



REPORT TO THE MEETING OF CABINET – 20 November 2024

**PORTFOLIO: PORTFOLIO HOLDER FOR HEALTH,
WELLBEING AND HOUSING – CLLR R LILLIS**

REPORT FROM DIRECTOR OF PLACE & COMMUNITIES

SUBJECT: HOUSING IMPROVEMENT PROGRAMME

1 PURPOSE OF REPORT

- 1.1 To set out the steps and processes which will comprise the Council's Housing Improvement Programme to achieve this (the "Programme") and to request allocation of budget to deliver the Programme.

2 LINKS TO COUNCIL'S PRIORITIES AND OBJECTIVES

- 2.1 The Housing improvement Programme will primarily impact on three of the Corporate Plan Priority Areas and Objectives, namely: People - in providing quality, safe and healthy homes that also support vulnerable people and homes for the young and elderly; Economy and Growth - supporting economic growth by providing a stable and sustainable housing base for residents to be employed locally, attend training and improve skills plus business opportunities for contractors; and Place - by providing quality homes and the right policies to maintain a new supply.

3 RECOMMENDATION

- 3.1 It is proposed that Cabinet **RESOLVES**

- (1) To note the contents of this report.
- (2) To approve the establishment of the Housing Improvement Programme.

- (3) To approve the establishment of the Housing Improvement Programme Board and the Housing Improvement Programme Team and their respective Terms of Reference as set out in **Appendices 2 and 3**.
- (4) To appoint the Cabinet Member for Health, Wellbeing and Housing as Chair and to appoint the Leader of the Council, the Deputy Leader of the Council, Cllr Kate Knott and Cllr Jamie Huntman to be members of the Housing Improvement Programme Board.
- (5) To allocate £165,000 from within the Housing Revenue Account (HRA) in the current financial year to fund the initial stages of the Housing Improvement Programme.
- (6) To note that the resource requirement within next financial year identified at this stage of £273,000 can be considered and approved as part of the HRA budget setting process.

4 INTRODUCTION

- 4.1 The Council's Housing Services are undergoing a significant review that will improve how it meets the needs and demands of its tenants and to provide assurance to senior officers and Members as to its performance of the role as corporate landlord and registered provider of social housing.
- 4.2 This requires an agile, skilled, and motivated workforce driving service provision which is customer focused and future proofed for a digital age set against a backdrop of continuing financial austerity.
- 4.3 The purpose of this document is to set out the steps and processes which will comprise the Council's Housing Improvement Programme to achieve this. The Programme will be delivered using recognised programme management practices. This process will be iterative so that any adjustments can be made if needed, and a critical path can be established and maintained. The programme will also rely on cascading the work through the organisation and upward reporting.

5 THE REGULATOR FOR SOCIAL HOUSING

- 5.1 The Regulator for Social Housing ("the Regulator") was established in 2018 when the regulatory functions of the Homes and Communities Agency were transferred into the new organisation. The Social Housing (Regulation) Act 2023 provides the legal framework for the Regulator to undertake the regulation of social housing providers – including local councils.
- 5.2 The Regulator has a number of economic and consumer objectives and to ensure compliance with those objectives and standards, has since 1 April 2024 had the legal powers to undertake 'regulatory inspections of social landlords' which includes the Council.
- 5.3 The Regulator regulates for a viable, efficient, and well governed social housing sector that is able to deliver quality homes and services for current and future tenants.

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- 5.4 The Regulator has set out its new Consumer Standards for social housing landlords, designed to protect tenants and improve the service they receive. These changes came into force on 1 April 2024 as part of the 2023 Social Housing (Regulation) Act 2023 and the Regulator now regulates social landlords against these standards.
- 5.5 The four Consumer Standards are:
- The Safety and Quality Standard which requires landlords to provide safe and good-quality homes for their tenants, along with good-quality landlord services.
 - The Transparency, Influence and Accountability Standard which requires landlords to be open with tenants and treat them with fairness and respect so they can access services, raise concerns when necessary, influence decision-making and hold their landlord to account.
 - The Neighbourhood and Community Standard which 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 which sets requirements for the fair allocation and letting of homes, as well as requirements for how tenancies are managed by landlords.
- 5.6 The consumer standards are set out in separate documents and the number of standards vary between each. Each standard is split into two elements that overlap. The first is the Required Outcomes from the service which the Council provides, and the second is the Specific Expectations, which is around how the Council is expected to provide services to achieve the Required Outcomes. A summary and links to the Regulators' website and the Social Housing (Regulation) Act 2023 are set out in **Appendix 1**.
- 5.7 As part of the new standards, the Council was required to implement new Tenants' Satisfaction Measures in April 2024 using data gathered through 2023/24. However, as a result of human error, the deadline for completing the Tenants' Satisfaction Surveys (31 March 2024) was missed. The Regulator was advised of this, and the survey was conducted in the Spring for submission by the deadline at the end of June 2024. Furthermore, as the survey was not conducted on time the number of responses which the Council received did not meet the requirement of 300. As a result, in September 2024 the Regulator issued a Regulatory Judgement and gave the Council a C3 rating.
- 5.8 The Regulator's rating system is based on four scales:
- C1 "Our judgement is that overall the landlord is delivering the outcomes of the consumer standards. The landlord has demonstrated that it

identifies when issues occur and puts plans in place to remedy and minimise recurrence.”

C2 “Our judgement is that there are some weaknesses in the landlord delivering the outcomes of the consumer standards and improvement is needed.”

C3 “Our judgement is that there are serious failings in the landlord delivering the outcomes of the consumer standards and significant improvement is needed.”

C4 “Our judgement is that there are very serious failings in the landlord delivering the outcomes of the consumer standards. The landlord must make fundamental changes so that improved outcomes are delivered.”

5.9 The Regulatory Judgement was published on its website. [Castle Point Borough Council \(22UE\) - Regulatory Judgement: 13 September 2024 - GOV.UK](#) and stated:

‘Through our routine engagement with Castle Point BC, we learned that it had not collected tenant perception information in 2023/24. Castle Point BC informed us that, without that information, it would be unable to submit the performance information required to deliver the outcomes of the Transparency, Influence and Accountability Standard.

Castle Point BC investigated the issues further, which confirmed it had failed to collect and report the Tenant Satisfaction Measures as set out in Tenant Satisfaction Measures: Technical requirements and Tenant Satisfaction Measures: Tenant survey requirements.

Our responsive engagement about the issue included reviewing documents and information provided by Castle Point BC, along with follow up meetings and discussions with council officers. Our judgement is based on all the relevant information we obtained during the responsive engagement process.’

‘We have concluded that there are serious failings in how Castle Point BC is delivering the outcomes of the consumer standards and significant improvement is needed.

