

TENANT PARTICIPATION COMPACT



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FOREWORD

What the partners say...

What the tenants say ...

Tenants in Enfield have been fully committed to the idea of the Tenant Participation Compact since the Government's consultation paper was issued on 25 January 1999.

The National Framework for Tenant Participation Compacts resulted from that consultation paper and has incorporated many of the ideas and suggestions from tenants, tenant groups and local authorities to establish a clearly defined role for tenants in the decision-making processes that affect their housing and associated services.

Hilary Armstrong, Minister for Local Government and Housing when the National Framework was launched emphasised the 'flexibility' built into the model Tenant Participation Compact document and the need for effective 'partnership' working. With this in mind, tenants began working with the other two partners to form a Tenant Participation Compact document for Enfield.

Enfield's Tenant Participation Compact will, we hope, be the start of many innovations in the borough.

Tenants and leaseholders are ideally placed to inform elected members and officers of potential cost savings, poor services and trouble-spots on Enfield's housing estates.

Closer working relationships will undoubtedly improve communications and this, in turn, will help Enfield's Housing Services to become proactive rather than reactive in identifying and resolving many of the issues affecting the borough's housing stock.

The borough's Tenant Participation Compact will ensure that residents can have their say on any issues that are likely to affect their homes and estates, and Enfield Housing Service becomes accountable for and to its residents.

The ethos of 'Challenge, Compare, Compete and Consult' will require changes within Enfield Housing Service. But with closer working by all partners, any changes can be implemented smoothly and relatively trouble-free. This should greatly reduce the time officers spend on the phone explaining changes to tenants, leaving them more time to deal with important issues such as rent collection and repairs.

We, as tenants, appreciate the Government's commitment to involvement in all aspects of our housing and will be doing everything, as an equal partner, to ensure Enfield evolves into a successful and innovative 'Beacon Council'.

What the officers say ...

Working together
Commitment and respect
Challenge
For all partners

The above sums up officers' feelings about the Tenant Participation Compact.

It has taken a long time to get to this point. The process involved many evenings and weekends thinking, talking and negotiating the different standards you will read in the Tenant Participation Compact. We have learnt a lot about negotiation and come to understand our partners' perspectives much better. The commitment we have seen in our partners has increased our respect for them and shown that it is possible for tenants, councillors and officers to work and achieve together.

The first challenge was to negotiate the Tenant Participation Compact, but the bigger challenge is to turn the words into reality. To do this, all partners will need to keep that sense of commitment alive.

Our particular challenge as officers is to ensure that other colleagues across the Council share our vision and commitment. We will make this happen through the development of local Tenant Participation Compacts and the implementation of the borough-wide Tenant Participation Compact. It will also happen through training, jointly with tenants and councillors, openness and a willingness to respect the other partners' points of view.

We look forward to working with our partners on the first local Tenant Participation Compacts.

What the councillors say ...

The partnership between tenants, councillors and council staff to put in place Tenant Participation Compacts, has proved that all partners can work closely together, and this document is the result of all that hard work.

This has been a long process in which all parties have had to find a good deal more time in the final six months, to meet the April 2001 deadline.

Even so, everyone associated with the Tenant Participation Compact can be proud of the result, and will be keen to see it in full operation and be able to monitor the results.

Councillors welcome the Tenant Participation Compact and trust it will prove helpful to all tenants' groups and individuals in the borough.

INTRODUCTION

Welcome to the London Borough of Enfield 'Borough-Wide Tenant Participation Compact'.

Tenant Participation Compacts are part of the Government's plan to modernise local government and improve the way housing authorities shape and deliver local services. Tenant involvement is an important and integral part of their legal responsibility to achieve 'Best Value in Housing'. Tenant Participation Compacts will ensure that housing departments deliver good-quality, value-for-money services.

Enfield's Tenant Participation Compact is an agreement negotiated between tenants*, councillors and council staff. It sets out how tenants can be involved in shaping the housing service and affects all tenants whose landlord is Enfield Housing Services.

The Tenant Participation Compact will:

- clearly identify the ways in which tenants can get involved in developing and shaping housing policy and services
- encourage wider involvement of tenants in housing issues
- develop a new era of partnership working between tenants, councillors and housing staff
- encourage Enfield Housing Services to become efficient, accountable and more transparent in its decision-making processes. Services will be delivered in a way that achieves Best Value.

Definition of Enfield's Tenant Participation Compact

'The Borough-wide Tenant Participation Compact is a mutually negotiated agreement that will set the standards for Tenant Participation in Enfield. The Tenant Participation Compact will ensure that opportunities are provided for all tenants to become involved in influencing decisions about their homes and living environment, in ways best suited to their needs.'

*The Term "Tenants" used in this document refers to tenants and leaseholders of the London Borough of Enfield.

SECTION 1

THE PROCESS

Enfield Housing Services started to prepare for Tenant Participation Compacts in March 1999. Primary information giving details of the Government's consultation documents on Best Value in Housing and Tenant Participation Compacts was sent to all tenants in the borough. This was followed by a number of Saturday-morning information and consultation sessions in different areas across the borough. These were repeated in July 1999, and the idea of setting up a multi-partner group to work on introducing Tenant Participation Compacts to Enfield was born at this time.

