

THE 10TH NATIONAL
**TENANT
PANELS** CONFERENCE

Welcome and Introduction from the Chair

Geraldine Howley, Chief Executive, Incommunities &
Champion of GEM - Graduate Employment Programme

Lessons Learnt from Complaint Management

Richard Blakeway, Housing Ombudsman

Housing

Ombudsman Service

Richard Blakeway

3 February 2021

Who are we?

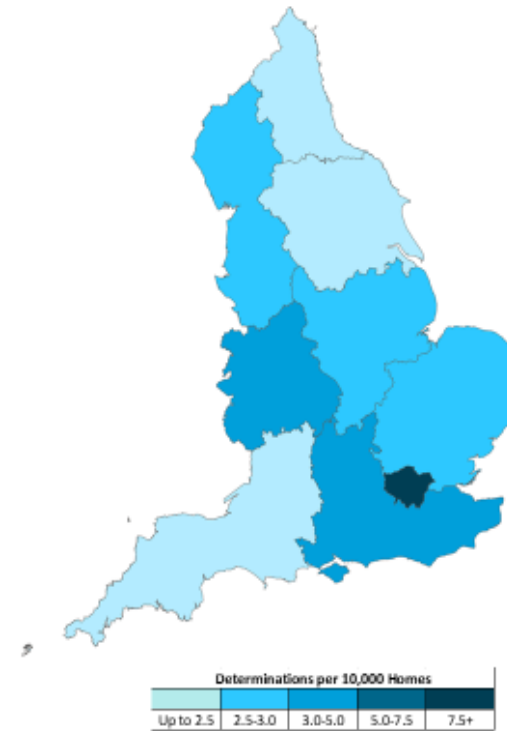
- ▶ **Our role improves lives and housing services** – providing redress to almost 5 million households across 2,300 landlords
- ▶ **Dispute support** – about 80% of complaints received closed before formal investigation
- ▶ **Dispute resolution** – 2,138 formal decisions in 2019-20 with 1,618 orders to resolve disputes and 999 recommendations to improve services
- ▶ **Proactive Ombudsman** – promoting excellence in complaint handling and sharing learning and insight

Complaints across England

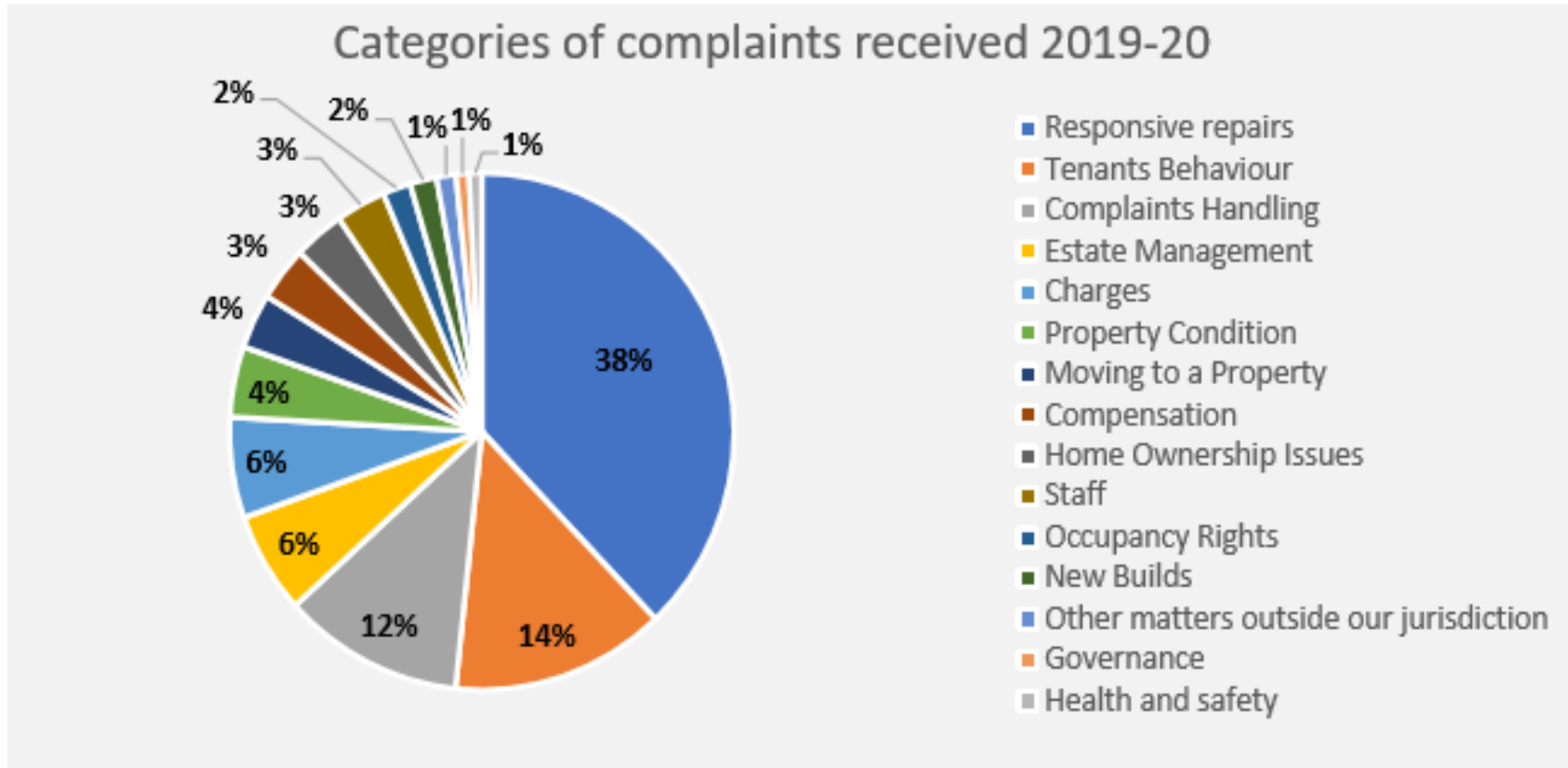
Figure 1: Number of social rent homes by region



