

You are invited to attend

# LB Southwark Resident Involvement Review Panel – Meeting 4 11<sup>th</sup> October 6pm

***Objective of meeting: Panel considers strategic engagement with tenants and Home Owners and the role of Tenant Council, MySouthwark Board and Homeowner Council***

## AGENDA

1. Welcome
2. Summary note of last meeting and Decision Table
3. Background to discussion including summary note, background note and TMO submission
4. Leaseholder strategic engagement
5. What should be covered by strategic engagement including regulatory requirements
6. What mechanisms should be in place and how should they be recruited
7. What strategic body should be in place and how should they be recruited
8. Freedom of Information Request – Ms Negoita
9. Google Residents Feedback
10. Meeting Five
11. Meeting Six

## Meeting Four: Chairs Briefing

Welcome to the Resident Involvement Review Panel's fourth meeting.

Apologies

Hilary Dawson MYSHOB  
Omalaria Daniels Tenant

Please find attached the summary note of the last meeting (Paper 1) and Decision Table (Paper 2). The Panel agreed two important recommendations at its last meeting that all properties are covered by at least one face to face involvement event each year and to replace the current Area Housing Forums by 5 new Housing Forums open to all council tenants and home owners in their respective area.

There are implications for both the current structures of the Homeowners Council and Tenant Council if the second is adopted by the Council.

Tonight we have four major discussions:

- Leaseholder strategic engagement
- What should be covered by strategic engagement
- What mechanisms should be in place and how should they be recruited
- What strategic body should be in place and how should they be recruited

To provide context there is a shortened version of the background we considered at the first meeting at Paper 3. In particular I would like to draw the Panel's attention to the failure of the Council to use the current structure effectively on strategic issues, its poor communication with and low satisfaction from tenants and Homeowners. It is also worth noting the challenge around the diversity, accessibility and effectiveness of that structure. Further details of the current structure are provided by the Council at Paper 4. I've also included a submission from the body representing Tenant Management Organisations in Southwark at Paper 5.

The MySouthwark Homeowners Agency was created to provide a focus on improving services to Homeowners following some particularly poor satisfaction results. The MySouthwark Homeowners Board was created to provide homeowners input into the work of the Agency. At that time the Homeowners Council was not well placed to play the role envisaged and the Board was created. The subsequent uplift in the governance in the Homeowners Council means that if the Agency was being set up today then it is debatable that the Board would be created. Thus we have a situation which is untenable to all involved who all agree that this needs resolving.

I'm attending the HomeOwners Conference on Saturday and the HomeOwners Council on Wednesday and will update the Panel at the meeting.

To support the discussion on what should be covered by strategic engagement of tenants and homeowners I've prepared a short summary at Paper 6.

I've included a short summary of current regulatory requirements on all social landlords at Paper 7. These include a list of issues to be covered and a reminder that these are likely to be actively regulated in due course. Currently the Council are not compliant on these issues.

At Paper 8 I've compared these strategic issues with what other landlords do in terms of engaging their tenants and homeowners. It's clear that the Council don't have the same range of coverage of either topics or structures that others have. This is a major omission and one that needs resolving. I've proposed a generic list of topics to be covered in future – adopting such a list would have a major impact on the Council's decision-making structures.

It also implies a range of different approaches which are covered in more depth in Paper 9, with examples from other landlords about how they engage on these issues. The Panel are invited to identify potential approaches aligned to the list of strategic issues and how they are recruited. This would be in line with the agreed value: *That the Council should develop a range of ways for residents to be involved.* Again adopting such an approach will have an impact on the Council and the Panel will want to be clear about the benefits to the Council in doing so.

The final issue is around whether there is a strategic group that the Council engages on key issues, such as the Business Plan, and if so how is it constituted. The examples in the Table show a range of mechanisms – ranging from a tenant/homeowner representative structure, through to Chairs of Panels covering topics and an 'open' structure with no fixed body.

It is worth noting that this is a contentious area. If the Tenant Council were present they would advocate that they are the tenant representative structure that they are elected and they should fulfill this role.

For our next meeting we will consider **use and management of Tenant and Homeowner funds**. The Council have agreed to provide details of the current arrangements and clarity around the legal situation so that the Panel are clear about what they can recommend.

For the sixth meeting we will be considering **digital involvement**. The Head of IT has been invited to attend and explain how the Council can support this. TRAs will be invited to share their experiences as well. The Panel are invited to prepare for this meeting by sharing an experience at the meeting of where they have used IT effectively.

