

Public Document Pack



**Service Director – Legal, Governance and
Commissioning**

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Monday 13 September 2021

Notice of Meeting

Dear Member

Ad Hoc Scrutiny Panel – Residential Housing Stock, Health and Safety Compliance

The **Ad Hoc Scrutiny Panel – Residential Housing Stock, Health and Safety Compliance** will meet in a **Virtual Meeting - online** at **3.00 pm** on **Tuesday 21 September 2021**.

This meeting will be live webcast. To access the webcast please go to the Council's website at the time of the meeting and follow the instructions on the page.

The items which will be discussed are described in the agenda and there are reports attached which give more details.

A handwritten signature in black ink, appearing to read "Julie Muscroft", on a light-colored background.

Julie Muscroft

Service Director – Legal, Governance and Commissioning

Kirklees Council advocates openness and transparency as part of its democratic processes. Anyone wishing to record (film or audio) the public parts of the meeting should inform the Chair/Clerk of their intentions prior to the meeting.

The Ad Hoc Scrutiny Panel members are:-

Councillor Susan Lee-Richards

Councillor Amanda Pinnock

Councillor Elizabeth Smaje

Councillor Anthony Smith

Kevin McAllister (Co-optee)

Linda Summers (Co-optee)

Agenda

Reports or Explanatory Notes Attached

Pages

1: Election of Chair

To formally appoint a Chair.

2: Interests

Councillors will be asked to advise if there are any items on the Agenda in which they have a disclosable pecuniary interest, which would prevent them from participating in any discussion or vote on an item, or any other interests.

3: Admission of the Public

Most debates take place in public. This only changes when there is a need to consider certain issues, for instance, commercially sensitive information or details concerning an individual. You will be told at this point whether there are any items on the Agenda which are to be discussed in private.

4: Deputations/Petitions

The Panel will receive any petitions and hear any deputations from members of the public.

A deputation is where up to five people can attend the meeting and make a presentation on a particular issue of concern, relevant to that body's terms of reference. In accordance with Council Procedure Rule 10 (2) members of the public should provide at least 24 hours' notice of presenting a deputation.

A member of the public can also hand in a petition at the meeting subject to the petition relating to something on which the body has powers and responsibilities.

5: Public Question Time

The Panel will hear any questions from the general public in accordance with Council Procedure Rule 11.

Questions should be emailed to:
executive.governance@kirklees.gov.uk no later than 10.00 am on 20th September 2021.

6: Terms of Reference

1 - 2

To note the Terms of Reference for the Panel.

7: Regulatory Background

3 - 10

The Panel will receive a report in respect of the relevant regulatory framework, which sets out what is required of the Council and the work being undertaken to fulfil these requirements.

Contact:
Asad Bhatti – Head of Building Safety (Homes and Neighbourhoods)

8: Compliance Review and Improvement Plan

11 - 18

The Panel will receive a report in respect of the Compliance Review and Improvement Plan.

Contact:
Asad Bhatti – Head of Building Safety (Homes and Neighbourhoods)

9: Meetings Schedule

To note that future meetings of the Panel are scheduled as follows:
Tuesday 26th October at 2.00 p.m.
Wednesday 10th November at 10.00 a.m.
Wednesday 22nd December at 10.00 a.m.

Ad Hoc Scrutiny Panel in respect of Residential Property - Health and Safety Compliance

Proposed Terms of Reference:

The Ad Hoc Scrutiny Panel will consider the Council's policies, procedures and arrangements for managing the health and safety of its tenants and its residential property portfolio, with a particular focus on high rise and multiple occupancy blocks.

The Panel will give consideration to:

- How the health and safety regime adopted by the Authority supports compliance with regulatory standards and puts appropriate risk mitigation strategies in place to ensure the health and safety of tenants.
- The six compliance areas: Fire; Gas; Electrical; Asbestos; Legionella; and LOLER (lifts) and the steps being taken to keep tenants safe.
- The impacts of the Social Housing White Paper, Draft Building Safety Bill and Fire Safety Bill 2019-21 for tenants.
- Progress in relation to the Ad Hoc Scrutiny Panel in respect of the Future Arrangements for the Council's Residential Housing Stock's recommendation that an Assurance Board be established focussing on housing compliance.
- Feedback from the Regulator and how that is being progressed.
- Governance and ensuring that a sustainable and adaptable system is in place to ensure that safety is embedded for the future.
- Engagement with, and provision of information for, tenants on health, safety and compliance issues.