“Castle Point BC is engaging constructively with us, and it has taken steps to recruit a senior officer to lead its housing service and carry out a review of the service that includes ensuring it is meeting legal and regulatory requirements. We are engaging with Castle Point BC as it continues to understand and address the issues that led to this situation. We are not proposing to use our enforcement powers at this stage but will keep this under review as Castle Point BC seeks to resolve these issues.’

5.10 The Council has acknowledged the findings of the Regulator and accepted the comments in relation to the failure to meet the deadline for submission of the Tenants’ Satisfaction Survey data for 2023/24. The Tenants’ Satisfaction Survey for 2024/25 is already underway and seeks to bring the Council in line

with the requirements of the Regulator moving forward. We have explained to the Regulator that the Council is undergoing significant organisational reform which will reshape and refocus our governance processes and how we deliver our service and engage with our customers and clients in a transparent and positive way. Best practice and learning gathered through the Local Government Association Corporate Peer Challenge and consultation exercises with our customers will be part of our transformation. As such, the Council is committed to positively engaging with the Regulator with a view to incorporating their findings into its transformation journey.

- 5.11 As it is the role of the Regulator to inspect every social landlord in the country, at some point this would have included the Council. However, in light of the Regulatory Judgement the Regulator is now undertaking a wider inspection of the Council's housing service. As part of this, the Regulator will be coming to the Council on 19 and 20 November 2024 in order to physically inspect the housing service.
- 5.12 The Inspection is designed to test whether the Council is meeting the required standards, and if not, whether the Council is aware and has a robust improvement plan to that demonstrates how the Council can meet the standards. Finally, the Regulator will test whether the Council has the capacity and capability to improve, with the commitment to do so.
- 5.13 In response to the Regulator's requirements, initial data and information about the service has been sent to them. This was reviewed and has enabled the Regulator to identify the specific areas it wishes to focus on its inspection. However, the Regulator can during the Inspection look at any aspect of the service and, in addition, the Council is under a positive duty to highlight to the Regulator, any areas outside of the 'scope' of the Inspection where there are concerns about how the Council meets the standards. This is known as self-referral. Failure to self refer, during an inspection, could lead to the Regulator discovering issues of concern, that the Council is aware of but did not raise, which could significantly affect their judgement on the service. Therefore, before and during the Inspection, the Council is committed to be completely transparent in its dealing with the Regulator.
- 5.14 As part of the preparatory work for the Inspection, officers have been undertaking an assessment of the service against the Consumer Standards. This self-assessment is highlighting where the service does meet the specified standards and where it does not, whether in whole or in part. In addition, the Assistant Director of Housing, Health and Partnerships has been carrying out the Housing, health and Partnerships service review.
- 5.15 This work has identified some critical and significant areas of concern that were self-referred to the Regulator on 5 November 2024.

Data integrity

- 5.16 Our collection, monitoring, escalating and reporting of data relating to housing services is inconsistent and, therefore, not fully fit for purpose. There is no

single IT system and the systems that we do have don't talk to one another. Data is collected by the Council, South Essex Homes (as the planned maintenance provider) and MCP (as the reactive repairs provider) but consolidation and cross checking needs improvement.

- 5.17 This does not necessarily mean that the data does not exist, but without clear sight of the data, we cannot be assured that it is complete or consistent. This means that the quality and integrity of what data we do have is compromised and there is no single version of the truth upon which the Council can place reliance. Irrespective of where responsibility for collecting and maintaining the data, the legal accountability remains with the Council and we have to take ownership of the problem. The risks which arise as a consequence present significant challenges to the effective running of the service within its regulatory and legislative requirements. .
- 5.18 In respect of responsive repairs, tenants contact the repairs contractor (MCP) direct. This creates a risk of the Council not having full sight of when tenants do contact them and how the information and repairs are being recorded.

Steps taken/immediately planned to be taken

- 5.19 We have already taken immediate steps to begin to clarify, codify and quality assure existing data and we will be implementing new data collection procedures, including training of staff and working with Internal Audit to create the assurance framework against which compliance can be measured.
- 5.20 Of particular importance is the work we are doing with our maintenance and response repairs contractors to provide immediate access for Council officers to the property, planned works and repairs data that they hold. This will enable Council officers to undertake the data audit and provide greater transparency and assurance to tenants.
- 5.21 Alongside of this, tenders are out for a new Stock Condition Survey. The last survey was completed in 2018. The Stock Condition Survey should be completed every five years and is vital as it informs the Council annual and longer-term maintenance programme. Once completed (anticipated 12 to 18 months) it will act as a reset for the maintenance programme and a new baseline for data on works undertaken and planned going forward. This reset will rebuild the integrity of the maintenance data.
- 5.22 Furthermore, the Council will bring back in house the first point of contact for responsive repair requests (except out of hours), so that we have oversight of what the requests are and provide assurance that the work is undertaken. Officers will investigate a new online reporting system, as well as a call-in system, which will provide greater sight for officers of out of hours repair requests.

Tenant satisfaction and engagement

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- 5.23 Our failure to adequately commission the TSM survey was the basis of the Regulatory Judgement so we expected that we would find that the Council is deficient in the way in which we engage with our tenants.
- 5.24 Whilst there are processes in place to deal with complaints, they do not yet meet the full requirements of the Consumer Standards and the new requirements introduced by the Housing Ombudsman in April 2024.
- 5.25 Moreover, we do not have an established strategy for communicating with our tenants which creates the necessary feedback loop which enables them to influence and shape the services they receive, an important aspect of our assurance framework. This results in an inconsistent tenant experience which is at odds with the Council's commitment to improving its customer service.
- 5.26 In respect of repairs and planning maintenance, South Essex Homes and MCP collect their own satisfaction data. But there is no external verification (i.e. by the Council) of tenants' satisfaction. As a result, the Council has no direct oversight and too often only becomes aware of poor standards when tenants formally complain.

Steps taken/immediately planned to be taken

- 5.27 We are setting up a focus group of tenants to co-design a new tenant engagement strategy.
- 5.28 As part of that, the Council will reactivate the tenants' newsletters.
- 5.29 The TSM data collection processes have now been incepted and corrected. The survey work for 2024/25 has started and communication pushed out to tenants. The process for collecting surveys will run until 31 March each year and start again in May each year. The data will then be submitted to the Regulator for Social Housing by the end of June each year.
- 5.30 In order to ensure compliance on the TSM survey, the Council is required to secure at least 300 survey returns. Officers will maintain a 'diary' of all activity to promote the survey.
- 5.31 The complaints process has been overhauled and is ready to be brought into line with the corporate complaint processes and the new requirements of the Housing Ombudsman with Stage 2 reviews being conducted by the Chief Executive at this moment in time.
- 5.32 In respect of tenants' satisfaction on repairs and maintenance work, the Council will introduce an internal monitoring system, so that we verify the data. In addition to our contractors, the monitoring of this data will be shared with Members via the Housing Improvement Programme Board.

