

LONDON BOROUGH OF CROYDON

REPORT:	CABINET and FULL COUNCIL	
DATE OF DECISION	15 July 2024 (Cabinet) and 17th July (Full Council)	
REPORT TITLE:	Housing Resident Engagement Strategy for Croydon 2024-2029	
CORPORATE DIRECTOR / DIRECTOR:	Susmita Sen, Corporate Director for Housing	
LEAD OFFICER:	Mary Larbie, Director of Housing Management (Housing) Mary.larbie@croydon.gov.uk	
LEAD MEMBER:	Councillor Lynne Hale, Cabinet Member for Homes and Deputy Mayor	
KEY DECISION?	Yes	0424H REASON Key Decision – Decision significantly impacts on communities living or working in an area comprising two or more Wards
CONTAINS EXEMPT INFORMATION?	No	
WARDS AFFECTED:	All	

1 SUMMARY OF REPORT

- 1.1 The report presents a Housing Resident Engagement Strategy 2024 to 2029 to Cabinet for consideration and recommendation to Full Council for approval. The report details the factors driving the need for a Housing Resident Engagement Strategy for the Council’s housing tenants and leaseholders and the methodology of its co-development with our residents. In this context, and for the purposes of the strategy, tenants include other occupiers of social housing such as licensees and shared owners.

2 RECOMMENDATIONS

CABINET

For the reasons set out in the report and appendices, Cabinet is asked to:

- 2.1 Consider the feedback received via the engagement and consultation process as detailed in Appendix 2.
- 2.2 Consider the feedback received from the Homes Scrutiny Committee held on 23rd October 2023 and feedback from the Homes Scrutiny Committee held on 9th July 2024 and executive response (Appendix 5).
- 2.3 Consider the Equalities Impact Assessment detailed in Appendix 3 and
- 2.4 Agree the Residents Engagement Strategy 2024- 2029 as detailed in Appendix 1;
- 2.5 Agree to delegate authority to the Corporate Director of Housing to make minor amendments to the Strategy in consultation with the Executive Mayor and Cabinet Member for Homes following agreement by the Executive Mayor but prior to its recommendation and adoption by Full Council.
- 2.6 Agree to recommend to Full Council, the adoption of the Resident Engagement Strategy 2024 to 2029, Appendix 1 to this report.

If approved by Cabinet:

FULL COUNCIL

For the reasons set out in the report and appendices, Full Council is asked to:

- 2.7 Consider the feedback received via the engagement and consultation process as detailed in Appendix 2, and;
- 2.8 Note the feedback received from the Homes Scrutiny Committee held on 23rd October 2023 and 9th July 2024 and executive response (Appendix 5).
- 2.9 Consider the Equalities Impact Assessment detailed in Appendix 3
- 2.10 Agree and adopt the Residents Engagement Strategy 2024-2029 Appendix 1 to this report.
- 2.11 Agree to delegated authority to Corporate Director to make minor amendments (i.e., slight wording changes to make more accessible, formatting etc.) in conjunction with Executive Mayor and Cabinet Member prior to final publication.

3 REASONS FOR RECOMMENDATION

- 3.1 This new strategy sets out the long-term objectives of Croydon Council in ensuring that Council housing residents are engaged, involved and influencing service delivery, to ensure better services and outcomes for both residents and the Council. This being over and above statutory consultation requirements and duties which arise in various areas of housing service provision and delivery – for example Section 105 of the Housing Act 1985, consultation on tenancy conditions etc.
- 3.2 Together with the Housing Transformation Programme agreed at Cabinet in December 2022, it also sets out a pathway for the Council to comply with one of the Regulator of Social Housing's Consumer Standards and improve services provided to Croydon residents.