Following consideration of all the evidence presented, the Ad Hoc Panel will produce a findings report, including recommendations, which will be considered by the Overview and Scrutiny Management Committee prior to submission to Cabinet.

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Name of meeting: Ad Hoc Scrutiny (Council Housing Health and Safety Compliance)

Date: 21st September 2021

Title of report: Summary of relevant Compliance and Building Safety Regulation and our response

Purpose of report:

The following report updates Ad Hoc Scrutiny (Council Housing Health and Safety Compliance) on the current Regulations relating to Building Safety and Compliance and the arrangements in place to ensure we continue to manage risks relating to the 6 areas of compliance: Fire Safety, Asbestos Management, Gas and Electrical Safety, Water Hygiene and Lift Safety.

It outlines current arrangements in response to key requirements against the current Regulatory framework.

Recommendations for Ad-Hoc Scrutiny:

- a) Consider the contents of the report and provide feedback on the current arrangements

Key Decision - Is it likely to result in spending or saving £250k or more, or to have a significant effect on two or more electoral wards?	Not Applicable
Key Decision - Is it in the <u>Council's Forward Plan (key decisions and private reports)</u> ?	No Private Report/Private Appendix – No
The Decision - Is it eligible for call in by Scrutiny?	Not Applicable
Date signed off by <u>Strategic Director</u> & name Is it also signed off by the Service Director for Finance? Is it also signed off by the Service Director for Legal Governance and Commissioning?	Naz Parkar, Service Director Homes and Neighbourhoods
Cabinet member portfolio	Cllr Cathy Scott

Electoral wards affected: ALL

Ward councillors consulted: No

Public:

Has GDPR been considered? Yes

1. Summary

- 1.0.1 The Grenfell Tragedy has resulted in major regulatory reform and sweeping changes such as an extension of the combustible materials ban, mandatory sprinkler requirements in lower rise buildings and building safety regulator with powers to enact harsher penalties for breaches and malpractice.
- 1.0.2 The current regulatory framework places a duty on building owners to effectively manage all risks across all multiple occupancy buildings and in doing so listens and act on the issues and concerns raised by residents, we expect ongoing reform and increased duty of care that demonstrates suitable arrangements are in place and being maintained to prevent the likelihood of incidence and risk to residents. We have been working hard to establish current arrangements in response to the requirements of reform and continue to develop the approach through collective effort and partnership working
- 1.0.3 The following table summarises the regulatory framework introduced by Central Government in response to the Hackitt Review following the Grenfell disaster. The table summarises each Regulation with key requirements and our arrangements and current position in each case

2. Information required to take a decision

Regulation and Response

Regulation	Requirement	Our Response and Current position
1. White Paper on Social Housing (Charter for Social Housing Residents 2021)	Be Safe in your Home	Major capital investment in housing: Fire safety and Asbestos remediation programmes, fully maintained annual inspection programmes across all areas of compliance. Ongoing mitigation measures in High Rise Blocks (24/7 Patrolling watch, daily fire checks, full evacuation protocols with support from West Yorkshire Fire & Rescue Service (WYFRS)) Refreshed compliance communications plan: Digital and on-site information relating to compliance arrangements for high-risk residential blocks. Conclusion of fire engineering assessments to 6 storey blocks in October. Ongoing assessments to Retirement Living Schemes (RLS) from March `21. Ongoing major review of 774 low rise blocks through dynamic risk assessments of the building fabric and occupancy. The establishment of a new Building Safety function with a focus on project management, improved competency and increased resource

	<p>To know your landlord is performing: including repairs, complaints, safety, how it spends £</p>	<p>This information is contained within our tenants' annual report that is published on the services website. The most recent report will be published this month.</p> <p>Performance information is also reported to the Housing Advisory Board and Tenants Advisory and Grants Panel on a quarterly basis for their scrutiny and review.</p>
	<p>Have your complaints dealt with promptly and fairly</p>	<p>We have undertaken a self-assessment against the Housing Ombudsman's code of practice for complaints handling. Whilst 95.6% of complaints are resolved at the first stage of the process and this is good performance there are always opportunities to improve complaints handling.</p> <p>We have therefore commissioned the Housing Quality Network to undertake complaints review to identify opportunities for us to improve our complaints handling process.</p>
	<p>To be treated with respect backed by a strong consumer regulator and improved consumer standards for tenants</p>	<p>Annual self-assessment against consumer standards; Annual tenant satisfaction survey (STAR) supported by a robust process of action planning and performance monitoring review of how we update tenants on what to do in the event of a fire e.g., updating of all communal notice boards, updated webpages, informational videos. Introduction of a dedicated fire safety engagement team. Bi-monthly newsletters and leaseholder surveys. Introduction of fire safety champions(tenants); Improvements in how we share survey findings and what we intend to do (STAR) with tenants. Clear protocol in place for reporting to the Regulator for Social Housing (RSH) e.g. high-rise fire safety concerns. Developing shared principles with tenants defining what 'respect' looks like and how this can be measured (service excellence).</p>
	<p>To have your voice heard by your Landlord</p>	<p>Reviewed and updated Governance structure: Housing Advisory Board with 5 tenant and leaseholder reps, Building Safety Assurance Board, Tenant</p>

