

THE PRINCIPAL YORK, 14TH JUNE 2018

# RESIDENT INVOLVEMENT

CONFERENCE 2018



# JOINT CHAIR'S INTRODUCTION AND WELCOME



**Eamon McGoldrick**

Managing Director, National Federation of  
Arms-Length Management Organisations



**Katie Bowles**

Involved Tenant,  
Incommunities Community Trust Panel

**#resi18 | @NHC**



# HOUSING, NOW AND IN THE FUTURE



**Eamon McGoldrick**

Managing Director, National Federation of  
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# HOUSING - NOW AND THE FUTURE

**National Resident Involvement  
Conference**

**14 June 2018**

**Eamon McGoldrick  
Managing Director – NFA**

# Objectives of Presentation

- Outline governance models in Council social housing and how residents are involved
- Update on Grenfell and impacts on governance, resident engagement and management of consumer / safety standards
- Stimulate debate and provide food for thought

# Social Housing - Management

## Stock Numbers

- 3.8m social rented homes in England
- Housing Associations own 2.2m
- Councils own 1.6m
  - 1.1m directly managed
  - 0.5m managed via ALMO's

# Council Governance Models

- ❑ **Direct Management**

Council / Cabinet / Portfolio holder

- ❑ **ALMO / Council Housing Company**

Boards made up of residents, independents, council nominees and staff

- ❑ **Tenant Management Organisation (TMO)**

Resident led Boards – KCTMO was unique in terms of scale

# Common Objectives

- Meet objectives in management agreement or key strategic documents
- Deliver excellent services
- Meet performance targets
- Demonstrate VFM
- Meet regulatory and legislative requirements
- Involve and listen to customers
- Ensure all residents and staff are safe



# Grenfell - Impacts

- Building Regulations and Fire Safety Review
- Public Inquiry
- Social Housing Green Paper / Reviews
- Other

# Independent Review of Building Regulations and Fire Safety

- Led by Dame Judith Hackitt
- Final Report May 2018
- Main recommendations
  - Reinvigorated Regulator
  - Empowered duty holder
  - Reassurance, recourse and resident responsibilities
- Government to consult on banning desk top reviews and combustible materials in cladding

# Public Inquiry

- Chaired by Sir Martin Moore – Bick
- Will focus on cause of fire, spread and responses by all parties involved
- Commenced evidence Mon 21 May
- PI will include following sources:
  - evidence from 547 core participants
  - 300,000 documents
  - 5 expert reports
- Phase 2 early 2019 and report 2020?

# Public Inquiry

## Early submissions

- Kitchen fire on 4<sup>th</sup> floor spread through window on to external cladding
- Cladding very flammable
- Defective workmanship
- Safety defects including fire doors, dry risers, fire lift controls and smoke ventilation systems
- Fire Service not prepared for a fire of this nature and stay put policy abandoned too late

# Social Housing Green Paper and other Reviews

- Government promised “root and branch” review of social housing and a Green Paper on it’s future
- Ministerial Roadshows will feed into Green Paper
- New Independent Tenant Voice?
- Publication by 25 July?
- Labour Party has published it’s own report
- CIH launching report on “Re-thinking social housing” - publication late June 2018

# Other Impacts

- Future of some tower blocks?
  - High maintenance costs
  - Single staircase access
  - Large Panel System blocks
- Role of Fire Services in risk management?
- Will the “Stay put” Policy need review?
- Are Council Emergency Plans fit for purpose?

# How have ALMOs responded?

- Undertaken urgent fire safety works
- Reviewed all Health and Safety arrangements
- Communicated with residents
- Reviewed risk registers
- Adjusted Financial & Business Plans
- Sharing and learning
- Highlighting positive practice
- Influencing policy agenda

# Preparing for a New Order?

Landlords preparing for a new order where they may need to

- be more open and transparent
  - respond to more robust consumer standards
  - review mechanisms for redress
  - be more heavily regulated by Government
- 
- need to take “complete ownership” of new build and refurbishment schemes



# Questions for Landlords

## Resident Engagement

- Are we listening to residents?
- How do we respond when residents complain?
- Do we need to improve education/communication with residents?

## Regulation

- Does Self and Co-regulation work for us?
- Government may “level the playing field” Are we ready for further scrutiny / regulation?

# Questions for Landlords

## Governance

- Why did a resident led organisation like KCTMO appear to fail?
- Are residents involved where they want to be?

## Management

- Do we really know who is living in our homes?
- Self serve and digital versus face to face?
- Should we do more occupation surveys and home visits?

# Questions for Landlords

## Health and Safety

- How do we know if our residents are safe?
- Is our risk register fit for purpose?

## Finances

- What is the impact of additional works and communications on our Business Plan?

## Future

- Are we ready for a future with new rules, regulation and greater transparency?

# Summary

- Diversity of governance models is good and none have inherent flaws
- Management, governance and resident involvement arrangements must be regularly reviewed
- A lot of challenges in current operating environment – a good reason to learn from each other and share best practice

# Thank You For Listening


## NATIONAL FEDERATION OF ALMOs

Website: [www.almos.org.uk](http://www.almos.org.uk)

Email: [info@almos.org.uk](mailto:info@almos.org.uk)

Twitter: @almos\_nfa

# Transparency – what is it and how could we get better?



Jacqui McKinlay,  
Chief Executive,  
Centre for Public Scrutiny (CfPS)

**#resi18 | @NHC**



# Transparency – what it is and how could we get better?

National Tenant Involvement Conference – 14 June 2018

# Centre for Public Scrutiny – who are we:

- An independent charity – national centre of expertise in governance and scrutiny
- Track record of working with public and private organisations to improve their governance and scrutiny
- Core beliefs – transparency, accountability and involvement lead to better outcomes
- Providing independent expert support and challenge to inform the National Housing Federation's thinking on transparency



## Transparency: what is it and why it's important?



© marketoonist.com

# What needs to change?

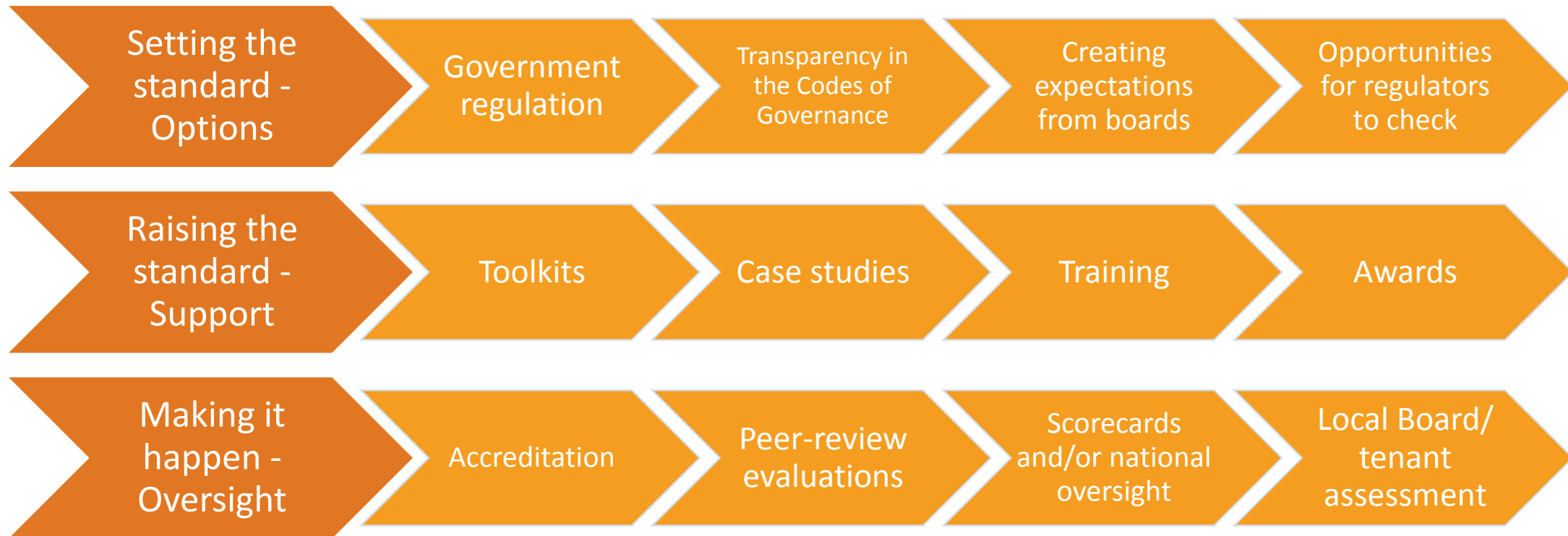
- Valuing resident and tenant involvement nationally and locally
- Agreement transparency is about improving resident experience
- A willingness to 'let-go' and a belief it will bring benefit for all
- Getting a shared understanding of what “transparency” is
- Recognise it's a long-term commitment not just about processes
- Getting the balance right between national and local leadership



# What does good look like: Kensington and Chelsea Council – Governance Principles

1. Connecting with residents
2. Focusing on what matters
3. Listening to every voice
4. Acting with integrity
5. Involving before deciding
6. Communicating what we're doing
7. Inviting residents to take part
8. Being clearly accountable
9. Responding fairly to everyone's needs
10. Working as a team
11. Managing responsibly
12. Having the support we need

# How can change happen...



# Holding to account – starting today...

Rights

Access

Involvement

# Thank you

## Jacqui McKinlay

Centre for Public Scrutiny | 77 Mansell Street | London | E1 8AN

[jacqui.mckinlay@cfps.org.uk](mailto:jacqui.mckinlay@cfps.org.uk)

07716 409562 @jacquimck

@cfpscrutiny [www.cfps.org.uk](http://www.cfps.org.uk)

## Centre for Public Scrutiny

The Centre for Public Scrutiny is a charity devoted to good governance and good decision making.

