Cabinet



Report of: David Joyce, Corporate Director of Housing & Regeneration



Classification: Unrestricted

Regulator of Social Housing Consumer Standards Compliance

Lead Member	Councillor Kabir Ahmed, Cabinet Member for Regeneration, Inclusive Development and Housebuilding		
Originating Officer(s)	Darren Reynolds, Interim Head of Regulatory Assurance		
Wards affected	All wards		
Key Decision?	No		
Reason for Key	Significant impact on wards		
Decision			
Forward Plan	21 October 2024		
Notice Published			
Exempt	None		
information			
Strategic Plan	Providing homes for the future / A council that listens and		
Priority /	works for everyone		
Outcome			

Executive Summary

After the Grenfell Tower fire tragedy, the Government introduced legislation to ensure that residents were safe in their homes as well as a new stronger regulatory framework to ensure social housing landlords were held accountable. At the same time, many social landlords were facing financial and stock condition challenges.

Faced with this changing environment the council undertook a strategic review of its housing management services which had been at arm's length since 2010 and carried out by Tower Hamlets Homes (THH).

The strategic review identified the need for more accountability to residents and for the council to have more control and oversight in relation to the new Consumer Standards and Building Safety Regulator. The strategic review was endorsed by residents with 86% of respondents in favour of Tower Hamlets Homes being brought back in-house.

Subsequently, THH was brought back in-house on 1 November 2023 following a decision by Cabinet on 22 February 2023.

Post insourcing, the council commissioned external health checks. These provided a deeper understanding of performance gaps and areas of improvement required to meet residents needs as well as the new regulatory requirements.

Fundamentally the new Consumer Standards aim to put Residents first and drive improvements in housing management service delivery. This mirrors the Mayor's strategic pledge prior to insourcing and the Council's People first strategy. There is a greater focus on holding us to account, scrutinising our performance and the need to involve our residents in the way we design and deliver services. We have developed an improvement plan in response to the need to deliver a more resident-focussed service, but we clearly need to do more to meet the Standards and resident's needs.

In the spirit of co-regulation, this led to the council making a self-referral to the Social Housing Regulator on 4 October 2024.

This report summarises the council's compliance position against the Regulator of Social Housing's Consumer Standards, focusing on areas of breach and potential breach which informed the self-referral.

The report is seeking Cabinet approval for the Regulatory Assurance Action Plan address areas of non-compliance and service improvement (see appendix 2) as well as a proposal to establish a new Housing Management Cabinet Sub Committee to strengthen the governance around the Council's housing management service and assure the delivery of the Regulatory Assurance Action Plan. Additional Council resources are set out in the report to deliver the improvements.

Recommendations:

The Mayor in Cabinet is recommended to:

- 1. Note the decision taken by The Chief Executive to self-refer to the Regulator of Social Housing (RSH) and endorse this decision.
- Approve the establishment of a Housing Management Sub Committee of Cabinet to oversee the council's housing management service in relation to performance, compliance and assure the delivery of the Regulatory Assurance Action Plan.
- 3. Note the proposed Terms of Reference for the Housing Sub Committee of Cabinet as set out in Appendix 1 and delegate authority to the Corporate Director of Housing and Regeneration in consultation with the Mayor to finalise the Terms of Reference.
- 4. Agree the Regulatory Assurance Action Plan at Appendix 2.
- 5. Delegate authority to the Corporate Director of Housing and Regeneration, in consultation with the Mayor & Lead Member of Housing to agree the final Regulatory Assurance Action Plan following RSH comments.

REASONS FOR THE DECISION

On 1st November 2023, the council brought its housing landlord functions and services back under its direct control and terminated the agreement with Tower Hamlets Homes.

Subsequently, the council commissioned external reviews and health checks of the housing landlord functions and those reviews identified areas of non-compliance relating to the new consumer standards.

Subsequently, in the spirit of co-regulation and collaboration the council self-referred to the Regulator of Social Housing (RSH) on 4th October 2024.

The RSH expects a Regulatory Assurance Action Plan to clearly show how improvements will be made. That plan is attached at **Appendix 2.**

The report also seeks the establishment of a Housing Sub Committee of Cabinet to provide oversight and assurance of the Council's housing landlord functions as well as additional staffing resources to deliver the plan.

Key recommendations from the external reviews point to the need to strengthen our Governance arrangements around our Housing Management function and as such we are making these recommendations.

