

Models for Tenant Engagement in Building Maintenance and Safety

Efficiency North, Social Value Group



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Policy Environment – Recent Actions



Net Zero Carbon by 2050

Planning White Paper

Changes at Homes England

**Building Safety Bill
and Building Safety Regulator**

Fire Safety Bill

**Recommendations from Grenfell
Tower Public Inquiry**

New Decent Homes standard

Covid restrictions

**Relationship change between
Ombudsman & Regulator of
Social Housing**

Energy White Paper

Smoke and Carbon

Sprinklers

Monoxide Detectors

COVID-19 ... Changing a relationship between landlord and tenants/resident/customers

The Charter for Social Housing Residents

Social Housing White Paper

1. **To be safe at home.** We will work with industry and landlords to ensure every home is safe and secure - Legislate
2. **To know how your landlord is performing,** including on repairs, complaints & safety and how it spends its money, so you can hold it account.
3. **To have your complaints dealt with promptly and fairly,** with access to a strong Ombudsman who will give you swift and fair redress when needed
4. **To be treated with respect,** backed by a strong consumer regulator and improved consumer standards for tenants
5. **To have your voice heard by your landlord,** for example through regular meetings, scrutiny panels or being on its Board. The Government will provide help, if you want it, to give you the tools to ensure your landlord listens. Empower residents to effectively engage
6. **To have a good quality home and neighbourhood to live in,** with your landlord keeping your home in good repair and review of the decent homes standard. Review of professionalism
7. **To be supported to take your first step to ownership,** so it is a ladder to other opportunities, should your circumstances allow

Tenant Satisfaction Measures – to be confirmed

Box A: Draft Tenant Satisfaction Measures	
Theme	Draft tenant satisfaction measures
Keeping properties in good repair	Decent Homes Standard compliance
	Responsive repairs completed right first time
	Tenant satisfaction with landlord's repairs and maintenance service
Maintaining building safety	Compliance with health and safety obligations: <ul style="list-style-type: none"> • Gas safety • Electrical safety • Fire safety • Asbestos • Water safety • Lift safety
	Tenant satisfaction with the health and safety of their home
Effective handling of complaints	Number of complaints relative to the size of the landlord
	% of complaints resolved within agreed timescale
	Tenant satisfaction with landlord's complaints handling

Box A: Draft Tenant Satisfaction Measures	
Respectful and helpful engagement	Number of complaints relating to fairness and/or respect, relative to the size of the landlord
	Tenant satisfaction that their landlord listens to their views and takes notice of them
	Tenant satisfaction with landlord's engagement with tenants
Responsible neighbourhood management	% of communal areas meeting the required standard
	Number of complaints relating to communal areas, relative to the size of the landlord
	Tenant satisfaction with landlord actions to keep communal areas clean and safe
	Tenant satisfaction with landlord contribution to the neighbourhood associated with their home
	Number of complaints relating to anti-social behaviour, relative to the size of the landlord
	Tenant satisfaction with landlord's handling of anti-social behaviour
Overall	Tenant overall satisfaction with the service their landlord provides



Positives changes under lockdown

40% You Gov poll say they feel a stronger sense of community:

- New support for one another, new collaborations & new community led groups
- Self serve, limited repair & remote contact centres as offices close temporarily and permanently
- Remote working & IT equipment – completed in weeks, to address 10 year lag
- More contact calls with residents than ever before

RSH Consumer Regulation Inspection standards consultation (being shaped now)

Scottish Regulator Panel of 500 (flag residents priorities & concerns)

Housing Ombudsman 100 Strong Panel. (flag customer concerns)

The journey since Grenfell



Building a Safer Future was published in May 2018.

