

# Economic Regeneration, Housing and the Arts Policy and Accountability Committee

## Agenda

Tuesday 5 July 2016  
7.00 pm

Courtyard Room - Hammersmith Town Hall

### MEMBERSHIP

Administration:	Opposition
Councillor Daryl Brown Councillor Adam Connell Councillor Alan De'Ath (Chair)	Councillor Lucy Ivimy Councillor Harry Phibbs

**CONTACT OFFICER:** Ainsley Gilbert  
Committee Co-ordinator  
Governance and Scrutiny  
☎: 020 8753 2088  
E-mail: ainsley.gilbert@lbhf.gov.uk

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[http://www.lbhf.gov.uk/Directory/Council\\_and\\_Democracy](http://www.lbhf.gov.uk/Directory/Council_and_Democracy)

Members of the public are welcome to attend. A loop system for hearing impairment is provided, along with disabled access to the building.

Date Issued: 27 June 2016

# Economic Regeneration, Housing and the Arts Policy and Accountability Committee

## Agenda

5 July 2016

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The next meeting will be held on 6 September 2016 at the Clem Attlee Residents Hall. The meeting will start at 6:00pm.

Members and residents are invited to submit suggestions for the work programme, either at the meeting or by email to [ainsley.gilbert@lbhf.gov.uk](mailto:ainsley.gilbert@lbhf.gov.uk)

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*\* If a Councillor has a disclosable pecuniary interest in a particular item, whether or not it is entered in the Authority's register of interests, or any other significant interest which they consider should be declared in the public interest, they should declare the existence and, unless it is a sensitive interest as defined in the Member Code of Conduct, the nature of the interest at the commencement of the consideration of that item or as soon as it becomes apparent.*

*At meetings where members of the public are allowed to be in attendance and speak, any Councillor with a disclosable pecuniary interest or other significant interest may also make representations, give evidence or answer questions about the matter. The Councillor must then withdraw immediately from the meeting before the matter is discussed and any vote taken.*

*Where Members of the public are not allowed to be in attendance and speak, then the Councillor with a disclosable pecuniary interest should withdraw from the meeting whilst the matter is under consideration. Councillors who have declared other significant interests should also withdraw from the meeting if they consider their continued participation in the matter would not be reasonable in the circumstances and may give rise to a perception of a conflict of interest.*

*Councillors are not obliged to withdraw from the meeting where a dispensation to that effect has been obtained from the Audit, Pensions and Standards Committee.*

London Borough of Hammersmith & Fulham



# Economic Regeneration, Housing and the Arts Policy and Accountability Committee Minutes

Tuesday 7 June 2016

## **PRESENT**

**Committee members:** Councillors Daryl Brown, Adam Connell and Alan De'Ath (Chair)

**Cabinet Members:** Councillors Ben Coleman, Sue Fennimore and Andrew Jones

**Officers:** Donna Pentelow

### **1. APOLOGIES FOR ABSENCE**

Apologies for Absence had been received from Councillor Harry Phibbs. Following the meeting Councillor Lucy Ivimy sent her apologies for having missed the meeting because of an urgent personal matter.

### **2. DECLARATIONS OF INTEREST**

Councillors Fennimore and Connell declared that they were members of the trustee board of the Lyric Theatre.

### **3. ELECTION OF VICE-CHAIR**

Councillor Ivimy was elected as Vice-Chair of the Committee for the Municipal Year 2016-17. The vote was unanimous.

### **4. MINUTES**

The minutes of the previous meeting were agreed to be accurate.

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Minutes are subject to confirmation at the next meeting as a correct record of the proceedings and any amendments arising will be recorded in the minutes of that subsequent meeting.

**5. "THE CONNECTED BOROUGH: DESTINATION, CREATION AND INCLUSION" - AN ARTS STRATEGY FOR HAMMERSMITH & FULHAM 2016-2022**

Donna Pentelow explained that she was pleased to be discussing the new Arts Strategy on the second day of the H&F Arts Fest. She explained that the new strategy was the result of an extensive consultation which had created a lot of enthusiasm. Over 130 organisations had been invited to participate, a dedicated arts email address had been set up to receive responses, which would continue to be used by the council, whilst workshops had been held on a the strategy's key themes. She was grateful to all those who had participated.

Ms Pentelow said that the strategy's vision was for Hammersmith and Fulham to become:

- One of the country's most popular destinations for people to participate in and enjoy the arts.
- A place in which greater creativity and innovation thrive and the arts are experienced by more people from a wider range of backgrounds.
- A place where local residents and cultural organisations drive more clearly how the council supports the art, ensuring that every penny of arts funding is even more focused than now.
- A place where the arts are at the centre of a dynamic local economy, leading to new jobs, businesses and economic growth.

She then explained that the strategy had three core themes: Destination – Boosting the local economy by developing and promoting a thriving borough for the arts, Creation – Supporting people to create and produce excellent art of all kinds and Inclusion – Giving residents from a wide range of backgrounds more opportunity to experience and participate in artistic activity.

An action plan had been developed to deliver the strategy's vision; this plan included a large number of activities and had been prioritised. The key actions for the first year would be to create an arts network, to seek funding for an arts development officer and to work on setting up an Arts and Culture Trust, which could administer an Arts Endowment Fund. Donna Pentelow explained that there would also be more work to extend the offer of libraries to include more arts and culture.

Donna Pentelow explained that the administration was committed to displaying the Cecil French Bequest, and that two of the paintings were soon to go out on loan with an exhibition tour across Europe; the paintings would eventually be displayed in London as part of that exhibition. In addition the Council had acquired high quality prints of the works which would be displayed at Hammersmith Town Hall.

The Chair said that he was pleased to see that the comments made at the PAC meeting in September 2015 had been reflected in the consultation process and in the new strategy. He noted that the prints had been a suggestion of a resident and felt that their being created and displayed showed that the Council really valued the opinions of residents.

Members of the public said that they felt the strategy was a good one which reflected the aspirations they held for the arts in the borough; it was agreed that the strategy was very much better than the first draft and that the consultation had led to significant improvements. The following points were made about the strategy:

- The inclusion strand needed to focus on accessibility for all, noting the importance of other cultures, and of younger, older and disabled people. It was felt that it might be worth targetting specific groups to ensure that the strategy's aims were achieved, but that such an approach needed to be balanced.
- The strategy needed to reference the important relationship between the arts and sustainability.
- The strategy did not specifically list maintaining and improving existing infrastructure for arts as an aim.
- The strategy needed to include more detail on marketing the arts both within the borough and to tourists.

Members of the public and councillors suggested the following ideas:

- A community champions scheme could be used to draw communities and young people into the arts.
- Rent reductions could be offered to groups in return for their widening participation in the arts.
- Empty shops could be used as galleries, and businesses could be encouraged to display art.
- All involved needed to think creatively about how they could help others and indeed be helped. It was noted that whilst funds were tight there was lots of practical assistance that organisations could offer.
- S.106 money from developers could be used to support the arts.
- The network that H&F Arts Fest has could be the starting point for the proposed Arts Network.
- The Hammersmith BID could be invited to suggest what it could do to help promote the arts.
- People from the arts community could help the council to seek funding for the arts development officer.

Councillor Coleman said that he was pleased that members of the public were so enthusiastic about the arts. He felt that setting up the arts network was a very important step and that it should be done before the summer holidays. Councillor Jones agreed and said that the council would ensure that a reasonable and adequate level of officer support would be provided to start the network. The council would also draw up options for funding an arts officer which the network could then help with.

A member of the public explained that there was a good exhibition on local artists in the Local History room at the Hammersmith Library which she felt ought to be preserved in some way.


**6. DATE OF THE NEXT MEETING AND WORK PROGRAMME**

Members noted that the next meeting would be held on 5 July 2016 in the Courtyard Room, commencing at 7pm. Members also noted the committee's work programme for future meetings. A resident said that they felt it important that the committee discuss the council's archives as well as libraries at its next meeting.

Meeting started: 7.08 pm  
Meeting ended: 8.40 pm

Chair .....

Contact officer: Ainsley Gilbert  
Committee Co-ordinator  
Governance and Scrutiny  
☎: 020 8753 2088  
E-mail: ainsley.gilbert@lbhf.gov.uk

<p style="text-align: center;"><b>POLICY &amp; ACCOUNTABILITY COMMITTEE ON ECONOMIC REGENERATION, HOUSING &amp; THE ARTS</b></p> <p style="text-align: center;">5 July 2016</p>	
<p><b>OPEN DOORS: ENSURING A THRIVING LIBRARY SERVICE IN HAMMERSMITH &amp; FULHAM</b></p>	
<p><b>Report of Cllr Harcourt - Cabinet Members for Environment, Transport and Residents Services, Cllr Coleman – Cabinet member for Commercial Revenue and Resident Satisfaction,</b></p>	
<p><b>Open Report</b></p>	
<p><b>Classification - For Policy &amp; Advisory Review &amp; Comment</b> <b>Key Decision: No</b></p>	
<p><b>Wards Affected: All</b></p>	
<p><b>Accountable Director/s:</b> Sue Harris, Director, Cleaner Greener &amp; Culture Mike Clarke, Director of Libraries &amp; Archives (shared service)</p>	
<p><b>Report Author:</b> Mike Clarke, Director of Libraries &amp; Archives</p>	<p><b>Contact Details:</b> Tel: 020 7641 2199 Email: mclarke1@westminster.gov.uk</p>

<p>AUTHORISED BY: .....</p> <p>.....</p> <p>DATE: .....</p>
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## 1. INTRODUCTION

- 1.1. We are committed to keeping libraries in Hammersmith & Fulham (H&F) open despite government cuts – and to making them even better than now. We will not be closing any libraries.
- 1.2. This is in line with the administration’s election manifesto, which has been adopted as council policy and which pledged: *“We will take measures to modernise and widen the appeal of the borough’s libraries.”*
- 1.3. The question now is how best to achieve that. The Policy and Accountability Committee on Economic Regeneration, Housing and the Arts is asked to consider and comment on:
  - (a) The proposed vision set out here for our libraries
  - (b) Specific ideas set out here for increasing commercial revenue, volunteering, co-location and a possible trust model.

## 2. VISION

- 2.1. *We are* determined to keep libraries open and to maintain a strong core offer around books (paper and digital) and around opening hours that suit our residents. Alongside this, we want our libraries to act as a stronger focal point for their communities.
- 2.2. Our proposed *vision* is that H&F’s libraries are **places in the heart of the community for people to read, learn and connect.**
  - **Read** – Because reading skills affect education, employment and chances in life, our libraries will encourage more children and adults to read for pleasure, as well as for learning and research.
  - **Learn** – Our libraries will expand educational opportunities for people of all ages. They will encourage self-directed development and cultural enrichment.
  - **Connect** – Our libraries will become strong community hubs, providing a venue for community activities and improving residents’ access to local services and facilities. We will also make them places for entrepreneurs to meet, collaborate and flourish.
- 2.3. More details are set out at Appendix A.

## 3. ACHIEVING OUR VISION

- 3.1. To achieve our vision, libraries will need to be more **outward-looking, efficient, commercially savvy and entrepreneurial.**



3.2. This will mean developing new ideas for increasing commercial income and partnerships, more volunteering and co-location of services.

3.3. During 2016-17, we will also work up options for an alternative delivery model, such as a trust, which could provide a sustainable, community-based model for libraries well into the future.

### 3.4. **Commercial revenue**

- **Quick wins:** Coffee carts, more Amazon lockers and hire of Fulham library for weddings and events could bring in £10-20,000 a year from 2016/17.
- **Better use of library spaces**, especially outside normal business hours: Hire for larger scale events and meetings, using our heritage library buildings as film locations, and holding film clubs and community activities could earn libraries £85-140,000 a year.
- **Co-working hubs:** Providing rentable spaces in libraries for microbusiness start-ups and flexible workers (with coffee and connectivity) could generate income of £50,000 a year.

### 3.5. **Volunteering**

- **Increased volunteer involvement** in running libraries would reduce staffing costs. For example, doubling the number of volunteers to 180 could save £100,000, provide fulfilling voluntary work and training opportunities for young people, and create an even stronger community around our libraries.
- **Increased sponsorship and crowd-funding** could be achieved by working with commercial partners such as Westfield and setting up library friends and fundraising groups, possibly as part of the Hammersmith “SpaceHive” civic crowdfunding initiative – income to be confirmed.
- **Crowd-sourcing** could bring local experts and champions into libraries. This could help to provide some of the services that local people value as well as things we can’t currently provide. Examples include getting more young people volunteering, better quality IT provision and help, more classes and events and community activists for libraries.

### 3.6. **Co-location**

- **Co-location** of council and other public bodies in libraries would make better use of libraries’ location as accessible community spaces with high footfall. This could include adult learning, children’s and public health services.

3.7. Workstreams for quick wins, big ticket ideas and developing an alternative (extended) offer for our libraries are set out at Appendix B.

### 3.8. **Trust model**

- While implementing the above ideas, we could also explore moving libraries into a **trust at arm’s length from the council**. Library services

in other areas, including Redbridge, Suffolk and York, operate through trusts.

- Libraries would still receive council financial support. Benefits could include greater community involvement and responsiveness, business rate relief (up to £115,000 for the library service as a whole) and access to a wider range of external funding than is open to the council.
- The trust could also be linked to a wider cultural offering, making it easier to raise money and fund new development.
- There is no single off-the-shelf model to copy and the range of costs would need to be defined, as would the timescale and the impact on the shared library service with other boroughs.

#### **4. LEGAL IMPLICATIONS**

- 4.1. Section 7 of the Public Libraries and Museums Act 1964 imposes a duty on every library authority to provide a comprehensive and efficient library service for those wishing to make use of them.
- 4.2. The Council is required to consult before making certain decisions, including in relation to making changes to how they deliver statutory services.
- 4.3. Section 149 of the Equality Act 2010 (EqA 2010) requires public bodies to have due regard to:
  - The need to eliminate discrimination, harassment, victimisation or any other conduct that is prohibited by the EqA 2010.
  - The need to advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it.
  - The need to foster good relations between persons who share a relevant protected characteristic and those who do not share it.
- 4.4. In considering its options the Council should comply with the above legal obligations as well as the obligations set out in the Tri-borough Joint Working Agreement in relation to Library and Archives Services between LBHF, WCC and RBKC dated 30 March 2012 (the Agreement). If a party wishes to terminate its share from the arrangement, the Agreement provides that any party has the right to terminate the Agreement at any time upon 12 months' written notice to the other parties. The Financial Protocol contained in the Agreement specifies that if part of the Services is terminated, "financial disaggregation of budgets will be based on the agreed apportionment methodologies in use". Any changes to the cost apportionment methodologies requires the approval of the respective directors of finance and the tri-borough director for implementation.

## **APPENDIX A: Proposed Vision**

**“H&F’s libraries are places in the heart of the community where people read, learn and connect.”**

### **READ**

Reading skills affect education, employment and chances in life. Our libraries will get more children and adults reading for pleasure, as well as for learning and research.

- Providing reading materials that reflect people’s changing needs and interests
- Offering e-books and other digital content as well as print (libraries’ digital online offer is available 24/7)
- Holding fun reading activities (eg Read Ahead’s Six Book Challenge, reading groups, children’s Summer Reading Challenge, Bookstart sessions)
- Offering advice and help with reading choices

### **LEARN**

Our libraries will help expand opportunities for people of all ages.

- Offering learning and study resources in digital as well as print
- Pointing people towards literacy sessions
- Providing space for classes and self-study.
- Hosting classes (eg IT and digital, reading/literacy, numeracy, health education and citizenship)
- Helping people who want to learn for themselves, encouraging self-directed development and cultural enrichment.


### **CONNECT**

Our libraries will become strong community hubs, providing a venue for community activities and improving residents’ access to local services and facilities (from, say, community groups, charities, local businesses and the council).

- Providing meeting places for local people, entrepreneurs and organisations
- Offering venues for cultural events (eg art exhibitions) and activities.
- Developing community hubs, where staff can help residents to access council and other services online,
- Showcasing other public services
- Sharing space with other services (eg health, police, leisure)
- Providing venues for the council to consult and engage with residents

## **APPENDIX B: Libraries programme workstreams**

<b>1. QUICK WINS</b> <b>Objective: to deliver £30,000 net income in 2016/17</b>	<b>2. BIG TICKET COMMERCIAL IDEAS</b> <b>Objective: to deliver c.£380,000 in 2017/18</b>	<b>3. DEVELOP AN ALTERNATIVE (EXTENDED) OFFER</b>
<p><b>Ideas in development:</b></p> <ul style="list-style-type: none"> <li>• Refreshment karts/vending</li> <li>• Expand volunteer base</li> <li>• Licensed events &amp; out of hours activities</li> <li>• Launch “Workary” microbusiness start up</li> <li>• Library “friends” network</li> <li>• Extend retail drop lockers</li> <li>• Photo booths</li> <li>• “Anywhere me” digital inclusion</li> <li>• Harness further Great Ideas</li> </ul>	<p><b>Ideas in development:</b></p> <ul style="list-style-type: none"> <li>• Extend volunteer programme for:               <ul style="list-style-type: none"> <li>– Home library service</li> <li>– Askew Rd library</li> </ul> </li> <li>• Expand volunteering to skills and employability development</li> <li>• Develop friends into “super users”</li> <li>• Increase adult learning colocation</li> <li>• Develop face-to-face council officer contact</li> <li>• Market filming opportunities</li> <li>• Develop co-working commercial/ community opportunities</li> <li>• Utilise government digital framework to increase digital inclusion</li> </ul>	<p><b>Ideas in development:</b></p> <ul style="list-style-type: none"> <li>• Sweat the building assets</li> <li>• Develop community hubs</li> <li>• Increase Smarter Budgeting themed colocation</li> <li>• Develop “friends” groups into partnerships</li> <li>• Support arts and culture strategy – permanent exhibitions and popup galleries</li> <li>• Extend children’s learning and childcare opportunities</li> <li>• Explore alternative uses of larger spaces and whole floors</li> <li>• Include Hammersmith library in town masterplan</li> <li>• Explore trust model of delivery either standalone (libraries only) or with other culture services</li> </ul>

<p><b>London Borough of Hammersmith &amp; Fulham</b></p> <p><b>ECONOMIC REGENERATION, HOUSING AND THE ARTS POLICY &amp; ACCOUNTABILITY COMMITTEE</b></p> <p><b>5 July 2016</b></p>	
<p><b>UPDATE ON THE RESIDENT INVOLVEMENT STRUCTURE AND COMMUNICATIONS WITH RESIDENTS</b></p>	
<p><b>Report of the Director of Housing Services, Nilavra Mukerji</b></p>	
<p><b>Open Report</b></p>	
<p><b>Classification - For Policy &amp; Advisory Review &amp; Comment</b></p>	
<p><b>Key Decision: No</b></p>	
<p><b>Wards Affected: All</b></p>	
<p><b>Accountable Director:</b> Nilavra Mukerji, Director of Housing Services</p>	
<p><b>Report Author:</b> Daniel Miller</p>	<p><b>Contact Details:</b> Tel: 020 8753 6996 E-mail: <a href="mailto:daniel.miller@lbhf.gov.uk">daniel.miller@lbhf.gov.uk</a></p>

## **1. EXECUTIVE SUMMARY**

- 1.1. This report provides an update on the Council's work to date on building and increasing resident involvement in the housing service. Increasing resident involvement to help shape and improve services is a key priority and we have summarised the work that has been undertaken, the key achievements over the past 12 months and also outline our priorities going forward.

## **2. RECOMMENDATIONS**

- 2.1. The committee is invited to review and comment on the work that has been undertaken and the proposals for the coming period.

## **3. INTRODUCTION AND BACKGROUND**

The local elections in May 2014 resulted in a different approach to working with residents. The new administration was very clear that they wanted to transform the housing service by putting residents at its heart. As a result, our resident engagement activity has increased significantly, especially over the past 12 months. To date we have:

- Worked with residents to develop a Resident Involvement Strategy for 2016 – 2018 (Appendix 1) which commits us to 'Transforming our housing service, putting residents at the heart of decision making' and is aligned with Action 14 of the Housing Strategy (May 2015).
- Developed with residents a resident involvement structure, establishing the agreed groups and forums required.
- Expanded the Resident Involvement Team to reflect the increased priority and to deliver the Resident Involvement Strategy.

### ***Overview of the Improvement Groups, Forums, and Activities***

#### **3.2. Borough Housing Forum**

The Borough Housing Forum continues to provide an opportunity for all Council tenants and leaseholders to engage with us and to develop key policies and strategies, and scrutinising service delivery.

#### **3.3. Housing Representatives Forum**

The Housing Representatives Forum (HRF) was set up in August 2014 and has met monthly since. HRF provides an opportunity for our more involved residents, specifically, our registered Tenants and Residents Associations (TRAs), sheltered housing representatives, and gap site and street property representatives to meet. This Forum undertakes more detailed and on-going work with us, and can set up Working Groups as needed to look at a particular area of service

#### **3.4. Sheltered Housing Forum**

The Sheltered Forum has been running for over fifteen years and acts as a consultative body between the Housing Department and its sheltered housing

tenants. For the last year and a half it has met every other month. The principle aim of the Sheltered Housing Forum is to preserve and promote the well-being of sheltered housing tenants

### **3.5. Leasehold Forums**

Leasehold Forums have been in place for the last five years and act as a consultative body between the Housing Department and its leaseholders. The main aim of Leasehold Forums is to work to achieve transparency for leaseholders on costs and charges and to deliver accountability to leaseholders for performance, standards and quality control.