# QUESTION AND ANSWER SESSION




Facilitated by the Joint Chairs

**#resi18 | @NHC**



# What do changes proposed mean for customers?



**Yvonne Davies,**  
Managing Director,  
Scrutiny and Empowerment Partners Ltd.

**#resi18 | @NHC**





**What else is happening?  
What about customers?  
What do you think?**



**Yvonne Davies**

**Scrutiny and Empowerment Partners Limited**

**14<sup>th</sup> June 2018**

**[Yvonne@tenantadvisor.net](mailto:Yvonne@tenantadvisor.net)**

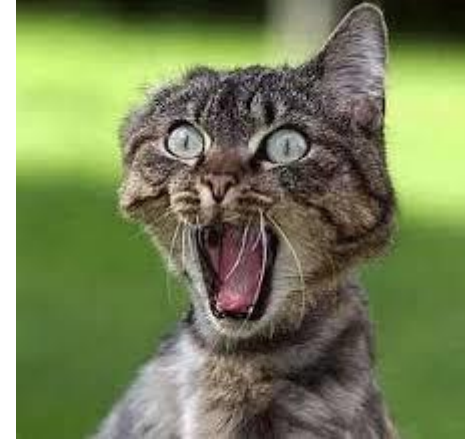
**[www.tenantadvisor.net](http://www.tenantadvisor.net)**

**07867974659**

# A Quick Policy/Regulation Round Up ... followed by discussions on tables



# Policy - landlords (and customers)



- **Right to Buy – Midlands Pilot**
  - ✓ Sale of council properties to compensate Housing Associations
  - ✓ Portable discount
- **Brexit** – Building materials, tenants support services and communities
- ~~Local Housing Allowance for social housing~~
- ~~No Housing Benefit for 18-21 year olds~~
- ~~Pay to stay for higher income households~~
- **Fixed Term Tenure** - Council and Arms length Management organisation tenants
- **Roll out of Universal Credit** - impact on landlord income from rent arrears
- **Support/Sheltered Funding Review** - housing, support and service charges for vulnerable tenants and licensees



# Inequality



## Windrush

- Mrs May as Home Secretary in 2012, introduced strict new rules which required employers, health services **and landlords** to demand evidence of people's immigration status
- Scandal – elderly people being denied services, people losing their jobs and facing deportation. **Housing: tenants unable to move landlord, until they can prove their citizenship to gain a new tenancy.**

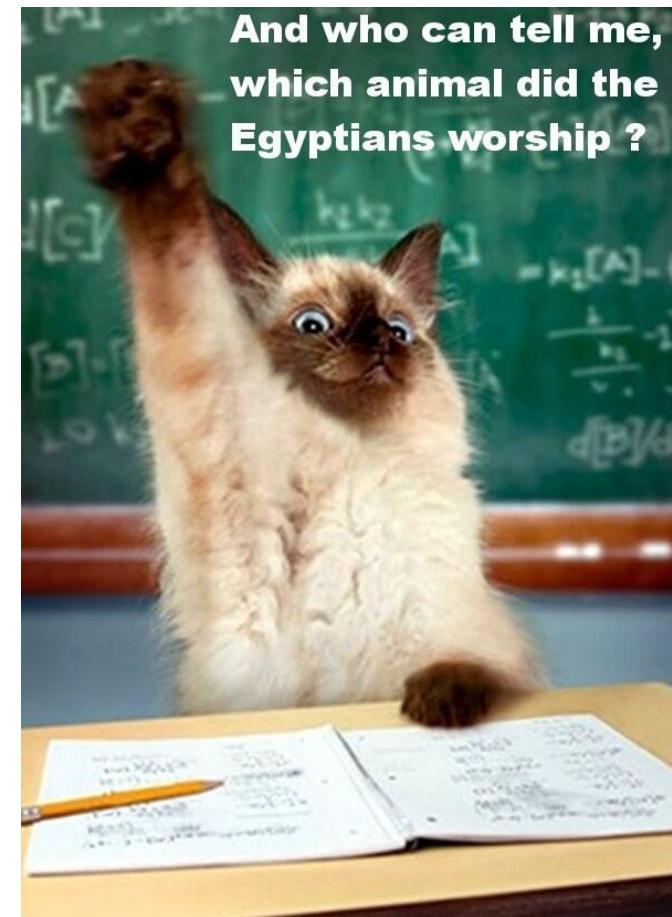
## Homelessness

- A national movement of Housing First services, improving the lives of, and support for, some of society's most excluded people
- Housing First is a different model because it provides housing 'first', as a matter of right, rather than 'last' or as a reward
- Provide a stable, independent home and intensive personalised support and case management to homeless people with multiple and complex



# The Current Consultation Frenzy!

- Ministry of Housing, Communities and Local Government - Roadshows
- Rethinking Social Housing - CIH Survey Terminology? Purpose? Rebrand? Support v meddling?
- Benefit to Society - end social housing stereotypes?
- Shelter – Social Housing Commission - survey
- NHF – Creating our Future campaign / Tenant Panel
- TAROE Trust – Manifesto for Change



# Regulation

**Homes and Communities Agency – amicable divorce Oct 2018?**

= Homes England + the Social Housing Regulator

**Homes England – Build - Build more - Build even more**

**Regulator of Social Housing (RSH) – governance, financial viability, rents and VFM and reactive consumer regulation**



**Meeting and exceeding RSH regulatory standards - changes**

- ✓ Tenant Involvement Standard changes 2017
- ✓ Value for money Standard, Technical Indicators and Code of Practice 2018
- ✓ Soon.....Rent Standard 2018 – rents go up by Consumer Price Index (CPI) plus 1% rent rises for five years after 2020

# Over to You – We Want Your Views



# Interactive Session



# Feedback from the Audience

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# WORKSHOP ONE

## One – Event Suite (This Room)

**Tenant Partners with Weaver Vale Housing Trust (WVHT)**

**Sarah Maguire, Engagement Team Manager, WVHT**

## Two – Jorvik Room

**Working with and rewarding Young People at Wythenshawe Community Housing Group (WCHG)**

**Joe Amos, Youth Work Operational Coordinator, WCHG**

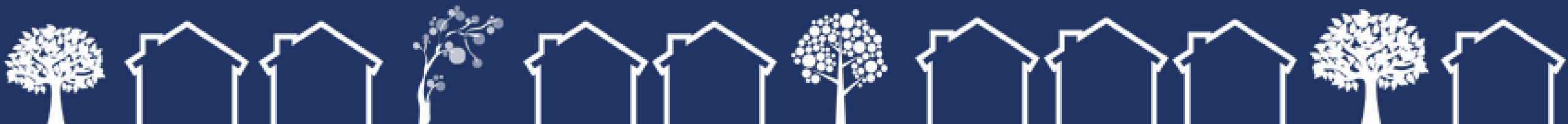
## Three – Minster Room

**Getting the balance of national and local involvement at Optivo**

**Laura Bradley, Director of Resident Scrutiny & Involvement,**

**Matt Bromley, Optivo Resident**

**#resi18 | @NHC**





# Customer Engagement at Weaver Vale Housing Trust

Sarah Maguire

Gemma Massey



# Weaver Vale Housing Trust

## About us

6,200 properties over a wide geographical area in Cheshire.

Location of our properties is very diverse – from large estates in urban areas to very small clusters of properties in a rural setting.

We also own a lot of open space, 11 play areas, 36 commercial units and 2 community hubs.



# Customer Engagement Team

- We are a small team of 5 – 4 officers and 1 TL .
- We deliver all elements of customer engagement both formal and community engagement.
- Manage the two community hubs.



# Our Customer Engagement Journey



In the beginning.....