Health and Safety

- 5.33 The Council has a statutory responsibility for ensuring that its properties meet the relevant health and safety requirements in relation to the "Big 6" (Gas,

Asbestos, Fire, Electrical, Water Hygiene, and Lifts). Compliance is non-negotiable. The deficiencies in our data means that the Council cannot guarantee that all of those requirements have been and continue to be met. This is not to say that homes are inherently unsafe, as in some areas the level of compliance is recorded as at or above targets, but the Council recognises that it needs to do a lot more to ensure robustness of data, including the recording of remedial or periodic works in order to give that full assurance.

- 5.34 The Council last undertook a Housing Stock Condition Survey over five years ago. This means that the surveys are now out of date and the Council cannot rely on that data to provide assurance around the maintenance programme which is based on the needs identified in the survey. This must be immediately addressed.

Steps taken/immediately planned to be taken

- 5.35 Work has already started on addressing the data issue so that the Council can gauge the true level of compliance. All contractors work must meet the relevant regulatory standards and certificates that show this must be produced.
- 5.36 Additional resource has been brought in to provide oversight of compliance with the big six and reconcile data. In addition, a programme of testing compliance has been commissioned through Norse for completion by early 2025.
- 5.37 A housing stock condition survey of our entire stock will completed scheduled for 12 – 18 months. That will bring up to date the Council's full understanding of compliance and set out a short to long-term programme of works. As part of that the most critical works will be prioritised where there is a significant risk. However, the survey will also provide the Council with a clear programme of periodic and planning maintenance. This will provide an early warning system where there is an increased risk of non-compliance.
- 5.38 We are presently designing a communications strategy to ensure tenants are kept updated. This must strike a balance between transparency with residents, managing expectations but also not-frightening residents into thinking that their home is unsafe. Routine maintenance is designed to manage the normal wear and tear on a property. All of the residents should expect the Council to provide assurances that their home is safe and is at or brought up to the decent homes standard and maintained at that level.
- 5.39 Sometimes there are requirements to fix problems in one property, which could apply to other properties. The practice will be that in the case of houses of a similar design and age, or flats or sheltered housing schemes, where a fault is discovered in one property and is a result of wear and tear or not meeting modern standards, wider surveys and testing will take place to ensure that other properties are safe or require repair.

6 Self Referral to the Regulator

- 6.1 On 5 November 2024, as a result of the Council's investigatory work to deliver up to date information to the Regulator the Council formally referred itself to the Regulator in relation to the areas of concern which officers have identified. The self-referral document is set out in **Appendix 2. Housing Improvement Programme**
- 6.2 It is necessary to take immediate action to improve the service. As a result, the Housing Improvement Programme has been developed. The Programme will address all the issues identified by the Regulator in terms of meeting the required consumer standards, but is wider than the scope of the Inspection and is intended to overhaul and modernise the entire service provision.
- 6.3 The Programme will be accompanied by a Service Review, led by the Assistant Director Housing, Health & Partnerships. This will be a major reset point for the way the Council provides its housing services, meets the needs of tenants and manages its stock, including:
- the structure of the housing services within the context of the corporate structure;
 - improved member oversight and governance;
 - officer roles and responsibilities;
 - how the various interactions with tenants and leaseholders are dealt with, linked to the implementation of the new Customer Relationship Management system agreed by Cabinet on 18 September 2024;
 - procurement and contract management;
 - the collection, storing and retrieval for data via a single system or integrated systems;
 - tenant participation, communications and surveys;
 - the Council's housing policies and procedures, including the Tenants' Handbook;
 - the Council's Housing Strategy and approach to its stock;
 - social issues such as safeguarding and anti-social behaviour (aligned with the fresh approach to community safety); and
 - the review of repairs and maintenance.

7 VISION AND STRATEGIC OBJECTIVES FOR THE HOUSING IMPROVEMENT PROGRAMME

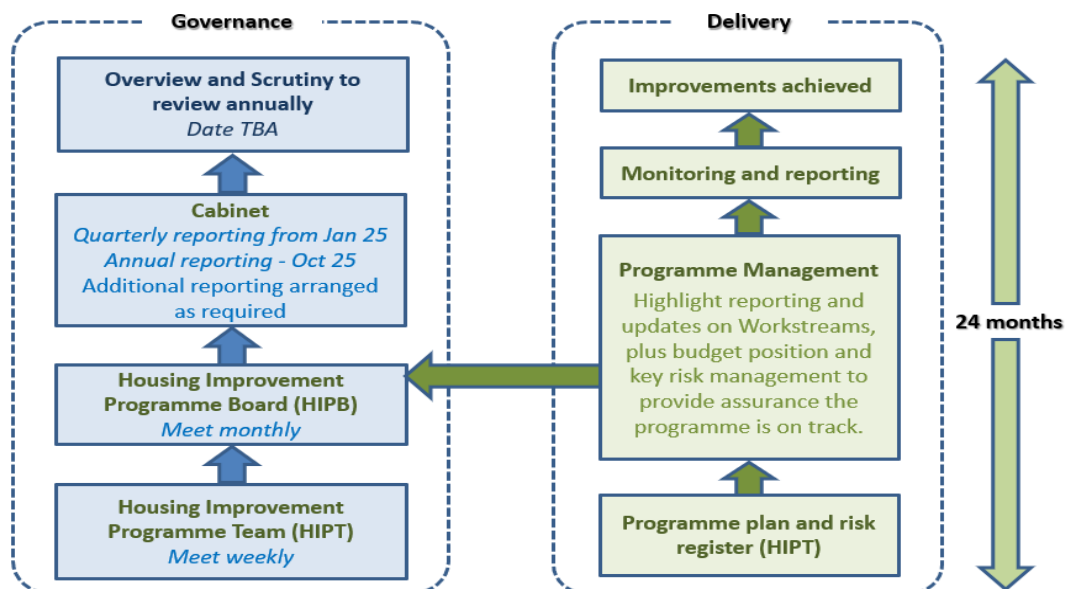
- 7.1 The vision for the Programme is to provide modern and proactive Housing services which puts our tenants at the heart of delivery, ensures tenants have safe and quiet enjoyment of their homes and that their voices are heard, respected and acted upon, and fully meets the Regulator’s consumer standards.
- 7.2 The Council’s tenants are increasingly working in a digital way and expect the Council to do the same. The targeted use of digital technologies to enhance and improve the customer experience is a key component of the Programme. Face-to-face forums and time with tenants to record feedback will also increase tenant participation and how tenants influence the service provided.
- 7.3 The Programme, backed by the Assistant Director’s Service Review, will establish the appropriate target operating model and supporting organisational structure to enable the Council to achieve this vision.
- 7.4 Success of the Programme will be measured against Key Performance Indicators and other Performance Indicators agreed and set as part of the Programme. These measures are designed to not only measure against the Regulator’ consumer standards, but also inform future policy decisions.

