residents.</p> <p>In addition FAQs have been created for the estate regeneration programme as a whole and for Homes for Lambeth. The FAQs have also been used on the teams website and they have often been used in printed materials.</p> <p>FAQs should not, however, be the primary means of communication. Wherever possible communications material should aim to be clear and concise and avoid use of jargon. FAQs can then follow the initial communications.</p>		<p>and supported by independent advisors</p>	
51.	<p>Consultation with tenants, leaseholders and freeholders should be transparent and inclusive. Relevant documentation should be made available in a variety of formats. This should be co-produced.</p>	<p>The Council agrees that all communication and consultation must be transparent and inclusive and done in such a way that it</p>	<p>On-going</p>	<p>Resource through existing team and supported by independent</p>	<p>Paul Simpson and Julian Hart</p>

		<p>seeks to engage with as many people on the estates as possible.</p> <p>The Housing Regeneration Team seeks to engage with the Independent Resident Advisers and Resident Engagement Panels on materials as they are created.</p>		advisors	
52.	<p>Surveys should be co-produced and piloted in order to ensure that questions are relevant and clearly put.</p>	<p>The Housing Regeneration Team seeks to engage with the Independent Resident Advisers and Resident Engagement Panels on materials as they are created.</p> <p>Sometimes due to time constraints this has not always been possible.</p> <p>But as the programme progresses and working relationships with Resident Engagement Panels develops, then it is the objective to use these Panels as a forum to inform the way that communication takes place</p>	On-going	<p>Resource through existing team and supported by independent advisors</p>	Paul Simpson

		with residents.			
<b>Estate Regeneration: Design</b>					
53.	Professional companies such as the Commission for Architecture and the Built Environment (CABE) should be engaged to work with residents on possible designs and the master planning process.	<p>This approach has been piloted on the Westbury estate with a positive outcome.</p> <p>We will jointly assess with residents as to whether they want this additional service and whether it provided value for money. At the masterplanning stage there will be a design team in place who will be working with the Council, ward councillors and residents to design the new homes.</p>	Ongoing, at an appropriate time for each estate	Additional cost of employing CABE advisors	Julian Hart
54.	Visual exhibitions should be developed to help explain processes. These should be developed over the life of the project and on permanent display locally.	Visual exhibitions are useful tools in explaining the processes to residents and so will require the masterplanning teams to include these in their engagement and consultation programmes.	On-going	Resource through existing team and supported by independent advisors	Paul Simpson
55.	Visits to estates to look at relevant regeneration projects should be built in to the timetable at	Site visits are useful in helping	On-going	Resource	Julian Hart

	each stage of the process	<p>residents to visualise different types of development and we have organised a number of visits to estates in London for residents.</p> <p>The team will also require the masterplanning teams to include these in their engagement and consultation programmes.</p>		through existing team and supported by independent advisors	
<b>Estate Regeneration: Building</b>					
56.	All estate regeneration projects should seek to improve the quality of homes and the built environment	<p>The Council is producing design principles and design standards to help ensure high quality urban design and architecture.</p> <p>Residents, colleagues around the Council and councillors have all been involved in the creation of these principles and standards.</p> <p>Colleagues in planning are involved from the outset on each project to assure quality.</p>	Ongoing	Resourced through existing team	Neil Vokes
57.	Once it has been agreed to carry out	The Housing Regeneration	At an appropriate	Resourced	Julian Hart

	regeneration on an estate, this should be noted on the property register	<p>team is exploring how and whether this can or should be done as it could impact on homeowners.</p> <p>Alternatively, we would need to make sure that all local estate agents are aware of the proposals.</p>	time for each estate	through existing team and supported by independent advisors	
58.	Building standards should be consulted on, communicated widely and strictly adhered to. Feedback mechanisms on the quality of homes should also be initiated from the inception of the building phase.	<p>The Council is producing design principles and design standards to help ensure high quality urban design and architecture.</p> <p>Residents, colleagues around the Council have all been involved in the creation of these standards.</p> <p>Colleagues in planning are involved from the outset on each project to assure quality.</p> <p>In addition before the start of building work the Housing Regeneration team will work with colleagues in the Council to put together a robust</p>	Before the start of the build phase	Resourced through existing team and supported by independent advisors	Julian Hart

		mechanism for residents to feedback on the build quality of the new homes. This will include the teams own design advisor.			
59.	Site tours should be held to comparable schemes in other boroughs, enabling people to visualise real spaces rather than just drawings and models	<p>Site visits are useful in helping residents to visualise different types of development and we have organised a number of visits to estates in London for residents.</p> <p>The team will also require the masterplanning teams to include these in their engagement and consultation programmes.</p>	On-going	Resourced through existing team and supported by independent advisors	Julian Hart
<b>Estate Regeneration: Contracts</b>					
60.	Contracts and other related documentation should be open and accessible for residents to discuss and scrutinise in a timely manner.	The Council already publishes details of all contracts over £100,000. We will look to share this information subject to the Data Protection Act and any restrictions relating to commercial sensitivity.	Ongoing	Resourced at a Council level and through the existing team	Neil Vokes

61.	<p>PFI schemes should be subject to extra safeguards including:</p> <ul style="list-style-type: none"> <li>• Lambeth taking clear ownership of the project</li> <li>• Long utilities contracts being examined closely for potential benefits</li> </ul>	<p>There are no plans for any further housing PFI schemes. Homes for Lambeth will enable the Council to take clear ownership of the projects. Long utilities contracts, if they are used, will be examined very closely.</p>	N/A	N/A	N/A
<b>Estate Regeneration: Equalities</b>					
62.	<p>Equalities Impact Assessments (EIAs) are integral to all regeneration processes. The guidance, and support, of the Council's Equalities Team needs to be sought at the beginning through to completion of regeneration projects. The EIA action plan will seek to address the disproportionate impact of regeneration upon people who hold multiple protected characteristics. These action plans need to be monitored and reported on regularly, whilst being flexible enough to identify and address any unknown consequences. The EIA action plan should be developed and reviewed in collaboration with residents, council officers, developers and contractors.</p>	<p>Equalities are fundamental to our work and we will ensure that a robust Equalities Impact Assessment is produced for each individual estate regeneration project.</p> <p>Looking forwards, we intend to engage with residents in reviewing and revising EIA action plans through the Resident Engagement Panels.</p>	Ongoing	Resource through existing team	Neil Vokes