A new era for resident engagement for housing staff

Debbie Larner

Outline of the session

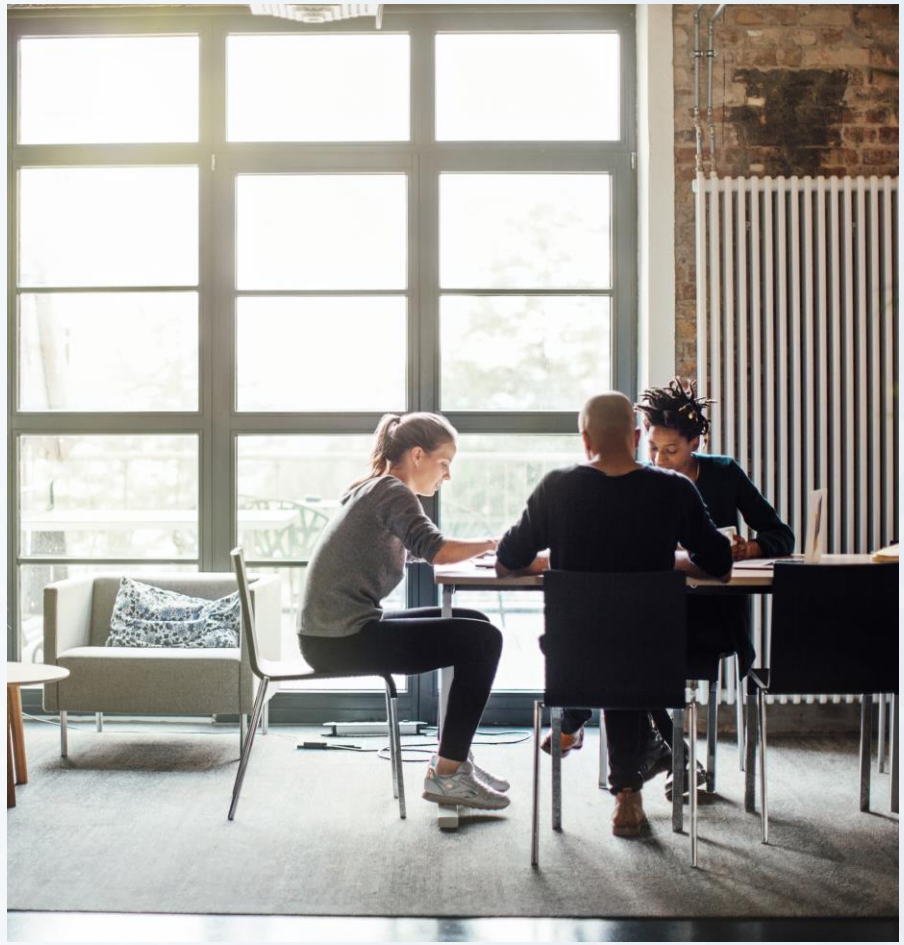
- Welcome and introductions
- A bit of theory
- Drivers for change
- Government and sector responses
- New regulatory framework for housing
- New consumer standards –residents at the heart
- Stigma and stereotyping
- Building the right culture
- Resident engagement in practice
  - Understanding the impact of involvement
  - Assessing the benefits
  - What do residents expect?
- A word on professionalism



Welcome and introductions

Introductions

- Who you are:
  - Name
  - Job Role
- What you want to get out of this session...?



Some questions to get us started....

- How would you define resident engagement?
- Why is it important?



Definitions

- A two-way process involving the sharing of information and ideas, where tenants are able to influence decisions and take part in the decision-making process *(NHF)*

- We define tenant engagement as being about working with tenants to co-produce effective services that meet a variety of needs; for example, building in accountability through communication, monitoring and scrutiny. It's about empowering tenants, residents and communities to work with your organisation to achieve shared aims (TPAS)



Setting the scene

Why the need for change?



- What were the drivers for a change in our attitude an approach to residents?



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What residents said.....

- Lack of trust in the relationship between landlords and tenants
- Residents not having a voice or being listened to
- Lack of accountability and transparency about performance and decision making
- Slow and ineffective resolution of complaints
- General attitudes and behaviour of staff towards residents
- Safety and quality of existing stock and attitudes about how people live in their homes...
- A pervasive culture of stigma and stereotyping....

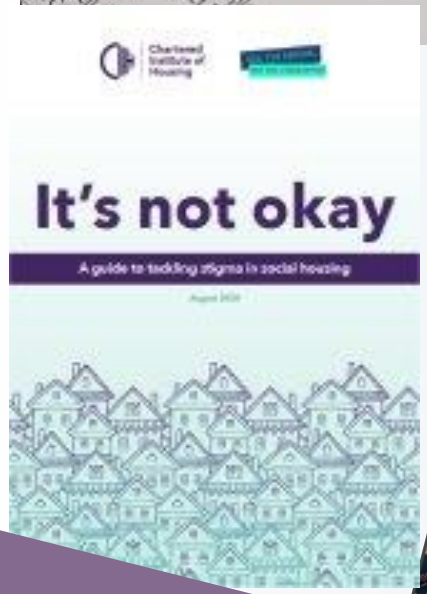




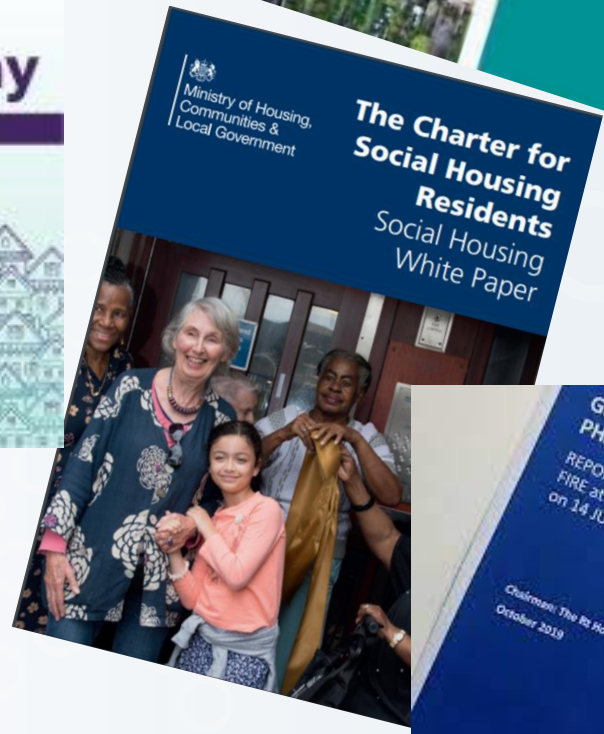
"Through consultation following the social housing Green Paper and the Call for Evidence we heard strong support for a more proactive approach to consumer regulation to achieve parity with economic regulation."

