8 PROGRAMME GOVERNANCE

- 8.1 Programme governance provides confidence that the Programme is being well managed. When governance is working well, it provides sufficient reporting and control activities to ensure that Members and other stakeholders are kept informed of progress. The Programme governance model is as set out below.

Housing Improvement Programme Process Flowchart

Note: Additional governance meetings to be arranged as required



The Housing Improvement Programme Board (HIPB)

- 8.2 The Housing Improvement Programme Board (HIPB) is a Member-led forum internal to the Programme which “owns” the Programme activity and oversees its delivery to time and to budget. The Board comprises appointed Members and a tenants’ representative(s). The Project Director (Assistant Director for Housing, Health and Partnerships) and the Programme Manager will advise the Board and call in other officers as a when required.
- 8.3 HIPB will receive highlight reports from the Housing Improvement Programme Team (HIPT) as to progress.
- 8.4 HIPB will provide quarterly updates to the Cabinet and oversee an annual report to Overview & Scrutiny Committee.
- 8.5 HIPB will meet monthly with agendas, notes and actions arising published to all members and available for public inspection.
- 8.6 Terms of Reference and the composition of HIPB are set out in **Appendix 3**.
- 8.7 The Board has met in a shadow format to brief Members and officers of the Board and the governance arrangements. This ensures that it can start immediately on the Improvement Plan at its first constituted meeting. A first action will be to appoint the Tenant Representative.

Housing Improvement Programme Team (HIPT)

- 8.8 The Housing Improvement Programme Team (HIPT) is an officer forum internal to the Programme and pulled from various services (including finance and procurement) which manages the delivery of the work underpinning the Programme. Each of the Workstream leads will be members of the HIPT.
- 8.9 HIPT is led by the Programme Director (PD), supported by the Senior Responsible Officer, who is accountable for ensuring the Programme meets its objectives, delivers the projected outcomes, and realises the required benefits. A dedicated Programme Manager (PM) will be responsible for producing and maintaining central core programme documentation, including the programme plan, risk register and benefits tracker.
- 8.10 HIPT meets weekly.
- 8.11 Terms of Reference and the composition of HIPT are set out in **Appendix 4**.

Links to existing formal corporate governance

- 8.12 The Programme and its governance is presented to Cabinet for approval and allocation of a provisional ring-fenced budget to support the Programme.

- 8.13 It is proposed that the detail of the Programme will be quality assured by specialist firm Pennington Choices and the outcomes of that piece of work will be reported to the Housing Improvement Board, so that any changes or recommendations can be reflected in the Programme. This gives Members and the public assurance that the Programme is fit for purpose in achieving its vision and outcomes.

- 8.14 The final report of the Regulator, following the Inspection, is expected in early 2025. The report and its findings will be publicly reported at that time. The Housing Improvement Board will, as a consequence, then further review the Programme, in conjunction with Pennington Choices to ensure that all the issues identified by the Regulator are addressed and captured for action as part of the Programme. The budget for the Programme will also be reviewed so that Members have assurance that the identified works and actions are properly reflected in the Council’s ongoing financial reporting.

- 8.15 The Chair of Overview and Scrutiny Committee has been approached and asked to add the Programme to its workplan, so that it is reviewed once in every municipal year of the Programme’s life. The Programme will also be included on the Internal Audit workplan for FY 2025/26.

- 8.16 Any other formal decision making remains within the auspices of the Council’s Constitution and cannot take effect until it has been approved through the Council’s relevant corporate governance processes.

9 PROGRAMME PLAN

- 9.1 The Programme will comprise of 5 workstreams which will run concurrently. These 5 workstreams are wholly interlinked and the achievement of these represents the success of the Programme. Each workstream will have its own officer lead.

1	Data Integrity and Assurance	Focussing on the collection, quality, use and assurance of housing data.
2	Tenant Engagement and Satisfaction	Focussing on feedback loops, formal measures of satisfaction, dialogue and communication.
3	Health and Safety	Focussing on compliance with the ‘Big 6’ metrics - fire, asbestos, gas, electrical, legionella and lifts, but also tenant safety and safeguarding.
4	Resourcing and Partnerships	Focussing on sufficient resourcing, strong and effective partnering relationships, underpinned by value for money contracts that deliver services to the required standard.
5	Communications	Focussing on effective, timely and transparent communications with tenants, partners, contractors and tenants.

Workstream 1: Data Integrity and Assurance

- 9.2 This workstream will identify on ensuring that the Council collects the right data, that it is quality assured and is used effectively to drive compliance with the Regulator’s Consumer Standards, business decision making, service improvements, performance management and contract management.
- 9.3 At the moment, the Council has a lot of data in different places and in different formats, owned by different partners. There needs to be a comprehensive and joined up approach to data and the Council must ensure that it is arranged in a way which allows officers to interrogate it and report it publicly to Members.
- 9.4 Effective compliance and property management IT systems are required to replace existing legacy systems and address gaps in the Council’s data. Where data is held by contractors – repairs and maintenance for example – a new system will need to link into the contractors’ systems to enable the Council to have clear sight of data for management and monitoring purposes.
- 9.5 New policies and operating procedures are also needed which determine how data is entered, updated and used. Training will need to be provided to the workforce. Terms and conditions for contractual partners will need to be updated and data integration written into any new tender documents.
- 9.6 Internal Audit will play a key role in ensuring data integrity and periodic data audits will need to be part of the Council’s standard approach to quality. Importantly, housing data needs to be considered in the same way as other corporate data. Transparency is key.

Workstream 2: Tenant Engagement and Satisfaction

- 9.7 The Regulator prescribes the tenant satisfaction data that the Council is obliged to collect and report upon. This includes demonstrating that the Council is learning lessons and using tenant feedback to improve services. As it was the Council’s failure to collect this data correctly which led to the Regulatory Judgement, the Council must be able to demonstrate that this cannot happen again.
- 9.8 In addition, the Housing Ombudsman has implemented new statutory guidance which has required the overhaul of the housing complaints process to bring it in line with the corporate complaints process. This requires a new policy, new templates and internal procedures and staff training. This is being implemented through a new Complaints Procedure for the Council which means that, going forward, housing complaints will be dealt with in the same manner as non-housing complaints and meet the new requirements of the Housing Ombudsman.
- 9.9 The Council must strengthen positive engagement with tenants and empower them to play a greater role in shaping Housing services, in ways that will make a difference to them. Fundamental values like respect, listening and

responsiveness need to be demonstrated through evidence of engagement. The Council must be reactive to complaints and pro-active in communication.