Figure 2: Rate of complaints brought to us by tenants and formally determined by the Ombudsman per 10,000 social rent homes for each region



Complaints in 2019-20



Social Housing White Paper

- ▶ White Paper follows approval for strengthened Ombudsman Scheme to provide effective redress, set standards and undertake systemic investigations
- ▶ White Paper reinforced the importance of complaints including:
 - Removing 'designated person' filter
 - Awareness raising campaign
 - Access to Info with the Ombudsman as review body
 - Ombudsman's powers review – potential to legislate
 - Statutory MoU with Regulator of Social Housing

Raising ambitions – the Complaint Handling Code

- ▶ 2,000 participants in Code webinars
- ▶ New standards for high-quality complaint handling, promoting greater access and consistency:
 - Creating the right culture
 - Universal definition of a complaint
 - Two-stage process and maximum timescales
 - Resident review
 - Demonstration of learning in Annual Reports
- ▶ Self-assessment completed by 31 December 2020

Next steps on the Code

- ▶ Landlords publish self-assessment
- ▶ Landlords complete adjustments by end of March 2021
- ▶ Complaint Handling Failure Orders will be issued from 1 January 2021, published quarterly and included in annual performance reports
- ▶ Later in 2021 we will do a 'lessons from the Code' exercise involving landlords and residents to share best practice
- ▶ Keep boards engaged through Annual Reports and self-assess regularly

Landlord reports – what they tell us

- ▶ Landlord performance reports published in December 2020
- ▶ Tool for residents, managers and governing bodies to assess performance and identify learning
- ▶ Based on complaints handled during 2019/20:
 - Categories of enquiries and complaints received
 - Outcomes of Ombudsman decisions
 - Types of orders made to put things right
 - Timeliness of landlord compliance with the orders
 - Benchmarking to similar landlords by type and size

Transparency – insight and data

- ▶ Major focus for early 2021
- ▶ Promotes learning as well as accountability:
 - Case decisions published from March 2021
 - Special reports on severe maladministration cases
 - Quarterly Insight reports with regional data and ‘Meet the Ombudsman’ events
 - Thematic reports with recommendations for best practice, case studies and analysis of landlords – next report will cover heating, hot water and energy based on 200 real-life experiences
 - Annual landlord performance reports

Five take-aways

1. Get it right at the start
2. Effective and continuous communication
3. Use the complaints process effectively
4. Contractor or third party relationships
5. Learning, learning, learning