In April 1999 a Best Value in Housing and Tenant Participation Compact Conference was held, which was attended by tenants, councillors and council staff. This proved useful in getting the three partners talking, and in tenants being able to voice their views and concerns about the way the council involved them. Following this, an information leaflet and survey questionnaire (Background paper 1) on tenant participation was sent to all tenants in Enfield.

The survey showed that, of a list of the many housing services Enfield provides, the 5 areas of housing services tenants most wished to be involved in were:

- Repairs to their homes
- Anti-social behaviour policy and procedures
- Major repairs programme
- Monitoring and reviewing services
- Tenant participation and support services

The survey resulted in around 85 tenants expressing a wish to become actively involved, some in setting up a local tenants' group in their area and others in developing the Tenant Participation Compact.

The partnership approach

Enfield Housing Services started working with its partners to form the Tenant Participation Compact in November 1999. From the beginning the intention was to maximise tenant involvement in developing Tenant Participation Compacts in Enfield, and create opportunities for all tenants to participate at a level and in a way that best suited them. Also from the outset, it was intended that Enfield's Tenant Participation Compact would be developed using a partnership approach in which tenants, councillors and housing staff would work together to negotiate and develop it.

The Tenant Participation Compact Working Group

A multi-partner group called the 'Tenant Participation Compact Working Group' was set up following the information sessions on Tenant Participation Compacts in July 1999. The group had responsibility for producing an Action Plan (Background paper 2) and timetable for developing the Tenant Participation Compact for Enfield. This group was made up of 9 tenants, 5 councillors and 18 council staff.

The working group worked with the following vision in mind:

'We will work together in partnership to overcome perceived barriers in an atmosphere of mutual trust and respect:

- **to enable tenants to be empowered to effect change in services that will meet the changing needs of the community**
- **to ensure that the services of the future are delivered to high standards**
- **to build transparency and accountability into all the decision-making processes".**

It was agreed at the start that adopting a true partnership approach would mean that a Tenant Participation Compact needed to be developed at a pace set by tenants. It was acknowledged that developing and producing core standards for all housing services would make unreasonable demands on their time and would not allow for full discussion.

Consequently it was agreed that:

- The Action Plan 2000-2001 would concentrate only on developing core standards for tenant participation.
- The Action Plan 2001-2002 would give top priority to services for which core standards would be developed in this and subsequent years.

The Action Plan 2000-2001

An Action Plan outlining the process, which would be followed to introduce a Borough-wide Tenant Participation Compact in Enfield, was launched in April 2000. Representatives of all three partners - Tenants, Councillors, and Housing staff signed the document at a launch event on April 11th 2000. This event was widely publicised through "Housing News" and "Enfield News".

The Tenant Participation Compact Development Group

The Tenant Participation Compact Development Group started work on the Tenant Participation Compact in May 2000.

The group comprised 6 tenants, 2 councillors (with deputies), and 4 members of staff.

The group developed and worked within its own terms of reference (Background paper 3).

Development of the Tenant Participation Compact

Members of the group started meeting on a fortnightly basis from May 2000.

A sum of £30,000 was identified (£10,000 from each of the three Area Housing Committees), and allocated for Training and Publicity/Promotion costs for the Tenant Participation Compact. Members of the group identified a need for training in several areas, so a draft programme for individual and joint training for all partners was drawn up. Training included courses on:

- **Negotiation skills – Chartered Institute of Housing (CIH)**
- **Housing finance – Housing Finance Training Associates**
- **Involving tenants in delivering Best Value – (CIH)**
- **Developing and implementing Tenant Participation Compacts – (CIH)**

A two-stage poster campaign was launched on billboards across the borough to promote the different stages of development of the Tenant Participation Compact.

A leaflet summarising progress by the development group was produced and distributed to or displayed at:

- **All tenants associations**
- **All libraries**
- **All district housing offices**
- **The Civic Centre**
- **The Federation office**

Southampton City Council is viewed by the Department of the Environment, Transport and the Regions (DETR) as a 'best practice' council, and the development group paid a visit in October 2000 to meet and have discussions with tenants and officers there. The visit was a useful way to learn from the experiences of another council's group that had successfully negotiated and produced a borough-wide Tenant Participation Compact.

The Tenant Participation Compact Consultative Panel

One of the main issues to emerge from the Action Plan negotiations was a shared view and hope among all partners that the Tenant Participation Compact would encourage wider tenant involvement. In keeping with this belief the development group acknowledged that throughout the process, there would be consultation with a wider group of people. Information could then be fed in and out.

A larger group called the Tenant Participation Compact Consultative Panel was therefore set up. This panel was to have open membership and all tenants, councillors and officers who wished to join would be encouraged and supported to do so. Currently, the group comprises 29 tenants and 7 officers.

The idea was that the main development group would negotiate and agree draft core standards. They would then consult the panel before finalising the Tenant Participation Compact.

One way of encouraging more tenants to get involved was to move away from consulting them only through meetings. Any method that tenants wanted to use was made available, including e-mail, survey questionnaires, small focus group meetings, larger meetings and individual meetings.