Workstream 3: Health and Safety

- 9.10 This Workstream focusses on statutory compliance with the Regulator’s outcomes on the “Big Six” (Gas, Asbestos, Fire, Electrical, Water Hygiene, and Lifts). 100% compliance is the ultimate KPI but there are numerous other performance indicators around commissioning, delivery, quality and performance. This workstream will require significant amounts of procurement activity to commission a comprehensive programme of works and proficient contract management.
- 9.11 There are wider aspects of health and safety which are picked up in the Council’s statutory responsibilities around community safety and safeguarding. Tenant specific aspects of those duties will need to be considered as part of this workstream.
- 9.12 There is an interdependency between this workstream and workstreams 1 and 2 in that the Council’s performance in relation to complaints around repairs and maintenance and compliance are key determinants of success in this workstream.

Workstream 4: Resourcing and Partnerships

- 9.13 The purpose of this Workstream is to focus on the relationship between the Council and its contractors South Essex Homes (planned repairs and maintenance) and MCP (reactive repairs and maintenance) to provide a firmest foundation for delivery of the Programme.
- 9.14 In addition, the Council also needs, when appropriate, to prepare options analysis for how these services are provided as these contracts come to an end and to understand whether re-tendering is the right option compared to other options, such as bringing the service in-house.
- 9.15 This Workstream will also manage resourcing for the Programme in terms of the commissioning referred to in Workstream 3 and also the people resources needed to deliver the Programme.

Workstream 5: Communications

- 9.16 The Council cannot embark on this Programme without investment in communications. There are numerous stakeholders involved in the Programme e.g. tenants, other residents, Members, staff, contractors, the Regulator and press/media. Communications need to be adapted for those particular audiences to ensure that messaging is consistent.
- 9.17 This Workstream will also be responsible for ensuring reporting from the Programme into the Cabinet and the Overview & Scrutiny Committee.

10 TIMELINE FOR DELIVERY

- 10.1 The Programme began on 1 October 2024 and will continue in line with the Programme Plan.
- 10.2 The Programme Plan will set out the interdependencies between the different workstreams and the critical path to success.
- 10.3 The Council must be realistic in its Programme to achieve maximum benefit. The Housing Improvements Programme will need to be fully integrated into the service in a way that minimises disruption to the ongoing services to tenants. The Programme will identify those improvements that are most critical – i.e. compliance and health and safety - whilst at the same time, creating the platform for long-term and sustained improvement across all areas of the service.
- 10.4 Therefore, the Programme will be designed to be implemented and monitored for up to two years. The intention is that the most critical issues for resolution will be addressed within the first 10 months of the Programme.
- 10.5 The Programme will only be stood down when HIPB is satisfied that there is sufficient assurance in the Council's wider assurance framework, to ensure that the outcomes of the Programme have been and will continue to be met.
- 10.6 As part of the review of the Programme, Members will need to decide on how Member oversight of performance and compliance is maintained when the Programme is completed, as well as long-term tenant engagement.

11 OPTIONS

- 11.1 There is no option for the Council to do nothing as that would only perpetuate the status quo and not address the issues or achieve lasting change in service delivery.
- 11.2 The Council may, however, decide to implement change through a different programme approach. This is why it is important that the Programme is quality assured by an external specialist so that appropriate challenge can be brought to bear. The Council must accept that independent scrutiny is its best opportunity to drive real, lasting change and improve outcomes for all of its tenants.
- 11.3 It is for these reasons that the Cabinet is asked to make its decisions following the recommendations set out in paragraph 3 above.

12 RISK IMPLICATIONS

- 12.1 Risks will be managed as part of the Programme and be reported to the Programme Board. A risk register is currently being developed. Risks reported to the Board will be subsequently reported to Cabinet.

13 FINANCIAL IMPLICATIONS

- 13.1 At this point, the Programme requires resources to be able to meet the immediate pressures and to be able to plan the longer term delivery of the Programme. Whilst the longer term delivery will be the subject of a future Cabinet report, it is appropriate at this stage to recruit core team members on a longer term basis.
- 13.2 The immediate resource requirement outlined in paragraph 16.3 will cost an estimated £433,000 for a 12 month period. There is also a requirement for a further £5,000 for external consultancy advice. Therefore the total requirement at this stage is £438,000.
- 13.3 The roles and their grade is shown in the table below. National Insurance and pension contributions will be payable in addition to the salary range shown.

	Grade	Salary Range
Housing Property and Compliance Manager	11	£57,942 - £63,982
Housing Repairs Manager	10	£51,802 - £56,692
Housing Surveyor	8	£41,511 - £45,718
Project Manager	10	£51,802 - £56,692
Project Admin Support	3	£26,409 - £27,711
Housing Management Officer	7	£37,035 - £40,476
Housing Customer Relations Officer	8	£41,511 - £45,718

- 13.4 It is estimated that up to £165,000 is required in the current financial year (depending on how quickly posts can be filled), with the remaining £273,000 falling into 2025/26 financial year.
- 13.5 This can be funded from within the Housing Revenue Account (HRA) at this stage. The longer term position of the HRA can be considered as part of the budget setting process, but at this stage the indications are that there is sufficient headroom to absorb the cost. It is possible to create further headroom if required by reprofiling some debt repayments to a later date.

14 LEGAL IMPLICATIONS

- 14.1 The Housing Improvement Programme is set out to ensure that the Council complies with the duties and obligations under the Social Housing (Regulation) Act 2023. The Act introduced a new, proactive approach to regulating social housing landlords on issues such as safety, transparency, standards, staff conduct, and tenant engagement. It also strengthened the Housing Regulator and the Housing Ombudsman Service powers against those landlords who are failing to meet those standards.
- 14.2 The Act has three core objectives:
1. To facilitate a new, proactive consumer regulation regime.

To achieve this, the Regulator’s statutory objectives will now include safety and transparency and it will have new powers to support this. Significantly, the ‘serious detriment’ test will be removed paving the way for action to be taken by the Regulator in a greater number of cases of breaches of the consumer standards.

2. To refine the existing economic regime;

Whilst the emphasis is on improving consumer regulation, it is clear that this is not to be at the detriment of the economic standards. The Act also seeks to maintain and refine the Regulator’s current economic regulatory role. Ensuring that providers are well governed and financially viable remains a core priority for the Regulator.

3. To strengthen the Regulator of Social Housing’s powers to enforce the consumer and economic regime.

The Act will strengthen the Regulator by giving it new enforcement powers, seeking to ensure it can effectively intervene when required. This is particularly the case in relation to the consumer standards in order to underpin the importance of these.

- 14.3 The Regulator and the Housing Ombudsman both have a role in overseeing the performance of social housing landlords and making sure that landlords treat their tenants fairly. The regulator regulates registered providers in England and the housing ombudsman seeks to resolve complaints from residents about registered providers.
- 14.4 The Act gives power to the Regulation to issue fines which now is not capped and intervene in the Council housing services. It can also issue a judgement against those who have failed with their duties and is published on it website.