ALTERNATIVE OPTIONS

There is no alternative option. The council has already taken the decision to selfrefer to the RSH and the council now needs to agree a set of actions that address the concerns set out in the self-referral letter.

DETAILS OF THE REPORT

1. Introduction

1.1 National context

In response to the Grenfell fire tragedy in 2017, the Government has introduced a range of legislation to ensure that residents are safe in their homes, have a stronger voice and greater opportunity to hold their landlord to account. This includes:

- The Building Safety Act (2022) which gives leaseholders protections against remediation costs whilst ensuring building owners and landlords contribute, overhauls existing building regulations, and created three new bodies to oversee the regulatory regime.
- The Social Housing Regulation Act (2023) which introduced new consumer standards and increased the powers of the Regulator of Social Housing.
- The Regulator of Social Housing's consumer standards apply to local authorities, particularly the Safety & Quality Standard, which requires that registered providers shall meet all applicable statutory requirements that provide for the health and safety of occupants in their homes. That obligation remains with the local authority where it is the stock-owning body, even if the management has been contracted to another body such as an ALMO.
- 1.2 As of 1st April 2024, the Social Housing Regulation Act 2023 introduced a suite of new and revised consumer standards. Compliance with the Consumer Standards are enforced through the Social Housing Regulation Act 2023 requiring registered social housing providers to self-assess and report potential non-compliance to the Regulator of Social Housing. The standards set out expected outcomes without defining thresholds at which point a landlord would be considered to be in breach. A full list of the standards and regulatory expectations is at **Appendix 3**.
- 1.3 In addition to new legislation and regulation there have been strategic and operational challenges for all social housing landlords including local authorities, these include:
 - Financial constraints such as rising costs, particularly for repairs and capital works, rising borrowing rates with many landlords reprioritising capital projects due to financial constraints.
 - Severe shortages of specialised technical professions across key areas particularly in areas of compliance such as fire risk assessments and building safety
 - The cost of living crisis and turbulence in London's private rented sector driving increased demand for social housing

1.4 Local context

Faced with this changing environment, the council undertook a strategic review of its housing management services which had been at arm's length and carried out by Tower Hamlets Homes (THH) since 2010. Subsequently THH was brought back in-house on 1 November 2023 following a decision by Cabinet on 22 February 2023.

- 1.5 Whilst the statutory duties had always fallen under the Council as the freeholder, the strengthening of Consumer Regulations, particularly around Building and Fire Safety meant that the council needed to be closer to the operational delivery of the service.
- 1.6 The strategic review identified the need for more accountability to residents and for the council to have more control and oversight in relation to the new Consumer Standards and Building Safety Regulations. The strategic review was endorsed by residents with 86% of respondents in favour of insourcing.
- 1.7 The strategic review outlined several key strategic drivers for this decision:
 - Bringing services together under one roof joining up housing and council services making it easier for residents to get what they needed.
 - A strong residents' voice where residents are placed at the centre of service design and delivery. A strong emphasis on creating a stronger relationship with residents and placing the council closer to critical issues such as fire and building safety. Through this closer relationship residents and the housing regulator will hold the council more accountable,
 - Good quality council homes with resident input, the Council will decide where to focus resources, money, where to improve homes, and where and how to build new council homes
- 1.8 These strategic drivers responded to the widespread feeling after the Grenfell tragedy that residents had not been listened to.
- 1.9 Since 2020, the sector has faced huge uncertainty waiting for the development of each aspect of the new regulatory regime. Nevertheless, THH and the council were assessing risk and performance throughout this period via a resident safety lens.
- 1.10 From December 2020 THH's Board received regular updates on the changing Regulatory Landscape, potential impact and actions required to meet the requirements of the proposed Consumer Standards. THH took a proactive approach to engaging with and responding to developments in fire safety regulations. THH formed a new Building Safety Team, strengthened

