




# ARCH Tenants Conference 2024

3 October 2024

 #archtc24  
@ARCH\_housing



# Welcome and opening remarks

Stella Parkin, ARCH Tenants Group Chair



# Council Address

**Councillor Sheila Cowen**  
**Mayor of Rotherham**



# RSH Update

Fleur Priest-Stephens, Head of Tenant Engagement  
Regulator of Social Housing





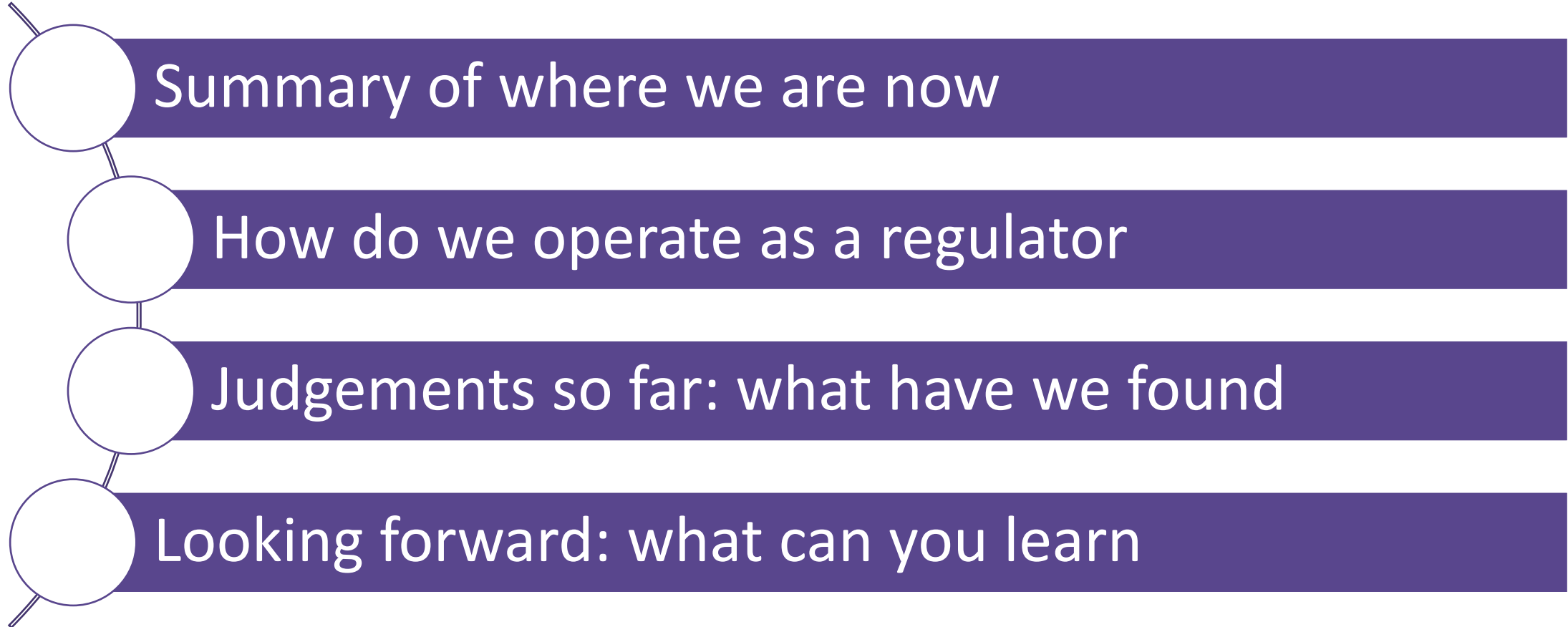
# Regulator of Social Housing

## Delivering for Tenants: The Consumer Standards and their Implications for Tenant Engagement

October 2024

Fleur Priest-Stephens – Head of Tenant Engagement

# Introduction



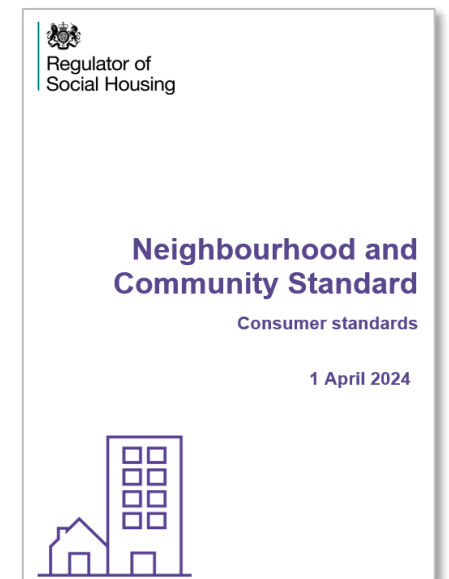
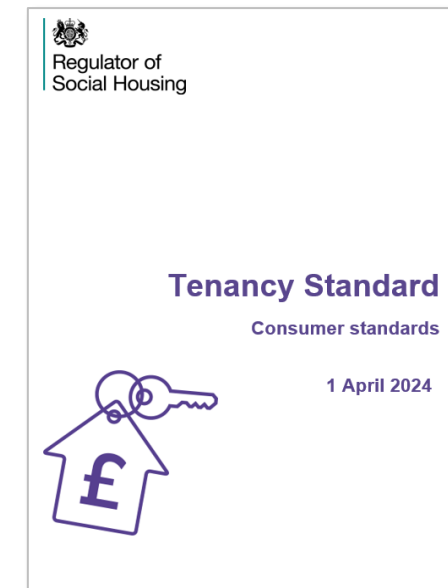
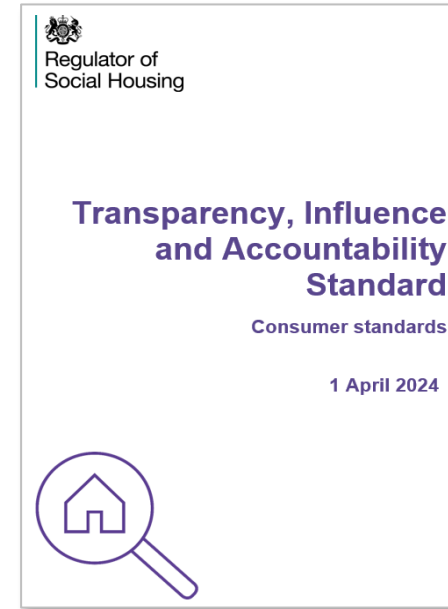
# Context

- **Social housing tenants' homes should be safe and well maintained, and landlords should deliver effective landlord services.**
- **Tenants should be able to hold their landlord to account for the delivery of effective landlord services.**
- As the sector regulator, it is our job to help ensure that landlords deliver what tenants need.
- From 1 April 2023 all providers must collect and publish TSM data annually in line with our requirements
- On 1 April 2024, we introduced our new approach to consumer regulation in line with changes to our regulatory powers.
- We have started inspecting large landlords, seeking evidence of assurance that they are delivering the outcomes of the new consumer standards.



# Consumer standards

- Our four new standards apply to all landlords
- They are outcome-based standards so that landlords are able to deliver the outcomes we expect in the most appropriate way for their tenants and their organisation.
- The TSM requirements have been incorporated into the Transparency, Influence, and Accountability Standard.
- Boards and councillors should have robust mechanisms in place to provide them with assurance that their organisation delivers the outcomes of the standards, including the TSM requirements
- It is then for landlords to show us, with evidence, how they are delivering those outcomes.



# Required outcome

## Transparency, Influence and Accountability standard:

### 1.3 Engagement with tenants

Registered providers must take tenants' views into account in their decision making about how landlord services are delivered and communicate how tenants' views have been considered.



# Specific expectations



2.2.1 Registered providers must give tenants a wide range of meaningful opportunities to influence and scrutinise their landlord's strategies, policies and services. This includes in relation to the neighbourhood where applicable.



2.2.2 Registered providers must assist tenants who wish to implement tenant-led activities to influence and scrutinise their landlord's strategies, policies and services. This includes in relation to the neighbourhood where applicable.



2.2.3 Registered providers must provide accessible support that meets the diverse needs of tenants so they can engage with the opportunities in 2.2.1 and 2.2.2.



2.2.4 Registered providers must support tenants to exercise their Right to Manage, Right to Transfer or otherwise exercise housing management functions, where appropriate.



