

Title: Housing Services report

Discussion Report

Report summary:

This report brings together an update on Housing and Property service areas performance since the March DMC round. In addition to the performance updates there is also information on the Council's new approach to complaints handling, information about the Ombudsman's Complaints Handling Code and the social housing regulatory framework changes. DMCS are also invited to comment on related proposal to establish a resident's panel which would contribute towards service improvement through in-depth analysis of our complaints and performance.

Recommendation: The DMCs are asked to feedback and make recommendations on the contents of the consolidated report.

Report	Officer contributing	Page
Capital Works update	Susanne Afra	2
Voids improvement programme update	Laura Gillett	10
Housing repairs contact centre	Scot Reid	16
Caretaking performance update	Sharon Calvey	20
Estate Parking – Traffic management orders	Sharon Calvey	30
Grounds maintenance & tree management	Oliver Jones	31
Landlord Services performance update	Angela Spooner	39
CCTV & Responsive Security Patrol	Graeme Dyson	43
Complaints & feedback	Jim Reid	46
Regulatory framework update	Graeme Beedham	50
Creation of a Housing Resident's Panel	Scot Reid	52

CAPITAL WORKS UPDATE

1 Introduction

- 1.1 The Better Homes programme has delivered a number of major projects across the borough recently including the works at Levita, Bourne Estate, Lissenden Gardens and Gamages. The team have also delivered a number of fire safety projects including the large-scale project at Holly Lodge and at various Sheltered housing properties. Mechanical and Electrical projects delivered by the team include the work at the St Silas and Weedington Road Estates and the works to remove temporary boilers at various locations.
- 1.2 Outlined below is an overview of the projects that will be delivered by the Capital Works team along with their status as either; scoping (scope of works being finalised before tender), procurement (in the tender process) or in progress (on site). These have been split by DMC area.

2 Holborn

- 2.1 There are a number of major projects being delivered in the Holborn area which are summarised below.

Tybalds

- 2.2 A large investment programme including works of approx. £6m have commenced with the contractor setting up site in the interim under Blemundsbury. To date the scaffolding has been erected at 3 of the blocks with the roofs to these 3 having been replaced. Work is now commencing on the walkways and façade of the buildings in order to strike the scaffold in the next few months. Once the first 3 blocks works are substantially complete the next 3 will commence. The works will happen in 3 phases:

1. Blemundsbury, Windmill, and Falcon
2. Boswell House, Richbell, and Springwater
3. Chancellors Court, Babington Court, and Devonshire Court

- 2.3 The overall scope involves roof replacement, redecoration of previously decorated areas, Façade repairs, window repairs and replacement to Boswell House and fire safety works.

Bourne Phase 3

- 2.4 Phase 3 will see the 5 remaining Grade II listed blocks on the Estate have new double-glazed windows, communal entrance works, together with repairs to roofs, concrete and stonework, brickwork and communal areas – including redecoration of all previously painted areas. This project will also include the installation of fire doors across the estate. The project is at scoping stage with a view to going to tender later this year.

Derby Lodge

- 2.5 We are reviewing the windows as to the extent of works working closely with planning and heritage to find the right solution for everyone. We will be re-covering the roof and carrying out external repairs to the fabric of the building where

required. Boiler upgrade works have recently been completed to the blocks. The Better Homes Externals, have been tendered and will commence in Summer 2022.

2.6 Projects included in the forward programme are as follows:

Block Address	Estate	Status
Bourne Estate Phase 3	Bourne Estate	Scoping
Derby Lodge	Derby Lodge	Tendered
Tybalds	Tybalds	In progress
2-4 Calthorpe street	2-4 Calthorpe Street	Procurement
Powis House	Powis House	Scoping

3 Camden Town

3.1 Larger schemes reaching site this Summer include the works at Monica Shaw Court and various blocks on the Regents Park Estate.

Monica Shaw Court

3.2 The works proposed are to 1-29, 30-37, 38-47 & 48-75; the works varies from block to block however in general they will all have previously decorated surfaces decorated, fire safety works, repairs to the roof and ease and adjustments to windows and doors.

3.3 Projects included in the forward programme are as follows:

Block Address	Estate	Status
1-45 Wellesley house (cons)	Churchway Estate	Procurement
1-31 Churchway (odd)	Churchway Estate	Procurement
1-32 The Chenies (cons)	Goldington St Estate	Procurement
1-5 Platt street (odd)	Penryn Street Estate 1	Procurement
11-17 Platt street (odd)	Penryn Street Estate 2	Procurement
26-29 Medburn street (cons)	Penryn Street Estate 2	Procurement
2-84 Coopers Lane (even)	Coopers Lane Estate	Procurement
30-37(cons)/48-75 (cons) Monica Shaw Court	Monica Shaw Court	Procurement
1-29 (cons) Monica Shaw Court	Monica Shaw Court	Procurement
38-47(cons) Monica Shaw Court	Monica Shaw Court	Procurement
33 Crowndale Road (flats a-b)	33 Crowndale Road	Procurement
Brockham house 1-17 (cons)/ Rainham	Bayham Place Estate	Procurement
53-86 Munster Square (cons)	Regents Park Estate 1	Procurement
1-67 Troutbeck (cons)	Regents Park Estate 1	Procurement
1-70 The Combe (cons)	Regents Park Estate 1	Procurement
1-60 Mackworth House (cons)	Regents Park Estate 5	Procurement
1-24 Calgarth (cons)	Amphill Square Estate	Procurement
92 Arlington road (flats a-b)	92 Arlington Rd	Procurement
96 Arlington road (flats a-b)	96 Arlington Rd	Procurement

4 Gospel Oak

4.1 There are a number of key projects that are going to be delivered by the team this summer onwards. These include the investment at St Silas and Maitland Park Estates.

St Silas

4.2 The current heating and hot water project is due to complete this Autumn. The Better Homes project being tendered is for Southfleet which will largely comprise of new roofs and walkway coverings. The Better Homes works will commence once the heating and hot water project is complete estimated to be in September 2022. The team are also reviewing if any works are required to other blocks on the estate and once this is confirmed then these blocks will be incorporated into one scheme with Southfleet.

Maitland Park

4.3 Better Homes works including window repairs and renewals and roof repairs will be carried out on selected blocks on the Maitland Park Estate (Maple, Alder, Hornbeam, Rowan and 190-205 Maitland Park Road). These will not commence until after the regeneration works complete in Autumn 2022. We have recently consulted with residents on the scope of the works and will shortly be proceeding to tender.

4.4 Projects included in the forward programme are as follows:

Block Address	Estate	Status
1-160 Southfleet (cons)	St Silas Street Estate 2	Procurement
1-27 Rowan house (cons)	Maitland Park Estate 1	Scoping – tender by June
1-14 Maple house (cons)	Maitland Park Estate 2	Scoping – tender by Summer
190-197 Maitland Park Road (Cons)	Maitland Park Estate 3	Scoping – tender by Summer
198-205 Maitland Park Road (Cons)	Maitland Park Estate 3	Scoping – tender by Summer
1-32 Hornbeam house (cons)	Maitland Park Estate 4	Scoping – tender by Summer
1-43 Alder house (cons)	Maitland Park Estate 4	Scoping – tender by Summer
117-164 Kiln place (cons)	Kiln Place Estate	Tendered going through Leasehold consultation
28 Quadrant grove	28 Quadrant Grove	Procurement

5 Hampstead

5.1 We have projects at the Alexandra and Ainsworth estate including Better Homes works at Stevenson, Greenaway and Edgeworth House, and also the work at Rowley Way to complete the design for the window and heating works – on this we have two pilot flats that will showcase the proposed designs. The pilot flats should be available for residents to visit during the summer months with a view to the project proceeding to tender late summer 2022 and aiming to start on site soon after.

5.2 Projects being mobilised at present include:

Block Address	Estate	Status
1-20 Stevenson House (cons)	Alexandra & Ainsworth Estate	Tendered - leasehold consultation
1-24 Greenaway House (cons)	Alexandra & Ainsworth Estate	Tendered - leasehold consultation
1-36 Edgeworth House (cons)	Alexandra & Ainsworth Estate	Tendered - leasehold consultation
10a-15b Ainsworth Way (Cons)	Alexandra & Ainsworth Estate	Scoping
113-119 Rowley Way	Alexandra & Ainsworth Estate	Scoping
16a-21b Ainsworth Way (Cons)	Alexandra & Ainsworth Estate	Scoping
1a-9b Ainsworth Way (Cons)	Alexandra & Ainsworth Estate	Scoping
23-47 Rowley Way	Alexandra & Ainsworth Estate	Scoping
50- 76 Rowley Way	Alexandra & Ainsworth Estate	Scoping
51-75 Rowley Way	Alexandra & Ainsworth Estate	Scoping
5-48 Rowley Way	Alexandra & Ainsworth Estate	Scoping
78-104 Rowley Way	Alexandra & Ainsworth Estate	Scoping
79-103 Rowley Way	Alexandra & Ainsworth Estate	Scoping
1-30 New Priory Court (cons)	Estate 1-30 New Priory Court	Procurement
23 Gascony Avenue (flats a-c)	Estate 23 Gascony Avenue	Procurement
23 Winchester Road & flats (a-c)	Estate 23 Winchester Road and flats	Procurement

6 Kentish Town

6.1 There are a number of projects being mobilised, some of which have been carried forward from the previous year when a small number of schemes were held back due to Covid.

Kenbrook

6.2 Work has now been completed on the design of the fire safety works which was quite complex. The scheme is proceeding to tender now with a view to works commencing in early Summer.

Lissenden Gardens

6.3 The works at Lissenden Mansions were completed in March 2022. The external works to Clevedon, Parliament Hill Mansions and Chester Court are currently out tender with a view to commencing on site in early Summer.

268 Kentish Town Road

6.4 Heating works have been carried out and we are commissioning work to replace the roof, install new windows and carry out various external works, communal area and general fire safety works.

6.5 Projects included in the forward programme are as follows:

Block Address	Estate	Status
268 Kentish Town Road	Kentish Town Road	Tendered
Clevedon, Parliament and Chester	Lissenden Gardens	Tendered

Kenbrook Phase 2	Kenbrook House	Procurement
242-244 Royal College Street	Royal College Street	Tendered
25 Caversham road (flats a-d)	25 Caversham Road	Procurement
2 Winscombe street	2 Winscombe Street	Procurement
3 Winscombe street (flats a-b)	3 Winscombe Street	Procurement
4 Winscombe street	4 Winscombe Street	Procurement
7 Winscombe street (flats a-b)	7 Winscombe Street	Procurement
14 Winscombe street	14 Winscombe Street	Procurement
15 Winscombe street (flats a-b)	15 Winscombe Street	Procurement
53 Oseney crescent (flats a-d)	53 Oseney Crescent	Procurement
17 Bartholomew road (flats a-d)	17 Bartholomew Road	Procurement
1-95 Camelot house (cons)	1-95 Camelot House	Tendered
15 Doynton street (flats a-b)	15 Doynton Street	Procurement
19 Doynton street (flats a-b)	19 Doynton Street	Procurement
25 Doynton street (flats a-b)	25 Doynton Street	Procurement
33 Doynton street (flats a-b)	33 Doynton Street	Procurement
35 Doynton street (flats a-b)	35 Doynton Street	Procurement
33 Leighton road	33 Leighton Road	Procurement
60 Woodsome road (flats a-b)	60 Woodsome Road	Procurement

7 Retrofitting housing stock and delivering against the aims of the Camden Climate Action Plan

7.1 We are working up the programme and delivery options while learning how other local authorities have delivered similar projects. Demonstrator projects and pilot work consists of the following:

- Retrofit of 27 street properties (two separate grant allocations)
- Deep retrofit of 5-7 Belsize Grove, which comprises 58 homes
- Energy efficiency works at Brookes Court, which comprises 32 homes
- Internal wall insulation to 50 homes with solid walls included as part of the Somers Town Future Neighbourhoods project
- Discussions with “Energiesprong” (meaning “Energy Leap”) on a demonstrator project to carry out deep retrofit of a small block as a prototype project using their technology and repayment model (comfort charge). We are currently engaging with residents on site regarding the proposals.
- Preparing data / property list for next round of external grant funding. The focus will be to target all EPC E & F rated blocks and bring them to a minimum of EPC C rating.