"A cultural change is required to rebuild trust and ensure residents feel safe in their homes again. Providing reassurance, recourse and responsibility to residents is one part of a systemic overhaul designed to deliver buildings that are safe now and will be in the future"

Building a Safer Future: Final report

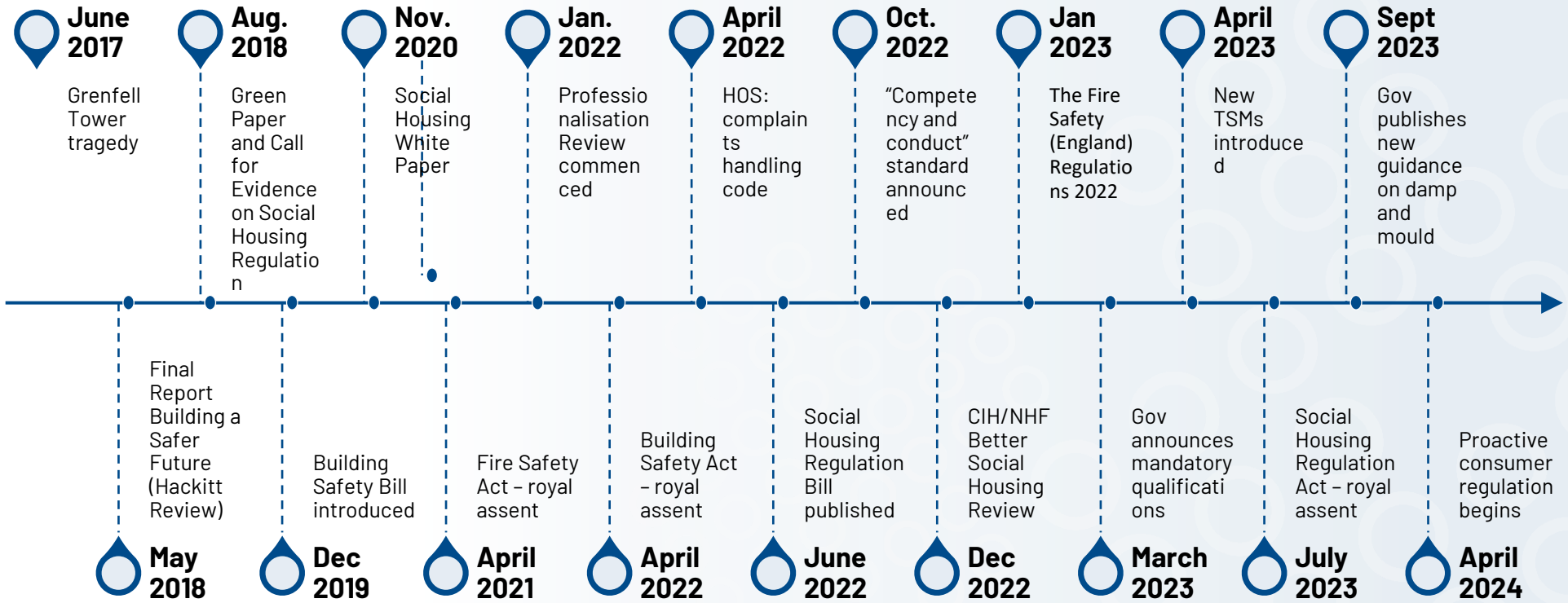
"We know that many social housing residents are not receiving the service or respect they deserve."
Michael Gove

"Where change is needed, it requires a culture change within the relevant registered providers. The quality and safety of the homes you provide, your ability to maintain them, and the quality of your services to tenants are vitally important".
Fiona MacGregor, RSH

"A lack of respect, tenants not listened to, no transparency and institutional indifference"
Grenfell Tower Inquiry

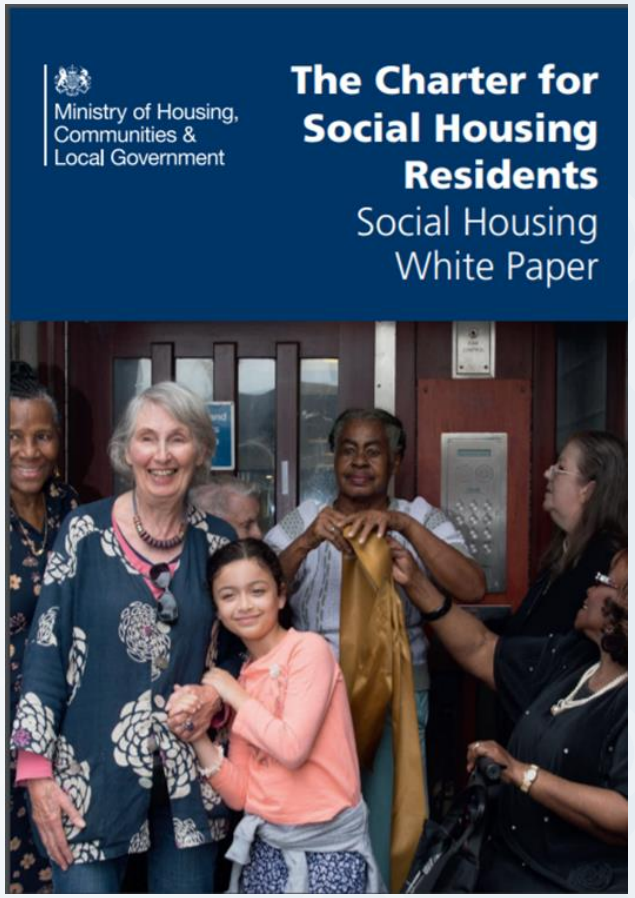
"When residents interact with landlords they should expect and receive a professional service from "competent and empathetic staff"; "all landlord staff must act professionally, listen to their residents and, at all times, treat them with courtesy and respect" *Social Housing White Paper*

From then to now.....



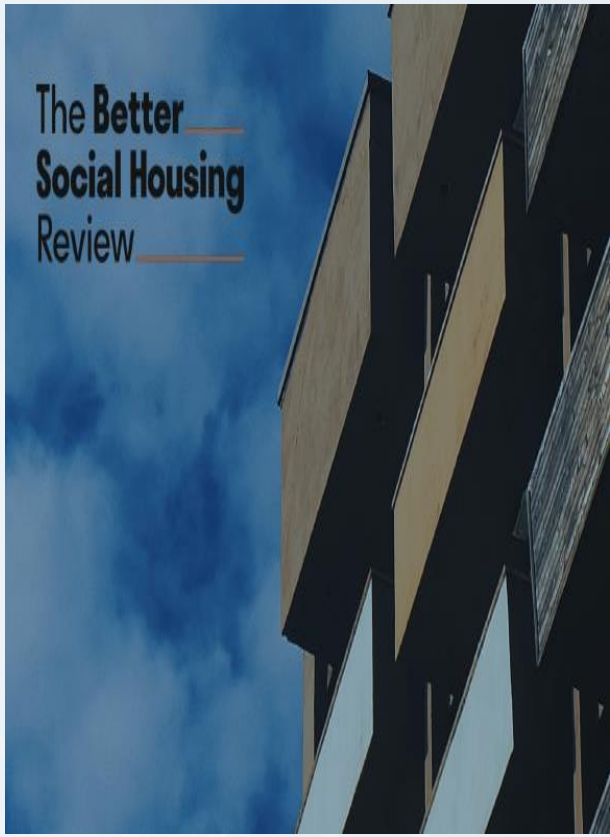
The Social Housing White Paper

1. To be safe in your home
2. To know how your landlord is performing
3. To have your complaints dealt with promptly and fairly
4. To be treated with respect
5. To have your voice heard by your landlord
6. To have a good quality home and neighbourhood to live in
7. To be supported to take your first step to ownership



Better social housing review

1. Every housing association, and the sector as a whole, should refocus on their core purpose and deliver against it
2. Housing associations should work together to conduct and publish a thorough audit of all social housing in England
3. **Housing associations should partner with tenants, contractors and frontline staff to develop and apply new standards defining what an excellent maintenance and repairs process looks like**
4. CIH should promote the traditional housing officer role as a supported and valued employment opportunity with a CIH recognised programme of training and continuing development
5. **Housing associations should work with all tenants to ensure that they have a voice and influence at every level of decision making across the organisation, through both voluntary and paid roles**
6. **Housing associations should develop a proactive local community presence through community hubs which foster greater multi-agency working**
7. **Housing associations should support tenants and frontline staff to undertake an annual review of the progress each organisation is making in implementing this review's recommendations**



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The Building Safety Act 2022

- Places specific duties on organisations which own and manage high rise residential buildings to take a range of specific and prescribed actions to identify **fire and structural safety risks**
- Puts **residents at the heart** of a new system of Building Safety
    - **Building safety information** - all residents must be kept informed about the safety of their building and receive building safety information. They will also be able to request further information as required
    - **The residents' engagement strategy** - establish a residents' engagement strategy, which promotes the participation of all residents in decisions about their building's safety and sets out how and when residents will be consulted.
    - **Complaints** - establish and operate a system for the investigation of relevant complaints.
    - Building safety regulator – strategic plan

https://www.hse.gov.uk/building-safety/assets/docs/strategic-plan.pdf



HOS: Complaint Handling Code

- Introduced in 2020 provides universal definition of a complaint
- Providing easy access to the complaints procedure and ensuring residents are aware of it, including their right to access the Housing Ombudsman Service
- The structure of the complaints procedure - only two stages necessary and clear timeframes set out for responses
- Ensuring fairness in complaint handling with a resident-focused
- Creating a positive complaint handling culture through continuous learning and improvement
- Annual self-assessment against the Code
- From April 2024 The Social Housing (Regulation) Act 2023 places the Complaints Handling Code onto a statutory footing. It also puts a duty on The Housing Ombudsman Service (HOS) to monitor compliance with the Code.