Elderly tenant without heating and hot water

- ▶ Mr F, an 89 year old resident, was without heating and hot water for 5 weeks
- ▶ The landlord's contractor missed appointments and ordered the wrong parts to repair the boiler
- ▶ Whilst it apologised and offered compensation, the landlord did not acknowledge the extent of its failures and the distress caused. Crucially, it did not fully consider replacing the boiler until the Ombudsman's intervention
- ▶ The Ombudsman found maladministration, ordering an apology, £600 in compensation and a date for boiler replacement

Lessons from Mr F's case

- ▶ Ombudsman ordered the landlord to ensure staff were aware of its compensation policy
- ▶ The importance of taking account of a resident's vulnerability when responding to repair requests and to formal complaints
- ▶ Ombudsman recommended the landlord improve its record-keeping
- ▶ Ensuring that its repairs staff and contractors kept detailed records of the results of inspections and repair appointments

Keeping in touch



Follow us on Twitter @HousingOmbuds



Follow us on LinkedIn



Sign up to our newsletter www.housing-ombudsman.org.uk/landlords/#newsletter



www.housing-ombudsman.org.uk

Our journey to excellence for residents in fire and building safety

Jake Boomhauer, Board Member and former tenant, Orbit Group
Neil Yeomans, Head of Health & Safety, Orbit Group

Our ongoing Journey for excellence...

Jake Boomhauer





PERFECTION IS NOT
ATTAINABLE,
BUT IF WE CHASE
PERFECTION WE
CAN CATCH
EXCELLENCE

VINCE LOMBARDI

A stylized illustration featuring a teal-colored landscape with a large gap between two cliff-like formations. On the left cliff, a silhouette of a person stands looking across the gap. The background is a light beige color. The text 'STANDING IN THE GAP' is centered in the gap area.

**STANDING
IN THE
GAP**

Policy Environment

Net Zero Carbon by
2050

Planning White
Paper

Changes at Homes
England

Building Safety Bill

Fire Safety Bill

Recommendations
from Grenfell
Tower Public
Inquiry

New Decent Homes
standard?

New Regulators

Relationship
change between
ombudsman and
regulator

COVID-19 ... What does this mean for our residents and customers?

Overview of Customer and Communities Board

- Setting the strategic direction of Orbit's Customer Services
- Agreeing key policies
- Agreeing key performance targets and monitoring performance against these
- Hearing the voice of customers
- Supporting and constructively challenging Orbit teams





Home

Make a difference

Everything you need to know

Communities

You said, we did



Search this proje



Make a difference

Let's Influence and change the future together. Take part in our engagement activities below by clicking the follow button next to each opportunity. Work with us to share your views, challenge our performance, hold us to account and help to improve our services.



Community Champions

A page dedicated to all of our past and current community champions. a place where you can all share ideas with one another.



Empty Homes Virtual Inspections

Receive training and take part in virtual inspections to hold us to account on our re-let service standards



Tell us what is important to you and take part in discussions

Join us in discussions and give your feedback on topics that affect your home, neighbourhood and services you receive



Webinars and Conference Calls

Got a burning question or would like to understand our service better to improve it? Take part in an interactive webinar or join a conference call on a range of subjects

What is the annual report to customers?

Our annual report to customers provides you with an update on our performance and key updates from the year including plans on how we intend to improve our services going forward. In our customer annual reports you can expect to see:

- An annual review from our Group Director of Customer and Communities
- An annual review from each service area (e.g. Lettings, Customer Safety, Customer Service Centre, Repairs etc)
- How we performed against our targets –where we have underperformed we will provide a plan as to how we will improve
- Details of the advice and support services we offer to customer and how to access them
- A review of the complaints received in the year
- A breakdown of how we have ensured value for money as part of our 'profit for a purpose' ethos.



Engagement stages

Input on overall
process

Full content
review

Review of overall
process

Individual
content review
and feedback

Design review



How customer engagement shaped the 2019/20 report

- Customers were able to share their thoughts on:
 - the areas of content they believed to be most relevant to them
 - the areas of content they found irrelevant
 - the content they would like us to provide more detail on.
- Customers were able to help with overall spelling and grammar checks.
- Customers were able to pitch new ideas for content within the report (e.g. customer welcome message and map).
- Customers decided how they would like to provide their suggestions and feedback.



