

Name of meeting: Cabinet

Date: 20th October 2020

Title of report: Decision on the future model for the management and maintenance of Kirklees Council Housing

Purpose of report: To advise Cabinet of the outcome of the formal tenant engagement on the management and maintenance of the housing stock and status of the recommendations from the previous Cabinet report of 2nd June 2020; to ask that Cabinet ratifies their previous 'in principle' decision to change the model for management of its housing stock to an in-house delivery model and to consider and approve the proposed approach to delivery and implementation set out in the report.

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?	Yes If yes give the reason why Council Housing is present in every ward. How and who manages it is a key strategic decision.
Key Decision - Is it in the <u>Council's Forward Plan (key decisions and private reports)?</u>	Key Decision – Yes/No Yes Private Report/Private Appendix – Yes/No No
The Decision - Is it eligible for call in by Scrutiny?	Yes/No or Not Applicable Yes
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?	Richard Parry 09/10/20 Eamonn Croston 07/10/20 Julie Muscroft 12/10/20
Cabinet member portfolio	Cllr Cathy Scott

Electoral wards affected: All

Ward councillors consulted: None

Public or private: Public

Has GDPR been considered? Yes

1. Background

- 1.1 On 2nd June 2020 Cabinet considered a report on options for the future model for the management and maintenance of Kirklees council housing. The Cabinet agreed in principle to integrate the management and maintenance of the council's housing stock with wider services and to proceed to engage tenants to understand their views on a number of issues, including the in principle decision.
- 1.2 Following the engagement exercise Cabinet requested that a further report be submitted in autumn 2020 to inform the final decision. Cabinet requested that this report also include recommendations on matters that would need to be progressed to run council housing services in-house on or before the 31st March 2021, should that decision be confirmed.
- 1.3 Cabinet also considered and approved recommendations from the Ad-hoc Scrutiny Panel which was established to provide challenge and support to the consideration of future options for housing management and maintenance of Kirklees council housing.
- 1.4 Cabinet recognised that an integrated model would combine the best of both organisations and strengthen our overall approach to place-based working. Over the last 6 months, the Council and KNH successfully collaborated on a robust community response to COVID 19. The approach involved Council and KNH frontline staff, vehicles and drivers joining forces to support the foodbanks and contribute to the volunteering efforts needed to meet the needs of some of Kirklees most vulnerable communities. Building on this approach, KNH continues to work alongside Council staff on the delivery of the local community protection plans.
- 1.5 The contribution made by Kirklees Neighbourhood Housing (KNH) colleagues to the Council's overall response to the Covid pandemic is a positive example of placed base working in action.
- 1.6 This joint working approach is reflected in the approach taken to tenant engagement which has used a variety of approaches based on the place standard tool and supported by staff from both organisations.

2. Summary of the Formal Tenant Engagement

- 2.1 This report provides information on the outcomes of the formal tenant engagement requested by Cabinet.
- 2.2 It also includes any recommendations from the Ad-Hoc Scrutiny meeting on 21st September 2020 and comments from the KNH Board Special Meeting, who were supportive of the approach, held on 28th September 2020. At these meetings, a final update on the findings from the engagement (to 26th August 2020) were presented, along with options for ensuring the tenant's voice is heard in strategic decision making if services were joined with the Council.
- 2.3 An update on the status of the remaining recommendations from Ad-Hoc Scrutiny supported by Cabinet in June is covered later in this report.

- 2.4 In relation to the formal tenant engagement, all (circa 22,000) tenants and leaseholders were written to. The formal engagement activity ran for 11 weeks between 22nd June – 4th September 2020 and was delivered jointly by KNH and Kirklees Council. Good practice from TPAS (Tenant engagement specialists) was considered and incorporated into the engagement plan. It is noted that the current pandemic has not compromised or adversely affected engagement. Engagement has been wide ranging and the volume of response has been significant. Further information on the approach can be seen at Appendix A.
- 2.5 All tenants and leaseholders were sent a postal questionnaire including a prepaid envelope at the start of the engagement. Details of how the questionnaire could be completed online or by telephone (using a dedicated phone number and ring back service) were also provided to every household. The engagement was supported by an ongoing digital and social media campaign. During the engagement period, the online promotion was viewed 56,654 times, and people actively engaged with the content 2,000 times.
- 2.6 An analysis of the data received to 29th July 2020 was used to inform a programme of virtual drop-in sessions. These were delivered in August and held in those wards with less respondents or where there was a demographic underrepresentation e.g. BAME and Young People. The most successful event was hosted jointly with Conscious Youth and targeted young people (tenants and those living with tenants), under 25 years including several participants from a BAME community. All feedback from the sessions have been captured in the final engagement results.

3. Summary of Engagement Results

- 3.1 The formal tenant engagement activity closed on Friday 4th September 2020. A total of 2,385 responses (11% of the circa 22,000) was received from tenants and leaseholders. As the postal surveys were sent out in batches over a two-week period, any responses received up to close of play on Friday 11th September 2020 were also included in the final results.
- 3.2 The full report detailing the outcome from this engagement against the 14 Place Standard 'How Good is Your Place' themes, as set out in the survey, is attached at Appendix B. This also includes a full breakdown of responses based on those protected characteristics captured and ward representation. A summary of the findings is set out below.
- 3.3 The profile of respondents largely reflects the demographic of the tenant base - Female (62%); Male (36%); Age Profile - 51% of respondents were over 65 years (the current tenant profile is 28.64% and excludes those older respondents living in the council's retirement living schemes aged 60-64 years) and 1% of respondents were under 25 years (the current tenant profile of 3.97%). Also, of the total respondents, 234 (10%) identified themselves as being from a BAME (Black, Asian or Minority Ethnic) background and 1,009 (42%) stated that they were living with a disability.
- 3.4 In relation to ward breakdown, a response rate of over 7% was achieved in all 23 electoral wards. The lowest response rate was in Dewsbury West - 7.25% and the highest response rate was in Denby Dale - 15.59%.

Housing and Community

3.5 Tenants and leaseholders were asked how far they agreed with the in principle decision made at Cabinet on 2nd June 2020 (namely that housing management and maintenance undertaken by KNH be joined with wider Kirklees Council services).

3.6 Of the 2,106 respondents who answered this specific question: -

- 61% (1,284) of respondents agreed or disagreed about Cabinet's in-principle decision.
- Of these, 82% agreed with the decision and 18% disagreed.

3.7 Respondents were asked to tell us, of the housing management service that they currently receive, which they value most.

3.8 We are unable to confirm the number of residents who responded to this specific question because respondents were able to select all services that applied. The total responses across all options was 7,834. The services with the highest number of responses are as follows:-

- 91% (1,948) of respondents stated repairs was what they valued
- 58% (1,249) said that improvements to their homes
- 50% (1,083) said estate management including dealing with anti-social behaviour, and
- 50% (1,065) said environmental maintenance including estate caretaking

3.9 The feedback indicates that the overwhelming priority for tenants and leaseholders is to live in a home that is well cared for and maintained to a high standard and in a neighbourhood that is attractive and a safe place to live.

Influence and Sense of Control

3.10 Respondents also had an opportunity to tell us about whether they had a sense of influence and control over housing services and were able to participate in decisions and help change things for the better.

3.11 The feedback received provides a clear steer to Cabinet about what is important to tenants and leaseholders and the importance of other Council services to housing and place.

3.12 The series of questions that make up the 'Place Standard' also allowed tenants and leaseholders to have a say in how they feel about life in their local place. The responses demonstrate the further opportunities for KNH, the Council, Ward Councillors and partners to work with tenants and leaseholders, as citizens of Kirklees to improve their local places.

3.13 If Cabinet were to ratify the "in principle decision" then consideration would need to be given to a model that ensures, in the new arrangements, the tenants voice is heard in future decision making. The following section outlines a proposal for strengthening the approach to tenant involvement.

4. Proposals for ensuring Tenant Involvement links to Strategic Decision Making

Context

- 4.1 Ad-hoc Scrutiny made several recommendations to Cabinet in June 2020 which were accepted including that a clear process be developed, which places tenants at the heart, in order to ensure that their voice is heard if a decision is made to manage the stock in-house.
- 4.2 This report recommends a proposal that will ensure the tenants' voice remains strongly aligned to strategic decision making.
- 4.3 The recommendation also aligns with the Social Housing Regulator's Consumer Standards (Tenant Involvement & Empowerment) (see Appendix C) and specifically Section 2.1 which is summarised below:
- the formulation of their landlord's housing-related policies and strategic priorities.
 - the making of decisions about how housing-related services are delivered, including the setting of service standards.
 - the scrutiny of their landlord's performance and the making of recommendations to their landlord about how performance might be improved.
 - the management of their homes, where applicable.
 - the management of repair and maintenance services, such as commissioning and undertaking a range of repair tasks, as agreed with landlords, and the sharing in savings made.
 - agreeing local offers for service delivery.
- 4.4 Informed by the Hackitt Review following Grenfell, the Social Housing White Paper is now scheduled to be published in the autumn with a focus on strengthening the powers of the Regulator for Social Housing to intervene in matters relating to the Consumer Standards that govern the way in which tenant services should be delivered.
- 4.5 Despite the delay of the White Paper, some progress has been made, most notably, the launch of a draft Building Safety Bill which will be making its way through Parliament. This new regulatory and accountability framework will provide greater oversight of the building industry; introduce clearer standards and guidance; put residents at the heart of a new system of building safety for buildings in scope, empowering them with more information, engaging them on how risks are managed in their building and ensuring effective routes for raising and escalating safety concerns; and helping to create a culture change and a more responsible building industry, from design, through to construction, management and refurbishment. Please see <https://www.gov.uk/government/publications/draft-building-safety-bill> for further detail.
- 4.6 The Social Housing White Paper, the emerging Building Safety Bill and the role of the new Building Safety Regulator are important considerations for Cabinet in the assessment of the future delivery model for management and maintenance of council housing in Kirklees.
- 4.7 The proposal also aligns with KNH's Tenant Involvement Strategy key outcomes agreed jointly with Kirklees Council and launched in June 2018 which are:-
- The voice of the tenant is evident in key decisions taken by the Board