- 3.3 From 1 April 2024 there is a new approach to how the Council, as a social landlord, is regulated on the exercise of social housing functions. The approach taken has changed and the Regulator of Social Housing will take a more active role in how the Council meets these standards which will include the Council reporting on performance against the Tenant Satisfaction Measures, and the Regulator conducting compliance inspections. In addition, the standards have been updated to cover a stronger emphasis on resident voice, taking account of individual needs and repairs, as detailed more fully in section 4 below. As a social housing provider, the Council will be subject to inspections by the Regulator, who will grade the Council on a 1 – 4 basis (1 being achieving required standards and 4 being serious failings) based on how well the Council is meeting the requirements of the new consumer standards.
- 3.4 Following the breaches by the Council of the Regulator of Social Housing Consumer Standards and given the importance of improving services to residents that this has identified, the draft Housing Resident Engagement Strategy sets out how tenants will be able to hold Croydon Council to account, provide assurance (or otherwise) that the consumer standards are being met, whilst drawing on the experiences of engaged residents to influence service improvement.
- 3.5 The Council's improvement journey is being supported by an Improvement and Assurance Panel ("the Panel") and the area of housing is a key area of transformation. As part of the agreed intervention Exit Strategy, which describes the tangible improvements the Panel expect the Council to make by March 2025, a substantive requirement sits within the Housing Transformation Programme and its delivery and this report provides details to Members on how progress is being made and monitored in relation to one of the projects which forms part of this programme, to ensure that the requirements of the Exit Strategy are supported and met.
- 3.6 The proposed strategy falls within the ambit of the Council's Policy Framework as defined in the Constitution and is a reserved function of Full Council (Part 2 article 4.2 and the appendix to article 4.2).

4 BACKGROUND AND DETAIL

Drivers for developing the Housing Resident Engagement Strategy 2024 to 2029

- 4.1 The Improvement and Assurance Panel (IAP) was commissioned by the Secretary of State for Levelling up, Housing and Communities to advise and assist on the Council's financial recovery strategy and transformation. In the remit given to the Panel, housing was identified as one of the priority areas for improvement.
- 4.2 In May 2021, the Regulator of Social Housing found the Council to be in breach of two of the Regulator's Consumer Standards: The Home Standard and the Tenant Involvement & Empowerment Standard. The Council subsequently developed the Residents' Charter and the Housing Transformation Programme.
- 4.3 **Residents' Charter**

The tragedy of the Grenfell Tower fire in June 2017 raised serious questions for everyone involved in social housing. Besides the significant actions being taken by social landlords with regard to the Fire Safety Act and the Building Safety Act to keep council residents safe in their homes, Croydon Council needed to respond to concerns about how much and how well we listened to the views and concerns of our council residents.

4.4 It is clear that in the past we have not always listened to residents sufficiently, nor always treated residents with the respect they deserve. The housing services we provided were undoubtedly poorer because of this deficit.

4.5 In December 2022 the Council formally adopted the Residents' Charter which was developed with residents and overseen by members of the Tenant and Leaseholders' Panel, to give residents a stronger voice in the development of policy and decisions that affected them as tenants and leaseholders. The Residents' Charter key principles include treating residents with respect, being transparent with our residents about how we are performing, giving residents a voice and encouraging meaningful decision-making activities.

4.6 **Housing Transformation Programme**

In December 2022, Cabinet approved a Housing Transformation Programme to work closely with residents to transform the services provided by the Housing Directorate and return to compliance with the Regulator's Consumer Standards. The development and adoption of the Housing Resident Engagement Strategy is a key project within the programme and a key building block for the Housing Transformation Programme as a whole that provides the essential engagement, influence and transparency for residents in the future.

4.7 **Voluntary Undertaking**

As part of the voluntary undertaking given to the Regulator of Social Housing following the breaches, the Council specifically undertook to put in place an engagement strategy for the council's housing residents which would set out how residents will be engaged in decision-making, information-sharing and consultation. The strategy proposed for full council adoption is that strategy which has been updated to take account of the revised Consumer Standards which came into force on 1 April 2024 as set out below.

4.8 **New Consumer Standards**

From 1 April 2024, there are new consumer standards that set out the consumer standard requirements the Council must meet going forward:

- The Transparency, Influence and Accountability Standard – requires landlords to be open with tenants and treat them with fairness and respect so that tenants can access services, raise complaints when necessary, influence decision-making and hold their landlord to account. This standard incorporates the published requirements on Tenant Satisfaction Measures (TSMs) that came into force from April 2023 under the Tenant Involvement and Empowerment (TI&E) Standard. The Transparency, Influence and

Accountability Standard replaces the TI&E Standard. This standard is the focus of the current report.

- The Safety and Quality Standard – requires landlords to provide safe and good quality homes and landlord services to tenants.
- The Neighbourhood and Community Standard – requires landlords to engage with other relevant parties so that tenants can live in safe and well-maintained neighbourhoods and feel safe in their homes.
- The Tenancy Standard – sets requirements for the fair allocation and letting of homes and for how those tenancies are managed and ended by landlords.