Members of the panel received background and all other relevant information, offered external and internal training and had access to the same training courses as the development group.

The panel was consulted on the standards for information, standards for groups, standards for meetings, and recognition criteria for both tenant and leaseholder associations.

Role of the Tenant Participation Service

The London Borough of Enfield's Tenant Participation Service has assisted the three partners in the development of the Tenant Participation Compact from the inception of the Tenant Participation Compact Working Group in July 1999. The Tenant Participation Service has facilitated meetings of the Tenant Participation Compact Working Group, the Tenant Participation Compact Development Group and the Tenant Participation Compact Consultative Panel.

SECTION 2

CORE STANDARDS

The partners decided that the Tenant Participation Compact would first give priority to and set standards for tenant participation. These standards are known as core standards and they cover:

- **Standards for information**
- **Standards for meetings**
- **Standards for tenants groups**
- **Standards for resources for tenant participation**
- **Standards for monitoring and measuring performance**

Housing authorities communicate with tenants through written **information**, which is produced in various forms, at **meetings**, and through interaction with **tenants' groups** that are set up to represent tenants in defined areas.

To do this effectively housing authorities must identify and allocate adequate **resources**, both financial and non-financial, while encouraging and sustaining tenant participation.

Enfield's Tenant Participation Compact will set standards for all the above. To ensure these do not slip, it will also put in place mechanisms and agreed standards to **monitor and measure** its own **performance**.

Core standards for information

Why have standards for information?

Standards for Information have been set in order to:

- ensure that all parties can make better-informed decisions
- consider the impact of proposed initiatives and changes before they are implemented
- promote open, accountable, transparent and shared decision-making
- ensure that all tenants will have access to all information they are legally entitled to
- promote and implement Best Value
- encourage and promote the widest possible tenant involvement from all sections of the community, especially those whose needs for access to information and participation have traditionally been neglected.

What information should the council provide?

Housing Services has a legal duty to provide tenants with certain information under several laws and to consult them on matters that will affect their housing (Background paper 4).

Standards for Information will ensure that Housing Services will also provide information on:

- any proposed local policy changes
- any proposed national policy changes where that information is available
- proposed new local initiatives
- proposed new legislative requirements (laws and regulations)
- performance information gathered, using local or national indicators
- proposed operational changes in service delivery, including any feedback opportunities available
- access to reports and survey results – subject to the Freedom of Information Act and the Access to Information Act; also information on charges the council could make for these if the law does not require them to be provided free of charge.

How is information currently provided by Enfield Housing Services?

In the following ways:

- **Letters**
- **Leaflets**
- **Enfield's 'Housing News'**
- **Area housing committee reports**
- **Consultation documents**
- **Background/discussion papers**
- **Minutes of meetings**
- **Notes of meetings**

Core standards for information

All information published will be:

- clear, concise and jargon-free
- of adequate print size
- accessible to, and meeting the needs of, all sections of the community
- sent out in adequate time to address its purpose
- full (not selective), relevant and fit for purpose
- produced using visuals or images to supplement and reinforce the text where relevant
- free of grammatical or spelling errors
- signed if letters and all other reports, etc., will display details of the author or named contact person.
- clear about all the feedback options wherever applicable
- dated.

Who can use these standards for information?

All partners, as good practice in all communications, can use these standards for information.

Core standards for meetings

Why set standards for meetings?

The National Framework for Tenant Participation Compacts recommends that, in order to ensure ‘tenants can participate fully and contribute to the decision-making process’, it is essential that partners set standards for meetings.

Furthermore, standards will ensure that meetings between the council and tenants make communication and feedback effective, on all issues covered by the Tenant Participation Compact.

Where else should these standards apply?

Core standards for meetings:

- should apply to meetings of those groups that have a formal role in the decision making process
- may apply where recognised groups communicate with their residents (through general and other meetings) and feedback their views to the relevant service providers

Core standards for meetings will cover the following areas:

What will happen?

- Before meetings
- During meetings
- After meetings

Standards for meetings will take into account:

- health and safety implications
- equal opportunities implications
- financial implications
- legal implications.

Consultation meetings:

Enfield Housing Services will produce a calendar of consultation meetings that will take place each year. The calendar must include Fundamental Service Reviews, Rent Setting, Housing Investment Strategy and Housing Revenue Account Business Plan.