- Service improvements are shaped by and reflect the voice of the tenant
- More opportunities for individuals to have a say in the future of their homes and communities
- Increased enrichment of the business and staff through the diverse and collective experiences of our tenants
- More local people coming together around a common purpose to help create successful communities

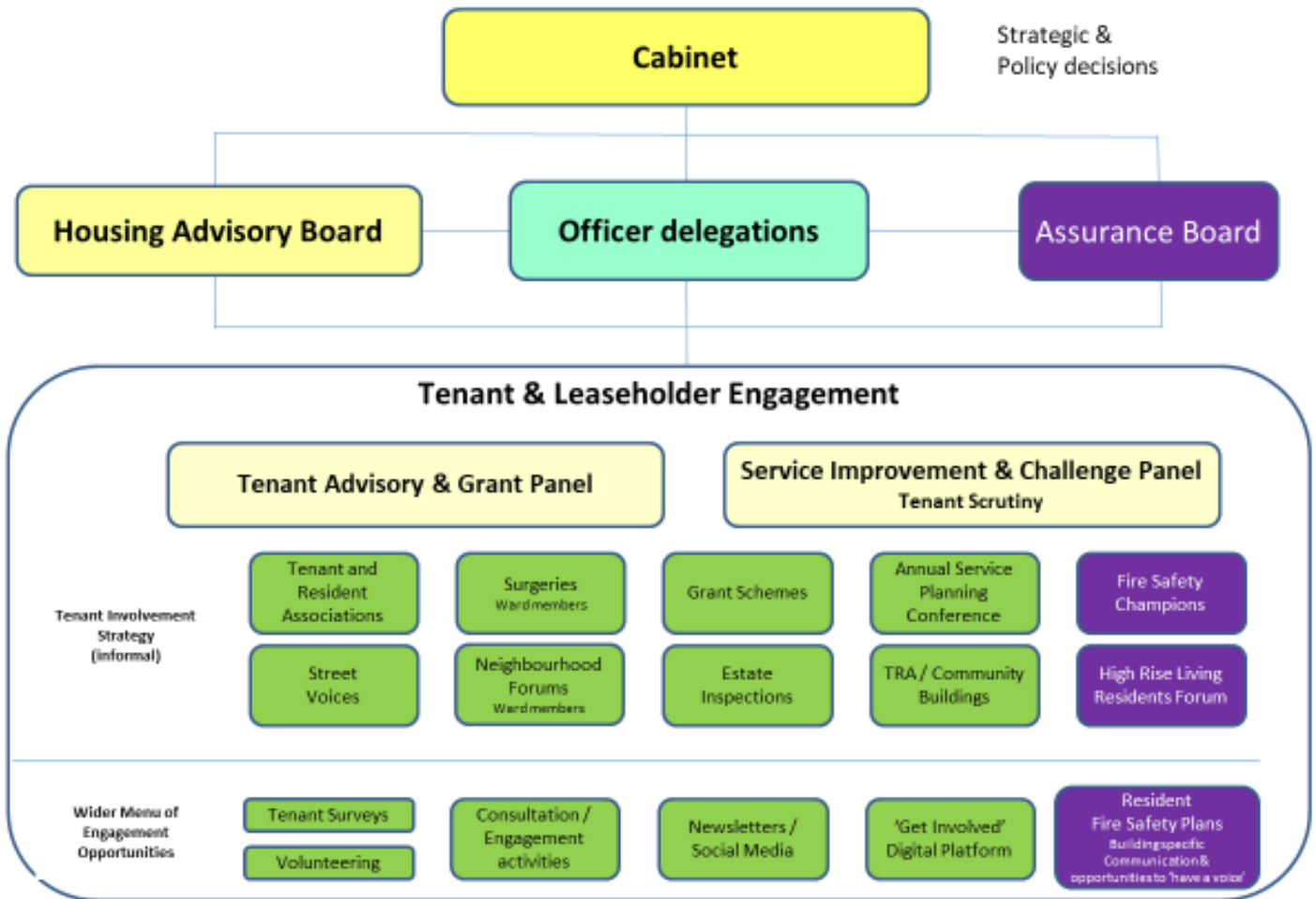
Existing Arrangements

- 4.8 Appendix D describes the current arrangements in place at KNH for hearing the tenants' voice.
- 4.9 The current arrangement includes 3 tenant board places on the KNH Board and a Tenant and Leaseholder Panel (TLP) which has 12 places. The TLP meet independently to review tenant facing service improvements and developments and feed comments directly into the Board. TLP members are also able to attend Board meetings in an advisory capacity.
- 4.10 A new approach to tenant scrutiny at KNH was also launched in 2018, the Service Improvement & Challenge Panel (SIC). Tenants and leaseholders are invited to come together based on an 'area of interest' to review policy and procedures and make recommendations e.g. complaints which are fed back to the Senior Leadership Team (SLT) and the Board as appropriate. The requirement for tenant scrutiny will continue regardless of whether Cabinet ratifies the in-principle decision today.
- 4.11 KNH continues to strengthen the tenants' voice in relation to Fire Safety as noted on Appendix D and, as set out in the KNH Fire Safety Management Plan which responds to the new draft Building Safety Bill and the emerging Social Housing White Paper mentioned earlier in this report. Ensuring there is a link between the new Assurance Board being set up by the Council and the tenant's voice is critical. The Assurance Board is discussed later in this report.
- 4.12 Strategic / policy decisions in the Council are made at Cabinet which includes decisions relating to housing services. This will not change as a result of any new arrangements agreed. However, consideration of how these decisions, where appropriate, will be informed by the tenant's voice is important and has been taken account of in the proposed approach. A fundamental principle of the recommended approach is to ensure that tenants have a voice in and influence over decisions affecting the delivery of services to them wherever those decisions are taken in the Council. This supports the philosophy and approach to place-based working that the Council has adopted.

5 Recommended Approach

- 5.1 The recommended approach takes account of examples of good practice adopted by other returned ALMOs (Leeds, Rotherham and Sheffield) which are also referenced in Appendix E.
- 5.2 The final proposals before Cabinet highlight the introduction of a new Housing Advisory Board, a new Tenant Advisory and Grants Panel and an Assurance Board, as set out in the diagram below. Draft terms of reference are set out at Appendix F and summarised in the following paragraphs.

Proposed Tenant Involvement Model within a Place Based Context in Kirklees



Housing Advisory Board

5.3 The primary role of the Board is to advise the Cabinet on decisions that affect tenants and leaseholders and will include consideration of:

- The Housing Strategy 2018-2023 and any subsequent refresh.
- Council housing stock and services to council tenants and residents.
- The strategic housing function and operational services such as homelessness, adaptations and private rented sector compliance.
- Place and community services including waste collection, grounds maintenance and community safety that relate to council housing neighbourhoods and environmental standards.
- The housing growth agenda including new build council homes and specialist supported housing.

5.4 The proposed new arrangements above have been informed by discussions with Ad-Hoc Scrutiny Panel on 21st September 2020. Of specific importance to the Panel was:

- The term 'Board' should be used for the Housing Advisory Board rather than alternatives. The term Board is used so as to reflect its importance in enabling the tenants' voice to remain an integral part of future housing decisions.

- To ensure clarity around the purpose of the ‘advisory’ functions of the Tenant Advisory & Grants Panel and that of the Housing Advisory Board.
- That the role of the Tenant Advisory & Grants Panel includes maintaining and strengthening the connection between TRAs and decision making arrangements.
- To ensure that the Housing Advisory Board is proactive and not just reactive in ensuring the tenants’ voice is heard.

Tenant Advisory & Grants Panel

5.5 The primary role of the Panel would be to inform policy, strategy, operations and its implementation, from a tenants’ perspective. This includes:

- Help develop and shape proposals to ensure views from the wider tenant engagement opportunities informs approaches.
- Sense check citizen / tenant facing correspondence e.g. rent and fire communications.
- Help improve connections between Tenant and Resident Associations (TRAs) and key decision makers.
- Develop good practice for TRAs / Street Voices and approve small grants.
- Receive recommendations from the Service Improvement and Challenge Panel (tenant scrutiny function expected for all social housing providers, not the Council’s internal scrutiny).

5.6 It is recommended that Cabinet adopt the proposed Tenant Involvement model as the model for 2021/22 and review the arrangements in light of experience of its operation during this transition year.

5.7 The following section covers the proposals recommended by the Ad-hoc Scrutiny Panel around strengthening assurance arrangements on compliance.

6. Ad-Hoc Scrutiny Recommendations

6.1 Ad-Hoc Scrutiny made a number of recommendations which were endorsed by Cabinet. Appendix G provides an update on the status of the recommendations.

Assurance Board

6.2 One of Ad-hoc Scrutiny’s recommendations related to an Assurance Board being created. On 21st September, the Panel was presented with an outline of the scope of the new Board and terms of reference which are set out below. Comments from Ad-Hoc Scrutiny were as follows:

- To have an independent voice on the new Assurance Board
- To ensure members are appropriately qualified and an ongoing commitment to Continuous Professional Development

Proposed Scope

- 6.3 Initially the Assurance Board will oversee work across the Council's social housing stock, directly owned/delivered care and respite facilities of all types (sleeping in risk buildings). Over the medium term (2022/23), it is proposed that the remit of the board will expand to other council owned property including public buildings, office accommodation, commercial assets and commissioned services where the building forms an intrinsic part of the commission and where the council and/or KNH are the duty holder.
- 6.4 To include compliance across the following - Fire Safety; Asbestos Management; Gas Safety; Electrical Safety; Water Hygiene; Lift Operations & Lifting Equipment Regulations (LOLER).