		Advisory Grant Panel; clearly defined route to raise and escalate tenant concerns and suggestions. Completed self-assessment against the housing ombudsman code following which we have commissioned a complaints review. We continue to support a range of engagement mechanisms involving a significant number of residents. Launched a text-based response repairs survey.
	Have a good quality home and neighbourhoods to live in	£1.5b 30-year Capital investment programme based on priorities to tackle inherent building defects, fuel poverty, disrepair and lack of community and place infrastructure. 100 New homes a year using off-site and accelerated construction. Ongoing Major regeneration on a number of estates in need of major investment and overhaul
	To be supported to take your first home ownership	Ongoing support of the Right to Buy (RTB), house building programme to introduce new tenures; shared ownership, Rent to Buy.
2. Building Safety Bill (2020) what this means for residents and homeowners:	Residents in High rise buildings will have more say in the management of their building, they will be able to raise building safety concerns to the owner or manager of the building who will have a duty to listen to them, if residents feel concerns are being ignored they can raise directly with the Building Safety Regulator.	In the process of recruiting Building Safety Managers to all high-risk residential buildings (HRRB). Appointed a fire safety engagement team. Appointing fire safety champions to each HRRB. Detailed 6 month resident consultation on the plans to remediate Harold Wilson Court, refurbish Buxton House and regenerate Berry Brow
2.1 What this means for building Owners?	Building owners will be required to manage safety risks with clear lines of responsibility for safety during design, construction, completion and occupation of high-rise buildings. A golden thread of information with safety considered at every stage of the buildings lifetime. Building owners need to demonstrate effective and proportionate measures in place to manage safety risks. Those who do not meet their obligations may face criminal charges	Although we are not planning to construct any high-rise buildings that fall into scope, we are actively applying the principles to existing buildings in preparation to produce and maintain a building safety case for 4no high rise blocks, 12no 6 storey blocks and 19no retirement living schemes. The Building Safety case will demonstrate the golden thread and provide assurance to residents and the Building Safety Regulator that suitable measures are being maintained

<p>2.2 What does this mean for the Build Environment Industry?</p>	<p>A clear and proportionate framework for the design, construction and management of safer, high quality homes in the years to come. A strengthened construction products regulatory regime and a National Regulator for construction products to oversee and enforce the rules. A new developed tax and levy on developers to ensure that industry makes a contribution to setting things right</p>	<p>We continue to work to the Royal Institute of British Architects (RIBA) plan of works and Construction, Design and Management Regulations 2015 (CDM) on all new build and major refurbishment works on all housing types, this will be further emphasised following reform of Building Regulations and the introduction of the Local Authority Building Control (LABC) Gateway Approval system for High-risk buildings</p>
<p>3. The Fire Safety Act (2021) amends the (Fire Safety) Order 2005 with the intention to improve fire safety in multi occupancy dwellings (due to come into force during 2021)</p>	<p>Although not yet in force the Act applies to all multi occupancy residential premises with 2 or more units irrespective of Height, the Act places a duty on the responsible person to undertake suitable fire risk assessments and manage identified risks affecting the structure and external walls of the building and individual doors opening into the common parts of the building</p>	<p>Type 1 risk assessment programme on all blocks up to date. Conclusion of fire engineering assessments to 6 storey blocks will conclude in October `21. Ongoing major review of 774 low rise blocks through dynamic risk assessments of the building fabric and occupancy.</p>
<p>4. MHCLG Consolidated Guidance Note (Jan 2020)</p>	<p>The consolidated note brings the Expert Panel's advice together in a single document and supersedes the existing Advice Notes 1 to 22. This advice represents the Expert Panel's position on the action that building owners should be taking immediately to address the risk of fire spread from unsafe external wall systems, and other components that could present a fire risk namely:</p> <ul style="list-style-type: none"> • ACM Cladding including High pressure laminates (HPL) • Spandrel Panels • Balconies • Smoke Control Systems • Fire Doors <p>In all cases the guidance strongly advises building owners to assess and manage the risk of external fire spread to buildings of any height</p>	<p>An assessment of all high-rise blocks to confirm none contain ACM cladding or HPL. Completed detailed investigations to determine flammable insulation in external wall cladding to 3 HR blocks and a resulting programme of remediation. Major fire door replacements to all blocks to meet Primary Test standards in all cases. Conclusion of fire engineering assessments to 6 storey blocks by October `21 and a remediation programme to follow during 22/23. Ongoing assessments to RLS from March `21 due to conclude in Mar `22. Ongoing major review of 774 low rise blocks through dynamic risk assessments of the building fabric and occupancy due to conclude in December 2021 and a programme of remediation to high risk blocks to commence in early 2023</p>