# Reflecting and Reviewing Customer Engagement



Making the changes

Ensuring the Customer Voice can be heard through out the Trust

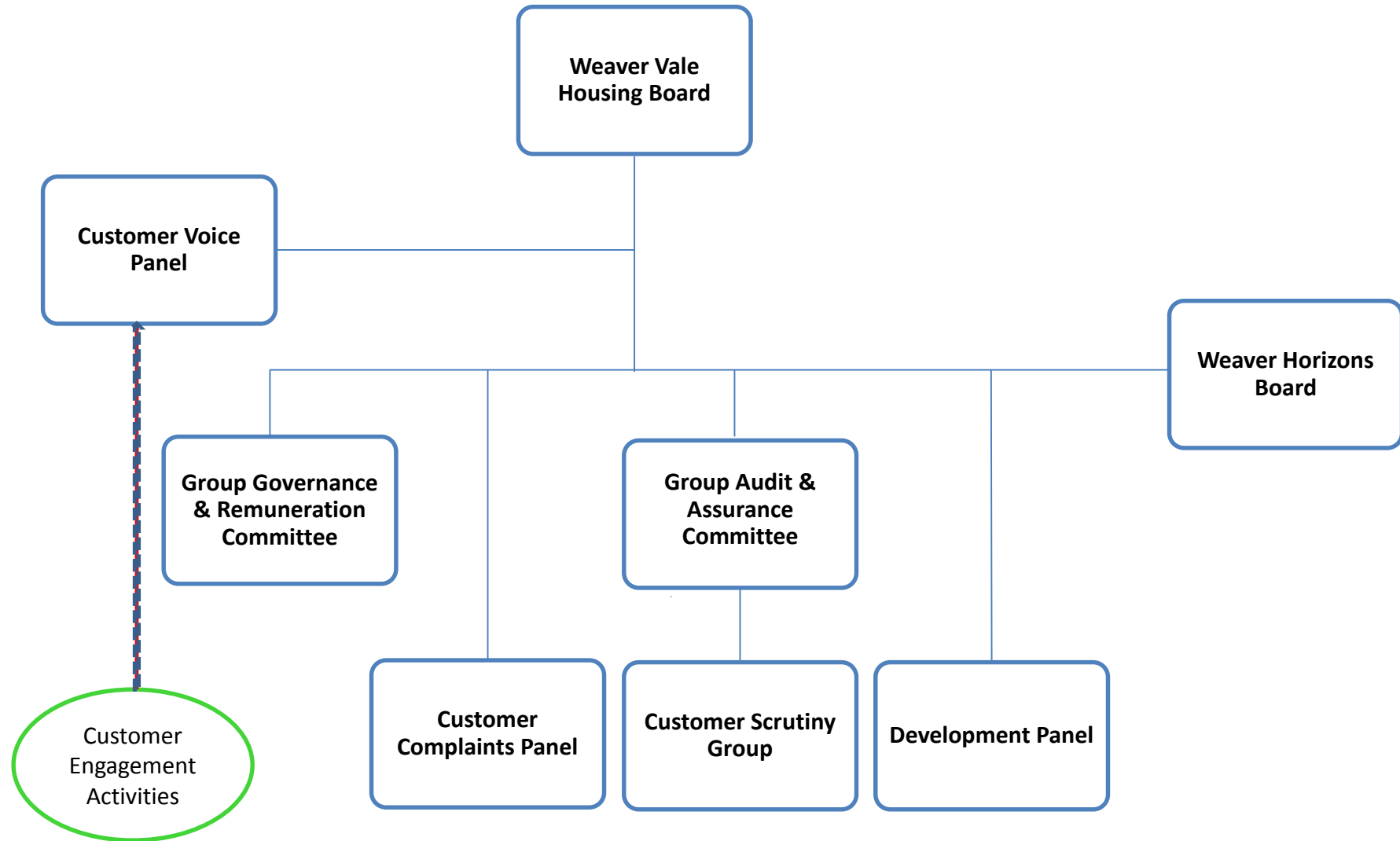




# Communication and the Customer Voice



# Governance Structure & Lines of Communication



Next Steps at Weaver Vale .....



# Customer Engagement Business Partner Approach



# Tenant Partners

Our Tenant Partners perform a key role at Weaver Vale by:

- Obtaining customer satisfaction
- Surveying performance
- Reporting back findings
- Suggesting improvements

They are more than tenant inspectors!



Over to you.....



# Feedback and Questions

# Contact Details

[sarah.maguire@wvht.co.uk](mailto:sarah.maguire@wvht.co.uk)

[gemma.massey@wvht.co.uk](mailto:gemma.massey@wvht.co.uk)

[involved.customer@wvht.co.uk](mailto:involved.customer@wvht.co.uk)

0300 303 9848



# Lunch and Networking

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# WORKSHOP TWO

## Four – Minster Room

**Hot Topic Task and Finish Groups at One Vision Housing**  
**Tracy Newman, Customer Empowerment Officer**

## Five – Jorvik Room

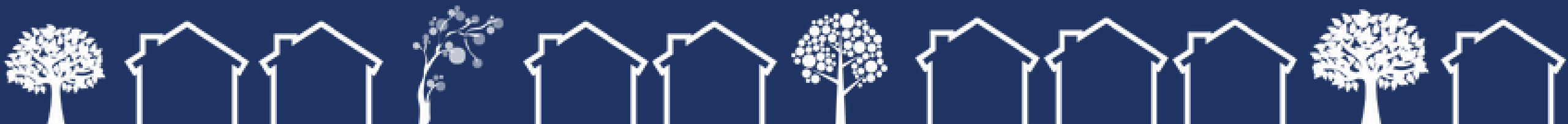
**Our Community Voice**

**Karen Cowan, Head of Customer and Support Services, ONGO**  
**Janine Garner and Tim Mills, Involved Tenants, ONGO**

## Six – Event Suite (This Room)

**Improving our insight from resident satisfaction**  
**Laura Carmody, Head of Insight, HACT**  
**Warren Earl, Customer Insight Manager, Peabody**

**#resi18 | @NHC**





# Rethinking customer insight

Going beyond the numbers

[www.hact.org.uk](http://www.hact.org.uk)

Housing providers currently collect and measure information about the satisfaction of their service users for several different reasons, including:



Performance  
indicator



Performance  
over time



Regulatory  
compliance



Comparing  
performance



Understanding  
needs and  
perspectives

But to what extent do current methods of measuring satisfaction deliver insights that can be used to inform business decisions and thereby demonstrate the use of service user insights?



Bron Afon Community Housing;  
Catalyst Housing Group;  
City South Manchester Housing Trust;  
DCH Group;  
Equity Housing Group;  
Family Mosaic;  
First Choice Homes Oldham;  
Hanover Housing Association;  
Hastoe Housing Association;  
Knightstone Housing Association;  
Midland Heart;  
Plus Dane Group;  
Radian Group;  
Sovereign Housing Association;  
Sovini;  
Tai Calon Community Housing;  
Thames Valley Housing Association;  
Trafford Housing Trust.

- Inconsistency and implications of using a specific survey mode.
- Responses can be impressionistic and not in line with business performance.
- Current methods are flawed with results not providing meaningful business insights to enable informed decision-making.
- Massive amounts of data are being collected, but this data is not being used, in the main.

BPHA;  
Catalyst Housing Group;  
Equity;  
Family Mosaic;  
North Hertfordshire Homes;  
One Manchester; Trafford  
Housing Trust.

“Gathering satisfaction data does  
have value...

**BUT**

we should only collect data  
from service users if it  
generates actionable insights.”

## Health warning The sector has changed in 2 years

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Between the scoping study in 2015 and the completion of the fuller project this year, the housing sector has undergone significant change:

1. Rent cut introduced in the 2015 budget – efficiency efficiency efficiency!
2. Sector shift in the terminology used to describe people (resident, tenant, customer and servicer user)
3. Welfare reform and benefit caps
4. Grenfell tower



1. Establish the business priorities – what is the end point/position?
2. What do we need to measure and understand in order to get to this end point? – align measures to objectives
3. Weigh up the areas of interest that can be changed and the cost of this change
4. Focus on those areas with a clear view of what is achievable and what is not

**HACT  
question bank**  
– suite of  
questions and  
suggested  
follow up  
questions for  
multiple  
business  
objectives

Testing

## Customer Focus Group

- suitability of questions
- preference of scale type
- customer expectations vs comms
- survey fatigue – frequency and length
  - question ordering

## Analysis of data

- descriptive statistics
- correlations of questions
- factor analysis for unified concepts
- consistency of responses across organisations
  - verbatim coding

Three themes emerge from this research:

1. Overall satisfaction
2. Service related drivers of satisfaction
3. External influencers on satisfaction

## Overall satisfaction – is it measuring what we think?

### Interaction with the housing provider

- **Overall service satisfaction**
- Ease of enquiry contact
- Enquiry service
- Recent repair
- Value for money - service charge
- Acts on input
- Kept up to date
- Deliver what promised
- Understands the issues raised

### Satisfaction with the area near the home

- Area near home as a place to live
- Maintenance of green space near the home
- Cleanliness of area near home
- Safety of the area near the home