NHF: together with tenants



1. **Relationships:** Housing associations will treat all residents with respect in all of their interactions. Relationships between residents and housing associations will be based on openness, honesty and transparency.
2. **Communication:** Residents will receive clear, accessible and timely information from their housing association on the issues that matter to them, including important information about their homes and local community, how the organisation is working to address problems, how the organisation is run, and information about performance on key issues.
3. **Voice and influence:** Housing associations will seek and value the views of residents and will use this information to inform decisions. Every individual resident will feel listened to by their housing association on the issues that matter to them and can speak without fear.
4. **Accountability:** Collectively, residents will work in partnership with their housing association to independently scrutinise and hold their housing association to account for the decisions that affect the quality of their homes and services.
5. **Quality:** Residents can expect their homes to be good quality, well maintained, safe and well managed.
6. **When things go wrong**: Residents will have simple and accessible routes for raising issues, making complaints and seeking redress. Residents will receive timely advice and support when things go wrong

The Social Housing (Regulation) Act 2023

Aims of the Act....

- To deliver the reforms outlined in the Social Housing White Paper
- To address the concerns raised following the tragic fire at Grenfell Tower in 2017
- Bring forward a stronger and more proactive regulatory regime to drive up standards in the sector
- To create a framework to hold landlords to account for the services they provide to their tenants
- To strengthen the role and powers of the RSH in enforcing the consumer standards
- To bring parity in regulation of economic and consumer standards



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What does it do?

- (Re)introduces a proactive approach to consumer regulation (removes serious detriment test)
- Enables the RSH to intervene with landlords who are performing poorly on consumer issues
- Brings back housing inspections
- Allows RSH to intervene when concerns about "decency" or evidence of systemic failure
- Introduces Awaab's Law which will require landlords to investigate and fix reported hazards in their homes within a specified time frame or rehouse tenants
- Removes the cap on the fines that the RSH can issue to a landlord who fails to meet required standards

And there's more....

- Enables the Social Housing Regulator to set a standard relating to information and transparency requiring social landlords to provide residents with information on how they can make a complaint against them
- Enables the regulator to set standards for registered providers regarding the **competence and conduct** of individuals involved in the provision of services in connection with the management of social housing
- Requires all social housing managers to have a **professional qualification** to protect residents and raise standards

A new (ish) era of consumer regulation

A challenge from the regulator

"You should act now; before we proactively assess whether you meet the new consumer standards.

Leadership and good governance from Boards, councillors and management teams are the key to getting this right.

Boards and councillors should be challenging management teams now about whether homes and services need improving and whether tenants are able to bring problems to their attention effectively"



Principles for regulation

- **Co-regulatory** – landlords are responsible for meeting the regulatory standards, with landlords supporting their residents to shape and scrutinise service delivery, to hold them to account and for understanding their performance, telling the Regulator if they, as landlords, are not meeting a standard (self-reporting).
- **Proportionate** – when assessing whether landlords meet the standards and if regulatory action may be needed, the RSH considers the impact of the issue and whether it is systemic across the landlord as a whole.
- **Risk-based** – the Regulator's regulatory engagement and actions are targeted according to the risk of standards not being met and the impact that this has on the residents of that landlord.
- **Assurance-based** – the RSH will seek assurance from landlords about whether they meet the standards. The responsibility is on landlords to demonstrate their compliance to the RSH against the consumer standards. Where landlords do not provide that assurance, this will be reflected in the judgements reached by the Regulator.
- **Outcome-focused** – the Regulator's standards set out the outcomes landlords are expected to achieve, but it is up to landlords to decide how those outcomes are achieved.

A new approach to consumer regulation

- Landlords maintain tenants' homes so that they are safe and of a decent standard and that landlords provide a quality service
- Where things go wrong, complaints are handled effectively, and things are put right
- The relationship between tenants and landlords is underpinned by shared expectations of fairness and respect and a shared understanding of their respective rights and responsibilities.
- Landlords demonstrate that they understand the diverse needs of the communities that they serve and their services reflect that
- Tenants understand, use and have confidence in the recourse that they have to get problems resolved

Increased expectations on involvement

- Offer tenants “a wide range of meaningful opportunities” to get involved with matters relating to their housing and requires registered providers to consider tenants’ views when making decisions relating to their housing management
- Give tenants opportunities to “scrutinise” landlord strategies, policies and services. This covers scrutiny of **all** aspects of social housing management
- Opportunities to influence and scrutinise any prospective new services which their landlord may consider introducing and offering as part of their overall management responsibilities
- Support to meet the diverse needs of tenants who might otherwise struggle to engage with involvement activities

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Meeting diverse needs and treating residents with respect

- The Regulator emphasises that for all the new standards providers must ensure that they meet the diverse needs of residents
- The new regulatory framework is designed to ensure landlords deliver fair access to services, as well as equitable outcomes for their residents
- Landlords will need to know their residents so that they can respond to their needs
- Landlords must also demonstrate how they are treating residents with fairness and respect…..