### ***Working Groups that report into the Housing Representatives Forum***

### **3.6. Repairs Working Group**

The Repairs Working Group (RWG) has been up and running since January 2012 and is the primary group established to analyse and monitor the council's repairs contract with Mitie. The RWG has successfully worked with Mitie to improve the service and drive satisfaction.

### **3.7. Communications Group**

The Communications Group has been meeting monthly since November 2015 and aims to ensure effective communication in the delivery of housing services between the Council, its residents, and the contractors with whom we work.

### **3.8. Investment Group**

The Investment Group held its first meeting on 23 June 2015 to review and agree general needs stock Housing Improvement Project (HIP) bids 2015/16. Group also agrees bids that are made to the Groundwork programme of community improvements.

### **3.9. Inclusion Group**

The Inclusion Group has held a series of workshops since December 2015 that have been attended by both residents and representatives from third sector organisations. The long term aim of the group is to tackle social, financial and digital inclusion by making sure that residents are able to access services and participate effectively in decision-making.

### **3.10. Reading Group**

The Reading Group is a virtual group which receives documents by email and post and reviews them to ensure that they are fit for purpose, written in plain English, and can be easily understood.

### ***Working Groups Set Up for Specific Projects***

### **3.11. Caretaking Working Group**

The Caretaking Working Group was developed in support of the Housing Representatives' Forum to improve customer satisfaction in this very important service.

### **3.12. Residents' Conference Planning Group**

The resident-led conference planning group started to meet in October 2015 and is made up of both tenants and leaseholders. The group has been involved in every element of the planning for the Residents' Conference.

## **4. PROGRESS TO DATE, KEY ACHIEVEMENTS & ISSUES**

4.1. We currently have over 150 residents actively involved in helping us to improve our services and develop their communities. Around 20% of currently involved residents became involved for the first time in the last year. A number of which were as a result of 19 estate engagement events that we held throughout the summer of 2015. We held involvement workshop sessions at the Residents' Conference on 18 June 2016 and had over 60 residents take part. The majority of attendees were new to involvement and we signed a number of residents up to involvement opportunities on the day.

### **4.2 Key Achievements**

4.2.1 We have worked with residents at Housing Representatives Forum meetings to develop a Resident Involvement Information Pack (Appendix 2) which was launched at the Residents' Conference on 18 June 2016.

4.2.2 We have worked with Mitie and the RWG to develop a Rant & Rave customer satisfaction monitoring initiative. This will provide us with real-time feedback on resident satisfaction with repairs to their properties.

4.2.3 Worked with the RWG to develop a Repairs Handbook for all council housing tenants.

4.2.4 Worked with residents to develop a Tenants & Residents Association (TRA) Information Pack (appendix 3)

4.2.5 We have worked with three TRAs and the Inclusion Group to scope out a digital inclusion project to provide wireless broadband and IT equipment within community facilities for residents' use.

4.2.6 The Communication Group have improved navigation to and the content of the Council new website and building the Resident Involvement pages.

4.2.7 The Investment Group approved over £500,000 of Housing Improvement Project and Groundwork works during 2015-16.

4.2.8 Assisted residents to deliver a successful Residents Conference, 'Our Homes, Our Future'. Over 400 residents attended the conference and the feedback that was received was that the conference provided an informative and interactive opportunity for residents to learn more about stock transfer and the services that the Housing Department, its contactors, and other partner organisations provide.

4.2.9 The Reading Group have helped us to ensure communication material produced by the Council is in plain English and user friendly.



### 4.3 How we communicate with residents

4.3.1 We communicate with residents in a number of ways. We have over 600 residents who we circulate a regular Get Involved bulletin (Appendix 4) to by email. We also use the website [www.lbhf.gov.uk/residentinvolvement](http://www.lbhf.gov.uk/residentinvolvement) to promote our involvement offers. We have developed a Get Involved flyer which has been sent to all council residents along with the quarterly rent statements and service charge information.

4.3.2 Resident involvement in housing has also been heavily promoted in the regular Residents' Commission and Stock Transfer newsletters that have been sent to all council housing residents. We are not currently utilising social media as a method of communicating involvement offers. This is something that we will be working with the Communications Team to consider in more detail in the coming months.

### 4.4 Next Steps & Key Priorities

4.4.1 The Resident Involvement Strategy sets out a series of key priorities, supported by a Delivery Plan (see Appendix 1) which will guide our workplan over the next 12-24 months. The three objectives agreed in the Resident Involvement Strategy 2016 – 2018 strategy are:

- **Objective 1 - Placing greater control and influence at the hands of our residents, making us more accountable for the housing services they receive.**
- **Objective 2 - More involvement, better involvement. We will work with our more involved residents to identify and break down barriers to engagement.**
- **Objective 3 – Promote social inclusion and support thriving and vibrant communities.**

4.4.2 Whilst our approach to date has delivered increased participation and involvement, with some significant achievements, we recognise that some aspects have worked better than others. We will learn from our experience and what residents are telling us and work to support better engagement and drive service improvement.

4.4.3 We will be considering our approach and working with residents to develop a Scrutiny Panel, again included on the original involvement structure, in quarter 3 of 2016/17.

4.4.4 The Service Improvement Team is continuing to scope the potential and opportunity to launch a mystery shopping programme and when this is done residents will be consulted on the proposal. A draft Incentivisation paper has also been developed that is currently awaiting approval.

- 4.4.5 We are developing a Housing Performance Scorecard which will enable residents effectively challenge poor performance and work with officers to undertake an effective quality assurance role.
- 4.4.6 We are working to embed the importance of resident involvement across the housing department by delivering key messages to teams, heads of service, directors and our partners

## **5 CONSULTATION**

- 5.2 *We have a statutory obligation to consult under Section 105 of the Housing Act 1985 for where there are any substantial changes or variations. Additional consultation and engagement opportunities have been developed as good practice and goes over and above the statutory obligations for consultation.*
- 5.3 *The Resident Involvement Structure was developed and agreed with resident representatives at the Housing Representatives Forum. It was agreed in January 2015.*
- 5.4 *The Resident Involvement Strategy 2016 - 2018 (Appendix 1) has been developed with the help of the Housing Representatives Forum between December 2015 – May 2016. Residents; input has shaped the final document and determined the key areas of focus for the delivery plan. The resident Reading Group has also reviewed and had an input into the Resident Involvement Strategy 2016 – 2018 from the perspective of readability, content, and style.*
- 5.5 *The Resident Involvement Information Pack (Appendix 2) has been developed by the resident-led Communications Group between March – June 2016. The resident Reading Group and Housing Representatives Forum have also reviewed and had an input into the Resident Involvement Information Pack.*
- 5.6 *The Tenants & Residents Association Information Pack (Appendix 3) has been developed by a task and finish resident-led group called the TRA Information Pack Working Group between May – June 2016. The resident Reading Group and Housing Representatives Forum have also reviewed and had an input into the Tenants & Residents Association Information Pack.*
- 5.7 *The Get Involved bulletins (Appendix 4) are produced on a monthly basis by the Resident Involvement Team and are shared with the Get Involved email list, which contains over 600 residents who have expressed an interest in involvement opportunities over the last two years.*
- 5.8 *The Residents' Conference on 18 June 2016 will also be a key consultation event and an opportunity to promote all involvement opportunities.*

## **6 EQUALITY IMPLICATIONS**

- 6.2 *No equality implications have been identified as part of the work on this report. Resident involvement opportunities are open to all council housing residents and our Code of Conduct document (Appendix 5) which is used for all resident forums, groups, and activities sets out that “members should value diversity and not discriminate against any person on the grounds of age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion and belief, sex or sexual orientation”. The terms of reference for all of the service improvement groups also state that attendance at Equality & Diversity training is mandatory for all resident members.*

## **7 LEGAL IMPLICATIONS**

- 7.1 There are no legal implications for this report.
- 7.2 Implications verified/completed by: Janette Mullins, Principal Solicitor (Housing Litigation); 020 8753 2744

## **8 FINANCIAL IMPLICATIONS**

- 8.1 The functions of involvement and engagement are delivered within the agreed budget for resident involvement. The budget for resident involvement has increased from £63,000 in 2014/15 to £104,100 for 2015/16 and 2016/17 to reflect the increase in the level of involvement and engagement.
- 8.2 By working closely with residents to develop strategies and policies, we know that we are working in an efficient and cost effective way and aiming to get projects right first time. The increased assistance of the Reading Group has meant that we are obtaining value for money and the documents that are issued to residents are fit for purpose.
- 8.3 Implications verified/completed by: Danny Rochford, Head of Finance – Housing - 020 8753 4023.

## **9 IMPLICATIONS FOR BUSINESS**

- 9.1 *There are no identified business implications as a result of the work of resident involvement in housing.*

## **10 BACKGROUND PAPERS USED IN PREPARING THIS REPORT**

<b>No.</b>	<b>Description of Background Papers</b>	<b>Name/Ext of holder of file/copy</b>	<b>Department/ Location</b>
	None		

**LIST OF APPENDICES:**

<i>Appendix 1 – Resident Involvement Strategy 2016 – 2018</i>	Pages 19-42
<i>Appendix 2 - Resident Involvement Information Pack</i>	Pages 43-74
<i>Appendix 3 - Tenants &amp; Residents Association Information Pack</i>	Pages 75-96
<i>Appendix 4 – Example of a Get Involved bulletin</i>	Pages 97-104
<i>Appendix 5 - Code of Conduct</i>	Pages 105-108

# Resident Involvement Strategy

2016 – 2018



Approved  
by residents  
May 2016



“Transforming our housing service, putting residents at the heart of decision making”

# Foreword from Lisa Homan



Our approach to resident involvement since we were elected in May 2014 marks a radical shift from what happened previously. We are ambitious for our housing service, as we know our residents deserve better, and improving the service remains a key priority.

Much has been achieved in the 18 months since I became Cabinet Member for Housing, and the council firmly remains committed to our philosophy of *'doing with not doing to'*. Our approach to resident involvement has progressed from 'the council knows best', to a more collaborative approach, where we have started working with residents, and anyone who can bring value to help tackle some of the big challenges we face.

We have expanded our involvement, setting up the Housing Representatives Forum, and supporting it with a number of working groups looking at key aspects of housing service delivery. Our proposals to give residents 'control of their homes and the land they are on' was a manifesto commitment. In keeping with our philosophy, we adopted an innovative approach, setting up a Residents' Commission to look at all the options and reporting back to us.

We have accepted their recommendations in full, not just about the future options for our housing stock, but also their vision for a new service. This presents us with a huge opportunity, and the potential to redefine how we engage and work with our residents in the future.

Whilst we face an exciting period ahead, it is not without its challenges. A number of government initiatives threaten to undermine the work we are doing to try and support stronger, sustainable communities where everyone can afford to live and work. Responding to these is a key objective for our new strategy, and in the coming period, we must up our game to help achieve more social inclusion in the borough.

I would like to thank our Housing Representatives Forum, Borough Forum, the Reading and other sub-groups who have worked with us so far, and all our residents who have helped shape the strategy and put it together. And I look forward to continuing to work with you in the future.

**Cllr Lisa Homan**

Cabinet Member for Housing  
Hammersmith & Fulham Council

**“Our approach to resident involvement has progressed from ‘the council knows best’, to a more collaborative approach, where we have started working with residents”**

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# Introduction

## This strategy is for all Hammersmith & Fulham Council residents, including:

- Council tenants
- Sheltered housing tenants
- Private tenants living in council properties (where a leaseholder has sub-let or where a council tenant has consent to sublet)
- Leaseholders – includes former tenants who have bought under Right To Buy, and residents who have purchased on the open market.

Tenants and leaseholders generally have different means of engagement with the council and their experience and expectations of the council typically differ from each other.

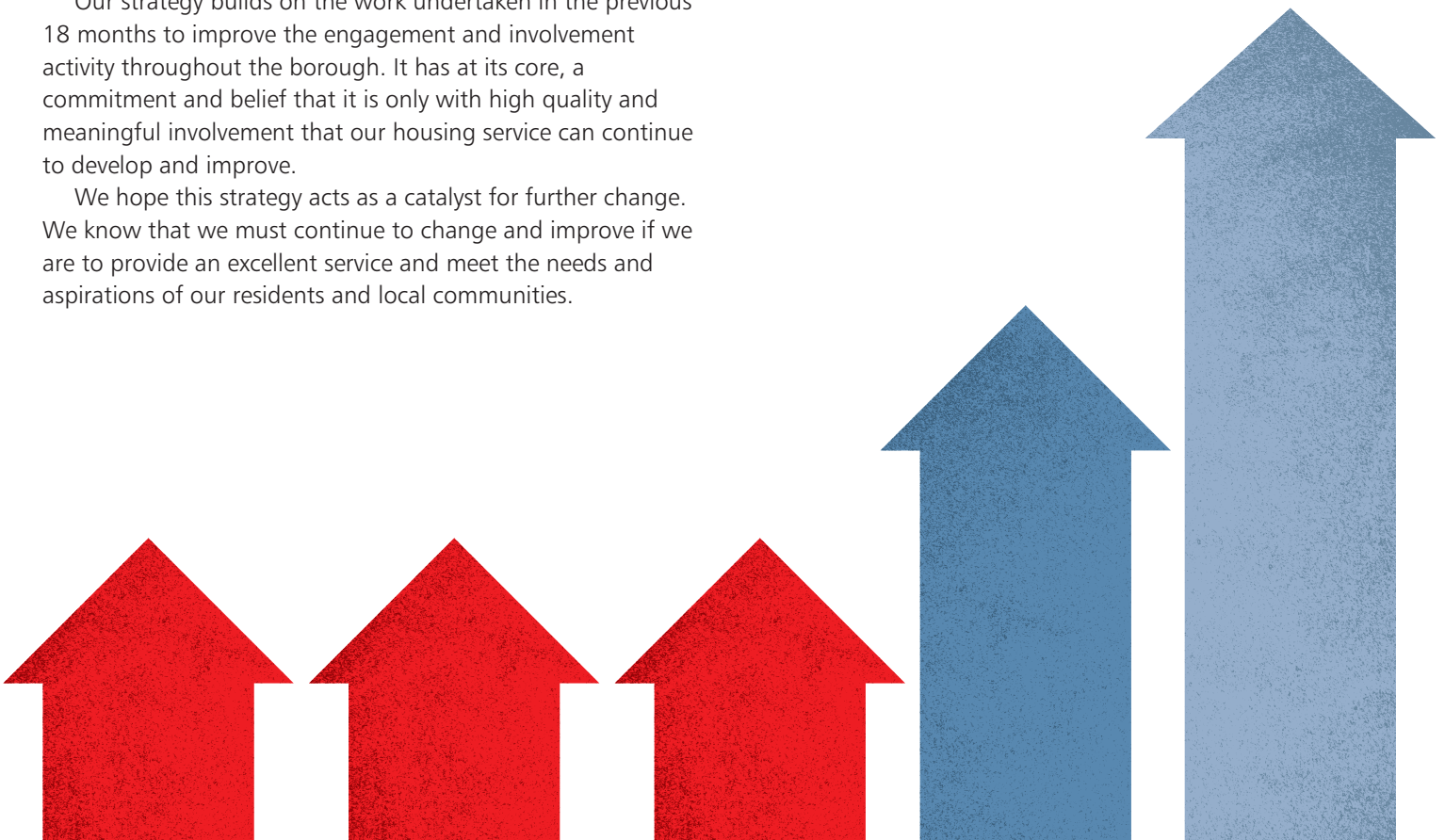
Resident involvement for our service is about placing greater control and influence at the hands of our residents, making us more accountable for the housing services they receive.

Our strategy builds on the work undertaken in the previous 18 months to improve the engagement and involvement activity throughout the borough. It has at its core, a commitment and belief that it is only with high quality and meaningful involvement that our housing service can continue to develop and improve.

We hope this strategy acts as a catalyst for further change. We know that we must continue to change and improve if we are to provide an excellent service and meet the needs and aspirations of our residents and local communities.

## Our Housing Strategy, adopted May 2015 sets out our challenge clearly:

**“Because of the scale of change that we are facing, some of the solutions we are proposing are radical, and initially may be difficult for people to accept. But we are convinced that to achieve the radical scale of our ambition, we need to adopt radical solutions”**



**GET INVOLVED**



# Background and context

**The local elections in May 2014 resulted in a different approach to working with residents. The new administration was very clear that they wanted to transform the housing service by putting residents at its heart.**

The new Housing Strategy, 'Delivering the Change We Need in Housing' (May 2015)<sup>1</sup>, shaped and informed by their manifesto commitments, sets out a bold and exciting vision for the service going forward, with some key principles:

- working with council housing residents to give them ownership of the land their homes are on
- ensuring that residents are more involved in decisions that affect them
- working with council housing residents to establish new and effective residents' advice and representation
- giving greater powers to residents of the council's housing estates across a broad range of areas.

**Housing Strategy Action 14:** The council will work with residents and other interested parties to develop and implement new and better approaches to engage with residents to improve the delivery of housing services.

The new administration established a Residents Commission<sup>2</sup> to look at the options for the future of council housing. The Residents Commission considered how the housing services provided to residents could be improved, putting residents at the heart of service delivery. They recommended that services should be designed around the demographic profile, needs and preference of residents.

The commission also recommended that the council's homes should be transferred to a new standalone Housing Association set up as a Community Gateway, with residents as its members, and with majority control. The commission produced a blueprint for the new housing organisation. Both recommendations were approved by Cabinet in December 2015<sup>3</sup>.

The blueprint identifies the following nine key values and principles for the new resident controlled organisation:

1. A people-centered organisation with vision, clear leadership and strong Governance.
2. Personal contact with named individuals in the foreground and good systems and technology in the background.
3. Good knowledge about residents, homes and communities enabling the service to anticipate what's needed rather than wait for things to go wrong.
4. Easier access to services by telephone and in local neighbourhoods with better online access wherever this makes it easier and more convenient for residents.
5. Recognition of the distinctiveness of different estates and neighbourhoods across the borough and their different service and investment needs.
6. Support for residents to do more to improve their own estates, neighbourhoods and communities including self-management where this is what residents want and where it will be effective.
7. Connectivity – support for residents to build networks and connect with organisations, services, opportunities and each other for mutual benefit.
8. Readiness to innovate and build partnerships to meet future needs and be a pathfinder in social and technological progress.
9. Making resources go further and doing more for less, means working more closely with those who use services, not withdrawing from them.

If the stock transfer is successful, control of the council housing service and ownership of the stock will pass to a resident controlled Community Gateway Housing Association for current and future generations. The objectives in this strategy and the supporting delivery plan, have taken account of this potential change.

Whilst such a transfer presents a tremendous opportunity for positive and momentous change in the borough, successful delivery will depend on a number of variables as outlined in the blueprint. Whilst this work is progressed over the coming year, we cannot just 'hold back' on our journey towards a better service pending the outcome. Our strategy and supporting delivery plan therefore recognises and reflects our commitment and ambition to deliver both these priorities.

<sup>1</sup> <https://www.lbhf.gov.uk/councillors-and-democracy/about-hammersmith-fulham-council/strategies-and-plans/housing-strategy>

<sup>2</sup> <https://www.lbhf.gov.uk/housing/council-tenants/residents%E2%80%99-commission-council-housing>

<sup>3</sup> <http://democracy.lbhf.gov.uk/documents/g3371/Public%20reports%20pack%2001st-Dec-2014%2019.00%20Cabinet.pdf?T=10> (see agenda item 16)

# Our vision – where do we want to be?

**Our vision for resident involvement has been developed with our residents, drawing on examples of good practice across the sector<sup>4</sup>, and reflecting on the lessons learned to date.**

Whilst we have looked at others, we recognise that the borough of Hammersmith & Fulham has a set of particular circumstances that makes us stand out from others.

We are the only borough nationally that is actively considering stock transfer to a newly formed resident controlled housing association set up as a Community Gateway. Our work and programme for the coming 12 to 24 months has been rightly shaped and influenced by the findings of our unique and innovative Residents Commission. We have used their 'Blueprint' endorsed by Cabinet in December 2015 to shape our strategy.

As part of our consultation, we have spoken to key stakeholders, our key members – the cabinet members for housing and social inclusion, and key partners and contractors, to ensure we achieve the broadest possible input and commitment to deliver our ambitious programme.

## Our vision and strategic objectives

Our vision commits us to:

***'Transforming our housing service, putting residents at the heart of decision making'***

We have kept our vision simple, but to achieve it will result in a 'game changer' for the housing services in this borough. Through our engagement and involvement activity, and the work being undertaken for a possible stock transfer, there is the real potential to transform housing services once and for all, giving residents greater control and influence in what we do and how we work.

To support our vision and shape how we work, we have adopted some key principles:

- working with residents, empowering them to take greater control of their housing service, shaping and driving the necessary improvements

- ensuring that our work together delivers higher levels of resident satisfaction whilst ensuring value for money
- putting aside vested interests and personal differences to ensure decisions are rooted in the collective interest
- recognising our role as the largest social landlord in the borough, ensuring that our work promotes social inclusion, and supports thriving and vibrant communities.

To make this vision a reality we have set out three strategic objectives, supported by key actions for delivery (see Appendix).

### Objective 1

**Placing greater control and influence at the hands of our residents, making us more accountable for the housing services they receive**

Our vision for involvement, developed with our residents, aims to give greater control and influence to residents, making us more accountable for the services they receive.

Our involvement structures will work for the benefit of all residents, with individuals putting aside any personal opinions or differences, to ensure decisions are rooted in the collective interest.