Our annual report to customers

Welcome message from Baeti, one of our engaged customers in Kent

It has been clear this past year that Orbit has worked hard at engaging with customers to increase the overall customer satisfaction. As an engaged customer myself, I have been involved in supporting Orbit to help shape and improve their services, holding them to account through scrutiny, feedback within meetings and digitally through Your Voice. Their commitment to customer communication is also highlighted with the half yearly meetings under the 'National Together with Tenants' strategy where engaged customers have had the opportunity to be involved in strategic decisions.

To ensure the health, safety and wellbeing of customers during the coronavirus pandemic and while employees were forced to work from home, it was good to see Orbit successfully engage in online meetings,

telephone contact (including wellbeing calls) and continue to carry out essential repairs and safety checks.

I appreciate Orbit's continued work in providing new homes and upgrading our kitchens, windows and bathrooms. However, it is interesting to see that there has been a higher number of repair complaints than last year, and I would like to see Orbit review these complaints and focus on how they can improve their repairs services this coming year. I would also like to see a focus on Property Managers and improving their visibility to ensure a focussed presence within communities.



Total safety checks (2019-20)



Fire safety
35,063



Gas safety
25,495



Legionella safety
7,603



Asbestos safety
1,305

100% compliance





A new, more stringent regime in design and construction

- The new regime will see the introduction of the following regulatory measures:
 - **Duty-holders** that will have clear accountability and statutory responsibilities as buildings are designed, constructed or refurbished.
 - **Gateway points** (stop/go decision points), which will provide rigorous inspection of regulatory requirements to help ensure building safety risks are considered at each stage of a building's design and construction.
 - Requiring a '**golden thread**' of building information to be created, stored and updated throughout the building's lifecycle.
 - Requiring **mandatory reporting** to the new BSR of fire and structural safety occurrences which could cause a significant risk to life safety.
 - The **BSR will oversee building work as building control body** for in scope buildings and ensure appropriate measures are being implemented to manage risk.



Safety Culture at Orbit

Neil Yeomans

Head of Customer Safety

“Changes to the regulatory regime will help, but on their own will not be sufficient **unless we can change the culture away from one of doing the minimum required for compliance,** to one of taking ownership and responsibility for delivering a safe system...”



Hackitt Interim report Page 6

Safety Culture





building
communities

Panel Question and Answer Session



THE 10TH NATIONAL CONFERENCE
**TENANT
PANELS**

See you at 2pm,
Please use the same link as this morning

Joint Chair's welcome and opening remarks

Fayann Simpson OBE, Tenant and Group Board Member,
London and Quadrant Housing Group (L&Q)

Yvonne Davies, Managing Director of Scrutiny and
Empowerment Partners

Our Scrutiny of Digital Engagement

John Gittos, Tenant Scrutiny Board Chair, Housing Leeds

Ian Montgomery, Service Manager –Tenant Engagement,
Housing Leeds

Our Scrutiny of Digital Engagement

John Gittos – Tenant Scrutiny Board Chair

Ian Montgomery – Service Manager, Tenant Engagement



About us

- Tenant Scrutiny Board a merged one (from the 3 former Leeds ALMOs)
- Nine tenant members (always open/seeking more)
- Meet monthly on Zoom – some initial challenges and barriers – working through these and getting more confident.
- Previous reviews include looking into repairs in the east of the city, annual home visits, estate management and anti-social behavior
- Last year – took some time to review how the board was working (a pause to reflect)



How we work

- Originally supported by 'Democratic Services' – approach mirrored that of other council scrutiny boards
- Chair co-opted onto 'Environment, Housing and Community' Scrutiny Board (helps close working with Cllrs and avoids duplication)
- Regular liaison meetings with Executive Member (to build relationships / mutual support)
- Present reports to Heads of Service (for them to respond / reply) – can be some additional queries and clarification, but this welcomed.
- Now supported by Housing Leeds directly – keeping the formal beginning and end – but working more closely with the service throughout an inquiry
- Decide on review after hearing from Chief Officers, speaking to Cllrs on EHC scrutiny board, and reviewing data (satisfaction and performance)



Our current review

- All about tenant engagement – but as large service area, broken down into stages:
 - Wider tenant feedback and insight - how the service engages and uses feedback from tenants as a whole, with a focus on digital engagement
 - How the service involves tenants and residents - how best are tenants able to influence service design, policy and decision making
 - Housing Advisory Panels - How HAPs and the service support wider community activities.
 - Strategic tenant influence – To consider the strategic influence of tenants and the impact on the tenant engagement service of the forthcoming Housing White Paper.
- Natural logic to this – start off reviewing wider tenant feedback as **foundation**, to ‘top of pyramid’ strategic tenant influence.