Standards for preparations before a meeting

- Aims and objectives – the purpose of the meeting will be clearly stated.
- An appropriate co-ordinator from Housing Services must be clearly identified for the meeting. Their name and other contact details will be published on all paperwork associated with the meeting.
- Interested parties will have the opportunity for input in setting the agenda.
- The length of the meeting will be decided in advance (the use of timed agendas may be appropriate).
- There will be a fixed agenda item at each meeting to identify agenda items for the next meeting.
- Meetings will have comfort breaks built into the agenda (for smokers, refreshments, etc.)
- Meetings will be alcohol free, for reasons of safety and cultural sensitivity.
- Meetings will start on time and not continue beyond the end time, unless by the agreement of those present.
- All participants will have an opportunity to notify the Chair of any other business, and appropriate time must be allocated to deal with any other business at meetings.
- Thought must be given as to who will be invited to the meeting and who will participate. Appropriate people will be invited (e.g., technical staff, legal advisors).
- A suitable notice period will be given for the meeting – a minimum of ten working days, and it will be appropriately publicised.
- A suitable day and time for the meeting will be decided, depending on the needs of participants.
- A budget for the meeting must be identified. Budgets must cover costs such as transport, carer costs, refreshments, publicity, translation and interpreting, venue hire costs and equipment.
- Consideration must be given to arrangements such as transport for participants.
- An appropriate and accessible venue will be identified to hold the meeting. Consideration must be given to size, location, sound quality, etc. and implications for health and safety and equal opportunities.

Standards during meetings

There will be a code of conduct for all participants that will include:

- respect for each other's differences of opinion and right to speak
- courtesy
- equality of opportunity to participate
- challenging (or supporting challenge) of inappropriate behaviour
- punctuality

Standards during meetings will also include:

- agreeing and setting a date for the next meeting, if required
- ensuring, as a matter of good practice, that a meeting evaluation form (see Appendix 1) is distributed to all participants. A pre-paid envelope should also be provided to allow people to give feedback by post if they do not wish to complete the form right away

At the meeting the chair must:

- ensure everyone has an equal opportunity to participate
- summarise at the end of each item to clarify points/agreements
- keep order to avoid disruptions
- keep the meeting to the agenda and time – as far as is practicable
- seek agreement to vary agenda items if necessary or appropriate
- clarify feedback, actions and any other follow-up arrangements that participants can expect, and inform them of any contact details for the person(s) responsible for this
- agree timescales at the meeting for production and distribution of (draft) minutes

Standards for the after meetings stage

The meeting Co-ordinator will:

- ensure that (draft) minutes are produced and distributed by due date
- ensure copies of the actions checklist are distributed with the draft minutes
- liaise with relevant people responsible for actions identified at meeting
- collate all follow-up information or reports to be taken to next meeting, or to feed back to attendees
- set in motion any other continuity arrangements as necessary.

Core standards for tenants groups

Why have standards for tenants groups?

The National Framework for Tenant Participation Compacts explains that these standards will result in tenants groups developing into strong and active organisations that are democratic and accountable, and having a clear mandate from the communities they represent.

Tenants groups that work to set standards and meet agreed criteria, will have the right to receive financial and non-financial support and be involved in Enfield Housing Service's decision-making processes.

Standards for groups

Some simple rules must be agreed and set by all groups and their members about aims and objectives and how the group will operate and be representative. Groups that wish to operate more formally and actively must adopt a more formal set of rules, known as a 'constitution'.

Constitutions

A constitution (see Appendix 2) is a set of written rules that outline how a residents group will operate. A constitution is important as everyone involved can see what the group has been set up to do and the roles and responsibilities of all members.

A constitution will include details of the geographical boundaries and activities of the group, how often the group will meet, and how decisions will be taken within the group. A constitution is a tool to show that a group is open, accountable, and democratic.

In Enfield, groups will have a written constitution that will include:

- an equal opportunities statement, saying that the group is working towards an equal opportunities policy
- a statement that membership of the group is open to all residents living in the group's defined area
- details of regular elections, details of general meetings that are open to all residents and how many participants there must be in attendance
- records (minutes) of meetings, which are open to inspection
- financial accounts, which are open to inspection (including income generated through community halls owned by Housing Services).

Getting involved in decision-making

Tenants will be able to choose the way in which they become involved in Housing Services, but it is important that groups can make informed choices when working in partnership with councillors and council staff. There are many different levels of involvement for groups, but for each level of involvement there is a matching set of responsibilities for both tenants and landlords.

As part of the Tenant Participation Compact, Enfield Housing Services will introduce 'Recognition criteria for tenants associations involved in the decision-making process' (see Appendix 3). This will apply to all tenants groups who wish to be involved in decisions about housing policy, services and performance monitoring arrangements.

This document clearly outlines the rights and responsibilities of both, Enfield Housing Services and tenants groups.

The agreed recognition criteria include details of:

- the level of active membership a group must have in order to demonstrate that it is representative of the residents within its defined area
- the types of services and support the group can expect from Housing Services on meeting the criteria
- the responsibility of groups to ensure that they are acting in accordance with their equal opportunities statement or policy and are making every effort to involve and represent all sections of the community in their area
- the responsibility of Housing Services towards groups who meet the criteria, in ensuring they promptly receive all the support they are entitled to.
- A separate recognition criteria for leaseholder associations (see Appendix 4) has also been produced
- The rights of leaseholders to set up their own associations which represent 60% of leaseholders in an area - these have a statutory right to be recognised by their council landlord
- Enfield's leaseholder criteria require an association to have an active membership of at least 51% to show that it is representative of the leaseholders in an area.

Best practice

Groups will ensure that information on their organisation and its activities is made widely available to all tenants in their defined area, and all tenants are encouraged to become more active.

Regular newsletters or other communications such as posters, leaflets etc. will be produced and distributed to reach all tenants in the defined area.