## Meeting Three

### Attendance

- Omalara Daniels (Tenant)
- Teresa Fritz (Home Owner)
- Adebayo Daniels (Tenant)
- Hayley Zoil (Tenant)
- Mark Morris (Home Owner)
- Frank Gyan (Tenant)
- Xolani Annakie (Tenant)
- Liz Errington (attending on behalf of Ina Negotia (Home Owners Council))
- Sharon Stone (Officer)
- Eva Gomez (Officer)
- John McCormack (Officer)
- Phil Morgan (Chair)

In addition three residents from Ledbury TRA attended the meeting, gave evidence and contributed to the Panel's discussions. The Panel were appreciative of their contribution not just to the meeting but also their wider community over many years. In welcoming the residents Phil Morgan gave a brief overview of the background to the Panel.

Apologies – Hilary Dawson (My Southwark Home Owners Board).

John McCormack read out the privacy statement and all present bar one of the residents from Ledbury TRA agreed for their names to be included in the public record of the meeting.

Phil Morgan referred to recent twitter activity which had referred to three members of the Panel (two of which were incorrect) and said if any Panel member had any inappropriate contact they should report it to the Council.

He also reported meeting Cllr Stephanie Cryan, Cabinet Member for Housing Management and Modernisation, who had expressed her support for the work of the Panel and her personal support for extending resident involvement and voice in the Borough.

The Panel agreed the summary note of the last meeting (Paper 1), Decision Table (Paper 2) and Action Table (Paper 3).

The Panel considered the draft Vision and Values discussed at the last meeting in the light of comments from the Sounding Board. These comments largely complemented the proposed Vision and Values and were a source of reassurance that they were broadly in the right place. There was a discussion around whether the value on working in partnership should extend to other agencies. The Panel decided that the focus on working in partnerships with residents was correct and to not change the wording. The Panel agreed the Vision and Values, and to use these to inform it's work going forward.

Phil Morgan reported that following the last meeting Cllr Cryan has met with the Tenants Council and agreed that the future of Tenant Halls be dealt with separately. The Panel agreed to remove this from its terms of reference and instead consider digital involvement as the topic for its sixth meeting on 1<sup>st</sup> November. This would need to understand the Council's capacity from supporting digital involvement.

Phil Morgan gave a short summary of the issues raised in the Kaizen Review relating to communities, TRAs and Area Housing Forums at Paper 5. These include involving younger people, lack of awareness of Area Housing Forums, failing to feel informed by the current structures and support for funding to be directed at community projects rather than TRAs.

The members of Ledbury TRA were invited to share their experiences.

As officers of the TRA they had sought to have a strong community focus and feedback issues reported by residents about housing services. They had been active in fund raising and holding well attended and successful local events over many years. They had good relations with their councillors and the Lead Member for Housing.

They shared two difficult experiences. Firstly following the Grenfell Tower attention locally turned to the Tower Blocks on the estate. They found themselves accused of being responsible for not escalating safety issues to the council, which they found unfair and unjustified. This had been exacerbated by campaigning by some local residents, which they felt was politically motivated. (The issue of political links was also mentioned by two TRA submissions to the Panel).

Secondly they reported a slow decrease in resident participation in the TRA meetings and committee. When events were set up, local people were willing to attend and participate. However less people were interested in organising these events or volunteering to be TRA committee officers.

Both these issues made it increasingly hard to continue.

The Panel engaged with the Ledbury TRA residents on a number of points:

- Recent attendance at a TMO AGM that had only just become quorate
- Whether combining TRAs might help
- To thank the residents for what they had done
- Sharing their own experiences of setting up TRAs (one successfully and one unsuccessfully) or being involved in TRAs
- Whether additional or different training to what is currently on offer might help
- Wondering about the age at which residents became more likely to engage in TRAs
- Whether door knocking about meetings might help
- Wider experiences of a decline in TRAs and other forms of civic engagement
- The role played by the Council in supporting TRAs
- Setting up community initiatives where there was no TRA
- Concerns that Home Owners were not always welcome at TRAs
- Concerns that some Home Owners had unrealistic expectations

The Panel then considered how best activity should take place at a community level. It thought that while TRAs are very valuable and important, there should also be a wider base especially in areas where TRAs don't exist and that the Vision agreed by the Panel – emphasising community and service – should be driver for what happened locally, rather than structures.