4.9 The development and delivery of the Housing Resident Engagement Strategy is key in supporting Croydon in responding to the challenges and requirements of the Social Housing (Regulation) Act 2023, the revised consumer standards and the Tenant Satisfaction Measures, in particular “Satisfaction that the landlord listens to tenant views and acts upon them.” (Tenant Satisfaction Measure TP06).

4.10 Housing Services have not waited for the Consumer Standards to be confirmed, nor await the approval of this Resident Engagement Strategy, to begin to improve our resident engagement procedures and practices in line with the Residents’ Charter. Over the previous year the Housing Service has proactively involved residents in:

- The procurement of Repairs and Maintenance contracts
- The revision and update of the Lettable Standards for void properties
- A co-design of new cleaning standards for Croydon’s housing estates
- Formed a Reader’s Panel of council tenants and leaseholders to give their views and advice on new policies.
- Key to the success of the Regina Road resident consultation was the design, delivery and implementation of a Landlord Offer, where we outlined our promise to deliver on commitments made and a pledge to commit resources to support ongoing full consultation.
- Conducted surveys and sought feedback on the Housing Strategy, Homelessness and Rough Sleepers Strategy, asset management strategy and the 2023 and 2024 rent increase.

Methodology for developing the Housing Resident Engagement Strategy 2024 – 2029

4.11 The Resident Engagement Strategy 2024 – 2029 has been co-designed with residents. In the summer of last year, the Council held 20 vision and mission sessions with tenants, leaseholders, staff, and partners to identify the long-term vision of our housing services, and what ‘good’ housing services looked like. The feedback from these sessions reinforced the need for a strategy that reflected resident’s aspirations.

4.12 The draft priorities and objectives also reflect feedback from tenants and leaseholders received through the consultation on rent increases that was held in December 2023.

The consultation identified the following key priorities of tenants and leaseholders: keeping neighbourhoods clean and tidy, improving the repairs service, tackling anti-social behaviour, and improving neighbourhood safety. Over 20% of residents expressed a wish to take part in resident involvement.

4.13 Croydon approached the Tenants' Participation Advisory Service (Tpas), who are national experts in resident engagement for support in reviewing our existing engagement arrangements, developing a new strategy, strategic framework and delivery plan for resident engagement which would:

- Enable Croydon to build on and increase our capacity for effective engagement, and,
- Ensure that Croydon are compliant with the Consumer Standards, Social Housing Regulatory requirements and Croydon's Residents Charter.

4.14 Tpas supported the development of this strategy which was co designed between staff and a group of residents that consisted of some who had no previous involvement in our services as well as those who had long experience of working in the existing engagement structures. Initial Discovery Sessions were held with the groups, to:

- Understand the details of what was already working well.
- Why resident influence is important from the participants' different perspectives, and what was good resident involvement'.
- The Discovery Sessions identified the key ingredients to ensure that residents can influence the delivery of Croydon housing services as:
- **Leadership** - Croydon Leadership drives a culture that requires and values resident influence and ensures resources are available.
- **Communication** -Timely, respectful, two-way communication is in place with residents having evidence that their voice is heard and acted on.
- **Trust and Accountability** - Residents can trust staff, and staff are held accountable for listening and acting on residents' voices.
- **Structure and Process** - Effective, transparent structures and processes are in place for delivering core services and engagement and influencing opportunities. (See App. 5 – Proposed Resident Engagement Structure)

4.15 Consultation and feedback during the life of the strategy will continue to enable the Council to ensure that the views of the silent majority of residents are used to shape the delivery of services. Key to this, will be the Council's ability to use feedback and its data to reach out to, involve and act upon the experiences of tenants.

4.16 To achieve effective resident influence a key 'assurance' group will hold Croydon Housing Services to account, ensuring that the full range of residents' experiences are influencing strategic decisions and service decision and delivery, pro-actively monitoring and managing the implementation of this strategy and associated delivery plan.

This would sit alongside the key committee/board which would look into areas of service in more detail and recommend improvements.

Successful formal structures will ensure that the experiences of as many residents as possible influence service delivery by; restricting the number of formal groups to which a resident can be a member and open, skills-based recruitment, targeted to ensure wider representation.'