15 HUMAN RESOURCES IMPLICATIONS

- 15.1 On an interim basis, the workstream leads will be drawn from existing staff resources, with the exception of the Programme Manager. Currently, an external programme management resource is in place, which is providing support for the Regulator inspection, develop the governance structure and defining the Housing Improvement Programme. The council also have temporary external resources in place focusing on data and compliance.
- 15.2 The staffing resource and accompanying budgets required to deliver the Programme is set out in the table below. The Programme workstream leads may change, but existing posts are being identified for continuity purposes and to ensure full integration on the programme into the continued operation of the service.

Role	New or existing resource
Programme Sponsor	Chief Executive

Senior Responsible Owner (SRO)	Director Place & Communities
Programme Director	Assistant Director Housing, Health & Partnerships
PMO Support	To be recruited
Workstream 1: Data Integrity and Assurance	
Workstream Lead	Corporate Business Manager
Workstream 2: Tenant Engagement and Satisfaction	
Workstream Lead	Housing Development and Finance Manager
Workstream 3: Health & Safety	
Workstream Lead	Existing external resource and transition to a new post
Workstream 4: Resourcing and Partnerships	
Workstream Lead	Assistant Director Housing, Health & Partnerships
Workstream 5: Communications	
Workstream Lead	To be allocated as part of new organisational structure with ECC in interim.

- 15.3 To support this officer structure, work is underway or it is proposed to recruit a Programme Manager (up to two years); Administrative Support (in post); Contract managers for planned maintenance and responsive repairs; a building surveyor; and a tenant liaison officer.

16 EQUALITY AND DIVERSITY IMPLICATIONS

- 16.1 An initial equalities assessment has been undertaken and a full assessment will be undertaken as part of the Housing Improvement Programme. The Housing Improvement Programme will set out what improvements are needed to meet the needs of tenants, across all of the protected characteristics as defined in the Equalities Act 2010. The intention is also to improve tenant participation in decision making, to have greater transparency and to improve access to services.



Ian Butt

Director of Place and Communities

Background Papers:-

None.

For further information please contact Ian Butt or Damien Ghela (Assistant Director for Housing, health and Partnerships) on:-

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Appendix One

Regulatory standards for social landlords April 2024

Safety and Quality Standard

Includes 17 criteria covering:

- Required Outcomes in respect of:
 - Stock Quality
 - Decency
 - Health and Safety
 - Repairs, Maintenance and planned improvements
 - Adaptations
- Specific Expectations in respect of:
 - Stock quality
 - Health and Safety
 - Repairs, maintenance and planned improvements
 - Adaptations

Transparency, Influence and Accountability Standard

Includes 28 criteria covering:

- Required Outcomes in respect of:
 - Fairness and Respect
 - Diverse needs
 - Engagement with tenants
 - Information about landlord services
 - Performance information
 - Complaints
- Specific Expectations in respect of:
 - Diverse needs
 - Engagement with tenants
 - Information about landlord services
 - Performance information
 - Complaints
 - Self-referral

Neighbourhood and Community Standard

Includes 12 criteria covering:

- Required Outcomes in respect of:
 - Safety of shared spaces
 - Local cooperation
 - Anti-social behaviours and hate incidents
 - Domestic abuse

- Specific expectations in respect of:
 - Local cooperation
 - Anti-social behaviour and hate incidents
 - Domestic abuse

Tenancy Standard

Includes 23 criteria covering:

- Required Outcomes in respect of:
 - Allocations and lettings
 - Tenancy Sustainment and evictions
 - Tenure
 - Mutual exchange
- Specific expectations in respect of:
 - Allocations and lettings
 - Tenancy Sustainment and evictions
 - Tenure
 - Mutual exchange

Appendix 2
 Submission of Self-Referral to the Regulator of Social Housing

Date – 05/11/24

Further to our pending inspection, Castle Point Borough Council identified certain concerning trends, which became more apparent with the Regulator’s requests for information. As advised in our Scoping Response of the 25/10/24, the Council’s Housing services suffered a depletion of both staff and senior leaders, around 2020, which affected business as usual services.

In late May 2024, the newly appointed Assistant Director for Health, Housing and Partnerships joined Castle Point Borough Council, with a remit to review and overhaul the Housing Service. Immediately starting a full review of our Housing Services, including scrutinising our data sets in relation to:

- Data availability
- Data Accuracy
- Data Integrity
- Contracts
- Service Agreements
- Quality of work
- Complaints

We began to give specific scrutiny to areas of our data as part of the Regulator scoping request. With better understanding we are now in a position to share our concerns and would like to refer ourselves in relation to the following areas:

- Safety and Quality
- Tenancy
- Neighbourhoods and Community

The table below gives an indication of the concerns identified:

Areas of Concern	Planned resolution
<u>Housing data</u> We have limited access and visibility of our data. We cannot fully validate the data we do have access	Procurement of Asset management systems Renewal of housing management system Rebuilding of electronic filing systems
<u>Lifting Equipment</u> The data is to be reviewed, currently these are monitored, maintained or reviewed by either the Council or its Partners/Contractors.	Procurement of Asset management systems Implement staff training Implement new software to monitor compliance
<u>Water Safety</u> The Council are unable to validate the processes to manage water safety The Council are unable to validate the data in relation to water safety.	Procurement of Asset management systems Implement staff training Implement new software to monitor compliance
<u>Asbestos</u>	Procurement of Asset management systems

Areas of Concern	Planned resolution
<p>Lack of communication and management between the Council and its Contractor has resulted in a neglected register which was last updated in 2022.</p> <p>As such, we do not hold a full and current Asbestos register.</p> <p>We do not have a dedicated resources to conduct annual inspections.</p>	<p>Implement staff training</p> <p>Implement new software to monitor compliance</p> <p>Priority procurement of new supplier under the direct supervision of the Council</p>
<p><u>Fire Safety</u></p> <p>Fire Risk Assessment's are completed by our managing agent.</p> <p>The Council do not get real time oversight of this data</p>	<p>Procurement of Asset management systems</p> <p>Implement staff training</p> <p>Implement new software to monitor compliance</p>
<p><u>Remedial Actions</u></p> <p>The Council does not have full, holistic visibility of our remedial actions across all areas of Repairs and Maintenance including:</p> <p>What remedial actions have been identified</p> <p>How many remedial there are in total</p> <p>If identified, remedial actions have been completed</p>	<p>Procurement of Asset management systems</p> <p>Implement staff training</p> <p>Implement new software to monitor compliance</p>
<p><u>Strategies and Policies</u></p> <p>The Council has limited strategies, policies and working instructions for most of the areas covered under Repairs and Maintenance</p>	<p>Procurement of Asset management systems</p> <p>Implement staff training</p> <p>Implement new software to monitor compliance</p>
<p><u>Damp & Mould</u></p> <p>The Council does not hold a current damp and mould register.</p> <p>Damp and mould concerns are addressed as they are raised.</p>	<p>Procurement of Asset management systems</p> <p>Implement staff training</p> <p>Implement new software to monitor compliance</p>
<p><u>Sheltered Accommodation</u></p> <p>Though there are no immediate concerns that the Council are aware of though there are some areas which need further scrutiny, these include:</p> <p>Building improvements – the Council cannot validate staffing and communal facilities areas being maintained to the correct health and safety standards.</p> <p>Resident data is currently not being transferred centrally to OHMS (Housing Management System).</p> <p>The Council still uses paper based systems to hold tenant data</p>	<p>Procurement of Asset management systems</p> <p>Implement staff training</p> <p>Implement new software to monitor compliance</p>