3.0 Implications for the Council

3.1 Working with People

This is an ongoing major programme for Kirklees Council that provides assurance of compliance and safety to all stakeholders. The views, concerns and opinions of residents and wider stakeholders are critical in shaping our approach

We continue to engage with residents to keep them informed of changes in regulation and what this means for their home, we are investing heavily in dedicated resource to maintain strong lines of communication with all residents to keep them informed of ongoing programmes of inspection and remediation as we develop a building safety case for each high-risk block and maintains a golden thread of information across all areas of compliance

3.2 Working with Partners

A multi-agency approach is required for the successful delivery of compliance programmes, relationships internally, and with external partners are key to success. The Council cannot deliver programmes on its own; partners will play a vital part in shaping and delivering successful outcomes

3.3 Place Based Working

Consultation plays a major part in our approach, we have carried major consultation on proposals to undertake major improvements to high rise blocks and in each case adopted the Place Model to capture and shape our decisions, the same approach will be applied to all other blocks in the compliance programme

3.4 Climate Change and Air Quality

Remediation programmes and work activity conforms to the current environmental legislation and CDM 2015. Products and materials are procured using sustainable methods and procurement routes

3.5 Improving outcomes for children

The Council's approved housing strategy focusses on early intervention and prevention of homelessness thus leading to improved outcomes for all households who are at risk of, or experiencing, homelessness, including households with children, and young people. The compliance programme considers the council's responsible approach for tackling the ongoing loss of Council housing through RTB and hence establish one for one replacement to meet increasing affordable housing demand.

3.6 Other (eg Legal/Financial or Human Resources) Consultees and their opinions

Regulatory reform will require ongoing investment to maintain and increase our programme of inspection, this will invariably lead to capital investment required to

remediate blocks to ensure they continue to meet the building standards set out in regulatory guidance

The current 30-year Housing Revenue Account (HRA) business plan makes a capital provision to invest in high rise blocks and therefore set aside £21m for remediation. As we continue to commission detailed investigations into the building fabric of all blocks we will develop capital programmes and therefore expect the capital requirement to increase, as we complete remediation programmes we will increase the inspection regime and therefore require further revenue funding to maintain programmes

The recent compliance review has resulted in the formation of a dedicated building safety function with additional resource, capacity and competency. The additional resource has been stress tested in the HRA business plan and is affordable, we are therefore in the process of recruitment

4. Next steps and timelines

Continue to deliver the ongoing Building Safety Programme ensuring there are no breaches in regulation while reporting progress against the various compliance and building safety programmes

5. Officer recommendations and reasons

Consider the contents of the report and provide feedback on the current arrangements

6. Cabinet Portfolio Holders Recommendations

Keeping tenants safe is the Council's highest priority, we must ensure we meet the requirements of each regulation and demonstrate absolute compliance at all times. I fully support the approach to meeting our obligations detailed against the regulations and ongoing, inspection, repair and improvement programmes.