- relationships with London Fire Brigade (LFB) and visited 6500 homes to provide residents assurance and advice on Fire Safety.
- 1.11 The **Better Neighbourhoods Framework** brought forward investment in Fire Safety works and THH formed a joint working group to provide strategic oversight on Fire Safety matters. A Compliance Dashboard was developed to provide greater oversight of the "Big 6" Compliance areas and throughout the period the increased scrutiny led to an improved performance position in terms of the Big 6.
- 1.12 Council oversight was in place via key strategic forums on finance, risks and performance; these included the Strategic Housing Group, HRA Governance Board and sub-committees covering Building Safety, Capital investment and Social Housing Regulation. The forums were attended by Corporate Director for Place, Divisional Director of Housing & Regeneration, the Executive team of THH and members of the LBTH Client team.
- 1.13 Shortcomings in data quality and the effective use of data were highlighted in Board papers. Whilst data around compliance monitoring has improved, there has been emergency fundings packages needed to address urgent stock condition matters such as Watney Market, Brewster and Malting and Ashington House. From 2020-24 the Council has provided over £92million in Capital Investment funding to address Decent Home shortcomings and to improve the overall condition of stock.
- 1.14 As part of the 24/25 budget setting exercise a robust review of the HRA business plan and capital investment needs were undertaken. In recognition of the risks associated with the capital programme (informed at the time by what was known to be out of date stock condition data), Cabinet approved a safety net of a further £10m over and above the profiled needsbased capital works for the period leading up to the completion of the updated stock condition data.
- 1.15 Post insourcing two external reviews were commissioned to better understand performance against the new regulatory framework. Summaries of those external reviews are set out within this report. Despite investment, the external reviews indicated that there were still a significant number of stock condition improvements required.
- 1.16 In response to those reviews the council self referred to the RSH on 4th October 2024. The self referral letter is attached at **Appendix 4.** The decision by the Chief Executive, was made in the spirit of being a fully transparent, resident-focussed Council with the overall aim being to work in partnership with the RSH to meet standards. We will be transparent with residents, partners and members as we progress through this improvement journey.
- 1.17 The RSH expects landlords to engage early when issues are identified that may result in potential breaches, and to co-design improvement plans and

- mitigations with the RSH. The Regulator monitors risk and performance via annual regulatory returns, memorandums of understanding between other regulatory bodies, and regular conversations between social landlord's senior management and RSH engagement leads.
- 1.18 Failure to self-refer poses a risk that the inspection regime picks up anomalies that should have been previously reported and this begins a less collaborative, open process due to lack of transparency about our concerns.
- 1.19 The RSH has promoted this type of action as a positive indicator of effective internal governance and assurance mechanisms. The RSH wants to work with landlords on their improvement plans.
- 1.20 The new inspection regime is pro-active, applying to all social housing organisations on a 4-year cycle. Early inspections can be triggered by a risk assessment based on performance (Tenant Satisfaction Measures) or Housing Ombudsman judgements. The process will include the submission of key documents; interviews with councillors; observation of Committee and resident meetings; estate walk abouts. Inspections will result in a published grading of C1 C4 and be followed by regulatory monitoring of the delivery of a jointly agreed improvement plan.

Regulatory Assurance Action Plan Development and Resident Engagement

- 1.21 We have developed an initial proposed action plan following HQN and Pennington's reviews, however we expect there to be amendments as we progress through the improvement journey and we intend to work in an agile approach to include improvements which are driven by data and performance, resident insight and advice from the RSH. The development and delivery of the programme of improvement will ensure engagement with all stakeholders including Mayor, Lead Member, Housing Sub-Committee and Tenants' Voice through the governance processes outlined in **Appendix 5.**
- 1.22 Tenants' Voice will receive regular updates on the improvement plan with opportunities to input as well as be more deeply involved in individual workstreams, and tenants and leaseholders will be engaged more widely as appropriate. The improvement programme will include a communications and stakeholder engagement strategy and delivery plan to ensure insight is captured and drives all improvement action.

Housing Quality Network (HQN) Summary of Findings

1.23 The HQN review carried out a range of "Reality Checks" including estate visits and resident interviews. Overall, the review found there to be gap between strategy, management intentions and the lived experience of residents in their homes. The review also pointed to 50% of our stock being

leaseholders, but there being limited management arrangements for this, particularly sub-lets and emphasised the need for greater collaboration with Council services to manage this cohort and meet our building safety obligations.

1.24 Gaps in data and governance structures were highlighted and we were unable to evidence that we were listening to residents and acting on their feedback.