Draft Terms of Reference

- Take ownership of implementing compliance/occupancy requirements following the building safety reform bill.
 - Set and maintain standards for compliance across the scope, but with emphasis on Higher Risk Residential Buildings (HRRB) through compliant policies and accurate/regular risk profiling.
 - Recognise and prioritise the needs of tenants and residents.
 - Create and monitor an accountability framework for compliance with clear recognition of and escalation of risk.
 - Ensure the user (tenant/leasehold/resident/ service user etc) is empowered with more information and engaged on how risks are managed with their building and they are provided with effective routes for raising and escalating safety concerns and inform of the resolution of the same.
 - Provide information to the Joint Competent Authority (JCA) for the occupancy stage gateway on the mitigation and reduction of building safety risks and the status of any immediate building safety concerns.
 - Ensure the council has adequate resources with the required competency to discharge its duties in line with the recommendations from the Hackett review.
 - Receive training on the statutory and organisational requirements and expectations to be fulfilled by the board.
 - Has an appropriately skilled independent person on the Board.
 - Has access to necessary professional expertise, (sourced externally if necessary).
 - Engage competent technical system audits to regularly undertake a review of standards of compliance.
 - Ensure appropriate implementation of the Building Safety Manager approach across the council. Oversee arrangements within the council's operational areas to discharge the duties and responsibilities.
 - Ensure that the organisation creates, maintains and (if appropriate) disposes of records that demonstrate the principles and details of compliance.
 - Ensures adequate financial provision.
- 6.5 It is recommended that Cabinet approve the establishment of the Assurance Board, comment on the Draft Terms of Reference and note the phased approach to establishing the Board.

7. Update on other Project Board Workstreams

- 7.1 The Business Transition workstream commenced on 1 July 2020, and consists of four streams of activity covering HR, Finance, Legal & Governance, and IT. It has been established to deliver a staged implementation approach between now and April 2023.
- 7.2 Cabinet have previously endorsed recommendations of ensuring ‘form follows function’ and the retainment of ‘best of both’ worlds. The proposed approach will have these principles at its heart.
- 7.3 For stage 1 (up to 1 April 2021), detailed project plans have been produced for each stream of activity, and an overarching ‘Plan on a page’ produced for the workstream as a whole for the same period (please see Appendix H). The end of Stage 1 would see KNH joining the Council
- 7.4 Care has been taken during the development of these plans to consider the Ad-Hoc Scrutiny recommendations (please see Appendix G for more details).

8. Information required to take a decision

- 8.1 The feedback from tenants and leaseholders captured as part of formal tenant engagement that ran between 22nd June – 4th September 2020. The full findings can be found in the report at Appendix B. The respondents to the engagement exercise indicated support for the in-principle decision made on 2nd June 2020.
- 8.2 The Ad-Hoc Scrutiny Panel’s final report which is included as a separate item on this agenda.
- 8.3 An update on the current status of the remaining recommendations from Ad-Hoc Scrutiny supported by Cabinet in June is included at Appendix G.

9. Implications for the Council

Working with People

- i. The proposal has working with people at its heart by working with tenants as citizens. The views of citizens in the broader housing market are central to helping to understand and shape the diversity of responses the Council and its partners will wish to agree with the communities of Kirklees.
- ii. If Cabinet ratifies the in-principle decision of 2nd June 2020 the views of tenants will continue to be captured through a range of engagement mechanisms and through the on-going use of the Place Standard Tool. Good practice from TPAS will continue to be used as a guide to influence and inform future consultation and involvement of tenant and leaseholders living in Council housing.

Working with Partners

- i. Kirklees enjoys strong partnerships with a range of mainstream and specialist housing providers. The proposed approach will continue to build on and strengthen these relationships to continue to develop bespoke solutions for providing affordable and supported housing with the communities of Kirklees.

- ii. It also offers the Council and its partners an opportunity to strengthen the links between Housing, Health and Social Care and, to continue to integrate and provide the platform to positively impact further on outcomes for people / communities by working with them in a more holistic way.

Place Based Working

- i. An in-house model would enable closer integration of the various place-based approaches and would minimise the duplication that some citizens will currently experience.
- ii. The approach taken has used, and would continue to use, the Place Standard methodology as part of the wider engagement plan and would align this piece of work with wider Council and partner ambitions for place-based working. It is acknowledged the methodology would continue to evolve and adapt to challenges such as those posed by Covid19.
- iii. The Place Standard approach enables us to begin to develop a much more nuanced understanding of our diverse places both in terms of the challenges they face and, more importantly, the aspirations they have. Over time we are looking to develop a detailed picture which would increase our level of understanding in a way that:
 - Is based on local identity.
 - Facilitates a more cohesive and joined up response.
 - Is conversational and intended to bring citizens / tenants with us both in terms of dialogue and co-creating solutions.
 - Allows us to re-engage to understand the difference that has been made.
- iv. It provides a framework to facilitate ongoing conversations to help identify what's good about a place, what needs to improve and what citizens / tenants can contribute. It helps focus on priorities for action and encourages a very collaborative approach (working with not doing to) as it enables communities, public agencies, voluntary groups and others to work together to identify their priorities for a particular place that need to be targeted to improve people's health, wellbeing and quality of life.
- v. One of the benefits of the place standard is that it is consistent and provides a baseline which can be re-assessed to see how well places are performing. In developing our approach, it is recognised that there should be opportunity to go back to communities to 'sense check' and report back on conclusions, proposals and actions as a result of the information contributed by communities.
- vi. Tenant engagement on this scale would provide us with a unique opportunity to gain a wider and more detailed understanding of those places, the outcomes from which would inform wider thinking, policy agendas and budget setting moving forward.

Tackling Inequalities

- i. Housing is a key determinant on the health and wellbeing of communities and makes a significant contribution to tackling inequalities faced by residents, including fostered/ looked after children, care leavers, people with mental health or learning disabilities, older people and members of the BAME community. It is a strategic priority of the council to meet the

specialist supported housing accommodation needs of our most disadvantaged and vulnerable people.

- ii. Ongoing work and research for example on the accommodation needs of older people from the BAME community and work with specialist BAME led Housing Associations (Unity, Sadeh Lok) will strengthen our overall approach to tackling inequalities.

Climate Change and Air Quality

- i. Both existing housing and new build homes leave a significant carbon footprint – finding ways to reduce the carbon emissions from housing is a strategic priority for the Council. The proposal would enable the Council to consider the alignment of the asset strategy to enable investment in ensuring the housing stock performs at a greater thermal efficiency, renewable technologies as well as working with tenants as citizens on behavioural change where appropriate.
- ii. Ratification of Cabinet's in-principle decision also allows the Council to better align its new build programme to seeking to achieve carbon neutral housing developments by seeking alternative methods of construction as well as taking a fabric first approach and the recently commissioned work on a Passivhaus Pilot will also inform future strategy and plans.

Improving outcomes for children

- i. Housing is fundamental to the well-being of children and helping them to get the best start possible. A safe, warm and affordable place to live is an essential prerequisite.
- ii. Ratification of Cabinet's in-principle decision enables the Council to work with children and families to better identify and design the most suitable solution to their housing need by, for example, extending a council home so that a foster carer can accommodate a child or extending a council home when working with disabled children and their families to enable the transition into adulthood by creating the necessary adaptations and space for an additional room.

Other (e.g. Legal / Financial or Human Resources)

- i. If Cabinet ratify their in-principle decision to pursue an in-house model, there will need to be due diligence conducted on the commercial activities that KNH are engaged in e.g. KNH Living and ensure any contractual obligations are accounted for.
- ii. Merging the organisations would mean any initial transition costs would be balanced out by cost savings through eliminating duplication and economies of scale. Any savings would be re-invested in the housing service.
- iii. An in-house run service offers the opportunity of merging the capacity and capabilities of both organisations and so strengthening the opportunities for deploying resources to improve outcomes for Kirklees citizens. It is recognised that this approach may also result in the loss of some key employees with related knowledge, skills and experience, this risk would need to be mitigated and managed. A single employer would have the potential to rationalise and simplify employee relations arrangements with recognised trade unions.

- iv. Prior to the transfer careful change management planning will be needed to make sure that all Council and KNH staff are well informed and supported both initially on transfer and also throughout the following transition period. A high-level plan can be seen at Appendix I.

10. Integrated Impact Assessment (IIA)

- i. A stage 1 screening assessment has been completed. The assessment confirmed that a stage 2 assessment was not required. The assessment summary carried out is set out below.

Theme	Calculated Scores						Stage 2 Assessment Required
	Proposal	Impact	P + I	Mitigation	Evidence	M + E	
Equalities	0	3.5	3.5	0	4	4	No
Environment		3	3	0	6	6	No

NATURE OF CHANGE

WHAT IS YOUR PROPOSAL?	Please select YES or NO
To introduce a service, activity or policy (i.e. start doing something)	NO
To remove a service, activity or policy (i.e. stop doing something)	NO
To reduce a service or activity (i.e. do less of something)	NO
To increase a service or activity (i.e. do more of something)	NO
To change a service, activity or policy (i.e. redesign it)	NO
To start charging for (or increase the charge for) a service or activity (i.e. ask people to pay for or to pay more for something)	NO

11. Consultees and their Opinions

- An Ad-hoc Scrutiny panel was established and met on 5 occasions during this phase of the process - 10th June; 8th & 29th July; 26th August; 21st September 2020.
- As part of these meetings, officers provided updates and the panel in turn provided additional pointers, input, challenge and rigour. Examples of this included an emphasis on ensuring that diversity of opportunity was intrinsic to the approach and also that recognised best practice in engagement was identified and utilised.
- Ad-hoc Scrutiny have completed their own report for Cabinet.
- At the meeting held on 21st September, the Panel also considered the findings from the engagement and future governance options to ensure the tenants' voice is heard, should Cabinet ratify the in-principle decision. Of specific importance to the Panel was:
 - That the role of the Tenant Advisory & Grants Panel should include improving connections between Tenant and Resident Associations (TRAs) and key decision makers.
 - That the Housing Advisory Panel should be named as a Board to reflect its importance in enabling the tenants' voice to remain an integral part of future housing decisions.
 - Clarity was needed around the purpose of the 'advisory' functions of the Tenant Advisory & Grants Panel and that of the Housing Advisory Board.
 - That the Housing Advisory Panel is proactive and not just reactive in ensuring the tenants' voice is heard.
 - That there should be an independent voice on the new Assurance Board.