Note: Deep retrofitting is a process where you look at a property’s overall energy efficiency and use a combination of measures to improve it. The aim is to ensure the property is operating in the most efficient way possible, using the least amount of energy.

8 Mechanical and Electrical Programme

8.1 We have a range of projects underway to improve the efficiency and reliability of our communal heating networks. These include:

Maiden Lane

- 8.2 We are currently focussing on identifying low carbon technologies to support the traditional plant. This project is due to proceed to tender this Winter with a start on site early 2023 and the works will benefit the whole estate.

Weedington

- 8.3 This project will focus on the replacement of the total life-expired and failing heating and hot water distribution network pipework plus the heat emitters and controls within the dwellings.

Mayford

- 8.4 The proposal is for the replacement of the radiators, pipework and the hot water systems within the dwellings. This project is due to proceed to tender this Autumn

Holly Lodge

- 8.5 Phase 1 of the works will focus on the immediate requirement to remove the temporary boiler. The proposal is for the replacement of the boiler plant room and sub-plants rooms for a more energy efficient system as it's nearing the end of its useful life

St Silas

- 8.6 The works are currently in progress to renew the central district heating system serving the estate and installing individual boilers in 83 homes. This will provide all the residents with a more efficient heating system. Works are expected to be completed this Autumn

- 8.7 Projects included in the forward programme are as follows:

Block Address	Estate	District	Scope	Status
Mayford	Mayford Estate	Camden Town	District heating	Design stage
Belmont 13-29	Belmont Street	Gospel Oak	District heating plant room upgrade	S20 consultations in progress works due to start Autumn 2022
New Harmood	New Harmood Estate	Gospel Oak	District heating plant room upgrade	S20 consultations in progress works due to start Summer 2022
Southampton Road 22-38	Southampton Road	Gospel Oak	District heating plant room upgrade	S20 consultations in progress works due to start Autumn 2022
St Silas	St Silas Estate	Gospel Oak	District heating	Works on site due to complete Autumn 2022
Weedington	Weedington Estate	Gospel Oak	District heating	On site, surveys in progress to finalise designs
Rowley Way	Alexandra & Ainsworth Estate	Hampstead	District heating and windows	Pilot flats completed for resident viewings May 2022
Spedan Close 1-42	Branch Hill Estate	Hampstead	District heating plant room upgrade	Works due to start Autumn 2022
Sycamore Court 1-32	Kilburn Vale Estate	Hampstead	District heating plant room upgrade	Works completed

Great Ormond Street 9-17	Great Ormond Street	Holborn	District heating plant room upgrade	S20 consultations in progress works due to start Autumn 2022
Maiden Lane	Maiden Lane Estate	Holborn	District heating	Design stage
Tonbridge House 24-74	Tonbridge House	Holborn	District heating plant room upgrade	Works due to start Autumn 2022
Lift packet 7	Cromer and Birkenhead, 13 lifts	Holborn	Lift Refurbishment	Works due to be start Summer 2022
Camden Road (217 - 255)	Camden Road	Kentish Town	District heating plant room upgrade	S20 consultations in progress works due to start Autumn 2022
Holly Lodge	Holly Lodge Estate	Kentish Town	District heating	Works to boiler plant being commissioned
1-23 Elsfield	Elsfield	Kentish Town	Bulk Gas Works	Design stage
Heat Metering phase 3	Multiple Estates	Multiple	Installation of heat meters	Heat meter installs due to start July 2022
Lift packet 6	7 blocks and 13 lifts	Multiple	Lift Refurbishment	Works due to start Summer 2022

9 Fire Safety Programme

9.1 There are a wide range of fire safety projects already on site and in progress. The team have been planning for the next phase of works which includes the development of 16 packages (list available below) of work which are currently being tendered and will be on site Spring onwards. These packages are to address Fire Risk Assessment actions for various properties across the borough and will include work such as installation of fire alarms, signage and fire doors.

A summary of key projects is provided below:

Cromer Estate

Funded works to the three tallest blocks

9.2 Our bid for government funding for the replacement of façades on some of our taller residential buildings through the Building Safety Fund has been successful. The works to the three tallest blocks on the estate are on site and are progressing against the agreed programme.

Next steps for the remaining blocks

9.3 We are looking into other options to replace the façade at the shorter blocks and we will continue to monitor the Government's review of the Building Safety Fund and any changes that may apply to blocks between 11 and 18 meters tall. While we find a solution to replace the façade, we will be carrying out general fire safety works which includes the installation of fire alarms and working with residents to ensure that communal areas and balconies are kept clear.

Boroughwide fire safety work packages

9.4 We have a wide range of projects coming up in 2022/23 and 2023/24 and these are summarised below. We have split the work out into disciplines and property types where we need to have a particular focus, e.g. work to listed buildings.

1	FRA Packet 01 - Individual Fire Detection South.
2	FRA Packet 02 - Individual Fire Detection North
3	FRA Packet 03 - FD30 Flat Entrance Doors South
4	FRA Packet 04 - FD30 Flat Entrance Doors North
5	FRA Packet 05 - Camden Town area FRA
6	FRA Packet 06 - Gospel Oak area FRA Actions
7	FRA Packet 07 - Kentish Town area FRA Actions
8	FRA Packet 08 - Hampstead area FRA Actions
9	FRA Packet 09 - Holborn area FRA Actions
10	FRA Packet 10 - Emergency Lighting Purpose Built Blocks South
11	FRA Packet 11 - Emergency Lighting Purpose Built Blocks North
12	FRA Packet 12 - Bacton Tower
13	FRA Packet 13 - Grade 2 Listed Purpose-Built Blocks
14	FRA Packet 14 - Grade 2 Street Properties
15	FRA Packet 15 - Bin Chutes to be reviewed
16	FRA Packet 16 - Roof Void Compartmentation / Separation to be reviewed

REPORT ENDS

VOIDS IMPROVEMENT PROGRAMME UPDATE

1 Current position on performance

- 1.1 Table A outlines the current void numbers for the borough with a focus on the *Active Void* numbers per district. Currently the Council has a combination of *Active* void properties that are empty and being prepared for immediate occupation as well as *Held* properties that currently cannot be relet with a new secure tenancy. Appendix A outlines each districts ward breakdown. Included is bedroom breakdown data per district as well as the % voids based on district stock amount.

Table A - As at 30 Apr 2022					
Location	Active Voids				Held Properties
	Total	% Stock*	Change v Jan 22 data	No. included Sheltered	Total
London Borough Camden	475	2.11%	Down 0.13%	46	347
Camden Town District	100	0.42%	Up 0.05%	0	171
Gospel Oak District	129	0.61%	Down 0.1%	26	34
Hampstead District	86	0.35%	Down 0.15%	12	112
Holborn District	75	0.38%	Down 0.04%	3	14
Kentish Town District	85	0.48%	Up 0.01%	5	16

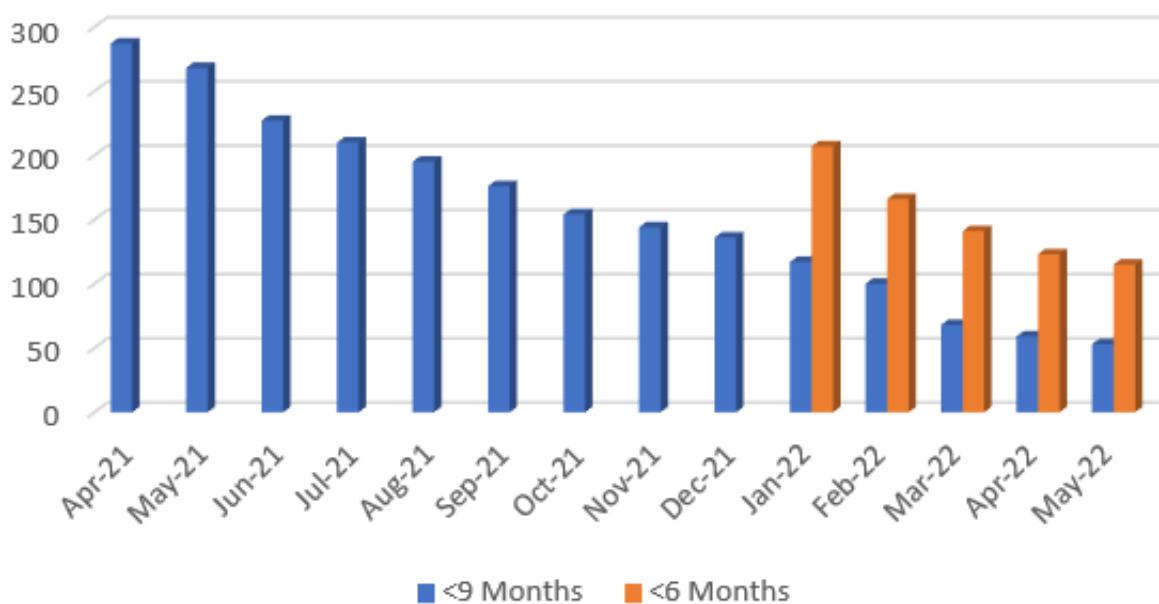
*based on entire Council stock of 22,497 properties not including leaseholders

- 1.2 As at the 30 April 2022 Camden Council have 475 general needs and sheltered active void properties that are in the repairs or letting process to be relet. This is 2.11% of Camden stock. This is a decrease of 22% from 612 active voids to be relet in April 2021.
- 1.3 The overall lettings performance for 2021/22 has seen an increase of over a third (35%) of new tenancies started from the previous year 2020/21. This was known to be a challenging year due to Covid 19 restrictions on housing services and safety implications on the viewing process. However, lettings performance has also improved by 28% from pre Covid performance in 2019/20.
- 1.4 Sheltered specific lettings have increased by over 53% in 2020/21 and 60% 2021/22. Due to challenges in letting sheltered schemes during Covid 19 which saw over 10% (100+ properties) of the sheltered stock void, the matching process was reconsidered temporarily. Improved matching with direct offers has now reduced the number of active sheltered voids. As of 30 April 2022, there were 46 to

be relet, with the number of lettings overtaking the number of new voids. Further work is underway to consider opportunities to permanently change the approach to sheltered lettings to enable this improved performance to continue.

1.5 During 2021/22 a total of 970 new tenancies started. All were either current resident transfers or new Camden tenants who were actively seeking a new home on the Housing Register.

1.6 One important focus for the voids programme during 2021/22 was to reduce the number of active long term void properties over 9 months. We have seen this improve month on month with an 81% reduction since April 21 shown in the graph below in blue.



The new focus for long term voids in 2022/23 is to reduce the amount of active void properties over 6 months, also outlined in the above graph in orange. There has already seen an improvement with a 45% reduction since January 22. Work will continue to further improve this performance with the aim to eliminate long term active properties out of the voids process all together.

All the performance improvements throughout 2021/22 have enabled the financial savings target of £1M in void rental loss to be achieved. The savings target for 2022/23 is an additional £500k in void rental loss by April 2023. To reach this savings target, work continues to further improve the voids process with the ongoing focus on quicker turnaround times. While end to end void times have decreased by 44% in 2021/22 there is still considerable improvement required to reduce to 100 days and below on average.

A pilot to start the lettings process before routine repairs have concluded is under way and seeing immediate success. Using properties with limited repair requirements in the pilot, voids are being let between 50 and 100 days. The aim is to extend the pilot to include properties with more complicated repairs needs. It will be important to monitor how this effects the viewing process for prospective tenants.