Pennington Choices Summary of Findings

- 1.25 This review focussed primarily on building compliance and Landlord Health and Safety. As in the HQN review, governance structures, appropriate oversight and data quality were noted as areas of potential non-compliance. The most critical high-risk areas were around outstanding Fire Risk Assessments and overdue Fire Risk Actions.
- 1.26 Penningtons also audited the council's approach to managing Damp and Mould and actions identified within this review including enhanced oversight of performance and learning from complaints have informed our service improvement plan.
- 1.27 The council have identified two sections of the standards where it appears to be non-compliant:
 - Safety and Quality Standard
 - Transparency, Influence and Accountability

1.28 Safety and Quality Standard

Fire Risk

1.29 There are various areas of non-compliance requiring remediation, the most significant area of which is the outstanding fire risk assessments and high number of overdue actions relating to fire safety. Some of the actions are reliant on the completion of complex capital works, for which Cabinet approved £140m of funding in September. The programme of work will need procurement support and robust contract management to deliver.

Data Quality (Resident & Property)

1.30 Data management for the individual compliance programmes requires improvement, thereby allowing the council to accurately monitor its inspection and reinspection programmes, remedial works, and to produce an auditable trail of evidence for each compliance area. Data on residents, particularly sub occupants of leaseholders requires improvement and we need to evidence how we are using this data to support our residents and deliver improved services.

Repairs Service and handling of Damp, Mould and condensation

- 1.31 Improvements required around the governance of compliance, especially in the council's ability to evidence good practice, performance reporting and scrutiny at a senior leadership or elected member level; with a recommendation that the council develop a plan and methodology to enable it to use this, and other data more proactively. The development of a performance dashboard and ensuring we have robust oversight of the system should be an urgent priority for the improvement plan.
- 1.32 Operational repairs performance is below standard, this is a complex issue but there are things we can do quickly to improve contract management and hold contractors to account for improved service delivery. We have already commenced an end-to-end review of our repairs service due to the impact that this service has on resident satisfaction.

1.33 Transparency Influence & Accountability

1.34 **Complaint handling** Operational performance does not compare favourably with peers and there is lack of learning and resident insight from complaints which must then inform service improvements going forward.

Governance- Both Standards

1.35 The need to develop a governance framework around Housing Management Services.

1.36 Further Areas identified for improvement

1.37 The external audits identified areas of improvement that if not actioned could potentially lead to non-compliance. These are specifically concerning the Neighbourhood and Community Standard, with particular focus on the way the council manages Anti-Social Behaviour (ASB). We have already commenced a review of our ASB Policy, process and the interface between our housing management and community safety teams to ensure we improve this area.

2. Benchmarking against other London Authorities

2.1 There are several London Boroughs already engaged with the RSH due to potential areas of non-compliance with the new Standards. Some have received a C3 Rating (Serious Failings). Communicating with the RSH in a timely manner when aware of areas of non-compliance is seen as a positive approach. Breaches have been found across many local authorities following self-referrals, including Greenwich, Lambeth, Camden, Hackney,

- Haringey, Lewisham and Southwark Councils. These Councils are now working with the RSH to implement their improvement plans.
- 2.2 The Housing Ombudsman's series of 'Learning from Severe Maladministration' reports clearly show that several authorities have similar issues to the council, particularly across repairs, complaint handling, knowing their customers and use of data. Many of these authorities have a single failure driving their compliance issues e.g. long-term systemic underinvestment in stock driving serious breaches in their repairs service.
- 2.3 The table below sets out maladministration rates. The council is not an outlier;

Local Authority	Number of Findings	Maladministration rate	Determinations per 10,000
Hackney	360	79.7%	31.0
Haringey	231	78.8%	33.7
Lambeth	428	85.5%	36.2
Lewisham	236	81.8%	25.3
Newham	189	75.7%	22.8
Tower Hamlets	292	71.9%	28.3

2.4 Similarly based on the results from the first year of the Tenant Satisfaction Measures, a new national benchmark for landlords introduced by the Regulator for Social Housing, the council compares well on satisfaction measures when compared to the London average.

2023-24 TSMs	Tower Hamlets	London average
TSMs collected from tenant satisfaction surveys		
Overall satisfaction	65.3%	59.0%
Satisfaction with repairs	65.3%	63.3%
Satisfaction with time taken to complete most recent repair	61.7%	60.0%
Satisfaction that the home is well maintained	65.5%	60.9%
Satisfaction that the home is safe	66.5%	66.5%

Satisfaction that the landlord listens to tenant views and acts upon them	55.8%	51.3%
Satisfaction that the landlord keeps tenants informed about things that matter to them	72.70%	66.0%
Agreement that the landlord treats tenants fairly and with respect	73.9%	69.0%

- 2.5 Nevertheless, whilst satisfaction levels reflect positively on the landlord services when compared with other London authorities, we want to strive to be the best in class.
- 2.6 To achieve this, we need to address known challenges and the root causes of our delays and inefficiencies across complaints, repairs and capital investment in our stock. More work is also needed to strengthen our understanding of our residents, both tenants and leaseholders, to ensure our services deliver the best outcomes for our residents.