- That members of the Assurance Board are appropriately qualified and an ongoing commitment to Continuous Professional Development.
- e) On Monday 28th September, KNH Board met to consider the feedback received from tenants to the consultation on the future arrangement for the management and maintenance of the Council's housing stock. The board was particularly pleased at the level of response received from our tenants (circa 2,300) this being a considerable achievement given the timing of the exercise and the restrictions imposed by COVID 19. The Board was further pleased to see the link being made to place based working and how the housing management service delivery can enhance the Council's place strategy.

A key message arising from the consultation is that tenants are less concerned with who delivers their housing management service but are more focused on the quality of that service and the impact this has on the quality of the neighbourhoods in which they live.

The Board is therefore less focused on the practicalities of who delivers this service and more focused on ensuring that tenants are at the heart of decision making in whatever future arrangements are put in place. To this end the Board was pleased to see that the future proposals are placing tenants at the heart of consultation and decision-making processes. The Board is therefore content with the proposals in their current form and wishes to see the detail of these arrangements as they are developed.

- f) The KNH Tenant and Leaseholder Panel met on 30th September 2020 to consider the findings of the engagement (to 26th August 2020) and future governance options. TLP commented that they are pleased with the proposals as they will still be involved. The TLP also said that the proposals provide a very good structure that is diverse and engages tenants. They welcome further involvement in working up the details of the new arrangements if Cabinet ratifies its decision.

12. Next Steps and Timeline

- a. If Cabinet ratify the In-house model, the Housing Project Board will lead on the arrangements to ensure a successful transition by 31.3.21. The Service Director for Growth and Housing is the Project Executive and the Strategic Director for Adults and Health is the Project Sponsor for the Board.
- b) An overview of the proposed next steps can be seen at Appendices H and I.

13. Officer Recommendations and Reasons

- a) That Cabinet note the outcome of the formal tenant and leaseholder engagement on the management and maintenance of the housing stock carried out June – September 2020.
- b) That Cabinet notes the work and recommendations of the Ad-Hoc Scrutiny Panel.
- c) That Cabinet considers their previous 'in principle' decision to change the model to an in-house delivery model in light of the information provided in this report and agrees whether or not to ratify this decision and proceed to seek a mutual termination of the current

contract with KNH by 31.3.21 in order to directly manage the arrangements for its housing stock.

d) That Cabinet considers and approves the proposed approach to Assurance and, if the in principle decision is confirmed, approves the proposed approach to tenant involvement.

e) In the event that Cabinet ratify their previous decision, they agree to delegate authority:-

- to the Strategic Director for Adults and Health in consultation with the Portfolio holder to take all relevant steps to implement the decision. T
- to the Service Director Legal, Governance and Commissioning to enter into all relevant legal documents on behalf of the Council to enable the implementation of the decision

14. Cabinet Portfolio Holder's Recommendations

I am very pleased with the number of tenants and leaseholders that took the time to complete the survey and we have received some rich feedback. The majority of those who responded agree with the Cabinet's 'in principle' decision to join KNH with the Council.

I recommend that Cabinet ratifies their previous decision to provide 'in-house' management and maintenance of council housing stock; that the proposed approaches to assurance and tenant engagement are accepted; and that decision making to enable implementation is given to the service director in consultation with myself.

15. Contact Officer

Naz Parkar – Director for Growth & Housing

16. Background Papers and History of Decisions

The 2nd June 2020 Cabinet report made an in-principle decision on the future direction of the management of the Council's housing service <https://democracy.kirklees.gov.uk/documents/s36272/CAB-02-06-20%20Review%20of%20Housing%20Management%20and%20Maintenance%20Final.doc.pdf>

17. Service Director Responsible: Naz Parkar, Director for Growth & Housing

Appendix A – Tenant & Leaseholder Engagement

- i. The tenant engagement process has looked to capture the things that people feel are important about current arrangements, areas that they would like to see changed and to start to explore future arrangements, post implementation of the new model, for hearing the tenants' voice in decision making. The Ad-Hoc Scrutiny Panel and Tenant & Leaseholder representatives have been engaged in the design of the engagement process.
- ii. The approach to engagement has been to support the move to work with people and build relationships within a place-based context by engaging tenants as citizens and enable the Council to take a whole systems approach to the feedback received.
- iii. Councillors will continue to be at the heart in order to enable joint intelligence to provide valuable insight and inform future action and service delivery.
- iv. The engagement has been multi-faceted, included an approach based on the Place Standard methodology, and been co-produced with tenants who have also supported not only the publicity of the engagement, but also the virtual sessions.
- v. The impact of Covid19 has been recognised and national advice and restrictions have shaped the approaches used. A range of methods have been used. All tenants and leaseholders were sent a postal survey including a prepaid envelope at the start of the engagement. Details of how the survey could be completed online or by telephone (using a dedicated phone number and ring back service) was also provided to every household. The engagement was supported by a series of virtual drop-in sessions and an ongoing social media campaign.

Appendix B – Survey results

Please see associated report within the suite of papers provided.

Appendix C – Social Housing Regulator Standards

Regulator for Social Housing – Tenant Involvement and Empowerment Standard
www.gov.uk/guidance/regulatory-standards

1.1 Customer service, choice and complaints

1.1.1 Registered providers shall:

- a. provide choices, information and communication that is appropriate to the diverse needs of their tenants in the delivery of all standards
- b. have an approach to complaints that is clear, simple and accessible that ensures that complaints are resolved promptly, politely and fairly.

1.2 Involvement and empowerment

1.2.1 Registered providers shall ensure that tenants are given a wide range of opportunities to influence and be involved in:

- a. the formulation of their landlord's housing-related policies and strategic priorities
- b. the making of decisions about how housing-related services are delivered, including the setting of service standards
- c. the scrutiny of their landlord's performance and the making of recommendations to their landlord about how performance might be improved
- d. the management of their homes, where applicable
- e. the management of repair and maintenance services, such as commissioning and undertaking a range of repair tasks, as agreed with landlords, and the sharing in savings made, and
- f. agreeing local offers for service delivery.

1.3 Understanding and responding to the diverse needs of tenants

1.3.1 Registered providers shall:

- a. treat all tenants with fairness and respect
- b. demonstrate that they understand the different needs of their tenants, including in relation to the equality strands and tenants with additional support needs.

2.1 Customer service, choice and complaints

2.1.1 Registered providers shall provide tenants with accessible, relevant and timely information about:

- a. how tenants can access services
- b. the standards of housing services their tenants can expect
- c. how they are performing against those standards
- d. the service choices available to tenants, including any additional costs that are relevant to specific choices
- e. progress of any repairs work

- f. how tenants can communicate with them and provide feedback
- g. the responsibilities of the tenant and provider
- h. arrangements for tenant involvement and scrutiny.

2.1.2 Providers shall offer a range of ways for tenants to express a complaint and set out clear service standards for responding to complaints, including complaints about performance against the standards, and details of what to do if they are unhappy with the outcome of a complaint. Providers shall inform tenants how they use complaints to improve their services. Registered providers shall publish information about complaints each year, including their number and nature, and the outcome of the complaints. Providers shall accept complaints made by advocates authorised to act on a tenant's/tenants' behalf.

2.2 Involvement and empowerment

2.2.1 Registered providers shall support their tenants to develop and implement opportunities for involvement and empowerment, including by:

- a. supporting their tenants to exercise their Right to Manage or otherwise exercise housing management functions, where appropriate
- b. supporting the formation and activities of tenant panels or equivalent groups and responding in a constructive and timely manner to them
- c. the provision of timely and relevant performance information to support effective scrutiny by tenants of their landlord's performance in a form which registered providers seek to agree with their tenants. Such provision must include the publication of an annual report which should include information on repair and maintenance budgets
- d. providing support to tenants to build their capacity to be more effectively involved.

2.2.2 Registered providers shall consult with tenants on the scope of local offers for service delivery. This shall include how performance will be monitored, reported to and scrutinised by tenants and arrangements for reviewing these on a periodic basis.

2.2.3 Where registered providers are proposing a change in landlord for one or more of their tenants or a significant change in their management arrangements, they shall consult with affected tenants in a fair, timely, appropriate and effective manner. Registered providers shall set out the proposals clearly and in an appropriate amount of detail and shall set out any actual or potential advantages and disadvantages (including costs) to tenants in the immediate and longer term. Registered providers must be able to demonstrate to affected tenants how they have taken the outcome of the consultation into account when reaching a decision.

2.2.4 Registered providers shall consult tenants at least once every three years on the best way of involving tenants in the governance and scrutiny of the organisation's housing management service.

2.3 Understanding and responding to diverse needs

2.3.1 Registered providers shall demonstrate how they respond to tenants' needs in the way they provide services and communicate with tenants.

Additional 2

Regulator for Social Housing – Neighbourhood and Community Standard (Extract)

Source: www.gov.uk/guidance/regulatory-standards

1.1 Neighbourhood management

Registered providers shall keep the neighbourhood and communal areas associated with the homes that they own clean and safe. They shall work in partnership with their tenants and other providers and public bodies where it is effective to do so.

1.2 Local area co-operation

Registered providers shall co-operate with relevant partners to help promote social, environmental and economic wellbeing in the areas where they own properties.

1.3 Anti-social behaviour

Registered providers shall work in partnership with other agencies to prevent and tackle anti-social behaviour in the neighbourhoods where they own homes.

2 Specific expectations

2.1 Neighbourhood management

Registered providers shall consult with tenants in developing a published policy for maintaining and improving the neighbourhoods associated with their homes. This applies where the registered provider has a responsibility (either exclusively or in part) for the condition of that neighbourhood. The policy shall include any communal areas associated with the registered provider's homes.

2.2 Local area co-operation

Registered providers, having taken account of their presence and impact within the areas where they own properties, shall:

- (a) identify and publish the roles they are able to play within the areas where they have properties.
- (b) co-operate with local partnership arrangements and strategic housing functions of local authorities where they are able to assist them in achieving their objectives.