The Panel then agreed that the Council should adopt an approach of ensuring that all properties are covered by at least one face to face involvement event each year. This already happens where TRAs exist but it should be expanded to estates where TRAs don't exist and to street properties. Where a TRA doesn't exist the council should organise an annual estate based meeting. This would ensure that all residents would be able to discuss their community and their services with the council each year whether a TRA exists in the estate or not.

To support that approach the Panel agreed four principles for any meeting:

- That all Tenants and HomeOwners in the area are invited to attend and take part
- That notice of at least 7 days is given
- That all attending meetings show good conduct to each other
- That all attending meetings respect equality and diversity

The Panel also discussed and agreed a “red button” approach whereby feedback received at these meetings is analysed alongside other sources of service qualitative feedback (such as official complaints) to identify systemic service issues and respond accordingly.

The Panel also agreed that the model constitution for TRAs should be revisited to reduce jargon and the bureaucracy involved for officers.

The Panel then considered the future of Area Housing Forums. Given these were based around areas for housing management that no longer existed it was hard to see the rationale for the Forums continuing in their current form (and there should have been a discussion when the housing management areas were changed). The Panel considered the function and powers of Area Housing Forums, at least some of which no longer exist, and the rate of 1.43 Action Points per meeting.

The Panel was also concerned that the sheer scale of meetings people needed to attend to participate – 10 TRA meetings and 10 Area Housing Forums each year (and more if involved in one of the Councils) was both off-putting and unsustainable. Some Forums were already reporting issues with Quoracy.

There was an issue about the role Area Housing Forums played in the structures of the Tenants Council and HomeOwners Council. For the Home Owners Council there were already some direct elections for Street Properties and TMOs, and the prospect of introducing these for other places.

The Panel did consider whether there was a need for an in-between structure linking community based meetings as outlined above and the strategic/Boroughwide Level and concluded that this would be useful. There was scepticism about whether Community Councils, as proposed by Kaizen, would provide the best route, given they were already busy and housing issues might be sidelined. However their ‘open to all’ approach was welcomed.

Instead the Panel looked at the current housing management structure for Southwark, which is based on three housing areas (with two being bigger than the third). The Panel came to the view that there should be that there should be 5 new Housing Forums, mirroring the housing management areas, with two each in the bigger areas and one in the smallest. These Forums would be open to all council tenants and home owners in their respective area. They would need a clearly defined role, have a standard agenda and should include housing service performance scrutiny function and could also be a place for ‘red button’ for systemic issues identified by residents to be escalated.

For the next meeting the Panel will consider ***strategic engagement with tenants and Home Owners and the role of Tenant Council, MySouthwark Board and Homeowner Council***. LB Southwark will provide examples of where strategic engagement would be welcomed and the Panel will identify ways in which that engagement can take place Boroughwide.

## Meeting 3 Decision Table

Decision
<p>1. To confirm the following vision and values:</p> <p><u>Vision</u></p> <p>To create empowered communities and treat residents with respect, and as customers.</p> <p><u>Values</u></p> <ul style="list-style-type: none"><li>• That the Council should develop a range of ways for residents to be involved</li><li>• That the Council should be transparent, honest and show integrity when working with residents</li><li>• That there should be accountability for all in positions of responsibility</li><li>• That there should be mutual respect between the Council and residents</li><li>• That the Council should empower residents and put people first</li><li>• That involvement should reflect the diversity of the resident population and reach out to all residents</li><li>• That the Council should ensure value for money and money spent treated as if it ones own</li><li>• That the Council should collaborate with residents to find positive solutions</li><li>• That the Council should communicate successfully with residents</li><li>• That the impact of involvement should be measured and reported openly</li></ul>
<p>2. To remove <b>Panel considers management of TRA halls from its terms of reference</b> and replace with <b>Panel considers digital involvement</b></p>
<p>3. The Council should adopt an approach of ensuring that all properties are covered by at least one face to face involvement event each year. This already happens where TRAs exists but it should be expanded to estates where TRAs don't exist and to street properties. Where a TRA doesn't exist the council should organise an annual estate based meeting. This would ensure that all residents would be able to discuss their community and their services with the council each year whether a TRA exists in the estate or not.</p> <p>To support that approach the Panel agreed four principles for any such meeting:</p> <ul style="list-style-type: none"><li>• That all Tenants and HomeOwners in the area/estate are invited to attend</li></ul>

and take part

- That notice of at least 7 days is given
- That all attending meetings show good conduct to each other
- That all attending meetings respect equality and diversity

The council should make proposals for a “red button” approach whereby feedback received at these meetings is analysed alongside other sources of service qualitative feedback (such as official complaints) to identify systemic service issues and respond accordingly.