Our resident involvement team will support effective governance and decision making, enabling residents to have greater control in shaping services and how they are delivered. Officers and residents will work together to ensure transparency and accountability, with decisions being grounded in good consultation, appropriate and clear information, and good and effective governance.

<sup>4</sup> Phoenix Housing Trust – Community empowerment strategy, July 2014; Family Mosaic – Changing Places: How can we make resident involvement relevant, June 2015; Housemark – Value for money and tenant involvement, November 2010; Greenfields Housing Trust – Community empowerment and investment strategy, June 2014; Croydon Council – Housing strategy, 2010; Amicus Horizon – Resident involvement strategy, April 2013; Watford Community Housing Trust – Community development strategy, June 2012

## **Objective 2**

### **More involvement, better involvement**

Our aim is to provide a variety of opportunities for getting involved, encouraging residents to get involved at a level they are comfortable with e.g. information giving, consultation, involvement, empowerment and resident control. We will continue to explore both formal and informal routes to involvement, developing and supporting a wider range of activities.

We will work with our more involved residents to identify and break down barriers to engagement. We will look carefully at how we can supplement existing channels with innovation, utilising electronic, social and multimedia to further promote and extend opportunities for engagement. Our aim is to enable more residents to get involved at a level that suits them.

## **Objective 3**

### **Promote social inclusion and support thriving and vibrant communities**

Our vision for involvement places a greater significance than ever before on working with local communities, and promoting social inclusion. We are committed to working with our residents, agencies, key partners and anyone who can add value, to tackle the blight of social exclusion where it exists in our communities.

Whilst our primary focus must be improving the quality of our housing service, as the largest social landlord in the borough, we fully accept our role and responsibility to be a major agent for positive change through our economic activity and that of our partners, as well as any specific and targeted support we can offer.

We recognise that people make communities, and for them to succeed, we must ensure that they are given the support they need. We will identify where we can add value ourselves or by working with others.

Our Resident Involvement Team will provide a package of support to Tenants and Residents Associations (TRAs), encouraging a 'local voice', with thriving community hubs providing support and community development activities for the benefit of all residents.

**“We are committed to working with our residents, agencies, key partners and anyone who can add value, to tackle the blight of social exclusion where it exists in our communities”**

**It's time for you to make a difference**

# What is meaningful involvement?

## What does meaningful involvement mean to us?

We recognise that people choose to get involved in different ways and at different levels i.e. information giving, consultation, involvement, empowerment and resident control. We also acknowledge that it is necessary to support involvement activities by working to maximise participation and accountability both formally and informally.

## What does meaningful involvement mean to our residents?

We consulted with residents at the December 2015 Housing Representatives Forum. In summary, we were informed that:

- residents need to enjoy what they are doing in terms of how they get involved
- residents want feedback after they have contributed to something
- officers need to work closely with residents as part of a meaningful partnership
- we should be able to benchmark our involvement offer against other housing providers.



# Where are we now?

**The current resident involvement structure (page 12) was developed with resident representatives at the monthly Housing Representatives Forum meetings and an outline structure was agreed in November 2014.**

This replaced the previous approach which was limited in scope and provided fewer opportunities to get involved. The Resident Involvement Team then worked closely with a specifically formed residents sub-group to look at:

- the proposed purpose of each involvement group
- the relationship between groups in the structure
- which groups residents saw as a priority for launching first
- how the new structure and groups can be promoted to residents.

The agreed involvement structure was designed to have four distinct elements:

- **Consultation** – meetings that are open to all residents such as the Borough Housing Forum and Leasehold Forums
- **Governance/quality assurance** – groups such as the Repairs Working Group, Communications Group, Reading Group and Investment Group
- **Elected representation** – either in the form of locally elected TRAs or the Sheltered Housing Forum made up of elected representatives from the 22 schemes
- **Recommendation setting** – in the form of the Housing Representatives Forum where representatives from TRAs, sheltered housing, or street properties and gap sites debate items and agree recommendations.

Throughout 2015, the Resident Involvement Team has been in the process of recruiting to the structure groups and developing ways to enhance its offer as outlined in the Resident Involvement Structure. The aim of these groups is to give residents the opportunity to:

- influence and monitor service delivery
- ensure that resident priority areas are reflected in the work that the department undertakes
- promote more opportunities to influence how services are managed.

## Our forums

The **Housing Representatives Forum (HRF)** provides an opportunity for representatives from our registered tenants and residents associations, sheltered housing representatives, and gap site and street property representatives to meet and discuss policy and strategy proposals, performance and broader service issues, providing valuable feedback. The HRF meets monthly and has a core number of involved and experienced residents who attend regularly.

The **Sheltered Housing Forum (SHF)** performs a similar role to that above for sheltered housing tenants. By having a dedicated forum for the sheltered housing service, specific issues around the service and its performance can be considered by residents in more detail. The SHF meets six times per year, and has regular attendance from elected representatives from our 22 sheltered housing schemes.

The **Leasehold Forum** provides an opportunity for leaseholders to meet and discuss key issues and proposals that may affect them. There are three geographically based forums – South Fulham, Fulham North and Hammersmith. These meetings take place twice a year and are attended by a core group of leaseholders.

The **Borough Forum** provides an opportunity for the council to engage and consult widely with all council housing residents on housing policy and service delivery. This forum is often the entry point for residents who do not want to make an on-going commitment to attend meetings.

## What have the groups been working on?

The **Repairs Working Group (RWG)** is the primary group established to analyse and monitor the council's repairs contract with Mitie. The RWG has successfully worked with Mitie to drive up customer satisfaction from 72% under the old arrangements to currently 90%, by ensuring Mitie focus on what matters to residents. The RWG has recruited additional members in the last few months and has also added planned maintenance and capital works to its portfolio of areas to review and monitor, alongside responsive repairs. The group has been reviewing the best way to undertake training in finance and understanding contractual documentation.

The **Investment Group** held its inaugural meeting on 23 June 2015 to review and agree general needs stock Housing Improvement Project (HIP) bids 2015/16. A follow-up meeting was held on 30 September to review and agree both general needs and sheltered housing bids for 2015/16. In total, the Investment Group has approved over £200,000 of works. A meeting has also taken place on 27 October 2015 to review housing estate improvement projects that are managed by Groundwork and a tour was arranged in November 2015 to view a number of the recently completed projects.

The **Communications Group** has now been in place since November 2015 and aims to ensure effective communication in the delivery of housing services between the council, its residents, and the contractors with whom we work. The group has been working on improving navigation to and content of the Resident Involvement pages on the council website and has tested the first pages of the new council website.

The **Inclusion Group** has held a series of workshops since December 2015 that were attended by both residents and representatives from third sector organisations. The long term aim of the group is to tackle social, financial and digital inclusion by making sure that residents are able to access services and participate effectively in decision-making. The group will have a particular emphasis on underrepresented residents and hard to reach groups, such as elderly and disabled residents.

The **Reading Group** is a virtual group which receives documents by email and post and reviews them to ensure that they are fit for purpose, written in plain English, and can be easily understood. To date, the group has helped us by reviewing a section 20 notice, a rent refunds form, parking consultation questionnaire, and a communal storage policy.

There are also a number of ad hoc **Service Review Groups** which have been established with service users. The aim of these start and end groups is to develop a set of ideas and proposals which would make the service work better for residents, and to achieve higher levels of customer satisfaction. The groups ideas for change and improvement will form the basis for wider consultation with all residents.

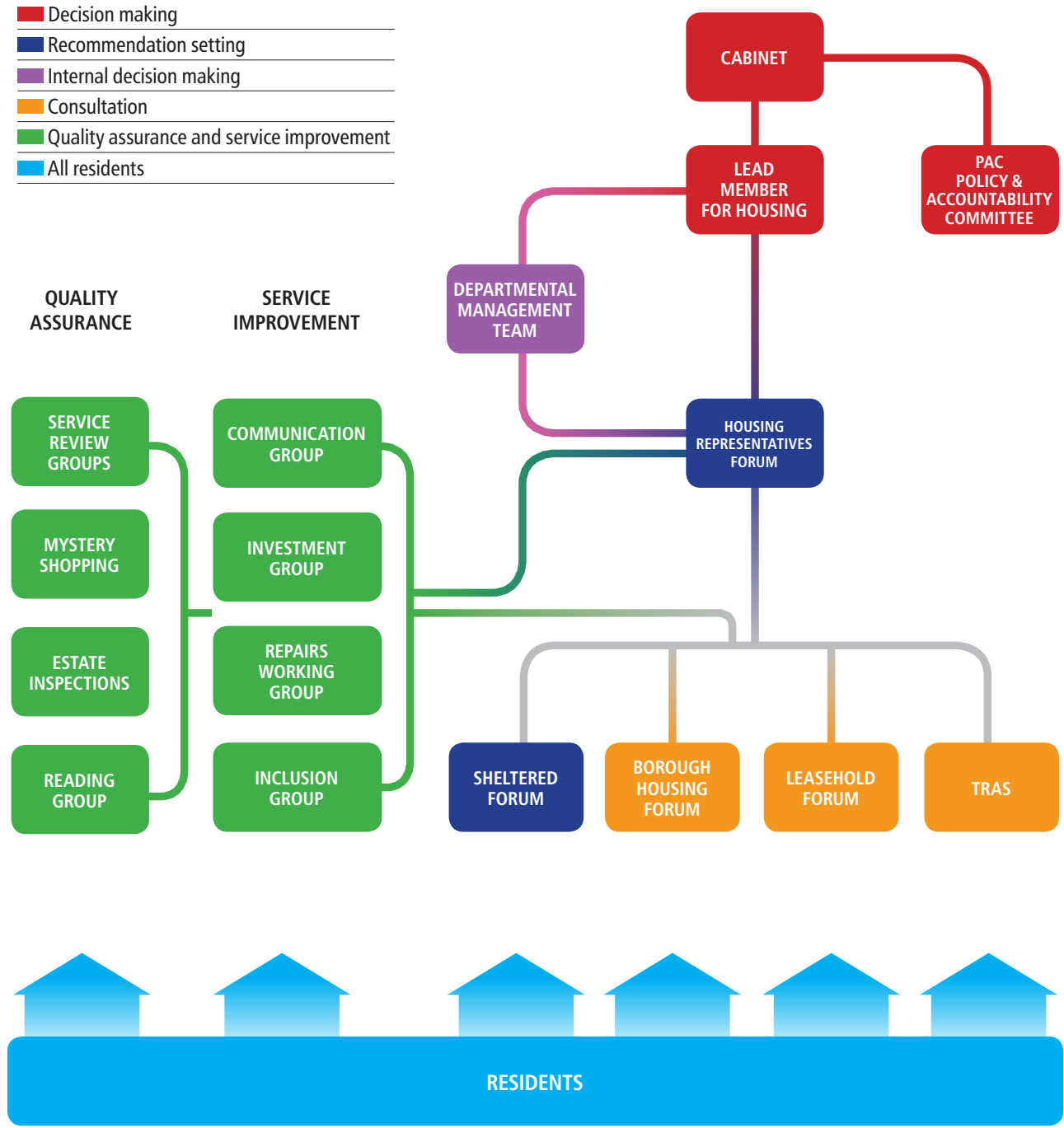
- a) The **Caretaking Working Group** has been developed in conjunction with the Housing Representatives Forum to improve customer satisfaction in this very important service. It is currently reviewing how the caretaking service operates and how it's currently performing.
- b) The **Estate Inspection Review** was undertaken with residents to improve the form used during estate inspections. Training for all staff and residents was delivered to ensure consistency. The effectiveness of the updated form will be reviewed in 2016/17.

“As the largest social landlord in the borough, we fully accept our role and responsibility to be a major agent for positive change”

## Resident involvement and engagement structure

### Key

- Decision making
- Recommendation setting
- Internal decision making
- Consultation
- Quality assurance and service improvement
- All residents



It's time for you to make a difference

## Key achievements

The Resident Involvement Team has been transformed from one officer at the start of 2015 to a team of seven members of staff who come under the management of the Head of Contract Management and Housing Performance within the housing service. Recognition has been given to the extent at which we aim to engage and the team has been resourced to reflect this.

During 2015 and into 2016, the Resident Involvement Team has achieved the following:

- worked closely with tenants' to deliver a borough wide tenants conference in March 2015 with over 350 attendees
- worked with leaseholders' to deliver a Listening to Leaseholders' Conference in May 2015 with over 150 attendees
- delivered Listening to Leaseholder engagement sessions to consider the transparency of costs, following on from discussions at the leasehold conference
- over 600 residents have expressed an interest in getting involved and have asked to be added to the get involved database
- worked with key partners to deliver a summer estate engagement programme covering an area comprising 5,500 properties
- continue to work closely with 35 forming and established TRAs. In 2015 we assisted with the establishment of 3 new TRAs and a further 4 TRAs were re-energised
- started to develop a digital inclusion pilot project with the Inclusion Group
- working with the Communications Group to ensure that the council's website refresh delivers interactive and informative resident involvement pages.

## What needs to work better?

Whilst our approach to date has delivered increased participation and involvement, with some significant achievements, we recognise that some aspects have worked better than others. We will need to learn from our experience and ensure that our structures continue to support better engagement and drive the service improvement that our residents expect from us.

Some key areas for improvement identified by our Housing Representatives Forum are:

- we need to make opportunities for involvement more tangible and focused on outcomes
- we need to help to foster greater opportunities for TRAs to network and support each other and their local communities
- we need to utilise conferences and community events to sign residents up to involvement activities
- we need to work with residents to provide greater opportunities for under-represented groups to become more involved
- we need to work with our partners to deliver wider engagement opportunities across the borough
- we need to communicate involvement achievements more meaningfully and in a wider variety of ways, utilising electronic communications and social media
- we need to engage with our residents more widely than just on housing issues.

We have set out a series of key priorities supported by a Delivery Plan, which will guide the work we do in the coming period.



# Our key priorities – how do we get there

**We recognise that much of the current involvement arrangements provide a good foundation for us to build upon. However, we also recognise the need to modernise and lay new foundations to ensure that we broaden representation and ensure involvement is truly accessible.**

## **1) Placing greater control and influence at the hands of our residents, making us more accountable for the housing services they receive.**

1. Refine and develop existing structures to devolve further control and decision making to residents in the short term, recognising that in the longer term (year 2), there may be a transfer to a new resident led housing association.
2. Ensure services are improved by providing accurate performance data so that residents can effectively review services, challenge poor performance and work with officers to undertake an effective quality assurance role.
3. To offer learning and development opportunities, providing residents with the skills, knowledge and confidence that they need to influence strategic decisions.

## **2) More involvement, better involvement**

1. Draw upon the engagement opportunities provided by the stock transfer and the work of our strategic partners to achieve a step change in residents' data, enabling services to be designed around the demographic profile, needs and preference of residents.
2. Increase the number of ways that residents can become involved in a way that suits them.
3. Ensure that our existing structures align and integrate well with the governance structures of a new organisation.

## **3) Promote social inclusion and support thriving and vibrant communities**

1. Identify community funding opportunities by working with partners and third sector organisations.
2. Supporting TRAs and local residents to enhance networking and community capacity building opportunities.
3. Identify opportunities and key projects either new or existing, where our involvement and support can help promote social inclusion, and digital inclusion.

## **The Delivery Plan**

The Resident Involvement Delivery Plan 2016-18 appended to this strategy outlines how the objectives, which guide this strategy's vision, will be delivered over the next two years.

The plan will be managed, coordinated and delivered by the Resident Involvement Team who will be providing hands on support to residents and channeling activity through the Housing teams, such as the neighbourhood teams, estates team, repairs, finance, leasehold services and performance team. The action plan will be reviewed annually and action planning for the future years developed.

# Appendix

## Resident Involvement Delivery Plan 2016-18

### 1) Placing greater control and influence at the hands of our residents, making us more accountable for the housing services they receive

**Priority 1**

Refine and develop existing structures to devolve further control and decision making to residents in the short term, recognising that in the longer term (year 2), there may be a transfer to a new resident led housing association.

What we'll do	When we'll do it	Who will do it	Success criteria
Review the current resident involvement structure and identify how more control and decision making can be devolved to residents	April – December 16	HRF & RI Team	Review of the structure undertaken with residents and further opportunities developed
Clarify the roles and decision making functions of the forums (Housing Representatives Forum (HRF), Borough Forum etc)	April – June 16	Borough Forum, HRF & RI Team	Clarity provided at both forums and in all relevant documentation
Ensure that residents influence the decision making process with regard to current and future capital investment to maintain housing stock and communal/ community assets	April – March 2016/17	HRF, residents & property services	Capital investment decision making process influenced by residents
Embed the importance of resident involvement across the housing department by delivering key messages to teams, heads of service, directors and our partners	Ongoing	RI Team & heads of service	Team meetings attended, monthly bulletins circulated. Feedback from colleagues analysed

**1) Placing greater control and influence at the hands of our residents, making us more accountable for the housing services they receive**

**Priority 2**

**Ensure services are improved by providing accurate performance data so that residents can effectively review services, challenge poor performance and work with officers to undertake an effective quality assurance role.**

What we'll do	When we'll do it	Who will do it	Success criteria
Develop a Housing Performance Scorecard which will enable residents effectively challenge poor performance and work with officers to undertake an effective quality assurance role	Ongoing	Borough Forum, HRF & Performance Team	Scorecard produced on a quarterly basis to residents. Performance information used to inform service reviews and improvement projects
Continue to establish ad hoc Service Review Groups (Focus Groups) with service users to address poor performance, update procedures and ensure services are designed around the needs of residents	Ongoing	Residents, Service Transformation Team	Rolling programme of service reviews produced and service users engaged. Positive feedback received from service users
Develop a programme of mystery shopping which can be undertaken via telephone or online to inform service reviews	April – March 2016/17	HRF & Service Transformation	Mystery shopping programme established and residents recruited. Information informs service reviews
Establish a 'rant and rave' survey to monitor residents' satisfaction with the repairs service. Look to roll this out across all service areas	Ongoing	RWG, Prop Service & Mitie	Survey established and implemented. Results are feedback to residents and identify areas for improvement
Undertake a review of the caretaking service with residents to improve customer satisfaction	April – Sept 16	Caretaking Working Group	Review completed, residents informed and satisfaction increased
Encourage Residents to assist with the recruitment of new officers within the Resident Involvement Team and those at senior manager level across the housing department	July 16 – March 18	Resident representatives, RI Team	Comprehensive training package developed for residents and officers. Residents have formed part of the recruitment panel

**1) Placing greater control and influence at the hands of our residents, making us more accountable for the housing services they receive**

**Priority 3**

**To offer learning and development opportunities, providing residents with the skills, knowledge and confidence that they need to influence strategic decisions.**

What we'll do	When we'll do it	Who will do it	Success criteria
Establish a comprehensive learning and development programme which is attended collaboratively by residents and officers. Promote the learning and development programme through existing routes including employment and skills opportunities	Ongoing	RI Team	Programme established. Programme promote. Monitor uptake via enrolment and analyse feedback
Officers to provide 'what we do' information sharing sessions and online updates to inform residents of the specific service areas within the housing department	October – March 2016/17	All heads of service	Feedback analysed by residents
Develop a comprehensive induction process for newly involved residents. All new housing department officers' induction to the Resident Involvement approach	April – June 2016	Resident representatives, HRF, RI Team	Induction process in place following promotion of involvement opportunities at the Residents' Conference

## 2) More involvement, better involvement

### Priority 1

Draw upon the engagement opportunities provided by the stock transfer and the work of our strategic partners to achieve a step change in residents' data, enabling services to be designed around the demographic profile, needs and preference of residents.

What we'll do	When we'll do it	Who will do it	Success criteria
Undertake comprehensive data gathering as part of the stock transfer awareness exercise	April – December 2016	RI Team & stock transfer	Data collected Records updated Inform residents of percentage improved
We will work more closely with our contractors to share appropriate resident data and understand residents needs and priorities	April – June 2016	Heads of service	Data sharing agreements in place with contractors. Data shared and systems updated. Attendance at neighbourhood roadshows (Pinnacle, South)
Analyse demographic data in order to understand the views and representation of diverse social groups and work with third sector partners to provide greater opportunities for involvement	July – Sept 2016	Service transformation, HRF	Better informed on the location of hard to reach groups
Develop a resident involvement database to log contact details, communication preferences and involvement activities. Provide a link to the database from the council's website so that residents can sign up	April – June 2016	RI Team	Database established and updated. Link from H&F website. Monitor new sign-ups

## 2) More involvement, better involvement

### Priority 2

Increase the number of ways that residents can become involved in a way that suits them.

What we'll do	When we'll do it	Who will do it	Success criteria
Promote the benefits of resident involvement and formally launch the Resident Involvement Strategy at the Residents Conference in 2016	June 2016	RI Team, HRF and resident volunteers	Resident Involvement Strategy launched. Workshop/session held to explain and promote opportunities
Produce a Resident Involvement Handbook which sets out all of the involvement opportunities, time commitment and level of influence. Launch this at the Residents Conference	April – June 2016	Communications, Reading Group & RI Team	Handbook produced and promoted at all resident engagement events
Refresh the H&F website pages for Resident Involvement	April – June 2016	Communications Group	Pages updated
Develop informal channels of involvement to engage and share information, i.e. creation of e-bulletins, on-line estate noticeboards	April – December 2016	Communications Group & RI Team	Channels developed, promoted and usage monitored
Incentivise ad hoc service review working groups to increase involvement from service users	April – June 2016	Service transformation, service users	Incentivisation policy agreed by cabinet board member. Involvement incentivised where applicable

## 2) More involvement, better involvement

**Priority 3**  
Ensure that our existing structures align and integrate well with the governance structures of a new organisation.