5 ALTERNATIVE OPTIONS CONSIDERED

- 5.1 The following alternative options were considered ahead of developing the Resident Engagement Strategy
- Do not produce a new Resident Engagement Strategy
 - Delay the development of a Resident Engagement Strategy
- 5.2 The alternative option of not producing a Resident Engagement Strategy was rejected for the reasons listed in 3.1 - 3.6.

6 CONSULTATION

- 6.1 Over 200 involved and non-involved residents were invited to take part in the design of the Resident Engagement Strategy 2024 to 2029. As a result, a group of residents were involved in co-designing the strategy and subsequent Resident involvement Framework. The group's vision is:
- 'All residents living in Croydon homes (tenants and leaseholders) have their voices heard in order to influence decisions, strategies, policies, and services, this is embedded across all relevant departments and includes evidence that Croydon meets the commitments outlined in its Residents Charter.
- 6.2 Targeted sessions were held with the following groups to ascertain more detailed feedback on our draft priorities and objectives, and suggestions as to what these should mean for our residents:
- Involved and non-involved Resident Database
 - Residents involved in the co-design of the Strategy.
 - Over 800 residents were asked whether they wish to get involved in resident involvement.
 - Two Tenant and Leaseholder Panel sessions
 - Housing Improvement Board
 - Members through an All-Member briefing on the Residents Engagement Strategy 2024 to 2029 (one more to follow)
- 6.3 Feedback from the targeted sessions, and changes to the draft priorities and objectives following this feedback is detailed in **Appendix 2**.
- 6.4 Briefings and the Strategy have been provided to the Tenant and Leaseholder Panel
- 6.5 A Briefing has been provided to the Homes Scrutiny Committee (see below)

7. RECOMMENDATIONS FROM HOMES SCRUTINY COMMITTEE

- 7.1 The proposals set out in the strategy went in an early draft to the Homes Sub-Committee, 23rd October 2023 and the following was recommended;
- 7.2 The Homes Sub-Committee recommends that ward councillors are informed when there is a planned resident engagement event within their ward. This was agreed by the Executive and will be actioned going forward.
- 7.3 These final proposals are scheduled to be considered at the Homes Scrutiny Sub-Committee on the 9th July 2024, and the recommendations from the committee will be published as a supplement to the report along with the executive response (Appendix 5).

8 CONTRIBUTION TO THE EXECUTIVE MAYOR'S BUSINESS PLAN

- 8.1 The development and implementation of the Housing Resident Engagement Strategy is key to ensuring the Council delivers against the following priorities within the Mayor's Business Plan 2022- 2026:
- Become a council which listens to, respects, and works in partnership with Croydon's diverse communities.
 - Develop our workforce to deliver in a manner that respects the diversity of our communities.

9 IMPLICATIONS

9.1 FINANCIAL IMPLICATIONS

- 9.1.1 The strategy and ongoing engagement with tenants will continue to enable the Council to use its financial resources to ensure that the experience of all residents is used to sharpen service delivery and appreciating the need to ensure value for money is achieved.
- 9.1.2 Financial implications will be considered alongside non-financial considerations as the Housing Strategy priorities are being planned and implemented to contribute to making the Council financially sustainable.
- 9.1.3 Comments approved by Orlagh Guarnori Head of Strategic Finance – Housing on behalf of Director of Finance (Date 08/05/2024)

9.2 LEGAL IMPLICATIONS

- 9.2.1 The Regulator for Social Housing is established under Section 80A of the Housing and Regeneration Act 2008 ("the 2008 Act") as amended and has regulatory oversight in respect of social housing landlords, including local authorities. The regulator sets consumer standards and may, as is the case with Croydon, take action if these standards are breached and there is a significant risk of serious detriment to tenants or potential tenants. This resulted in the Council giving a voluntary undertaking to the Regulator for Social Housing.