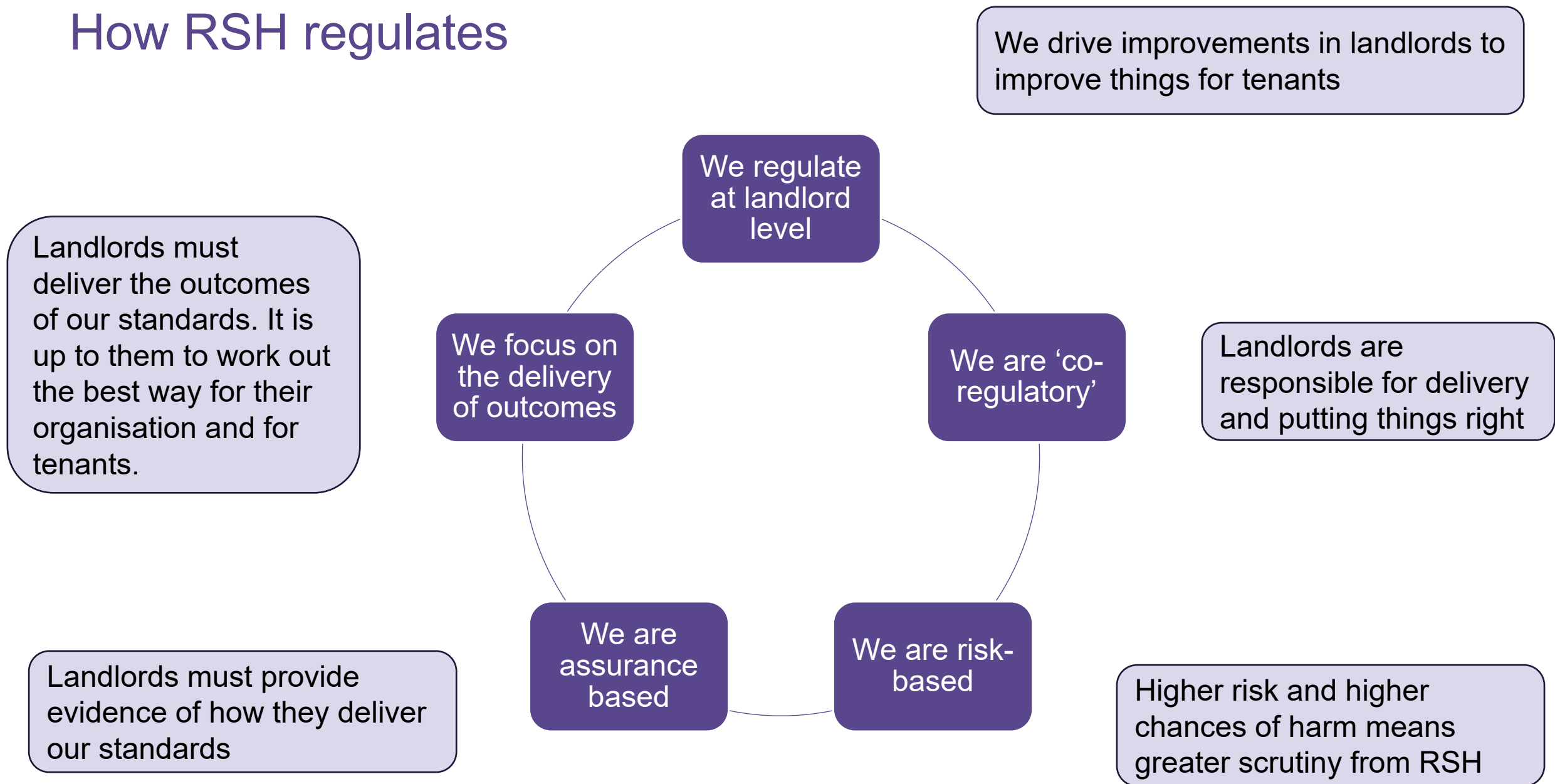
2.2.5 Registered providers, working with tenants, must regularly consider ways to improve and tailor their approach to delivering landlord services including tenant engagement. They must implement changes as appropriate to ensure services deliver the intended aims.



2.2.6 Where a registered provider is considering a change in landlord for one or more tenants, or a significant change in management arrangements, it must consult affected tenants on its proposals at a formative stage and take those views into account in reaching a decision.

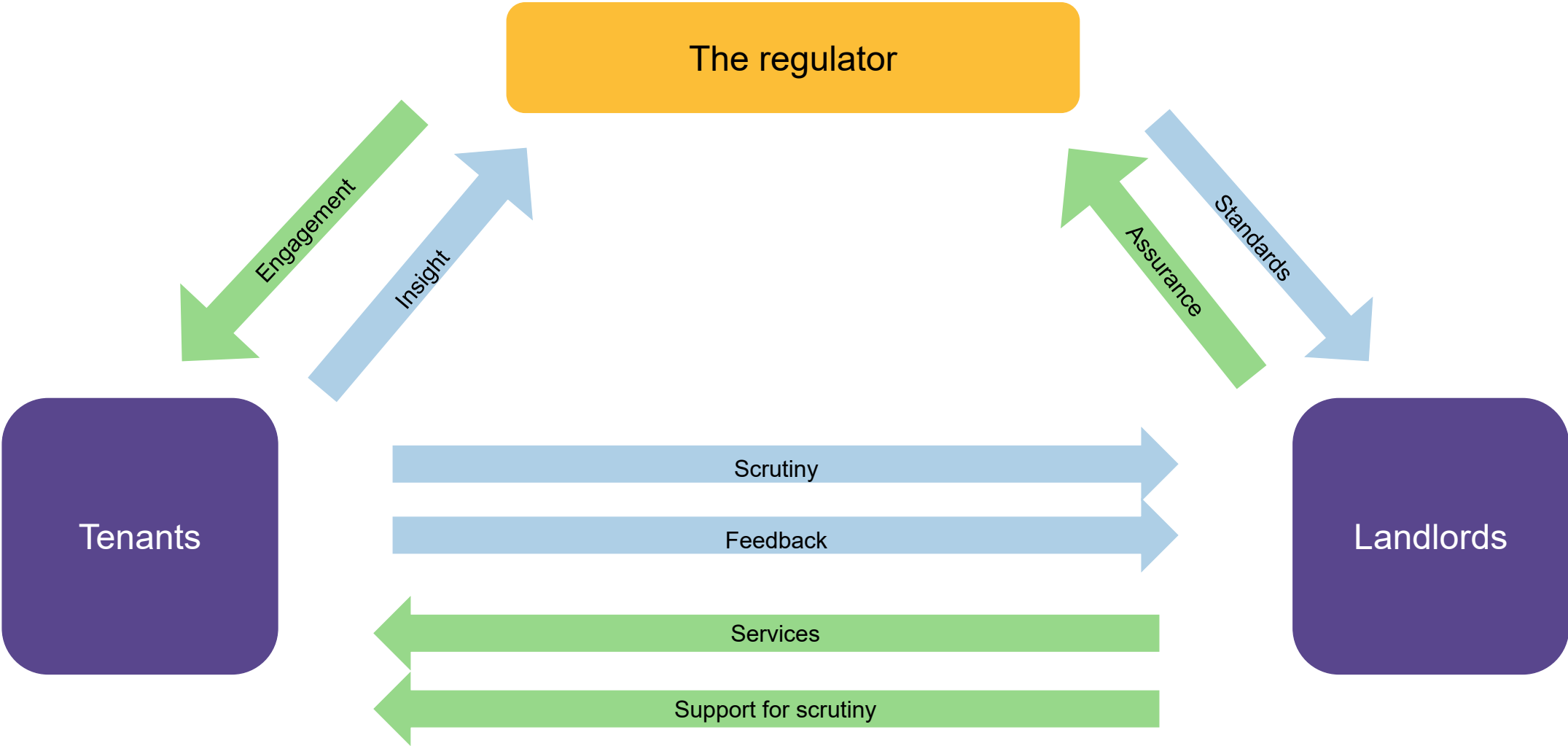
# How does the regulator operate?

# How RSH regulates





# What does that mean for tenant engagement?



# Tools for hearing from tenants

# Tenant Satisfaction Measures (TSMs)

TSMs are:

- A set of performance information from landlords, calculated in way set by the regulator
- Collected according to a set of requirements set by the regulator
- A mix of perception measures (based on a survey with tenants) and management information
- Aimed at giving tenants meaningful information about their landlord, and assisting the regulator in ensuring the new consumer standards are being met

TSMs are not:

- The only performance information landlords collect or publish
- Completely fixed in their requirements
- The only information tenants and the regulator can/ should look at when evaluating or comparing providers

# Referrals from the public

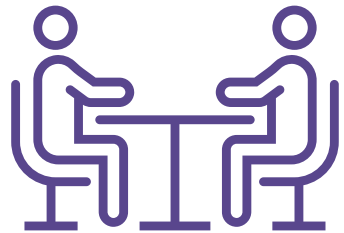
- A referral is information or allegations that tell us that a social housing landlord may not be delivering the outcomes of our standards
- Tenants (or groups of tenants) can make a referral via phone, email, or post.
- It helps us if you include details about what has happened and how it relates to our standards.
- We will consider the circumstances of each case on an individual basis.



# Hearing from tenants during inspections

## Testing engagement

- We test whether there are meaningful opportunities for tenants to influence and scrutinise.
- We look for evidence that the landlord is hearing from tenants and acting on what it hears.
- We will meet with tenants involved in scrutiny separate to the landlord to ask them how it feels for them.



## Listening to what tenants are saying


- Our inspection planning looks at referrals and TSMs.
- During the inspection we will look at how scrutiny is working and what tenants are highlighting as issues.
- We will listen to what the tenants involved in scrutiny tell us.
- We will test what we hear from the landlord with the insight we have from tenants.
- We also have a range of options for assessing how well services are being delivered for tenants. These include having meetings with tenants, running focus groups, and estate/ neighbourhood tours.