Desired outcomes

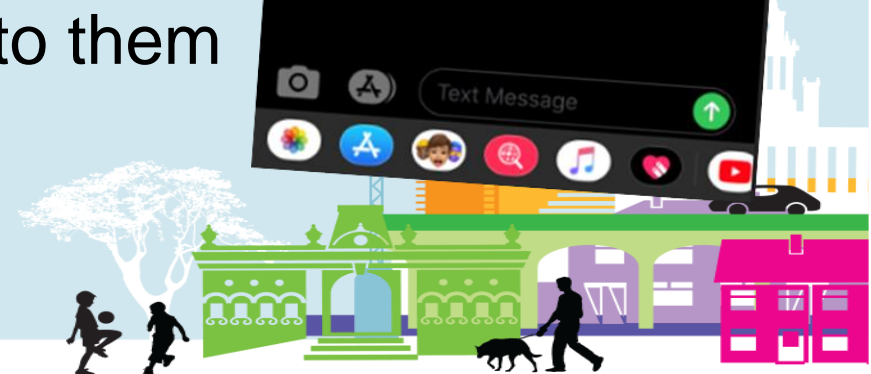
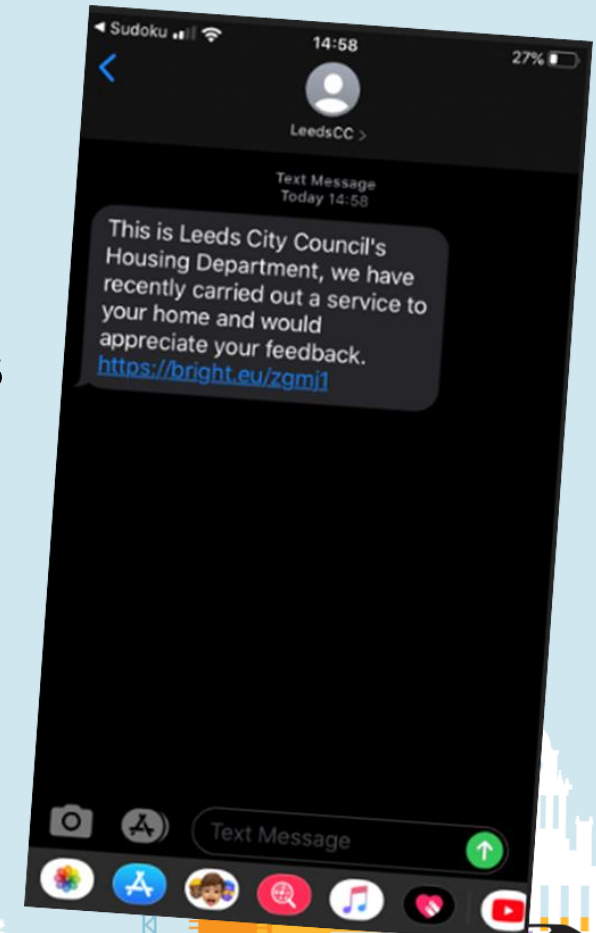
- Identify ways to encourage tenant participation, increase diversity and improve outcomes to tenants and the service of tenant engagement activity.
- Identify any changes that will ensure that tenants are at the heart of policy and service design,
- Recognise opportunities to reduce duplication and increase efficiency
- Identify any potential savings to improve value for money

In short..... 'Make all forms of tenant engagement and involvement as effective as it can be'



The board's stage 1 work so far:

- An overview of the engagement service as a whole.
- Learnt how the service has responded to COVID (what's worked well/not so well)
- Heard about 'user research' – direct involvement of 100's of service users about their recent experiences
- Reviewed how the service has used surveys (citywide and local) to improve services.
- Automated texting trial for repairs – quick feedback so service can put right any problems
- All above has strong **digital elements/parts** to them



Most recent work...

- Launched [Your Voice Leads Tenant Scrutiny page](#) – sharing the work of the board online asking for wider feedback about the review



Home » Your Tenant Scrutiny Board

You have been signed in successfully

Your Tenant Scrutiny Board



The Tenant Scrutiny Board are a group of independent volunteer tenants who regularly meet to review council housing services. Each year, the Board chooses a part of the housing service to look into, they gather information and use this to make recommendations to help us improve.