What we'll do	When we'll do it	Who will do it	Success criteria
Align the existing resident involvement structure with the governance structures of a possible new resident led housing association	Year 1 & 2	HRF, Stock transfer & RI Team	Structure aligned with the support of residents

### 3) Promote social inclusion and support thriving and vibrant communities

**Priority 1**  
Identify community funding opportunities by working with partners and third sector organisations.

What we'll do	When we'll do it	Who will do it	Success criteria
Work with residents to identify projects to support thriving and vibrant communities	July – Sept 16	Residents, HRF, RI Team	Projects identified
Develop the work of the Inclusion Group to link third sector organisations with local areas	Ongoing	Inclusion Group	Increase partnership working with third sector organisations and communities
Support residents by identifying officer resources to support with the preparation of bids to governmental, charitable and EU funding to support resident and council initiatives	Ongoing	Officers, residents	Bids submitted for funding opportunities
Expand the funding opportunities considered by the Investment group. Align investment opportunities with possible projects	Ongoing	Investment Group	Other funding opportunities explored



### 3) Promote social inclusion and support thriving and vibrant communities

**Priority 2**  
Supporting TRA's and local residents to enhance networking  
and community capacity building opportunities.

What we'll do	When we'll do it	Who will do it	Success criteria
Produce a TRA Handbook and launch at the Residents Conference	April – June 16	HRF, TRAs & RI Team	TRA Handbook produced with TRAs
Work with TRAs to maximise social benefit and community cohesion through letting of communal facilities	Ongoing	HRF, TRAs & RI Team	Community facility usage increased
Establish a TRA 'mentoring system' so that individual TRAs can support each other	April – Sept 16	TRAs and RI Team	Mentoring system established and positive feedback received
Support TRA summer activities and encourage a range of partners to attend to enhance community capacity building opportunities	July – Sept 16	TRAs and RI Team	Summer engagement programme developed

### 3) Promote social inclusion and support thriving and vibrant communities

**Priority 3**

Identify opportunities and key projects either new or existing, where our involvement and support can help promote social inclusion, and digital inclusion.

What we'll do	When we'll do it	Who will do it	Success criteria
Deliver pilot Digital Inclusion Schemes to three estates (1 North, 1 South, 1 sheltered) to encourage the use of digital technology and reduce social isolation	April – Sept 16	Residents, service transformation	Pilot schemes established, digital usage increased
Support TRAs to provide feedback to all estate residents via digital channels	Ongoing	TRAs, Communications Group and RI Team	Digital channels established. Information fed back to residents on a quarterly basis



With special thanks to the Housing Representatives Forum and Reading Group who helped us develop this Resident Involvement Strategy.



# GET INVOLVED

## Welcome



### Dear Resident,

Thank you for taking the time to read our Guide to Resident Involvement in Housing. We hope this guide will provide you with information to encourage you to spare as little or as much time as you can to get involved.

Excellent housing services can only be achieved through the active and meaningful involvement of our residents. We want to give you as many opportunities to tell us what you think about the services you receive and to influence decisions that affect your home and your neighbourhood. Our Resident Involvement Strategy sets out how we will work with you to do this.

We have made this guide to help you to decide, based on your interests and the things that matter to you, how to get involved as a council housing resident.

Please contact the **Resident Involvement Team** to find out more:

By email: **[GetInvolved@lbhf.gov.uk](mailto:GetInvolved@lbhf.gov.uk)**

By web: **[www.lbhf.gov.uk/residentinvolvement](http://www.lbhf.gov.uk/residentinvolvement)**

By phone: **020 8753 6652**

**So why not get involved today?** Your views and opinions are important to us and your involvement can make a real difference to services and your community.

### The Resident Involvement Team

If you need this document in large print or braille or if you require any other form of support, then please contact us.

*It's time for you to make a difference*



Approved  
by residents  
May 2016

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# GET INVOLVED

## What's in the wallet...

### Section 1 - Why Get Involved?

The benefits to you, your community and the services you receive.

### Section 2 - Ways to Get Involved

Your options as a council housing resident, from a quick survey to working with us face-to-face on important projects.

#### Your Community

- Estate Inspections
- Roadshows, Events and Action Days
- Tenant and Resident Associations (TRAs)

#### Your Services

- Surveys
- Repairs Working Group
- Borough Housing Forum
- Mystery Shopping
- Communications Group
- Leaseholder's Forum
- Reading Group
- Investment Group
- Sheltered Housing Forum
- Service Review Groups
- Inclusion Group
- Housing Representatives Forum
- Policy Group

For each activity there are an agreed terms of reference which explain the aims of the activity and how it will be delivered. There is also a Code of Conduct which all residents are asked to follow.

### Section 3 - Getting Support

Giving you the knowledge, skills and tools to join us, which recognises your time and any costs you may have when you get involved.





### Section 4 - More Information

How your involvement fits in to the wider structure of resident involvement and being introduced to the team that can support you to get involved.

### Section 5 – Get Involved Form

Sign up today! We look forward to hearing from you!

### Key Facts Explained

	Quarterly
	In your community
	Turn up as and when you have the time
	Up to 2 hours per quarter



# GET INVOLVED

## Why Get Involved?

Getting involved as a resident helps to improve your local community and the housing services you receive. You can get involved by:

- Becoming involved in a way and at a pace that suits you
- Receiving a regular bulletin exclusive to all members
- Becoming a forum, panel or group member empowered to make decisions and comment on important issues
- Being part of a group of people who want to make a difference to where they live through a tenants and residents association (TRA)
- Gaining knowledge and new skills and providing valuable feedback on services
- Playing a vital role in shaping the services that you receive
- Receiving feedback on whether your ideas and suggestions have shaped our services

**Get involved to help us deliver good quality homes, excellent services and strong communities.**

### I don't know enough to get involved

For many of the ways to be involved, all you need is your opinion and experience of our services and to tell us what you think works or does not work. We regularly provide information and training sessions (some accredited) to give you the knowledge and skills to be effective in whatever activity you are doing.

### I can't afford to get involved

While all involvement opportunities are voluntary, we will pay reasonable transport costs or arrange for transport to our meetings/events so you are not out of pocket. We also pay a broadband and telephone allowance to members of our improvement groups.

### I can't go because I've got kids

If you have children, you can still be involved. We will pay for childcare costs or, if there is enough demand, we can look at providing crèche facilities at a meeting venue. We can also arrange for meetings to be held during school hours.

### I can't come because I've got to look after a sick or elderly relative

We will pay your expenses for someone else to provide care while you are out. We can also arrange for meetings to be held during daytime hours, if this helps.

### I don't think I'll understand what is going on

We present information in jargon free and plain language. We can also provide hearing loop systems and information in different formats, for example, large print.
















For more information about financial support, please see our **Resident Involvement Expenses Policy**.


**Sign up to a resident involvement activity today using the Get Involved form in this pack!**



# GET INVOLVED

## A Quick Summary of Involvement Opportunities

Activity	Time	How often
Estate Inspections		Quarterly
Tenants & Residents Associations (TRA)		At least quarterly
Roadshows, events, Action Days		Adhoc
Survey		Adhoc
Mystery shopping		Adhoc
Reading Group		Adhoc
Service Review Groups		Adhoc
Repairs Working Group		Monthly
Communications Group		Monthly
Investment Group		Every other month
Inclusion Group		Monthly
Borough Housing Forum		Quarterly
Leasehold Forum		Quarterly
Sheltered Housing Forum		Every other month
Housing Representatives Forum		7 meetings per year

 Each clock equals approximately 1 hour of time. This includes any reading time before meetings.

### Want to get involved?

If you would like to get involved, please complete the form in this pack and return it to us in the pre-paid envelope. You are free to change your involvement preferences at any time and there is no commitment to participate in your chosen activity when invited to do so.

For more information on any of our involvement opportunities, please contact the **Resident Involvement Team**:

By email: [GetInvolved@lbhf.gov.uk](mailto:GetInvolved@lbhf.gov.uk)

By web: [www.lbhf.gov.uk/residentinvolvement](http://www.lbhf.gov.uk/residentinvolvement)

By phone: **020 8753 6652**

In writing: **3rd Floor, Town Hall Extension, King Street, W6 9JU**





# GET INVOLVED

Your community



## Estate Inspections





We want you to have a feeling of pride about your area, and having a tidy and well maintained neighbourhood is the first step towards this.

Estate Inspections help us to look for things that will improve the area for residents, such as fences, graffiti, overgrown gardens and illegal parking.

Each area has four inspections per year and they are carried out by residents, housing staff and other service providers

We encourage residents to go on estate inspections to point out areas of concern and provide their views on ideas for environmental improvements. By getting involved with inspections in your area you can identify issues that matter to you and other local residents.

### Key Facts Explained

	Quarterly
	In your community
	Turn up as and when you have the time
	Up to 2 hours per quarter

It's time for you to make a difference



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May 2016

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# REPRESENTING YOUR AREA AND HOLDING THE HOUSING TEAM TO ACCOUNT

By Tom Flynn  
Estate Inspection Representative

As a leaseholder I like to make sure that the Housing Department is held to account for the services they charge residents for.

By taking part in your local estate inspection you can meet with officers from the council and their partner organisations and make sure that they know what is important to you in your area.

I was one of a team of residents who worked with the housing team to review and amend the process for carrying out estate inspections and the way that the results are recorded. I think it is really important that if residents give up their time to attend estate inspections they should then be provided with feedback and updates in a timely and professional manner.

I would encourage more residents to get involved in making sure that the Housing Department is working to maintain and improve your area at all times.



## What will I do on an Estate Inspection?

- Meet key staff from the Housing Team, Caretaking Team, Repairs, and Grounds Maintenance
- Walk around the internal and external areas of your neighbourhood
- Note any areas of concern

Officers will record all actions on a form that has been designed and agreed by residents. You will then receive a copy of this form with seven days of the estate inspection that includes all items that were noted, who is responsible for addressing these and by what date.

## What will be the result of my involvement?

- A cleaner neighbourhood
- Improved grounds maintenance
- Communal repairs resolved
- Planned maintenance areas noted
- Community improvements projects found

For more information on your next estate inspection please contact the **Resident Involvement Team**:

By email: [GetInvolved@lbhf.gov.uk](mailto:GetInvolved@lbhf.gov.uk)

By web: [www.lbhf.gov.uk/residentinvolvement](http://www.lbhf.gov.uk/residentinvolvement)

By phone: **0208 753 6652**

# GET INVOLVED

Your community

## Tenants and Residents Associations (TRAs)

**To have a feeling of pride in your local community, you need to invest in it. Having a strong and organised resident voice is very important.**

Set up a new Tenants and Residents Association (TRA), or join an existing TRA where you live. TRAs work hard to represent their local area and work on ways to develop their local communities.





By joining, or setting up a TRA you can:

- Invite members of the LBHF senior management team to site visits and meetings
- Meet with your local ward councillor
- Access a variety of funding opportunities to improve your local area
- Develop a stronger sense of community and get to know your neighbours better
- Have access to community facilities to hold meetings and events
- Attend training and mentoring events with other TRAs
- Hold local events in your area

An annual grant is available to registered TRAs to cover annual running costs and the purchase or equipment.



### Key Facts

	Frequency of meetings and events is down to individual TRAs, but at least quarterly committee meetings are generally the norm
	In your community
	TRAs are made up of an elected committee member and the local community.
	Time commitments vary based on your position on the TRA and the aims and activities that the TRA is involved in

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May 2016

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## THE BENEFITS AND CHALLENGES OF RUNNING A TRA

By Chris Took  
Chair of Charecroft TRA

Charecroft Estate contains 430 properties in four 20 storey tower blocks over-looking Shepherds Bush Green. We also have a small community hall. The biggest problem any TRA faces is how to get residents to engage.

Recently, we have stepped up our communications. We haven't had very encouraging results with digital media, so we have gone back to doing a full leaflet drop ahead of our open meetings. We are planning to knock on doors as well, to show that the TRA is about real people.

It helps to have controversial issues (such as lift breakdowns!) to boost attendance at meetings, but active TRAs can also publicise improvements in infrastructure and services. In recent years we have been awarded funds to improve the amenity decks, install a gate to control a notorious shortcut and



open cycle sheds. It is well worth applying for funding improvements.

We have recently been making use of the training offered to TRAs by the Housing Department. This helps develop personal skills, leads to networking with other TRAs and encourages fuller participation from committee members.

Being involved with a TRA is always challenging, but it is also rewarding and a great way to make a difference to your estate and neighbourhood.

### What will I do as a member of a TRA?

- Meet key staff from the Housing Team, Caretaking Team, Repairs, and Grounds Maintenance
- Seek to represent resident's views on key issues in your community
- Maybe undertake a role on the elected committee as the Chair, Vice Chair, Treasurer, or Secretary
- Maybe help to run a community facility in your neighbourhood

### What will be the result of my involvement?

- A stronger voice for your community
- A chance to get to know and work with your neighbours
- Access to communal facilities (a number of our TRAs run halls and rooms)
- Have a say in the things that matter in your neighbourhood
- Identify community improvements projects

For more information on joining or forming a TRA, please contact your Community Engagement Officer and see our **TRA handbook**.

Your Community Engagement Officer can be contacted:

By email: **[GetInvolved@lbhf.gov.uk](mailto:GetInvolved@lbhf.gov.uk)**

By web: **[www.lbhf.gov.uk/residentinvolvement](http://www.lbhf.gov.uk/residentinvolvement)**

By phone: **020 8753 6652**

In writing: **3rd Floor, Town Hall Extension, King Street, W6 9JU**

# GET INVOLVED

Your community





## Roadshows, Events and Action Days



To have a feeling of pride in your local community, you need to invest in it. Either attending or arranging an event or action day can be a great way to meet new people and make a difference in your area.

To find out about events happening in your area, or to get in touch for help with planning an event, please contact the Resident Involvement Team.

### Key Facts Explained

	Adhoc
	In your community, or at a venue close by
	Turn up and get involved
	Your choice in terms of how long you get involved for

### What will I do at a roadshow, event, or action day?

- Meet key staff from the Housing Team, Caretaking Team, Repairs, and Grounds Maintenance
- Let them know your views on key issues in your neighbourhood
- Meet other key service providers who can offer additional support in your area
- Maybe work on a specific community improvement projects such as gardening schemes, or ball court painting

### What will be the result of my involvement?

- Get to know your neighbours
- Be aware of the services that are available in your area
- Promote new activities in your area
- Have a say in the things that matter in your area

For more general information about events and activities in your area, please contact the **Resident Involvement Team**:

By email: [GetInvolved@lbhf.gov.uk](mailto:GetInvolved@lbhf.gov.uk)

By web: [www.lbhf.gov.uk/residentinvolvement](http://www.lbhf.gov.uk/residentinvolvement)

By phone: **020 8753 6652**

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# GET INVOLVED

Your Services

## Repairs Working Group



Help us to monitor and continually improve every day and emergency repairs and planned maintenance. The Repairs Working Group works closely with the repairs contractor, Mitie, and has a focus on performance, the delivery of high quality services and excellent standards.

### The aims of the Repairs Working Group are to:

- Operate on behalf of tenants and leaseholders to make sure that we provide a responsive repairs service and planned and capital works programmes that meet residents' needs
- Monitor and review performance targets and resident satisfaction for repairs and major works.
- Examine the evidence of good and bad practice, and make recommendations for service improvements
- Review and monitor the effectiveness of the consultation processes across repairs and major works

### Key Facts Explained

	Monthly meeting
	Meetings are usually held at the Hammersmith Town Hall
	Membership of a group
	Commitment of at least 12 months
	At least 3 hours per month

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# REPRESENTING RESIDENTS' PRIORITY AREAS

By Ros O'Connell  
Chair of Repairs Working Group

When I talk to other residents, time and time again I hear that repairs and planned maintenance are their number one priorities, or the first thing that comes to mind when they think of housing.

I have been the Chair of the Repairs Working Group for over three years. The Repairs Working Group was the first resident-led group that was formed to address shortcomings in repairs performance and delivery. It has been a very important group for officers to understand what our priorities as residents are, and also for residents to be able to work closely with officers to discuss issues and solve problems.

The Repairs Working Group has been involved in so many different projects and we have achieved a lot. We have worked with Mitie and the Housing Team to address estate lighting, the boiler replacement programme, and the responsiveness of the repairs call centre, to name a few of the areas that we have been involved in. We have also worked to develop a more inclusive approach to how both tenants and leaseholders are informed of planned and capital works in their area.

There is still a lot more work to do and it has taken some time for the group to get the recognition and support it deserved, but the Repairs Working Group is made up of some very committed residents who don't take no for an answer!



## What will I do as part of the Repairs Working Group?

- Review responsive repairs, capital works, and planned maintenance performance
- Work with the appointed repairs and maintenance contractor and officers in Property Services to improve performance
- Review resident satisfaction with the repairs service
- Help us to check if we are meeting our service standards
- Help us to check that we are offering value for money
- Work with us to develop ideas for service improvements

## What will be the result of my involvement?

- Your views and feedback will drive service improvement through constructively challenging our performance
- The opportunity to work on sub groups to develop specific repairs areas such as boiler replacements, or communal repairs

- Your proposed improvements will develop a better repairs service that listens to resident feedback and gets repairs right first time as often as possible
- An opportunity to improve your knowledge of housing services and build your confidence

For more information on joining the Repairs Working Group, please contact the **Resident Involvement Team**:

By email: **[GetInvolved@lbhf.gov.uk](mailto:GetInvolved@lbhf.gov.uk)**

By web: **[www.lbhf.gov.uk/residentinvolvement](http://www.lbhf.gov.uk/residentinvolvement)**

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# GET INVOLVED

Your Services



## Communications Group

The Communications Group help to ensure that council communications are timely, fit for purpose, clear, and consistent.

The main aims of the Communications Group are to:

- Make sure that there is effective communication between the Housing Department, other council departments, its residents, and the contractors it works with
- Review, agree and monitor communication methods and performance for the Housing Department
- Develop and agree communications to an agreed set of criteria
- Provide accountability, transparency and value for money in terms of reviewing and agreeing communications

### Key Facts Explained

	Monthly meeting
	Meetings are usually held at the Hammersmith Town Hall
	Membership of a group
	Commitment of at least 12 months
	At least 3 hours per month

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## COMMUNICATIONS THAT MEET RESIDENTS' NEEDS

By George Pender  
Communications Group Member

We all communicate on a daily basis, but do we do it effectively?

I have contacted the Housing Department on a number of occasions and the response that I have got is either not fully clear or doesn't give reasons for why certain decisions have been taken. I joined the Communications Group because I wanted to know why this happens and more importantly what we can do to address it.

The Communications Group is only just beginning its journey, but it is working to ensure that the Housing Department's communications (both written and online) are clear, correct and made easily available to all residents in a timely and appropriate way. We also have a role in making sure that the council's appointed contractor's communications with residents are of a high quality and meet the needs of residents.

Good communications do not solve problems, but without good communications, problems do not get solved.



### What will I do as part of the Communications Group?

- Set recommendations for how the Housing Department and its contractors communicate with our residents
- Provide feedback on the presentation of our leaflets, newsletters, and digital content
- Review resident satisfaction in terms of communications
- Help us to check if we are meeting our service standards
- Contribute to the development of the Communications Strategy
- Work with us to develop ideas for service improvements

### What will be the result of my involvement?

- Your views and feedback will drive service improvement in terms of how we communicate with residents by constructively challenging our performance

- An opportunity to improve your knowledge of housing services and build your confidence
- The opportunity to work on sub groups to develop specific communications areas such as newsletters, or standard letters that are sent to council housing residents
- Your proposed improvements will ensure that we are communicating with residents in the most effective and appropriate ways

For more information on joining the Communications Group, please contact the **Resident Involvement Team:**

By email: **[GetInvolved@lbhf.gov.uk](mailto:GetInvolved@lbhf.gov.uk)**

By web: **[www.lbhf.gov.uk/residentinvolvement](http://www.lbhf.gov.uk/residentinvolvement)**

By phone: **020 8753 6652**

In writing: **3rd Floor, Town Hall Extension, King Street, W6 9JU**

# GET INVOLVED





Your Services



## Reading Group

We regularly review what residents are telling us and make changes as a result of this. Becoming a 'reader' and reviewing our draft documents will help to make sure that they are fit for purpose, written in plain English, make sense, and can be understood by residents from a variety of backgrounds. Reading Group documents are circulated via email, online or in the post, meaning that the group do not have regular formal meetings. One of the easiest ways for you to have your say!

### Key Facts Explained

	Adhoc, a few times a month when you are free
	From the comfort of your own home via either email or postal return
	Read a policy, leaflet, or letter and tell us your views, if it makes sense, and what you think of the content
	Up to 30 minutes per read



## MAKING INFORMATION CLEAR FOR EVERYONE FROM THE COMFORT OF YOUR OWN HOME,

By Sue Iwai  
Reading Group Member

I'm Vice Chair of White City Residents' Association and a full time Carer who writes poems, blogs and children's stories as a hobby. I volunteered to be part of the Reading Group because I can easily scan documents for punctuation, errors, and recommend editing sentences or phrases which might cause confusion. Excess language and 'preaching' can also put off a reader before the main point of the message has been delivered.