4. The model constitution for TRAs should be revisited to reduce jargon and the bureaucracy involved for residents in the committee.

5. That the current Area Housing Forums be replaced by 5 new Housing Forums, mirroring the housing management areas, with two each in the bigger areas and one in the smallest. These Forums would be open to all council tenants and home owners in their respective area. They would need a clearly defined role, have a standard agenda and should include housing service performance and could also be a place for ‘red button’ for systemic issues identified by residents to be escalated.

## Southwark Paper 3

### Selected summary of the current engagement structure and the Kaizen Review

#### Background

Currently there is a [structure in place](#) with [Tenants and Residents Associations](#) (TRAs) selecting members of [Area Housing Forums](#), which in turn elect members of the [Tenants Council](#) and [Homeowners Council](#) (who also have directly elected reps). In addition there is a [MySouthwark Homeowners Board](#). and an independent group [LAS 2000](#) which has a seat on the Homeowners Council.

This structure has been in place for many years although there have been changes to the way in which housing services are delivered and how residents now say they want to be involved. There are obvious gaps where there is no TRA, or where a TRA is ineffective.

More widely the Council consults on all major decisions, with over 100 consultations each year. These use a range of different methods including public meetings, focus groups, on-line surveys and mail-outs. There is also a Council [Consultation Hub](#).

#### Kaizen Review

The Kaizen Review identified a number of weaknesses in the current approach:

- The failure to engage diverse residents<sup>1</sup> reflecting the make up of the Borough
- 57% were unaware of Tenants Council and Homeowners Council
- 19.7% feel they are informed by involvement structures
- Low satisfaction about housing services
- Lack of accountability of current structures
- That meetings of the Tenant Council and Homeowner Council are informational rather than discussing strategy
- Concerns that the Council were not making best use of the current engagement structure on strategic issues
- The delays in cascading issues up and down the engagement structure
- That the Council were poor at communicating with tenants
- The pressures put on active residents faced with at least 30 meetings per year attending TRA, Area Housing Forum and Tenant or Homeowner Council plus any working groups
- A breakdown in trust within the current structure between the Council and involved residents
- 54% of residents interested in finding out more about being involved

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<sup>1</sup> There are currently no records of the diversity of those currently involved

## Improving tenant and homeowner engagement in Southwark - a review

1. Primarily it is the council that needs to address big issues, rather than the tenants' movement
2. The starting point should be respect for the contribution of committed resident activists, through the SGTO, TRAs, TMOs, Area Forum, Tenants Council, homeownership council and TMO committee
3. An attempt should be made to put a financial value to the voluntary contribution of residents
4. TMOs and the council have held successful and low cost dialogue session to identify issues and move towards solutions. This approach can be applied to wider resident engagement issues
5. An important issue is how does a centralised council engage with residents who live in neighbourhoods
6. The solution proposed by the 2013 Independent Housing Commission is Neighbourhood Management Boards, covering around 5,000 homes. (The JMB has done detailed thinking about how this could be implemented)
7. Engagement needs to make a difference i.e. real outcomes that make engagement worthwhile
8. TRA and TMOs are different, but not competing, participation options. Active TRAs should be given more say on the local delivery of services
9. Services should be co-designed by officers and resident representatives
10. Resolutions from the Tenants Council, Homeowners Council and TMO committee should be debated by Cabinet, so that there is an outcome to meetings
11. When resident engagement positively affects decision-making/ outcomes this should be publicised to encourage other residents to get involved
12. Active TRAs make a difference to estates. So if only 17% of residents benefit from being part of a TRA this is an issue of acute concern
13. A £15 per year per tenant to pay for representation is exceptionally good value for money
14. The tenants movement should be more self-policing and take responsibility for managing the disruptive behaviour of people who let us down
15. The tenants movement should be more mutually supportive
16. The tenants movement should be better at celebrating our successes
17. Need to remember the demographics of council tenants, a high proportion are elderly, when proposing a participation structure
18. Meetings should be valued. We get the chance to listen to other people's opinion and potentially change our mind
19. The council should provide administrative support with finance, hall booking and cleaning. Primarily people get involved to have a say and socialise, rather than undertake unpaid admin work
20. The council should employ a resident participation champion at a senior level in its management structure
21. There should be more agile and less controlled social media communication, facilitated by either the council or SGTO i.e. via website, twitter and Facebook
22. Interactive digital communication and greater involvement of young people are highly desirable, but difficult to achieve. Resident representatives and officers should co-design solutions

23. It is difficult for a centralised council to talent spot and nurture new representatives, to supplement the work of experienced representatives. Resident representatives and council officers should co-design a strategy
24. An approach to evaluating outcomes against cost should be co-designed by resident representatives and the council.