### Satisfaction with the home

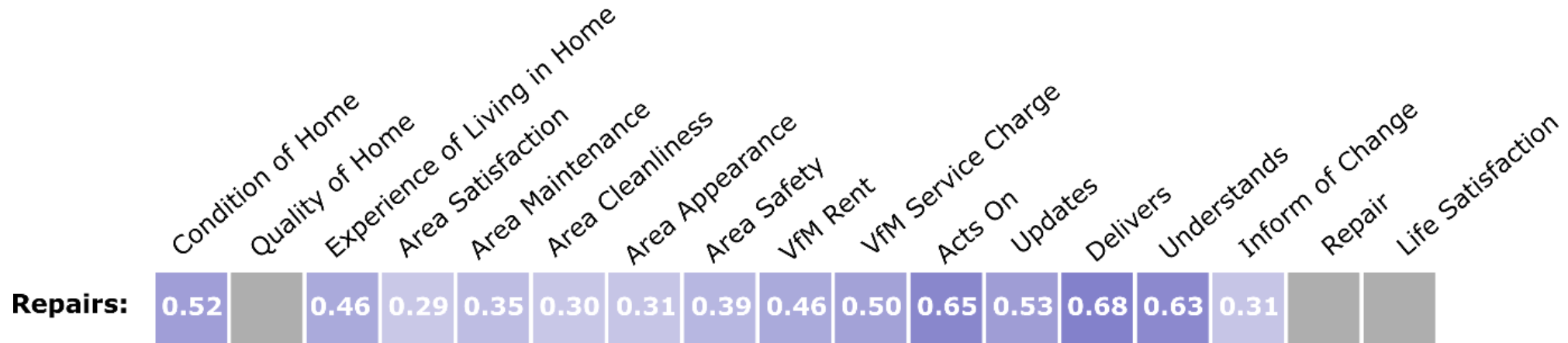
- Condition of home
- Experience of living in home
- Value for money - service charge
- Value for money - rent

Repairs and communication are the biggest areas with 65% of responses related to these themes.

This supports the idea that these are key areas that service users think about

## So is it all about repairs?

Satisfaction with repairs has strong correlations with communication and trust

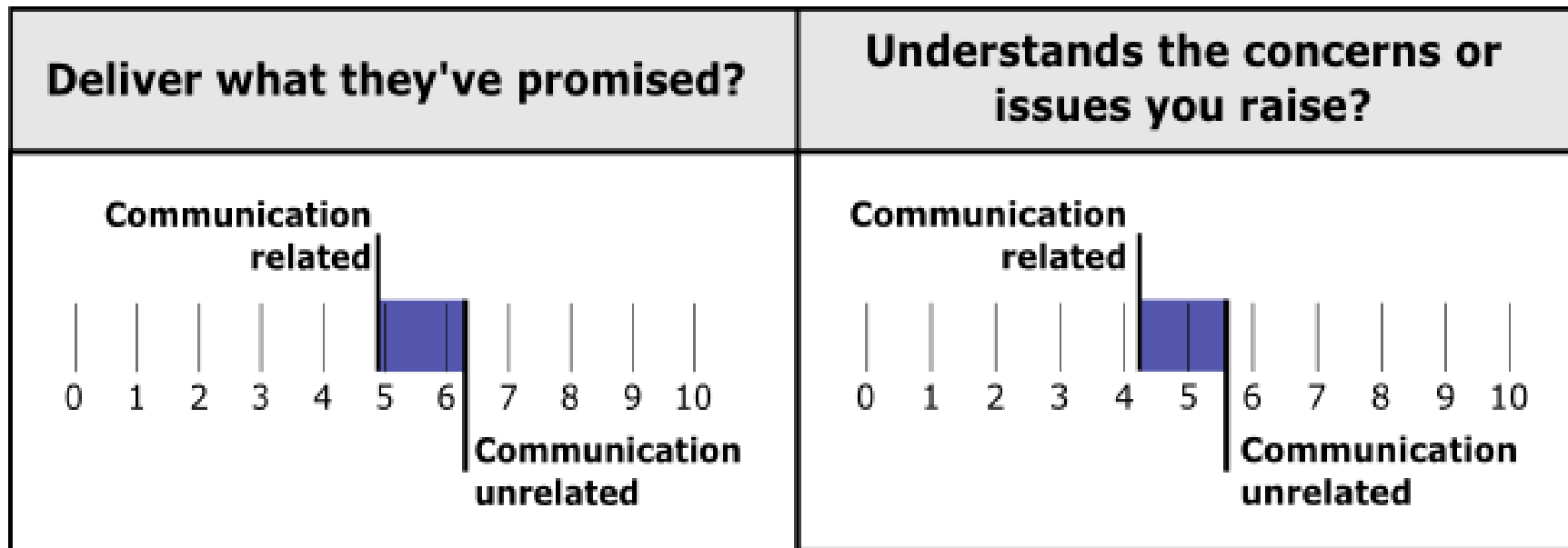


So it's not all about repairs;

- Repairs is one of the most frequent transactions between housing associations and customers – a key point of contact, communication and trust building.
- Regular, clear and honest communication builds trust, including providing feedback to residents on how their input has been used (message direct from focus groups).

## The link between communication & trust

Building trusting relationships between service users and housing providers often takes time, but is thought to be vital for sustained engagement and ultimately tenancy sustainability. Improving communication with service users will help to build trust.



# The benefits of trusting relationships

## Value for money

	Condition of Home	Quality of Home	Experience of Living in Home	Area Satisfaction	Area Maintenance	Area Cleanliness	Area Appearance	Area Safety	VfM Rent	VfM Service Charge	Acts On	Updates	Delivers	Understands	Inform of Change	Repair	Life Satisfaction	
Service Charge:		0.46	0.47		0.51			0.40	0.63				0.60	0.60	0.37		0.35	HA1
	0.55		0.45	0.34	0.46	0.40	0.41	0.38	0.56		0.60	0.49	0.58	0.58	0.30	0.50		HA2
																	0.22	HA4
Rent:		0.52	0.53		0.40			0.41		0.63			0.59	0.57	0.35		0.39	HA1
	0.47		0.52	0.44	0.40	0.38	0.39	0.45		0.56	0.55	0.49	0.57	0.53	0.29	0.46		HA2
																	0.13	HA4

## Engagement and support

- Keep housing provider up-to-date with key changes in circumstances;
- For those who said they were likely to do this;
  - 25% were positive reasons
  - 28% were negative reasons
- For those unlikely to update their housing provider;
  - 41% were due to a previous negative experience
  - 47% were due to a lack of trust that anything would be done

## What else can impact satisfaction?

	High	Mid-high	Mid-low	Low
Tenure	General needs		Shared ownership	
Health	Very good	Fair/good		Very bad/ bad
Age	60-84 (older adult/elderly)		25-54 (core working age)	25-34 (young adults)
Marital status	Widowed/ separated	Single/ divorced	Married	
Employment status	Retired		Full-time employed/ Self-employed	Long term sickness
Household income	£0-10,000 (Low income)	£5-25,000 (Low to mid income)	£25-80,000 (mid to high income)	



Moving from resident satisfaction to customer insight requires a different approach:

1. Clarify purpose – determine your business objectives and then **align the customer feedback** you need to measure these
2. Survey design – what to measure, what questions to ask, **what follow-up questions**, how to get the feedback
3. Engagement – **feedback loops**, clear communication and what happens next
4. Data analysis – use tools to **understand the story behind the data**, rather than simply focusing on numbers: this will give you your customer insights
5. Outcomes – **apply the customer insights to your business operations**, communicate the changes you make, go back to your business objectives to check that they're validated, and then start the customer insight cycle again

Thank you

For project information, contact:  
[laura.carmody@hact.org.uk](mailto:laura.carmody@hact.org.uk)  
[@HACTHousing](https://twitter.com/HACTHousing)





**Improving insight from resident satisfaction**

Warren Earl, Customer Insight Manager

# Peabody

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General Needs  
71%

Care & Supported  
5%

IMR & Market Rent  
2%

Homeowners  
22%



One of London's  
largest and oldest  
housing associations

55,000 homes in  
London & South East

Over 110,000  
residents, including  
8,000 care & support

Providing housing  
since 1864

# Where we started the journey

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STAR survey

Conducted annually,  
just prior to annual report

Overall satisfaction  
reported as a KPI

Limited sector  
benchmarking

Limited learning for service  
improvement at  
strategic level

No follow-up questions

Service trackers varied  
across group

Limited consistency of  
purpose

Lack of clear ownership

Mix of spend from central  
and local budgets

Relatively low levels of  
confidence in value  
generated by research

Limited learning for service  
improvement at  
operational level

No formal central support for  
responsive research

## Principles we applied

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- The aim of research is to inform and drive service improvement; each survey, and question, needs a clear business objective
- Research will be robust, good VFM and see findings get used
- If it's part of the central research programme, its paid for and overseen by the Customer Insight team
- Don't ask residents what we already know (e.g. age, gender), or use resident perception to measure areas where internal information is already available (e.g. right first time repairs)
- Each survey is reviewed at least annually with Heads of Service
- No surprises. Results are readily available to Heads of Service before they are provided to more senior stakeholders

# Peabody Customer Research structure

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## Overall satisfaction

STAR-compliant survey,  
all tenures

### **Purpose**

Provide strategic feedback  
on our services and related  
placemaking activities as a  
social landlord

Enable benchmarking  
against other comparable  
housing associations

Ensure we engage with  
and listen to the full spread  
of our residents

## Service Trackers

8 service-specific trackers

### **Purpose**

Provide operational  
feedback on specific  
services to support  
continuous improvement  
and/or contractor and team  
management