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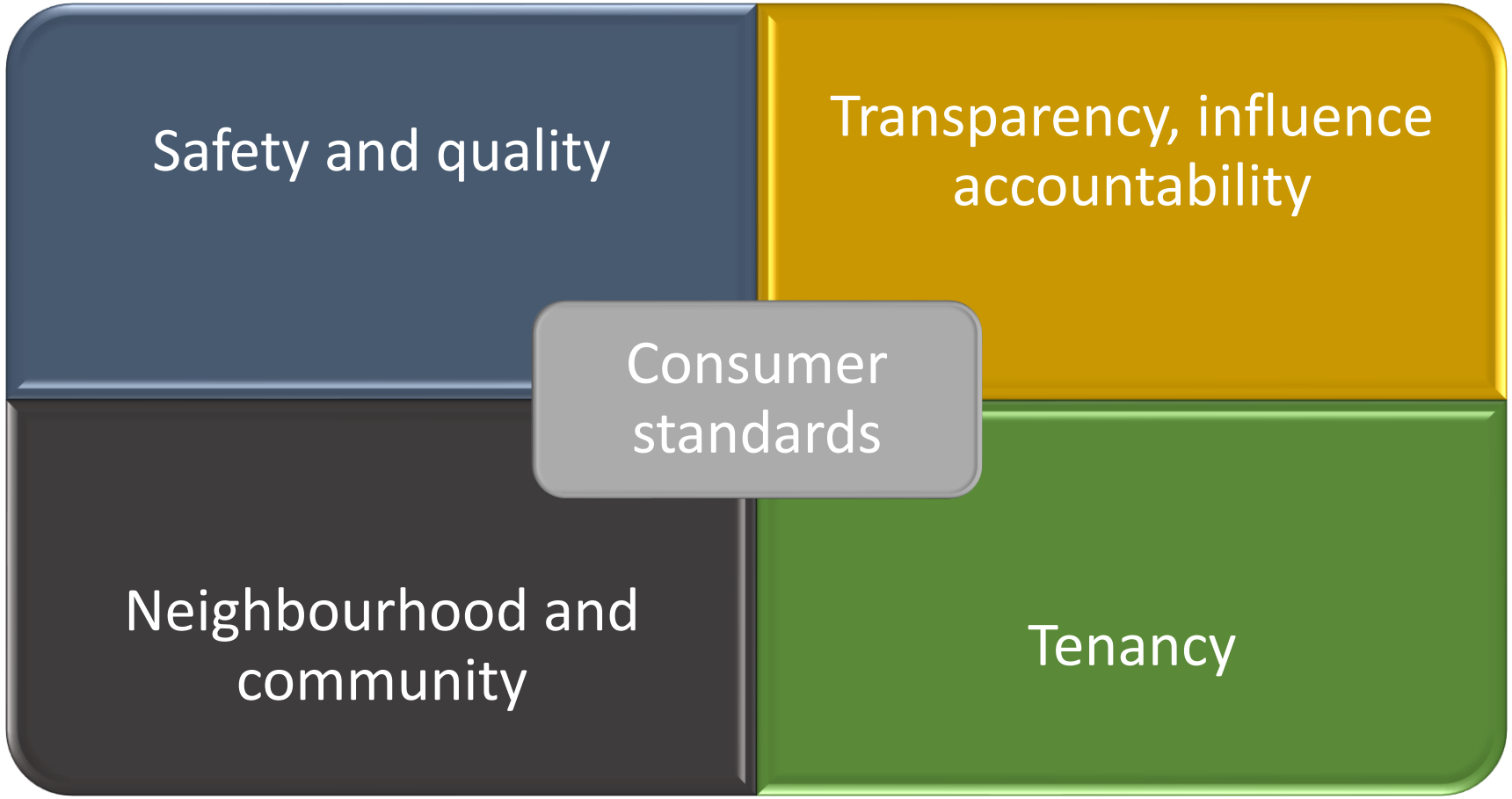
Self-assessment questions....

- Do you know what outcomes are being achieved across the diverse spectrum of your residents?
- Do you have the data you need to understand the needs of your residents?
- Do all your residents get fair access to and receive good quality services?
- If different groups of your residents are expressing different levels of satisfaction, do you know why and do you have a plan to address this?



The Consumer Standards

New consumer standards



Safety and quality

- have an accurate, up to date and evidenced understanding of the condition of their homes that reliably informs their provision of good quality, well-maintained and safe homes for tenants
- ensure that tenants' homes meet the standard set out in section five of the government's Decent Homes Guidance and continue to maintain their homes to at least this standard unless exempted by the Regulator (under direction from government 2012)
- take all reasonable steps to ensure the health and safety of tenants in their homes and associated communal areas.
- provide an effective, efficient and timely repairs, maintenance and planned improvements service for the homes and communal areas for which they are responsible.
- assist tenants seeking housing adaptations to access appropriate services

Stock quality
Decency
Health and safety
Repairs, maintenance and planned improvements
Adaptations

Neighbourhood and community

- work co-operatively with residents, other landlords and relevant organisations to contribute to the upkeep and safety of shared spaces associated with their homes
- co-operate with relevant partners to promote social, environmental and economic wellbeing in the areas where they provide social housing
- work in partnership with appropriate local authority departments, the police and other relevant organisations to deter and tackle ASB in the neighbourhoods where they provide social housing.
- work co-operatively with other agencies tackling domestic abuse and enable tenants to access appropriate support and advice

Maintenance of shared spaces
Local co-operation
Safer neighbourhoods
Domestic abuse

Tenancy

- allocate and let their homes in a fair and transparent way that takes the needs of residents and prospective residents into account
- support residents to maintain their tenancy or licence. Where a registered provider ends a tenancy or licence, they must offer affected residents' advice and assistance
- support relevant residents living in eligible housing to mutually exchange their homes
- offer tenancies or terms of occupation which are compatible with the purpose of the accommodation, the needs of individual households, the sustainability of the community, and the efficient use of their housing stock
- meet all applicable statutory and legal requirements in relation to the form and use of tenancy agreements or terms of occupation

Allocations and lettings
Tenancy sustainment and evictions
Tenure x 2
Mutual exchange

Transparency, influence and accountability

- treat all tenants with fairness and respect
- take action to deliver fair access to, and equitable outcomes of, housing and landlord services for all tenants
- take tenants' views into account in their decision making about how landlord services are delivered
- communicate with tenants and provide information so tenants can use landlord services, understand what to expect from their landlord, and hold their landlord to account
- collect and provide information to support effective scrutiny by tenants of their landlord's performance in delivering landlord services
- ensure complaints are addressed fairly, effectively, and promptly
- communicate in a timely manner with the Regulator on all material issues that relate to non-compliance or potential non-compliance with the consumer standard

Fairness and respect
Diverse needs
Engagement with tenants
Information about landlord services
Performance information
Complaints
Self-referral

In practice this means....

- Being open with tenants and treating them with fairness and respect so that they can access services, raise complaints when necessary, influence decision-making and hold you to account
- Taking into account tenants' diverse needs. You will be expected to use relevant information and data to understand your tenants' needs, including those arising from protected characteristics, language barriers, and additional support needs
- Assessing whether all tenants have fair access to and equitable outcomes from your services
- Ensuring that communication with and information for tenants is clear, "accessible, relevant, timely and appropriate" to the diverse needs of your tenants
- Allowing tenants and prospective tenants to be supported by a representative or advocate in interactions about landlord services

In practice this means (2)....

- Providing tenants a wide range of meaningful opportunities to influence and scrutinise your strategies, policies and services. You will be expected to assist tenants who wish to implement activities to do this
- If you are considering a significant change, such as an adjustment to management arrangements, you must consult affected tenants on its proposals at a "formative" stage and take those views into account when reaching a decision
- The consultation must be "fair and accessible", provide tenants with adequate time, information and opportunities to consider and respond, set out actual or potential advantages and disadvantages to tenants, and demonstrate to affected tenants how the consultation responses have been taken into account in reaching a decision
- Providing tenants with information about the available landlord services, how to access those services and the standards of service

And also a standard on……

Competency and conduct

Social landlords will be required to ensure that all housing staff

- have the knowledge, skills, attitudes and behaviours they need to be technically competent for the role they perform and to conduct themselves in a professional manner
- are equipped to listen to what tenants say, act upon it and treat people with courtesy and respect

Regulatory tools



Consumer inspections

either as part of a planned programme of gathering assurance, or where the Regulator is responding to information that standards are not being met



Reactive engagement

responsive follow up on information that indicates a potential breach of the standards (similar to the current approach to consumer regulation)



Desktop reviews

reviewing information about landlords' performance from tenant satisfaction measures and other sources



Data returns

the RSH already collects a wide range of information from landlords as part of the framework for economic regulation; the Regulator is looking at the additional data that might be needed for consumer regulation in future



