

Our engagement with tenants and leaseholders

Improving participation and feedback to improve service and satisfaction



A review by the Environment, Housing & Regeneration Select Committee (2020/21)

Members of the Committee: Councillors Wayne Bridges (Chairman), Alan Chapman (Vice Chairman), Scott Farley (Opposition Lead), Allan Kauffman, Nicola Brightman, Alan Deville, and Janet Gardner

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Chairman's Foreword

On behalf of the Environment, Housing and Regeneration Select Committee, I am pleased to present this report detailing the Committee's review into the Council's engagement with its tenants and leaseholders.

In November 2020, the Government published its draft Charter for Social Housing Residents White Paper, which set out the actions central Government will take to "ensure that residents in social housing are safe, are listened to, live in good quality homes, and have access to redress when things go wrong."

The Select Committee therefore approved as its first review, the topic of how to improve feedback from residents of social housing, in order to support the work of the Council's landlord function to help shape and update its approach to tenant and leaseholder engagement under the terms of this new Charter.

Following consideration of all available information, including that contributed by officers, together with feedback from residents both in-person and via online, the Committee accepted that the Council had an opportunity to affect real improvement to both fulfil the requirements of the new Charter for Social Housing, as well as promoting more effective engagement and support of the Borough's residents.

Through all information gathering, the Committee was mindful of the need to find cost-effective, workable solutions, and the recommendations in this report are endorsed as prudent, effective actions to grow engagement and fulfil the terms of the Charter.

I would like to take this opportunity to thank those officers and volunteers who have given up their time to help the Committee in reviewing this topic, and commend them for their continued hard work to support residents.

Councillor Wayne Bridges

Chairman of the Environment, Housing and Regeneration Select Committee.



Summary of recommendations to Cabinet

Through the witness testimony and evidence received during the detailed review by the Committee, Members have agreed the following recommendations to Cabinet.

That Cabinet:

1 Note the experiences and feedback from those tenants and leaseholders who attended the witness sessions and from those responding to surveys as set out in the report and, in light of the Draft Charter for Social Housing Residents, support the need to continuously improve the quality, timeliness, and breadth of the Council's engagement with tenants and leaseholders.

2 Agree that officers develop, for approval by the Cabinet Member, an Engagement Strategy and associated 3-year Delivery Plan, that in particular sets out:

- a. The engagement options to promote resident feedback and involvement at a pace and level which suits residents, and that which supports service improvement and the resolution of matters which are important to residents;
- b. The opportunities for residents to engage via the use of digital tools as well as 'in-person' contact, understanding that engagement should be non-exclusionary, and not be limited to only digital means but should instead provide a breadth of options to give a voice to all tenants and leaseholders. In-person contact could include the reformation of regular Senate or Assembly meetings, alongside special interest groups, or 'Community Engagement Days' held at estates or public spaces, alongside partners and other Council services (such as the Community Safety Team, Green Spaces and Anti-Social Behaviour & Environment Team), to ensure a coordinated approach to engagement, resolution of neighbourhood issues, and collation of resident feedback;
- c. A schedule of further consultation to be carried out, to obtain feedback from a large and diverse subset of the Borough's tenants and leaseholders, with a view to adding to or revising the strategy in line with this feedback.



3

Request that officers work with the Corporate Communications team to raise awareness of the engagement options available to tenants and leaseholders, including through the use of the Council's social media platforms, to maximise the opportunities for tenants and leaseholders to provide feedback.

4

Agree that, in order to demonstrate a continued commitment to overview and scrutiny, the Environment, Housing & Regeneration Select Committee receive a yearly report for the duration of the service's 3 year plan for engagement, providing an update on the implementation of these recommendations, further actions, and continued direction of travel, supported by the latest data on tenant and leaseholder engagement and feedback.

Background to the review

In November 2020, the Government published its Draft Charter for Social Housing Residents White Paper, which set out the actions the government will take to “ensure that residents in social housing are safe, are listened to, live in good quality homes, and have access to redress when things go wrong.”