Provide KPIs for Customer  
Experience in key areas of  
strategic service  
improvement activity

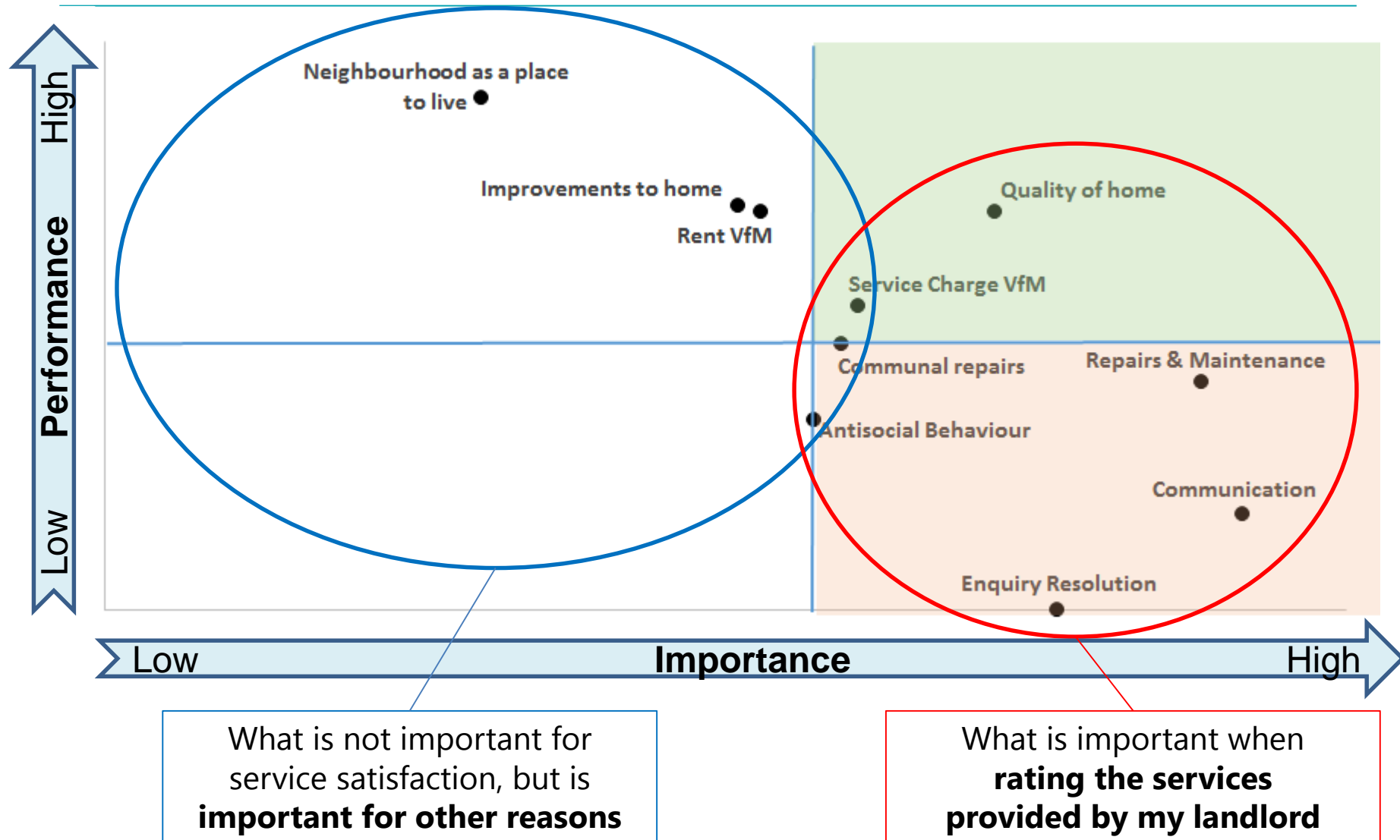
## Responsive

One-off pieces to explore a  
topic in more detail,  
identify drivers of  
behaviour, or evaluate the  
effectiveness of an  
intervention

### **Purpose**

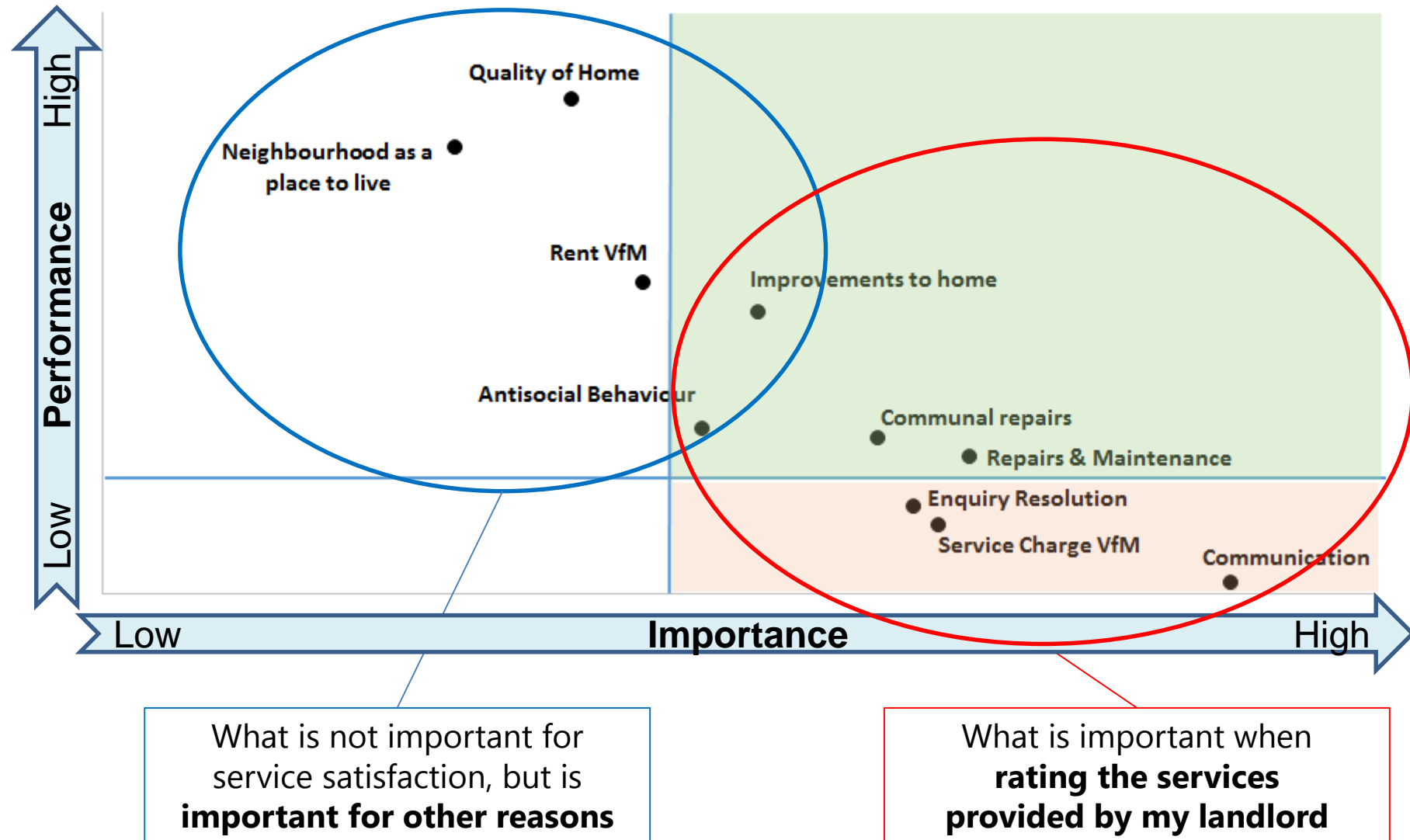
Provide central support for  
research requests to  
gather customer insight  
outside of the planned  
programme, typically in  
response to emerging  
business issues or  
opportunities