All of this I do from home on a computer or a tablet at times that suits my busy schedule. It's a great cure for insomnia and I get a great deal of satisfaction from 'cleaning' up a document. I know I have helped clarify information for others, making it user-friendly and more inviting. When you realise you're being listened to it's a great motivator to do more! We still need you to join us. You can't say you weren't asked!



### What will I do as a reader?

- Help us to check if the message is clear in our documents
- Tell us if the content is too much or too little
- Let us know if the graphics and images work in the document
- Help us to get the style and tone of the document right

### What will be the result of my involvement?

- Your views and feedback will help us to know if we are delivering clear and useful information
- You will be helping to make communications better for all council housing residents
- We will provide you with a summary of the feedback that we receive for each Reading Group task that you undertake, so you can understand how your feedback has been listened to

For more information on joining the Reading Group, please contact the **Resident Involvement Team**:

By email: **[GetInvolved@lbhf.gov.uk](mailto:GetInvolved@lbhf.gov.uk)**

By web: **[www.lbhf.gov.uk/residentinvolvement](http://www.lbhf.gov.uk/residentinvolvement)**

By phone: **020 8753 6652**

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# GET INVOLVED

Your Services



## Investment Group

Residents and Housing Officers work in partnership to assess and evaluate resident-led bids for improvements and allocate funding to projects.

It's not about choosing your investment preference — it's about questioning, challenging, listening to the requests, and deciding what is right for the Council to do and what most benefits communities as a whole.

The aims of the Investment Group are to:

- Review and agree funding applications for improvements outside the scope of the responsive repairs process or planned maintenance schemes
- Consider funding applications against an agreed set of criteria
- Provide accountability, transparency and value for money in terms of reviewing and agreeing funding application
- Ensure that funding is awarded where it is most needed
- Undertake site visits to check on the quality and sustainability of projects

### Key Facts Explained

	Every other month
	Meetings are usually held at the Hammersmith Town Hall
	Membership of a group
	Commitment of at least 12 months
	At least 3 hours every other month

It's time for you to make a difference



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by residents  
May 2016



## FUNDING FOR PROJECTS THAT ARE IMPORTANT TO RESIDENTS

By Kim Shearer  
Investment Group Vice Chair

The Investment Group is really important because it is about residents prioritising and agreeing by consensus on how funding is spent on their neighbourhoods. It is also about residents suggesting and agreeing what areas funding is spent on to improve different areas of their communities.

I am currently the Vice Chair of the Investment Group and have been involved in helping to allocate community funding for over 5 years. The Investment Group was set up in June 2015 and brought together Housing Improvement Projects and Groundwork projects. It is fantastic that residents are working together with officers from the housing team to deliver positive benefits to council housing communities.

I originally got involved because I wanted to make sure that council housing residents were fully benefitting from the funding opportunities that are available to them. I also come from a background of working with charities, so was keen to work with another charitable organisation such as Groundwork.

In the future, I would really like to see the Investment Group working on the sustainability of the projects that they agree, as well as to work with officers from the housing team to look at new external funding opportunities.



### What will I do as part of the Investment Group?

- Review and agree funding applications from residents groups and housing officers for neighbourhood improvements outside the scope of responsive repairs or planned maintenance schemes
- Provide accountability, transparency and value for money in terms of reviewing and agreeing funding applications
- Visit projects and review resident satisfaction and quality of workmanship
- Work with us to develop ideas for community development

### What will be the result of my involvement?

- You will ensure that funding is awarded where it is most needed
- You will be involved in reviewing the sustainability of projects
- You will consider match funding opportunities
- An opportunity to improve your knowledge of housing services and build your confidence

For more information on joining the Investment Group, please contact the **Resident Involvement Team**:

By email: **[GetInvolved@lbhf.gov.uk](mailto:GetInvolved@lbhf.gov.uk)**

By web: **[www.lbhf.gov.uk/residentinvolvement](http://www.lbhf.gov.uk/residentinvolvement)**

By phone: **020 8753 6652**

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# GET INVOLVED

Your Services

## Inclusion Group

Help us to develop ways for residents to access services and participate effectively in decision making, particularly within communities currently under-represented in the delivery of housing services.

The aims of the Inclusion Group are to:

- Work with the council, its contractors, third sector organisations, and council housing residents to develop social, digital, and financial inclusion initiatives
- Review and agree methods of inclusion that are delivered through agreed projects.
- Monitor the success of inclusion activities and projects against an agreed set of criteria/ desired outcomes
- Examine information and evidence in order to make recommendations for inclusion initiatives.
- Provide accountability, transparency and value for money in terms of reviewing and agreeing inclusion initiatives

### Key Facts Explained

	Monthly meeting
	Meetings are usually held at the Hammersmith Town Hall
	Membership of a group
	Commitment of at least 12 months
	Up to 3 hours per month



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## WHY I JOINED THE INCLUSION GROUP

By John Ryan  
Inclusion Group Representative

Hammersmith & Fulham has been my home for over 50 years. I was born in Fulham (Parsons Green), and have lived in the borough ever since.

This is a borough of opportunity for all, and we have a great sense of community where I live. But we know that there remain big differences in wealth and opportunity and pockets of deprivation which impact on quality of life and life chances for our residents.

I see the role of the Inclusion Group as providing a space for us to start looking at these issues and what we can do about them. Our work needs to build on the great steps in 'Resident Involvement' we have been privileged to see, in our successful Repairs Working Group, Communications Group & Investment Group.

My goal as a member will be to continue to 'Champion' tackling the inequalities for those living in our social housing, linking with others who share our commitment.

Our progress towards an excellent housing service can only be achieved, if we can ensure everyone has equal access to all services and entitlements, and we can nurture stronger communities that support our residents to achieve their potential.



### What will I do as part of the Inclusion Group?

- Work with the council, its contractors, third sector organisations, and council housing residents to develop initiatives that involve our communities, promote involvement, and deliver benefits to our residents
- Monitor the success of inclusion activities and projects against an agreed set of criteria/desired outcomes
- Provide accountability, transparency and value for money in terms of reviewing and agreeing inclusion activities

### What will be the result of my involvement?

- New initiatives and increased benefits for local communities
- Stronger working relationships with agencies in the borough who can support council housing residents
- Better use of our communities facilities
- Residents having improved access to information and support

For more information on joining the Investment Group, please contact the **Resident Involvement Team**:

By email: **[GetInvolved@lbhf.gov.uk](mailto:GetInvolved@lbhf.gov.uk)**

By web: **[www.lbhf.gov.uk/residentinvolvement](http://www.lbhf.gov.uk/residentinvolvement)**

By phone: **020 8753 6652**

In writing: **3rd Floor, Town Hall Extension, King Street, W6 9JU**

# GET INVOLVED

Your Services

## Service Review Groups

We always want to hear your views and ideas, so that we can improve our services. From time to time, when these are focused on a certain part of our service, we will set up a task and finish service review group. One recent example is the Caretaking Service Review Group that is considering the current caretaking service and what residents would like to see from it in the future.



### Key Facts Explained

	2-4 hours per month
	Meetings are usually held at the Hammersmith Town Hall
	Short term commitment to a task and finish group which may last anything between 2-4 months

### What will I do as part of a service review group?

- Review our performance in the specific area that the review group is considering
- Tell us what is and isn't working in your neighbourhood in terms of the specific review area
- Help us understand how residents feel about and experience a speaker review area
- Work with us to develop ideas for service improvements

### What will be the result of my involvement?

- Your views and feedback will help us to know if we are delivering services in the right way
- You will be helping to make services better for all council housing residents
- Your proposed improvements could develop a better service, or save money for residents, or better still, BOTH!
- We will provide you with a summary of the feedback that we receive for each service area that you help us to review, so you can understand how your feedback has been listened to

For more information on joining the next service review group, please contact the **Resident Involvement Team**:

By email: **GetInvolved@lbhf.gov.uk**

By web: **www.lbhf.gov.uk/residentinvolvement**

By phone: **020 8753 6652**

In writing: **3rd Floor, Town Hall Extension, King Street, W6 9JU**

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# GET INVOLVED

Your  
Services

## Mystery Shopping

Becoming a mystery shopper gives you the opportunity to test and give your feedback on a wide range of our services such as: Repairs, Reception, and Income Management. Mystery shopping is a great way of being involved without having to commit a great deal of your time, and often without you having to leave the comfort of your home!

### Key Facts Explained

	Adhoc per task or activity you agree to complete
	From the comfort of your own home, or at one of our reception areas
	We have a limited number of places per task. Join now to make sure that your views are heard
	Up to 1 hour depending on the task



### What will I do as a mystery shopper?

- Help us to see how we are performing
- Undertake short tasks such as phoning the customer call centre, or visiting a reception area
- Complete a feedback form based on your experience while carrying out the mystery shop
- Attend training sessions on how to mystery shop a service

### What will be the result of my involvement?

- Your views and feedback will help us to know if we are delivering services in the right way
- You will be helping to make services better for all council housing residents
- You will be given an incentive to get involved in the form of gift vouchers to spend in popular high street shops
- We will provide you with a summary of the feedback that we receive for each project that you undertake, so you can understand how your feedback has been listened to

For more information on joining the mystery shopping panel, please contact the **Resident Involvement Team**:

By email: [GetInvolved@lbhf.gov.uk](mailto:GetInvolved@lbhf.gov.uk)

By web: [www.lbhf.gov.uk/residentinvolvement](http://www.lbhf.gov.uk/residentinvolvement)

By phone: 020 8753 6652

In writing: 3rd Floor, Town Hall Extension, King Street, W6 9JU

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# GET INVOLVED

Your Services



## Surveys

Surveys are carried out from time to time to understand residents' opinions and to ask for ideas about how our services can be improved.

They are carried out in different ways such as:

- By telephone
- By email
- By text
- By post
- On the website

It would be great if you can spare a short amount of time to complete occasional surveys - without your help we cannot be sure that our services are meeting your needs.





### What will I have to do when completing a survey?

- Tick a box, or give us a few comments on certain things
- The information that you give us about yourself is confidential and is only used for the purpose of the survey

### What will be the result of my involvement?

- Your views and feedback will help us to know if we are delivering services in the right way
- You will be helping to make services better for all council housing residents
- We will provide you with a summary of the feedback that we receive for each survey that you complete, so you can understand how your views have been listened to

### Key Facts Explained

	Adhoc
	From the comfort of your own home
	Fill in the survey and return online, by email or by post Speak to us on the phone and answer wwa few questions
	Up to 20 minutes per survey

For more information on joining our survey panel, please contact the **Resident Involvement Team**:

By email: **GetInvolved@lbhf.gov.uk**

By web: **www.lbhf.gov.uk/residentinvolvement**

By phone: **020 8753 6652**

In writing: **3rd Floor, Town Hall Extension, King Street, W6 9JU**



# GET INVOLVED

Your Services







## Borough Housing Forum

Join us at an open forum for the council to consult widely on housing policy and service delivery. Residents do not have to make an on-going commitment to attend the meeting.

The aims of the Borough Housing Forum are to:

- Help us to understand priority areas when developing and agreeing policies that have an impact on service delivery and improvement, on wider housing-related issues in the borough, and in response to government policies and consultations
- Review quarterly housing performance
- Consider the Housing Revenue Account (HRA) budget
- Work with us to develop our service improvement programme
- Consider social inclusion and partnership working opportunities

### Key Facts Explained

	Quarterly
	Meetings are held at Hammersmith Town Hall
	Attend as and when you can. Open to all council housing residents
	2 hours per quarter and you can discuss issues that directly impact on you with any of the officers by attending the drop in session. This takes place half an hour before the main meeting

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## SHARING IDEAS AND SOLVING PROBLEMS TOGETHER

By Shirley Cupit  
Chair of Queen Caroline TRA

The Borough Housing Forum is a fantastic opportunity to meet with other residents and council officers. We use it to look at how our housing services are delivered and contribute our ideas for the future. The great thing about the Borough Housing Forum is that it is open to all council housing residents, so the widest possible range of views and feedback can be heard at the quarterly meetings.

As we are the people who live in the estates and street properties we have valuable contributions to make about what works well and what needs improving. Often, one resident's concern or issue will be one that is shared by residents in other parts of the borough but this only becomes clear when residents from different areas come together.

Residents have worked hard with the housing team to develop a set of guidelines for the Forum to make sure that residents work well together to represent the collective interests of all council housing residents. And although the Borough Forum isn't the place to raise to raise individual tenancy/leaseholder issues there is always a surgery session before the main meeting where residents can discuss individual repairs, housing management and caretaking items in 1-1 meetings with officers.

I have attended the Borough Housing Forum meetings for several years and what I have really noticed recently is that there has been a positive change in how officers and residents work together to solve problems. Accountability is important, but so is taking joint ownership of how decisions are taken. We need more residents to come and represent their communities, to make sure that the decisions being made continue to be the right ones.

### What will I do as part of the Borough Forum?

- Work with the council to consider key areas impacting on service delivery and improvement, budget setting, planned and capital works and the Housing Strategy
- Be involved in consultation on wider housing-related issues in the borough
- Review quarterly housing performance
- Be informed of Council responses to government policies and consultations
- Be updated on the Housing Department's engagement plan

### What will be the result of my involvement?

- Have a say on key matters of housing strategy and policy
- Have an input into service improvement and performance areas that need to be addressed
- Help us to understand priority areas when developing and agreeing policies
- An opportunity to improve your knowledge of housing services and build your confidence

For more information on joining the Investment Group, please contact the **Resident Involvement Team**:

By email: **[GetInvolved@lbhf.gov.uk](mailto:GetInvolved@lbhf.gov.uk)**

By web: **[www.lbhf.gov.uk/residentinvolvement](http://www.lbhf.gov.uk/residentinvolvement)**

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# GET INVOLVED

Your Services



## Leasehold Forum

The Leasehold Forum acts as a consultative body between the Housing Department and its leaseholders. The main aim of Leasehold Forums is to work to achieve transparency for leaseholders on costs and charges and to deliver accountability to leaseholders for performance, standards and quality control.

The Forums consider all aspects of the Landlord's leasehold functions and services in the borough and make recommendations to the Landlord and to the Council's Cabinet Member for Housing.

### Key Facts Explained

	Held twice a year in February and October
	Meetings are held in the north and south of the borough
	Attend as and when you can. Open membership to all council housing leaseholders and freeholders paying service charges
	Each forum meeting lasts up to 2 hours and you can discuss issues that directly impact on you with any of the officers by attending the drop in session. This takes place an hour before the main meeting

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## ADDRESSING THE AREAS THAT MATTER TO LEASEHOLDERS



By Andy Robson  
Hammersmith & Fulham Leaseholder

"The Leasehold Forum is a fantastic opportunity for Leaseholders from the borough to come together to speak and be heard about their key issues. Previously, the eagerness of leaseholders to get involved has tended to be ignored but the Leasehold Forum has allowed leaseholders the opportunity to come together to share their experiences and knowledge, and last year's Forum saw us turn out in great numbers to show how important our involvement is.

At the Leaseholders Conference held in March 2015 the event was full of dedicated Council and Housing

Services staff that provided information and desk top surgeries, the main conference hall was chaired by a panel of representatives from all departments and contractors, and the conversation and debate was both inspiring and educational.

Issues such as the proposed stock transfer, repair costs and parking were all discussed clearly, with all leaseholders having the opportunity to speak directly to the panel. Overall it was a really positive and friendly day that everyone who attended found useful."

### What will I do as part of the Leasehold Forum?

- Work with the council to consider key areas impacting on leasehold service delivery and improvement
- Be involved in consultation on leasehold related areas of service delivery
- Review performance
- Be updated on the Leasehold Charter

### What will be the result of my involvement?

- Have a say on key matters of leasehold management
- Have an input into leasehold service improvement, financial transparency, and performance areas that need to be addressed
- Help us to understand priority areas when developing and agreeing leasehold policies
- An opportunity to improve your knowledge of services provided to leaseholders and build your confidence

For more information on the next Leasehold Forum, please contact the **Leasehold Services Team**:

By email: [service.charges@lbhf.gov.uk](mailto:service.charges@lbhf.gov.uk)

By web: [www.lbhf.gov.uk/  
residentinvolvement](http://www.lbhf.gov.uk/residentinvolvement)

By phone: **0800 840 4501** from landlines  
**020 8753 4500** from mobiles

# GET INVOLVED

Your Services



## Sheltered Housing Forum

The Sheltered Forum acts as a consultative body between the Housing Department and its sheltered housing tenants. The principle aim of the Sheltered Housing Forum is to preserve and promote the wellbeing of sheltered housing tenants

The Forum considers all aspects of the Landlord's sheltered housing functions and services in the borough and makes recommendations to the Landlord and to the Councils Cabinet Member for Housing.

The aims of the Sheltered Housing Forum are to:

- Consider and comment on housing proposals and programmes related to sheltered housing
- Consult with sheltered housing tenants on all matters affecting the management of the sheltered schemes within the borough
- Consult whenever necessary with other local organisations
- Promote the participation of sheltered housing tenants to elect a representative(s) accountable to the tenants and authorised to speak on their behalf

### Key Facts Explained

	Every other month
	Meetings are held in one of the sheltered housing schemes
	Membership to the forum is by election at each sheltered housing scheme. Tenant Representatives are elected on an annual basis
	Commitment of at least 12 months
	Up to 3 hours every other month and you can discuss issues that directly impact on you with any of the officers by attending the drop in session. This takes place half an hour before the main meeting

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## THE PURPOSE OF THE SHELTERED HOUSING FORUM

By Anthony Wood  
Chair of Sheltered Housing Forum

The Sheltered Housing Forum is an opportunity every two months for the elected tenant representatives of the 22 council run sheltered housing schemes to meet up and discuss the issues which are important to them & their fellow residents. This includes repairs, caretaking, cleaning & staffing and to help shape future policy in areas such as housing, security, and parking etc.

My role as Chair is to facilitate each meeting and ensure representatives' views are reflected in choice of agenda items and the debates themselves.



### What will I do as part of the Sheltered Forum?

- Consider all aspects of the Landlord's sheltered housing functions and services in the borough and make recommendations for improvement
- Work with the council as part of a consultative body
- Be involved in consultation on sheltered housing related areas of work
- Review sheltered housing performance

### What will be the result of my involvement?

- Have a say on key matters of sheltered housing management
- Have an input into sheltered housing service improvement and performance areas that need to be addressed
- Help us to understand priority areas when developing and agreeing sheltered housing policies
- An opportunity to improve your knowledge of sheltered housing services and build your confidence

For more information on the next Sheltered Housing Forum meeting, please contact the **Resident Involvement Team:**

By email: **[GetInvolved@lbhf.gov.uk](mailto:GetInvolved@lbhf.gov.uk)**

By web: **[www.lbhf.gov.uk/residentinvolvement](http://www.lbhf.gov.uk/residentinvolvement)**

By phone: **020 8753 6652**

In writing: **3rd Floor, Town Hall Extension, King Street, W6 9JU**



# GET INVOLVED

Your  
Community  
Your  
Services

## Housing Representatives Forum

If you are a member of a Tenants and Residents Association (TRA), sheltered housing representative, or are a representative from one of our other of our involvement groups you can join the Housing Representatives Forum.

The purpose of the forum is to co-ordinate the work of TRAs, sheltered housing representatives, and the involvement groups. The Housing Representatives Forum makes sure that residents' views are reflected in all aspects of housing services and makes recommendations on all areas relating to the delivery of housing services. The forum is a key part of the resident-led decision-making process.

The aims of the Housing Representatives Forum are to:

- Identify priorities for service provision
- Be a sounding board for new projects and pilot activities
- Make sure that residents' views are reflected in the design and provision of services
- Make better decisions by responding to resident priorities
- Review and comment on the work of the improvement groups
- Improve communities and neighbourhoods
- Monitor and review the progress of the resident involvement strategy

### Key Facts Explained

	7 meetings per year
	Meetings are usually held at the Hammersmith Town Hall
	Membership to the forum is by election through each Tenants and Residents Association (TRA), at each sheltered housing scheme, or by being a representative from a gap site or street property. Representatives are elected on an annual basis
	Commitment of at least 12 months
	Up to 3 hours for each month that the meetings take place in



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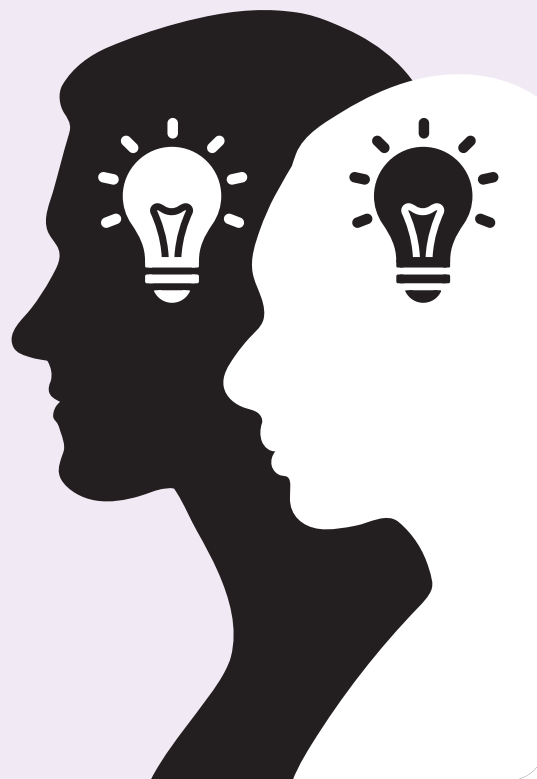
# WORKING FOR ALL COUNCIL HOUSING RESIDENTS

By Marilyn Mackie  
Chair of Housing Representatives Forum

The best way to make things happen is for residents and officers to work in partnership together to achieve common goals. I have been involved in housing activities for many years and am passionate about delivering better services for all council housing residents. I am also a very active member of health and older person's forums.