# Our judgements so far

# Consumer gradings and judgements

Grading	Description
C1	Our judgement is that <b>overall</b> the landlord is delivering the outcomes of the consumer standards. The landlord has demonstrated that it <b>identifies when issues occur</b> and puts plans in place to remedy and minimise recurrence.
C2	Our judgement is that there are some weaknesses in the landlord delivering the outcomes of the consumer standards and improvement is needed.
C3	Our judgement is that there are serious failings in the landlord delivering the outcomes of the consumer standards and significant improvement is needed.
C4	Our judgement is that there are very serious failings in the landlord delivering the outcomes of the consumer standards. The landlord must make fundamental changes so that improved outcomes are delivered.

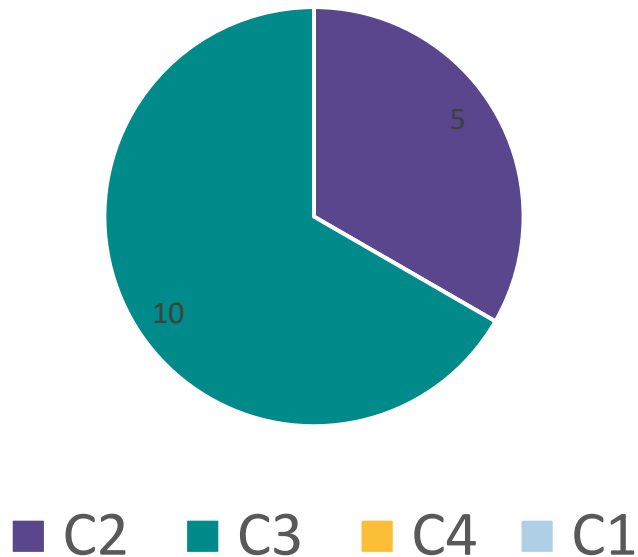
Every landlord should aim for a Consumer Grade of C1



# Regulatory judgements published since April

## What we have found so far

Gradings for Local Authorities



## What we publish

A list of every regulatory judgement:

<https://www.gov.uk/government/publications/regulatory-judgements-and-regulatory-notices>.

A list of every landlord and their latest regulatory judgement:

<https://www.gov.uk/government/collections/regulatory-judgements-a-to-z-list-of-landlords>



# Features of regulatory judgements that weren't C1



# What can tenants and landlords learn from the judgements?



We expect all landlords to deliver the outcomes of our standards that apply to them.

Landlords must decide for themselves the best ways to deliver the outcomes for their organisation and their tenants

# Questions





# Regulator of Social Housing

Thank you

[jack.smith@rsh.gov.uk](mailto:jack.smith@rsh.gov.uk)

# Published Grading Decisions

Landlord	Grade	Date of publication	Engagement Process	Reason(s) for grade
<a href="#">Bristol City Council</a>	C3	09/07/2024	Responsive Engagement	Safety and Quality Standard - electrical, repairs
<a href="#">Guildford Borough Council</a>	C3	09/07/2024	Responsive Engagement	Safety and Quality Standard - electrical safety TIA - failure to collect TSMs
<a href="#">Sheffield City Council</a>	C3	09/07/2024	Responsive Engagement	Safety and Quality Standard - repairs
<a href="#">Brighton and Hove City Council</a>	C3	09/08/2024	Responsive Engagement	Safety and Quality Standard – repairs
<a href="#">South Derbyshire District Council</a>	C3	09/08/2024	Responsive Engagement	Safety and Quality Standard - data quality TIA - lack of scrutiny
<a href="#">Ashford Borough Council</a>	C3	09/08/2024	Responsive Engagement	Safety and Quality Standard - data quality TIA - lack of scrutiny
<a href="#">London Borough of Hackney</a>	C3	09/08/2024	Responsive Engagement	Safety and Quality Standard - data quality

# Published Grading Decisions

Landlord	Grade	Date of publication	Engagement Process	Reason(s) for grade
<a href="#">North East Derbyshire</a>	C2	14/08/2024	Inspection	Safety and Quality Standard - data quality TIA – Complaints handling
<a href="#">High Peak Borough Council</a>	C2	14/08/2024	Inspection	Safety and Quality Standard - DHS TIA - lack of scrutiny, complaint handling
<a href="#">Dacorum Borough Council</a>	C2	14/08/2024	Inspection	Safety and Quality Standard - data quality, repairs TIA – Complaints handling, use of tenant information to inform services
<a href="#">Melton Borough Council</a>	C2	14/08/2024	Inspection	TIA - lack of scrutiny, complaint handling, use of tenant information to inform services
<a href="#">Bolsover District Council</a>	C2	25/08/2024	Inspection	Safety and Quality Standard – fire safety, DHS TIA – lack of scrutiny, complaints handling

# Published Grading Decisions

Landlord	Grade	Date of publication	Engagement Process	Reason(s) for grade
<a href="#">Castle Point Borough Council</a>	C3	13/09/2024	Responsive Engagement	TIA – failure to collect TSMs
<a href="#">North Yorkshire Council</a>	C3	13/09/2024	Responsive Engagement	Safety and Quality Standard - data quality TIA - lack of scrutiny
<a href="#">Warwick District Council</a>	C3	13/09/2024	Responsive Engagement	Safety and Quality Standard - data quality, repairs TIA - lack of scrutiny and complaints handling



# Ensuring Tenant health and safety- BSR Update

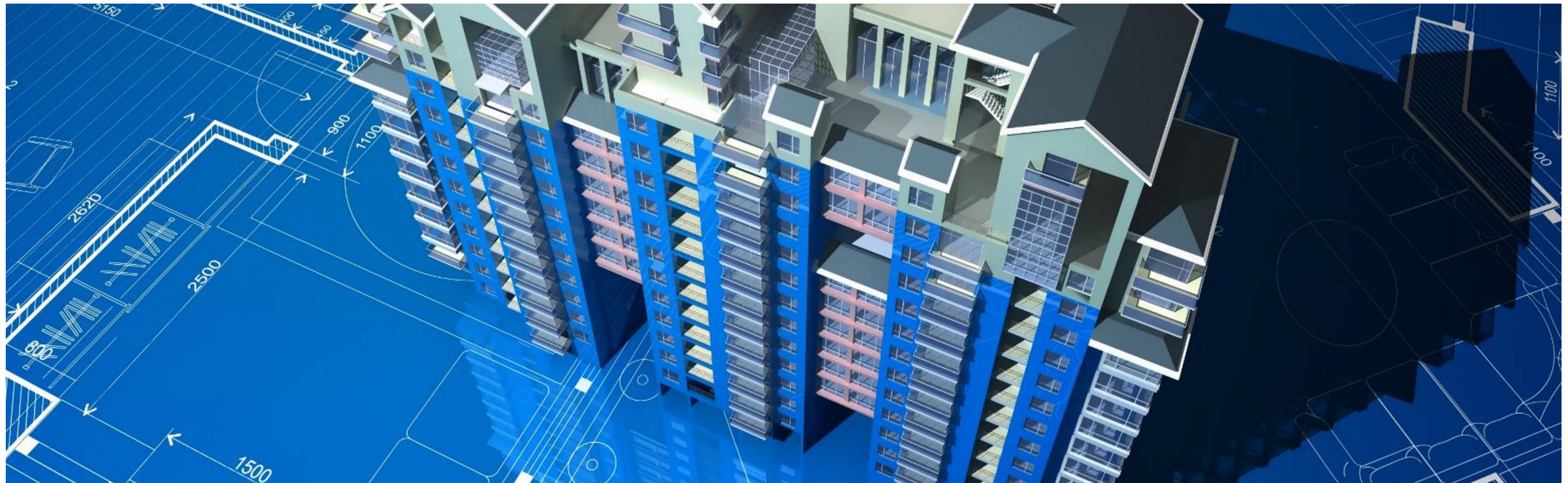
Andy McGrory, Policy Lead for Resident Engagement  
Building Safety Regulator



# **Involving Residents in Building Safety**

**3<sup>rd</sup> October 2024**

**Andy McGrory – Policy Lead for Resident Engagement**



## **What this presentation will cover...**

- Update from the Building Safety Regulator
- Importance of resident engagement
  - Findings from the Hackitt Review
  - The legal requirements
  - The Regulator's approach to resident engagement
  - Relevant highlights from our insight research
  - Key principles of Resident Engagement

## **Building Safety Regulator - Update**

- Remaining in-occupation law took effect in January.
- Building Assessment process commenced.
- Building Control Inspectors must now be registered with BSR
- BSR is building control body for High-rise buildings
- Receiving complaints
- Mandatory occurrence reports

## Complaints – The Overall Picture

Since October 2023 HSE has received 275 concern contacts from HRB residents. Of these:

- C. 5% were about HRB registration (lack of, issues with, etc.)
- C. 30% were broadly of interest, but following initial investigation not all were for BSR or warranted further investigation
  - Issues related to, among others, to fire doors, fire extinguishers, smoke alarms, fire alarms, superficial cracks, water ingress, windows falling out, windows not operating properly, and material falling from roof etc.
- C. 65% were not for BSR and were signposted to other agencies
  - Issues related to Antisocial behaviour, drug use, vermin, damp, water ingress, faulty communal lighting, faulty lifts, car parking issues etc

## **Complaint Investigations – Overview**

Since April 2024 we have investigated 54 resident complaints/concerns. The causes for concern have been as follows

- **Lack of remediation work / delays in remediation work**
- **No identified PAP / dispute who is the PAP**
- **HRB not registered**
- **Incorrect details held on the public register**
- **No Resident Engagement Strategy**
- **No Complaints Procedure**
- **PAP not supplying prescribed information when requested**
  - A number of cases have been closed, either as
    - Remedial action was taken to achieve compliance, or
    - The complaint was not upheld following formal investigation.
- **No Safety Case Report**
- **Deficient fire doors**
- **Deficient compartmentation**
- **Issues with lifts / sprinkler system / fire alarms**
- **Unauthorised building work**
- **Unsafe cladding**
- **Exploding windows**

## **Mandatory Occurrence Reporting**

- A mandatory occurrence report must be submitted when a safety occurrence has caused, or is likely to cause:
  - the death of a significant number of people
  - serious injury of a significant number of people
- A safety occurrence is an incident involving, or a risk that could cause:
  - structural failure of the building
  - the spread of fire or smoke in the building
- BSR expectation was for low numbers.
- Subjective definition.

## **Mandatory Occurrence Reporting**

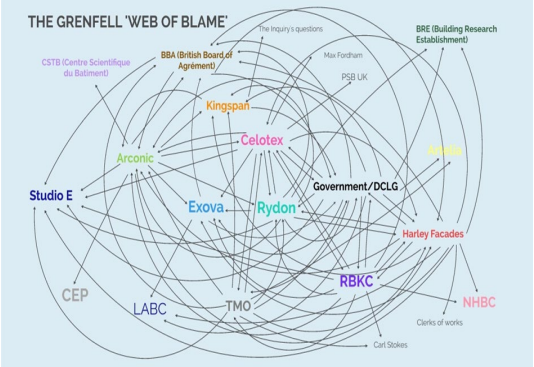
- 170 MOR received to date
- Of those completing 'type' field
  - Fire spread - 114
  - Structural Failure – 23
- Some reports provide for a range of issues identified – some cross over
  - This may be driven by issues emerging as safety case is constructed.
- It is encouraging that APs are identifying issues, reporting them to the regulator, and providing detail (up front, or on request) on how they are managing risk.

## **Mandatory Occurrence Reporting**

- Basis for reports include:
  - Fire doors and furniture (including intumescence)
  - Compartmentation
  - Fire Risk Assessment External Walls
  - Lifts designated for fire fighters
  - Automated Opening Ventilation (AOVs)
  - Wet and dry risers
  - Alarm Systems
  - Arson
  - Steels (compartmentation)
  - Cladding Falling from HRB




# Why is engaging with residents so important?



## **Building a Safer Future**

**Independent Review of Building Regulations and Fire Safety - Hackitt Review**



***[There is a] need to rebuild public trust by creating a system where residents feel informed and included in discussions on safety, rather than a system where they are 'done to' by others.*** 

## The Hackitt Review – Building a Safer Future

- Voice of residents often went unheard
- Resident concerns must be listened to
- Residents need to be better informed
- New system should provide reassurance and recourse
- Residents have a role to play in building safety
- Cultural change required to rebuild trust and feelings of safety



## Effective engagement with residents

- Listen to and capture all safety concerns
- Support the principles of transparency of information
- Involve residents in making building safety decisions
- Not just about compliance – driving behaviour change and culture change
- A system where residents feel informed and included will help rebuild public trust
- Partnerships – residents are happiest where they have a chance to shape the system



## **Provision of information**

Hackitt said all residents need access to more information. It should be comprehensive and accessible.

The law requires that certain information must be provided proactively. This will ensure residents are aware of relevant building safety features and the steps they should take to keep themselves, and others safe

Three categories of information and documents relating to:

- the prevention and mitigation of building safety risks
- the duty-holders (inc. regulator)
- the rights of residents

Further detailed information should be available on request

## **Resident concerns/ complaints**

Hackitt found that residents did not have a strong enough voice. A process was required for resident recourse – a no-risk route for residents to raise building safety concerns

- The law requires that a system is in place to receive and investigate relevant complaints
- Published policy – who, how, what, when
- Investigate with impartiality and in a fair manner

## Residents' duties

Hackitt said that residents have an active role to play in building safety – and that they should cooperate

The law sets out these requirements:

- Residents need a clear understanding of their responsibilities in relation to this
- Access to property – requires careful and clear communications
- Care should be taken with contravention notices
  - Last intervention – adverse engagement

## Resident engagement strategy

Hackitt found that residents needed reassurance – through better involvement in decision making. The review recommended the development of resident engagement strategy to support the principles of transparency of information and partnership with residents.

- The law requires a Resident Engagement Strategy that sets out inclusive and effective resident participation and involvement in relevant building safety decisions
- Not just about compliance – implementation is key!
- May be an extension of an engagement strategy that already exists – it should not exist in isolation



## Resident engagement strategy (RES)

RES should cover:

- what information residents will be provided about decisions relating to the management of the building
- the aspects of those decisions that residents will be consulted on
- the arrangements for obtaining and taking account of the views of relevant persons, and
- evaluation and review of promotion activity
- It may cover all other aspects of engagement including provision of information, complaints, mandatory occurrences and resident duties



## The Regulator's approach to resident engagement

- Previous experience of engagement in relation to safety – but residents are a relatively new audience for us.
- Worked closely with partners across Government and industry stakeholders to build insight and develop approach to engagement
- Multi-layered approach to developing resident engagement
- Ensured that residents would be involved and were brought on the journey of change
- Invaluable insight research programme - part of our learning and developing our approach



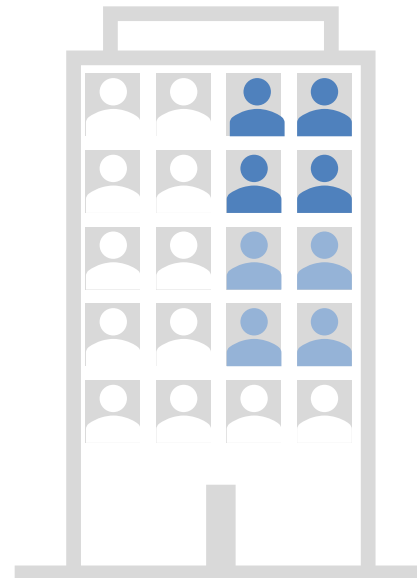
# High rise residents are a diverse population...



## Residents are varied and the size of the vulnerable groups is significant

Nearly **half a million people** living in high rises are living with an illness or condition

Residents with additional needs due to illness or health condition



**Half** of these have **multiple** disabilities or conditions

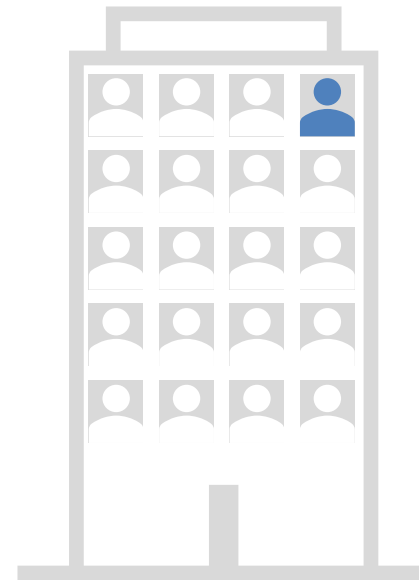


## Residents are varied and the size of the vulnerable groups is significant

Residents who feel they don't speak English well



Compared with any other UK resident, high rise building residents are **3 times** more likely to not speak English as their *main* language



## Residents are varied and the size of the vulnerable groups is significant

“ I haven’t discussed it with management, my condition fluctuates, so **I’m not sure how this would be dealt with within the plan.**

Mobility/flare ups, owner occupier, 44

*Do I need to be worried about this? Surely the council has this in hand...*

Bengali participant

*I would hope someone would come, but I **don’t know how they would open the door.** I guess the fire brigade would be able to break it down...ummm...*

Mobility/flare ups, owner occupier, 44

*When we were watching Grenfell, we were talking amongst ourselves saying ‘why didn’t they take the lift?’ It was only after this tragedy that **we learnt about not using lift***

Somali participant

*I guess I would just have to wait and **see if anyone remembered me.***

Sight loss, progressive condition, owner occupier, 69



# How to engage with residents...

## Principles for engaging with residents

The Building Safety Act (BSA) has been introduced to ensure that residents are safe and feel safe in their homes.

This document sets out key considerations to help Principal Accountable Persons (PAPs) and Accountable Person (APs) engage effectively with residents.

It is based on research with a wide cross-section of residents.