# Key Drivers of Overall Satisfaction: Renters



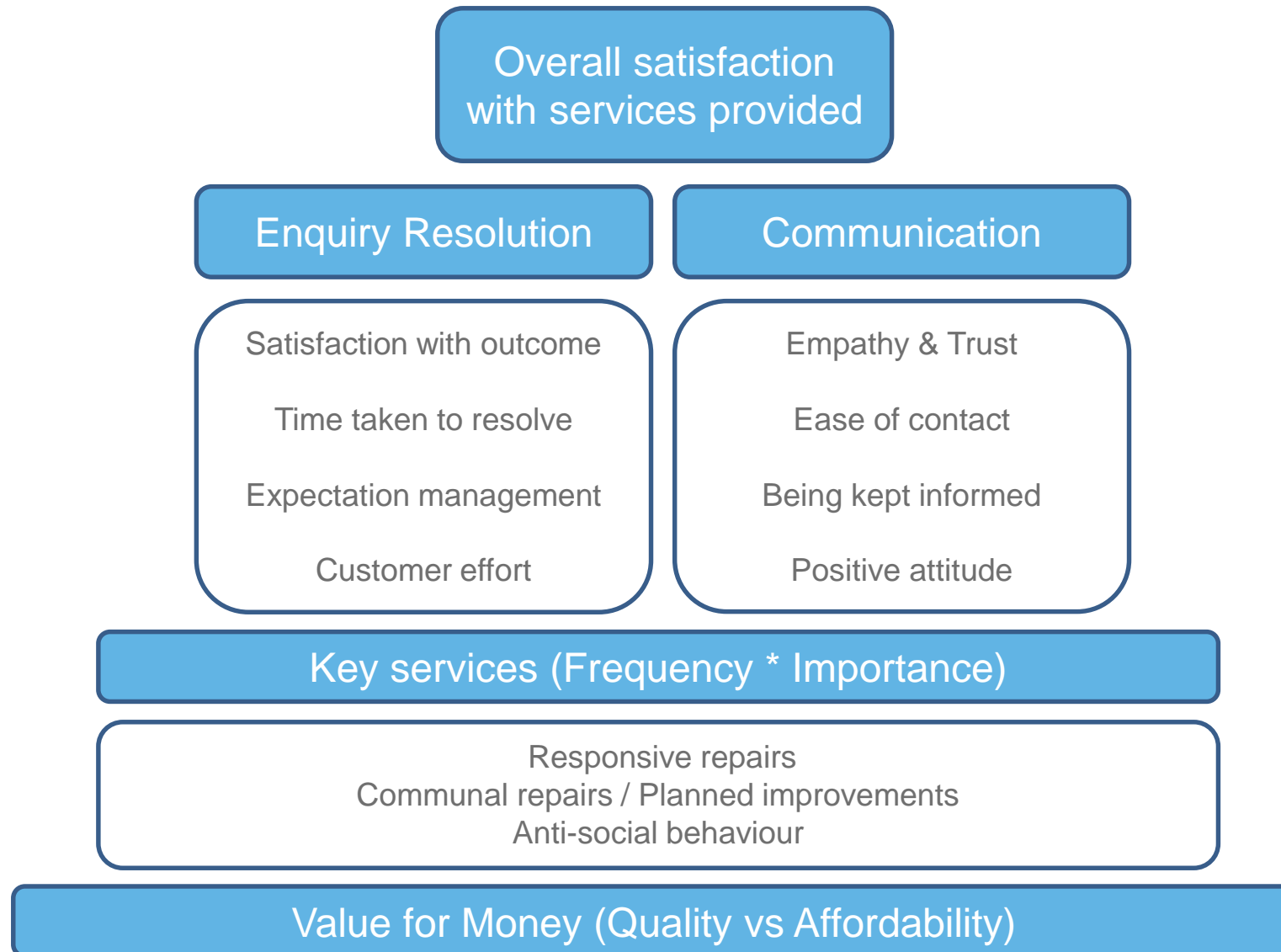


# Key Drivers of Overall Satisfaction: Homeowners



# Peabody's key driver analysis pyramid

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# Overall satisfaction

## Purpose

Provide strategic feedback on our services and related placemaking activities as a social landlord

Enable benchmarking against other comparable housing associations

Ensure we engage with and listen to the full spread of our residents

Plus a couple of open-ended questions to follow up

## Key question

Overall, how satisfied are you with the services provided by your landlord? **KPI**

## Key sub-questions

Enquiry resolution

Communication, Listens to and acts on views

Responsive repairs (tenants)

Communal repairs (homeowners)

Planned improvements (homeowners)

Rent value for money (tenants)

Service charge value for money (homeowners)

Neighbourhood as a place to live **KPI**

Quality of home **KPI**

## Response options

Very satisfied

Fairly satisfied

Neither satisfied nor dissatisfied

Fairly dissatisfied

Very dissatisfied

## Drivers of overall service satisfaction

## Placemaking questions

## Service Trackers

### Purpose

Provide operational feedback on specific services to support continuous improvement and/or contractor and team management

Provide KPIs for Customer Experience in key areas of strategic service improvement activity

### Example standard questions

- Q1. Satisfaction with recent service **KPI**
- Q2. Satisfaction with [attitude of staff]
- Q3. Satisfaction with being kept informed
- Q4. Satisfaction with time to resolve
- Q5. Satisfaction with [commitment of staff]
- Q6. Satisfaction with outcome
- Q7. Customer effort **KPI**
- Q8. [Open feedback + coding]

Plus service-specific questions that vary between different areas, e.g.

- Q9. Likelihood to recommend Peabody

### Key drivers of customer experience

- Communication
  - Q2. Satisfaction with [attitude of staff]
  - Q3. Satisfaction with being kept informed
- Enquiry resolution
  - Q4. Satisfaction with time to resolve
  - Q5. Satisfaction with [commitment of staff]
- Customer effort
  - Q6. Satisfaction with outcome
  - Q7. Customer effort **KPI**



KPI for sales & marketing of new homes only

### Current trackers

Repairs

Planned Works

Customer Call Centre

Complaints

ASB

New Builds (1 month)

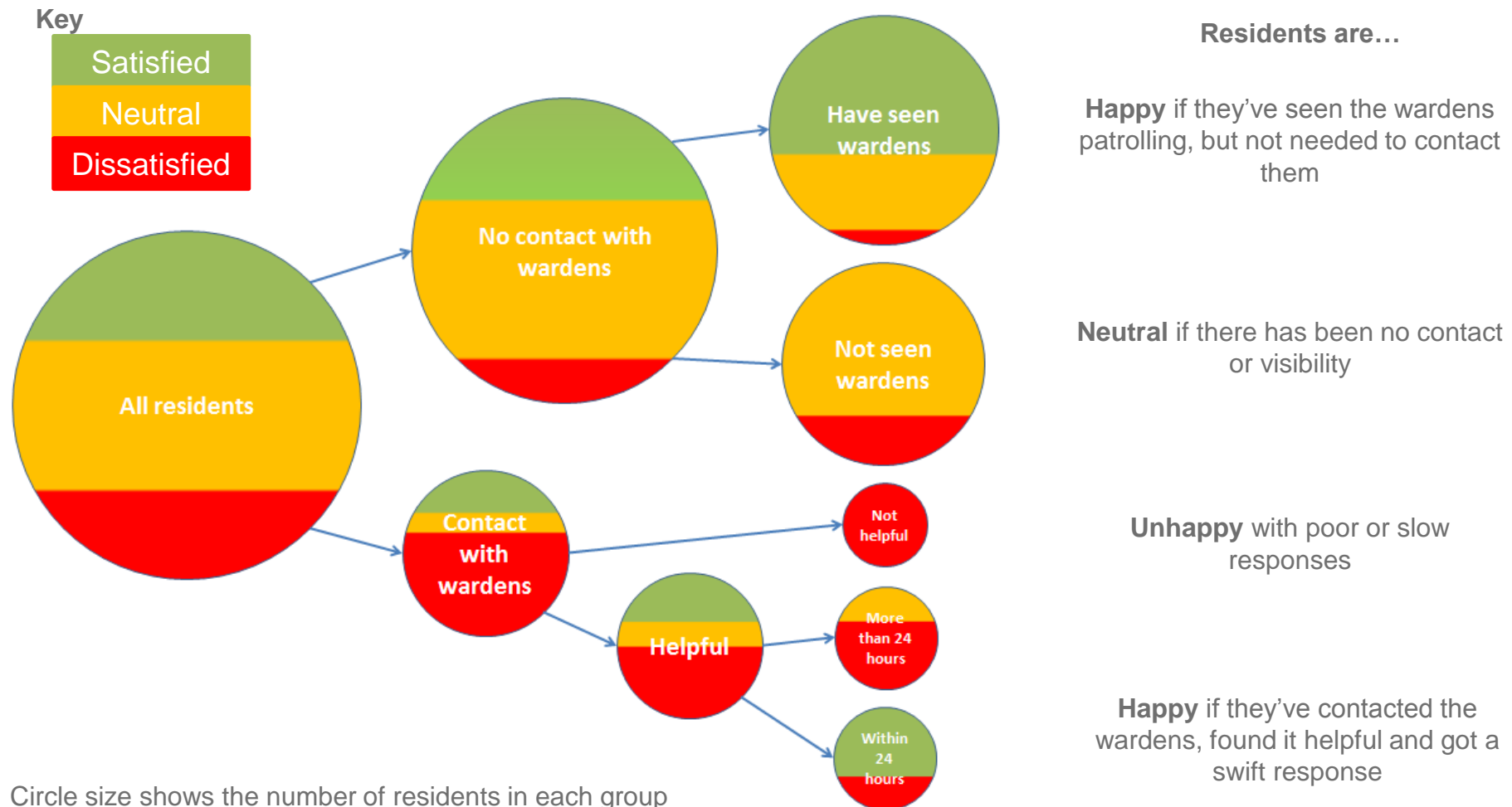
New Builds (12 months)

Lettings

## Responsive

### Example

Exploring reasons for mixed satisfaction with the service provided by Peabody Wardens