Appendix A

Camden Town District Active Void Ward Breakdown

As at 30 Apr 2022					
Location	Active Voids				Held Properties
	Total	% Stock*	Change Jan 22 data	No. included Sheltered	Total
London Borough Camden	475	N/A	N/A	46	347
Camden Town District	100	2.25%	Up 0.11%	0	171
<i>Regents Park Ward</i>	56	1.26%	Up 0.07%	0	77
<i>St Pancras & Somerstown Ward</i>	44	0.99%	Up 0.04%	0	94

*based on Camden Town District stock of 4448 properties not including leaseholders

Hampstead District Active Void Ward Breakdown

As at 30 Apr 2022					
Location	Active Voids				Held Properties
	Total	% Stock*	Change V Jan 22 data	No. included Sheltered	Total
London Borough Camden	475	N/A	N/A	46	347
Hampstead District	86	1.74%	Up 0.12%	12	112
<i>Belsize Ward</i>	7	0.14%	Down 0.12%	0	14

<i>Fortune Green Ward</i>	13	0.26%	Up 0.1%	3	3
<i>Frognal & Fitzjohn Ward</i>	2	0.04%	NA	0	0
<i>Kilburn Ward</i>	44	0.90%	Up 0.08%	7	94
<i>Swiss Cottage Ward</i>	11	0.22%	Up 0.02%	0	0
<i>West Hampstead Ward</i>	9	0.18%	Up 0.04%	2	1

*based on Hampstead District stock of 4901 properties not including leaseholders

Holborn District Active Void Ward Breakdown

As at 30 Apr 2022					
Location	Active Voids				Held Properties
	Total	% Stock*	Change V Jan 22 data	No. included Sheltered	Total
London Borough Camden	475	N/A	N/A	46	347
Holborn District	75	2.22%	Down 0.29%	3	14
<i>Bloomsbury Ward</i>	26	0.77%	Up 0.08%	0	9
<i>Holborn & Covent Garden Ward</i>	24	0.71%	Down 0.21%	0	4
<i>Kings Cross Ward</i>	25	0.74%	Down 0.16%	3	1

*based on Holborn District stock of 3382 properties not including leaseholders

Gospel Oak District Active Void Ward
Breakdown

As at 30 Apr 2022					
Location	Active Voids				Held Properties
	Total	% Stock*	Change V Jan 22 data	No. included Sheltered	Total
London Borough Camden	475	N/A	N/A	46	347
Gospel Oak District	129	2.38%	Down 0.17%	26	34
<i>Camden Town & Primrose Hill Ward</i>	25	0.46%	Up 0.13%	0	2
<i>Gospel Oak Ward</i>	52	0.96%	Down 0.01%	9	11
<i>Haverstock Ward</i>	41	0.76%	Down 0.21%	8	20
<i>Hampstead Town Ward</i>	11	0.20%	Down 0.08%	9	1

*based on Gospel Oak District stock of 5426 properties not including leaseholders

Kentish Town District Active Void
Ward Breakdown

As at 30 Apr 2022					
Location	Active Voids				Held Properties
	Total	% Stock*	Change V Jan 22 data	No. included Sheltered	Total
London Borough Camden	475	N/A	N/A	46	347
Kentish Town District	85	1.96%	Down 0.49%	5	16
<i>Cantelowes Ward</i>	23	0.53%	Down 0.32%	0	6

<i>Highgate Ward</i>	33	0.76%	Up 0.09%	2	7
<i>Kentish Town Ward</i>	29	0.67%	Down 0.26%	3	3

*based on Kentish Town District stock of 4340 properties not including leaseholders

Bedroom size breakdown for Active Voids per district

Location	Active	Studio	1 bed	2 bed	3 bed	4 bed	5 bed	6 bed	7 bed	8 bed
All	475	65	216	118	59	15	0	1	1	0
Camden Town	100	13	37	36	13	1	0	0	0	0
Gospel Oak	129	23	62	27	14	3	0	0	0	0
Hampstead	86	7	47	13	15	4	0	0	0	0
Holborn	75	9	38	22	5	1	0	0	0	0
Kentish Town	85	13	32	20	12	6	0	1	1	0

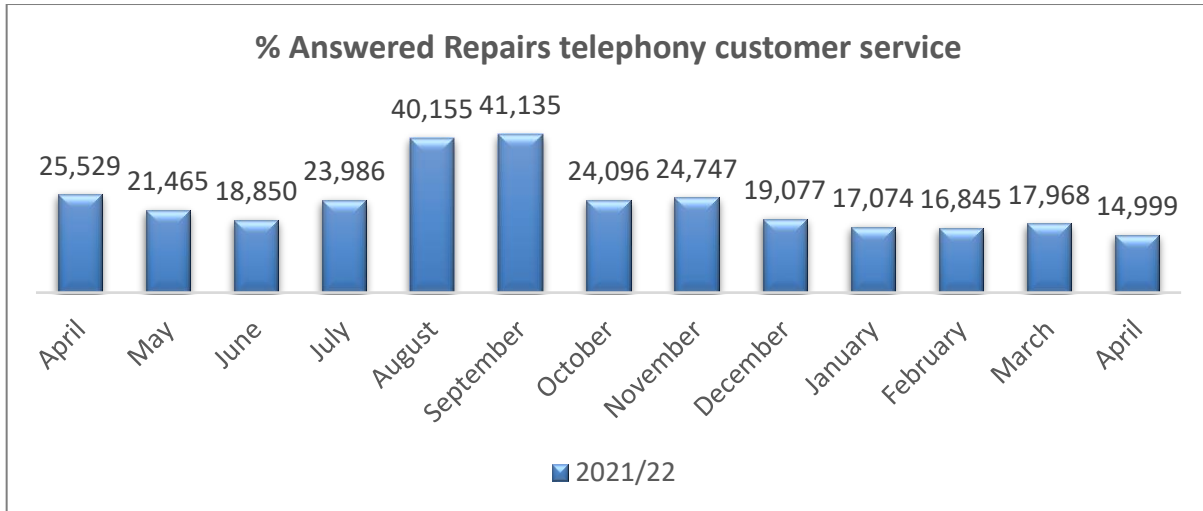
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HOUSING REPAIRS CONTACT CENTRE

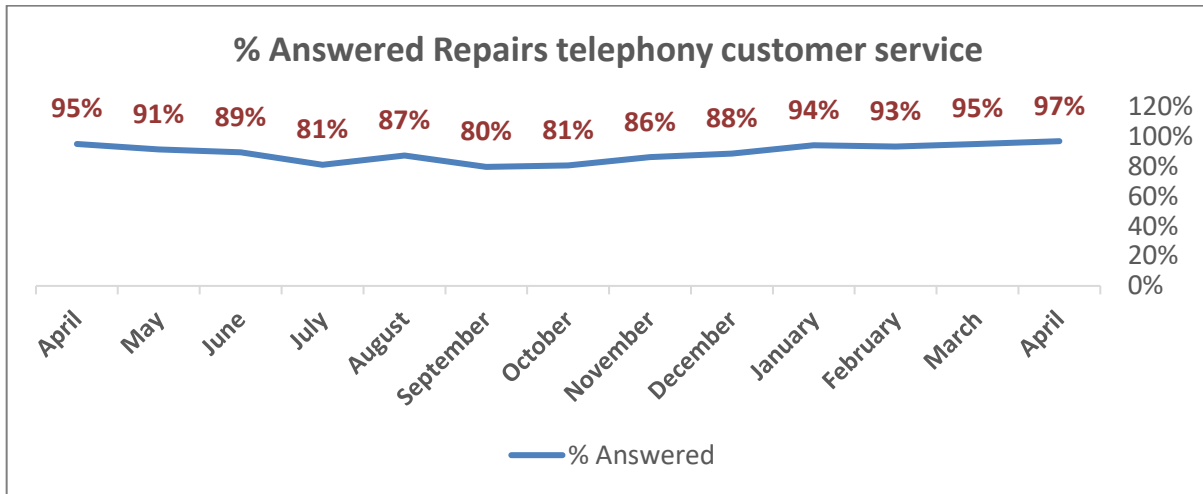
1 Summary

- 1.1 Due to the continued year on year increase in calls presented to the Housing Repairs Contact centre, to meet the winter demand, it was agreed that our call handling team would prioritise calls for emergencies and those residents registered as enhanced. All other callers would be encouraged to go online or use our call-back service.
- 1.2 Over the years, customer feedback for IT-enabled residents has always been for us to offer more online options rather than always having to call us. Unfortunately, we were not meeting this demand. Since October, we have relaunched the webchat feature and added more pictorial functionality on the Camden account repairs feature.
- 1.3 This new way of working has transformed how we interact with our customers by offering those who can go online some choices and a priority call handling service for those with the greatest need.
- 1.4 For online, the webchat feature is one area where customer feedback has been very positive. You can report or request anything repair related using this application. We have witnessed an almost doubling of users every couple of months accessing this service.
- 1.6 As we move into the quieter Spring/Summer period, customer demand is, as expected, reducing. However, due to its popularity we have now expanded the opening times for this service to 8 am – 6 pm Monday to Friday. Additionally, a recent upgrade has meant that residents where English is their second language, can still use this service as we now have a translation service that supports 100 different languages.
- 1.7 The channel shift underway is showing better than expected results with call volumes on average 40%-50% lower than the previous year, calls being answered now back within target and the speed of answer in on average under 2 minutes.
- 1.8 Crucially we are now at a stage where 37% of all new repair reporting is done online. However, we expect this figure to likely plateau at this level now as this would be in line with the average % of online repairs reported across other local authorities.
- 1.9 Of course, we recognise not everyone's individual experience is always positive, but overall, we continue to achieve well over 90% positive customer satisfaction scoring for interaction with a staff member.

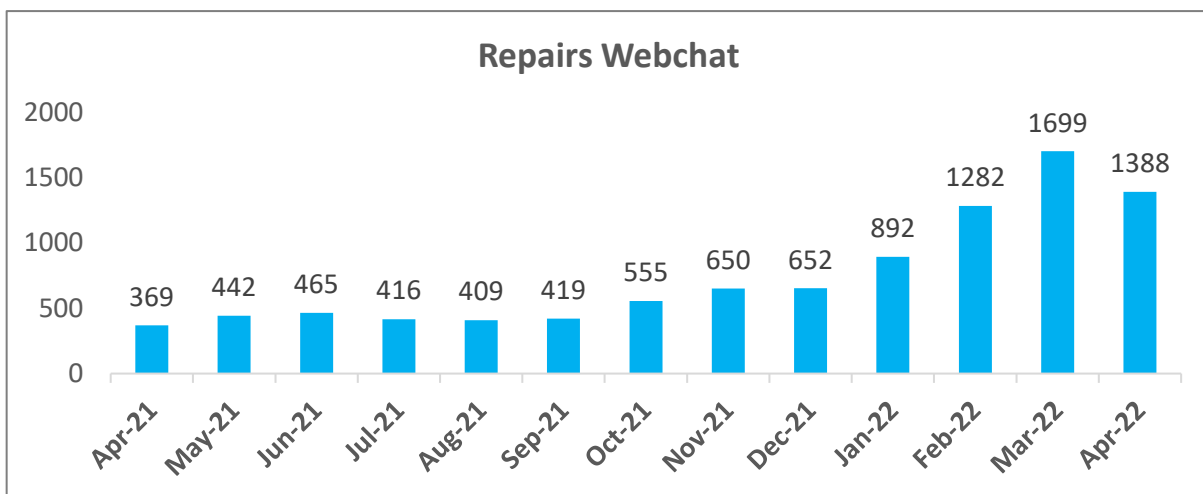
Call volumes



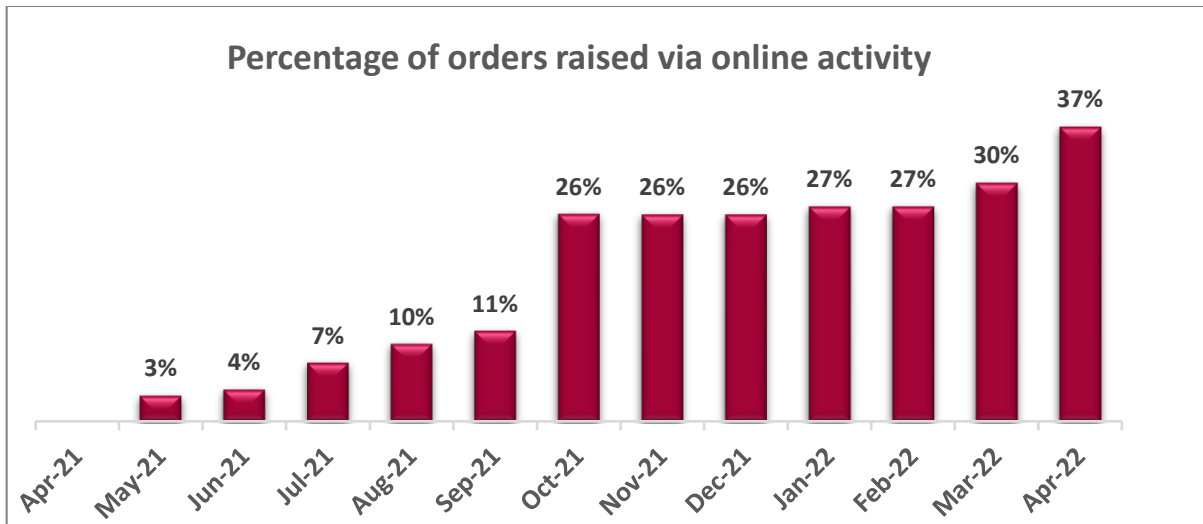
Calls answered (Target 95%)



Webchat activity



All repairs now reported online via webchat and the Camden account



1.10 In June, we will be launching two new services. In the first instance, this will be *Report a repair by text* followed by *Video calling*. Customers will be able to text their requests to us, and we will respond in the same way. As with webchat, this can be done in a different language if preferred. The video calling will allow residents to contact us online and have a virtual face to face conversation with one of the team. This service will be handy when reporting areas such as damp, mould and condensation, and we are looking to see how this service could be used by our deaf residents where a translator can also join the call.