7. Contact officer

Asad Bhatti: Head of Building Safety (Homes and Neighbourhoods)
Tel: 01484 221000 and ask for Asad Bhatti
Email: asad.bhatti@kirklees.gov.uk

8. Background Papers and History of Decisions

Not Applicable

9. Service Director responsible

Naz Parkar, Service Director Homes and Neighbourhoods

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Name of meeting: Ad Hoc Scrutiny (Council Housing Health and Safety Compliance)

Date: 21st September 2021

Title of report: Compliance Review and Improvement Plan: Summary Report

Purpose of report:

The following report updates Ad Hoc Scrutiny (Council Housing Health and Safety Compliance) on the progress against the ongoing compliance review and improvement plan. The report will set out the background to the review, the review itself, progress and the current position

Recommendations for Ad-Hoc Scrutiny:

- a) Consider the contents of the report and provide feedback on progress and the current position

Key Decision - Is it likely to result in spending or saving £250k or more, or to have a significant effect on two or more electoral wards?	Not Applicable
Key Decision - Is it in the <u>Council's Forward Plan (key decisions and private reports)</u>?	No Private Report/Private Appendix – No
The Decision - Is it eligible for call in by Scrutiny?	Not Applicable
Date signed off by <u>Strategic Director</u> & name Is it also signed off by the Service Director for Finance? Is it also signed off by the Service Director for Legal Governance and Commissioning?	Naz Parkar, Service Director Homes and Neighbourhoods
Cabinet member portfolio	Cllr Cathy Scott

Electoral wards affected: ALL

Ward councillors consulted: No

Public

Has GDPR been considered? Yes

1. Summary

1.01 This report outlines the outcome of the recently commissioned independent review of safety compliance conducted by Robust Management Solutions (RMS) resulting in 48 recommendations with a focus on 6 key areas of priority with clear objectives to deliver significant improvements in:

- Compliance Governance and Oversight
- Management information and delivery of compliance services to Non HRA (Housing Revenue Account) properties
- Fire Safety
- Asbestos Management
- Water Hygiene
- Passenger Lift Safety

The report summarises progress and details the position against all recommendations

2. Information required to take a decision

2.0.1 Compliance management remains a key organisational priority, since 2017 we have invested significantly in establishing a competency/resource and systems to better understand a reliable baseline position and effectively manage risk across the 6 key areas of compliance:

- Fire safety
- Asbestos Management
- Gas safety
- Electrical safety
- Water Hygiene
- Lifts and Lifting equipment

2.0.2 During this period, we introduced independent scrutiny through the appointment of a 3rd party auditor (Mazars) and established a performance reporting consistent to the Homes and Communities Agency (HCA) Home Standard.

2.0.3 Ongoing audits highlighted a number of common themes and made 37 key recommendations to improve the way we manage our data, demonstrate competency, establish and maintain a programme of statutory inspection/ reinspection and ramp up delivery of remediation and improvement programmes

2.0.4 In late 2020 major regulatory reform was announced in the publication of the White Paper on Social Housing, Draft Building Safety Bill and the Fire Safety Bill revision which prompted a further review into safety compliance ahead of the transfer of KNH to Kirklees Council as the newly created Homes and Neighbourhood function.

2.0.5 In January 2021 Kirklees Council appointed Anthony Brown of RMS consultants to undertake a root and branch review across all areas of compliance with a focus on:

- Governance and oversight arrangement for compliance activities
- The integrity and robustness of property and asset information
- Performance management of building safety
- Compliance performance across the big 6 and the risk being carried by the organisation

2.0.6 Officers spent 4 months in a series of workshops/meetings and shared significant amounts of information with RMS to assist in the review which resulted in the attached Compliance

Findings of the Report

2.0.7 The report identifies a number of challenges placing significant risk on the organisation, namely:

- Lack of project management competency and overall compliance resource
- Poor data integrity and lack of system integration
- Overdue delivery of fire safety remedial actions to blocks
- Water Hygiene: lack of visibility of risk across domestic dwellings, completion of communal re-inspection programmes and review dwellings included, completion of remedial actions
- Asbestos management: poor data management, the timely completion of inspection and re-inspections programmes

2.0.8 The report sets out recommendations and agreed deadlines based on management responses and forms the basis of a recovery plan with the primary focus on a strong project management with clear accountability. If executed properly the plan will provide substantial assurance across all areas of compliance.

2.0.9 Overall the report makes recommendations to establish 3 lines of defence to avoid any future regulatory breaches:

3rd Line of Defence: Establish independent and objective assurance to the executive management team through internal and external audit that currently reports to the Building Safety Assurance Board (BSAB)

2nd Line of Defence: The delivery of operational compliance services underpinned through formally agreed policy and process, effective performance monitoring and guidance/training to the 1st line

1st Line of Defence: Establish the responsibility of operational line managers to effectively identify, manage and control risk, timely delivery of compliance inspection and remediation programmes, further ensuring adequately qualified resources to undertake the allocated compliance functions