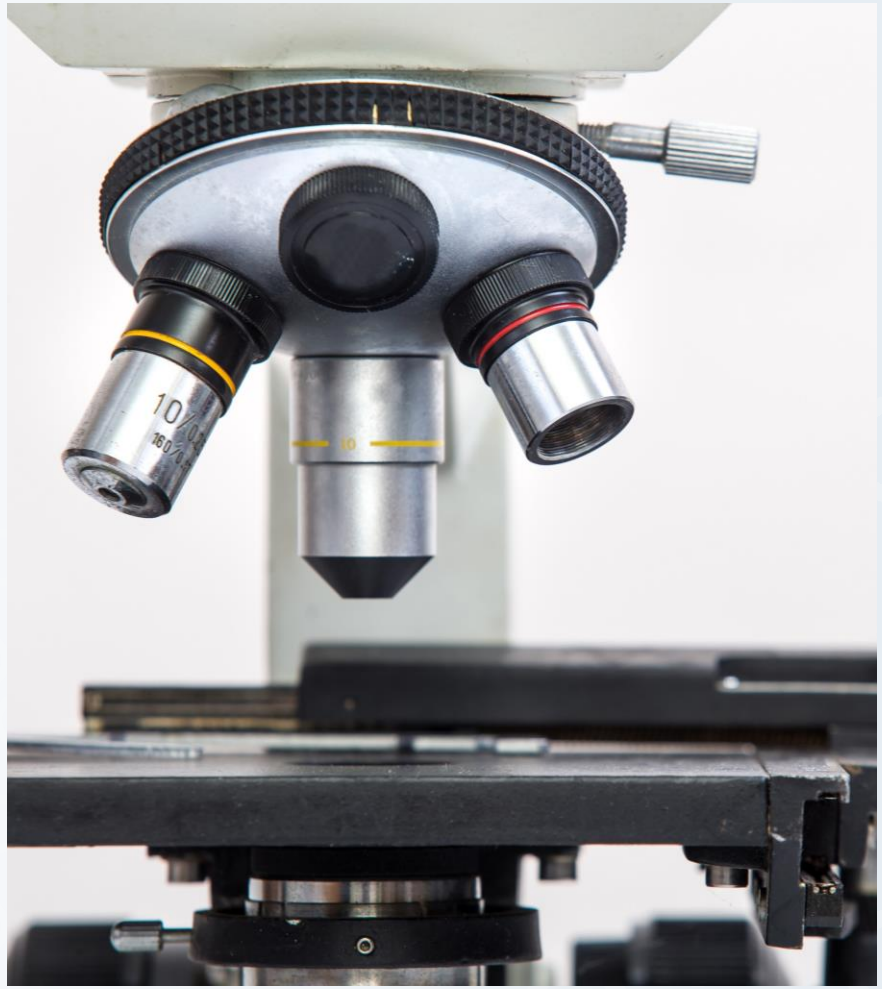
Tenant Satisfaction Measures

7 themes, 22 measures – 12 through perception surveys.

10 through management info

Consumer inspections

- The inspectors will be very keen to talk to your residents
- The '*conclusions*' of individual inspections will be published
- Inspections will increase RSH costs – and consequently fees will rise (and in future all RSH income will come through fees)
- New regime set to begin in April 2024 (very soon!)



Gearing up....

What are you doing now to make sure you are proactively meeting the new regulatory expectations?

How are you involving your residents?



Responding to the new standard?

1. Review the methods used to engage with your residents, considering the different needs and aspirations of the communities you serve
2. Ensure residents are an integral part of your governance structure so resident views are well represented at board level or equivalent
3. Set yourself targets for achieving high levels of satisfaction on resident engagement
4. Make sure the data that the Regulator will be collecting is correct. Check and double check those figures
5. Learn from data you collect and work to improve the services where the data reveals below par performance
6. Think about how you want to present performance data to your residents and other stakeholders. The new TSM framework gives you the opportunity to revisit how you get across information about your performance
7. Think about other performance data that you want to share with your residents. Residents will also be interested in the service levels you achieve for different groups you serve
8. On complaints, get the basics right. Act swiftly to review complaints and, where justified, address the failings identified, offer redress and learn more broadly from went wrong
9. Use data on complaints to identify service failure which might be across the whole organisation. And act to remedy those failings
10. Keep abreast of the reports and judgements produced by the Ombudsman. The good practice available from the Ombudsman is invaluable in helping landlords improve service delivery
11. Ensure your board/governing body is leading on resident engagement, performance information and management and complaint handling at a strategic level. And make sure your residents play a critical role in influencing and overseeing the implementation of this standard too

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Introducing the TSMs

The Tenant Satisfaction Measures

- 22 TSMs which reflect the themes and issues set out in the Social Housing White Paper
- 12 to be collected through tenant perception surveys (TP)
- 10 to be collected from current management information
- Applicable to ALL registered providers including local authorities
- Landlords will need to start to collect data from April 2023 and send the first year of data to RSH in Summer 2024

Timelines

- TSMs came into force 1 April 2023
- Data collation to be completed by 31 March 2024
- Submission to the regulator by "Summer" 2024
- Results published September 2024

The purpose of TSMs

- “If tenants are to be able to hold their landlords to account, they need information on how their landlord is performing, what decisions it is making and who is responsible”.
- Aims to recreate strong connections between landlords and tenants to ensure **transparency** and **accountability**
- Ensures all landlords consider their **purpose** and their tenants, at all times
- Gives tenants access to a set of **clear, comparable** tenant satisfaction measures on the things they care about to ensure they can understand their landlord’s performance
- Informs the regulator about how the landlord is complying with the consumer standards under a proactive consumer regulation regime

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The themes

- Overall satisfaction
- Keeping properties in good repair
- Maintaining building safety
- Respectful and helpful engagement
- Effective handling of complaints
- Responsible neighbourhood management

Collecting the data – perception measures

- The survey can be carried out through any channel (e.g. telephone/online/face to face, post) – there re pro's and con's to each to be aware of
- Best efforts must be made to ensure the sample is representative of the customer population
- Can be done once a year or periodically over the year (e.g., monthly, quarterly, bi-annual or annual) – more frequently helps with representative sampling
- Landlords can only survey each household once per year for the perception measures
- Providers with a stock size of less than 1,000 social housing properties will only be required to collect the perception measures once every two years

Collecting the data – perception measures (2)

- The perception measures must be collected via a perception survey, not a transactional survey
- The question wording and response scales must be set out like-for-like with the requirements set out by the RSH
- Some questions will set out whether a “don’t know” or “not applicable can or can’t be used
- Landlords can, however, include other questions in the perception survey, subject to some constraints – for example, the overall satisfaction question (TP01) **must** be the first question in the survey
- The introduction to the survey should provide a clear explanation to residents as to the purpose of the survey and what will happen with the results

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Reporting the data

Providers with over 1,000 homes:

- Submit their results to the Regulator annually – their annual year will run from 1st April to 31st March
- The information must be transparent, reliable, accurate and a valid reflection of their performance against the TSMs and include the methodology used to collect data
- The results must be shared with tenants
- In cases where properties have a managed agent or Arms Length Management Organisation (ALMO), it is the responsibility of the organisation that owns the properties to ensure the TSMs are carried out and reported on

Providers with a stock size of less than 1,000:

- Don't need to submit results to the Regulator but must still publish results every two years
- Should make 'best efforts' to achieve a representative sample. In practice this is likely to mean applying a census-style approach, where all residents have the opportunity to take part

Sharing the information with tenants

- Summary of approach
- Number of responses achieved
- Timing of survey
- Collection method
- Sampling method
- Weighting (if used)
- The role and name of external agencies (if used)
- Number of households excluded and justification
- Reasons for failing to meet minimum requirements (if relevant)
- Incentives used
- Any other methodological issues

The information must

- Be transparent and honest – focusing on what was negative as well as the positive in the findings
- Be accessible – provided in a variety of ways
- Provide a clear sense of what you are doing or planning to do as a result of feedback/ insight from the TSMs

Final thoughts on TSMs

Remember, the TSMs are just one part of the new regulatory picture

They provide useful information to you as well as the regulator

Use the information the data gives you to drill down into issues and understand where you need to make improvements

As well as other measures, the TSMs will be a useful tool to understand what matters to tenant as part of broader engagement strategy



Stigma and social housing

A housing issue?

"Our investigation found reoccurring instances of residents being treated in dismissive, inappropriate or unsympathetic ways. In some instances, the language used was derogatory".

"It is highly unlikely that this endemic behaviour of 'othering' is isolated to a single landlord and the social housing sector should consider whether they also need to turn over the stone and do a deep dive into their culture and whether they are living their social purpose".