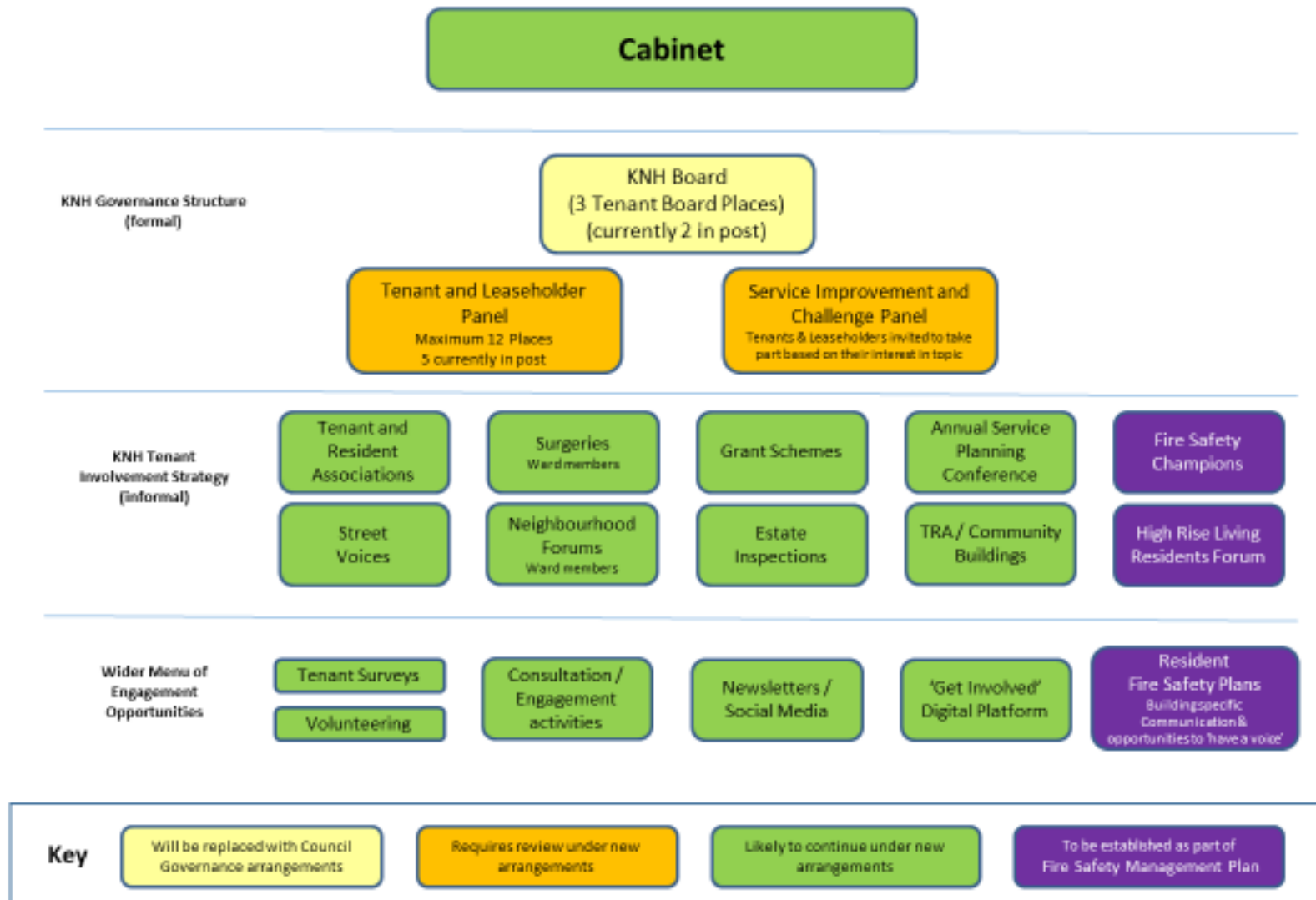
Additional 3 TPAS: National Tenant Engagement Strategy

The full document can be downloaded at www.tpas.org.uk or contact graham.sykes@knh.org.uk

Engagement Strategy	Make sure your tenant engagement links directly to business plan objectives.
Resources for Engagement	Your engagement has got to be resourced to ensure it is effective in delivering planned outcomes.
Information & Insight	Provide access to information at the right level, at the right time, to the right people in the right way.
Influence & Scrutiny	Ensure tenants, leaseholders and communities can influence appropriately.
Community Engagement	Engage with communities and local stakeholders to develop projects and plans to meet jointly identified needs.
Valuing Engagement	Ensure your tenant engagement outcomes will benefit stakeholder organisations, tenants, leaseholders and communities.

Appendix D – Current Arrangements for Tenant Involvement

Current Tenant Involvement Model at KNH



Appendix E – Examples of good practice adopted by other returned ALMO's

Glossary

Kirklees Neighbourhood Housing - Glossary

Tenant Board Members	Act as voice of tenant at board level – currently two of three positions filled.
Tenant and Leaseholder Panel (TLP)	Review customer facing policy and procedures and give feedback to officers. TLP members attend Board Meetings by rotation. Responsible for the approval of grants – currently 5 of 12 positions filled. TLP Recruitment planned for Sep/Oct 2020 with TPAS.
Service Improvement and Challenge Panel (SIC)	Responsible for scrutinising services and reports on findings including recommendations to TLP and Board. Panel members selected based on their interest in topics.
Tenant and Resident Associations (TRA's)	Currently there are 45 operating across Kirklees. The level of activity varies greatly – some hold coffee morning for residents whilst others run youth clubs and projects to make estates better places to live. TRA's are constituted and have a partnership agreement with KNH. TRAs are eligible to receive grants (see below).
Street Voices	Street Voices are individual tenants or leaseholders who operate on estates where there is no interest to set up a formal TRA. Street Voices are invited to the same forums as TRA's and are also eligible to receive grants (see below).
Neighbourhood Forums	There are currently 2 Forums - North and South Forum that meet quarterly. Run by KNH Officers, invites are sent to all TRA's, Street Voices and Ward Councillors but all tenants and leaseholders who are not part of a formal group can also attend. Forums receive updates from KNH staff about key services e.g. tenant involvement, housing management, repairs and investment etc and usually have a guest speaker e.g. Community Safety. Forum participants are asked for feedback on KNH policy and procedure in development which is then passed to the TLP to formally comment on and include recommendations which are then presented to the Board by TLP members.

Surgeries	Estate surgeries are still in operation in a small number of areas.
Grant Scheme	KNH operate 2 grants for tenant and leaseholders: Social Investment Fund is open to TRA's, SV's and Community Groups that can demonstrate their projects are meeting one or more of the 7 Kirklees Partnership Outcomes on KNH managed estates. Groups can apply for up to £2k twice a year. TRA Grant is only available to TRA's who can apply for up to £500 twice a year to cover their operational costs, in particular, TRA's who are running TRA/community buildings (see below).
Annual Service Planning Conference	The first conference (under the new tenant involvement model) took place in October 2019. Attendees included TRA's, Street Voices and tenants who had expressed an interest in getting more involved with KNH. Delegates were presented with information from a wider tenant survey carried out in the summer on what is good about housing services, what should be improved and how much KNH spends on core services. Feedback from tenants and leaseholders is used to inform the council's annual budget setting process (HRA) and KNH service planning priorities. Tenants also received a 'You Said, We Did' newsletter and video following the event.
TRA and Community Buildings	KNH manage a 23 community premises, the majority of which are leased to TRA's.
Estate inspections	Estate inspections usually take place on a quarterly basis. They are led by the patch Housing Officer. TRA's, Street Voices and Ward Councillors attend. Where there is a specific issue e.g., fly tipping, colleagues from Streetscene and West Yorkshire Police are also invited.
Tenant Surveys	KNH conducts several different surveys targeted at tenants and leaseholders, including the annual STAR Survey, transactional surveys following repairs and ad hoc surveys around a particular subject e.g. seeking leaseholder views on how they wish to be engaged.
Consultation and Engagement Activities	Consultation and engagement activities are commissioned by services and supported by the Tenant Involvement and Empowerment Team. The majority of work to date has been in support of the Your Home Your Place Capital Investment Programme.

<p>Newsletters and Social Media</p>	<p>In recent years, KNH has moved away from sending postal newsletters. However, a lot of information is still available to tenants on KNH website and through various social media platforms. We understand that paper- based newsletters still have a place, even more so as a result of CV-19 and will continue to utilise newsletters / letters to provide feedback to tenants where appropriate e.g. to support environmental improvements where visual ‘before and after’ photos are required and as part of KNH’s ‘You Said, We Did’ approach to feeding back on engagement/consultation exercises.</p>
<p>‘Get Involved’ – Tenant Involvement Digital Platform</p>	<p>KNH host a digital engagement platform where tenants can find out what is going on in their area and have their say. This is a shared space with the TRAs.</p>
<p>Fire Safety Champions - To be established</p>	<p>Integral to KNH’s Fire Safety Management Plan is a Resident Engagement Framework which aligns with recommendations from the Hackitt Review (following Grenfell). The role of the fire safety champions is still to be established but is likely to work with Building Managers in High Rise Risk Buildings (HRRBs) which includes 12 and 6 storey buildings and the Retirement Living Schemes managed by KNH. Champions will also support the development of individual resident engagement plans that will be established for each HRRB to provide building specific Communication & opportunities to ‘have a voice’.</p>
<p>High Rise Living Residents’ Forums - To be established</p>	<p>To be established – likely to be open to all residents of HRRBs, including Leaseholders.</p>

Tenant Involvement Practice from other Landlords – (extracts from websites)

Leeds City Council (Retained Stock: 54,800)

Strategic Housing Board	<p>The board provides a leadership role and works with many organisations to help support the housing strategy. They respond to issues such as changes in local housing or population trends and their impact on Leeds. The board is made of:</p> <ul style="list-style-type: none"> • one independent member • two tenants • six elected members
Estate Walkabouts	<ul style="list-style-type: none"> • Regular estate walkabouts take place across Leeds. These give tenants the opportunity to walk a set route around their local area with a housing officer to spot problems and suggest improvements.
Leeds Tenant Federation	<ul style="list-style-type: none"> • The Leeds Tenant Federation (LTF) is an independent company that represents and supports all Leeds tenants, including Tenants and Residents Associations and area reps. • Membership of the Leeds Tenants Federation is free, and members will get information about our meetings and events and can ask us for advice.
Repairs and Investment Group	<ul style="list-style-type: none"> • The Repairs and Investment group works with our housing teams and repairs contractors to discuss what matters to tenants about their homes, communities and future investment. • The group meets every two months.
High-Rise Strategy Group	<ul style="list-style-type: none"> • The High-Rise Strategy Group represents tenants and leaseholders living in multi-storey blocks. The group meets every couple of months to discuss issues that tenants in high-rise flats are concerned about. • Future meeting dates can be found via a Facebook page.
Voice of Older Tenants	<ul style="list-style-type: none"> • The Voice of Older Tenants group (VOLT) represents our older tenants, including those living in sheltered properties. • The group meets with our housing teams every couple of months to discuss the issues that matter to our older tenants, and looks at their support needs to make sure that older tenants are able to stay in their own homes for as long as they want. • They also arrange local forums to consult and engage with communities.