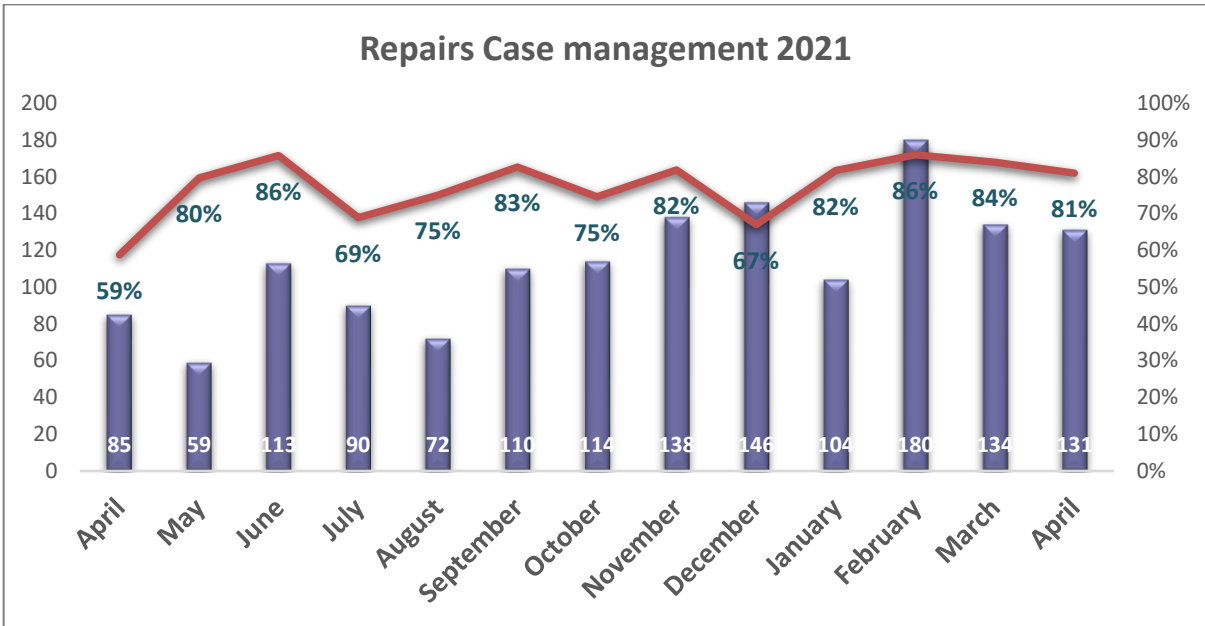
In the past 12 months, we have introduced six new alternative services for customers to contact us in addition to calling us.

2 Case Management

2.1 As expected, the case management team has been very busy over the past three months leading up to the election, with an average of 148 cases received over that period. Despite this, the team could still respond to 84% of cases over that period.

2.2 The main themes here are:

- Follow on works to be completed
- Tenants' responsibilities such as unblocking a sink
- Lack of communication
- Quality of works



REPORT ENDS

CARETAKING PERFORMANCE UPDATE

1. Introduction

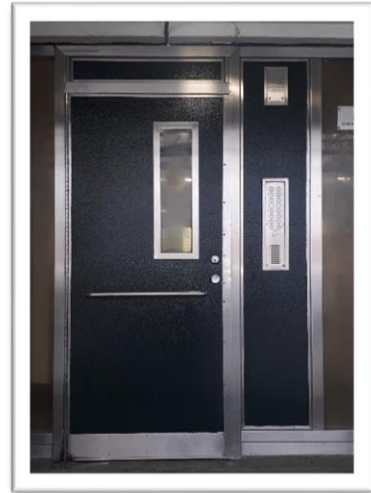
- 1.1. The following is an assessment of performance for the fourth quarter of 2021/22, ending March 2022, for the Estates Management service. Among many other tasks, the core function of the Caretaking service is to deliver quality cleaning and identify safety concerns on our estates. Caretakers also perform a vital safeguarding and social function by looking out for some of Camden's most vulnerable residents as they go about their daily work.
- 1.2. Service performance is measured in three ways: Quality of cleaning is graded monthly (we aim for A and B grades as a marker of success, classifying C and D grades as requiring improvement), and Percentage of inspections carried out (we aim for 100% of inspections completed on a monthly basis). We also closely monitor instances of anti-social behaviour, allowing us to assess those estates which may need additional resource to maintain good grades.
- 1.3. A recently concluded recruitment drive to fill vacant Caretaker roles has been successfully completed, with a number Camden residents applying for roles. We look forward to welcoming our new Caretakers as they join over the coming months. In addition, we have appointed new Principal Caretaker Managers in Gospel Oak and Kentish Town.
- 1.4. Camden Town, Gospel Oak and Kentish Town welcomes new interim Caretaker Managers. These roles will be recruited to permanently in the coming months.

2. Enhanced Service

Working with residents

- 2.1. Managers in the service work closely with TRAs and other resident's groups to identify local needs and meet new challenges on estates.
- 2.2. In quarter 4 our Caretaker Managers and Principal Caretaking Managers have attended meetings and walkabouts in each district area, which have led directly to a better understanding of resident priorities and fostered closer working partnerships.
- 2.3. If you would like to invite your local manager to a meeting, or arrange a walkabout on your estate, you can find your local Caretaker Manager's contact details on the cleaning schedule posted in the foyer of your building.
- 2.4. Examples include:
 - Our local manager on Forge and Mutton Estate has been working with residents to form a new TRA. We will continue to speak with residents to ensure we deliver on their priorities over the coming months.

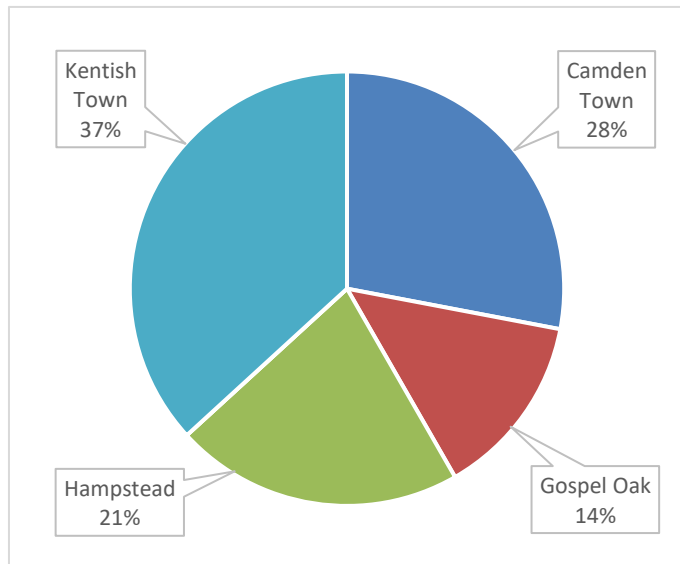
- The newly formed TRA at College Place has contacted their local manager to arrange for some spring uplifts, including jetting of paths and painting benches in the area.
- Residents at Ennerdale met with local and area managers to discuss cleaning. Together it was identified that refreshing the paintwork on front and rear doors would have an immediate positive impact; our caretakers have recently completed this work to great effect (see right).
- Following a multi-service walkabout with the TRA at Ingestre estate, a new kissing gate has been installed between Wardlow and Fletcher Court to discourage the riding of mopeds and bicycles at high speed in the area. Additional improvements include adding railings to low walls, further discouraging antisocial behaviour.
- To aid in preparations for the Jubilee celebrations local managers and the CSR team have been working with the TRA at Ingestre estate. Works to jet paved areas are complete, with brick tree surrounds due to be painted ahead of the festivities.
- Clarence Way estate is now receiving a full Camden Caretaking service after a number of years operating as a TMO; and residents have commented positively on the work carried out by their new Camden caretaker. Colleagues in Grounds Maintenance have repaired and reopened the estate play area and new waste chutes are planned for Torbay Court.
- At a meeting with the Chair of Leighton Crescent TRA we have discussed a number of improvement options for the bin areas following a successful funding bid to the DMC.



Caretaking Support and Response team

- 2.5. The Caretaking Support and Response team (CSR) is a mobile service that is tasked with delivering enhanced cleaning and project work to estates. Where an estate has suffered unusually high anti-social behaviour, beyond the capacity of the local caretaking team to absorb into their daily work, this team provides much needed additional resource to bring the estate back to standard. The flexibility of this team has proven highly valuable in recent months.
- 2.6. When not responding to emergent safety or anti-social behaviour issues, the team works to a schedule of improvement and project work, performing tasks considered too large for individual Caretakers to tackle without affecting their regular duties.

Deep cleans, painting, and power-jetting are just some of the projects the Support and Response team undertakes, with the chart to the right indicating the time spent in each district over the fourth quarter of 2021/22 (January to March).



2.7. Caretaker Managers identify and request project support, which is then added to the teams rolling work schedule. Before project work starts the team leader contacts the local TRA Chair to identify any other priorities that can be included alongside the planned works.

2.8. Where in quarter 3 the teams focus was Camden Town, Hampstead, Holborn and Kentish Town, Q4 has seen a return to Gospel Oak and the beginning of a series of programmed works in this area. Examples of the work carried out are contained in Appendix 1.

2.9. This service is a huge asset to the Caretaking Service and is currently starting its summer works programme with 45 separate projects completed in the fourth quarter.

Estate cleaning

2.10. The working day of our Caretakers prioritises health and fire safety checks in the morning, cleaning throughout the day, and estate cleaning (external areas) in the afternoon. In this way, Caretakers can monitor and respond to the needs of individual estates as they arise.

2.11. Three times a year, independent inspectors, Keep Britain Tidy (KBT), report the number and type of issue it has observed during a series of random sample inspections across the borough. While these sample inspections do not assess the whole borough, they do indicate performance as a whole.

2.12. The below table shows KBT’s most recent sample inspections and compares against previous period.

Survey period	Litter	Detritus	Flyposting	Graffiti	Fly Tipping
Current samples (2021/22)	2.22%	4.44%	0.00%	2.22%	3.33%
Previous samples (2021/22)	8.88%	3.33%	1.11%	2.22%	3.33%

2.13. Estate cleaning is performing well and has seen significant improvement in Litter and Flyposting; Graffiti and Fly tipping remain at previous levels while instances of observed Detritus have increased slightly.

Management of waste and recycling and fly tipping

- 2.14. Working with our partners, Veolia and Environment Services, to manage waste and recycling on estates is another core function of the Caretaking service. Work has continued to monitor and improve the way waste and recycling collection services are delivered to estates.
- 2.15. As highlighted by the latest KBT report, the new processes we have implemented have resulted in considerably improved grades for this performance indicator on housing estates.
- 2.16. We are continuing to reconfigure estate waste capacities across the whole borough. When complete (estimated autumn 2022), this work will result in improved collection performance for all estate residents.

3. Performance

Cleaning

- 3.1. Caretakers keep your buildings and estates clean and safe. Each month local Caretaker Managers perform inspections to ensure standards are being maintained. Results are graded on a scale from A to D (A is very good, B is satisfactory, C additional focus needed, D requires improvement).
- 3.2. These checks also monitor health and fire safety issues, a key activity to ensure residents are kept safe, often requiring prompt action to keep communal areas free and clear of potential hazards.