"This is a pattern of exclusion and marginalisation based on identities that are different to the norm."



It is often assumed we are vulnerable, and we need to have things done for us and to us

Whenever there is trouble on mixed tenure estates, it is always assumed it is the social housing tenants who cause it.

It is assumed we don't work. So, they can turn up at any time for appointments

It is often assumed that we are all on benefits, so we should be grateful to be given a rent-free home

I am seen as somehow to blame for living in social housing

It is assumed we don't look after our homes because we don't own them,.

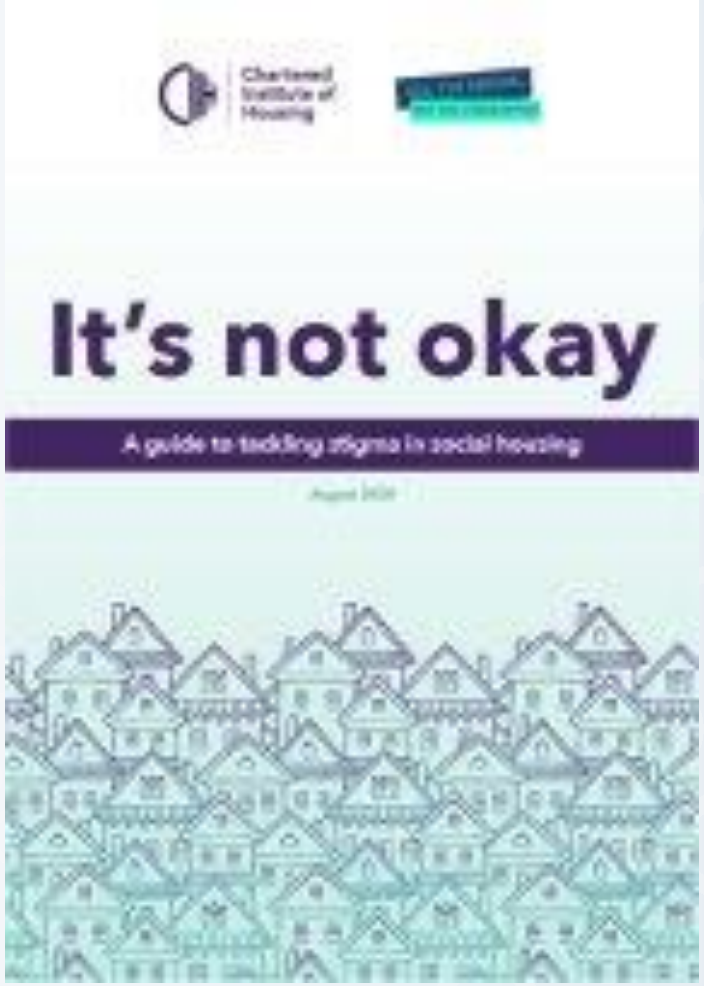
The operative stood there and said we come, and we do what we want because you have no rights. You're a housing association tenant- you know, you're nothing. You can't tell me when it's sort of convenient for you."

When signing up for the tenancy, it was assumed I was on benefits"

Challenging ourselves

"CIH, as the professional body for people working in housing, has an expectation that professionals will be aware of how their language and behaviour impacts on tenants and colleagues. So, it was quite shocking and upsetting to read some of the previous research with tenants by See the Person, which highlighted just how much housing organisations and staff contribute to the stigma that many tenants experience when we fail to live up to that expectation".

Gavin Smart – chief executive, CIH



The personal impact of stigma and negative stereotypes

"The perception that people who need affordable housing are somehow 'other'"

"Treating me in a condescending, patronising manner"

"Poor quality of work by contractors. They see it as the tenant not paying for it, that will do"

"Poor quality design and build quality of community and homes"

"Not including us in decisions about our estate"

"Seeing properties as assets, not homes"

"Seeing me as being somehow to blame for living in social housing"

What can I do to challenge stereotypes and stigma?

COMMUNICATE WITH YOUR TENANTS AND LISTEN TO THEM.

LOSE THE 'THEM AND US' MENTALITY

BEWARE OF UNCONSCIOUS BIAS

UNDERSTAND THEIR EXPECTATIONS OF YOU – HOW DO THEY WANT TO BE TREATED?

DON'T MAKE ASSUMPTIONS

DON'T THINK THAT YOU ALWAYS KNOW BEST

VALUE THE LIVED EXPERIENCES OF YOUR TENANTS

THINK CAREFUL ABOUT THE LANGUAGE YOU USE

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Use of language

Your language and behaviour has an impact both on how you treat residents and how they feel.

- Paternalistic language – can create a sense of “them and us”. Examples could include “my tenants”, “turning people’s lives around”.
- Jargon – can exclude residents from the conversation. For example, use “house” or “home” rather than “unit” or “asset”
- Blaming language – can elicit and perpetuate negative stereotypes. For example, scrounger, anti-social, alcoholic
- Labelling language – using terms like “vulnerable” or “victim” can turn people into things they may not be or themselves associate with

https://paulitaylor.com/2020/06/25/the-regressive-power-of-labelling-people-as-vulnerable/

The consequences of assumptions

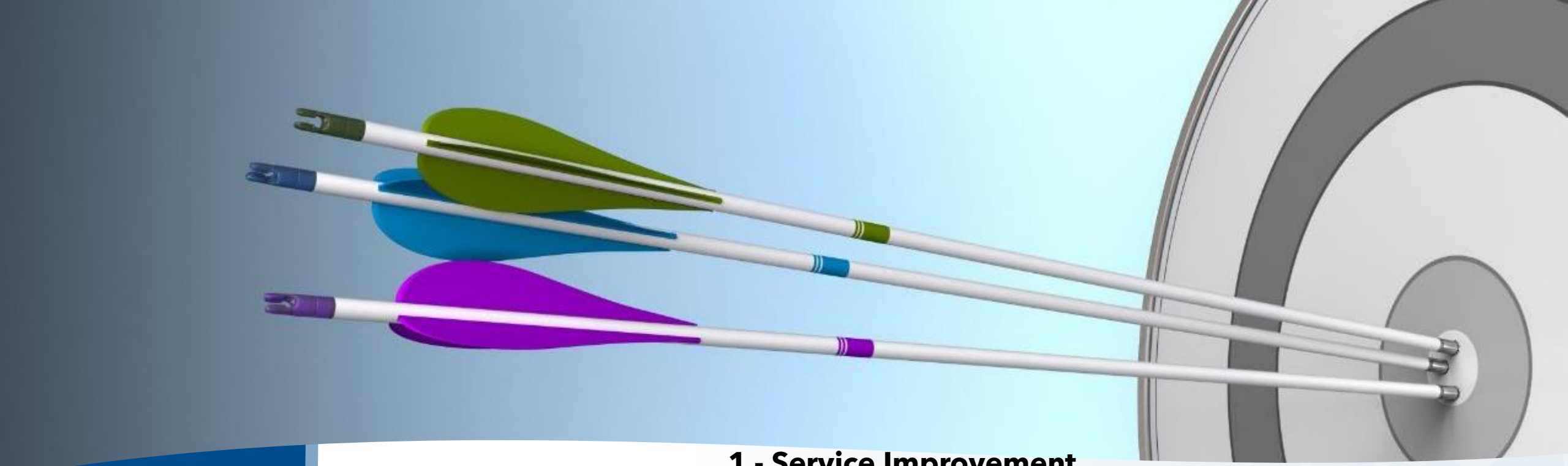
Stereotype/ assumption	Potential consequence
All of our tenants are vulnerable	By assuming all tenants are vulnerable, this may make tenants feel disempowered and not have the opportunity to have their say. Their points of view may not be considered important, may be made to feel powerless and not in control of their circumstances.
The majority of tenants are not in work	We may design and deliver services that don't work for majority of residents – 9-5 repairs appointments
Tenants don't pay their own rent	This could lead to shoddy workmanship when it comes to repairs, due to the perception/ attitude that 'it'll do' when considering work carried out for tenants, as they're 'lazy scroungers.'
Damp and mould is caused by the tenants behaviour	Could cause us to overlook the real issues behind it and potentially lead to a list of health implications for those living in the affected properties.