<p>Housing Advisory Panel</p>	<ul style="list-style-type: none"> • Housing Advisory Panels are groups of tenants from a local area who together decide how to spend a budget for community projects. They also monitor how housing services are working for tenants and suggest improvements to the council. • The 11 panels have a total budget of £450,000 to award to projects which benefit tenants and local communities in Leeds. • Each panel meets every eight weeks. Members are expected to attend regularly and prepare by taking time to read reports beforehand. • Watch the HAPs video on YouTube to learn more • Meeting dates for each panel are listed on the Housing Leeds events Facebook page External link.
<p>Tenant Scrutiny Board</p>	<ul style="list-style-type: none"> • The Tenant Scrutiny Board reviews the services offered to Housing Leeds tenants in order to identify where they are not meeting tenant’s needs or service standards. The Board then makes recommendations to services to improve the way they are delivered.
<p>Voice of Involved Tenants across Leeds (VITAL)</p>	<ul style="list-style-type: none"> • VITAL works to join up all the different tenant groups across Leeds so they can solve bigger issues together. It is made up of the chairs and leaders from major tenant groups as well as independent members.
<p>Right to Manage your Estate</p>	<ul style="list-style-type: none"> • Housing law in England gives council tenants and leaseholders the right to manage some council housing services where they live. They can then make decisions about how to spend money and run the local services that most affect them, such as repairs, looking after open spaces, and estate cleaning.
<p>Support and funding for tenant and community groups</p>	<ul style="list-style-type: none"> • Tenants, residents and community groups can get support and funding from a range of schemes: • Funding Leeds lists hundreds of funding sources and how to bid for them. • Doing Good Leeds provides advice and support with running a voluntary or community organisation. • West Yorkshire Community Accounting Service is a not-for-profit that can help community organisations manage their finances.

Sheffield City Council (Retained Stock: 42,000)

<p>Housing and Partnership Group</p>	<p>The group is a place for us to come together to make a difference.</p> <p>It is a place:</p> <ul style="list-style-type: none"> • for you to tell us what you think about our services and how we can make them better • for us to share exciting developments about what is happening on our estates and in our neighbourhoods • to work together on ideas for how to get the most from the money we spend on services • how to make our communities even better places to live for everyone • celebrate and learn from one another's successes <p>It is open to all tenants, leaseholders and TARA reps. The group meets once a month for a couple of hours and what it says matters to our staff, our teams and to Councillors. Its views are always considered when any decisions are made by our service which affects our customers or their communities.</p>
<p>Leaseholder Forum</p>	<p>The forum is made up of leaseholder representatives from across the city. It meets quarterly to discuss city-wide issues affecting leaseholders and to make recommendations about the services they receive from us. It aims to:</p> <ul style="list-style-type: none"> • improve communication between leaseholders and the Council • act as a consultation forum for all issues and services affecting leaseholders • give leaseholders the opportunity to become involved in the development of service improvements that affect them
<p>Local Housing Forum</p>	<p>Each of our seven Neighbourhood Teams has a Local Housing Forum, where tenants and residents living in the area can come together to discuss local issues which matter to them. Local Ward Councillors, local partner agencies and representatives from local voluntary or community organisations are also invited.</p> <p>As well as considering housing-related issues and suggesting improvements and better ways of working, the forums also have a focus on their local neighbourhood and how they can help support their communities in being more sustainable.</p> <p>Each Forum meets at least four times a year.</p>

<p>Tenants and Residents Associations (TARAs)</p>	<p>There are over 40 TARAs across Sheffield, representing local tenants, supporting their communities and organising local events.</p>
<p>Tenant Scrutiny for Housing Services (challenge for change)</p>	<p>Tenant scrutiny of housing services (Challenge for Change)</p> <p>Challenge for Change is Sheffield City Council's scrutiny panel made up of Customer Challengers who:</p> <ul style="list-style-type: none"> • tell us how we can improve services for customers • examine how our business is run • ensure customers' views drive change <p>Become a Customer Challenger:</p> <p>To become a challenger, you need to be a tenant, leaseholder or customer of Sheffield City Council (this includes members of Tenants' and Residents' Associations as well as people on the Council Housing list).</p> <p>It is an opportunity to improve your knowledge, develop skills and make a difference to the Council's Housing Service and improve things for you and your neighbours.</p> <p>You can't be a challenger if you are:</p> <ul style="list-style-type: none"> • in breach of any of Sheffield City Council tenancy conditions • a Sheffield Councillor • an employee of Sheffield City Council

Rotherham Council (Retained Stock: 21,000)

Housing Involvement Panel	<p>The Housing Involvement Panel has been involved in and influenced key decisions and service improvements such as the Housing Strategy, Housing Allocations Policy, Housing Revenue Account Business Plan, shared accommodation for young tenants, repairs and maintenance re-tender, Universal Credit and pre-tenancy workshops.</p> <p>Purpose:</p> <ul style="list-style-type: none"> To act as a consultation and service development forum and decision-making panel for housing services. <p>Key Features:</p> <ul style="list-style-type: none"> To play an active role in developing policies and strategies to continually enhance the quality of housing services To oversee the Tenant Engagement function and ensure it is playing an effective role in service improvement and the sustainability of housing and neighbourhoods across the borough.
Ward Housing Hubs	Ward Housing Hubs have a budget giving council tenants an opportunity to decide on how to spend money on environmental improvements that benefit their estates.
Quality Standards Challenge Group	The group work closely with tenants that are involved in the community inspection group to uncover any 'hot topics' or 'causes for concern'. They then work to provide a standard of service for future work.
Tenants Open Day	The Tenants Open Day is an opportunity for you to attend and find out about how housing services are performing and our future plans. Also, this is a great chance for you to access and find out more about other services within the Council and other organisations. The Open Day also includes Rotherham Federation of Communities Awards Ceremony where achievements from tenants and staff are recognised through awards.
Home Matters	This quarterly magazine keeps tenants up to date on what is happening both in Housing and their local area and provides information on our performance. As a tenant you can get involved as part of the Editorial Board to input into articles.
Gardening Competition	The annual competition returns to reward both council and non-council tenants who make a real difference in their neighbourhoods by taking pride in their gardens.

<p>Rotherham Federation of Communities</p>	<p>Rotherham Federation of Communities is your local tenants' federation that can support you to get involved in your local tenants' group and provide you training and support to develop your own group. The charity delivers sessions relating to tenant involvement and scrutiny to help you improve housing and other services further.</p>
<p>Young Tenants Group</p>	<p>We offer a wide range of activities and events for young tenants, aged 16-35, to get involved and have a say on how we can improve housing services to meet their needs.</p>
<p>Your Neighbourhood</p>	<p>Working with you to help build communities that we can all take pride in is a priority for the Council.</p> <p>Our aim is to put communities at the heart of everything we do and to make people healthier, happier, safer and proud by:</p> <ul style="list-style-type: none"> • Working with communities on the things that matter to them • Listening and working together to make a difference • Supporting people from different backgrounds to get on well together <p>We value the contributions that people are already making within their local area from volunteering to getting involved in decision making.</p> <p>Our Thriving Neighbourhood strategy sets out our plans for even more joint working with local people to find solutions to issues and build on our heritage and assets. Take a look and find out how you can get involved.</p>

Appendix F – Potential approach to amplifying tenant voice

1. Scope

1.1 It is proposed that the Housing Advisory Board will, in advising the Cabinet, consider the following key areas:

- The council's Housing Strategy 2018-2023 and any subsequent refresh
- Council housing stock and services to council tenants and residents.
- The council's strategic housing function including housing strategy and operational services such as homelessness, adaptations and private rented sector compliance.
- Place and community services including waste collection, grounds maintenance and community safety that relate to council housing neighbourhoods and environmental standards
- The housing growth agenda including new build council homes and specialist supported housing.

2. Terms of Reference

2.1 To provide Cabinet via the Portfolio Holder, information, views and advice on a range of housing and related strategies and policies.

2.2 To have early sight of proposed strategy and policy developments to ensure tenants' views have informed proposals and that the tenant voice is visible, heard and responded to.

2.3 To have a regular view of and say on relevant compliance and regulatory standards.

3. Membership and Frequency of Meetings

3.1 It is proposed that the Panel is chaired by the Portfolio Holder and that six diverse tenant representatives should be recruited so as to ensure that the voice of all sectors of the community are heard.

3.2 It is proposed that the Panel meets on a quarterly basis.

3.3 The following shows that the proposal enables the tenants' voice to be strengthened and is prominent in decision making. It also highlights the roles of Housing Advisory Board and the Tenant Advisory & Grants Panel.