In the foreword, the Prime Minister stated how fundamental it was to ‘give social housing tenants a voice and ensure that it is listened to.’ The accompanying Draft **Charter for Social Housing Residents**, which aims to “raise the standard of social housing and meet the aspirations of residents throughout the country,” set out the government’s [post Grenfell Tower] Regulatory vision for social housing.

Hillingdon Council currently has 10,000 homes classified as social housing, with a further 3,200 long leaseholders for total of 13,200 properties in management. These numbers have remained steady in recent years as the Council has acquired or developed new accommodation to offset 'Right To Buy' sales. With the major regeneration projects taking place in Hayes, together with the requirements of the new Charter, this was deemed an opportune time for the Council to review how it engages with its tenants moving forward.

Therefore, at its meeting on 08 June 2021, the Select Committee approved as its first review the topic of how to improve feedback from residents of social housing, in order to support the work of the Council’s landlord function to help shape and update its approach to tenant and leaseholder engagement under the terms of the new Charter and support the regeneration work of the Council in the years to come.

As the work to support the aim of regulatory compliance, including a ‘step change’ in approach to resident engagement was, and remains, at an early stage, the Committee was in the unique position to help steer the future direction of the Council’s approach to tenant and leaseholder engagement, inclusive of direct feedback from residents along with best practice and innovation identified from other local authorities.

Throughout the review, the Committee sought to understand:

- How could the current approach to engagement with residents be improved?
- What role, if any, could the Better Neighbourhood Fund play in the wider engagement strategy as part of improving the quality and appearance of estate environments?
- How could a future engagement strategy ‘reach out’ to all sections of the tenant and leaseholder population, including ‘harder to reach groups’.
- What was the role of new technology and the Council’s digital offer to support efficiency of approach and maximise feedback?

Evidence & Witness Testimony

At the first witness session, held on 14 September 2021, Rod Smith – Head of Housing Management, and Marion Finney – Regulation and Engagement Manager, addressed the Committee to provide information to aid the review.

At the second, and final, witness session, held 13 October 2021, Rod Smith and Marion Finney – were joined by the following external witnesses: Mr Alan Clark – Secretary of the Hillingdon Association of Council (Domestic) Leaseholders. Mrs Ros Jorge - Tenant representative, and Ms Natalie Lindsay - Tenant representative.

The Committee was supported through both in-person witness sessions with additional written information. The Committee first sought to understand the legislative and national context for the review, before learning about the Landlord service and its current resources and working practices. Information gathering then progressed to feedback from residents, before consideration of the options for actions to address the requirements of the Draft Charter for Social Housing Residents.

Legislative / national context

The Committee was advised that under section 105 of the Housing Act 1985, the Council has a legal obligation to consult with its secure tenants on matters of housing management such as changes to the management, maintenance, improvement or demolition of homes let by them, or changes in the provision of amenities. Under section 20 of the Landlord & Tenant Act 1985 as amended, the Council also has a legal obligation to consult with leaseholders regarding certain qualifying works and services where the Council intends to pass on the cost of works and services to leaseholders under the terms of their leases. These legal obligations should be seen as a statutory minimum. Moving forward the government has clear expectations regarding a ‘step change in approach’ which will see engagement and involvement as a ‘golden thread’ running through services delivered by social housing providers.

The policy paper ‘The Charter for Social Housing Residents: Social Housing White Paper’, published 17 November 2020, sets out the actions the government will take to ensure that residents in social housing are safe, are listened to, live in good quality homes, and have access to redress when things go wrong. The full document is linked within the ‘background papers’ section below.

Appendix A contains a summary of the White Paper prepared by the Housing Quality Network. An excerpt detailing the aims of the proposed charter is provided:

The stated aim of the new Charter for Social Housing Residents is to “raise the standard of social housing and meet the aspirations of residents throughout the country.”