Q4 (Jan – Mar 2021/22)	A	B	C	D
Borough	13.8%	83.7%	2.4%	0.0%
Camden Town	6.6%	92.2%	1.2%	0.0%
Gospel Oak	10.5%	78.4%	11.0%	0.0%
Hampstead	56.5%	43.3%	0.2%	0.0%
Holborn	10.7%	87.7%	1.5%	0.0%
Kentish Town	0.0%	98.8%	1.1%	0.0%

- 3.3. Caretakers consistently strive to achieve the highest standard of cleaning possible in each of our blocks. Heavy footfall, antisocial behaviour, and some environmental issues such as neighbouring construction works, the type and condition of flooring and decoration can all influence the grading achieved at point of inspection. Low grades are prioritised for inclusion on the Caretaking Support and Response team's work plan. Quarter 4 has seen improvements in many areas, with zero grade D's being applied in this period.
- 3.4. As part of their daily health and fire safety inspections, Caretakers identify and raise requests for urgent communal repairs, such as lighting and lifts. Other repairs can include issues affecting drainage, damaged paving etc. Caretakers play an important role by reporting these issues as soon as they arise.
- 3.5. Managers in the service regularly assess the evolving needs of individual blocks and estates to ensure that standards are maintained and our stated cleaning and safety commitments are achieved.

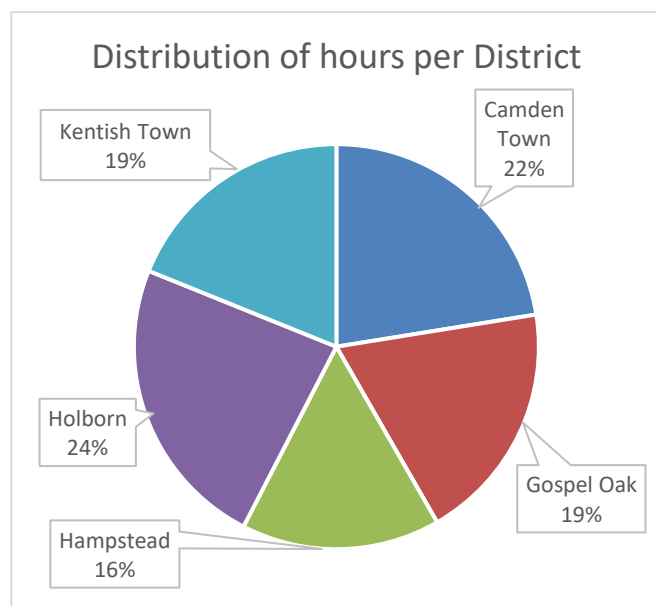
- 3.6. In cases where Caretakers are absent, colleagues within their team will provide cover for caretaking functions. This means a number of Caretakers will work collaboratively so ensure all our estates receive a consistent service.

Out of hours service

- 3.7. A much-valued counterpart to the Caretaking service, the Out of Hours service extends the availability of Caretakers to respond to urgent safety issues, providing emergency cover. This service operates without interruption throughout the year responding to emergencies to support residents in their homes. You do not need to have a resident caretaker in your block as resident staff work in teams across the whole borough.
- 3.8. Each month Caretakers attend between 15 and 25 incidents on average. Examples include, flooding, emergency household evacuations during for e.g. floods or fire, clearing up of dangerous chemical spills, dealing with water penetration, cleaning up human waste found in lifts, distributing bottled water to residents during water supply failure.
- 3.9. If you think you need the service out of hours call Contact Camden on 0207 974 4444 who will assign the appropriate response. This could include Caretakers being asked to attend. The out of hours Caretaking service operates from 17.00 to 23.00 on weekdays and 08.00 until 23.00 at weekends, providing cover to the whole borough.

Window Cleaning

- 3.10. Our dedicated team of full-time window cleaners are responsible for cleaning the communal windows of our buildings both inside and out. They are currently working to a schedule of two weeks in each district area before moving to the next. Every ten weeks this cycle starts again, and Caretaker Managers advise on which blocks should be prioritised for each period.



- 3.11. In the fourth quarter, the team achieved 106 individual window cleaning operations, with the chart above indicating the time spent in each district over the fourth quarter of 2021/22 (January to March).
- 3.12. With over 600 buildings on the schedule, the window cleaning team remains on track to achieve its target of up to two cleans of each block per year.

Meter Reading

- 3.13. We know how important it is for our residents to have access to their electrical meter readings in order to manage energy consumption effectively and finance budgeting. For many residents this information is difficult to obtain, as meters are often located in electrical intake cupboards, where access is restricted for safety reasons and limited to qualified staff and utility company personnel only.

- 3.14. Our Meter Reading service will access these restricted areas on request and provide meter data to residents. They will also work with residents and their utility providers to relocate prepayment energy meters inside homes, helping to address fuel poverty.
- 3.15. Each week this team conducts around 50 readings, assists with five smart meter installations and provides access for top-up meters, meter resets and access for other electrical works. Importantly whilst carrying out these duties the team checks for hazards in these secure and infrequently used locations.
- 3.16. Recent uncertainty in the energy market has seen an increase in demand for this service. We are monitoring service demand to ensure we can continue to support residents and help to prevent fuel poverty.
- 3.17. Requests for meter readings, and help with relocating utility meters can be requested by emailing the team directly at: meterreading@camden.gov.uk

REPORT ENDS

Caretaking Appendix 1 – Support and Response team

Before	Location	After
	Gilden Crescent	
	Croftdown Road	
	Croftdown Road	



Maiden Lane



West End Sidings



Other projects completed by Caretaking Support and Response team

Location	Description
1-44 ENGLEFIELD (CONS)	Painting uplift of caretaker supervisor office
ROWLEY WAY: 113-119 (C-K) (CONS)	Pressure washing of external stairs leading to main concourse
1-90 TEMPLAR HOUSE (CONS)	Remove moss from balcony area above sheds
91-112 TEMPLAR HOUSE (CONS)	Pressure wash external area near steps / slope & crazy paving
45 COOPERS LANE	Painting uplift of caretaker facilities
1-24 GREENAWAY HOUSE (CONS)	Pressure washing of Eurobins
1-36 EDGEWORTH HOUSE (CONS)	Pressure washing of Eurobins
1-20 STEVENSON HOUSE (CONS)	Pressure washing of Eurobins
1-10 LINNELL HOUSE (CONS)	Pressure washing of Eurobins
1-60 BESANT HOUSE (CONS)	Pressure washing of Eurobins

1-20 AINSWORTH HOUSE (CONS)	Pressure washing of Eurobins
1-10 FIELDING HOUSE (CONS)	Pressure washing of Eurobins
133-142 BRASSEY RD (CONS)	Pressure washing of external seating area covered in moss / dirt
15-64 SIDNEY BOYD COURT (CONS)	Pressure washing of external courtyard next to TRA room
1-161 TAPLOW (CONS)	Repointing the brick path leading to Adelaide Road
1-160 SOUTHFLEET (CONS)	Painting of wooden & metal doors of communal stairwell
BROCKHAM HOUSE 1-17 (CONS)/RAINHAM HOUSE	Painting uplift of caretaker facilities
1-18 HANCOCK NUNN HOUSE (CONS)	Pressure washing of top floor concrete balcony & main entrance
1-161 TAPLOW (CONS)	Following training that day, team removed litter / debris from pigeon spike area & entrance canopy
1-30 REMSTED HOUSE (CONS)	Request to remove resin / pastel paint from brickwork on 2nd floor
6-61 GILDEN CRESCENT (CONS)	Deep clean of all internal areas to five blocks along with external pressure washing of brickwork/ entrances & pathways
9-16 LANGBOURNE MANSIONS	Deep clean
17-24 LANGBOURNE MANSIONS	Deep clean
INGESTRE ROAD ESTATE	External hard sweep & pressure washing of areas identified by TRA.
1-62 KENNISTOUN HOUSE (CONS)	Pressure washing of rear courtyard
1-72 LONG MEADOW (CONS)	Painting of fire gates to red / white x 4
76 (A-H) ST ALBANS ROAD	Pressure washing of rear courtyard connected to block 74
BRAY HOUSE	Assist caretaker with oil spill on ramp, following accident
CARROL & SANDERSON CLOSE ESTATE - Car Park	Remove oil spill in car park of Sanderson Close - TRA request
74 (A-H) ST ALBANS ROAD	Pressure washing of rear courtyard connected to block 76
1-8 ABINGDON CLOSE (CONS)	Painting of fire gates to red / white x 1
47-50 ABINGDON CLOSE (CONS)	Painting of fire gates to red / white x 1

104-170 & 220-234 MAIDEN LANE (EVEN)	Painting of fire gates to red / white x 1
172-202 & 236-244 MAIDEN LANE (EVEN)	Painting of fire gates to red / white x 1
55 (A-H) & 57 (A-H) CHESTER ROAD	Pressure washing of rear courtyard path running from 118-128 Croftdown
126 (A-H) & 128 (A-H) CROFTDOWN ROAD	Pressure washing of rear courtyard path running from 118-128 Croftdown
124 (A-H) CROFTDOWN ROAD	Pressure washing of rear courtyard path running from 118-128 Croftdown & extra section at the front
122 (A-H) CROFTDOWN ROAD	Pressure washing of rear courtyard path running from 118-128 Croftdown
120 (A-H) CROFTDOWN ROAD	Pressure washing of rear courtyard path running from 118-128 Croftdown
118 (A-H) CROFTDOWN ROAD	Pressure washing of rear courtyard path running from 118-128 Croftdown
56-154 ST PAULS CRESCENT (EVEN)	Key cutting exercise for new lock fitted to main door of 102a St Pauls Crescent office

Estate Parking - Traffic Management Orders

1. Update

- 1.1. It is noted that the DMCs would like an update on progress of this project as a standing item at future meetings. At this stage and further to the report circulated to DMCs in the spring, work continues to advance this project. At this time there is no significant update to report, however we anticipate being able to report back more detail at the September DMC round.

REPORT ENDS

GROUNDS MAINTENANCE AND TREE MANAGEMENT

1 Summary

- 1.1 This report sets out the scope of the works delivered by the Green Spaces service on housing areas, providing recent example of work and performance information.
- 1.2 There are over 300 green spaces and 28,000 trees in Camden which are predominantly located across parks and housing estates, other sites include; corporate property, education sites, verges and temporary accommodation which are all maintained to the same standards. The role the Green Spaces service undertakes across Housing sites was set out in the March 2021 report. The below sets out an update to that report.

2 Grounds Maintenance

Enquires should be raised by:

- Emailing the team directly using GroundsMaintenance@camden.gov.uk
- Telephoning 020 7974 4444 (Contact Camden)

Routine and ad-hoc grounds maintenance

- 2.1 Camden's Grounds Maintenance Monitoring Officers (GMMOs) regularly inspect and respond to enquiries from residents to ensure the quality of the works and that all green spaces are maintained in line with the contracted specification.
- 2.2 Where underperformance is found, the Council can raise a rectification and default with our contractor, these include a penalty to our contractor which is recirculated into improvements.

	Non-Rectifiable Default	Stage 2 Rectification
2019/20	14	207
2020/21	21	143
2021/22	36 (All Play)	197 (183 – GM / 14 – Play)
2022/23 – To Date	0	19

Note – the data for 2021/22 has been updated in this report to include the NRDs and Rectifications that were issued following the Annual Inspections and 100% playground cleaning monitoring that were raised in March 2022.

- 2.3 Last year we experienced extreme weather patterns, which resulted in an increase in the speed in which grass and other vegetation would usually grow, creating a more challenging environment for our grounds maintenance staff. The team have continued to work hard throughout this difficult period to ensure our green spaces are managed to contract specification and safe and clean for the public to use. We are predicting that in line with the changing climate and experienced non-seasonal growth and drought will have an impact on our green spaces and management of them on the coming year also.