Areas of Concern	Planned resolution
<p><u>Neighbourhoods and Community</u></p> <p>The Council has systems and processes in place for responding to anti-social behaviour. The exception is Hate incidents which are considered a Policing matter with Housing Officers providing support from a partner standpoint. This requires review.</p>	<p>Review of Hate Incident processes</p> <p>Refresher training for Housing Management Officers</p> <p>Signposting required for residents/tenants</p>
<p><u>Domestic Abuse</u></p> <p>The Council does not have an adopted Domestic Abuse Policy.</p>	<p>A policy has been drafted and is awaiting ratification to implement.</p> <p>Implement Domestic Abuse Policy with Members and Staff</p>
<p><u>Safeguarding</u></p> <p>The Council does not have an updated Safeguarding Policy.</p> <p>While Safeguarding referrals to our partner agencies are made by Officers, this occurs without an underpinning case management systems, policies and processes.</p>	<p>Review of Safeguarding Policy</p> <p>Appoint new designated Safeguarding Officers across key service areas</p> <p>Review corporate training modules</p> <p>Implement Safeguarding Policy with Members and Staff</p>
<p><u>Statement</u></p> <p>For a number of years, the Council have been using a housing management system to record information which has now gone past its use by date. Along with the handover of the management of our repairs, the lack of skilled staff and no sufficient system in house to monitor work. The use of our outdated access database is also due to be retired once a new system has been adopted.</p> <p>Regular updates have not been maintained to the strategies, policies and processes, spanning the Housing directorate.</p> <p>We understand and have identified areas to improve. We are actively in the process of resourcing additional staffing, acquiring new systems, implementing new procedures, implementing stricter controls including contract management and performance.</p> <p>We have implemented a new Housing Improvement Board which will oversee the delivery of the Council's Housing Improvement Plan. This will involve Councillors and Residents in working toward the positive shaping of our Housing Services.</p>	

Programme Governance
Housing Improvement Programme Team

Draft Terms of Reference (v2 October 2024)

1. PURPOSE

- 1.1 The Housing Improvement Programme Team (HIPT) is ultimately responsible for supporting the delivery of all aspects of the Housing Improvement Programme (the 'Programme').

2. RESPONSIBILITIES

- 2.1 Implementing the Programme vision;
- 2.2 Creating the Programme project plan, monitoring and delivering against agreed key milestones and actions;
- 2.3 Ensuring the Programme is sufficiently resourced;
- 2.4 Developing supporting processes, procedures and templates to enable the delivery of the Programme;
- 2.5 Workstream leads to deliver against their key milestones –
- **Data Integrity and Assurance** - collection, quality, use and assurance of housing data
 - **Tenant Engagement and Satisfaction** - feedback loops, formal measures of satisfaction, dialogue and communication
 - **Health and Safety** – 100% compliance with the 'Big 6' metrics - fire, asbestos, gas, electrical, legionella and lifts fire, asbestos, gas, electrical, legionella and lifts, but also wider community safety and safeguarding
 - **Resourcing & Partnerships** – sufficient resourcing, strong and effective partnering relationships, underpinned by value for money contracts that deliver services to the required standard
 - **Communication** – effective, timely and transparent communications with staff, partners, tenants and stakeholders
- 2.6 Mitigation of risks associated with the Programme and those escalated from the Programme Manager (PM);
- 2.7 Agreeing escalated items to the Housing Improvement Programme Board and/or Programme Sponsor/Senior Responsible Officer (SRO – the Chief executive and the Director of Place and Communities respectively); and
- 2.8 Reviewing reports and reporting to the Housing Improvement Programme Board, management and/or Council meetings.

3. CHAIR, SECRETARIAT & MEETING FREQUENCY

- 3.1 Meetings will be chaired by the Programme Director (PD);
- 3.2 Meeting actions will be noted by the PM and circulated within two (2) Working Days of the meeting, with the first day being the day after the meeting (this will be reviewed as the programme progresses);
- 3.3 An agenda will be produced by the PM (in consultation with the PD as required) and circulated to members of the HIPT no later than three (3) Working Days before the scheduled date of the meeting;
- 3.4 Unless HIPT members agree otherwise, meetings will be held weekly and take place in person, (hybrid via video conference as required).

4. REPORTING

- 4.1 The HIPT shall receive agreed reports from the PM, identified by the PD as being appropriate to bring to the PT. This will in general take the form of updates on the master Project Plan;
- 4.2 Monthly Highlight Reporting will come into effect once the Housing Improvement Programme Board has agreed this approach at their first meeting, to detail any exceptions and mitigation and progress of the programme.

5 MEMBERSHIP & EXPECTATIONS OF MEMBERS

- 5.1 The PD shall appoint HIPT Members.
- 5.2 Membership can include contractors and partners who undertake work on behalf of the Council.
- 5.3 Guests may be invited to meetings of the HIPT where relevant on an ad hoc basis and with the prior consent of the PD.
- 5.4 The PD will work with the Finance lead in relation to the Housing Improvement Programme budget.
- 5.5 The Housing Improvement Programme SRO and the AD Finance and Procurement (S151) shall be invited as optional attendees to all HIPT meetings, with the PD providing a regular update to the SRO and AD Finance and Procurement on progress of the programme outside of these meetings as required.

6 QUORACY

- 6.1 Meetings would require at least five of the core HIPT members to be in attendance, to include at least the SRO or PD.

7 REMOVAL OF HIPT MEMBERS

- 7.1 The PD shall be entitled to remove and replace the HIPT members (or any of them) appointed by it. Any removal of a HIPT member shall be effected by notice in writing and shall take effect when served (subject to any contrary intention expressed in the notice);
- 7.2 Notwithstanding any other term of this Agreement, the PD shall forthwith remove a HIPT member (in accordance with paragraph 7.1) where:
 - The HIPT member is convicted of any offence of fraud or dishonesty; or
 - The HIPT member ceases to be employed by the Council; or
 - The HIPT member ceases to be formally engaged or commissioned by the Council
- 7.3 If a member of the HIPT is removed for any of the above reasons, the PD shall appoint the successor to sit on the HIPT as a replacement member of the Programme Team.

8 REVIEW OF TERMS OF REFERENCE

- 8.1 The Terms of Reference for the HIPT shall be reviewed by the PD as and when required.