This Independent Review found that the system for ensuring fire & structural safety for high-rise residential buildings was not fit for purpose

53 recommendations, including:

- create a more effective regulatory & accountability framework
introduce clearer standards & guidance
- put residents at the heart of a new system of building safety:
 - ✓ empowering them with more information
 - ✓ engage them on how risks are managed in their building

Building Safety Bill



20th July 2020 - Draft Building Safety Bill published

<https://www.gov.uk/government/publications/draft-building-safety-bill>

Pre-legislative scrutiny of the draft Building Safety Bill

<https://houseofcommons.shorthandstories.com/draft-building-safety-bill-scrutiny/>

The draft Bill sets up a Building Safety Regulator: 3 main functions will be:

1. Lead the delivery of the new, more stringent regulatory regime for buildings in scope
2. Promote competence for all buildings, including industry & professionals working on buildings, and building control bodies
3. Provide oversight for all buildings focused on using evidence to better manage risks

Joint Regulators' Group formed including senior representatives from:

- Local Government Association
- Local Authority Building Control
- National Fire Chiefs Council

Early Adopters from housing providers and contractors – anyone here in the room today?

Housing Regulation



- Regulator of Social Housing (RSH)
 - Economic Regulation
 - Consumer Regulation
- Social Housing White Paper (SHWP)
- New consumer regulation
- New Building Safety Regulator
- Together with Tenants Charter
- Consumer Regulation Review – annual publication
- Co-regulation
- Self assessment to meet existing consumer regulatory standards
- Gap analysis – social housing white paper – decency and climate change
- Increasing those standards – social housing white paper (coming soon)

Consumer Regulation – 4 standards (2012)

<https://www.gov.uk/guidance/regulatory-standards>

Tenant Involvement and Empowerment Standard (cross cutting standard)

- Access to services, complaints, tenant involvement and equalities

Tenancy

- Allocations, Under-occupation, Overcrowding, Mutual Exchanges

Home

- Decent Homes – soon to include safety and climate change
- Repairs, maintenance, planned, investment and cyclical programmes,
- Budgeting and right first time repairs

Neighbourhoods and Communities Standard

- Nuisance and ASB
- Communal services
- Working with others in the community and explaining your part

Tenant involvement and empowerment Standard

Engagement in:

- Policy – new and renewal
- Performance & monitoring performance, suggesting improvements
- Service standards – shaping, revising, monitoring
- Annual report to residents
- Major Change
- 3 year review of tenant engagement in scrutiny and governance
- Disposal and demolition (updated 2015)

(and a few less used clauses on tenant management, tenants doing own repairs)

This standard is cross cutting and applies to all other standards – so applies to the Homes Standard too

Regulator of Social Housing's (RSH) Annual Consumer Regulation Review



www.gov.uk/government/publications/consumer-regulation-review-2019-to-2020

- Summary of RSH's consumer regulatory work for 2019-20
- Details the 15 “serious detriment” breaches – tripled
- Sharp increase in the number of breaches which met the “serious detriment” test since 2018/19
- Lessons for the future – to achieve compliance with the regulatory standard
 - Safety breaches
 - Communal areas
 - Vulnerable tenants
 - Complaint handling
 - Consumer regulation and governance

Tamar Housing Society

Social Media, Repairs, Safety & Wellbeing



Found to be a route to younger resident engagement:

- 750 homes – small organisation, dispersed homes, so not enabling easy local engagement
- 170 people seeing the posts & a doubling of **Facebook** followers
- Built a solid channel for regular & reactive communication
- **#MaintenanceMonday** - Weekly repair & maintenance advisors on Facebook, a friendlier, more personal way to communicate with staff get involved in the postings
- Shared posts & engagement, enlarged the offer to **#Safety Saturday**
- Testing carbon monoxide detectors, fire safety issues & online scammers
- Organising focus groups on evacuation plans, service checks & expert talks
- **#WellbeingWednesday** - mental health awareness
- Where usage is low – a campaign to raise awareness as part of the calls during lock down continues

Tackling the Repair Backlog – entering Homes



- **Regulator** – “it is vital to maintain safe & secure homes”
- **Housing Ombudsman** – “we must continue to address the maintenance backlog”
- Rescheduling of planned maintenance/backlog of routine repairs
- Increased risk to residents/spread of Covid, from contractors

Learning more about the faults, including use of webinars & online guides to learn more about the faults:

- **Grenfell Tower/SHWP:** importance of communication with residents on safety
- **Walsall Housing Group** – 3D digital model of their high rise blocks to West Midlands Fire Service – to review on their way to the buildings
- **National Fire Chief Council** – suggested leaseholders can carry out their own waking watch

Customer Insight

Using lockdown to consider how we listen to, HEAR, learn from & act on all feedback



Tenant Voice Strategy – For Viva, person centred & inclusive

Using lockdown to not just work working alongside, instead to work with tenants:

- Data review, the opportunity to gather more intelligence during welfare calls
- Focus Groups on Zoom & a Tenant App
- Expanding self serve portals
- Front line team appointments
- Chatbot – Zippy for out of hours calls
- Amazon – work to automate repairs services & on-line repair tracking
- One to one contact when dissatisfaction is raised – pre complaints resolved in 2 days – **Redress Policy**– not a compliants policy

Measuring trust in us, as Landlords



How can staff & contractors provide to maximise customer satisfaction?

Network Housing Association – Local Panels – resident led trust indicator:

- Quick & effective repairs
- Ocado – consistent delivery over a long period of time
- Transactional data, effective communication & transparency of decision making
- Meeting people & engaging in those responsive to delivery
- Network Score trust on resident views (Trust survey question to 1200 representative residents each year) & operational measures (right first time repairs, calls answered & dealing with complaints on time)

Customer Insight - how do we collect & use customer information to understand:

- Encouraging comments from those who are not currently engaged
- On line forums – research & discussions
- Pin drop – post it style notes on a Map to say what the issues are
- Story telling
- Quick polls & surveys
- Producing reports & newsfeeds to tenants
- Leaving the data & information open for people to check back on progress
- Showing residents what will happen next in a timeline
- Moderated content 24/7
- IT which analyses key words & produces bespoke reports

Community Gateway <https://www.gateway2engagement.co.uk/>

Leeds City Council: <https://yourvoice.leeds.gov.uk/>



Preparing for changes with residents



Duty-holders that will have clear accountability & statutory responsibilities as buildings are designed, constructed or refurbished

Residents

- The law will require owners/managers to have a documented **Residents Engagement Strategy**
- **Information to residents on safety**
- **Regular meetings** will form an essential part of this
- How the building is run from a **safety point of view & any changes made must be done in consultation with the residents**

Building Safety Manager

- Every high-risk building must have a **Building Safety Manager**.
- The requirements for this role will be set out by the Building Safety Regulator
- Responsible for the safe operation of the building, working with the **Accountable Person** to ensure compliance with the safety case

Examples of Activities & Groups - now on-line



- Facebook Resident Associations – **Ongo Homes**
- Viewpoints – on line policy/Performance reviews **Octavia Housing Trust**
- Scrutiny – **Leeds Tenant Scrutiny Board** - task & finish quick scrutiny projects in 3 parts on scrutiny of involvement
- Plus Dane Voices – on line views which reach the Board
- Readers Group – **Soha**
- Tenant to Tenant calls (GDPR compliant) – **Your Housing Group**
- Self assessment against the consumer standards – live & on-line – **Cobalt Housing**
- Digital Panels - **Broadland HA**
- Digital Champions - **Halton Housing & Yorkshire Housing**
- Resident Researchers – **Peabody**
- Engagement HQ – **Preston Community Gateway**
- **Cobalt Housing** Forward looking Engagement - Resident Consultative Group
- **Leeds Jewish HA** – Resident Ambassadors –the voice of localities

Discussions



- 1. Residents at the heart of a new safety system? How**
- 2. Ideas to communicate information on safety to residents and to explain how buildings are run?**
- 3. Consult, involve, co-create with residents on safety and repairs – How?**
- 4. Self assessment/Gap analysis now – Homes Standard, Tenant Involvement Consumer Standards and the SHWP , with residents - How?**
- 5. What does a Resident Engagement Strategy look like – for building safety/repair and how do we roll that out?**
- 6. How could residents engage with the accountable person/ building safety manager?**