3. Next Steps

The council is already engaged with the RSH and has developed the Regulatory Assurance Action Plan to address the areas of non-compliance. The RSH will review this and work with the council to refine this plan in line with sector best practice.

3.1 Housing Management Cabinet Sub-Committee

- 3.2 To strengthen our Governance arrangements around Housing Management and provide additional assurance on the delivery of the Regulatory Assurance Action Plan this report recommends the establishment of a Cabinet Housing sub-committee.
- 3.3 Following the recommendation of the HQN and Pennington's assessments, alongside our assessment against the Consumer Standards we recommend this Governance structure to provide greater involvement and empowerment of tenants in the decision-making process regarding the delivery of our Housing Management service.
- 3.4 The new governance arrangements will have oversight of significant aspects such as;
 - The implementation of the social housing white paper, including our compliance with the New Consumer Standards, Building Safety Act and Tenant Satisfaction Measures (TSMs)
 - The performance of the council's repairs and maintenance service

- Maintaining Decent Homes, Fire and Building Safety
- Compliance with the Housing Ombudsman Code, ensuring that we are listening and acting on resident insight and learning from complaints
- 3.5 By setting up this governance structure we will provide a line of accountability and engagement with our Tenant scrutiny Panel, Tenant Voice and meet the Transparency, Influence and Accountability Standard.
- 3.6 Chaired by the Mayor, this Committee will own our Housing Management Risk Register, Key Performance Indicators, oversee decisions around investment in our homes and provide recommendations to Cabinet on the strategic direction of our Housing Management service.

Governance of the Housing Management Sub Committee

- 3.7 The committee will comply with the Council's Constitution, and will operate in line with the Executive Procedure Rules (set out in **Appendix 6)** which include relevant references across to the Council Procedure Rules and Access to Information Procedure Rules. The meetings will be serviced by the Council's Democratic services team in a similar way to Cabinet and meetings will be held in the Council Chamber unless the Chair of the Sub-Committee considers hosting a meeting elsewhere to be beneficial.
- 3.8 Meetings will be held on a regular agreed basis at least 6 times annually in the municipal year. Dates of meetings will be scheduled to be included in the Council's annual timetable of meetings. All meetings will be in person in same way as any other Council committee meetings, be open to the public to attend and observe proceedings (unless business that is 'confidential' or 'exempt' for the purposes of the Access to Information Procedure Rules is being considered).
- 3.9 The meeting quorum will be 3 members, one of whom must be the Mayor. The Housing Management Sub Committee will ensure that tenants are able, on an annual basis, to hold a review of the whole service and report to elected members so that the service has proper oversight and accountability.

Scrutiny

3.10 The Sub-Committee will engage with the Council's Scrutiny function in a manner to be determined in consultation with the Scrutiny service/Members but could, for example, include the option for Pre-Decision Scrutiny procedures and attendance by a Scrutiny Lead should that be desired by Overview and Scrutiny.

Terms of Reference

3.11 The recommended Terms of Reference, are set out in **Appendix 1**These are the proposed Terms of Reference as drafted by the Director of Housing and Head of Regulatory Assurance, following consultation with Democratic services. This report proposes the Mayor delegate authority to the Corporate Director to agree the final Terms of Reference.

Appointment of Elected Members to the Committee

3.12 As an Executive function, the Mayor will be responsible for appointing Members to the Sub-Committee from amongst the Executive Members. He will also Chair the Sub-Committee.

Appointment of Independent Advisors to the Housing Management Cabinet Sub-Committee

- 3.13 In addition to the Housing Management Sub Committee's elected member representatives, aligned with good practice in the social housing sector this report proposes provision for three independent non-resident nominees for appointment as co-opted members of the Housing Management Sub Committee. The independent roles are comparative to Non-Exec roles which sit on the Boards of Registered Providers, bringing industry expertise and external challenge to the proposed governance arrangements.
- 3.14 General practice for non-Executive members is that they are remunerated. They are typically paid from £5k-£10k per annum. We recommend that the members are remunerated to maximise the potential pool of applicants and enable us to recruit the required specialist capability. Offering these roles on a voluntary basis could be considered but this will need to be balanced against the skills and expertise required to support the committee and likely take up.