The Government says it will strengthen the Regulator of Social Housing to create new consumer standards for landlords to be measured against. These appear to be in line with how the regulator

measures governance and financial standards (G and V ratings). This will be monitored by a new 'arm' of the regulator which will "proactively regulate on consumer standards including quality of homes, repairs, meaningful engagement with tenants and complaints handling." Inside Housing has highlighted that this was a role previously delivered by the Tenants Service Authority until it was scrapped in 2010.

The Housing Ombudsman will also get more powers on tackling complaints while the Decent Homes Standard will be reviewed.

The Charter covers seven key areas that social housing tenants should expect:

- 1. To be safe in your home. We will work with industry and landlords to ensure every home is safe and secure;*
- 2. To know how your landlord is performing, including on repairs, complaints and safety, and how it spends its money, so you can hold it to 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;*
- 6. To have a good quality home and neighbourhood to live in, with your landlord keeping your home in good repair;*
- 7. To be supported to take your first step to ownership, so it is a ladder to other opportunities, should your circumstances allow.*

Staffing

Regarding current staffing resource, the Committee was informed that the Council's Customer Engagement Team is made up of 1 x FTE Regulations and Engagement Manager and 2 x FTE Senior Customer Engagement Officers. The current approach to resident involvement and feedback comprised talking to residents and using their views to improve services and included:

- Telling people about services;
- Asking people for their views;
- Discussing issues and identifying priorities;
- Working together to improve and design services;
- Maintaining working relationship based on a partnership approach.

The Customer Engagement Team is responsible for planning and coordinating consultation and engagement activity across the Council, including:

- Conferences, assemblies and forums;
- Focus and service user groups;
- Surveys;
- Impact assessments;
- Statutory and non–statutory consultation.

Current practices to promote resident engagement

The Committee recognised that the service was required to find the most effective way of engaging with customers locally to deliver responsive services, meet the needs of the business, and evidence regulatory compliance. While it was accepted that this could vary depending on the target audience and other key factors (i.e. cultural, religious beliefs, age, ethnic background or level of digital/online knowledge), the aim for officers was to work with residents to provide a bespoke service through co-production and co-regulation.

The Service had identified community engagement as a key activity to improve services and increase customer satisfaction by:

- Providing support and advice to teams to help plan and deliver engagement activity with their customers;
- Providing training and support for teams around specialist engagement, such as:
 - Holding in-depth interviews, face to face discussions and virtual meetings;
 - Designing and facilitating focus groups and forums;
 - Designing qualitative and quantitative surveys;
 - Analysing results of consultation.
- Coordinating engagement activity across the Council to avoid duplication of work and survey fatigue and ensure quality and consistency of engagement;
- Working with partners to share and promote best practice.

Using the Community Engagement Team to assist with engagement activity could provide the following business benefits:

- Improved value for money from customer engagement practice via:
- Improved identification of performance issues from the customer perspective;
- Improved identification and recording of service improvements as a result of customer engagement;
- Better quality decisions made by service teams;
- Efficiencies from reduced use of consultancy time due to improved staff skills on engagement-
- Consistent customer engagement practice across the organisation.
- Improved perception of departmental services.
- Demonstration of the Council's vision to put residents first.

An example of a best practice approach was evidenced through the recent engagement activities carried

out by the team in securing a 'Yes' vote for the Hayes Regeneration project. The outcome of the ballot highlighted how effective the approach has been.

It was also confirmed that the Customer Engagement Team was a member of the West London Resident Engagement Group (WLREG). The group brings together resident involvement/engagement practitioners based within the West London area to share good practice and identify opportunities for joint working.

Work across Tenancy Services was confirmed as already underway regarding the wider context of engagement and involvement, as set out in the extract from the Service Plan for 2021/22 attached as **Appendix B**.

Better Neighbourhood funding

As part of the review, the Committee considered whether the Hillingdon's Better Neighbourhood Fund could also form part of any improvement to engagement. To that end, officers confirmed that each year, the Council allocated £156,000 from the Housing Revenue Account 'Works to Stock' budget to facilitate Council tenants and leaseholders, Ward Councillors, and Council employees to suggest improvements to their housing estate, managed by the Community Engagement & Town Centre Improvements (CETCI) Team. Criteria for submissions and further information is set out for residents on the Council website at [Better Neighbourhood funding - Hillingdon Council](#), with proposals supporting local priorities such as:-

- Protecting and enhancing the environment
- Promoting strong and active communities
- Making Hillingdon safer

Applications received are then considered by the Cabinet Member for Environment, Housing and Regeneration.