The board are now reviewing how well Housing Leeds listens and responds to your feedback and so would like your views about this. This is your opportunity to share your experiences with the board to help them understand how well Housing Leeds does this and your ideas for how this may be improved.

How would you like to give and receive feedback from Housing Leeds?

Housing Leeds currently gets feedback and responds back to tenants by



STAY INFORMED

Subscribe for project updates

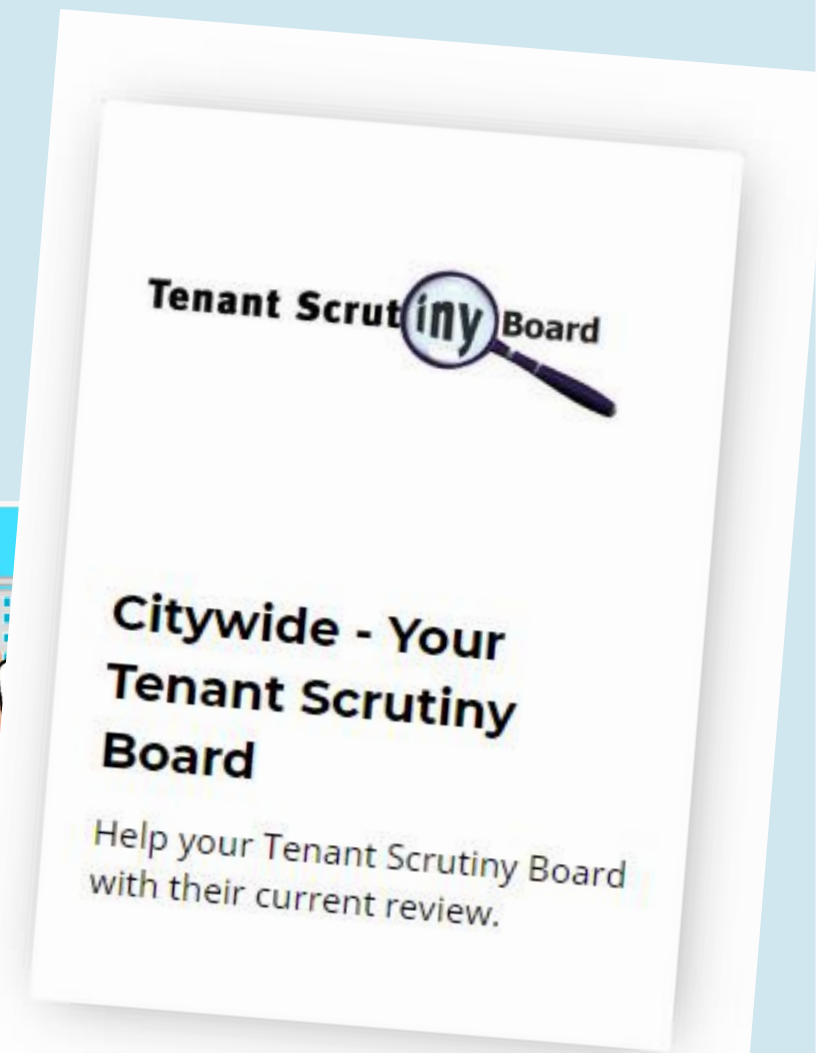
SUBSCRIBE

2 members of your community are following this project

Who's Listening

Your Tenant Scrutiny Board

The Tenant Scrutiny Board of Housing Leeds



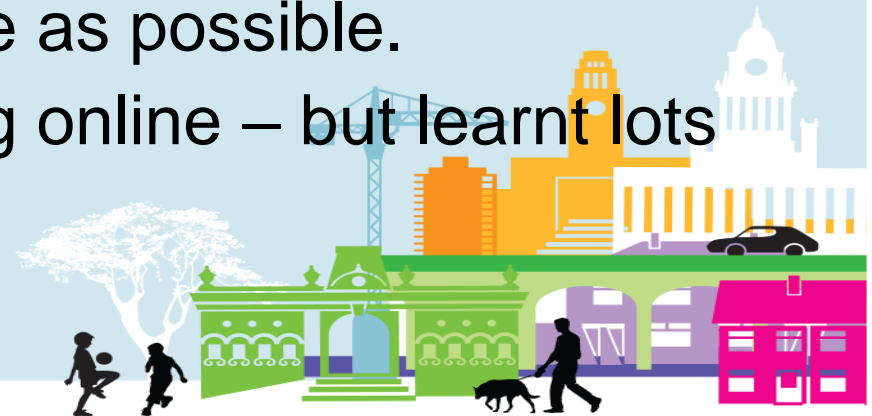
Still to look at in stage 1...