## Homeowner Engagement

I'm grateful to Ina Negoita Chair of the Homeowners Council, Barbara Walsh, Chair of the MySouthwark Homeowners Board, Hilary Dobson member of the MySouthwark Homeowners Board and Fiona Buist from the MySouthwark Homeowners Agency for giving up their time to talk through the current structure.

Following feedback from leaseholders the Council decided to set up the [MySouthwark HomeOwners Agency](#) in late 2016. This acts as an advocate for the services received by HomeOwners and to drive up satisfaction, which was both low and well below that of tenants. The Council believes this is the first body of its type in England. Satisfaction, although sought through a slightly different question, has improved somewhat to 48%, and the gap in terms of satisfaction between tenants and homeowners has reduced significantly (although this is in part to low tenant satisfaction).

I attended the Homeowners Conference on Saturday. There was clearly a level of frustration with the service and particularly the communication from the Council.

At the time the Council considered that the [Homeowners Council](#) was not in a position to take on the role of providing oversight of the MySouthwark HomeOwners Agency. Therefore the Council set up the [MySouthwark Homeowners Board](#) in 2017. The Council appointed the Board Chair. They in turn appointed the remainder of the Board that includes 5 HomeOwners and 3 independent professionals. It is unclear how open the Council were about the reason for setting up the Board with the Board when appointed. The Board are in dialogue with the Council about its future role.

Since that time the HomeOwners Council has a new Chair, has adopted a Business Plan and the concerns that the Council had concerning its capacities have significantly diminished. The recent Conference was well run and responsive to past and current feedback on what it should cover.

As an outsider reviewing the strategic engagement of HomeOwners it now feels that there are two HomeOwner bodies, with significant risk of duplication and dispute over roles which would benefit no-one.

The Panel might want to consider roles, and expectations for any group operating on behalf of HomeOwners.

## Paper 4 – Regulatory Requirements

As covered in the first meeting there are both legal and regulatory requirements on all social landlords, including LB Southwark, to inform and consult tenants.

In particular there are a series of [consumer standards](#), set out by the [Regulator for Social Housing](#). My own [What Every Landlord Needs To Know About Consumer Regulation](#) provides further information.

One of these standards covers Tenant Involvement and Empowerment<sup>2</sup>. However it does provide a useful starting point for what areas should be covered and a wider principle that *tenants are given a wide range of opportunities to influence and be involved in:*

1. The formulation of their landlord's housing-related policies and strategic priorities
2. The making of decisions about how housing-related services are delivered, including the setting of service standards
3. The scrutiny of their landlord's performance and the making of recommendations to their landlord about how performance might be improved. The landlord shall provide timely and relevant performance information and support the formation and activities of tenant panels responding in a constructive and timely manner to them.
4. The management of their homes, where applicable
5. 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
6. Publication of an annual report

1. The regulatory standard is not prescriptive about how involvement should be carried out. However the Regulator is clear that Councillors are responsible for ensuring the standards are met. Currently I see little evidence that this standard is being fully met.

To date the Regulator has taken little interest in Local Authorities, apart from two instances where Health and Safety has been of concern. It has not taken any action against any landlord concerning the Tenant Involvement and Empowerment Standard.

The [Social Housing Green Paper](#) highlighted a number of areas where the Government is considering change. This includes that the Regulator will become more active on consumer issues, expectations that landlords will involve and engage their residents and supporting tenants to understand how their landlord's performance compares to others. Change may take some time, with changes needed to primary legislation.

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<sup>2</sup> The Regulatory standards refer solely to tenants. However in practice landlords apply them to Homeowners too.

## Strategic issues

Please see the table below. I've sought to align strategic roles as set out in the Tenant Involvement and Empowerment Standard with resident structures in other landlords. The intention is to be clear about 'what' strategic areas would receive resident input.