Improving the quality of green spaces

- 2.4 It is important to highlight that Camden’s Green spaces deliver many positive outcomes. This includes increasing biodiversity, addressing social isolation, tackling health through improving access to nature.
- 2.5 Recent examples of work undertaken across housing and sheltered housing include:

Bulb planting – All DHOs – Bulb planting across housing estate green spaces



Holly Lodge Estate



St Silas Estate 1



Abingdon Close



Ludham & Waxham



Coopers Lane

Hastings House, Holborn DHO – Planter Improvements



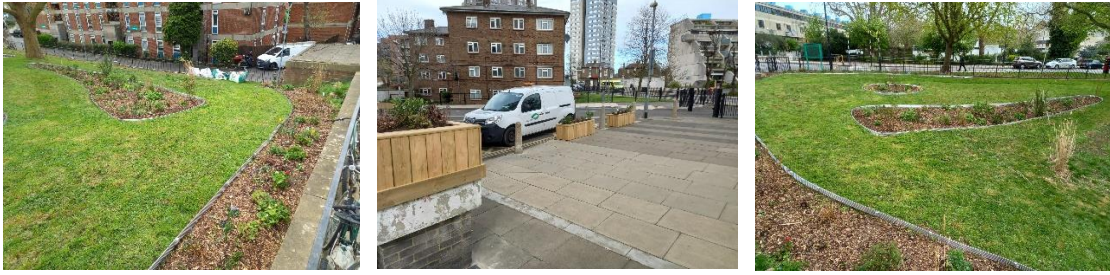
Bassett Street, Gospel Oak DHO - DMC funded scheme, planting recently completed



Amphill Estate, Camden Town DHO - Ivy Removal



Mary Green, Hampstead DHO - Garden improvements & Planter installation



West End Sidings Estate, Hampstead DHO - Brassey Road Ivy Removal



St Silas Estate, Gospel Oak DHO - Planter repair works for community managed planters



Sheltered Housing Bulb planting



3 Delivering safe and accessible playgrounds across housing

- 3.1 97% of play areas with Camden maintained sites on housing estates are open for play.
- 3.2 Green Space Operations currently inspect 177 play areas (play and sports) across 101 Camden housing estates, of these 4 play areas over 4 estates are currently TMO maintained and 173 are maintained by Green Space Operations and our term contractor Idverde. Engagement with TRAs and residents is currently in progress to replace play assets on 3 Camden maintained sites. One TMO maintained site is currently closed due to major improvement works. One MUGA is currently closed at the request of the TRA and we are working with residents to consider alternative uses as well consideration of control measures to enable the MUGAs to be reopened for use.
- 3.3 The team also manages a further 33 play areas across 66 park sites.

During February and March 2022 100% monitoring of play areas across the borough was undertaken to check cleanliness by Camden staff. Rectifications were issued for 11 play areas which were deemed to be below the expected standard.

- 3.4 The Clarence Way TMO housing sites were returned to Green Space for maintenance on the 1st March 2022. All the play areas have been cleaned and essential repairs have been carried out at the large Candida play area at Clarence Way to enable it to be reopened following several months of closure.



Candida Play Area after cleaning



New rope bridge on the multiplay



Crazy Golf cleaning



4 Tree Management

Enquires should be raised by:

- Emailing the team, managed by Contact Camden, using treesection@camden.gov.uk
- Telephoning 020 7974 4444 (Contact Camden)

Tree emergencies, such as fallen trees or branches, should be called through to the Contact Camden on 020 7974 4444 (24 hours)

- 4.1 Trees on housing sites are managed in line with the [Council's Tree Policy](#) and are subject to the programmed 3-year health and safety inspection regime where work orders are raised and works undertaken.
- 4.2 The Tree Section, formed of highly trained tree officers, are responsible for inspections and contract monitoring of our contractor, City Suburban Tree 4.3

Surgeons. Together we provide 24 hrs emergency response, 365 days a year for tree emergencies.

Housing Tree enquiries

- 4.3 We are experiencing a very high number of enquiries at present and are seeing some longer than normal response times. We are also currently struggling to recruit to a full complement of staff due to shortage of suitably qualified staff in the sector.

Type	Enquiries Received (Apr 2021-March 2022)	Enquiries closed (Apr 2021-March 2022)
Housing Communal	427	415
Street Property	157	204
Total	584	619

Housing work completed

Type	Apr 2021 – March 2022
Housing Communal	5,693
Street Property	367
Total	6,060

N.B. The Council uses a live database, comparable figures from 2021/22 will be provided in the next report.

- 4.4 In response to an updated risk assessment, the service has resumed entering residents' homes for access to trees so they can be inspected and works resume.
- 4.5 The Tree Section are also responsible for planting. The 2021-22 planting season has now finished and a total of 52 were planted in housing areas, last season a total of 103 trees were planting on housing communal areas.
- 4.6 In addition to the trees planted by the Council, Camden Forest have recently planted 20 trees across 2 estates – Peckwater and Goldington estates - as part of their Communi-tree project. With funding from the Koko Foundation, the trees will be watered and looked after by two young foresters. More information at <https://camdenforest2025.wordpress.com/communi-trees/>
- 4.7 Trees planted in urban areas have a hard beginning to their life, we welcome your help in helping these new trees establish in their new homes by supporting our watering of them for the first 3 years. A map of new trees and a video on how you can supplement the Council's watering can be found at: <https://www.camden.gov.uk/trees#taiz>

Housing Tree Inspections

- The programme of 3 yearly health & safety inspections and maintenance for 2022/23 on Housing estates covers the following wards:
- Bloomsbury

- Camden Square
- Camden Town
- Holborn & Covent Garden
- Kings Cross
- Primrose Hill
- Regents Park
- St. Pancras
- N.B. these are the pre-2022 ward boundaries.

4.8 A map of works raised is available at: www.camden.gov.uk/trees

4.9 A map of individual trees managed by the Council (and details of inspection dates, work, species etc) can be found at www.camden.gov.uk/trees there is also a link to general information about tree population managed by Camden Council at <https://opendata.camden.gov.uk/stories/s/Camden-Tree-Statistics/ad58-u6q7/>

REPORT ENDS

LANDLORD SERVICES PERFORMANCE UPDATE

1 Supporting tenants with debts

1.1 The chart below summarises the rent position for 2021/22. Unfortunately, the arrears increased significantly over the last year. As DMC members know the Government's additional support via the furlough scheme and universal credit ended in September 2021. In addition, tenants have had to contend with cost of living and fuel costs increases.

	4 April 21	11 July 21	17 Oct 2021	9 Jan 2022	4 Apr 2022
Rent arrears	£10,387,511	£10,686,468	£11,245,442	£11,878,619	£12,346,862
%Collection rate	98.10	99.53	98.44	98.02	97.92
Owe 7 weeks+	2677	2701	2771	2937	3010
Tenants on UC	4412	4673	4857	5031	5164
Arrears owed by tenants on UC and % of total arrears	£4,099,443 39%	£4,911,359 46%	£5,265,385 47%	£5,821,227 49%	£6,515,001 53%
*figures include sheltered housing as well as other council homes					

1.2 The Housing Support Fund in Camden has received additional government funding of just over £2m for the period 1st April until 30th September. Government guidance for how this is spent is different from previous rounds of funding, with a requirement that 1/3 of the money is spent on pensioner households, 1/3 on families with the remaining third being discretionary funding. Camden are in the final stages of agreeing how this funding will be allocated across these cohorts, and how this will be communicated with residents.

1.3 Anyone in receipt of Council Tax support (CTS) is entitled to a £150 energy rebate irrespective of their council tax band including those in bands E-H. Those not in receipt of CTS but living in band A-D properties will also receive £150.00.

1.4 The Council's approach to addressing rent arrears is still to be supportive trying to understand individual circumstances and arrive at a sustainable repayment plan. However to avoid legal action we do need tenants to engage with their Neighbourhood Housing Officer and prioritise paying their rent.

1.5 During 21/22, we commenced court action against 12 tenants and in 2021 the Council evicted 3 tenants for rent arrears.

1.6 The work of our Welfare right team is essential in assisting tenants to maximise their income and consequently improve their ability to pay their rent.

1.7 The monetary value of the support provided during 2021/22 is as follows:

Overall income generated	£2,248,774.
HRA income Generated (UC, HB, DHP)	£1,243,562.
Debts written off	£376,116
Total number of cases	751

1.8 At the DMCs rent setting meeting in January, we provide a list of the help available to residents, our overarching message is, if you are struggling to pay your rent please speak to us, there is help available.

REPORT ENDS

Council Tenants Rents – Appendix 1

HELP WITH MONEY FOR COUNCIL TENANTS

Who from?

- **Neighbourhood housing officers** (NHOS) manage rent accounts and are trained in money conversations, basic benefits and sources of help. Can agree payment plans and provide advice and help. Tenants and leaseholders can identify their NHO here [Your Neighbourhood Housing Officer - Camden Council](#)
- **Welfare Rights Team** (WRT) 5 benefits advisors and 2 debt advisors. NHOs (and other officers) can refer to the team for specialist input / casework and advocacy. Duty system supports NHOs to support tenants.
- **Camden Advice Network:** incl Citizens Advice, Age UK, Mary Ward Legal Centre and Camden Community Law Centre. Contact details are here: [Advice on money, benefits and debt - Camden Council](#)
- **Contact Camden:** welfare support team can signpost callers to sources of advice and help 020 7974 4444 option 9.
- [The Green Camden Helpline](#) helps with energy efficiency measures, reducing energy bills and sources of support with bills
- **The Council's website** has improved information about advice and support: [What benefits and support are available? - Camden Council](#)
- [Citizens Advice](#), [Shelter](#), [Money Advice Service](#) or [StepChange](#) websites etc
- [Good Work Camden](#) for employment support. We work closely with GWC to integrate money and employment support for tenants
- [Find Food Support in Camden](#) website – helps residents identify food banks and other support near them. NHOs and other services can issue food bank vouchers
- **Key workers**, support workers, social workers and care coordinators can be a link to other services and advocate for tenants. ASC and Children's services have their own specialist advisors and tenants may prefer to speak to whoever knows them best.
- [WISH Plus](#) (warmth, income, safety and health) is part of the care navigation and social prescribing service with Age UK. If anyone wants help identifying services, WISH can help to access around 30 services from one referral / assessment. Tenants can refer themselves on the Council's website or by phone.
- **Services for TMO tenants** (tenant managed organisations). The Council manages rent accounts for TMOs in a small rent team with strong links to support services. TMO tenants may also be supported by the Councils floating support service.
- [Help with drug or alcohol problems](#) landlord services can link tenants who are spending money on addictions to services that can help
- [Mental health and wellbeing](#) housing staff can refer tenants who are suffering from anxiety, stress or depression due to money worries for specialist support. Our in-house psychology team (the PICT¹ team) supports staff with these conversations.
- **Charities** our guidance hub for staff includes details of charities to approach for help

What help is there?

- **Payment plans** for rent arrears tailored around the individual including:
- **Managed payments**² direct from the DWP to the Council from Universal Credit (UC)

¹ PICT = Psychologically informed consultation and training

² <https://www.gov.uk/government/publications/universal-credit-and-rented-housing--2/universal-credit-and-rented-housing->

- Heating and hot water charges can be paid from benefit for housing benefit claimants but not for UC claimants
- [Discretionary Housing Payments \(DHPs\)](#)
- For tenants on HB or UC for housing costs who still need help to pay rent (e.g. because of a shortfall in benefit due to the bedroom tax or benefit cap). Apply on the Council's website or via Contact Camden.
- [Council Tax Support](#) reduces council tax for people on low incomes. Anyone not working or who earns less than £86.80pw pays nothing. Apply on our website.
- [Council tax discounts and exemptions](#)
- some tenants may be eligible for money off their council tax, or an exemption, because of their situation rather than their income
- [Thames Water WaterHelp scheme](#) (previously WaterSure Plus) or WaterSure schemes can reduce water bills by up to 50%. Contact Thames Water to apply.
- [Local Welfare Assistance Fund](#) crisis payments for people with an urgent need for a one-off payment for urgent need e.g. for food or a utility bill. Apply on the website.
- **Help with scams and financial abuse** – all housing staff have safeguarding training reminding them to be alert to the possibility of financial and domestic abuse when working with tenants in arrears and, when applicable, to raise a safeguarding alert with social services. You can raise a safeguarding alert about a vulnerable adult on 020 7974 4000 (option1) or at adultsocialcare@camden.gov.uk.