The importance of involving residents



Discussion

- What are the benefits of resident involvement/ engagement?
    - For the tenant?
    - For the landlord?



What are we looking to achieve?

1 - Service Improvement

Make things better, improve value for money, to be efficient & effective

2 – Accountability & Transparency

Demonstrate what the landlord is doing, holds itself up to challenge and scrutiny, building trust

3 - Social Impact

Making a positive difference to the lives of people or place

Benefits of resident involvement

- Empowerment and participation
- Improved housing quality
- Enhanced landlord- tenant relations
- More inclusive polices
- Increase satisfaction
- Promotes well-being
- Efficiency and cost saving
- Legal and regulatory compliance
- Social/ community cohesion
- Opportunities for capacity building/ increased employability
- Better services.....why/how?

Resident involvement will improve your services – money back guarantee!

- Residents are best placed to provide insight into the customer experience
- They can suggest important areas of improvement that can otherwise be overlooked, or you never would have though about
- They have valuable ideas that can help you find new and more efficient ways to meet community needs.
- Can help you to identify and address disparities in service access and quality
- Can help you to tailor your services to better match the diverse and evolving needs of the community. This leads to more relevant and effective services that are more likely to achieve desired outcomes
- Regular input and feedback from residents can serve as an excellent quality assurance mechanism – is what we do good enough?

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Discussion

- What opportunities for engagement and involvement are there in your organisation?
- What are some of the barriers to engagement?

Involvement and engagement activities

- Tenant and resident groups
- Questionnaires and surveys
- Estate walkabouts
- Consultations
- Tenant scrutiny groups
- Tenant panels
- Performance monitoring
- Tenant inspectors
- Ad-hoc engagement
- Mystery shoppers
- Conferences/talking to other groups
- Peer assessment
- Interview panels
- Management committees
- Governance
- Task and finish groups
- Involvement in complaints process

Barriers to engagement

- People have enough on their plate
- Apathy
- Staff don't have time to do it
- No funding
- Not sure what to do
- Tried it once it didn't work
- Same people, same faces
- Difficult to access
- Can't afford childcare/ transport
- Not representative
- You haven't played a blinder before....

A reasonable reaction?

- If you can't even fix the door handle, ***why should I*** bother helping you?
- If you can't keep me updated, ***why should I*** trust you?
- I've been in all day waiting for you to turn up – ***why should I*** give you any more of my time?
- I took a day off work, and you cancelled my job – ***why should I*** come to your session!
- ***Why should I*** help you when you can't even get my rent statement right!

Residents have plenty of reasons 'why not' – let's make sure you are not one of those reasons!

Improving engagement

- Understand the impact/ what difference it is making
- Effective communication
- Give tenants a voice
- Feedback mechanisms
- Transparency and accountability
- Inclusivity
- Accessibility
- Recognition and appreciation
- Continuous Improvement
- Working together



Impact of engagement opportunities

Tangible benefits which motivate the resident and tenant to be involved i.e. **impact**. This could be:

- Evidence and knowledge that their input is making a difference and at the very least being noted and considered
- Evidence of personal development, skill and capacity building (certificates, awards, etc.).
- The organisation should also be able to evidence the contribution to resident and tenant involvement to its performance



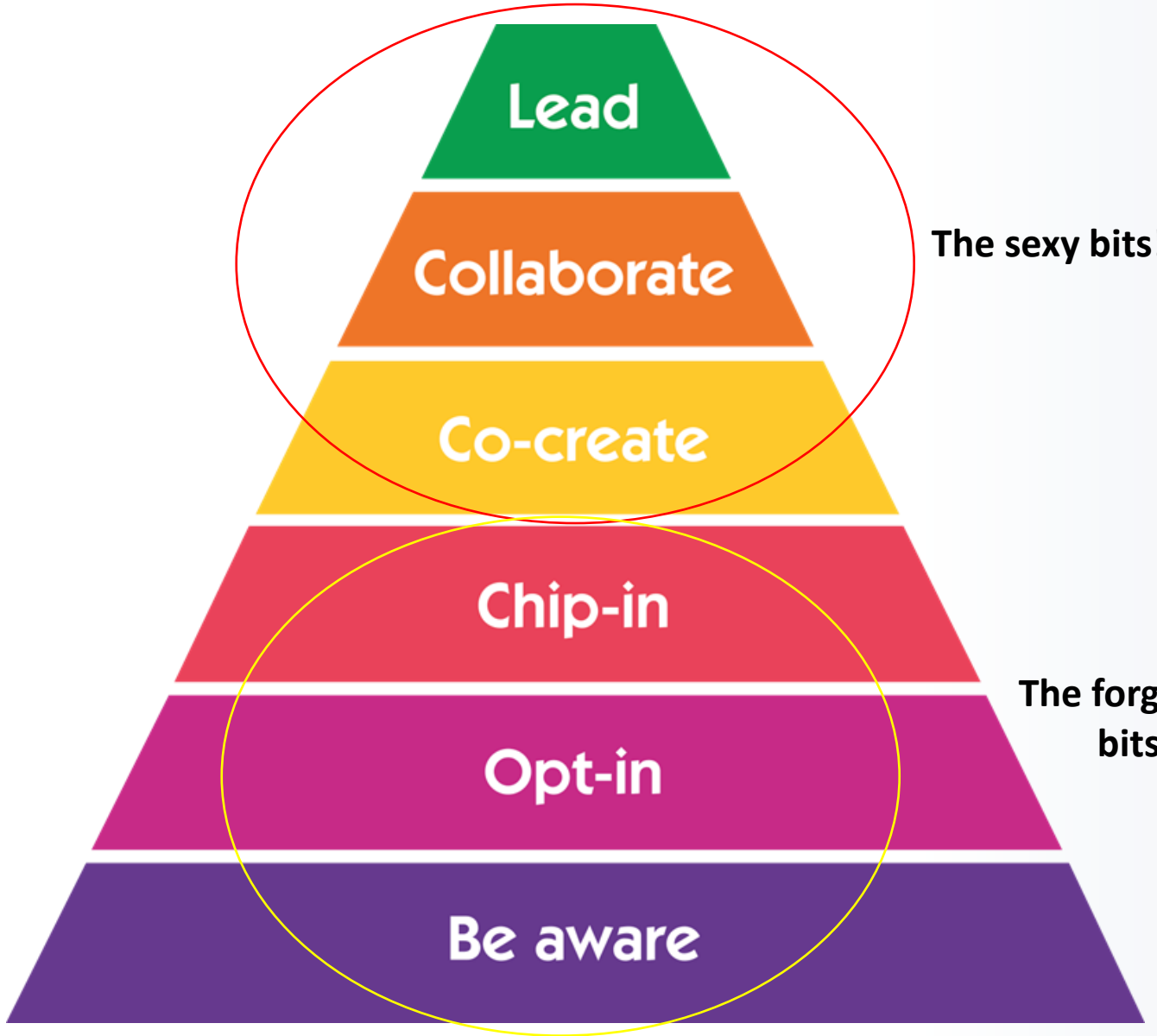
Discussion

- How can you monitor the impact of resident involvement? So…how do you know it's made a difference?

Measuring impact

- Participation Rates
- Retention and Satisfaction
- Quality of Life Indicators
- Community Project Outcomes
- Social Capital
- Resident-Led Initiatives
- Volunteer Hours and Contributions
- Economic Impact
- Policy and Decision Influence
- Communication Metrics
- Media Coverage and Public Perception
- Long-Term Benefits
- Comparative Studies
- Surveys and Feedback

An alternative



The sexy bits!