- 9.2.2 The giving of voluntary undertakings is governed by section 125 of the 2008 Act and where the regulator accepts a voluntary undertaking from a social housing provider, the regulator will have regard to this undertaking in determining actions it considers are needed under its regulatory and enforcement powers (Chapter 6 and 7 of Part 2 of the 2008 Act) and may additionally take into account any failure of the Council to honour the voluntary undertaking in making determinations about current or future enforcement or regulatory action against the Council. One of the matters which the Council undertook to have in place was a resident engagement strategy to set out how residents will be engaged in decision-making, information-sharing and consultation and in compliance of a consumer standard which was in place at that time (namely the Tenant Involvement and Empowerment Standard). Since the undertaking was given, the Consumer Standards have been updated and placed on a statutory footing and the Regulator for Social Housing now has greater intervention powers, including undertaking inspections of Council's compliance with consumer standards and allocation of gradings following on from those inspections, as detailed earlier in the report.
- 9.2.3 Under the Social Housing (Regulation) Act 2023 ("the 2023 Act"), the Regulator of Social Housing sets statutory standards which registered providers of social housing, such as the Council, must meet. These are divided into consumer standards (which apply to both local authorities and private registered social housing providers) and economic regulatory standards which only apply to private registered social housing providers.
- 9.2.4 From 1 April 2024, there are new consumer standards that set out the consumer standards requirements the Council must meet going forward:
- The Transparency, Influence and Accountability Standard – requires landlords to be open with tenants and treat them with fairness and respect so that tenants can access services, raise complaints, when necessary, influence decision-making and hold their landlord to account. This standard incorporates the published requirements on Tenant Satisfaction Methods (TSM) that came into force from April 2023 under the TSM Standard. The Transparency, Influence and Accountability Standard replaces the TSM Standard.
 - The Safety and Quality Standard – requires landlords to provide safe and good quality homes and landlord services to tenants.
 - The Neighbourhood and Community Standard – requires landlords to engage with other relevant parties so that tenants can live in safe and well-maintained neighbourhoods and feel safe in their homes.
 - The Tenancy Standard – sets requirements for the fair allocation and letting of homes and for how those tenancies are managed and ended by landlords.
- 9.2.5 In addition to compliance with the Consumer Standards, there are numerous statutory duties on the Council in relation to how and when it must engage with its tenants/leaseholders. These include, for example the arrangements which the Council has in place under S105 of the Housing Act and S137 of the Housing Act 1996 . Under Section 105 of the Housing Act 1985 the Council has a duty to maintain such arrangements as it considers appropriate to enable those of its secure tenants who are likely to be substantially affected by a matter of housing management (a) to be informed of the authority's proposals in respect of the matter, and (b) to make their views known to the authority within a specified period; and the Council shall, before making any decision on the matter, consider any representations made to it in accordance with those arrangements. Section 137 of the Housing Act 1996 places the same duties on the

Council as Section 105 referenced above except that these provisions relate to introductory tenancies and require arrangements to be adopted and published for that purpose prior to the Council adhering to those arrangements before making any decisions on a housing management issue covered by the section.

- 9.2.6 Of specific relevance to the proposed adoption of the strategy referenced in this report is the indication that as part of this strategy, a resident engagement strategy as required under section 91 of the Building Safety Act 2022 (“the BSA”) will be developed. These section 91 requirements came into force on 16 January 2024. Duties are imposed by Part 4 of the BSA upon any accountable person and/or the principal accountable person (PAP) for an occupied higher-risk building (defined for these purposes as a building that is at least 18m or 7 storeys and contains at least 2 residential units). S91 creates a duty to produce a residents’ engagement strategy to promote participation in making building safety decisions. In addition, provision is made for complaints procedures to be established by the PAP (section 93) and Regulator (section 94). The new regime for enforcement of building safety obligations by the appropriate accountable person against residents and owners, and by the Regulator against accountable persons is commenced with the introduction of Contravention Notices (section 96) and Compliance Notices (section 100) respectively. The Secretary of State has issued guidance (“Preparing a resident engagement strategy”), to which the council should have regard. The guidance anticipates that the resident engagement strategy should be developed and put in place as soon as possible.
- 9.2.7 Section 21 of the Housing Act 1985 sets out the Council’s general power of management of its housing stock. In addition, the Council has legal obligations in relation to how it maintains and repairs its housing under Sections 9A and 11 of the Landlord and Tenant Act 1985, Section 4 of the Defective Premises Act 1972 (“DPA”), under common law nuisance and negligence principles, and under express or implied terms of the tenancies it has granted. One of the significant elements of the Building Safety Act 2022 has been its amendments to the DPA referenced above. Previously the limitation period to bring a claim under the DPA was 6 years from the date of completion of the works. This limitation period has now been extended to 30 years retrospectively for claims accruing before 28 June 2022 and to 15 years for claims accruing after 28 June 2022. Given these extended limitation periods, there is likely to be an increase in claims referencing the DPA in relation to dwellings where other methods of recourse are no longer available.
- 9.2.8 Under the provisions of section 3 of the Local Government Act 1999 the Council is required, as a best value authority to ‘make arrangements to secure continuous improvement in the way in which its functions are exercised, having regard to a combination of economy, efficiency and effectiveness’. The best value duty applies to all functions of the Council including delivery of its statutory housing services.
- 9.2.9 Under Section 15 of the 1999 Act, the Secretary of State has the powers to intervene if satisfied that the Council is failing to meet its best value duty. On 20th July 2023 Directions were issued to the Council which require the Council, amongst other things, ‘to continue to improve the capacity and capability of the authority’s housing service.’ Subsequently an Improvement and Assurance Panel was appointed to oversee compliance with directions.