### 1. Understand who lives in each building

**What we know**  
Not all residents are the same. Understanding who lives in a high-rise building is the first step to putting residents at the heart of building safety.

**What to do**  
Find out who residents are so that you can communicate effectively with them and design safety systems that respond to their needs.

### 2. Engage via multiple channels

**What we know**  
Residents access information in different ways. A 'one-size fits all' approach to engaging with residents about important safety matters will not work for everyone.

**What to do**  
Engage with residents using a variety of channels.

### 3. Communicate information effectively

**What we know**  
Fire and building safety is important for residents but it is often not a top-of-mind concern, and it can be confusing to understand.

**What to do**  
Use accessible communication approaches and mixed formats to help residents understand and familiarise themselves with the systems that make them safer.

### 4. Listen to residents

**What we know**  
Residents feel safer when they can reach out to their building owners/managers simply and straightforwardly whenever they need to.

**What to do**  
Make it easy for residents to request information, respond to a consultation, raise concerns and escalate complaints.

### 5. Be inclusive of everyone

Non-English speaking residents >

Disabled residents >

**What we know**  
Many residents, including non-English speakers and disabled residents or those with long term health conditions, face additional barriers that limit them from engaging with building safety.

**What to do**  
Understand what additional barriers some residents face, and how to remove them, so that all residents feel and are safer.

## Recap

We have

- updated on the Regulator's activity
- considered why we are where we are with resident engagement
- presented the legal requirements that relate to resident engagement
- considered the regulator's approach to engaging with residents
- shared highlights from our insight research
- introduced key principles of resident engagement





## Conclusions

- Residents are a key stakeholder in Building Safety
- System must be set up to involve all residents (inclusive), but they may not all want to engage
- Residents need to understand they have a part to play and understand their 'duties'
- It's not one size fits all. Different buildings have different audiences, in different contexts, with different approaches required – the key principles are important
- Successful resident engagement can help drive behaviour change - but it also forms a beneficial interaction that can prime culture change - help to improve relationships, create a sense of belonging and build community



**Questions...?**



# Community Champion Awards – presentations

Stella Parkin, ARCH Tenants Group Chair



# Networking Lunch



# Workshop 1: How councils are managing environmental factors

Andy Lumb, Partnering Manager  
Rotherham Metropolitan Borough Council

# Catcliffe Floods October 2023 The Customer Journey

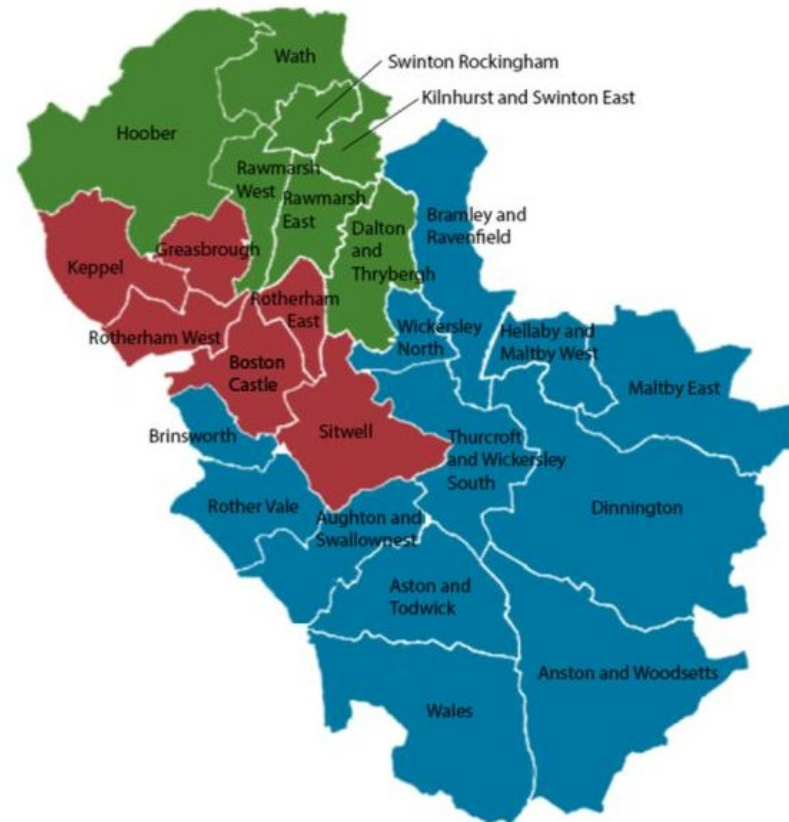
Andy Lumb – Partnering Manager  
Housing Services, Rotherham Council





# Rotherham

- Population of 265,000 mostly live in urban areas
- 25 wards covering a range of urban, suburban and rural areas. 70% of Rotherham is open countryside
- 22% of residents live within the 10% most deprived areas of England
- 20,000 Council owned properties
- Mixture of houses, flats, maisonettes and bungalows
- Ambitious housing growth programme



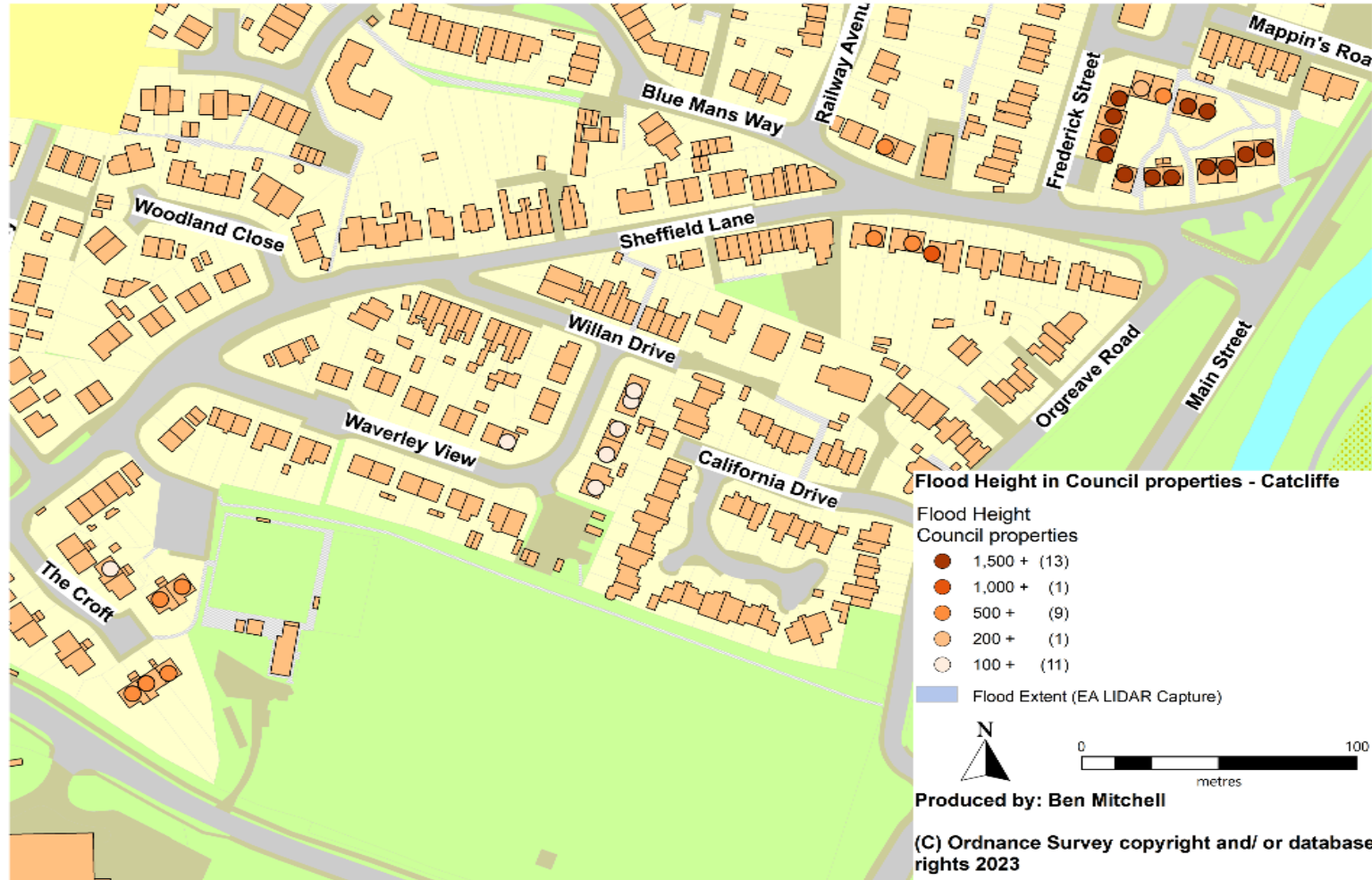
# Catcliffe



- Village on North West Bank of River Rother 2.5 miles away from town centre
- Population of approx. 2108 residents
- Previous flooding in June 2007
- Storm Babet 21 October 2023
- 139 properties severely affected in Catcliffe
- 106 Private properties
- 33 Council properties