I am the Chair of the Housing Representatives Forum and forum members work hard to make sure that key issues that affect residents are addressed. The great thing with the resident-led forum is that we look for solutions to problems. Residents set the agenda, agree the key actions, and work closely with officers. Sometimes it is the decisions on the small things that can make a big difference to residents' lives. A recent example of this is the ongoing parking project across the borough. The forum has been consulted on the parking enforcement project from day one. They have had an input into the priority estates and have been monitoring progress.

The Housing Representatives Forum hosts representatives from all parts of the borough. If you have a TRA, or are representatives of a sheltered housing scheme, I would strongly encourage you to get involved and keep adding to our valuable work.



## What will I do as part of the Housing Representatives Forum?

- Be a part of a representative body for residents
- Make recommendations on all matters relating to the delivery of housing services
- Act in an advisory capacity to officers and as a sounding board for the development of future projects and policies
- Help to co-ordinate and develop the work of the other resident involvement groups
- Make sure that residents' views are reflected in all aspects of housing services across the Housing Department
- Review housing performance
- Review the Resident involvement strategy delivery plan

## What will be the result of my involvement?

- Identify priorities for service provision
- Better decisions being made because we are responding to resident priorities
- Continually improving tenant/leaseholder and landlord relationship
- Improved communities and neighbourhoods

For more information on the next Housing Representatives Forum meeting, please contact the **Resident Involvement Team**:

By email: [GetInvolved@lbhf.gov.uk](mailto:GetInvolved@lbhf.gov.uk)

By web: [www.lbhf.gov.uk/residentinvolvement](http://www.lbhf.gov.uk/residentinvolvement)

By phone: **020 8753 6652**

In writing: **3rd Floor, Town Hall Extension, King Street, W6 9JU**

# GET INVOLVED

## Meet the Resident Involvement Team

<p><b>Daniel Miller</b> Resident Involvement Manager T: 020 8753 6996 M: 07768 541 955 E: Daniel.Miller@lbhf.gov.uk</p>		<p><b>Sianline Crawford</b> Support Officer T: 020 8753 4241 E: Sianline.Crawford@lbhf.gov.uk</p>	
<p><b>Michelle Samuel</b> Community Engagement Officer South/Fulham T: 020 8753 2305 M: 07881 513 091 E: Michelle.Samuel@lbhf.gov.uk</p>		<p><b>Colette Prior</b> Resident Involvement &amp; Governance Officer T: 020 8753 6652 E: Colette.Prior@lbhf.gov.uk</p>	
<p><b>Dami Segun</b> Community Engagement Officer North/Hammersmith T: 020 8753 2667 E: Dami.Segun@lbhf.gov.uk</p>		<p><b>Kim Shearer</b> Community Facilities Officer T: 020 8753 6652 E: Kim.Shearer@lbhf.gov.uk</p>	
<p><b>Tony Rodriguez</b> Inclusion Officer T: 020 8753 2951 M: 07799 656 448 E: Tony.Rodriguez@lbhf.gov.uk</p>			





# GET INVOLVED

Getting Started

## Tenants and Residents Associations: The Basics

**This section explains the purpose of tenants and residents TRAs and the functions they can perform.**

### What is a Tenants & Residents Association (TRA)?

A TRA is made up of residents living on an estate, block or street(s) who have formed an TRA to improve the area in which they live.

TRAs give residents a voice in how their area is managed by working with LBHF housing services. They find solutions to local problems and local service delivery.

### What are the Benefits of Establishing a TRA in Your Area?

Forming a TRA can bring many benefits to your local community.

TRAs:

- Enable residents to make their views known to the London Borough of Hammersmith & Fulham (LBHF) housing services and other service providers, giving you a say in how your neighbourhood is managed
- Work with housing services to find solutions to issues affecting your quality of life
- Provide information to your neighbourhood about local issues and concerns
- Make recommendations on how the Council spends its money in your community TRA

- Develop a good community spirit, helping residents to get to know each other better; gaining trust and working together to find solutions
- Provide residents with an opportunity to engage with service providers of community activities and support services
- Give residents an opportunity to meet new people, gain new skills and attend training sessions
- Work with other groups to start up and run social projects
- Provide residents with opportunities to apply for funding to improve their neighbourhood outside of normal planned works

### Examples of TRA Achievements

#### Arthur Henderson and William Banfield

**TRA** – They have raised almost £500K over 5 years through applying for council and external funding. They have a community garden and are awaiting the completion of a new TRA hall.

**Philpot Square Residents TRA**- They held two very successful events in 2015 for the Summer Fun Day and Santa and Snow events which were visited by over 150 residents from the Fulham area.

**Lancaster Court Residents TRA** – They provided a very large Christmas event called Winter Wonderland with reindeer and fairground as part of their event, all funded by the TRA.



## Getting Started: Establishing your TRA

This section explains the first steps that you will need to undertake to set up a TRA. It takes you through the process from start up until the TRA's opening meeting.

### What to Know and Do Before You Begin

- TRAs represent an area defined in their constitution. There should not be more than one TRA in any defined area
- To check if there is a TRA already in your area or to ask for help to set up a TRA, contact your Community Engagement Officer. See Contact List section
- You will need to find out how much support there is for a TRA in your area and how many people are willing to help out. The first thing to do is to talk with your neighbours about setting up a TRA. As long as you have at least six neighbours over 18 years old, you have enough members to get started
- When you have a core group of members, you should communicate with as many of your neighbours as possible (in a way you are comfortable with), finding out what issues and concerns they have about living in the area and how they find the housing services they receive
- If other residents are enthusiastic about setting up a TRA then ask them if they will help you to door knock and ask questions that are important to them
- Tenants, Leaseholders and Private Tenants renting from LBHF Leaseholders can all become members of a TRA
- TRAs should elect at least three lead committee officers. These roles are Chair, Treasurer, and Secretary. Some TRAs optionally elect a Vice-Chair
- You may elect an unlimited number of committee members. They should be listed on your registration paperwork
- The establishment of a new TRA is done by holding an Open Inaugural General Meeting that all households need to be invited to, with at least 14 days advance notice
- The election of the lead committee officers should be carried out at this Open Inaugural General Meeting and voting should be agreed by a show of hands, where a majority vote wins the position. Residents are allowed to nominate themselves for positions and each TRA member is allowed one vote per position. TRA members cannot vote for themselves
- Your meeting guest list should include your Local Housing Officer or Housing Manager. You could also invite your Community Engagement Officer, Ward Councillors, Neighbourhood Wardens and other relevant officers

### A Few Pointers

When setting up a TRA, there are a few points to keep in mind:

- Try to include as many residents as possible in making decisions and sharing tasks and responsibilities. One or two people cannot do the work that is needed to make your TRA successful. The more people involved, the easier it is to delegate task and the more your TRA can achieve
- Keep all residents informed about what the TRA is doing. You could provide newsletters, letters, have open meetings, and provide a way to contact the TRA, via an official TRA email address and perhaps a TRA phone number
- Understand that volunteering to work as a TRA member will mean attending meetings and committing some of your time
- Successful TRAs plan for the future. The Resident Involvement Team have a training programme to assist lead committee officers, those wishing to take on more responsibility in the future and members standing in for leads when they are ill or unavailable. See the section on Training and Support for more information

### Working in Partnership with the Council

The council are here to help; you can contact your Community Engagement Officer at any time. They will be able to advise you on:

- The access and support that comes with being formally recognised by the Council, achieved by adopting the council's model constitution, or an agreed constitution which meets the council's recognition criteria
- Advantages of a Code of Conduct: to help to make sure everyone understands the acceptable behaviour in meetings
- Identifying and organising any training that the TRA may need to get started and run effectively
- To be registered with the council there are some forms that need to be completed. This is so that the Resident Involvement Team can know who to contact and how. Your

Community Engagement Officer can assist you to complete these mandatory forms (see section Contact us)

### Planning a Meeting to Establish Your TRA

At your first meeting you need to know what estate(s) block(s) or street(s) your TRA will represent. You should discuss this with your Community Engagement Officer who will ensure that a TRA does not already operate in the area you want to represent and that residents are happy for you to do so.

### You also need to:

- Discuss problems raised when you canvassed resident's views and decide how you think these should be tackled
- Choose a date, time and venue to have a public meeting that will officially establish your TRA. The Resident Involvement team will support you to find a suitable venue for your meeting to take place
- Remember to choose a time and place that you think residents will be able to attend
- Agree an agenda for the official launch of the TRA and deliver the agenda to residents at least 14 days in advance of the meeting
- Invite your Community Engagement Officer and Housing Officer
- Discuss the lead committee roles that volunteers may want to stand for at your meeting to launch your TRA

### The Inaugural Meeting to Launch Your TRA

This meeting should be chaired by an Acting Chair, Community Engagement Officer or a Housing Officer until the election of the TRA committee.

- Have an attendance list that records the residents that attend. Ask permission to hold names and contact details in confidence for TRA purposes only
- Adopt the Resident Involvement team's code of conduct for meetings

- Decide on a name for the TRA
- Hold a democratic election of the TRA lead committee officers; Chair, Secretary, Treasurer and optionally a Vice-Chair
- Ask if anyone wants to become an additional committee member
- Agree on a main contact person, telephone number and email address for TRA correspondence
- Agree a date for the next meeting
- Try to agree the next agenda in advance of the next meeting
- Return registration forms to Resident Involvement team with 14 days of the meeting. Your contact details will also be held in confidence
- Minutes of the meeting should be taken and be available

## Opening a Bank Account

It is very important that the TRA's money is kept safe and that there is accountability for funds. A bank account helps to put safeguards in place and also assists with record keeping for the end of financial year audit. Also, if a TRA applies for any funding (including the annual resident TRA grant provided by the Council) the funds will need to be made payable to the TRA rather than an individual. A bank account should therefore be opened as soon as possible in the name of the TRA.

The account should not be a personal account but on the TRA's behalf. The TRA should be prepared to shop around for an account that does not have any charges. When looking for information on the internet, remember that most banks refer to community and voluntary organisations as 'clubs and societies'. Some recommended banks to approach for a TRA bank account are:

### **Metro Bank Community Account for Clubs, Societies and Charities-0345 08 08 508**

Locations: Fulham Retail Centre Unite 3, Fulham Broadway; 160-166 Kensington High Street; 137 Chiswick High Road

<https://www.metrobankonline.co.uk/Commercial/Bank-Accounts/Community-Accounts-for-Clubs-Societies-and-Charities/>

- No monthly charges
- Free Online/Telephone Banking
- No Overdraft facility
- Credit reference required when setting up account

### **Lloyds Bank Treasurer's Account-0800 056 0056**

Locations: 21-25 King Street, Hammersmith; 417 North End Road, Fulham

[http://www.lloydsbank.com/business/retail-business/current-accounts/treasurers-account.asp?WT.ac=RBB\\_Accounts\\_Treasurer\\_FOM](http://www.lloydsbank.com/business/retail-business/current-accounts/treasurers-account.asp?WT.ac=RBB_Accounts_Treasurer_FOM)

- No monthly charges
- Free Online/Telephone Banking
- No Overdraft facility
- No Credit Reference
- Only for balances of up to £50,000
- Can change signatories on bank account by post.

The bank/building society will require evidence of the identity of each signatory. Unless they have an account with that bank already it will be necessary for them to provide:

- Proof of identity – e.g. driving licence, passport
- Proof of address – e.g. utilities bill, benefit book, bank statement.

The signatories should be people with good credit ratings. Make sure that you tell the bank that you are a non-profit-making organisation. If you do not make it clear, the TRA will be treated as a small business and you will pay additional charges for services that the TRA does not need such as overdrafts. The TRA may, however, be charged for going overdrawn, stopping cheques, or requesting extra statements.

There should be at least three authorised signatories on the bank account of which no two signatories should be close family members or live in the same house. Two signatories should be required to sign cheques.



## **Housing Representatives Forum**

Housing Representatives Forum (HRF) meetings are held seven times a year in the month when a Borough Housing Forum is not taking place, with each meeting lasting approximately two hours.

Membership is drawn from the TRAs, Sheltered Housing Forum and the Chairs of Housing Improvement groups. Every TRA should send one representative from their lead committee officers to each meeting. It is agreed by the Officers and Administration of the Forum that the recommendations will form an integral part of the decision-making process.

The role of the Housing Representatives Forum is to:

- Act as the central representative body for residents
- Co-ordinate the work of the groups and ensure that residents' views are reflected in all aspects of housing services across the Housing Department
- Make recommendations on all matters relating to the delivery of housing services

TRA representatives and other forum representatives are expected to fulfil the ongoing commitment to send representatives to this meeting.

# GET INVOLVED

Getting Started

## TRA Constitution

**This section sets out the role of a constitution in TRA governance as well as the necessary criteria to include in your constitution to be recognised by the council.**

### Constitution

The constitution is a document that defines the rules for running the TRA. It helps to:

- Clarify the agreed aims of the TRA
- Outline the area that the TRA covers
- Define responsibility and ensure accountability
- Ensure the TRA is inclusive and open to all residents in the defined area
- Provide a mechanism for making decisions and resolving disputes
- Outline financial responsibilities
- Explain how a TRA would be dissolved, should the need arise

The constitution should be discussed and agreed at a TRA meeting and should be signed by the current lead committee officers. LBHF offer TRAs a model constitution; you may create your own constitution but to be recognised by the Council, it must meet all of the LBHF's essential criteria provided in this section.

### TRA Constitution Key Criteria

1. The aims and objectives of the TRA shall be:
  - a. To represent and to promote the interests of all residents living in our area.
  - b. To seek to improve conditions for the residents of the area.
  - c. To work in partnership with the council and other agencies to achieve our aims.
  - d. To represent the interests of residents in consultation with the local authority and other bodies.
  - e. The TRA shall be non-party political and non-sectarian.
2. Have a membership that is clearly open to all residents and reflects the community in the area that is covered.
3. Hold at least 4 committee meetings and 4 open meetings per year one of which can include the annual general meeting (AGM). Minutes should be taken at all of these meetings.
4. Hold an AGM with at least 14 days' notice to all members.
5. The quorum for (i) committee meetings will be a minimum of 4 members and (ii) AGM and general meetings will be a minimum of 6.
6. Hold annual elections for committee members and ensure that the council is notified of the date of this Annual General Meeting and then sent a copy of the minutes after the meeting and informed of any committee member changes.



7. The TRA will be run by a management committee elected at the Annual General Meeting. The Committee will be made up of officers, including a Chair, Secretary, Treasurer and Ordinary members. It could also include a Vice chair. This committee will be responsible for the proper handling of finance and present audited financial records at the Annual General Meeting, and supply a copy to the London Borough of Hammersmith & Fulham.
8. Provide an Annual Report at the Annual General Meeting on how the group has met its objectives and present a copy of the audited annual accounts for the last twelve month period.
9. The committee will provide an update to the residents of the area twice per year on their work and how it will positively encourage participation from sections of the community. This could be in the form of a newsletter. TRAs can request assistance from the area housing teams to print flyers and newsletters.
10. The Committee should ensure that members behave courteously and should challenge offensive or disruptive behaviour from members.
11. If the General Meeting decides at any time by a simple majority that it is necessary or advisable to dissolve the TRA, the officers shall call a meeting of all members, giving at least 14 days' notice in writing and stating the terms of the dissolution resolution to be proposed at the meeting.
12. A resolution to dissolve the TRA shall be agreed by a majority of those present and voting. All outstanding bills will be paid and the balance of any grants and funds held by the TRA will be held in trust by the council for future TRAs.

# GET INVOLVED

Getting Started

## TRA Committee Member: Roles and Responsibilities

This section details the duties of all Committee members.

### Committee Responsibilities

Your Committee is required to be elected annually.

The Committee's role is to make sure your TRA is run properly and is responsive to your residents.

### Your Committee should:

- Ensure efficient running of the group
- Hold a minimum of 4 general meetings, one of which can be the AGM
- Discuss local issues and make decisions based on voting at meetings
- Represent the views of its members and local residents
- Ask neighbours for their views on important issues and feed these views back at a committee meeting
- Attend meetings and report back if they have carried out previously agreed actions or attended events or meetings
- Help to organise events and activities
- Help to distribute leaflets and information relating to TRA activities
- If able, volunteer when a task needs doing
- Be responsible for keeping the constitution and other policies and governance arrangements up-to-date and where appropriate, remind others of the conditions in the constitution

### The Role and Conduct of a Committee Member

Committee members are the vital backbone of a TRA and their role is to:

- Have a positive attitude and good team spirit
- Contribute to discussions and make positive suggestions
- Ensure differences of opinion do not cloud the work of the TRA
- Respect confidentiality and not discuss the private affairs of either the committee or residents
- Support the Committee's democratic decisions, even when it is not the outcome they wanted



# GET INVOLVED

Getting Started

## TRA Lead Committee Member: Chair - Role and Responsibilities

This section details the role and responsibilities of the Chair and advice about how to perform the role.

The Chair is seen as the leader of the group. They are the spokesperson for decisions that are made and campaigns that are being run. The Chair should:

- Chair meetings
- Set the meeting agenda and guide committee members through the agenda at the meeting
- Ensure that the meeting is kept on the right track
- Summarise the main decisions
- Ensure that any actions agreed are carried out by members in between meetings
- Ensure that the TRA adheres to the terms as stated in the constitution
- Deal with conflicts and bad behaviour at meetings, using a Code of Conduct as an aid
- Ensure that there are satisfactory procedures in place for the effective running of the TRA
- Ensure the TRA is registered with the council
- Be a signatory for the TRA bank account
- Lead on developing the Annual Business and Activities Plan (in conjunction with the other committee members)

### Developing Further

#### Holding an effective meeting

As the Chair of the TRA, one of your main responsibilities will be to ensure that on the day, TRA meetings are successful.

#### Keep the meeting running to time

A meeting which sticks to the allotted time is more likely to keep people's attention and will ensure all agenda items are given the time they deserve.

To make sure the meeting runs to time, it helps if the Chair has an idea beforehand of how much time to give to each agenda item. These timeslots can be added to the agenda. The Chair must then be strict in concluding discussions when they reach their allotted time. Topics which are not fully covered in their timeslot can be deferred to the next meeting.



### **Make sure the Agenda is followed to and those who speak stay on topic**

Off-topic discussions can either cause a meeting to overrun, or it can distract from the topic at hand and affect a TRA's ability to reach a satisfactory conclusion and agree actions above. The Chair will need to be strict in reminding those going off-topic of the purpose/remit of the agenda item.

### **Encourage everyone to have a chance to speak**

Gathering the views of as many TRA members as possible will allow the TRA to make decisions that more accurately reflect the interests of the community it represents. Some people are naturally more vocal and outspoken than others but quieter members may still have just as many opinions to share. If they do not get their say, they may be discouraged from attending a future meeting.

To hear all views, it will be important for the chair to actively monitor who is speaking in the room. Lines such as 'before we move on, would anybody else like to have their say?' can encourage discussion from quieter members. Likewise more vocal members may need to be cut short at times in order to give others a chance to speak.

### **Sum up discussions**

Helping to summarise the conversation and resulting actions at the end of each agenda item or major point of discussion can help the group to follow what has been going on and can help the Secretary to ensure everything essential has been minuted.

### **Ensure that all in attendance are acting in a respectful manner**

Disrespectful behaviour, whether it is irate shouting, interrupting, separate conversations, phones ringing etc. can all serve to distract from the agenda item. Disrespectful behaviour can be intimidating or seen as rude and disrespectful which may discourage people from coming to subsequent meetings.

A Code of Conduct should be distributed and employed by the TRA to enforce a standard that members should comply to. It is the chair's job to enforce the Code of Conduct at meetings. Those who act out of line should be reminded of the code of conduct and asked to correct their behaviour. Those who refuse to correct their behaviour should be asked to leave the meeting.

### **Check that actions are followed up between meetings**

Delivering on actions agreed at previous meetings will increase the trust of the community and help the TRA meet its purpose.

The Chair should ensure that, by the time the next meeting comes around, the other committee members and officers have completed their actions.

# GET INVOLVED

Getting Started

## TRA Lead Committee Officer: Treasurer- Role and Responsibilities

This section details the role and responsibilities of the Treasurer and advice about how to perform the role.

The Treasurer is responsible for:

- The financial dealings of the TRA including keeping accurate records of income and expenditure such as hall hire, paying bills, recording committee member expenses, opening an TRA bank account, and maintaining a record of TRA bank account reconciliations
- Recording all the money the TRA receives and spends in an account book
- Being a signatory for the TRA bank account. There should be at least three authorised signatories on the bank account of which no two signatories should be close family members or live in the same house. Two signatories should be required to sign cheques
- Assisting an audit produced by LBHF's contracted auditors by providing access to relevant cash books and documentation
- Taking the audited accounts to the AGM for members for sign off
- Providing the committee with regular reports of the TRA's finances throughout the year
- Overseeing any fundraising initiatives and applications for funding from outside bodies

Your Community Engagement Officer can assist you in opening a TRA account with a bank or building society.