Examples of recent uses of the Fund are attached as **Appendix E**.

Future consultative engagement and the avoidance of a 'one size fits all' approach

In response to the Government's new Draft Charter for Social Housing Residents, the Committee considered officers' initial thoughts on how best to ensure that residents in social housing had a 'voice' and were listened to.

It was understood that the government, through the Regulator of Social Housing, had clear expectations regarding a 'step change in approach' which would see engagement and involvement as a 'golden thread' running through services delivered by social housing providers. To align itself with these expectations it was suggested that the Council could develop a 'Tenant & Leaseholder Engagement and Involvement Strategy', including

- The methods of obtaining views and feedback
- The ease of accessing engagement opportunities

- The way in which involvement and engagement was undertaken against the backdrop of covid-19 and social distancing rules
- Resident perceptions regarding the value the Council places on resident feedback and whether the Council ‘listens to’ and acts upon the views of residents

The Committee recognised that approaches to engagement and involvement should not be a ‘one size fits all’ and as such accessible opportunities should be available to residents at a pace and level which they find meaningful and useful. Some of the barriers preventing residents from becoming more involved in housing and other community activities within their local areas included a lack of time, disability or health, and a lack of awareness of how to become more involved. Overall, officers considered that the number of respondents who were willing to engage with the Council was positive.

Figure 1, below, was provided the Committee and set out a simple hierarchy of involvement across five distinct layers, and it was suggested that such a hierarchy should form the basis of the service’s approach to engagement moving forward.

Figure 1 – Hierarchy of involvement



Explaining each ‘level’ in turn:

Inform: good quality and timely information. This may be enough to meet the needs of a wide group of residents, but it is important to note that the provision of this information is essentially ‘one-way’. Examples of ‘informing’ included the currently produced Tenants and Leaseholders Annual Report that advised residents of how the Council was performing as a landlord, including messages on rent statements, direct mailing, and the use of social media platforms including the website.

Consult: provision of information and feedback. At its most basic level, under section 105 of the Housing Act 1985. the Council has a legal obligation to consult with its secure tenants on matters of housing management such as changes to the management, maintenance, improvement or demolition of homes let by them, or changes in the provision of amenities. Under section 20 of the

Landlord & Tenant Act 1985 as amended, the Council also has a legal obligation to consult with leaseholders regarding certain qualifying works and services where the Council intends to pass on the cost of works and services to leaseholders under the terms of their leases. These legal obligations are a statutory minimum. It was accepted that consultation at this level could be extended and applied more widely.

The Council, through such obligation, carries out a number of statutory consultations including the Council's Annual Budget Consultation, Housing Strategy Consultation and Sheltered Housing Service Consultation. Other options for obtaining feedback were through the STAR (Survey of Tenants and Residents) survey, undertaken by tenants and leaseholders. This year's STAR survey was confirmed to run from October to December, with the aim of getting as many tenants and leaseholders involved as possible. The Council also consulted with its Housing Forum members (Senate) mainly through scheduled meetings (twice a year, though currently on hold due to the pandemic), where they can interact and discuss with various service managers and senior management with the view to influencing decisions on various service areas.

Involve: as referred to earlier in this report, the Council had previously run a successful consultation seeking resident views on a proposal to regenerate two estates in the Hayes area. The outcome was very positive and resulted in the Council committing to redevelop both estates for the residents living in the area. The hierarchy of involvement approach was used, with residents informed and consulted throughout, and the Council is continuing to work in collaboration with stakeholders and residents to finalise the design of properties to be built. Feedback had been positive so far.

Collaborate: a collaborative approach to engagement and involvement implies partnership working on key aspects of service which matter to residents, and which builds trust and capacity.