# Property Flood Depths



# Property Flood Depths





# Property Flood Depths





# Property Flood Depths



# Recovery Process

- Learning from 2007 floods
- People Phase
  - Accommodation-Short/Long Term
  - Catcliffe Parish Hall advice and support centre
  - 24 tenants returning out of 33
  - Insurance
  - Grants
  - Storage/Disposal of belongings
  - Post
- Property Phase
  - Strip Out
  - Drying Out
  - Refurbishment





# Managing Delivery- Council properties

- Appointed Equans –repairs and maintenance contractor.
- 3 stage process.
- Drying certificate required.
- Site office-Chapel Walk Centre
- Co-location of staff.
- Transfer of Gas and Electric to British Gas



# Stripping Out Phase



# Stripping Out Phase





# Stripping Out Phase





# Drying Out Phase



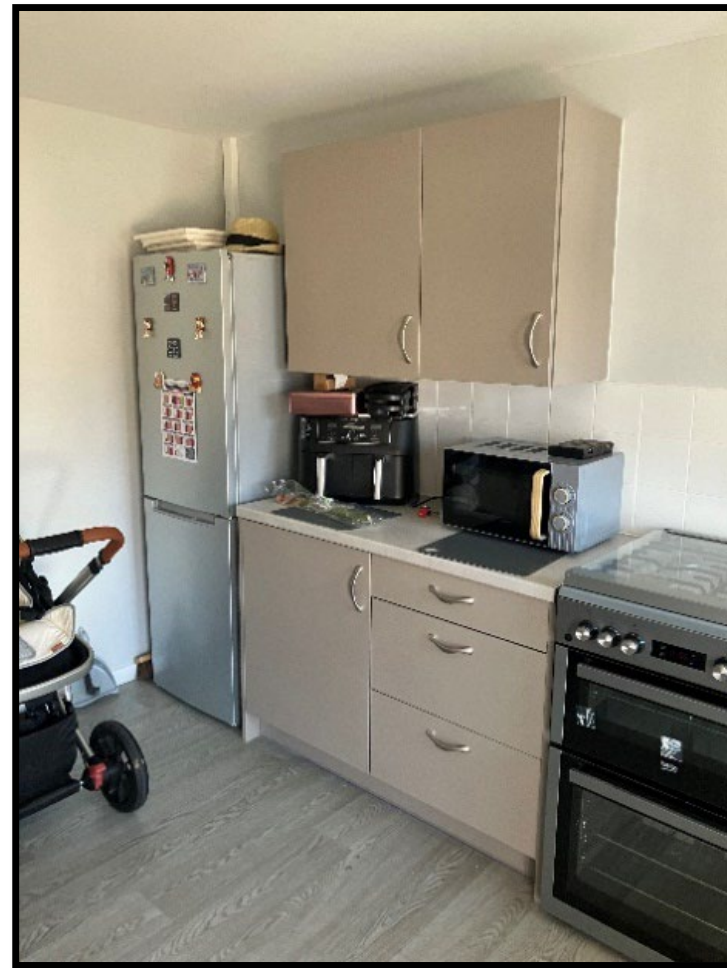
# Customer Journey

- Devastating impact
- Support and advice
- Everyone was at a different stage.
- Communication Plan
- Listening helped us strengthen the customer journey.
  - Tenant choice event
  - Redecoration
  - Gardens
  - Windows
  - Welcome pack
  - Advised customers of purchasing white goods, carpets
  - Installed cookers
  - Show house
- Community Fun Day
- Flood Resilience and Resistance Measures





# Completed Works



# Completed Works





# Completed Works



# Catcliffe Timeline

21 October 2023- Customers displaced

21/10/23-10/11/23- Customer Recovery Phase.

13/11/23-19/01/24- Stripping Out

16/11/23-09/03/24- Drying Out

19/02/24 and 20/02/24- Tenant Consultation Days

28/02/24-18/10/24- Refurbishment Phase

07/06/24-First property returned



The magazine for Rotherham Council tenants and leaseholders

# HOME

AUTUMN 2024

*matters*



## REBUILDING OUR COMMUNITIES

Housing Annual Report 2024

Neighbourhood Centres

New Housing Initiative



[www.rotherham.gov.uk/housing](http://www.rotherham.gov.uk/housing)

Rotherham  
Metropolitan  
Borough Council







## REBUILDING AFTER THE FLOODS

**After flooding hit Catcliffe in October 2023 the Council housing teams, partners and residents have worked tirelessly to get people back on their feet and into their homes.**

Linda and Dave Ellis (above) of Chapel Walk Catcliffe were forced to leave their bungalow when the River Don overtopped causing several inches of rainwater to enter their home.

Linda said: "The past six months have been devastating. We had to leave our home of eight years, all of our belongings and move into temporary accommodation. It was a lot disruption and upheaval for us both, at a time when we were also caring for my husband's elderly father.

"There was so much organising for us to do but Andy Lumb from the Council's housing team called me every week to make sure we were settled in our temporary flat as well as keeping us up-to-date with the progress of our house.

"It was so reassuring having a point of contact and knowing you weren't being left to deal with it on your own and he didn't just do this with us, but every resident affected. He's worth his weight in gold!

Once the properties had dried out and major building works complete residents were invited into the centre to choose their new paint colours, flooring, tiles, kitchen units and bathroom fittings.

Dave added: "We've had the support of Chris Nicklin a housing officer who's been based at the local neighbourhood centre this whole time, meaning we could pop and see him throughout the whole process – no matter how big or small he's been there to deal with any issues."

"The quality of the build is fantastic, Equans have done a great job with all the fixtures and fittings. We've also had improved insulation and heating system fitted which is going to be a god send come the colder months. After the devastation of last winter, we can't wait for Christmas in our new home!"

14 out of the 31 properties affected have been returned with the others due to be complete this Autumn.

# REBUILDING AFTER THE FLOODS

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“There was so much organising for us to do but Andy Lumb from the Council’s housing team called me every week to make sure we were settled in our temporary flat as well as keeping us up-to-date with the progress of our house.

“It was so reassuring having a point of contact and knowing you weren’t being left to deal with it on your own and he didn’t just do this with us, but every resident affected. He’s worth his weight in gold!

Once the properties had dried out and major building works complete residents were invited into the centre to choose their new paint colours, flooring, tiles, kitchen units and bathroom fittings.

Dave added: “We’ve had the support of Chris Nicklin a housing officer who’s been based at the local neighbourhood centre this whole time, meaning we could pop and see him throughout the whole process – no matter how big or small he’s been there to deal with any issues.”

“The quality of the build is fantastic, Equans have done a great job with all the fixtures and fittings. We’ve also had improved insulation and heating system fitted which is going to be a god send come the colder months. After the devastation of last winter, we can’t wait for Christmas in our new home!”

14 out of the 31 properties affected have been returned with the others due to be complete this Autumn.

# Thank You





# Refreshment Break



# Workshop 2: Supporting young people in our communities

Jordan Hart, Coach in Training, Hatton Boxing

Josh Robinson, Assistant Coach & Counsellor, Rotherham Federation





By Joshua Robinson & Jordan Hart

# Talk 'n' Train

# What is Talk 'n' Train?





# Jordan Hart

Volunteer Coach in Training





Joshua Robinson  
Volunteer Assistant Coach  
& Counsellor



# Thank you!

# Any Questions?



**Millennium Gym, Masbrough st**  
**Rotherham, S60 1EX**

**WEDNESDAY @ 6PM-7PM**  
**FRIDAY @ 6PM-7PM**  
**SUNDAY @ 10AM-11AM**



**talkntrain**



**talkntrain**

**Designed to support mental  
and physical health and well-  
being.**

**Come and join us. All abilities  
welcome.**



Rotherham Federation of Communities  
Charity Number: 1158600  
Company Number: 5913521