2.4 A total of 48 individual recommendations form the basis of the recovery plan:

- Cross Cutting; Governance and Oversight: 7 recommendations
- Property and Assets in Management: 9 recommendations
- Compliance and Performance: 3 recommendations
- Fire Safety: 8 recommendations
- Electrical Safety: 3 recommendations
- Gas Safety: 2 recommendations
- Asbestos Safety: 6 recommendations
- Water Hygiene: 6 recommendations
- Passenger Lift Safety 4 recommendations

2.5 We further combined existing recommendations from previous Mazars' audits to give a total of 61 recommendations which in total form the basis of our ongoing compliance improvement plan

2.6 All recommendations have been assigned to lead officers and at the time of writing this report (10/09/21) I confirm the following progress:

Completed Recommendations: 17no

- 2no Asbestos Management: Reporting and reinspection programmes
- 4no Governance/performance: Culture, Reporting and structure
- 3no – Gas and Electrical Safety: Asset lists and QC
- 3no Fire Safety: Fire Risk Assessments (FRA`s), survey Quality Control (QC), publishing FRA`s
- 2no Passenger Lift Safety: Asset Lists, delivery resource
- 4no Water Hygiene: Process improvements, risk assessment of all assets

Recommendations in Progress: 37no

- 7no relating to asbestos management: 1 at risk (M.A1) due to long term officer absence but now underway – dependency on R11
- 4no relating to Governance/performance: 1 at risk (R17) dependency on R11
- 8no relating to Management information: 1 at risk (R16) but 126 asset surveys now underway
- 5no relating to Gas and Electrical Safety: all on track
- 6no relating to Fire Safety: all on track
- 4no relating to passenger lift safety: all on track
- 3no relating to water hygiene: all on track

Recommendations not started: 5no

None are due to start at the time of reporting

Recommendations On Hold: 2no

Both actions relate to historical Mazar audits and are under review to clarify if still required as may be superseded the latest compliance review

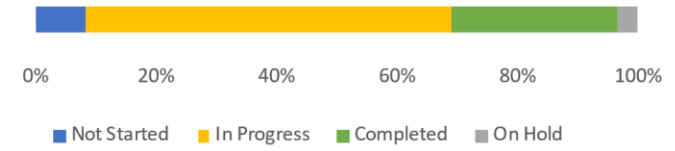
1 COMPLIANCE PROGRAMME DASHBOARD

Recommendations	Not Started	In Progress	Complete	On Hold	Total	% Complete
Compliance Review	5	28	15		48	31%
Mazars	0	9	2	2	13	15%
All Actions	5	37	17	2	61	28%

2

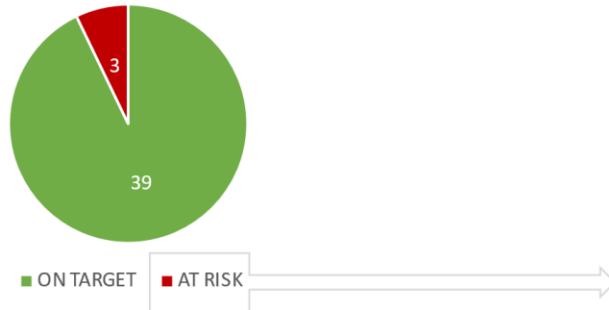
Updated: 09/09/2021

COMPLIANCE PROGRAMME: OVERALL PROGRESS



3

PROJECTS ON TARGET



4

PROJECTS AT RISK

	In Progress	Grand Total
Compliance Review	2	2
Compliance and Performance	1	1
Management Information / Agreements	1	1
Mazars Audit Actions	1	1
Asbestos Mgmt	1	1
Grand Total	3	3

Implications for the Council

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4. Next steps and timelines

Continue to deliver the ongoing improvement plan ensuring there are no breaches in regulation while reporting progress against all recommendations

5. Officer recommendations and reasons

Consider the contents of the report and provide feedback on the current arrangements

6. Cabinet Portfolio Holders Recommendations

Keeping tenants safe is the Council's highest priority, we must ensure we meet the requirements of each regulation and demonstrate absolute compliance at all times. I fully support the approach to meeting our obligations detailed against the regulations and ongoing, inspection, repair and improvement programmes

7. Contact officer

Asad Bhatti: Head of Building Safety (Homes and Neighbourhoods)
Tel: 01484 221000 and ask for Asad Bhatti
Email: asad.bhatti@kirklees.gov.uk

8. Background Papers and History of Decisions

Compliance Review Report January April 2021

9. Service Director responsible

Naz Parkar, Service Director Homes and Neighbourhoods