Groups will produce a yearly report at their annual general meetings as a means of showing tenants how they are trying to meet or are meeting their objectives.

A training plan for the group and members will be included in the yearly report.

Housing Services will offer information, advice, and practical support to groups to help them achieve their aims and work to best practice.

All groups meeting the recognition criteria will receive an annual certificate of recognition (See Appendix 5) from Enfield Housing Services.

Core standards for resources for tenant participation

Why have standards for resources for tenant participation?

Setting these standards will ensure tenant participation in Enfield is supported through adequate and well-planned financial and non-financial resources that will make it sustainable over time and improve its quality and effectiveness.

The costs of providing both, financial and non-financial resources and support are taken from the Housing Revenue Account (Background paper 5) that comes directly from tenants' rents and government allocated funds. Its use is strictly ring-fenced and controlled. In using it, the council must be answerable to tenants and the external auditor.

Standards for resources for tenant participation

- Tenants groups can apply for a grant from Enfield Housing Services to help with the costs of setting up and running their organisations provided they meet the criteria for funding.
- Tenants associations and other groups will be able to negotiate and receive non-financial support in the form of access to premises, stationery, photocopying, printing and distribution of newsletters, reimbursement of out-of-pocket expenses, transport to and from events, and carer costs.

Enfield Housing Services, in partnership with tenants and councillors will undertake a review of the current grants system, **within 12 months** of the introduction of the Tenant Participation Compact. At the same time there will also be a review of other budgets that fund non-financial help to groups.

Training

Clear programmes of tenant, councillor and council staff training courses will be produced each year. The Tenant Participation Service will undertake a survey of training needs in order to develop annual training programmes.

Programmes will cover courses in a range of housing, tenant participation and related subject areas, and will be offered at levels to suit the needs of different participating groups.

The Tenant Participation Service will also:

- manage the tenant training budget
- explore the feasibility of requesting local community and voluntary organisations to provide some of the training
- report to the Tenant Participation Working Party (the group of tenants, councillors and council staff which oversees tenant participation strategy in Enfield)
- ensure that bids are made to the council's general fund when residents other than council tenants and leaseholders request training
- ensure that external funding is also sought where appropriate, such as Community Funding

Annual training & conferences

national certificate in tenant participation

Since 1996, Enfield has sponsored 2 tenants each year on the Chartered Institute of Housing's national certificate in tenant participation. Since then, 8 tenants and one tenant participation officer have attended the course, and all have found it extremely useful. Of the 8 tenants 5 are currently active members of the Federation.

Enfield Housing Services will continue to sponsor 2 tenant places on this course each year, and will:

- pay the course fees
- reimburse all travel costs to and from college on production of receipts
- reimburse all travel costs to and from field trips within the United Kingdom
- provide advice, information, and tutorial support through the Tenant Participation Service the Federation
- provide access to computers and other equipment to help students
- help with obtaining course materials.

TPAS annual conference & other events

The Tenant Participation Advisory Service (TPAS) is a national organisation that campaigns for the rights of tenants to be involved in decisions affecting their homes and estates. It provides information, advice and training to individual tenants and housing organisations on all matters relating to housing and tenant participation.

- Each year Enfield Housing Services sends 6 tenant delegates to this conference and will continue to do so.
- Enfield actively encourages the take-up of places at one-day conferences and training courses by promoting these events, and will continue to do so.

Encouraging tenant participation

The Tenant Participation Service

The Tenant Participation Service is a key resource through which Enfield Housing Services encourages and promotes tenant participation across the borough.

- Enfield Housing Services will support the Tenant Participation Service to work in conjunction with tenant and councillors, and to continue to develop tenant participation policies, strategies, procedures and practices for the borough.
- The Tenant Participation Service will provide advice, information and access to training tenants, councillors and officers, in all matters relating to tenant participation.
- The Tenant Participation Service will provide practical assistance and guidance to individual tenants and tenants group that wish to get involved in any area of their housing services.
- The Tenant Participation Service will provide developmental support to tenants and their organisations.

Enfield Housing Services will encourage and promote wider tenant participation to all groups throughout the borough, by developing new structures, including:

- tenants juries and panels
- Young People's Forum
- Black & Minority Ethnic Tenants' Forum
- Sheltered Housing Tenants' Forum
- Forum for Tenants in Temporary Accommodation

A timetabled programme of review of all existing tenant participation structures will be drawn up within 12 months of the introduction of the Tenant Participation Compact.

This review will take account of the findings of all the reviews of housing consultative structures undertaken and agreed to date. Funding options for existing and new structures will be considered as part of this timetabled review. Information on resources for tenant participation

Enfield Housing Services will provide information on the following:

- The resources, including staff time, that are available to implement its' policies for tenant involvement.
- The officers who are responsible for delivering specific goals in the tenant participation strategy and other relevant strategies.
- The resources that are available to support training and capacity building among tenant representatives and tenant groups, to sustain and develop established tenant participation structures.
- Anything else tenants ask for as long as it is available and does not breach any confidentiality policies or procedures.
- Details of all resources and help available to groups and to those wishing to become more involved in housing services. This will be in the form of a Tenant Participation Compact on that topic.