The forgotten bits!

Tenant Panel Member , Board member
Scrutiny Panels
Member of formal involvement regularly contribute
Complete surveys, contribute to Soc Media, attend local meetings
Add name to database to be consulted in future
Read newsletters, website and Soc Media

What attitudes and behaviours do your residents expect?

- Respectful
- Empathetic
- Professional
- Balanced and approachable
- Informed
- Adaptable
- Open and honest
- Inclusive and collaborative

A word on professionalism

DLUHC professionalisation review

"Too many told me they feel like they are not listened to or treated with respect – raising complaints time and time again only for the problems not to be fixed."
Eddie Hughes MP

Aim of review was to ensure:

- that all housing staff have the **knowledge, skills, attitudes and behaviours** they need to be technically competent for the role they perform and to conduct themselves in a professional manner
- that all housing staff interacting with tenants are equipped to listen to what tenants say, act upon it and treat people with courtesy and respect

What did they decide to do?

September 2022 - introduced a new regulatory standards on **competence and conduct** (attitudes and behaviours)

February 2023 – introduced a mandatory requirement that **housing managers** and **senior housing executives** have, or are working towards, a housing management qualification at **levels 4 and 5** respectively (knowledge and skills)



More than a qualification

"It is important to note that regulatory standards will apply to employees at all levels of seniority. This will ensure that changes happen across organisations and that professionalism is embedded into organisational cultures from top to bottom. That is the real prize here."

Baroness Scott of Bybrook

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What the Act says – mandatory quals

May require registered providers to secure that their relevant managers

(a) have a **specified qualification** in housing management or type of qualification in housing management, or

(b) are working towards such a qualification or type of qualification

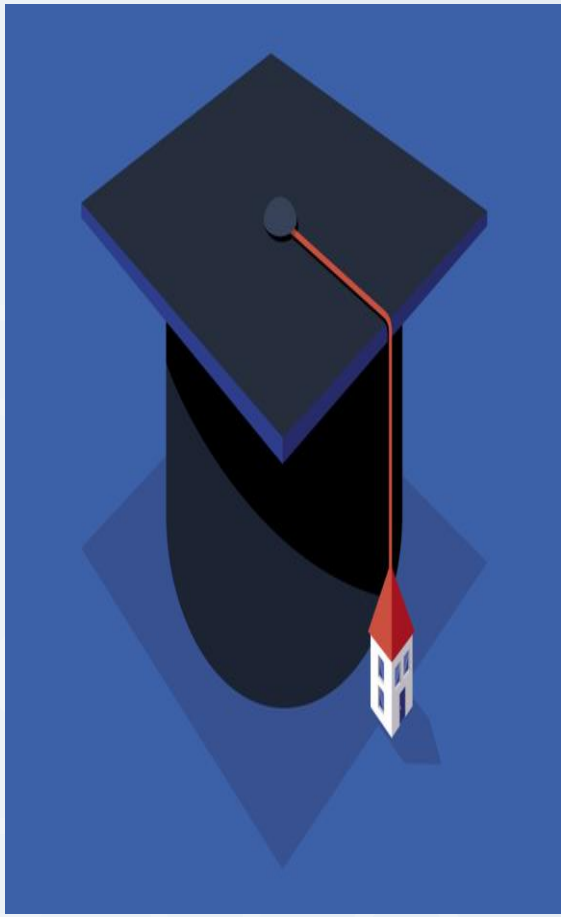
A "relevant manager" means— (a) a senior housing executive, or (b) a senior housing manager

A qualification or type of qualification specified for a **senior housing executive** may only be

(a) a foundation degree, or

(b) a qualification or type of qualification regulated by Ofqual which is of a level not exceeding **level 5**

A qualification or type of qualification specified for a **senior housing manager** may only be a qualification or type of qualification regulated by Ofqual which is of a level not exceeding level 4



What the Act says – competency and conduct

- The regulator may set standards for registered providers in matters relating to the competence and conduct of individuals involved in the provision of services in connection with the management of social housing.
- Standards under subsection may require registered providers to comply with specified rules about

  (a) the **knowledge, skills and experience** to be required of individuals involved in the provision of service in connection with the management of social housing, and

  (b) the **conduct** to be expected of such individuals in their dealings with tenants

Who do the qualifications apply to?

- The Act defined the roles in scope of the mandatory qualifications requirement as follows:
  - Senior **housing managers** are defined in relation to the description of the occupation of senior housing and property management published by IfATE (level 4). Please see Annex A for more detail.
  - A senior **housing executive** is defined as an individual who is part of the provider's senior management, and who 'has responsibility (solely or jointly) for the day-to-day management of the provision of services in connection with the management of social housing'.

A bit more clarity....

- The Government expects that the mandatory qualification requirements will capture roles where the person's primary function is to provide leadership for, or to oversee the direct delivery of, housing management services to social housing tenants.
- This also applies to roles overseeing housing management in sheltered housing accommodation when it is provided as social housing.
- A role will be in scope when the relevant manager is expected to spend 50% or more of their time on housing management related responsibilities, as depicted in their job description or role profile.
- When distinguishing between the two roles it is likely that:
    - senior housing managers will have responsibility for managing the delivery of housing management services
    - senior housing executives will have overarching accountability for the services.

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A bit less clarity!

- While there are some examples of specific **functions** in scope..
- It is expected that you make your own assessments of the roles in scope based on your own individual workforce profile
- AND REMEMBER.....the competence and conduct standards will apply **to all individuals** involved in the provision of services in connection with the management of social housing

- Customer services management
- Complaints management
- Tenant / resident involvement or empowerment
- Lettings management
- Tenancy management
- Income management
- Repairs and maintenance
- Asset management
- Anti-social behaviour management
- Estate management
- Capital/major works

What we do know.....

- Both requirements will be delivered through the regulator's competence and conduct standards
- There will be engagement and consultation:
  - Consultation by DLUHC on the Direction to the RSH (due imminently?)
  - Consultation by the RSH on conduct and competence standards
- Introduced as part of new consumer regulation framework (but may come later than April 2024)
- Relevant staff who are not already qualified will have to enrol on and complete the appropriate qualification within a specified timescale, which will be set following consultation
- It is not a licence to practice
- There will be a transition period.....

What we don't know (yet)...

- Whether/ which previous qualifications, training and experience will count as equivalent to the requirements in the act – recognised prior learning
- The "shelf life" of existing qualifications
- Quals need to be Ofqual regulated but do not need to be CIH – room for new quals in the market?
- How it will be regulated
- What the start date and the transition period will be
- Impact on resources....

Evidencing competency and conduct – what the regulator might expect....

- Board/cabinet reports on training needs/training programmes, data on professional qualification of relevant staff and plans for addressing gaps
- Performance information on the efficiency and effectiveness of training and development programmes - what impact have they made?
- Feedback from residents – complaints, compliments, TSMs
- Sign up and adherence to an appropriate code of ethics/ conduct/ values
- Staff and landlord-level membership of appropriate professional bodies
- A clear and up to date workforce development strategy which addresses training, appraisals, performance management etc
- Evidence of Continuing Professional Development (CPD) ....

Professional standards for housing

Integrity	Do the right thing, for the right reasons, based on the best evidence and without partiality
Inclusive	Act transparently and fairly, build good relationships and work collaboratively
Ethical	Understand the impact that poor decisions can have both on people's lives. Challenge unethical practice in a fair and considered way
Knowledgeable	Have relevant and up-to-date practical and specialist knowledge, understands the bigger picture and has a passion for learning
Skilled	Equipped with relevant skills to deliver effective services
Advocate	Act as an ambassador for the wider housing sector and advocate for the housing profession
Leadership	Demonstrate leadership, be forward thinking and create opportunities. Adapt to the latest ideas, situations and changes.

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