- 9.2.10 Pertinent to the current recommendations, on 6 October 2023, The Improvement and Assurance Panel agreed an intervention Exit Strategy which describes the tangible improvements they expect the Council to make by March 2025. One of the key elements of the Exit Strategy links to the Housing Transformation Programme and its delivery and this report provides details to Members on how progress is being made and monitored to ensure that the requirements of the Exit Strategy are supported and met.
- 9.2.11 The proposed strategy falls within the ambit of the Council's Policy Framework as defined in the Constitution and is a reserved function of Full Council (Part 2 article 4.2 and the appendix to article 4.2).

Comments approved by the Head of Litigation and Corporate Law on behalf of the Director of Legal Services and Monitoring Officer. (18/06/2024)

9.3 EQUALITIES IMPLICATIONS

- 9.3.1 Under the Public Sector Equality Duty of the Equality Act 2010, decision makers must evidence consideration of any potential impacts of proposals on groups who share the protected characteristics, before decisions are taken. This includes any decisions relating to how authorities act as employers; how they develop, evaluate and review policies; how they design, deliver and evaluate services, and how they commission and procure services from others.
- 9.3.2 The EQIA undertaken by the Council and set out at Appendix 3 does not identify any negative impacts of the Strategy to those with protected characteristics. Some positive impacts of the Strategy are summarised below:

Age - The strategy sets out a clear direction and framework for how Croydon will listen to the views of residents, understands their experiences, and act on these to ensure that residents influence the decisions, strategies, policies, and services relating to Croydon's housing provision.

Disability - The Council will have due regard for the aims of the Equality Duty as part of the decision-making process. Any decision will consider the impact on people who share the protected characteristics before any decision is made. The Strategy will develop mechanisms that ensure that we listen to the views and contributions of disabled people and their experience of our services.

- 9.3.3 The Council has a statutory duty to comply with the provisions set out in Section 149, Equality Act 2010. The Council must therefore have due regard to:
- (a) eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under this Act.
 - (b) advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it
 - (c) Foster good relations between persons who share a relevant protected characteristic and persons who do not share it.

- (d) The protected characteristics defined by law are race and ethnicity, disability gender assignment, age, sexual orientation, pregnancy and maternity, religion or belief, marriage and civil partnership.

Comments approved by Ken Orlukwu, Senior Equalities Officer, on behalf of Helen Reeves, Head of Strategy & Policy on 5th July 2024.

9.4. RISK MANAGEMENT IMPLICATIONS

- 9.4.1 Housing has been identified as an area of key concern by the Government and the Transformation is monitored by the Improvement and Assurance appointed by the Secretary of State. Failure to progress the Housing Strategy would therefore impact on the ability for the Borough to achieve an exit from intervention in July 2025.
- 9.4.2 The Regulator of Social Housing has put the Council in contravention of the Homes Standard and the Tenant Involvement and Empowerment Standard. To achieve recognition requires delivering the improvements for Council residents and Leaseholders outlined in the Transformation programme and in the Housing Strategy.

10. APPENDICES

1 Resident Engagement Strategy

2 Resident Transparency Consultation Report

3 Equality Information Analysis Form

4 Proposed Resident Engagement Structure

5 Homes Scrutiny Committee held on 9th July 2024 and executive response (publication to follow).

11. BACKGROUND DOCUMENTS

N/A