Empower and Control: greater levels of empowerment and even 'control', underpinned by strong partnership working.

Potential offers under the 'hierarchy of involvement'

The Committee was advised that in recent years, the service had generally operated towards the lower end of the involvement hierarchy, with the focus on informing and engaging with tenants and leaseholds at a more basic level, including 'statutory consultation, which has limited scope to inform or shape services. The 'step-change' in approach envisaged by the Regulator of Social Housing and identified by the Landlord Service as part of its own 'self-assessment' against the emerging regulatory standards, will necessitate the landlord offer moving up the hierarchy of involvement in a managed way.

Online Feedback from tenant and leaseholder respondents to the Sample Survey

The Committee was provided with the results of a sample online survey of 100 tenants and leaseholders. Of those surveyed, 77% were tenants, with 23% leaseholders; and had covered a wide variety of age, location and length of engagement with the Council.

The questions asked in the sample survey mirrored those to be included in the more comprehensive STAR survey, which would survey circa 50% of the entire 13k customer base. This STAR survey was

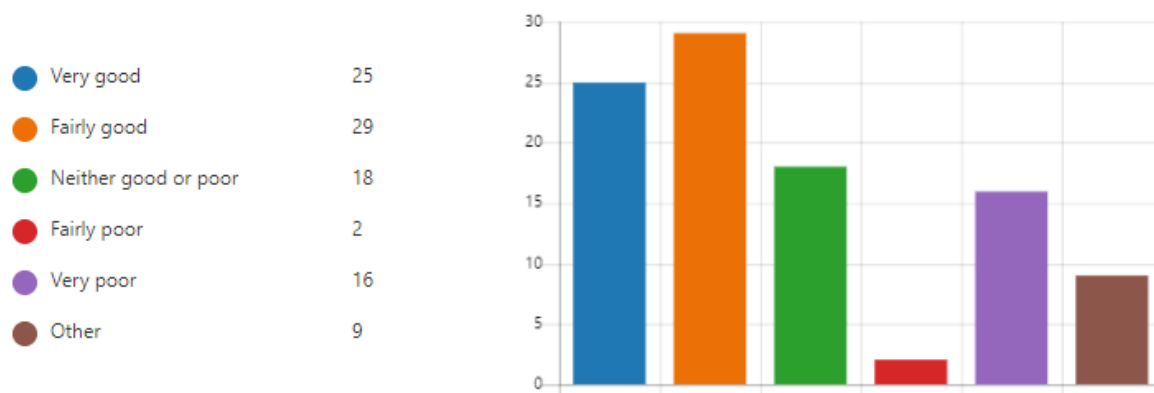
expected to result in a sample return of 10%, and owing to its larger audience, would provide a greater level of detail from which further analysis could be undertaken, with a view to informing future strategy.

Officers elaborated on the STAR survey, explaining that STAR stood for ‘Survey of Tenants and Residents’ and was originally developed by HouseMark in 2011 as a consistent framework for social landlords to collect and report on resident satisfaction. The main aim of the STAR framework was to provide landlords with consistent best practice in the collection of resident feedback, and to enable them to compare and share results with tenants and stakeholders in a meaningful way. STAR outcomes provided a consistent framework for measuring customer satisfaction that allowed like-for-like comparisons, focussing on what matters to residents, and enabled landlords to make use of the data to drive improvements.

Feedback from the sample survey highlighted that the majority of respondents were broadly satisfied with the way in which Hillingdon was communicating with them. However, the data suggested there was room for improvement in all areas. An example of the typical results is set out below, with the full results of the sample survey set out in **Appendix C**.

3. How good or poor do you feel Hillingdon Council is at keeping you informed about their services and decisions?

[More Details](#)



The Committee suggested that the service should prioritise ‘consulting’ with residents, rather than simply ‘informing’ them, especially regarding how the service was liaising with residents prior to decisions being made.