- The role/use of social media, emails and texting
- More comparative work – how others use digital approaches
- The work between Customer Access (i.e. the Contact Centre) and Housing to respond to tenant feedback and customer insight.



Lessons learnt (so far)

- Tenant Engagement large review – so broken down into bite size phases (may well do staged approach again)
- Stage 1- introducing lots of new areas of activity board not previously familiar with (reminding board that how we as a landlord can listen and respond to the wider tenant voice is very varied)
- Broad stage 1 – about the how we listen and respond to the wider tenant voice, important to get right, so flexible about forward plan and timescales.
- Don't lost sight of digital engagement – as basis/foundation to help all forms of tenant involvement being as effective as possible.
- It's felt a little harder at times doing everything online – but learnt lots too.



Thank you for listening

ian.montgomery@leeds.gov.uk

07891 271612

If you have any examples of digital engagement innovation please do share.



Our Digital Feedback Platform

Thomas Maughan, Digital engagement Officer, Community Gateway Housing Association

Involved Resident, Community Gateway Housing Association

Elton Daddow, UK Business Manager, Bang the Table's Engagement HQ Platform



Connecting Communities Through
Meaningful Online Engagement –
Beyond the Survey



Housing Challenges

Scrutiny

Annual Reports to Tenants

Performance Reviews

Consumer Regulation Compliance Exercises

Capturing Customer Views

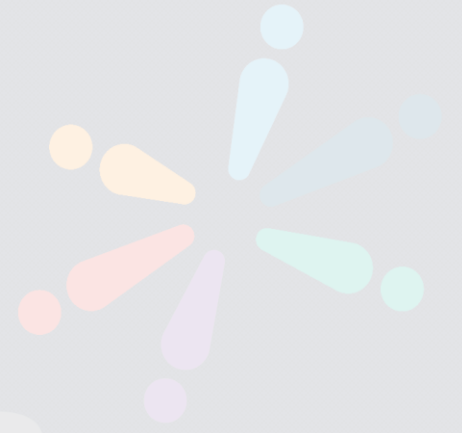
Master Planning for Regeneration Projects

Place Shaping

Community-Led Housing

Voice of the Customer...





bangthetable

Capture feedback online in a safe, online space

Provide communities with access to accurate information

Enable effective two-way communication

Undertake extensive analysis and reporting



FORUMS	IDEAS	PLACES	STORIES	GUESTBOOK	Q&A	POLLS	SURVEYS
							
<p>OPEN ENVIRONMENT Participants can engage with each other. Comments, images and ideas are visible to the community.</p>			<p>MIXED ENVIRONMENT Participants can see others' contributions. However, there is little peer-to-peer interaction. Some data is public, other data is admin-only.</p>			<p>CONTROLLED ENVIRONMENT Participants cannot engage with each other. Data is stored and accessible by admin.</p>	

Match Engagement Tools to Your Requirements

Empower Your Community

Information Widgets

CORE PROJECT INFO



LIFECYCLE Outline the stages of your project to your community and communicate project progress as you move through each stage.



WHO'S LISTENING Allows you to identify the people who are working on your project, including the individual's role, organization, contact email and phone and image (all optional) along with a link through to the complete project team page.



KEY DATES Displays and promotes key dates associated with the off-line engagement process such as public meetings.



FAQ Displays a short list of frequently asked questions and answers about your project with a link through to the FAQ page.

RICH MEDIA



DOCUMENT LIBRARY Displays the key documents from your library as individual items or in folders.



VIDEOS The video gallery displays two custom video stills from an unlimited capacity video gallery.



PHOTOS The photo gallery displays two custom images from an unlimited capacity image gallery.

ADVANCED



CUSTOM Allows the integration of embedded content from any third-party source.



FACEBOOK Brings in a Facebook feed to connect audiences with conversations around your project.