# Tenant Participation

Louise Holt, Head of Membership Services  
Tpas



# ARCH Conference 3<sup>RD</sup> October 2024



# Who are Tpas?



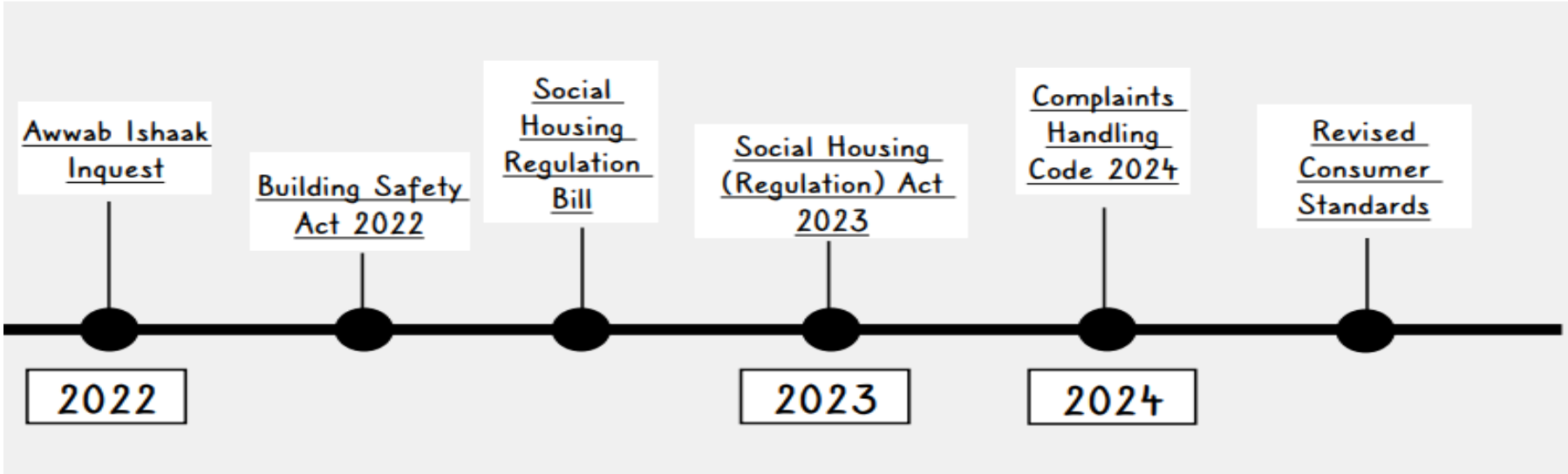
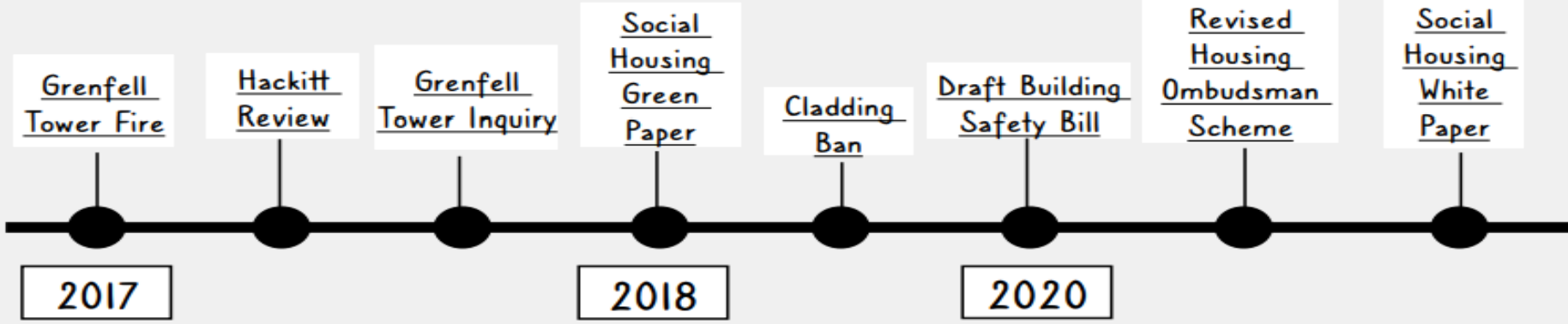
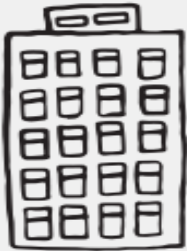
- Tenant Engagement Experts, established 1988
- Not for profit, membership organisation
- Over 250 social housing landlord members, covering over 3million social rented homes
- Growing list of commercial members including R&M contractors, suppliers, solicitors etc.
- Training, Consultancy and Membership services
- Tenant and contractor engagement standards supported though independent accreditation
- Bring landlords and residents together to have conversations that matter

# What am I covering?

- The new regulatory framework and the impact on tenant engagement
- What does excellence in engagement look like
- Enhancing Engagement in Local Authorities



# TIMELINE: The Journey So Far...



# The Consumer Standards



Themes: Safety - Quality - Transparency - Influence - Accountability - Neighbourhood - Tenancy

DRAFT



Regulator of Social Housing

**Safety and Quality Standard**

Consumer Standards

2023


Regulator of Social Housing



DRAFT

4/01/23

DRAFT




Regulator of Social Housing

**Transparency, Influence and Accountability Standard**


Consumer Standards

2023



DRAFT

DRAFT




Regulator of Social Housing

**Neighbourhood and Community Standard**

Consumer Standards


2023



DRAFT

4/01/23

DRAFT




Regulator of Social Housing

**Tenancy Standard**

Consumer Standards

2023



DRAFT

4/01/23



# Transparency, Influence and Accountability Standard



- **Fairness and Respect** – ‘Registered Providers must treat all tenants and prospective tenants with fairness and respect’
- **Diverse Needs** – ‘In relation to the housing and landlord services they provide, registered providers must take action to deliver fair and equitable outcomes for tenants and, where relevant, prospective tenants’
- **Engagement with tenants** – ‘Registered Providers must take tenants’ views into account in their decision-making about how landlord services are delivered’
- **Information about landlord services** – ‘Registered Providers must communicate with tenants and provide information so tenants and use landlord services, understand what to expect from their landlord, and hold their landlord to account’
- **Performance Information** – ‘Registered Providers must collect and provide information to support effective scrutiny by tenants of their landlord’s performance in delivering landlord services’
- **Complaints** – ‘Registered Providers must ensure complaints are addressed fairly, effectively, and promptly’
- **Self-referral** – ‘Registered Providers must communicate in a timely manner with the regulator on all material issues that relate to non-compliance or potential non-compliance with the consumer standards’

TENANT ENGAGEMENT EXPERTS



# What does this mean for Tenant Engagement?

- Tenants must have a range of *meaningful* opportunities to influence and scrutinise strategies, policies and services
- Providers must assist tenants who wish to implement tenant-led activities to influence and/ or scrutinise
- Providers must support tenants to access these opportunities
- Providers must work with tenants to regularly consider ways to improve and tailor their approach, including their approach to engagement
- Providers must support tenants to exercise their right to manage, right to transfer, and other functions where appropriate)
- Providers must consult tenants affected by a change in management arrangements, and this consultation must meet criteria on how and when it should happen.

# What does this mean for Local Authorities?

- Big shift – before there was little and no relationship with regulator
- Limited understanding or thought given to the consumer standards
- Councils will need to be accountable to tenants not just wider community – the rent payers
- Not the electoral pull or interest in the past but regulation will make it a biggie – will be risk not to be on the ball with this
- Nobody wants to be the councillor or Chief Exec on whose watch Govt advisors come into run the housing service!
- Have to get to grips with engagement across all the standards



# The Tpas National Engagement Standards

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- Fourth Version –last updated in 2021
- Want to challenge social landlords to “look beyond” simply meeting regulatory standards
- This framework will boost engagement, alongside enabling housing providers to deliver better value for money.
- The updated standards are grouped into seven topics: governance and transparency; scrutiny; business and strategy; complaints; information and communication; resources for engagement; and community and wider engagement.



<b>Governance &amp; Transparency</b>			
<b>Standard</b>	<b>Yes</b>	<b>No</b>	<b>Unsure</b>
There is a clearly defined and agreed role for residents in the decision making arrangements of the organisation			
<b>Scrutiny</b>			
<b>Standard</b>	<b>Yes</b>	<b>No</b>	<b>Unsure</b>
An appropriate and agreed scrutiny model and process is in place, with clear routes into the governance, <u>business</u> and service delivery operations of the organisation			
<b>Business &amp; Strategy</b>			
<b>Standard</b>	<b>Yes</b>	<b>No</b>	<b>Unsure</b>
There is a clear and consistent method for reporting back to residents how their views have been considered in all engagement activities			
<b>Complaints</b>			
<b>Standard</b>	<b>Yes</b>	<b>No</b>	<b>Unsure</b>
There is a clear and accessible published complaints policy designed with residents, that shows the definition of a complaint, how to complain, key timescales, routes for redress, how to access help and support and who has responsibility for the complaints process.			
<b>Information &amp; Communication</b>			
<b>Standard</b>	<b>Yes</b>	<b>No</b>	<b>Unsure</b>
All information provided to residents is clear and understandable with key points summarised, using an inclusive range of methods and in a format to suit the intended recipient place			
<b>Resources for Engagement</b>			
<b>Standard</b>	<b>Yes</b>	<b>No</b>	<b>Unsure</b>
The organisation provides sufficient resources to deliver effective engagement and residents <u>have the opportunity to influence</u> the decision about the resources made available			
<b>Community &amp; Wider Engagement</b>			
<b>Standard</b>	<b>Yes</b>	<b>No</b>	<b>Unsure</b>
There is an appropriate menu of engagement opportunities that; reflects the resident profile; responds to the different needs in relation to equality strands and any additional support, which can be evidenced in the delivery of their services, engagement activities and communications to promote widespread engagement			