Voting

3.15 As an executive function, all voting powers rest with the Mayor/Executive. The Mayor at this stage is not proposing to delegate any decision-making powers and therefore the sole vote at the meetings rests with the Mayor.

Governance Structure

3.16 To support delivery of the action plan, a programme management structure will be implemented. The details of this structure, responsibilities and how it reports into the subcommittee is summarised within **Appendix 5.** This also summarises a proposed reporting and Governance structure to ensure expediated decision making and scrutiny of the Housing Management service based on timely information.

4. EQUALITIES IMPLICATIONS

4.1 The Regulatory Assurance Action Plan will benefit all residents living in council homes. The plan does not favour one protected group over another. All improvements will ensure that residents in council homes are kept safe, improve the delivery of services and ensure that residents are listened to and have opportunity to scrutinise performance and shape services.

5. OTHER STATUTORY IMPLICATIONS

5.1 This report outlines our compliance with the Social Housing Regulation Act 2023 and associated regulations as outlined in the Building Safety Act and Fire Safety Act 2021 and Fire Safety (England) Regulations 2022. As a social landlord, the Local Authority is obligated to demonstrate compliance with these requirements and or notify the respective regulatory body in the event of a suspected breach.

6. COMMENTS OF THE CHIEF FINANCE OFFICER

- 6.1 The implementation of the regulatory assurance plan will require both revenue and capital investment within the HRA. It is estimated that £4.8m of additional costs will be incurred on compliance works from building and fire safety surveys. It is proposed to fund these works from the £10m budget set aside for emergency building safety works that was approved at Full Council when the budget was set for 2024/25.
- The regulatory assurance plan recommends investment in professional staff to meet the requirements of the regulator and the requirements of Awaab's Law. It is proposed to fund a team of damp and mould surveyors, data analyst and mechanical engineer at an annual cost of £249k from the £10m budget detailed in para. 6.1.
- 6.3 On top of this, there is a requirement for a further two disrepair surveyors to manage the 300 active disrepair cases and the ongoing demand that will be driven by Awaab's Law at an annual cost of £136k. There is an expectation that these posts will reduce the costs currently being incurred for insurance claims, legal fees and disrepair compensation and to cover their costs.
- The current complaints team are employed on fixed term contracts to reduce the backlog of complaints that have built up. It is proposed that these posts are made permanent at a cost of £403k over the three-year MTFS period to ensure compliance with the Housing Ombudsman Complaint handling code and RSH Consumer Standards. There is insufficient HRA revenue budget to meet this cost, and it will be subject of an MTFS growth bid of £151k to recruit four officers to respond to social housing complaints at Stage 2.

6.5 The action plan also recommends the one-year fixed term recruitment of a senior performance improvement analyst. The council has recently selfreferred to the regulator and data quality was an underlying reason for this referral. This post will cost £96k and will be the subject of an MTFS growth bid.

7. COMMENTS OF LEGAL SERVICES

- 7.1 The Building Safety Act came into force in 2022 following the Grenfell tragedy to overhaul the existing building regulatory framework.
- 7.2 The Social Housing Regulation Act (2023) introduced new consumer standards and increased the powers of the Regulator of Social Housing. The consumer standards which apply to social housing providers require that providers meet all applicable statutory requirements for the health and safety of occupants in their homes.
- 7.3 The recommendations of this report establish a Housing Management Sub Committee of Cabinet to oversee the council's housing management service in relation to performance, compliance and assure the delivery of the Regulatory Assurance Action Plan.
- 7.4 The Council has developed an action plan to meet the regulatory requirements and to ensure that the Council is taking steps to meet its statutory obligations where deficiencies have been identified and to limit the risk of regulatory judgments and enforcement notices by the Regulator

Linked Reports, Appendices and Background Documents

Linked Report

NONE

Appendices

Appendix 1- Housing Management Sub Committee proposed Terms of

Appendix 2- Regulatory Assurance Action Plan

Appendix 3- RSH Consumer Standards

Appendix 4- Self Referral Letter

Appendix 5- Proposed Governance Structure

Appendix 6- Executive Procedure Rules

Background Documents – Local Authorities (Executive Arrangements) (Access to Information)(England) Regulations 2012

None.

Officer contact details for documents:

Darren Reynolds, Interim Head of Regulatory Assurance