In-person feedback from residents tenants:

The information gathering sessions were supported through attendance from:

- Mrs Jorge, a resident of Sutcliffe House, had been active in the community and with the Council through such bodies as the Better Neighbourhood team, Townfield Community Committee, among others, and who had undertaken a street/estate champion role;
- Mr Clark, Chairman of the Hillingdon Association of Council (Domestic) Leaseholders, was actively engaging with the Council on behalf of the Association’s 3,000 members; and

- Mrs Lindsay, a resident of Avondale Drive, had previously engaged with the Council through training initiatives to improve job prospects, as well as acting as secretary for her estate committee.

The witnesses in attendance advised the Committee that their estates often presented to a standard which they felt was below an acceptable level. This could include issues of disrepair or internal and external shared areas suffering from a lack of maintenance. In addition, anti-social behaviour, including drug abuse, harassment and rough sleeping was common. It was felt that there was a lack of community sports and leisure activities provided, particularly for women and young people, which if in place, could foster stronger community ties, and promote mental and physical health.

In such instances, the witnesses advised that they would endeavour to contact the Council to report the issues on behalf of their community. However, where previously it had been easier to reach a specific officer directly, who would listen and understand the problem before acting to resolve it, contacting the Council now was often through the call centre, which then routed the resident to a relevant service team. Responses from those service teams was often insufficient or delayed with a lack of subsequent progress updates. In some instances, issues were not resolved at all. (Mr Clark did highlight that, through his role as Chairman, he maintained a list of Council officer contacts that he could reach directly, without having to go through the call centre.)

It was suggested that one way to address these presenting issues and provide a voice to residents was to rejuvenate meetings such as Local Housing Forums/Senate where representatives could engage directly with relevant managers.

Further feedback received was that residents felt undervalued by the Council, and not listened to, and that more should be done to engage and empower residents through two-way communication and community involvement. Additionally, the Council needed to be seen to demonstrate firm, timely action where necessary, for example when addressing antisocial behaviour, as resident perception was that not enough was being done to resolve such issues.

The Committee suggested that the feedback received should be used to inform the proposed new engagement strategy. Officers suggested that the recommendations to Cabinet resulting from this review could include recognition of the value of good quality engagement, together with the instruction to create and maintain of a range of engagement options which promoted and valued resident involvement and feedback through actions residents were comfortable with. In addition, it was recognised that Council resources should be aligned to the resolution of matters that were of importance to tenants and leaseholders. Creating a menu of options for residents to be involved in various ways, at their own pace and frequency, would increase participation. The Committee was provided with examples of potential engagement, included as **Appendix D**.

To receive greater feedback, officers advised that the service was considering setting up 'Estate Marshalls' to act as points of contact for the Council to collaborate with. This could include greater collaboration via 'Street Searches', attendance at street parties or fetes, youth councils, or through pairing up with partners such as the Police, with the aim of being 'seen' within the various communities. In addition, it was suggested that increased use of social media and messaging services, such as WhatsApp, could be considered.

London Scrutiny Network meeting - 19 November 2021

To aid the Committee, the clerk and Marion Finney attended a virtual meeting of the London Scrutiny Network on 19 November 2021, as resident engagement was included as a topic of discussion on the meeting agenda. While no additional best practice or innovation was suggested by attendees, it was gratifying that the actions being considered by the Committee were well received by the representatives of the attending authorities.

The Committee's Findings

General conclusions

Following consideration of all available information including that contributed by officers, together with feedback from residents both in-person and via online, the Committee accepted that the Council had an opportunity to affect real improvement to both fulfil the requirements of the new Draft Charter for Social Housing Residents, as well as promoting more effective engagement and support of the Borough's residents.

Throughout, the Committee was mindful that the Council's actions to meet the expectations set out in the new Draft Charter were at a significantly early stage, and so welcomed the timeliness of the review and its ability to help steer future actions through its recommendations to Cabinet. However, the Committee was also mindful that any recommendations should be realistic and actionable, with due consideration to budgetary requirements. Additionally, it was highlighted that any recommendations should refrain from being too proscriptive, to allow officers the flexibility to tailor any actions upon receipt of further feedback from residents as engagement, whether in-person or through further online surveys, was received.