Resource centres

Enfield Housing Services will provide resource centre facilities for tenants within 12 months of introducing the Tenant Participation Compact, as follows:

- Tenant resource centre facilities will be provided via the Tenant Participation Service unit.
- The tenant resource centre facilities will be appropriately located and accessible.
- Enfield Housing Services will develop service level agreements with appropriate council services, to allow tenants groups access to low-cost services such as photocopying and use of computers.
- Enfield Housing Services will continue to support existing tenant resource facilities.
- Enfield Housing Services will not consider changes to the structure of the Tenant Participation Service unit without the full involvement of its stakeholders.
- Enfield Housing Services will provide groups who have premises with leaflet stands to display relevant information.
- Housing Services will provide access to software displaying multi-cultural images.
- Resource centre facilities will be widely publicised to all tenants.
- Enfield Housing Services will regularly provide updated reference materials to the Federation resource centre.

Independent information and advice

Enfield Housing Services will help groups who wish to access independent advice and community development support. Help will be given through the Tenant Participation Service or the Federation.

Access to Housing's community halls

Enfield Housing Services will develop and implement a Housing Halls Policy within **12 months** of the introduction of the Tenant Participation Compact.

In the interim, tenants can expect the following:

- Tenant groups will have fair and reasonable access to housing halls or meeting rooms to undertake their activities.
- Tenant groups will have access to housing halls or meeting rooms free of charge.
- Common rooms will be made available for tenants where possible.

Core standards for monitoring and measuring performance

Why monitor and measure performance?

Tenant Participation Compacts will bring about real and lasting change to the way housing departments operate across the country. Tenants, councillors and council staff will work together to ensure that services are constantly improving and are efficient and cost effective. Tenant Participation Compacts therefore need to change and develop over time. The Enfield Tenant Participation Compact will:

- be consistently monitored to assess how it is performing
- be used to set performance standards and targets for Enfield Housing Services.

What will be monitored?

Many factors will affect the performance and effectiveness of the Tenant Participation Compact, namely:

- inputs – what resources, both financial and non-financial, have been allocated to tenant participation?
- process – how has the Tenant Participation Compact been promoted and implemented?
- outputs – what has actually been produced through the implementation of the Tenant Participation Compact?
- outcomes – has the implementation of the Tenant Participation Compact resulted in the desired outcomes being achieved?

The Action Plan 2000 contains a joint statement (Background paper 6) by all partners listing the outcomes expected from the implementation of the Tenant Participation Compact. Core standards for tenant participation have been set to ensure these outcomes are achieved over time.

In monitoring and evaluating the performance and effectiveness of the Tenant Participation Compact, these outcomes will be measured and used as part of Enfield's local performance indicators.

The Tenant Participation Compact Monitoring Panel will produce a list of local performance indicators that reflect the key aims of the joint statement of outcomes.

The Tenant Participation Compact Monitoring Group

A group made up of tenants, councillors and council staff will monitor the Tenant Participation Compact from June 2001. The group will:

- meet quarterly or as necessary
- regularly assess the Tenant Participation Compact against the original joint statement of outcomes
- oversee the implementation, performance, monitoring, and review of the Tenant Participation Compact
- set clear service standards and targets for tenant consultation and involvement. The group will identify a target percentage figure of tenants to be engaged in regular formal or informal dialogue with Enfield Housing Services. This figure will rise in stages every year
- work with Enfield Housing Services to conduct a twice-yearly audit and review of the Tenant Participation Compact
- have the power to address poor performance and identify remedies if service standards are not being met, by invoking and serving 'rectification notices'
- benchmark (compare methods, approach, style, and service) with other public and private sector organisations to ensure that Enfield's approach to tenant participation remains effective.
- work with the Tenant Participation Service to establish a checklist for tenants groups. This checklist will be used to monitor the effectiveness of groups. The checklist, combined with the yearly reports produced by tenant associations, will measure equality of opportunity and levels of involvement by all groups including black and minority ethnic groups
- identify monitoring mechanisms that could be adopted across all council services to ensure that the council is consulting with and involving tenants from all parts of the community effectively
- work with Enfield Housing Services to ensure that a target of one local Tenant Participation Compact per year, per housing district is promoted
- work with Enfield Housing Services to consider a satisfaction survey process to establish tenants' satisfaction each year with participation arrangements, value-for-money services and their local area.

Enfield Housing Services will:

- develop an internal system of regulation to ensure that the Tenant Participation Compact is performing, and is meeting agreed standards
- work with the Tenant Participation Compact Monitoring Group and conduct a twice- yearly audit of the Tenant Participation Compact. Identified changes will be included in subsequent editions of the Enfield Tenant Participation Compact.

The Tenant Participation Compact Consultative Panel

The consultative panel's role will continue beyond the introduction of the Tenant Participation Compact and be extended to cover its implementation and performance. The panel will work closely with this group, which will continue to be developed in terms of membership.