### Developing Further

#### Tips on handling money

- There should be at least three authorised signatories on the bank account of which no two signatories should be close family members or live in the same house. Two signatories should be required to sign cheques
- Blank cheques should never be signed
- All invoices should be marked 'paid' and have the cheque number, date and initials of the person signing the cheque. The person who makes out the cheque must complete the cheque stub at the same time, with the date, amount, payee and brief description. Cheque stubs must always be kept in a safe place
- All accounts, including the chequebook and petty cash book, should be kept up to date and made available for inspection at each committee meeting
- Records of accounts should be kept for at least three years



## Petty cash

- TRAs should keep a small float. This should be kept in a safe and secure place
- Petty cash should only be used for small items and expenses. Anything of higher value items should be paid with a cheque
- Petty cash payments should be made on petty cash vouchers accompanied by a detailed explanation and receipt
- All receipts should be stapled to the completed petty cash voucher and kept in the petty cash box together with the cash balance and float
- All monies drawn for petty cash purposes should be authorised by the Treasurer

## Bank Reconciliation

The bank reconciliation record is used to provide an on-going picture of bank account and petty cash activity. It also forms the link between one financial year and another in terms of bank account and petty cash balances carried forward.

- All cash payments that an TRA receives should be banked. A receipt should be issued for all cash that is received. A further copy of this receipt should be retained by the TRA
- A record of all payments into and withdrawals from the bank account should be kept with the date, amount, payee and description and type of income or transaction
- Bank reconciliations should be performed as frequently as bank statements are received. Reconciliations should also be documented and retained
- A record of all petty cash box reconciliations should be kept with the date and amount of funds that have been added to petty cash

Annual accounts that are presented to the AGM are produced using the income, expenditure and reconciliation logs.

## Paying in cash/cheques

- A record of all payments into the bank account should be kept with the date, amount, payee and description and type of income or transaction. The bank paying in book could be used for this purpose
- A receipt should be issued for all items of cash received
- All cash received should be banked via paying in book or slip

## Payments

- All payments over £50 should have the prior consent of the committee
- Payments should only be made if supported by a proper invoice/receipt
- Committee members should inform the Chair of any conflict of interest or uncertainty

## Reports

- A simple report on income and expenditure should be produced annually and presented at the AGM
- At each AGM the account books, petty cash books and receipts should be made available for inspection if required by members

## Assets

- An inventory of assets should be recorded and a backup made and stored separately
- An inventory of assets should be presented at the AGM. Any changes from year to year should be made in a report to the AGM. The report should include location, condition and any explanation of change
- The police can be asked to infrared tag your assets for free



# GET INVOLVED

Getting Started

## TRA Lead Committee Officer: Secretary - Role and Responsibilities

This section details the role and responsibilities of the Secretary and advice about how to perform the role.

The Secretary assists the Chair by:

- Ensuring that meetings take place. The Secretary should organise the meeting and venue; notify committee members and invite local residents. The Area Housing Office and Resident Involvement team are able to assist with designing and printing flyers and posters.
- Setting the agenda with the Chair or other committee members
- Taking minutes of meetings
- Responsibility for distributing the agenda along with the minutes of the previous meeting
- Receiving post for the TRA and making the committee aware of any letters so that they can be acted on appropriately
- Inviting guests and council officers
- Recording a list of residents who attend a specific meeting
- Keeping records of all correspondence, agendas, minutes and other documentation
- Sending a copy of the meeting minutes to your Housing Officer and Community Engagement Officer
- Keeping an up-to-date list of all committee members
- Ensuring the TRA is registered with the council
- Being a signatory for the TRA bank account

### Developing Further

#### Have a way for the local community to contact the TRA

Setting agenda items which are of interest to the local community is the best way to increase attendance/membership and reflect the interests of the community you represent.

One of the most effective ways is to set up an email account for your TRA. This should not be your

personal email address but one set up exclusively for TRA correspondence and named appropriately, e.g. 'ExampleTRA@gmail.com'. This will look more professional and avoid unnecessary spam in your personal inbox. When your TRA contact email is advertised LBHF will also advertise your TRA's contact details on the TRA section of the Council website. Emails can be auto forwarded from the TRA email address to your personal email address to avoid having to check multiple email addresses. Your Community Engagement Officer can support you to set up an email address.

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It's your chance to make a difference

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Approved  
by residents  
May 2016



### **Ensure the Agenda isn't too long**

People generally lose interest if a meeting drags on too long and agenda items may not be given the attention they deserve. It's best to prioritize the most important agenda items within this time period and defer other agenda items to subsequent meetings.

### **Set the date of the meetings and book a venue**

Without a date or a venue, the meeting cannot go ahead. If you have a hall, or room licensed from the council then that will likely be your meeting place. If you do not have a hall, or room, approach your Community Engagement Officer who will find a suitable venue for your TRA to meet.

### **Ensure the meeting is advertised**

Advertising the meetings of the TRA with sufficient notice will allow the TRA to grow and give residents the opportunity to set aside time to attend.

Leaflets or letters through people's doors, posters in the communal areas/entrances of your estate and noticeboards can all help. The Local Housing Office for your area can help with designing and printing flyers, posters and communication materials.

### **Invite all necessary guests**

For some agenda items, having guests such as Councillors, Council Officers, contractors and community groups can be invaluable to discussion and information. Officers are generally very willing to attend subject, to availability and notice, so invite them when it is useful to do so.

### **Taking the minutes**

A record of the meeting allows discussion to be recorded, actions planned not to be forgotten, and serves as a notice of important upcoming dates and events.

Minute taking can be daunting. Minute taking should not be verbatim, but a note of the meeting. Actions, suggestions and items agreed are the most important followed, by a general overview of what has been discussed at each agenda item.

### **Ensure minutes are made available promptly after meeting**

The minutes are a reflection of the meeting. Getting them out early will remind people of actions they must follow up and important dates for their calendar. Once the minutes are done, your Housing Officer can help with printing.

### **Respond to any correspondence through the TRA email address**

Responding promptly will inspire confidence in your TRA throughout the local community. It will also allow you to form better relationships with other organisations. Setting aside a brief amount of time each day/couple of days/week to check and respond to correspondence could be an effective mechanism also.

### **Keep a record of all important documents**

This includes all minutes, agendas, reports, promotional material. The Treasurer will likely keep a record of all the financial things. The committee will turn to you for any important documentation and if you can provide it, it will improve your standing as well as the credibility of the TRA and the TRA's ability to achieve its aims and duties. Keep backups.

# GET INVOLVED

Getting Started

## TRA Registration and Funding

**This section states the requirements a TRA needs to be formally recognised by the council.**

TRA registration with the Council offers a number of benefits:

- An annual grant towards the costs of running your TRA
- A working relationship that allows clear channels of communication and cooperation with LBHF Housing Services Officers
- Support from the Resident Involvement team in terms of training and support

In return the Council ask that the TRA:

- Complete the New TRA pack or Existing TRA pack as provided
- Providing the Resident Involvement team with up to date contact details of lead committee officers
- Agree to the Model Constitution or one which meets the LBHF's TRA constitution criteria. It will need to be signed by the committee and re-signed when the membership of the committee changes
- Provide audited accounts that have been signed off by the TRA at the AGM

If your TRA manages a hall or room then you also need to:

- Provide the Resident Involvement team with proof of purchase of Public Liability Insurance to value of at least £5,000,000. For more information see section Managing a Hall or Room
- Provide contact details of the TRA keyholder

### Annual TRA Grant

TRAs that are registered with the Council are entitled to receive an annual grant towards their running costs.

### Funding basis of approved grants:

- The minimum grant of £400 is paid to TRAs that represent an area covering up to 285 properties
- TRAs with more than 285 properties are entitled to a larger grant calculated at a rate of £1.40 for each additional properties

### Grant funds can be used for:

- Revenue costs such as gas, electricity, or insurance for the TRA hall
- Stationery and other administrative items such as postage
- Equipment costs (filing cabinet, kettle, etc.)
- Publicity and printing
- Organising social events

The grant will be paid annually on the condition that the TRA is up to date with their LBHF registration

To obtain the relevant forms you need to register and to gain support in completing these – please contact your Community Engagement Officer, see the Contact Us section.



## **Potential LBHF Fast Track Small Grants**

The Council also has a Small Grants budget. This is to deliver small projects, e.g. a mother and toddlers group, or an older people's lunch club. Once your TRA is established and you have enough volunteers you may want to provide this type of activity.

For more information, please contact:

### **Community Investment Team**

Email: [cit@lbhf.gov.uk](mailto:cit@lbhf.gov.uk)

Tel: 020 8753 2482

## **Sobus- Advice on Potential Grants**

Sobus is the umbrella organisation for the voluntary & community sector organisation in Hammersmith & Fulham. They can also advise you on funding applications from grant providers if you want to develop a project, or projects in your area.

For more information, please contact:

### **Sobus**

Email: [info@sobus.org.uk](mailto:info@sobus.org.uk)

Tel: 020 7952 1230

# GET INVOLVED

Getting Started

## Training and Support

This section details what LBHF can provide to assist you in the running of your TRA.

### Empowering Committees

The Resident Involvement Team can convene or help in co-ordinating a variety of courses to enable residents to effectively run a TRA and contribute to improving the delivery of services to the residents in the area.

These include:

- Running effective meetings.
- Chairing of meetings.
- Negotiating skills.
- Managing TRA budgets and grant applications.
- TRA roles and responsibilities.
- Introduction to LBHF Housing Services, including resident involvement structures and Council processes.
- Representing the community.
- Minute taking.
- Access to other funding opportunities.
- Partnership working to provide social activities or projects.

For further information on when and where these training events will take place please contact the Resident Involvement & Governance Officer (see section Contact Us).

### Childcare/Carer's allowance

Named elected TRA committee members can claim childcare for resident training via our resident expenses policy. TRAs could also consider how to fund committee members who need childcare to attend local TRA meetings. The child-minder or carer should be registered.

### Attendance of Council Officers at Meetings

Council Officers are often very happy to attend TRA meetings. Please give the officers plenty of notice to ensure their availability. Your primary support will be your Community Engagement Officer and your Local Housing team.

### Printing

Any meeting papers, leaflets or posters can be printed free of charge. Please ask your local Housing Officer for assistance. LBHF will not reimburse printing costs. Printing jobs and printing materials should be requested in advance.

### Response Times

LBHF Housing Services Officers pledge to acknowledge any correspondence within 48 hours or as soon as possible when a staff member is sick or on annual leave. All responses to any query will be provided within 10 working days.



# GET INVOLVED

Getting Started

## Managing a Hall or Room

**This section explains the roles and responsibilities of a TRA managing a hall or room.**

Many TRAs have the opportunity to run a community hall or room in their area. To do so, the TRA will have to sign a Hall or room Licence Agreement. To obtain the Licence – two TRA committee members are required to sign our Tenants & Residents TRA Hall & Room Licence, in the presence of a witness, at an agreed date.

Along with this agreement come rules and responsibilities which the TRA will need to follow, primarily to ensure the hall or room is safe, does not fall into disrepair and is used for the benefit of the community.

Despite this responsibility, the benefits of managing a hall or room are very worthwhile. These include:

- A potential steady revenue stream for the TRA
- The ability to host local community events
- A convenient meeting space

For any support regarding managing a hall or room please contact the Community Facilities Officer (see Contact Us section on back of booklet)

### Developing Further

The rules and responsibilities that a TRA must comply with when managing a hall or room primarily fall under the following categories:

- Hall Management
- Health & Safety(H&S)
- Insurance

### Hall Management

**Management Responsibilities of the TRA/ Keyholder:**

#### 1. General Management

- a. LBHF will retain a set of keys in addition to the TRA. The locks are not to be changed

without written consent from the Resident Involvement Team. These keys are kept in a safe & secure place to be used in an emergency as directed in the Hall Licence

- b. As stated in the Hall License, the hall cannot be used outside of permitted hours of 8am to 11pm. It is imperative that no persons or groups are allowed to occupy the hall outside these times and the keyholder(s) should ensure that the building is locked outside permitted hours to protect against unwanted use and alarms should be enabled, where fitted
- c. The hall should be locked when no committee members or groups are using the facilities for security purposes
- d. Utilities bills should be paid promptly



- e. The premises should be left in a clean and tidy state. Litter should not be left in and around the premises and rubbish should be routinely disposed of or recycled
- f. The premises have a maximum capacity which should not be exceeded under any circumstances
- g. Allow access for routine maintenance and repairs

### 2. Hiring out your hall

There is a template Hall Hire Agreement separately developed for you to give to external parties.

- a. The TRA should ensure that users and hirers of the hall do not allow the noise level of their functions to cause inconvenience for the occupiers of nearby properties
- b. The TRA should not allow any hiring to take place where the person hiring the premises is under the age of 18 or will not be on the premises for the entire duration of the activity
- c. All hirers of the hall should be informed of the emergency evacuation procedures for premises and should be made familiar with what firefighting equipment is available
- d. Gambling laws must be adhered to

## Health & Safety (H&S)

### TRA Health and Safety Responsibilities

#### 1. Movement around the building

- a. Ensure that corridors are clear of clutter
- b. Ensure floors are clean to minimise slip and trip risks
- c. Ensure all rooms and corridors have sufficient lighting to allow safe access and exits:
  - i. Replace any light bulbs that are safe to do so. Do not replace any bulbs which require moving installations or require residents to climb high ladders
  - ii. Report any other lights or light switches to the Council
- d. Equipment should be plugged in and arranged in such a way that leads and cables do not trail
- e. When permanent fixtures (shelving, cupboards, notice boards, and signage) fall out of good condition, report it to the Council. Do not make any alterations to permanent fixtures without Council approval
- f. When carpets or flooring fall out of good condition, report it to the council
- g. When windows or door windows are damaged, report it to the council
- h. No equipment/bulk should be stored in gas/electricity intake areas

#### 2. Electrical Equipment and Services

- a. Allow access so that any fixed electrical installations should be inspected and tested by a qualified electrician before use
- b. Any portable or fixed electrical equipment (cooker or vacuum cleaner etc.) should be visually checked, and where necessary tested at suitable intervals by an electrician, to ensure that they are safe to use. Any damaged electrical equipment should be replaced
- c. The council is responsible for annual PAT testing

**3. Gas Equipment and Services**

- a. Arrange and allow access for annual examinations of gas appliances (boiler, cooker, water heater etc.) by a qualified Gas Safe Engineer

**4. Asbestos**

- a. Report any Asbestos to the council

**5. Fire**

- a. Complete checks detailed in log book including:
  - i. Weekly testing of fire alarm/smoke/heat detector, where fitted
  - ii. Have an evacuation plan which has been tested
  - iii. Regular checks to ensure that escape routes and fire exit doors are unobstructed
  - iv. Checking combustible substances or waste are listed and stored safely
  - v. Firefighting equipment is visually checked to ensure it is in good condition, where provided.
  - vi. Checking that any automatic doors work as intended when the fire alarm is sounding and allow unrestricted access

**6. Responsibility**

- a. Ensure all users and hirers of the hall have the relevant H&S information, i.e. knowledge of nearest fire exits and meeting place in case of fire. Any other H&S ground rules can be covered at the start of the session or given to hall hirers before the session
- b. Keep testing inspection documentation for all equipment
- c. Hirers bringing in equipment should provide the TRA with all relevant Health & Safety documentation, including public liability insurance if necessary

**Insurance**

Public Liability Insurance protects you if clients or members of the public suffer personal injury or property damage because of your TRA. A TRA member tripping and falling over something at one of your meetings would be a common example and could result in a compensation claim.

You may choose your insurance supplier but the Public Liability Insurance must cover claims of up to £5,000,000.

Every TRA managing a hall is required to purchase Public Liability Insurance. If the TRA is managing a room in a council building it may be covered by the council's insurance.

A number of companies provide insurance specifically for voluntary groups. Further information can be found on the Volunteering England website ([www.volunteering.org.uk](http://www.volunteering.org.uk)). Here are some recommended insurance providers:

**Endsleigh Insurance;**

<http://www.endsleigh-business.co.uk/Tailored/Pages/community-groups.aspx>

01242 866906

**Or; Zurich Municipal**

PO Box 4384, Dunstable, LU6 9GT

[community@zurichmunicipal.com](mailto:community@zurichmunicipal.com)

0845 602 3896

If you would like any further help with choosing the level of insurance cover then please contact the Community Facilities Officer on 0208 753 6652.



### **TRA Hall Hire Agreement**

Once your Licence has been issued we can provide you with our Hall and Room Hire Policy document.

This outlines proposed rental charges and deposits to be levied, and provides a Memorandum of Understanding between the TRA and Hirers. It is an aid and guide; you may come up with your own Hall Hire Agreement.

### **The Hall Licence And Policy Forms You Need**

To obtain the relevant Licence and Policy documents you need, please contact our Resident Involvement and Governance Officer see section Contact Us section.

# GET INVOLVED

## Appendices List

This section list all other document relevant to TRAs that are included in this info pack.

### Registering with the Housing & Regeneration Department

- Appendix 1 Registration Form
- Appendix 2 Model Constitution

### Running association meetings

- Appendix 3 Meeting Flyer & Poster template
- Appendix 4 Agenda template
- Appendix 5 Minutes template

### Communicating with residents

- Appendix 6 Newsletter template
- Appendix 7 Chair's/Treasurer's/Secretary's report

### Handling money & record keeping

- Appendix 8 Income & Expenditure Logs
- Appendix 9 Petty Cash Log & Payment Receipt templates
- Appendix 10 Bank Reconciliation template
- Appendix 11 TRA Business Plan
- Appendix 12 Hall Bookings Log
- Appendix 13 Hall Hire Agreement

### Funding

- Appendix 14 Advice on Applying for External Funding
- Appendix 15 Grant Application Procedure & Form

### Other

- Appendix 16 TRA Contact List
- Appendix 17 Map of the Borough and Registered TRA Table
- Appendix 18 Committee Member Handover Checklist
- Appendix 19 Resident Involvement Structure



Brought to you by the Resident Involvement Team

April 2016

## Welcome

Hi. This month's bulletin offers a range of updates, information, and ways for you to get involved. If anything catches your eye, or you would like to find out more please feel free to contact the Resident Involvement Team below.

### **Michelle Samuel** **Community Engagement & Acting Involvement & Governance Officer**

Telephone: 0208 753 2305

Mobile: 07881 513 091

Email: [michelle.samuel@lbhf.gov.uk](mailto:michelle.samuel@lbhf.gov.uk)



### **Tony Rodriguez** **Inclusion Officer**

Telephone: 0208 753 2951

Mobile: 07799 656 448

Email: [tony.rodriquez@lbhf.gov.uk](mailto:tony.rodriquez@lbhf.gov.uk)



My name is Dami Segun and I have recently joined the team as Community Engagement Officer for the north of the borough. I'll be working with the TRAs to grow, take ownership of their own communities, whilst also helping with other resident involvement initiatives. I've been in housing and community all my working life and I'm excited by the opportunity to again get to know new people and the unique challenges that LBHF will provide



Telephone: 0208 753 2667

Email: [dami.segun@lbhf.gov.uk](mailto:dami.segun@lbhf.gov.uk)

## Hall Hire Opportunity

I have received a request from a new organisation who have secured a contract with Hammersmith and Fulham to deliver mentoring for lone parents and carers. The organisation would like to set up a hire agreement for a hall in the north of the borough. Although their preference is for a hall located within the Hammersmith area, the group are also open to discuss other opportunities within the Shepherds Bush or Hammersmith areas. The initial booking will be for 2 days a week 9.30- 3pm. Please contact Sharon Watkins email address [sharonw@gspace.wlc.ac.uk](mailto:sharonw@gspace.wlc.ac.uk) to register your expression of interest.

## Training Update

<b>Fire Safety Awareness Training</b> Friday 15 <sup>th</sup> April 10am – 2pm (for TRAs with Hall or Room Responsibility)	Committee Room 1 (2 <sup>nd</sup> Floor) Hammersmith Town Hall King Street Hammersmith W6 9JU
<b>Chair Skills Training</b> Saturday, 16 <sup>th</sup> April 11am – 5pm (All committee members)	Committee Room 1 (2 <sup>nd</sup> Floor) Hammersmith Town Hall King Street Hammersmith W6 9JU
<b>Damp and Condensation</b> Thursday 21 <sup>st</sup> April 9.30pm – 4.30pm (Committee members and Residents)	Hammersmith Town Hall Extension (4 <sup>th</sup> Floor, Room 2) King Street Hammersmith W6 9JU
<b>Financial Training For TRAs</b> Wednesday, 27 <sup>th</sup> April 6.30pm – 9pm (All committee members)	Committee Room 4 (2 <sup>nd</sup> Floor) Hammersmith Town Hall King Street Hammersmith W6 9JU
<b>Equality and Diversity Training</b> Friday, 6 <sup>th</sup> May 1pm to 4pm (All Residents Group Members)	Hammersmith Town Hall Extension (6 <sup>th</sup> Floor, Room 1) King Street Hammersmith W6 9JU
<b>Minute-Taking Training for TRAs and Resident-led groups</b> Thursday, 19 <sup>th</sup> May 6.30pm – 9pm (TRA Committee Members and Residents)	Committee Room 3 (2 <sup>nd</sup> Floor) Hammersmith Town Hall King Street Hammersmith W6 9JU

Please contact Michelle Samuel for bookings and further information using the above contact details.

## Health and Safety Update

The Health and Safety Team (LBHF) is currently working in partnership with our Resident Involvement Team, in their ongoing review of processes, procedures and protocols, for good governance of all TRAs.

The Housing Health and Safety Officers have started TRA presimses inspections, as part of this ongoing inspection programme. If you have responsibility for a hall or room, you will be hearing from us over the next few months. Officers will be arranging for both an audit and inspection to be conducted.