Regarding resident feedback, the Committee was interested to note that respondents to the online sample survey were broadly positive towards the Council's previous engagement actions. Conversely, the feedback directly received from the residents attending the information gathering sessions was somewhat negative. While this positive and negative feedback was seen as extremely valuable to informing any recommendations, it was noted that all feedback received from residents so far was from a very small subset of the overall customer base of circa 10,000 tenants and 3,000 leaseholders.

Therefore, the Committee has recommended that officers should develop an Engagement Strategy and Delivery Plan, in consultation with a selection of tenants, leaseholders, service managers and stakeholders. The strategy was to consider the common barriers to resident engagement, hard to reach groups, BMEs, single parents and young people, and was to be an evolving document with elements of further feedback, monitoring and review. It was recommended that this should be delivered over three years, fulfilling regulatory requirements of social housing providers.

It was recognised that the strategy should avoid a 'one size fits all' approach but instead should tailor its strategy to resident needs, together with their willingness or availability to become involved. It was accepted that many of the residents willing to engage with the Council were retirees, who had more free time. The Strategy should therefore carefully consider how to engage with people with more limited time, tailoring engagement actions to fit with their own availability.

Key interaction methods identified include various assemblies and group meetings, direct contact via 'Meet the Manager' sessions, increased digital engagement including enhancements to the Council's website to ensure accessibility, and collaboration on the service's annual report. It was noted that the current pandemic has inevitably steered engagement with residents towards digital / on-line approaches and this should be considered when developing the strategy and delivery options.

Alongside this new Strategy and Delivery Plan, the Committee recommended that officers engage with the Council's Corporate Communications team to review how best to further raise awareness of the options for engagement available to Hillingdon's Council tenants and leaseholders.

Regarding the Better Neighbourhood Fund, the Committee determined that the Fund was delivering positive outcomes for residents, but suggested that officers review new ways to seek resident input into how the fund is allocated to projects through better consultation as part of the 3 year plan.

On the understanding that resident feedback, though the STAR survey and other methods outlined, would continue throughout the 3 years, it was recommended that the Committee receive further update reports at regular intervals on how the strategy was being delivered and what feedback was being captured and used by services.

The Committee's recommendations to Cabinet

That Cabinet:

1

Note the experiences and feedback from those tenants and leaseholders who attended the witness sessions, together with those responding to surveys, and in light of the new Draft Charter for Social Housing Residents, support the need to continuously improve the quality, timeliness, and breadth of the Council's engagement with tenants and leaseholders.

2

Agree that officers develop, for approval by the Cabinet Member, an Engagement Strategy and associated 3-year Delivery Plan, that in particular sets out:

- a. The engagement options to promote resident feedback and involvement at a pace and level which suits residents, and that which supports service improvement and the resolution of matters which are important to residents;
- b. The opportunities for residents to engage via the use of digital tools as well as 'in-person' contact, understanding that engagement should be non-exclusionary, and not be limited to only digital means but should instead provide a breadth of options to give a voice to all tenants and leaseholders. In-person contact could include the reformation of regular Senate or Assembly meetings, alongside special interest groups, or 'Community Engagement Days' held at estates or public spaces, alongside partners and other Council services (such as the Community Safety Team, Green Spaces and Anti-Social Behaviour & Environment Team), to ensure a coordinated approach to engagement, resolution of neighbourhood issues, and collation of resident feedback;



- c. A schedule of further consultation to be carried out, to obtain feedback from a large and diverse subset of the Borough's tenants and leaseholders, with a view to adding to or revising the strategy in line with this feedback.

3

Request that officers work with the Corporate Communications team to raise awareness of the engagement options available to tenants and leaseholders, including through the use of the Council's social media platforms, to maximise the opportunities for tenants and leaseholders to provide feedback.