SECTION 3

LAUNCH OF ENFIELD BOROUGH-WIDE TENANT PARTICIPATION COMPACT

The Enfield Tenant Participation Compact was launched on 15 May 2001, at the Four Hills Tenants Association Hall, Brigadier Hill Enfield.

Representatives from the following were present:

- councillors of the London Borough of Enfield
- Department of the Environment, Transport and the Regions
- Enfield Housing Services
- Federation of Enfield Community Associations
- Government Office for London
- departments of the London Borough of Enfield
- residents associations in Enfield
- tenants of Enfield

The launch was promoted by sending invitations to the above and by advertising the event in 'Housing News', a quarterly publication produced by Enfield Housing Services which is sent to all 16,995 tenants in the borough.

SECTION 4

IMPLEMENTING THE BOROUGH-WIDE TENANT PARTICIPATION COMPACT

This section includes information on:

- **implementing the Tenant Participation Compact**
- **promotion of the Tenant Participation Compact**
- **arrangements for reviewing the Tenant Participation Compact**
- **how problems will be dealt with**
- **the role of government offices in monitoring Tenant Participation Compacts**

Enfield Housing Services is committed to delivering services that reflect the agreed expectations laid out in the Tenant Participation Compact. It is therefore important that all staff are aware of their role in this process and recognise the merits of involving tenants.

Implementing the Tenant Participation Compact

Enfield Housing Services will:

- **consult the Tenant Participation Compact Monitoring Panel to arrange a programme of training for all staff with responsibility for implementing the Tenant Participation Compact**
- **ensure service delivery procedures and practices are changed or adapted to meet the agreed standards**

Promoting the Tenant Participation Compact

Tenant Participation Compacts will improve the standard and quality of tenant participation, and Enfield is committed to all tenants having easy access to the Tenant Participation Compact. Enfield will actively encourage wider tenant participation, especially from traditionally excluded groups and will take tenants' views into account in both the day-to-day and wider strategic decisions.

All 16,995 tenants in the borough and subsequent new tenants will receive an explanatory leaflet about the Tenant Participation Compact. Copies of the full document will be available on request in English, various community languages and other formats. The Tenant Participation Compact will also be included on the Enfield web site.

The Tenant Participation Compact will be supplied to:

- all tenant and leaseholder groups
- all public libraries, public offices and information points across the borough
- the Federation of Enfield Community Associations for distribution (see Appendix 6)
- all district housing offices
- all councillors

Reviewing and amending the Tenant Participation Compact

Enfield Housing Services, in consultation with the Tenant Participation Compact Monitoring Panel, will:

- conduct a twice-yearly audit of the Tenant Participation Compact, and ensure that necessary changes are included in subsequent editions of it
- regularly review internal working procedures, practices and performance
- compare with other landlords and review Enfield's tenant participation arrangements as necessary
- as a result of the twice-yearly audits, produce amended editions of the Tenant Participation Compact as necessary

How the partners will deal with problems

As the Tenant Participation Compact is an evolving document, it is difficult to anticipate problems that may arise. Identified problems will be dealt with at an early stage by all 3 partners and:

- problems will be notified through the Tenant Participation Service or through the council's Complaints procedure (see appendix 7), which will be widely publicised to all tenants
- the Tenant Participation Compact Monitoring Panel will be notified of problems as they arise and through reports to the quarterly meetings
- the Tenant Participation Compact Monitoring Panel will invoke a Complaints Panel if necessary, which has the power to serve rectification notices
- if external arbitration is necessary it will be arranged through the Tenant Participation Service

Role of the Government offices in monitoring Tenant Participation Compacts

Central government allocates grant towards part of the cost of managing and maintaining council homes on the basis of a council's policies and performance. The Tenant Participation Compact will help make Enfield councils' policies and practices more transparent and accountable. The DTLR and the Government Office for London have responsibility for council housing departments. The Government Office for London and the Audit Commission's Best Value Inspectorate will be monitoring Enfield Housing Services to ensure that the requirements of both the Best Value legislation and the National Framework for Tenant Participation Compacts are being met. Action Plan 2001-2002 – setting targets.

April 2001

- The Enfield Tenant Participation Compact is completed.
- Start design of Tenant Participation Compact leaflet – this will go to all 16,995 tenants and leaseholders and will be issued to all subsequent new tenants.

May 2001

- The launch of the Borough-Wide Tenant Participation Compact will take place on the 15th May.
- Agreed recognition criteria for tenant and leaseholder groups will be introduced.
- Tenants, councillors, and housing staff will be recruited to the Tenant Participation Compact Monitoring Group.
- An internal regulation group will be set up. Its first task will be to set up staff training sessions.
- Leaflet stands will be provided to all tenant groups with premises.
- Tenant notice-boards will be provided in all district housing offices.

June 2001

- A dedicated tenant page will be included in Housing News. This publication will be sent out with the Tenant Participation Compact leaflet.
- First meeting of the Tenant Participation Compact Monitoring Group will be held. Discussion will include the development of a joint training and annual tenant training programme.
- Begin a comparison of Enfield's Tenant Participation arrangements with other landlords.
- The Tenant Participation Service to begin the recruitment of members of the Tenant Participation Compact Development Group.