# WORKSHOP THREE

## Seven – Jorvik Room

**Universal Credit – it's impact, customer engagement and awareness and our messages to Customers**

**Lisa Graham, Universal Credit Team Leader, Thirteen Group**

## Eight – Minster Room

**Reviewing our approach to involvement – Plus Dane**

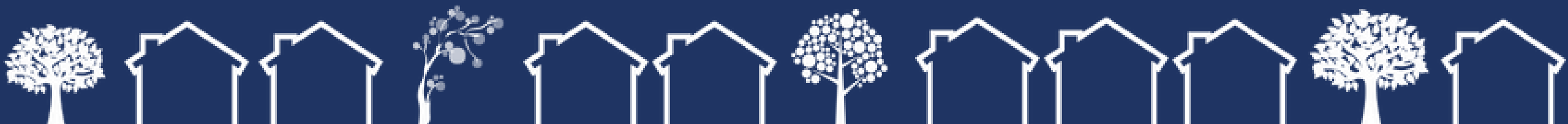
**Kate Jungnitz, Director of Customer Services**

## Nine – Event Suite (This Room)


**What's changing and what is new in tenant engagement? What's working for customers and landlords?**

**Yvonne Davies, Managing Director, Scrutiny and Empowerment Limited**

**#resi18 | @NHC**



# What's changing and what is new in tenant engagement? What's Working for customers and landlords?



**Yvonne Davies,**  
Managing Director,  
Scrutiny and Empowerment Partners Ltd.

**#resi18 | @NHC**





# What's changing? What's new in engagement? What's working for customers and landlords?



**Yvonne Davies**

**Scrutiny and Empowerment Partners Limited**

**14<sup>th</sup> June 2018**

**[Yvonne@tenantadvisor.net](mailto:Yvonne@tenantadvisor.net)**

**[www.tenantadvisor.net](http://www.tenantadvisor.net)**

**07867974659**

# Reviewing Engagement – the Plan

- Changing focus on landlord requirements for engagement
- Regulatory and policy enforced change
- Developing existing and new resident groups
- Recruiting volunteers
- Practices developed from consumer engagement in the Private Sector
- Digital engagement opportunities which are up and working

.....And time for interaction and discussion



# Pattern Changes in English Landlords:

## Seeing less of....

- Service Specific Panels/Groups
- Performance Panels
- Participatory budgeting
- Suggestion boxes
- Tenant engagement with local tenant/resident/community groups through involvement teams – now with the Housing from line team



# Emerging in usefulness for landlords

## - volunteering with teeth



- Scrutiny Panels to deep dive services
- Consultative Panels with teeth and reporting lines to Board/Council, or Consumer Regulation Committees of the Board
- Task and Finish – some experts, some new - review all consumer policies and standards – **doing the leg work boosted by optional volunteering**
- Internal and external compliant panels either fully or partially run by tenants
- Higher expectations from funding of Tenant/Resident/Community Associations on consultation with community and open events
- High rise living consultation groups

# Cool Moves

- Digital surveys, Social Media, On-line forums
- Videos to support consultation and information
- Customer journey mapping
- Shorter sharper more intensive scrutiny
- Focus on positive contact to improve ratings in STAR surveys
- Procurement panels involving tenants
- Tenant approved stamps – editorial panels on/off line
- Partnerships with research, survey and insight organisations



# Minimum Engagement Standards.... Now!

- Influencing Policy
- Suggestions for Performance Improvement
- Service/local standards setting and monitoring
- Annual report
- 3 year consultation and review of tenant engagement in governance and scrutiny
- Capacity building new and involved tenant groups
- Information on complaints and lessons learnt



# Tenant Involvement and Empowerment Standard (April 2017)

## New-ish

- Regulator no longer has a mechanism to gain assurance on the quality and effectiveness of the consultation undertaken with tenants on mergers and disposals
- HCA will no longer be informed until after the event
- Must consult occupied tenants on sale/demolition

## Existing

Must consult on significant changes in management, which will affect tenants.



**Meanwhile down in London** “Better Homes for Local People”.

Mayor of London – Ballots, social housing replacement/grant conditions.

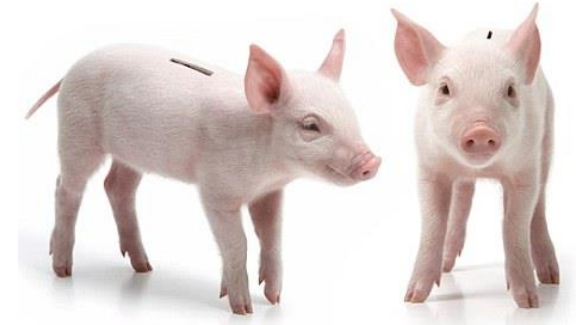
**Challenge: Tenants could engage in disposals policy and major change – How?**



# VFM Regulatory Standard – April 2018

## Expectations

- Transparency and accountability of landlords
- 6 areas of reporting – costs, viability and new build
- VFM Focus in strategic objectives or a separate strategy
- Demonstrate VFM to stakeholders – YOU
- Demonstrate optimum benefit from resources and assets



## 2017/18 – usually published Sept 2018

- Consultation with stakeholders on the way in which savings are spent
- Public statement looking back at achievements and looking forward at plans



# Expectations - VFM 2018 and 2019



## 2018/19 – on line entry

- Reporting under headings social housing and other, activities
- Report on community activity spend
- Expectations on transparency and accessibility of information/reporting
- Performance comparisons
- Publish performance and comparisons
- Share plans to address underperformance
- Set landlord own local standards

**Challenge: Tenants could support setting consumer related and quality led VFM standards and monitor the results – How?**

# Grenfell Tower Fire – June 2017

## Building a Safer Future – May 2018

### The last year has seen:

- Cladding removal
- Fire Doors – review of ability to meet 30 minute fire check
- Desktop assessments
- Multiple contractors involved and changes to original buildings
- Review of the means of escape
- Waking watches until changes have been made
- Sprinklers being fitted by some landlords

.....but we know its not just fire safety that requires a focus

- Regulator of Social Housing – only course of address is serious detriment – intervention = reactive
- Tenant engagement conversations with the Housing Minister
- Police investigation underway



# Engagement Changes – Hackett Recommendations

## Residents Voice (1)

1. Provide tenants with information to **help them understand** the layers of protection to keep them safe
2. **Access information** - fire risk assessments, documents, maintenance relating to home safety
3. **Resident Engagement Strategy** – transparency and partnership and how the duty holder will inform them of rights and responsibilities and involve them in decision making
4. Government should **fund local and national guidance** to develop a culture of effective resident engagement



# Engagement changes - Hackett Recommendations

## Residents Voice (2)

5. Clear escalation and redress route (after internal processes have been completed) if they don't feel listened to – **an independent body** with access to knowledge, resources and enforcement powers
6. Duty holder should provide residents with **clear information about their obligations** in relation to building and fire safety.  
Residents to ensure their own safety and their neighbours safety



**Challenge: Tenants could shape this conversation and impact in their landlord ahead of legislation and regulation – How?**

# Consumer Regulation Review 2017



- 5<sup>th</sup> report into complaints of consumer standard failure
- Serious detriment – a number of tenants affected with breach and seriousness/duration of failure – risk of harm

531 referrals, 217 to Consumer Regulation Panel, 105 full investigations and 7 breaches

- Failure reflected in the governance judgement – transparency, information to boards, they are responsible for risk and internal controls, boards response to failure
- For Councils - Regulator seeks and agreement to improve
- Health and Safety Executive actions /refer to Ombudsman
- Proper oversight of gas, fire asbestos and legionella safety

**Challenge: Tenants could review this report and be the first filter for consumer related Board/Council reports – How?**

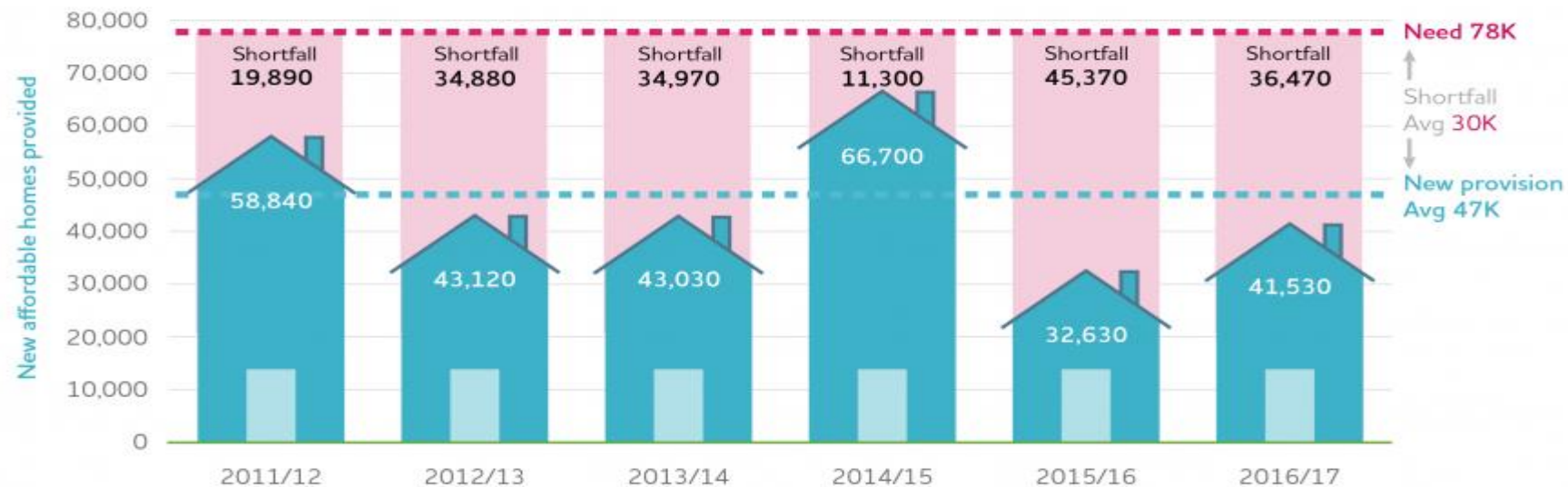
# Speculating about the Summer 2018 Gov't Green Paper on Housing