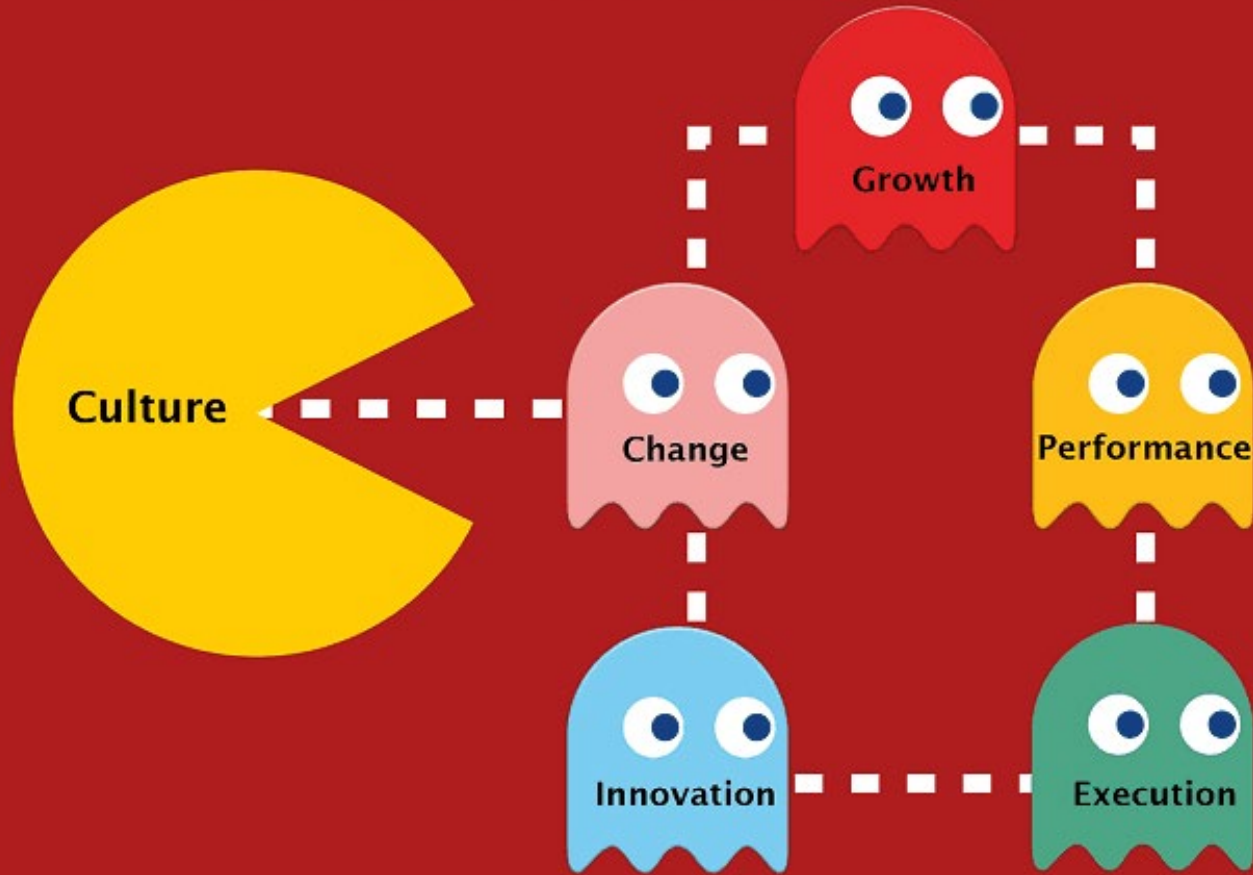
# Culture is the key

Our Standards center around culture because we know if that's not right then successful and meaningful Engagement simply won't happen





Organizational culture eats strategy for breakfast, lunch and dinner



Torben Rick [www.torbenrick.eu](http://www.torbenrick.eu)

Can have all the fancy Strategies, Standards, Promises, Structures in the world but doesn't matter if the Culture isn't right



TENANT ENGAGEMENT EXPERTS  
**tpas**

# What do we mean by Culture?

Lots of definitions out there

- ✓ The way we do things round here
- ✓ Shared Values/Beliefs/Behaviours

But there's so much more to culture that this so we are going to dig deeper



# Johnson and Scholes' Cultural Web Model

Johnson and Scholes' Cultural Web Model

## Stories

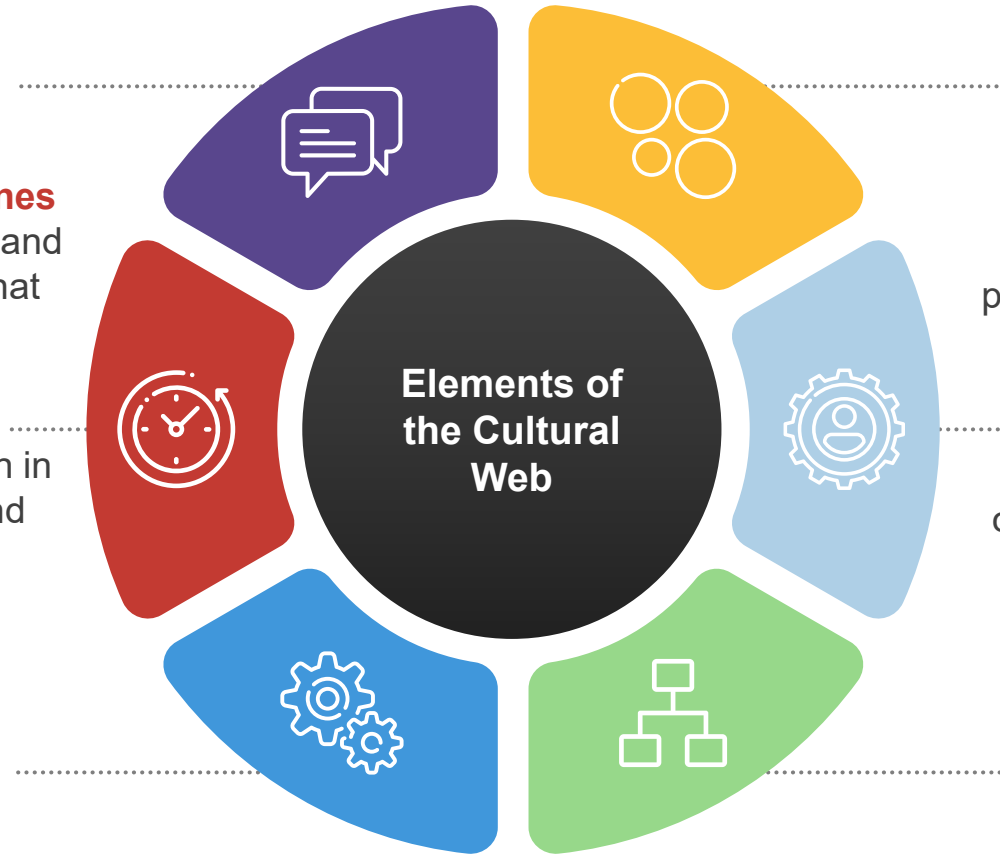
What are the stories that people talk about? Who features in the stories and what values and behavior do they espouse?

## Rituals and Routines

The daily behavior and actions of people that signal acceptable behavior. This determines what is expected to happen in given situations, and what is valued by management.

## Control System

The ways that the organisation is controlled. These include financial systems, quality systems, performance indicators and rewards



## Symbols

The visual representations of the company including logos, language, adverts, offices, pictures, offices,

## Power Structure

The pockets of real power in the company. This may involve one or two key senior executives, a whole group of executives, or even a department.

## Organization Structure

This includes both the structure defined by the organisation chart and the unwritten lines of power and influence that indicate whose contributions are most valued.

## Where's your engagement culture at?

**Stories** – Are tenants talked about with respect? Is stigma/stereotyping challenged?

**Ritual and Routines** – Is it the norm to talk to tenants when designing new services or making decisions that affect them?

**Symbols** – Do tenants feature on publications, annual reports, websites, company displays?

**Control Systems** – Is resident involvement part of the processes and procedures? Is it part of staff appraisals and performance indicators?

**Power** – Who has the real power? What core beliefs do they hold about engagement? What about staff? Is engagement valued and promoted? If not, why not?

Do staff believe in engagement ?



# Practical ideas to enhance engagement



- A 'no voice, no approval' process – if the residents voice has been not heard, a policy will not get full approval.
- Engagement Toolkit for all staff
- Include engagement in all staff appraisals / objectives
- Tenants co-design staff/operatives training
- Tenants are involved in recruitment and induction of staff
- Staff received tenant engagement induction training
- Residents take part in contractor selection
- Language that talks about homes not units or assets
- Door knocking/Communities Events where all staff required to take part



TENANT ENGAGEMENT EXPERTS





## And finally....Grenfell Inquiry Report



**Peter Apps** @PeteApps · 10/09/2024

The answer is clear: give tenants more power, both on their estates and on the national stage. That would be a more important contribution than regulators and ombudsmen—with their high bar for investigation and slow timelines—can ever be

“Grenfell was blessed with diligent, highly intelligent & highly engaged residents, brave enough to stand up on behalf of their neighbours...The trouble was the system did not give these people power.” @PeteApps on where the Inquiry fell short

<https://www.prospectmagazine.co.uk/society/housing/67805/grenfell-report-social-housing-respect>



Over to you for any questions/comments/thoughts





# Chair's Closing Comments

Stella Parkin, ARCH Tenants Group Chair