MEMBERSHIP

Member	Role in Organisation	Role in the Housing Improvement Programme Team
Damien Ghela	Assistant Director for Housing, Health & Partnerships	Chair and Programme Director
Lance Wosko	AD Finance and Procurement (S151)	Programme Finance Lead
Joshua Hunt	Corporate Business Manager	Data Integrity Workstream Lead
David Randerson	Housing Operations Manager	Tenant Engagement Workstream Lead
Chiara Khan	Repairs and Maintenance Head of Service	Safety Workstream Lead
Lauren Quigley	Procurement Manager	Resourcing & Partnerships Workstream
Kate Wilde	Essex County Council	Communications Workstream Lead
Lance Wosko	AD Finance and Procurement	HIPT Core Member
TBC	Programme Manager	HIPT Core Member
Joanna Hopper	HIP Administration Officer	HIPT Core Member

Programme Governance
Housing Improvement Programme Board
Draft Terms of Reference (v3 October 2024)

1. PURPOSE

- 1.1 The Housing Improvement Programme Board (the “Board”) is the forum where elected councillors will be provided with oversight of all aspects of the Housing Improvement Programme (the “Programme”) so that assurance may be provided to the Council through its existing corporate governance routes.
- 1.2 The Housing Improvement Plan will set out how the Council aims to improve the service that it provides to its tenants, homeless and leaseholders within flatted blocks that meet the highest standards as set out in April 2024 by the regulator for Social Housing and meet service improvement objects in respect of:
 - Data integrity
 - Tenant engagement
 - Health and safety
 - Resources and partnerships
 - Communications

2. RESPONSIBILITIES

- 2.1 To provide leadership in the development and implementation of the Housing Improvement Plan;
- 2.2 To advise Cabinet on the delivery of the Improvement Plan and any matters that require Cabinet approval;
- 2.3 Promote, endorse and support the Programme and its objectives;
- 2.4 Communicate information about the Programme to other Members and agreed stakeholders;
- 2.5 Note any programme exceptions, management of key risks, programme budget and progress against key milestones and deliverables;
- 2.6 Provide challenge and oversight to ensure council officers deliver the outcomes of the Programme;
- 2.7 To act as a forum for engagement with partners, the local community and other stakeholders as identified in the Improvement Plan;
- 2.8 Due to the confidential nature of the discussions, all meetings will be held in private attendance and will be by invitation only. A formal note of the meeting will be taken and will be published on the Council’s website;
- 2.9 Review the impact of the Programme through the use of data, showing progress against clear, measurable objectives within the Programme. The Board will receive reports as to the progress of the main workstream outcomes and performance against the Regulator for Social Housing (RSH)’s standards. These will align with the workstreams of the Programme, namely:
 - **Data Integrity and Assurance** - collection, quality, use and assurance of housing data;
 - **Tenant Engagement and Satisfaction** - feedback loops, formal measures of satisfaction, dialogue and communication;

- **Health and Safety** – 100% compliance with the 'Big 6' metrics - fire, asbestos, gas, electrical, legionella and lifts, but also wider tenant community safety and safeguarding;
- **Resourcing & Partnerships** – sufficient resourcing, strong and effective partnering relationships, underpinned by value for money contracts that deliver services to the required standard;
- **Communication** – effective, timely and transparent communications with staff, partners, tenants and stakeholders.

3. EXCLUSIONS

3.1 Although the Housing Improvement Board will receive information on the performance of the operational functions of the Housing service and provide oversight and steer on the improvements required, the Board will not be concerned with day to day individual operational cases associated with:

- Housing Options and allocations.
- Tenancy Management.
- Rents and collections.
- Repairs and maintenance.
- New development.
- Anti-social behaviours and safeguarding cases.

4. CHAIR, SECRETARIAT & MEETING FREQUENCY

- 4.1 Meetings will be chaired by the Programme Member Sponsor – the Portfolio Holder for Health, Wellbeing and Housing, or in their absence an agreed Vice Chair for that meeting;
- 4.2 Notes of meetings will be taken by a nominated Castle Point PA and circulated within five (5) working days of the meeting to all Board members and those attending the relevant meeting(s) as a guest;
- 4.3 An agenda will be produced by the Programme Manager (PM) (in consultation with the SRO and Programme Director) and circulated to all members of the Board no later than five (5) working days before the scheduled date of the meeting;
- 4.4 Unless the Board members otherwise agree, the Board shall meet monthly for twelve months and then, unless otherwise agreed by the Board, after a report on a review of the Board, bi-monthly and take place in person, (hybrid via video conference as required);
- 4.5 Additional meetings may be arranged should there be a need.

5. REPORTING

- 5.1 The Board shall receive reports and/or verbal updates identified by the SRO (prepared in consultation with the PM, Finance and Workstream Leads);
- 5.2 Core reports/verbal updates to focus on detailing any programme exceptions, budget position, progress, highest programme risks and their mitigation.

6. MEMBERSHIP & EXPECTATIONS OF MEMBERS

- 6.1 The Cabinet shall appoint Programme Board Members - see those listed within the Membership table below (Section 9);
- 6.2 Additional members and/or guests may be invited to meetings of the Board on either a regular or ad hoc basis and with the prior consent of the Programme Director and the Chair.
- 6.3 The Membership shall in addition to the Chair, consist of one additional member of the Cabinet and two non-cabinet Councillors.

7. QUORACY

- 7.1 Meetings require at least the following Board members to be in attendance:

- Chair (Programme Member Sponsor) or Vice Chair
- At least two additional Programme Members
- The Programme Director or Programme Manager

7.2 Substitutions are permitted only with the approval of the Programme Member Sponsor and Programme Sponsor

8. REVIEW OF TERMS OF REFERENCE

8.1 These Terms of Reference may be reviewed by the Board at any time but at least annually on the anniversary of the first meeting.

9. MEMBERSHIP

Member	Role in Organisation	Role on Housing Improvement Programme
Cllr Rob Lillis	Portfolio Holder for Housing	Programme Member Sponsor and HIPB Chair
Cllr Dave Blackwell	Leader of the Council	Programme Board Member
Cllr Warren Gibson	Portfolio Holder for Strategic Planning	Programme Board Member
Cllr Kate Knott	The People's Independent Party	Programme Board Member
Cllr Jamie Huntman	The Canvey Independent Party Member	Programme Board Member
Resident's group representative TBC	TBC	Resident Group representative
Core officer advisors to the Board		
Angela Hutchings	Chief Executive	Programme Sponsor
Ian Butt	Director of Place and Communities	Senior Responsible Officer
Damien Ghela	Assistant Director for Housing, Health & Partnerships	Programme Director
Lance Wosko	Assistant Director for Finance and Procurement	S151 officer

Please note that the Programme Manager will be invited to meetings, but only needs to attend when required.