We might expect to see:

**Safety issues, quality of social homes, tenant rights, service management, homelessness, illegal subletting and wider issues of community and local economy**

**Joseph Rowntree Foundation: 180,000 shortage of the affordable homes required 2011-17**



**Challenge: Tenants could engage in the landlord response to the Green Paper and shape the governments thinking – How?**



# Shoplifting from the Private Sector



- Rant and Rave – Together Housing Group
- Qualtrics – Trafford Housing Trust
- Impact reporting – Places for People
- Mystery Shoppers – from Iceland to Housing
- Support for Scrutiny Panel – their own consultant – Karbon Homes
- Moments that Matter - Price Waterhouse Coopers – business scorecards
- Loyalty Schemes constantly upgraded – Boots
- John Lewis – Wish list
- Waitrose – Drag and drop voting for community projects

# Digital Enlightenment



- **Social media** platforms - as well as Twitter and Facebook, use Instagram, YouTube, LinkedIn, Google+ and Flickr, so customers can have a conversation or access information about the organization (Bromford)
- **Skype** training service, for customers who might be isolated and can't get out of the house to engage with them and access their services (Bromford)
- **On line Forums** – closed or open (Octavia)
- **Community Connector** – Customers lead an on line forum for their area
- **On line volunteers** – armchair auditors - test the business, ensuring promises are delivered do what they say they will as well as offering value for money – some support scrutiny/Committees/Task and Finish activity – (Salix started this)
- **Smart Phones and Aps usage** – gather tenant opinion (Halton)
- **Pictures taken by customers** – following work completed and answering questions (Adactus)

**Challenge: This data is in your organisation. Customer panels can access it to enable them to work with a wider tenant opinion in decision making – How?**



# Recruitment

## Volunteering (helps people find work)

Ease new people in – estate based activities – or digitally?

- Do you need an application form?
- Do they have to have a clear rent account?
- Where are you advertising?
- If you have to interview – how friendly is your approach to get the best out of people
- Can each staff member recruit one person?
- Can each engages customers bring a person to a meeting?
- Are you targeting gaps in demographics – age, etc.
- Are you setting standards for turnover, succession planning which are unnecessary?
- Beware those tenants who know lots – make new people feel they can engage
- Activities for Young People ~~meetings~~ – what about work based training instead?

**Challenge: Recruiting to resident groups – Review your criteria for diversity and increase interest – How?**



# Great Ideas for Shoplifting



- Positive contact officers – customer satisfaction – Cobalt
- Speaking to 25% of customers a year – Weaver Vale
- Customer Committee of the Board – Tenants joining independent members in large numbers - Cobalt
- Partnering for use of Community Rooms - Magenta Living
- Ban on negative language “ unfortunately and can’t”- Calico
- Survey renamed views for vouchers - Calico
- Appraisal of active group – included motivating and positive staff feedback - Incommunities

# More Great Ideas for Shoplifting



- Neighbourhood Champions – Green/Estate/Block – Trafford Housing Trust
- Monthly meetings with CEO and Execs – Open House – Northampton Partnership Homes
- Customer Champions on estates – Southway and Calico
- Complaints Panels working across landlords – Southway, Salix, New Charter etc.
- Cross landlord scrutiny Panels – Harborne Parish Lands, and other small HAs in Birmingham
- Use of videos to promote work and ask opinions – Connect
- Branding of engagement/acting on views – One Vision

**Over to you for Discussion, Shared Ideas and Wisdom**



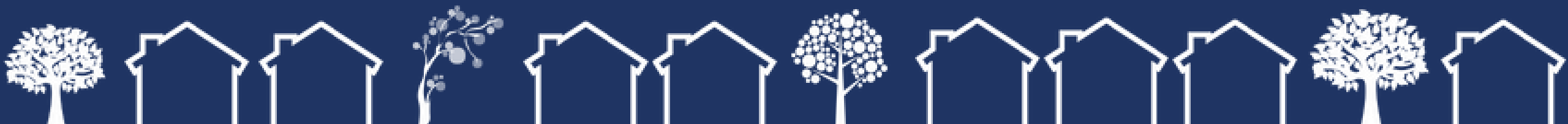
# Thanks for listening – any last contributions?





# REFRESHMENTS AND NETWORKING

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# Keynote Speakers: **SHELTER'S BIG CONVERSATION – THE FUTURE OF SOCIAL HOUSING**



**Paul Tanney**

CEO, St. Leger Homes, Doncaster



**Rachel Casey**

Policy Engagement Manager, Shelter



**Deborah Gabie**

Policy Manager, Shelter

**#resi18 | @NHC**





**The future of social housing**

**@Shelter #BigConversation**



# What is the Big Conversation?

- **An independent commission setting out what's wrong with social housing, what's good and what's needed for the future**
- **Led by 16 independent commissioners**
- **Major research inputs from the Britain Thinks and the Big Conversation consultation**
- **Reporting early November 2018**

# Why has Shelter launched a commission?

- Grenfell Tower fire underscored that we can't be complacent about social housing
- Poor conditions, stigma and lack of power and influence
- Terms of reference identified missing scrutiny of the broader social, economic and political questions raised by the fire
- 1.2 million on the social housing waiting list
- Longstanding support for social housing as a response to the housing crisis

# The commission



**Baroness Sayeeda Warsi**  
Baroness Warsi  
Foundation



**Rev Mike Long**  
Superintendent minister  
of the Notting Hill  
Methodist Circuit



**Baroness Lawrence of  
Clarendon, OBE**  
Founder, Stephen  
Lawrence Charitable  
Trust (SLCT)



**Ed Miliband**  
MP, Doncaster North



**George Clarke**  
Architect and TV  
presenter



**Lord Jim O'Neill**  
Crossbencher, House of  
Lords



**Samia Badani**  
Chair of A4G Residents  
Advisory Panel



**Raji Hunjan**  
Chief executive,  
Zacchaeus 2000 Trust



**Rob Gershon**  
Social housing activist



**Miatta Fahnbulleh**  
Chief executive, New  
Economics Foundation



**Gavin Kelly**  
Chief executive,  
Resolution Trust, chair,  
Living Wage Commission



**David Tovey**  
Artist, educator, and  
activist



**Jo Miller**  
Chief executive,  
Doncaster Metropolitan  
Borough Council



**Ryan Shorthouse**  
Director, Bright Blue



**Dr. Faiza Shaheen**  
Director, Centre for  
Labour and Social  
Studies (CLASS)



**Edward Daffarn**  
Grenfell United



# The commission's objectives

- A vision of a bigger and better social housing sector
- To understand where the issues highlighted by the terrible Grenfell tower tragedy are broader national issues and to make recommendations for how to address them
- To amplify the voices of existing social housing tenants and the broader community to articulate the benefits of social housing and the ways in which it needs to adapt to better suit their needs
- To represent the interest of people who would like to live in social housing to ensure that a better sector is available to meet their needs
- Didn't want it to be parallel to the Grenfell inquiry or to just look at issues surrounding tenant voice and stigma as we know that there is so much more to be scrutinised.

# How will the commission work?

**The commission's work will draw on:**

- **a major research project conducted by Britain Thinks providing robust insight into experiences of existing social tenants, potential social tenants and people living near social housing**
- **a national consultation with people who work in, live in or are interested in social housing to share their thoughts on social housing**
- **a series of public events across the country**

**If you have any questions, or would like to know more about the work of the commission, please get in touch.**

**Rachel Casey, Policy and Engagement Manager for the Big Conversation**

**[rachel\\_casey@shelter.org.uk](mailto:rachel_casey@shelter.org.uk) or 0344 515 2046.**

**You can follow and share the work of the commission on social media**

**@Shelter #BigConversation**

# CLOSING REMARKS FROM THE JOINT CHAIRS



**Eamon McGoldrick**

Managing Director, National Federation of  
Arms-Length Management Organisations



**Katie Bowles**

Involved Tenant, Incommunities  
Community Trust Panel

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**Thank you for attending**

THE PRINCIPAL YORK, 14TH JUNE 2018

# **RESIDENT INVOLVEMENT**

CONFERENCE 2018