**Summer Events:**

Please be aware that the London Borough of Hammersmith & Fulham 2016/17 Liability Insurance has been updated. Insurance will continue to cover events being held on Council property, however it will not cover third parties hosting activities at these events. Any third party must have their own cover and will be required to hold a minimum of £5 million worth of cover

**Investment Group**

The Investment Group met on Tuesday 22<sup>nd</sup> March to decide on the allocation of funding to the 13 short-listed applications.

Residents from the majority of proposed estates and blocks presented their projects to the Investment Group.

This year the following projects were awarded funding:

- West Ken and Gibbs Green
- Maystar and Cheesemans Terrace
- Edward Woods
- Askham Court (Sheltered)
- Aldine Court
- Lugard House

**Short-listed applicants were;** Lugard House, Griffin Court, Aldine Court, Askham Court, Maystar & Cheesemans Terrace, Queen Caroline, Wood Lane, Bayonne/Twynholm, West Kensington, Batman Close, Sullivan Court, Lytton Estate and Edward Woods

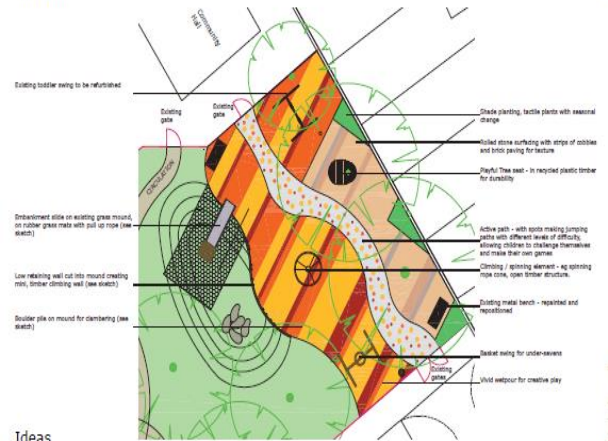
**HIP Funding Update**

The HIP Awards Meeting scheduled for 26<sup>th</sup> April 16, has now been cancelled, with a view to reconvening in May. In the meantime, we will continue to encourage residents and groups who have not already submitted an application to do so by the first week of May.

**HEIP Funding 2015/16 Sketch Design**

PHILPOT SQUARE | Sketch Design

Site plan



Ideas



**Consultation**

Being able to provide evidence of resident consultation is important, when placing funding applications (i.e. Internal and External Funding). The Community Engagement Officers recognise this, and will be developing a consultation toolkit to support residents to conduct their own consultations.

**Did you know?** H & F can produce detailed estate profiles for estates with over 100 properties. Data evidence can be used to support internal and external funding applications.

## **PARKING UPDATE**

Sharon Schaaf, Head of Estate Services would like to progress onto the next stage of the parking control consultation meetings. These meetings are specifically to initiate the consultation about parking control and not about the problems with the current schemes. Dates offered on a first come basis are April 27<sup>th</sup>, May 4<sup>th</sup>, 5<sup>th</sup>, 17<sup>th</sup>, 18<sup>th</sup>, 23<sup>rd</sup> and 24<sup>th</sup>. Please contact your Community Engagement Officer to book meetings.

**Estates and blocks targeted for this phase are:**

### **North**

- Becklow Gardens
- Emlyn Gardens
- Kelmscott Gardens
- Linacre Court
- Wengham, Hayter and Orwell
- Conningham/Stowe, Conningham Road

### **South**

- Arthur Henderson William Banfield
- Townmead Estate
- Robert Owen
- Bulow/Pearscroft Estate
- Philpott Square
- John Dwight House
  
- Carnwath House
- Kier Hardy House

## **Governance**

### **Insurance**

For TRAs with a community hall or room, please check that your insurance schedule states the community hall or room as the insured space and not a resident's address as per invoice or billing address.

## **Council Stock Transfer Proposal**

Is your TRA or Group looking at holding an event between now and the end of September 2016?

Starting 9<sup>th</sup> March 2016, the Resident Involvement Team will initiate a new estate engagement programme to support the awareness of both the council stock transfer proposal and to promote the opportunities for residents to get involved. We will initially be engaging with residents from small blocks and street properties through door-knocking. We are keen to join you at your events and activities, where possible. Please contact Michelle Samuel to register your events.

Councillor Lisa Homan, Tom Hopkins and Alethea Dougall will be available to attend TRA General Meetings across the borough. Please inform your Housing Manager or Community Engagement Officer to arrange for their attendance at your meetings. Councillor Lisa Homan will be happy to attend TRA meetings following the end of PURDAH from 10<sup>th</sup> May 2016.

For further information with regard to the Council Stock Transfer Proposal please contact Tom Hopkins TPAS Independent Tenant and Leaseholder Advisor as follows:

Email: [lbhfita@tapas.org.uk](mailto:lbhfita@tapas.org.uk) Website: [www.tpas.org.uk](http://www.tpas.org.uk) Telephone number: 0800731 1619

## TRA Hall & Room Licences

The Resident Involvement Team has been working with the Area Housing Teams, Health & Safety Team, Environmental Health, and the Legal Team to develop an updated TRA Hall and Room licence that is fit for purpose and meets current legislation and guidelines.

The reason for updating the TRA hall and room licences is that the previous one that TRAs are operating under dates back to 1998. In drafting this licence we have aimed to:

- Make the information clear and easy to understand
- Promote the correct uses for the community spaces
- Increase access to community facilities
- Clarify the management arrangements for halls and rooms
- Promote a focus on self sustaining TRAs
- Provide a defined period for the licence agreement

We are consulting with all TRAs who manage either a hall or a room. We will be undertaking 2-3 consultations a month. At the moment, we are in the process of agreeing meeting dates with White City, Queen Caroline, and Aspen Gardens TRAs.

Fulham Court and Tea Wharf TRAs have already signed up to the new licence.

## Other Activities in the Borough

### Harrow Old Oak Children and Community Centre:

Old Oak is a community hub that offer a range of activities and services for families, children and young people. Services include early year's provision, education and back to work initiatives, legal and financial advice, health services, sports and recreational activities.

## Free pregnancy and birth preparation class with relaxation, visualisation and yoga



Free to residents of **h&f**  
hammersmith & fulham



[www.communitychampionsuk.org](http://www.communitychampionsuk.org)

## Starts Wednesday 20 April 2016 10:30am to 11:30am [4 week course]

- For women who are 12+ weeks pregnant
- Improve well-being of mind & body
- Relieve pregnancy-related symptoms
- Get through pregnancy more comfortably
- Prepare for birth & learn labour techniques
- Strengthen your body & mind, increase confidence
- To register call the Centre on 020 8740 8008

**FREE!**

Old Oak Community & Children's Centre  
76 Braybrook Street East Acton W12 0AP  
020 8740 8008 | [carmella.obinyan@familymosaic.co.uk](mailto:carmella.obinyan@familymosaic.co.uk)



[www.oldoakcentre.co.uk](http://www.oldoakcentre.co.uk)

Old Oak Community & Children's Centre is at 76 Braybrook St, London, W12 0AP. For more information and how to access their many services, contact 0208 740 8008 or email [oldoakcentre@familymosaic.co.uk](mailto:oldoakcentre@familymosaic.co.uk)

## Resurgo:

Resurgo Trust was founded through St Paul's church in Hammersmith in 2003. Its focus is to create social transformation in local communities by helping people facing serious social disadvantage to transform their lives. Since 2004, Resurgo's flagship initiative Spear, has helped over 3,000 young people into employment or education.

SPEAR: Are you 16-24? Want to find a great career?



SPEAR is a FREE interactive programme to help you enter work and progress in your career. It offers 6 weeks of coaching workshops to get you ready for work. Receive an impressive CV and cover letter, interview training, customer service qualification, job skills matching, job application support, increased confidence and improve your communication skills.

**Course dates are:**  
**Tuesday 3<sup>rd</sup> May and Monday**  
**20<sup>th</sup> June 2016**  
**2-5pm**

Register at [www.resurgo-spear.org](http://www.resurgo-spear.org) or email [info@resurgo-spear.org](mailto:info@resurgo-spear.org)

Resurgo is at St Paul's Place, Macbeth Street, London W6 9JJ. For more information on SPEAR and other Resurgo services, contact 0203 327 2070 or email [info@resurgo.org.uk](mailto:info@resurgo.org.uk)

## Latest News & Updates

- **Residents' Conference Planning Group:**

The Residents' Conference planning group has held two meetings since the last Inclusion Bulletin and the group is making good progress towards organising and developing this year's Residents Conference. The finishing touches are being put on the conference programme and promotional material. Expect a flyer with information on the conference and details on how you can book your place, coming your way soon!

In case you missed last months update the themes for the conference are:

- The Future Of Council Housing in H&F
- Better Services
- Better Communities

The agreed strapline for the conference is ***Your Home, Your Future***

The Residents' Conference Planning Group is keen to hear your ideas and feedback. If you are interested in giving your input please feel free to attend the next planning group meeting on Thursday 21<sup>st</sup> April 6:30pm, Hammersmith Town Hall, King Street, London W6 9JU. You can also get in touch by calling 0208 753 2951 or by emailing [Getinvolved@lbhf.gov.uk](mailto:Getinvolved@lbhf.gov.uk).



- **LBHF Healthier Homes:**

If you, or residents in your area have concerns paying for their energy bills or are worried about your living conditions (damp, cold, draughts) , support and advice is available through the Healthier Homes initiative. The scheme is delivered in partnership by LBHF and the Citizens Advice Bureau, the next appointment slots are on 18<sup>th</sup> April and 16<sup>th</sup> May 9am-12pm at the Old Oak Housing Office, 43-45 Erconwald Street, W12 0BP. For more information contact 020 8743 5468.

## **Selected Events & Activities**

- **Summer Confident Parent Happy Child Programme:**

This is a FREE programme offering parents and families support and advice on positive parenting skills. Courses start on Monday 18<sup>th</sup> April.

Summer programmes include the Triple P and Teen Triple P (Positive Parenting Programme). These are held at the Masbro Centre, 87 Masbro Road, W14 0LR (see flyer attached). For more information contact Nia Bellot, Parenting Craft Services Officer on 0207 605 0111.

- **Askew Road Library Big Book Sale:**

Come and get a bargain! Items for sale include Children's and Adult fiction, non-fiction books, DVDs and talking books. Friday 15<sup>th</sup>, Saturday 16<sup>th</sup> and Monday 18<sup>th</sup> April. Askew Library is at 87-91 Askew Rd, London W12 9AS. For information contact 020 8753 3863.

## **Digital Inclusion**

You may already be aware that Queen Caroline Estate, Fulham Court and Waterhouse Close are earmarked for digital inclusion pilot projects. I am happy to inform you that since announcing the pilot projects, TRAs from these areas have been compiling their funding bids to obtain grants for obtaining, equipment and training.

We have also been linking in with third sector organisations and partners to provide support and training for people wanting to improve or learn IT skills

**COMPUTER COURSE**  
FOR ALL LEVELS

**Learning for Personal Development, Educators and Professionals**

only £5 per class, in advance  
**From Friday 15<sup>th</sup> April**  
**10 -12am**

You will learn a variety of computer skills;

- Basic Skills to use your computer. trouble shoot and keep it secure
- Internet and email to stay connected, communicate and do research
- Microsoft Word to write letters, posters and adverts
- Microsoft Excel to create spread sheets, charts and accounts
- Microsoft PowerPoint to create presentations

Come and learn computer skills to help develop your;

- professional and employment skills
- educational and study skills
- confidence in using a computer
- teaching and homework skills

@ The Masbro Centre  
rosemarie@upg.org.uk  
020 7605 0800

Masbro Centre, 87 Masbro Rd, London W14 0LR

## **Coach Trip scheme for Local Groups (including TRAs)**

Hammersmith & Fulham Council has announced it will, once again, be offering groups based in the borough a contribution of up to £300 towards the costs of hiring transport to take their users out on a well-deserved day trip. In order to be eligible to apply, organisations:

- must be based in H&F and be mostly made up of people living in the borough
- should have a local management committee (of at least 3 members) and have its own governing document
- must be able to show they support residents from all communities
- should have an annual income of less than £10,000.

Priority will be given to older peoples' groups which are currently not funded by the council. Application packs will be sent to any organisations that have applied in the past. If you would like to request an application pack, or want more details, please call Sacha Mortimer on 020 8753 5009 or email: [sacha.mortimer@lbhf.gov.uk](mailto:sacha.mortimer@lbhf.gov.uk).

## **Inclusion Group**

The Inclusion Group held its first meeting in December 2015 and has subsequently held three workshops. The group includes H&F council housing residents and representatives from third sector organisations. To date, we have hosted representatives from Age UK, Citizens Advice, Sands End Associated Project in Action, Turning Point, Community Accountancy Self Help, Let Me Play, Brunswick Club for Young People, and Good Effort for Health & Wellbeing and H&F Citizens Advice Bureau.

A big thank you to those of you who have been involved, we will be featuring the Inclusion Group at the Residents' Conference on 18 June 2016 to raise the profile of the group and generate increased membership.

If you would like to get involved in the Inclusion Group, or learn about other ways you can get involved as a resident, please contact the Resident Involvement Team on 0208 753 2951, or email [getinvolved@lbhf.gov.uk](mailto:getinvolved@lbhf.gov.uk)

## **Draft Code of Conduct For All Resident-led Panels, Groups and Forums**

This is the Code of Conduct for all members and attendees of resident-led panels, groups and forums. It lays down guidelines to help members and attendees maintain the values and objectives of the Council, and to protect individuals from misunderstanding or criticism. Failure to follow this Code of Conduct may result in the withdrawal of membership of the group and the permission to attend future meetings or Forums.

### **1.0 General Behaviour**

- 1.1 Members are required to act with honesty and integrity at all times
- 1.2 Members must behave in a polite, respectful and appropriate manner at all times
- 1.3 Members should value diversity and not discriminate against any person on the grounds of age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion and belief, sex or sexual orientation
- 1.4 Members should not write or speak on behalf of the group without permission from or the request of the Chair
- 1.5 Members should not use informal channels to influence other group members on matters of the group's business
- 1.6 Members should ensure that any expense claims are accurate and only include expense that were incurred in carrying out the groups role

### **2.0 Meetings**

- 2.1 Members should come prepared for meetings, having read all relevant documents and by bringing the relevant paperwork
- 2.2 Members should arrive on time for meetings and send apologies if they are going to be late or absent. Meetings should start on time
- 2.3 Members should ensure that they do not routinely miss meetings
- 2.4 Members must not attend meetings under the influence of alcohol or illegal substances

- 2.5 Members should turn off their mobile phones during meetings, except with the permission of the Chair
- 2.6 Members should listen to each other during meetings and not have 'meetings within meetings'
- 2.7 Members must follow the agenda
- 2.8 Members must not discuss any individual personal issues, or raise complaints, within a meeting unless it is to give an example which applies generally to residents
- 2.9 Members should take part in decision making and share responsibility for group decisions
- 2.10 Members must respect the role of the Chair in leading and keeping order in meetings. Anyone wishing to speak shall indicate by raising their hand and the Chair shall invite contributions
- 2.11 Members who have to leave a meeting early should do so with a minimum of disruption and having advised the Chair at the start of the meeting
- 2.12 Members should leave meeting rooms on time (unless they have permission to stay on) and leave the room clean and tidy

### **3.0 Obligations**

- 3.1 Members should ensure that positive relationships are maintained within the group, the wider body of residents and with the Council, its staff and contractors
- 3.2 Members should make sure that the Council's money and resources are not wasted
- 3.3 Members should aim to achieve value for money in all their activities and in their recommendations
- 3.4 Members should make sure their recommendations are based on evidence
- 3.5 Members should make sure their recommendations aim to make improvements for residents
- 3.6 Members should make sure they carry out any agreed tasks within the agreed timeframe

3.7 Members must attend and participate in any required or agreed training

#### **4.0 Conflict of Interest**

4.1 Members must declare any conflict of interest e.g. putting forward a recommendation that they would benefit from directly, financially or otherwise. The rest of the group will then make a decision whether the member should or shouldn't participate in any related activities. If in any doubt, the advice of the appropriate Director or the Chair should be sought

4.2 Members should ensure that any personal relationships/friendships do not affect the activities of the group

4.3 Members must not use their role in the group to further personal issues or interests e.g. trying to get a repair done more quickly

#### **5.0 Gifts and Hospitality**

5.1 Members should not accept, or give, any gift or excessive hospitality from, or to, staff members, contractors or residents. Members should be aware that doing so is a criminal offence

#### **6.0 Confidentiality**

6.1 Members should keep all information they obtain through their role confidential unless it is already in the public domain

6.2 Members must not use any information obtained through their role for personal gain nor pass it on to others who might use it in such a way

6.3 Members should keep any non-public information or paperwork they receive in a secure place. This includes documents or information held electronically. Paperwork should be disposed of via shredding or confidential waste disposal and not through general/household waste and recycling

## **Responsibilities of the Chair**

The Chair of the group has particular responsibilities and should always remember that she or he is acting on behalf of the group and not in isolation

The responsibilities of the Chair of the group include:

- 1 Ensuring the efficient conduct of the group's business, both in and outside meetings
- 2 Ensuring that all group members are given the opportunity to express their views before any important decision is taken and that appropriate standards of conduct and behaviour are maintained. Any member using a meeting as a vehicle to raise complaints should be directed to the Council's complains procedure
- 3 Establishing a constructive working relationship with, and providing support for, the Council and ensuring that the group as a whole work in constructive dialogue with the Council and it's staff
- 4 Ensuring that the group receives professional advice when it is needed either from senior staff or external sources
- 5 Representing the group on occasion
- 6 Reviewing the composition of the group and the skills of its individual members, ensuring action is taken to remedy any deficiencies.

## Economic Regeneration, Housing & the Arts PAC Work Programme 2016/17

7 <sup>th</sup> June 2016 Small Hall, HTH, 7:00pm.		
ITEM	LEAD OFFICER	REPORT BRIEF
The Arts Strategy	Donna Pentelow	To review the Council's proposed Arts Strategy.

5 <sup>th</sup> July 2016 Courtyard Room, HTH. 7:00pm.		
ITEM	LEAD OFFICER	REPORT BRIEF
Libraries	Mike Clarke/Sue Harris/Helen Worwood	To consider the priorities of the service.
Update on the Resident Involvement Structure	Nilavra Mukerji / Daniel Miller	To receive an update on the Council's work to establish a structure consisting of a number of panels and groups designed to provide Council Tenants and Leaseholders with greater decision making powers and increased involvement

6 <sup>th</sup> September 2016 Clem Attlee Residents Hall, 6:00pm.		
ITEM	LEAD OFFICER	REPORT BRIEF
The Older Persons Housing Strategy and Sheltered Accommodation	Nilavra Mukerji	To consider the new Older Persons Housing Strategy review the Council's provision of sheltered accommodation and support for older residents.
The development of new KPIs for Mitie	Nilavra Mukerji	To review the development of new Key Performance Indicators for the housing contractor Mitie. The new KPIs will more accurately monitor residents' key priorities

## Economic Regeneration, Housing & the Arts PAC Work Programme 2016/17

<b>1<sup>st</sup> November 2016</b>		
<b>St John's Church, Vanston Place. 7:00pm.</b>		
<b>ITEM</b>	<b>LEAD OFFICER</b>	<b>REPORT BRIEF</b>
Update on Bloemfontein Road and North End Road re high street regeneration, including the Empty Shops Strategy and Council owned shops	Antonia Hollingsworth	To scrutinise what the administration has done over regeneration of North End Road and Bloemfontein Road and to discuss future plans and proposals for the two areas. For the North End Road Action Group (NERAG) to report on their work over the last year and a half. To consider what action has been taken to tackle the problem of empty shops.
Economic Growth Strategy 2016-26	Sally Agass	To discuss the new Economic Growth Strategy.
Social Lettings Agency	Jo Rowlands / Labab Lubab	To consider the benefits of a Social Lettings Agency working in the borough.

<b>13<sup>th</sup> December 2016</b>		
<b>Small Hall, HTH. 7:00pm.</b>		
<b>ITEM</b>	<b>LEAD OFFICER</b>	<b>REPORT BRIEF</b>
Housing for disabled people	Jo Rowlands	To consider the proposed actions for meeting the housing needs of disabled people
Housing for refugees and asylum seekers	Jo Rowlands	To provide an overview of what the Council does to provide housing for refugees and asylum seekers, and the rules and funding streams relating to these.
Scaffolding	Nilavra Mukerji / Kath Corbett	To explain the Council's policy on the use of scaffolding in relation to social housing maintenance.



## Economic Regeneration, Housing & the Arts PAC Work Programme 2016/17

Potential Future Items		
ITEM	LEAD OFFICER	REPORT BRIEF
Adult learning	Sally Agass / Eamon Sconlon	To review the adult learning curriculum delivered by the Council, to consider the results of the recent Ofsted inspection and to understand the impact of government reviews of learning outside of schools.
Tackling worklessness	Sally Agass/ Rashid Aslam/ Gordon Smith	To assess the impact of the Government's welfare reforms and the measures undertaken by the Council to help people back into work, including the OnePlace project with JobCentre+
The Council's home energy strategy and measures to tackle fuel poverty	Nick Austin/Justine Dornan	To review the work of the Council to make homes as fuel efficient as possible and how vulnerable residents will be protected during the winter
Greening our Estates	Nilavra Mukerji	To consider how the council is promoting biodiversity and greener environments on its housing estates, for example by supporting kitchen gardens and green walls/roofs. The report is to cover the council's policy for replacing and maintaining trees