July and August 2001

- The review of the Model Constitution (see Appendix 2) will take place.
- The first meeting of the Tenant Participation Compact Development Group will take place in July.

September 2001

- The review of Enfield's current grants system and other financial or non-financial resources for tenant participation will begin.
- Half-year audit of Tenant Participation Compact performance will take place.
- The next meeting of the Tenant Participation Compact Monitoring Group will take place.

October 2001

- Further consultation with the Tenant Participation Compact Consultative Panel will take place.

December 2001

- The next meeting of the Tenant Participation Compact Monitoring Group will take place.

February 2002

- The review of Enfield's current grants system and other financial or non-financial resources for tenant participation will be completed.

March 2002

- The second of the twice-yearly audits will take place.
- End-of-year review of the Tenant Participation Compact – publication of the second edition will take place.
- The next meeting of the Tenant Participation Compact Monitoring Group will take place.

Other targets in the document:

- To draw up a timetabled review of all existing Tenant Participation structures within 12 months of introducing the Tenant Participation Compact.
- Enfield Housing Services will provide widely publicised resource centre facilities for tenants within 12 months of the start of the Tenant Participation Compact and will negotiate a service level agreement with other council services.
- The promotion of one local Tenant Participation Compact per district per year.

STATEMENT OF SUPPORT

The supporting statement below represents all the partners' total commitment to the Tenant Participation Compact in Enfield.

Tenant Participation Compacts are bringing about new and exciting changes in all councils across the country. They have set the scene for a new era of partnership working where tenants, councillors and council staff are negotiating together to shape relevant, efficient and value-for-money housing services.

The conclusion of the negotiation of Enfield's Tenant Participation Compact is a breakthrough. It will lead to a partnership that is open, honest and built on mutual trust and respect. However, it is not a destination, but a journey.

We are delighted to welcome this positive and helpful initiative. We strongly believe in giving tenants and leaseholders a real say over how their neighbourhoods are run. Tenant Participation Compacts will ensure that local concerns are taken seriously, and that the council cannot ignore local people.

The outcome of this 'closer' working environment should be a more streamlined housing service, catering for the needs of the borough's tenants and leaseholders. Tenants are better placed to notice potential problems, poor repairs or antisocial behaviour on housing estates: this Tenant Participation Compact will enable them to address their concerns more readily to ensure that prompt, less costly action is taken to promote safer and friendlier estates where people will want to live.

Federation of Enfield Community Associations

.....
Mark Bellas Chairman

Lead Member for Housing

.....
Councillor Lyn Romain

Opposition Lead Member for Housing

.....
Councillor Graham Eustance O.B.E.

Director of Housing

.....
Donald Graham

Date: 15 May 2001

SECTION 5

Appendices

- 1 Meeting Evaluation Form
- 2 London Borough of Enfield Model Constitution
- 3 Recognition Criteria for Tenants Associations
- 4 Recognition Criteria for Leaseholder Associations
- 5 Certificate of Recognition
- 6 FECA leaflet
- 7 London Borough of Enfield Complaints Procedure
- 8 London Borough of Enfield Customer Care Policy
- 9 London Borough of Enfield Equal Opportunities Policy
- 10 Organisations and useful contacts

Background papers

Detailed below are the background papers referred to throughout this document. They are available from the Tenant Participation Service. If you would like a copy of any of the background papers, please telephone 020 8379 4588.

Information leaflet / questionnaire

Action Plan 2000

Tenant Participation Compact Development Group: Terms of Reference

Legal Framework for Tenant Participation

Housing Revenue Account Circular 8/95 DoE

Joint Statement of Expected Outcomes

ACKNOWLEDGEMENTS

The partners would like to express our thanks to all members of the Tenant Participation Compact Development Group, listed below, for the time and hard work they have put into negotiating and developing this borough-wide Tenant Participation Compact. Our thanks also go to the Tenant Participation Service for facilitating the meetings of all groups involved in developing the Tenant Participation Compact.

Tenant Participation Compact Development Group

Tenant members

Carol Bagshaw	Angel Edmonton
Mark Bellas	Ordnance Community Association
Nigel Homer	Reservoir Residents Association
Marcia Russell	Ashwood Community Group 2000
Chris Salako	Snells Park Residents Association
John Slaughter	Four Hills Tenant Association
Lynne Street	Shires Estate Edmonton
Litsa Worrall	Arnos Grove

Councillor members

Chris Cole	Labour group
Don Dellman	Conservative group
Tony Dey	Conservative group
Ayfer Orhan	Labour group

Officer members

Barbara Batchelor	Customer Care Manager
Sally McTernan	Best Value and Quality Manager
Nicky Dawson	Service Development Team Manager
Lynn Robinson	Senior Quality Assurance Officer
Kate Tordoff	Service Development Team Manager
Rob Turner	Head of Resources
Colin Wilson	District Housing Manager

We also wish to thank all individuals, groups and organisations who contributed to the development of this Tenant Participation Compact through practical support at meetings or through their responses to consultation at various stages of the process. In particular we wish to thank all members of the Tenant Participation Compact Consultative Panel for their valuable input and their continued support and commitment.