Function	Role	Membership	Frequency	Scope of Authority
Cabinet	Decision makers			Decisions on Strategy and Policy – examples include Housing strategy; Allocations policy; Rent setting; Changes to tenancy agreement; Tenant involvement strategy; Asset management strategy; and budget setting.
Housing Advisory Board	To provide cabinet with advice on decisions might need to make and ensure / evidence tenant voice is visible, heard and responded to.	Chaired by Portfolio holder, 6 x inclusive representative tenant / leaseholder reps	Quarterly	Early sight of proposed strategy and policy to ensure tenants views have informed proposals. Note, this does not negate wider engagement on items such as housing strategy. Regular review of compliance with regulatory standards.
Tenant Advisory & Grants Panel	Test appropriately from tenant perspective and inform strategy, operations and its implementation.	12 - inclusive combination of tenants / leaseholders	Minimum bi-monthly	Help develop and shape proposals to ensure views from the wider tenant engagement opportunities inform approaches. Sense check citizen / tenant facing correspondence e.g. rent and fire communications. Develop good practice for TRA's / street voices and approve small grants. Receive recommendations from Tenant Scrutiny (Please note, this is the scrutiny function expected for all Housing providers, not the Council's internal scrutiny).
Service Improvement & Challenge Panel (Tenant Scrutiny)	Independent tenant scrutiny	Appropriate to scrutiny topic / size	Appropriate to scope and number of topics	Responsible for scrutinising services and reports on findings including recommendations to TLP and Board. Panel members selected based on their interest in topics.
Officer Delegations	Inclusively implement strategy and policy	Officer governance hierarchy	As within existing governance	Creation of strategic and policy options for consideration. Implement operational delegations e.g. turning strategy / policy into operational reality, FPR and CPR's; Rent collection; Tenant support; ASB; Estate management; Operational partnership agreements e.g. communal cleaning. Legislative implementation e.g. housing law to be adhered to.

Appendix G – Update on Cabinet Endorsed Ad-hoc Scrutiny Recommendations

No.	Recommendation	Directorate and Cabinet Member(s) or organisation asked to coordinate the response to the recommendation	Do you agree with the recommendation? If no, please explain why.	How will this be implemented?	Who will be responsible for implementation?	What is the estimated timescale for implementation?	Ad-hoc Scrutiny Comments
1	A 'form follows function' approach should be taken to the development of the housing delivery service, with the desired aims and outcomes identified at the outset and appropriate arrangements put in place to achieve them.	Adults & Health Directorate / Cabinet Member for Housing & Democracy	Yes	Engagement with tenants, leaseholders and Councillors closed on 4th September 2020. This engagement has focused on both housing services and wider place-based themes. Initial review of the feedback has informed the proposed approach to ensuring the tenants voice is heard and acted upon. The Project Board has agreed that the Business Transition workstream will involve minimal movement up to the point transfer. This will enable a joint response to be made to the engagement feedback, and for consideration to be given in the second stage of transition (after the point of transfer) to ensure 'form follows function' in the development of the housing delivery service.	Strategic Director for Adults and Health	Post April 2021	No additional comment

<p>2</p>	<p>That key outcomes be developed in conjunction with tenants at the earliest opportunity, so that they have input into the model without a decision being already made and asks that those key outcomes include good and transparent governance, compliance and the voice of the tenant.</p>	<p>Adults & Health Directorate / Cabinet Member for Housing & Democracy</p>	<p>Yes, however, an in-principle decision on the preferred model will have been made</p>	<p>The recommendation has been built into the engagement approach from the start. Tenant & Leaseholder Panel were involved in the engagement design e.g. the final design of letter and questionnaire. All tenants and leaseholders from 22 Jun - 4 Sep were able to input their views through a wide variety of channels and mechanisms. Additional online virtual sessions were created, publicised and delivered where lower level of response was identified at a mid-point. This included targeted events for young people, BAME, Tenant and Resident Associations (TRAs) and Street Voices (SVs). Influence, sense of control, view of services as well as whether home meets needs were built into the questionnaire along with opportunity to provide additional views. Intelligence has been used to inform good & transparent governance, compliance & how the voice of the tenant can be amplified going forward.</p>	<p>Strategic Director for Adults and Health / Director for Growth & Housing</p>	<p>See comments at Recommendation 6</p>
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3	<p>Consideration be given as to how the positive elements of both models can be combined into an appropriate structure in order to deliver the best outcomes for tenants.</p>	<p>Adults & Health Directorate / Cabinet Member for Housing & Democracy</p>	<p>Yes</p>	<p>Initial areas of 'best' have already been identified e.g. Harnessing Community Capacity; Everyone In – care leavers, domestic abuse; Supporting the health and social care system – Aids & Adaptations, Temporary Accommodation; Debt Management & Advice – Single Conversation; Communications. This would be built upon during the transition year while sat alongside each other as one organisation where it can be harnessed. Bringing together the best of the best and harnessing the energy and vitality of both is recognised as being a powerful opportunity to deliver even more for and with the people of Kirklees.</p>	<p>Strategic Director for Adults and Health / Service Director for Strategy, Intelligence & Performance</p>	<p>Beyond April 2021</p>	<p>During the transition year Scrutiny to be updated on progress. To be agreed on whether this will be a six monthly return.</p>
4	<p>Requirements for compliance and risk should be examined and strengthened as a priority by both the Council and ALMO in partnership regardless of housing delivery model, as post Grenfell, a status quo position in relation to compliance and responsibility is not an option.</p>	<p>Adults & Health Directorate / Cabinet Member for Housing & Democracy</p>	<p>Yes. Agree that greater clarity between roles and responsibilities needed and because 'a status quo is not an option; fire safety arrangements have been examined and strengthened post-Grenfell to ensure residents are safe.</p>	<p>A new Assurance board would be established. The scope and terms of reference have been drafted and shared with Ad-hoc Scrutiny on 21/09/20 and also at political briefings. Next steps include - Confirming membership of the board; Arrangements for the first meeting (which is anticipated as being in January 2021); Developing</p>	<p>Strategic Director for Adults and Health // Chief Operating Officer, KNH</p>	<p>See below for recommendation 5</p>	<p>Panel would like Scrutiny to be advised of how the Assurance Board is operating and feeding into the structure after 12 months of operation. Economy and Neighbourhoods Panel to be updated after 12 months if there are any further changes due to changes in legislation.</p>

5	Strong consideration should be given to the establishment of an Assurance Board to focus on compliance and risk across both the Council and ALMO.	Adults & Health Directorate / Cabinet Member for Housing & Democracy	Yes	a forward programme of agenda items.	Chief Executive / Chief Operating Officer, KNH		Panel would like Scrutiny to be advised of how the Assurance Board is operating and feeding into the structure after 12 months of operation. Economy and Neighbourhoods Panel to be updated after 12 months if there are any further changes due to changes in legislation.
6	Tenants be consulted on any proposals for change on the housing delivery model at an early stage and in a meaningful way. This should be in-line with the good practice outlined by TPAS in Section 10 and the government guidance referenced in Section 8 of this report.	Adults & Health Directorate / Cabinet Member for Housing & Democracy	Yes	Good practice has informed the approach which aligns with KNH's Tenant Involvement Strategy. The strategy itself was underpinned by TPAS good practice. KNH is a member of TPAS and therefore alerted to, and able to access any ongoing good practice, learning or innovative ideas that emerge to support the ongoing tenant engagement activity. A significant range of options on how to engage has been implemented. These outstrip any previous best practice and have also taken the opportunity to feature a place based approach. The volume of responses received has surpassed all expectations	Director for Growth & Housing / Head of Business Assurance & Transformation, KNH / Head of Partnerships, KNH	Plan engagement – April & May Implementation - June to August Analysis & Report – Sept 2020	Panel members have monitored and are happy with the consultation process which has taken place during unusual times. Members would have liked more hard to reach groups to have fed into the consultation but understand the difficulties. Learning can be taken from the consultation on how tenant engagement can be improved and formally put in place and trialled through the transition year.
7	Any tenant consultation on the future model should be used as an opportunity to seek views on how tenants would wish to be engaged moving forward at the same, in order to inform future engagement strategies.	Adults & Health Directorate / Cabinet Member for Housing & Democracy	Yes	This has been done. Influence, sense of control, view of services as well as whether home meets needs have been built into the questionnaire along with the opportunity to provide additional views on wider place. Views on how	Director for Growth & Housing / Head of Business Assurance & Transformation, KNH / Head of Partnerships, KNH		Panel members agreed the consultation did cover this recommendation.