Key points of interest:

- All these landlords have engagement of residents at a strategic level.
- No landlord has a separate group for every strategic role – there is some doubling up of roles
- There is normally a group that has an overall strategic role, although these are populated through different mechanisms
- One landlord (St Leger) has a wider group of residents to engage on a range of strategic issues rather than a fixed body

Possible strategic roles for resident engagement include:

- Renewal of housing policies
- Agreement of housing strategies
- Service Standard setting
- Improving Housing Delivery
- Performance monitoring
- Resident Scrutiny Panel
- Repairs and Maintenance
- Annual Report

These will have an impact on LB Southwark's decision-making processes. It will be important for the Panel to set out reasons for engagement [beyond regulation](#) and apply its values around value for money and measuring the impact of resident involvement. The experience at [Amicus Horizon](#) discussed at meeting 2 can help with showing the changes brought about by engaging with residents.

<b>Strategic Roles</b>	<b>Regulation</b>	<b>LBS</b>	<b><a href="#">Optivo</a></b>	<b><a href="#">Birmingham</a></b>	<b><a href="#">Dacorum</a></b>	<b><a href="#">L&amp;Q</a></b>	<b><a href="#">St Leger Homes</a></b>
Housing Policy	X		Resident Policy Panel			Resident Services Group	
Housing Strategy	X		Resident Strategy Group	City Housing Liaison Board Leaseholder Liaison Board	Tenant and Leaseholder Committee	Customer Experience Committee	Get Involved Group (200) covering much of the requirements
Service Standard setting	X	X (25 service standards according to HOC Conference presentation)					
Housing delivery	X	Some examples of codesign		Consultations Service Improvement Groups Task and Finish Groups	Burst Groups Forums Youth Involvement Tenant Inspectors		
Performance monitoring	X		Local General			Resident Services	

			Panel			Group	
			Resident Strategy Group				
Resident Scrutiny Panel <sup>3</sup>	X		Scrutiny Panel		Scrutiny Panel	Resident Services Group	Tenant and Resident Improvement Panel
Repairs and Maintenance	X		Repairs Chairs sub group	Community Cashback			
Annual Report	X			Information updates			
Consult on involvement every 3 years	X						X
Great Estates Advisory Panel		Meeting with Cllr Pollack				Community Board (local)	
Arbitration Service		Internal LBS email					Complaints Panel
Government Consultations		Michael Storer with Panel		X			
Mechanisms			6	8	6	4	4

<sup>3</sup> Please note that resident scrutiny is different to the Council's own scrutiny arrangements. For that reason it is likely any arrangement would be called a different name.

## Paper 9 - Methods of engagement

Having considered 'what' strategic areas would receive resident input this paper is about how that resident input would take place. There is some overlap with the previous paper. There are two areas for debate by the Panel:

1. What mechanisms should support strategic engagement and how residents are recruited?

### Points of interest

- There are a range of mechanisms used by all landlords
- There are some recurring approaches:
  - Surveys
  - Focus Groups
  - Tenant Inspectors
  - Social Media
  - Supported Housing
  - Young People
  - Communication (*which is a Panel Value*)
- All approaches are directly accessible – no need to be a member of another body to participate
- The use of 'Burst Groups' by Dacorum to focus on service performance issues
- That participation is voluntary and open to all residents
- Note Panel Values around impact being *measured and reported openly and that involvement should reflect the diversity of the resident population and reach out to all residents*

2. What structure should be in place for strategic engagement and how residents are recruited?

### Points of interest:

- There is normally a group that has an overall strategic role, although these are populated through different mechanisms and work alongside other strategic involvement structures
- One landlord (St Leger) has a wider group of residents to engage on a range of strategic issues rather than a fixed body

- The Tenants Council see itself as having been that body in the past although Kaizen reports that the Council has focused on sharing information rather than strategic engagement and the issues in cascading down and up the structure. The proposed changes to widen local meetings and change the current Area Housing Forum structure will impact on how it works.

<b>Methods used</b>	LBS	<a href="#">Optivo</a>	<a href="#">Birmingham</a>	<a href="#">Dacorum</a>	<a href="#">L&amp;Q</a>	<a href="#">St Leger Homes</a>
Surveys	X	X	X			X
Focus Groups		X	X		X	
Mystery Shopping Tenant Inspectors		X	X	X	X	X
Resident Monitor			X			
Social Media			X		X	X
Housing Liaison Boards	X		X			
Supported Housing Forum			X	X		
Youth Tenant Involvement				X		X
Tenant Training				X		X
LGBT Forum					X	
Communications Forum					X	Editorial Group
Rewards for volunteers						Awards and incentive scheme
Digital Involvement						X
Number of mechanisms		3	7	4	5	8