There is information about raising a safeguarding alert for children or people with children here [Children's safeguarding and social work - Camden Council](#)

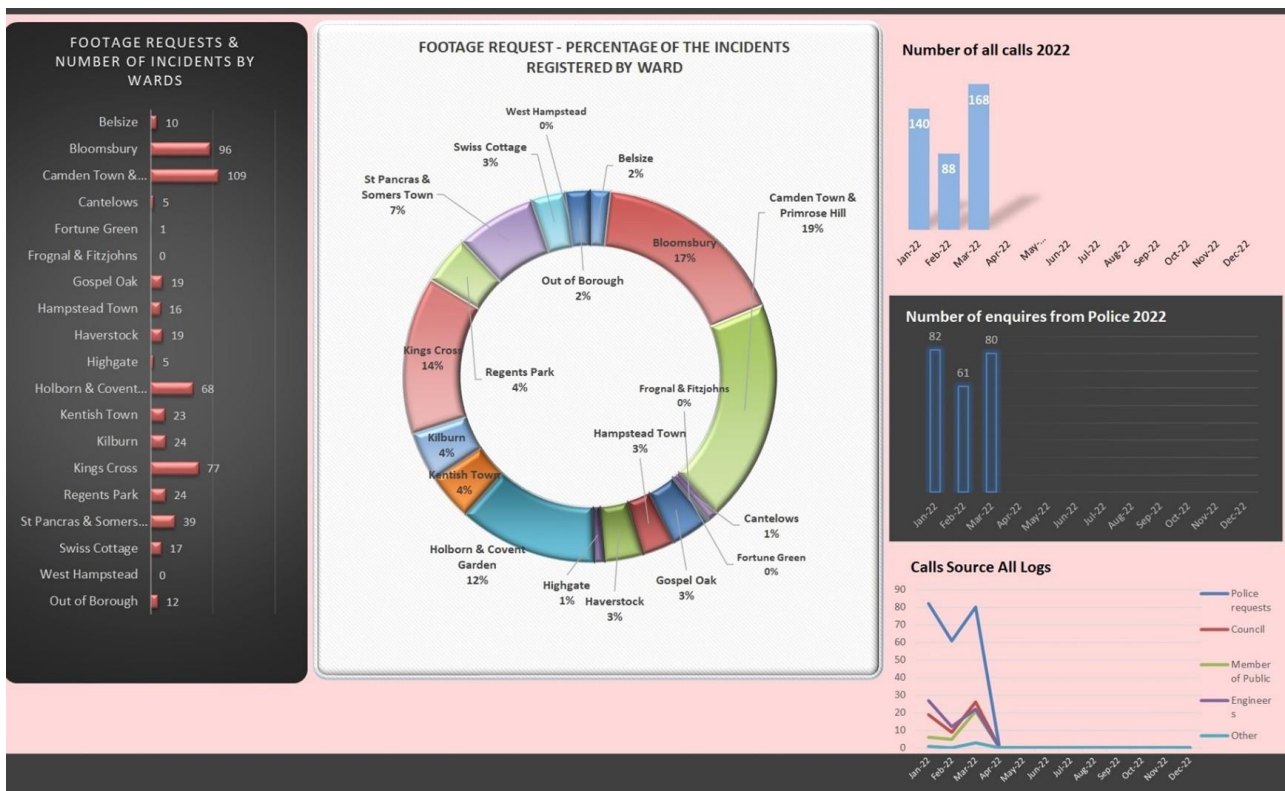
Note: If tenants are in rent arrears or need help with money we usually guide them to their NHO but there are other sources of help if their NHO is out and about or on leave. Contact Camden (020 7974 4444 option 9) can signpost to help, and / or pass a message on to the NHO, and WISH+ can also be contacted directly on the website or by phone.

There is more information on our staff guidance hub here: [Financial help & accessing support | Housing \(camden.gov.uk\)](#) (just click on the top left hand tile on any page to go back).

CCTV & RESPONSIVE SECURITY PATROL

1 CCTV installation update

- 1.1 Work has continued on the new housing CCTV installation project, as updated last time the new system of five transmitters has already been installed and tested. The transmission system has been connected to the upgraded council CCTV control room, the network is stable and has a number of test cameras connected to it now without any problems. Work is due to start soon on the three transmitter sites in the south of the borough which will extend the wireless network into the bottom corners of the borough.
- 1.2 Work is underway on the Regents Park Estate to install the new cameras. Site visits have been carried out and technical planning completed. Works orders were raised to order in the new cameras and systems and there is work going on behind the scenes and on the roof level to prepare the sites for the new cameras. New cameras will be the final stage and once installed they should be connected and working very quickly. Elsewhere, our estate assessments by the installation team continue across the borough, working through our prioritised schedule. A progress report will be provided to the next cycle of DMC meetings.
- 1.3 One factor to monitor closely is the ongoing worldwide shortage of computer chips, we are seeing delays in obtaining some of the necessary hardware and we are ordering ahead to build up stocks wherever possible.
- 1.4 As noted previously, residents will only be charged a revised CCTV service charge from the April **after** their estate is upgraded to the new CCTV system. For most residents this means the revised charge will not be applied until 2023 or 2024.
- 1.5 We have continued to highlight the importance of using re-deployable CCTV cameras as an extremely important alternative to fixed CCTV cameras/systems. The Council has continued to invest in increasing the number of re-deployable cameras which are now being deployed across the borough in response to concerns raised by local residents. The Council will continue to test the effectiveness of rapidly deployable cameras and explore new technology around RDC's that can be used internally in blocks and "blue light" emergency call points that are linked to an RDC and the CCTV Control Room for public space areas.
- 1.6 Visits have started to the new CCTV control room, we are booking in as many interested people as possible, so spaces are limited. Each DMC / TRA can send 2 people along at the moment. If you are interested in visiting then please email the Control Room Operations Manager direct at tawanda.majasi@camden.gov.uk and he will make the arrangements. Below we have also provided a snapshot of our management statistics for the first quarter of the calendar year.



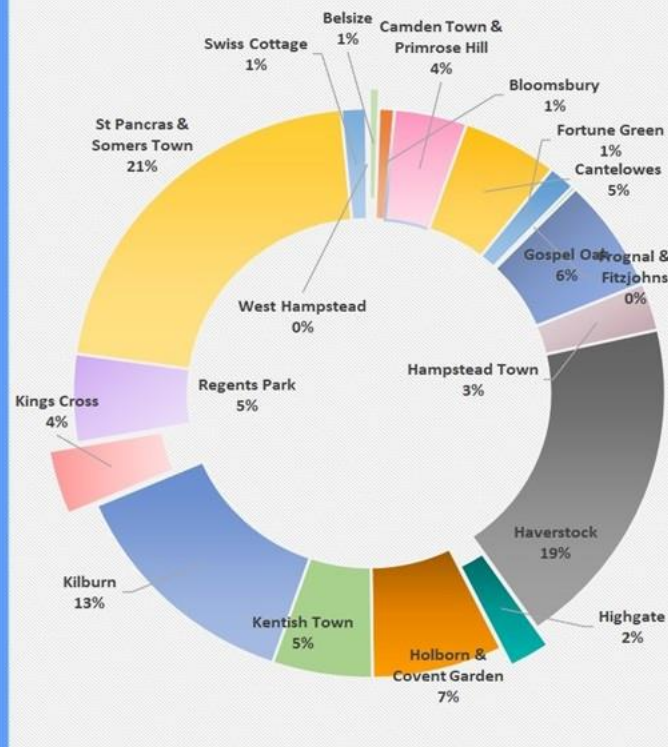
2 Responsive Security Patrol

- 2.1 The Council's five vehicle Responsive Security Patrol (RSP) is available for residents to call out 12 hours a day, 7 days a week, from 4pm to 4am. The main purpose is to act as a deterrent and to detect and disrupt ASB on housing land. The RSP can be called out for any type of ASB and residents can call them out without sharing their personal details. Last year they carried out nearly 55,500 patrols – another year-on-year increase.
- 2.2 The RSP works closely with other street presence services, including the police, engage with complainants to provide reassurance and with offenders to de-escalate situations. A report is provided on the outcome of each visit and this can provide valuable first hand evidence of ASB especially as RSP officers wear Body Worn Video.
- 2.3 As well as responding to resident's call outs, the RSP carry out targeted vehicle and foot patrols at the request of Community Safety, Housing Managers and the Police. They may also carry out welfare or tenancy checks and form part of the Council's emergency response. They can be contacted on 020 7974 4444 or at RSP@camden.gov.uk.
- 2.4 As evenings get lighter there is an increase in reports about ASB. Analysis work is being carried out to track when during the evening the most number of resident calls are to ensure we have the correct amount of resources available.

Type of incidents in yearly scale



Percentage of the visits by location



REPORT ENDS

COMPLAINTS & FEEDBACK

1 **The new approach to complaints and the updated Housing Ombudsman's Complaints Handling Code.**

- 1.1 In January 2022 the Council launched its new formal complaints handling case management system. A resident can submit their complaint using the web form on the complaints page of the Council's website. [complaints can also be submitted via telephone, email and letter, if necessary but the use of the web form is encouraged].
- 1.2 The complaint is automatically logged onto the system and the resident receives an automated acknowledgement with a reference number. The Central Complaints team triages the complaint, checking details, nature of complaint etc. and then assigns it to an officer in the relevant service.
- 1.3 The resident receives an automated email informing them who will be dealing with their complaint and the target timescales for providing a response. The service officer provides a response to the resident via the system. Service managers are able to view the status of complaints at any time so they can monitor progress and see if there are any delays and what is causing the delay in providing a response.

Improvements as a result

- A clearer, easier way for residents to submit a complaint.
- Resident is kept updated on progress of a complaint at each step.
- A complaint is processed quicker, being received by the most appropriate service to respond much faster.
- Better monitoring of performance with ability to interrogate information in multiple ways to bring out themes, learning outcomes etc.
- All the information is kept in one place and similar complaints can be linked so services can see any trends or systemic issues and avoid duplication.

2 **Housing Ombudsman Complaints Handling Code (updated March 2022).**

- 2.1 In July 2020 the Housing Ombudsman introduced its Complaint Handling Code which sets out requirements for member landlords that will allow them to respond to complaints effectively and fairly.
- 2.2 The Code ensures complaint handling data is being used consistently across landlord members, promotes engagement at different levels within a landlord and sets out expectations for boards or equivalent governance, senior executives and frontline staff. Compliance with the Code forms part of the membership obligations. Members are obliged to complete the self-assessment to measure the level of compliance. The Council's self-assessments for 2019/20 & 2020/21 can be found on the website at: [Complaints - Camden Council](#)
- 2.3 The HO updated its Code to strengthen provisions to support a positive complaint handling culture. The changes take effect from 1 April 2022 and Landlords have until October to comply with the Code.

- 2.4 There are no legislative changes. Most changes are minor in nature and have not affected the core requirements of the Code. There has been a change in the structure whereby criteria are separated out into mandatory ('must dos') requirements and recommended (best practice).
- 2.5 The Council is currently working on its self-assessment to measure its compliance against the Code. Here are some examples of how improvements with the introduction of the case management system contribute to the improved compliance to the changes in the Ombudsman's Complaints handling code.
- 2.6 Both the Ombudsman in its Code and the Council recognise the role resident involvement can play in the review and development of complaints policies and procedures and to this end we are proposing to create a resident panel to look at all of our customer insight including complaints and make service improvement and policy recommendations. More details are in the attached report 'Creation of a Resident Panel'.

Change in code	Council's improvements (evidence)
<p>Section 2.1 Accessibility Clarity about the various channels we expect residents to be able to submit a complaint to their landlord and that landlords must provide more than one route of access to the complaints system. Acknowledgement that not all avenues are necessary and that some channels may not be ones a landlord chooses to use.</p>	<p>The Council offers various channels to be able to submit a complaint that are accessible and easy to use. Web form Telephone Letter Email</p>
<p>Sections 3.1/3.2 Complaint handling personnel Clarity around responsibility for complaints handling</p>	<p>The new system clearly shows responsibilities and complainants are told who is dealing with their complaint. Complaints can be easily passed between services and status easily viewed at any time.</p>
<p>Section 4.1 Complaint handling principles Clarity about the handling of a complaint once recorded. Five working days to acknowledge and log a complaint from the date of receipt.</p>	<p>The new system acknowledges and logs a complaint immediately on receipt (if done via web form). It is assigned to the responding officer/service within 48 hours.</p>
<p>Section 5.5 Complaint Stages (1) The complaint response must be sent to the resident when the answer to the complaint is known. It must not be delayed until any outstanding actions are completed. Outstanding actions should be tracked and updates provided to the resident</p>	<p>The new system has functionality that allows a response to be sent and closed with outstanding actions with those outstanding actions logged and monitored until completed.</p>

3 Housing Complaints Quarter 4

- 3.1 This is the first time that we are reporting quarterly complaints data and we will be refining our reporting and commentary on this at future meetings. The new Complaints system as described earlier in this report was rolled out at the beginning of Quarter 4 2021/22. The data will continue to improve as the new system beds in.
- 3.2 The tables below highlights the number of formal complaints logged on our Complaints portal against Housing Management and Property Services in the quarter January to March 2022. Of 53 complaints logged about Housing Management Services you will be able to see that 18 were Landlord Service related and 17 Estate Services.
- 3.2 Notable for the reader are that there are a number of complaints showing as 'responded to late' or 'overdue'. This is partly because staff are getting use to directly logging complaints via the new system. Whilst staff training is being rolled out some are continuing to respond to incoming complaints directly via email and not updating the system and this provides a misleading performance reading that will be ironed out overtime. Furthermore, ensuring the correct allocation to individual teams in the first instance has been an issue, adding to the number of days to respond to several complaints.
- 3.3 Another explanation is that cases that are logged 'formally' are often the most complex to resolve. Sometimes, a number of people need to be interviewed or input is needed from across various teams in the Council. We believe complainants would prefer we investigate and provide a well-considered response rather than work to a given deadline, rushing the response in the process. The very small number of complaints escalated to stage 2 of the process does indicate a high level of satisfaction of our response to complaints at stage 1.
- 3.4 The complaints data below counts the overall response time from when the complaint is logged on the system to when a response is issued to the resident. Please note that during the early days of the new system it has been taking 3 to 4 days for cases to be logged, assessed and issued to the relevant service area. This time is reducing now that the system is bedding in. It does mean however that the figures below show more cases than usual taking 10 days or more to respond.