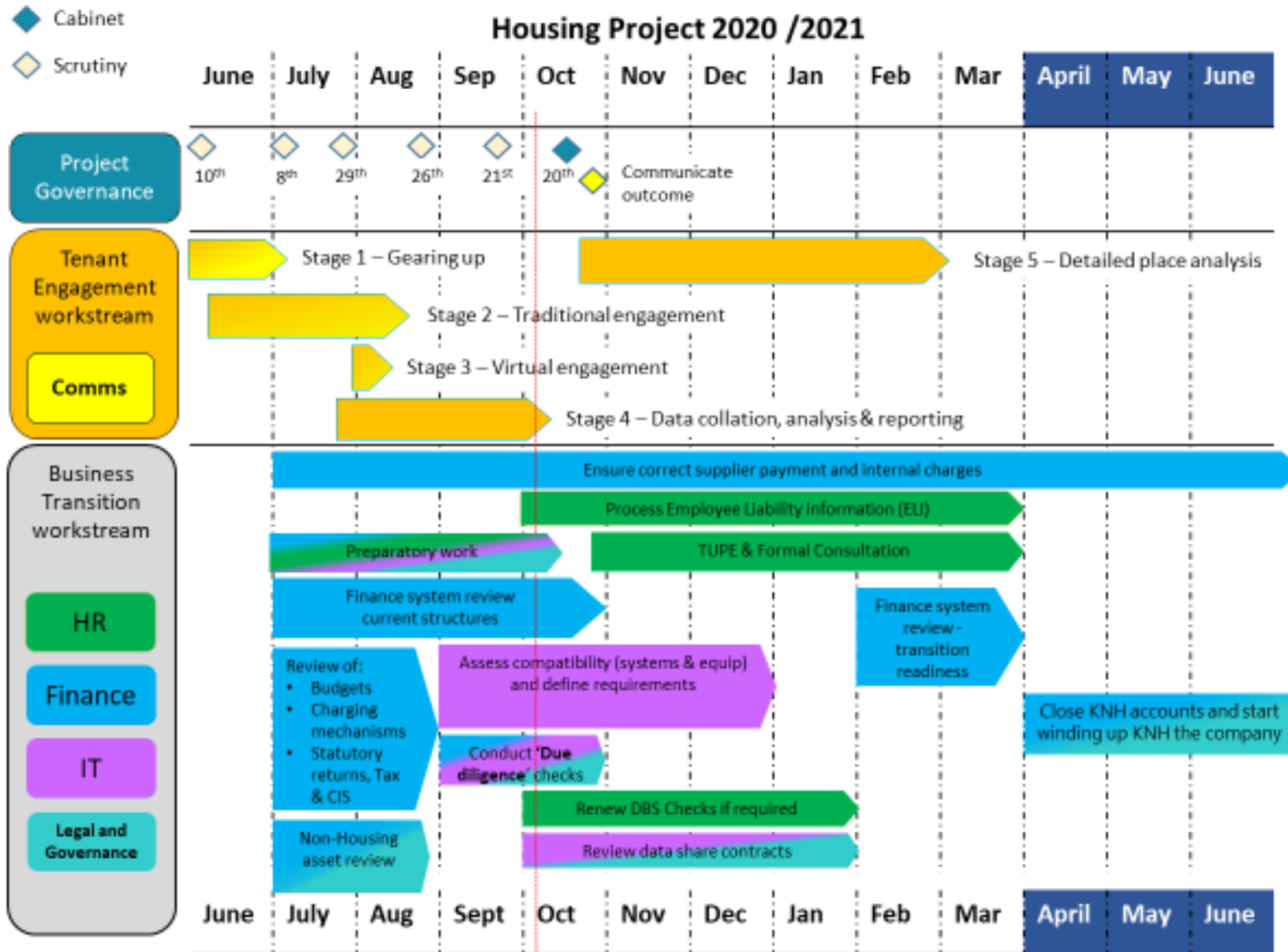
			tenants wish to be engaged in the future was also specifically built into the engagement approach as a key element.				
8	If there is a change to the housing delivery model, then there must be a renewed focus on tenant satisfaction to ensure that levels of satisfaction do not drop as a result of the changes.	Adults & Health Directorate / Cabinet Member for Housing & Democracy	Yes	Change management will be undertaken to support a smooth transition. Performance will be monitored on a continual basis and measures taken to mitigate any adverse trends where appropriate. New methods for capturing feedback as close to the point of service delivery will be introduced in phases. These will focus on the areas that tenants tell us are most important to them (e.g. by utilising the Tenants Advisory and Grants Panel as well as the recent engagement results) and intelligence captured will enable immediate action to be taken where appropriate and inform changes to service delivery.	Strategic Director, Adults & Health	Constant	Scrutiny to be updated in 12 months to ascertain, if the minded to decision is taken forward and after any implementation period, if there have been any changes in tenant satisfaction.

9	<p>A clear process, which places tenants at the heart, be developed in order to ensure that their voice is protected and not lost if a decision is made to bring delivery back in-house.</p>	<p>Adults & Health Directorate / Cabinet Member for Housing & Democracy</p>	<p>Yes</p>	<p>Feedback from the comprehensive engagement over the summer has confirmed the importance of influence and control for tenants and leaseholders. Good practice from other local authorities has also been taken into account as has risk within the current model. All of the above have been taken into account when developing the recommended approach for consideration / decision.</p>	<p>Director for Growth & Housing / Head of Governance / Head of Partnerships, KNH</p>	<p>Plan engagement – April & May Implementation - June to August Analysis & Report – Sept 2020</p>	<p>Panel members are reassured a structure will be put in place and a change of name of the Housing Advisory Panel requested by the panel will be actioned. Later Scrutiny would wish to see how the structure operates in practice.</p>
10	<p>An examination of current tenant engagement approaches be carried out in order to identify and address any such disconnect.</p>	<p>Adults & Health Directorate / Cabinet Member for Housing & Democracy</p>	<p>Yes</p>	<p>There is a recognition that the current approach reflects best practice and has been successful even within the limitations imposed by Covid. However, more can always be done to further improve, enable tenants voices to be heard and provide tenants with opportunities to shape services. The outcome from the engagement just completed demonstrates the robustness of the current approach. Regardless of whether a decision is made for KNH and the Council to merge or not, evaluation of all aspects relating to tenant voice will continue in order to drive improvements and inform service delivery. With this in mind a multi-faceted approach has been proposed. Feedback captured from tenants this</p>	<p>Director for Growth & Housing / Head of Governance / Head of Partnerships, KNH</p>	<p>Sept 2020</p>	<p>Not obvious in documentation but discussion with the panel was very open. Panel members would hope officers would look at new and improved ways of engagement. Scrutiny would like to see how the new panels engage and listen to the wider tenant and leaseholder body, including ways to hear from younger tenants as well as those from different communities, children of tenants, young families and across different communities.</p>

				summer that highlighted what they want to see more or less of. This wide range of views will help to further strengthen the existing approach which will naturally include a focus on fair representation and inclusivity.			
11	A strengthened council/client relationship with clearly defined roles and responsibilities is required if the current model is to remain in place.	Adults & Health Directorate / Cabinet Member for Housing & Democracy	Yes	In the event of a decision being made not to merge the 2 organisations, action will be taken. Roles and responsibilities which are articulated as part of section 21 of the contract between the Council and KNH will be reviewed and enhanced where required.	Strategic Director for Adults and Health / Director for Growth & Housing	Completed by 30/06/21	Not until 2021.
12	If an in-house delivery model was proposed, then due diligence should be carried out as to the ALMOs commercial activities and contractual obligations.	Adults & Health Directorate / Cabinet Member for Housing & Democracy	Yes	Due diligence was undertaken relatively recently when Property Services merged with KNH. In the event of a decision being made to merge KNH and the Council, appropriate due diligence will be undertaken. Plans to assist this to occur if required have been drafted.	Strategic Director, Adults & Health / Service Director, Strategy, Intelligence and Performance		No additional comment.

13	That the Scrutiny Ad Hoc Panel has the oversight of the implementation of all the recommendations and of the process going forward and the Chair of the Economy and Neighbourhoods Scrutiny Panel be invited to attend any future meetings.	Adults & Health Directorate / Cabinet Member for Housing & Democracy	Yes, all recommendations agreed by the Cabinet. However, Cabinet will have oversight and would welcome the support and involvement of the Ad Hoc Scrutiny panel around the process of engagement.	Ad Hoc Scrutiny Panel has had oversight of the implementation of all the recommendations and of the process going forward. The Chair of the Economy and Neighbourhoods Scrutiny Panel has been invited to, and attended, meetings.	Strategic Director for Adults and Health / Director for Growth & Housing	May 2020 to October 2020	
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Appendix H - Overview Plan



Appendix I - Key Deliverables / Milestones in the event of Cabinet ratifying their decision

Business Transition Milestones – Oct '20 to Mar '21

Please note – The following is indicative and will evolve

October 2020	Nov / Dec 2020	Jan / Feb 2021	March / April 2021
<ul style="list-style-type: none"> ❖ Draft standstill agreement consultation ❖ Review of future budgets and structures completed ❖ Review of Council corporate charges completed ❖ Review of charging mechanisms (internal and external) completed ❖ Implications on statutory returns, tax and CIS understood ❖ Confirm staff in scope / affected (following Cabinet decision – 20th Oct) ❖ SAP system reconfiguration starts ❖ KNH HR and Learning Management IT system activity starts 	<p>Nov 2020</p> <ul style="list-style-type: none"> ❖ TUPE consultation starts - TU and staff) ❖ Formal notification of proposed transfer sent to staff ❖ Organisation information supplied to HD-One ❖ Purchase order management and closure of total jobs starts ❖ IT systems reconfiguration (service facing) starts ❖ End-user computing work package starts ❖ KNH Website activity starts <hr style="width: 20%; margin: 5px auto;"/> <p>Dec 2020</p> <ul style="list-style-type: none"> ❖ Deadline for confirmation of Profit Centre hierarchy and HR org structure to HD-One (18 Dec 2020) ❖ IT systems reconfiguration (public-facing) starts 	<p>Jan 2021</p> <ul style="list-style-type: none"> ❖ Standstill agreement signed ❖ Second review of structures in SAP and other systems (Budget Load) started ❖ Merging of bank accounts commences ❖ First batch of Employee Liability Information (ELI) requested and supplied ❖ HR drop-in sessions ❖ HD-One build of profit centre and org structure starts <hr style="width: 20%; margin: 5px auto;"/> <p>Feb 2021</p> <ul style="list-style-type: none"> ❖ Second review of structures in SAP and other systems completed ❖ Second batch of ELI requested and supplied ❖ HD-One build of profit centre and org structure completed ❖ Preparations for payroll transfer ❖ Rostrvm reconfiguration completed 	<p>March 2021</p> <ul style="list-style-type: none"> ❖ Merging of bank accounts completed (March 2021) ❖ Purchase order management and closure of total jobs completed (March 2021) ❖ Review and transfer purchasing cards (March 2021) ❖ Communicate new coding to KNH requisitioners ❖ Final batch of ELI requested and supplied (March 2021) ❖ TUPE consultation ends (March 2021) ❖ Payroll transfer undertaken (March 2021) ❖ Sundry debt, Procurement, Invoice scanning and VIM (March 2021) ❖ IT systems reconfiguration, end-user computing, and KNH website changes completed (March 2021) <hr style="width: 20%; margin: 5px auto;"/> <p>April 2021</p> <ul style="list-style-type: none"> ❖ Confirmation of Transfer Letter to staff (1 Apr 2021)
 <p style="text-align: center; color: black; font-weight: bold;">Partnership working & Communications throughout</p>			

2020 09 21