IMPORTANT LINKS Lets you display a list of links important to your project.



RELATED PROJECTS Displays a list of all of the live or archived projects on your site that are related to the current campaign for easy reference.

PROJECT UPDATES



FOLLOW PROJECT Allows registered and unregistered participants to subscribe to the project..



SIGN UP BANNER Encourages your community to register and builds your participant database.



NEWS FEED Use for project news updates to present information about issues, or as a list to link from the homepage through to individual projects.



Commitment to Global Best Practice Engagement

Website Scoping

Online Training Modules

24/5 Chat & Email Support

Helpdesk Resources

Project Planning Sessions

Quarterly & Annual Site Reviews

- *Regular Client Roundtables*



Senedd Cymru
Welsh Parliament



catalyst



— David Lloyd —
**Police and Crime
Commissioner**
for Hertfordshire



Jacobs



"I find EHQ a powerful engagement tool and I am very pleased with the customer support you give us"

James Sampson-Foster, Coventry City Council

"The platform is perfect...we engage with millions of people across our country and EngagementHQ provides everything we need to support citizens in having their say and being part of democracy. We can't speak highly enough of the platform and the team that make it so easy to use!"

*Welsh Parliament / Senedd Cymru
(formerly National Assembly of Wales)*



BANG THE TABLE
engagementHQ®

Digital Engagement

The Road to Digital

Prepared by Thomas Maughan



Why Bang The Table?

- Let's Talk Engagement – comprehensive review
- Multiple platform demonstrations
- Response rate and on-going development

- Phase 1 – development and launch of desktop
- Phase 2 – native app with push notifications

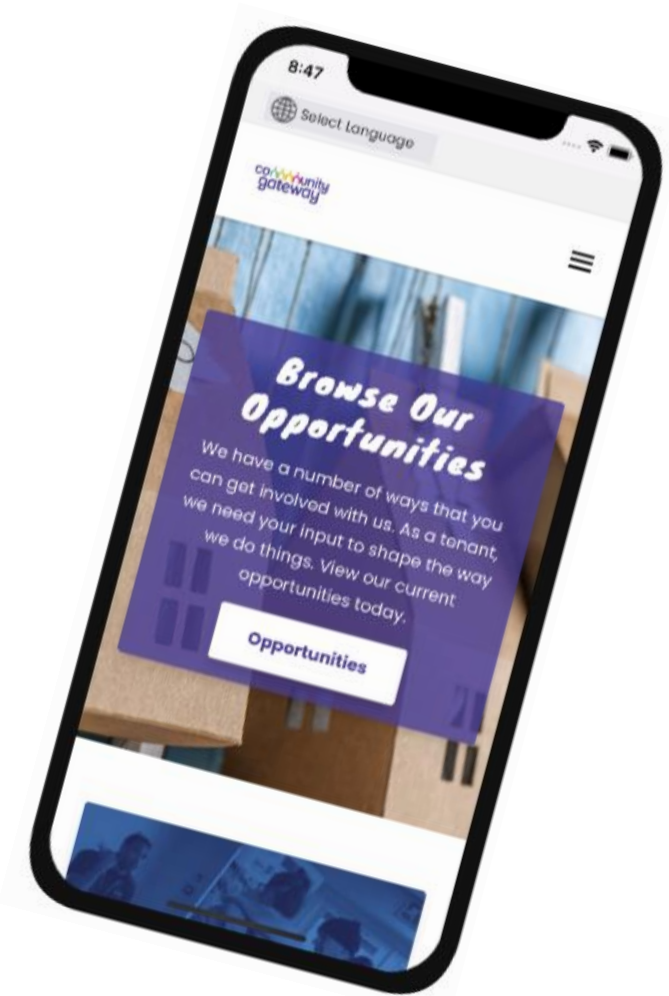


"Content is King but engagement is queen and the lady rules the house." – Mari Smith

community
gateway

Gateway2Engagement

- Tailored communications based on location/demographic
- Rich media – video, live Q&A, interactive tools
- Incentivised engagement opportunities
- Aware, informed, engaged – impact reporting
- Granular tracking



“You cannot buy engagement, you have to build engagement.” – Tara Nelson

Panel Question and Answer Session

Chair's roundup and closing remarks

Geraldine Howley, Chief Executive, Incommunities &
Champion of GEM - Graduate Employment Programme