Division	Housing Management	20/21	Property Management	20/21
21/22 Q4 stage 1 complaints	53	32	262	143
cases responded to within time (10 wkg days)	26%	22%	58%	36%
Cases responded to late	43%		28%	
Open cases currently overdue	30%		13%	
Number of "not a complaint" cases & not included in above figures	53		79	
21/22 Q4 stage 2 complaints	4		22	
21/22 Q4 Ombudsman decisions	1			

Housing Management (by Service)	Landlord Services	20/21	Estate Management	20/21
21/22 Q4 stage 1 complaints	18	26	17	5
Cases responded to within time (10 wkg days)	11%	17%	12%	13%
cases responded to late	56%		47%	
Open cases currently overdue	33%		41%	
Number of "not a complaint" cases & not included in above figures	24		22	
21/22 Q4 stage 2 complaints	1		1	
21/22 Q4 Ombudsman decisions	1		0	

Property Management	Housing Repairs	20/21
21/22 Q4 stage 1 complaints	255	143
cases responded to within time (10 wkg days)	59%	37%
cases responded to late	28%	
Open cases currently overdue	13%	
Number of "not a complaint" cases & not included in above figures	76	
21/22 Q4 stage 2 complaints	20	
2022 Q1 Ombudsman decisions	0%	

REPORT ENDS

REGULATORY FRAMEWORK UPDATE

1 Background

1.1 DMCs have received regular updates on progress in this area since the Government published its social housing white paper, *The Charter for Social Housing Residents* in November 2020. In the white paper, the Government committed to introduce measures to:

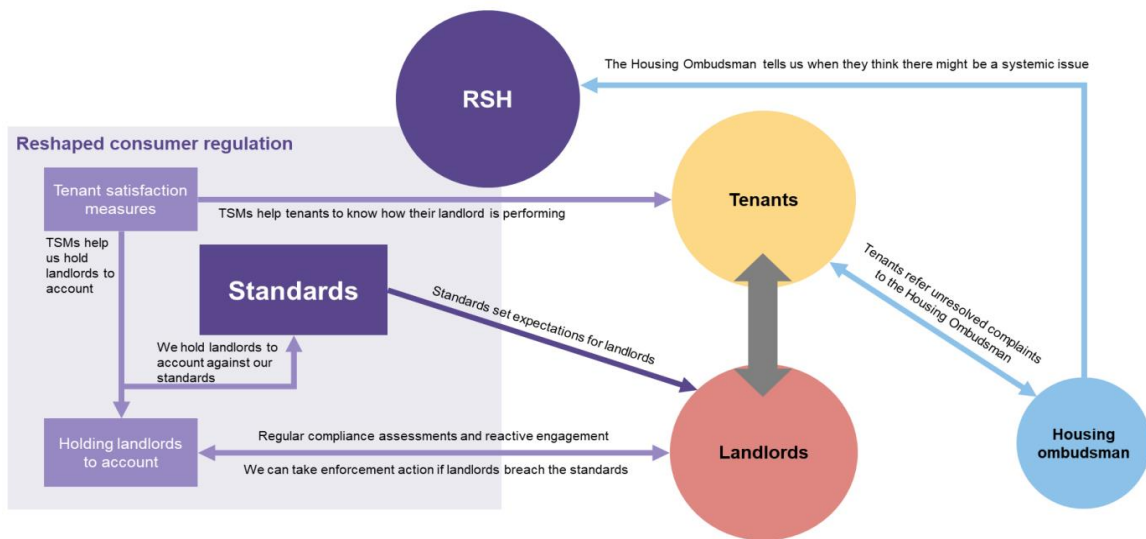
- ensure social housing is safe and secure;
- measure how social landlords are performing, including on repairs, complaints and safety;
- ensure complaints are “dealt with promptly and fairly”;
- improve consumer standards for tenants, who would be backed by a strong consumer regulator;
- empower social housing residents to hold landlords to account, for example, through regular meetings, scrutiny panels or by being on the board of organisations that represent such residents; and
- ensure residents live in good quality homes and neighbourhoods.

1.2 The Government said that its most important step to take would be to work with the Regulator of Social Housing (RSH) to “create a strong, proactive consumer regulatory regime”. This regime would strengthen the formal standards against which landlords are regulated and requiring them to:

- be transparent about their performance and decision-making, so that tenants and the regulator can hold them to account;
- put things right when they go wrong; and
- listen to tenants through effective engagement.

1.3 Within the new framework, The Housing Ombudsman and the RSH will be collaborating more closely to ensure that the consumer standards are being maintained by for example the Ombudsman highlighting to the RSH where they believe a number of complaints by tenants of one landlord indicate a systematic issue.

1.4 The below diagram produced by the RSH show how they say they will regulate in co-operation with the Housing Ombudsman:



2 Update and timetable

- 2.1 Earlier this year the RSH nationally consulted Council and Housing Association tenants on draft Tenant Satisfaction Measures they plan to hold us to account on. To facilitate Camden TRA and DMC representatives input to the consultation about the then draft standards, Camden Council hosted a very well attended Zoom session for Camden and Southwark Council tenant representatives with the RSH on the 1st February.
- 2.2 The new powers for the RSH are set out in the Social Housing Regulation Bill due to be introduced to Parliament during the Summer of 2022, having been announced in the Queen’s Speech early in May. Prior to implementing the new approach, the RSH will need to review and update the existing consumer standards and will be formally consulting on new draft standards once the Government has legislated and issued a direction to them. The Council will ensure that DMCs and TRA representatives are notified of that consultation when announced by the RSH in order to take part.
- 2.5 The RSH say that until the legislation that the need to implement new consumer regulation has been passed by Government they will be unable to give a specific timetable for its introduction. We will update you as a soon as an announcement is made on the timeframe.
- 2.6 In the meantime we will continue to maintain and build upon the central role that our residents have in supporting us to continuously improve housing services for all tenants and leaseholders.

REPORT ENDS

CREATION OF A HOUSING RESIDENT PANEL

1 SUMMARY OF REPORT

- 1.1 This report advises the DMC that we will be creating a Housing Resident Panel.
- 1.2 The panel, with residents across the 5 district areas, will meet quarterly and analyse service performance, customer satisfaction feedback, and reported complaints across the Housing directorates.
- 1.3 The panel's core purpose will be to help drive customer-focused improvement policies, for the benefit of Camden residents.

2 Background

- 2.1 Many local authorities have resident panels embedded into their way of working. The Housing Ombudsman actively supports having resident panels to ensure local authorities are open to scrutiny from the residents they serve, and as a way to make sure that service plans are led by residents equally as they are by officers.
- 2.2 Additionally, the Regulator for Social Housing in the Tenant Involvement & Empowerment Standard requires that Landlords provide a form of scrutiny. The obligation here is "Supporting the formation and activities of tenant panels or equivalent groups and responding in a constructive and timely manner to them."
- 2.3 Across Housing, we have many targets, and we share much of these in our updated DMC performance pack. Additionally, and equally as important, we collect real-time feedback from our residents. This data ranges from our monthly outbound call service for completed repairs, an after-call survey for all Housing calls and extensive Govmetrics customer satisfaction measurements. Every month, over 1000 customer conversations have taken place about our services.
- 2.4 Currently, the output of this feedback is only shared internally, and where necessary, action is taken. However, as a service which deals directly with our tenant's and customers' concerns, we want to be far more open and honest about what we deliver and what our residents think about the service we provide.
- 2.5 Customer feedback, good, bad or indifferent, should become the bedrock for all services to help increase overall customer satisfaction with the service and ensure our service plans meet our customer's needs. In addition, responding to and scrutinising reasons for dissatisfaction reduces overall numbers of complaints, and mitigates potential reputational damage to the council.
- 2.6 Residents understandably want to know that they are getting value for money in the services they pay for, and that what we deliver is focused on their needs. Another key area of customer concern is how our Contractors are performing and what we are doing to ensure they are working to provide a better customer experience.
- 2.7 Regular feedback tells us residents are equally keen to understand that we are trying to improve the overall service we provide, as well as actively tackling failing areas. However, as we do not publish transparent internal customer feedback or SLAs, there are times that customers may believe, often due to their own experience, that overall, the council may be providing a poor service. Furthermore,

a key area of customer concern is how our Contractors are performing and what we are doing to ensure they are working to provide a better customer experience. can help to counteract this effect.

- 2.8 Of course, there will always be complaints, but as a service we need to understand why we receive them, find ways to address common themes and reduce the overall number. The latest Housing Ombudsman advice to all local authorities is clear: we need to tackle dissatisfaction and the reasons behind it in a proactive way, and in a way which includes residents and service users.

3 What is being proposed?

- 3.1 To become more open and honest about how we operate, we want to create a resident panel of between 10–15 reps covering all five districts, that will become a critical friend to the service by providing scrutiny on what we do.
- 3.2 The panel would meet four times per year and would have the ability to scrutinise work and performance across the Housing directorates. They would have the remit to question key managers and contractors about current performance and help develop new policies to increase customer satisfaction with the service. The aim here is for residents to positively shape the future direction of services, as well as having the ability to call things out where there are concerns, all with the reassurance that this scrutiny will help become a customer-led, not just an officer-driven service.
- 3.3 The panel will be recruited based on the skills, knowledge and general interest in representing residents across the Borough. An independent facilitator will lead the discussions to ensure that the key aims of the panel are achieved during the meetings.
- 3.4 Although the specifics of the agenda will be instigated by the panel, the meetings will have regular standing items such as performance monitoring. The relevant Head of service would be required to attend sessions and provide an overview of their performance and what plans are in place to improve the performance in the future. Furthermore, our main Contractors could be in attendance to be available to answer direct questions from the floor.
- 3.5 The agenda will also include an overview of the number and types of formal complaints logged for that quarter. Again, we want to be open and transparent on this, so this will include the number of complaints logged for each district, the main reason for the complaint, and themes or trends. Crucially, services will have to provide an update on what we are doing to reduce these numbers in the future.
- 3.6 The panel will be asked to consider and provide a user perspective on current policies, such as the definition of an Enhanced tenant. They could also provide a view on what the repair timeframes could and should be with the current budget constraints.
- 3.7 A crucial part of the critical friend element here is that we would invite and actively encourage the panel members to join us in the workplace to understand the whole picture of what we do, the challenges we face, and have the opportunity to ask questions of the teams.

- 3.8 Ideally, we would have panel members who can commit to regular attendance at these meetings. A full recruitment and interview process will take place to attract as many interested residents as possible. We will be looking for residents who have a genuine interest in how the services work, and how resident perspective helps address and share our desire to improve.
- 3.9 The recruitment of the panel will begin during the Summer, and we aim to have our first meeting in late 2022. We would look to host these meetings at the Crowndale centre but also in a hybrid way.
- 3.10 Although the panel will be independent of the current DMCs, the minutes of the group will form part of the current DMC performance pack.
- 3.11 The panel will be supported by the Property services consultation team, who would lead the recruitment, support the independent facilitation of the meetings, follow up on actions, and provide minutes thereafter.

REPORT ENDS