4

Agree that, in order to demonstrate a continued commitment to overview and scrutiny, the Environment, Housing & Regeneration Select Committee receive a yearly report for the duration of the service's 3 year delivery plan for engagement, which provide an update on the implementation of these recommendations, further actions, and continued direction of travel, supported by the latest data on tenant and leaseholder engagement and feedback.

About the review – witnesses and activity

The following Terms of Reference were agreed by the Committee from the outset of the review:

Terms of Reference

1. To understand Hillingdon's current engagement approach with tenants and leaseholders and the planned work programmes and activities that the Council engages with them on, e.g. Better Neighbourhood Fund.
2. To learn from residents of their experiences and interaction with the Council and their satisfaction;
3. To review other best practice and identify any improvement to tenant and leaseholder engagement and satisfaction going forward, including from any new legislation / regulation, e.g. the Charter for Social Housing Residents, and how the Council can best adapt to meet this;
4. To identify any gaps and opportunities to draw together different strands of activities by the Council to ensure the overall service we provide is one-stop, agile and responsive to the needs of tenants and leaseholders; and
5. To make practical, prudent recommendations to Cabinet from the Committee's findings.

The Committee received evidence from the following sources and witnesses:

<p>Witness Session 1 – 14 September 2021</p>	<p>Rod Smith – Head of Housing Management Marion Finney – Regulation and Engagement Manager</p>
<p>Witness Session 2 – 13 October 2021</p>	<p>Rod Smith – Head of Housing Management Marion Finney – Regulation and Engagement Manager Alan Clark – Secretary of the Hillingdon Association of Council (Domestic) Leaseholders Ros Jorge - Tenant representative Natalie Lindsay - Tenant representative.</p>

References

[The charter for social housing residents: social housing white paper - GOV.UK \(www.gov.uk\)](https://www.gov.uk/government/consultations/the-charter-for-social-housing-residents)

[Better Neighbourhood funding - Hillingdon Council](#)

Appendices

Appendix A - HQN Social Housing White Paper Summary Note

Appendix B - Extract from Tenancy Services – Service Plan 2021/22

Appendix C - Sample Survey results

Appendix D - Options for Engagement

Appendix E – Examples of use of the Better Neighbourhood Fund

Summary note: Social Housing White Paper – The Charter for Social Housing Residents

The stated aim of the new **Charter for Social Housing Residents** is to “raise the standard of social housing and meet the aspirations of residents throughout the country.”

The Government says it will **strengthen the Regulator of Social Housing** to create **new consumer standards** for landlords to be measured against. These appear to be in line with how the regulator measures governance and financial standards (G and V ratings). This will be monitored by a new ‘arm’ of the regulator which will “proactively regulate on consumer standards including quality of homes, repairs, meaningful engagement with tenants and complaints handling.”

Inside Housing has highlighted that this was a role previously delivered by the Tenants Service Authority until it was scrapped in 2010.

There will be a big focus on transparency with a new **‘access to information scheme’** effectively operating in the same way as the Freedom of Information Act.

The Housing Ombudsman will also get more powers on tackling complaints while the Decent Homes Standard will be reviewed

The Charter covers seven key areas that social housing tenants should expect:

1. **To be safe in your home.** We will work with industry and landlords to ensure every home is safe and secure.
2. **To know how your landlord is performing,** including on repairs, complaints and safety, and how it spends its money, so you can hold it to 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.
6. **To have a good quality home and neighbourhood to live in,** with your landlord keeping your home in good repair.
7. **To be supported to take your first step to ownership,** so it is a ladder to other opportunities, should your circumstances allow.

Below we have provided a summary on each of these areas.

To be safe in your home

The government wants to put tenants “back at the heart of building safety” following the Grenfell tragedy.



The Government has already:

- Made £400m available to social landlords to fund the removal of unsafe cladding and announced a further £1bn of grant funding to cover the costs of remediating unsafe blocks
- Published a Building Safety Bill
- Published a Fire Safety Consultation on Government proposals to implement the recommendations in the Grenfell Tower Inquiry's Phase 1 report
- Supported a Social Sector (Building Safety) Engagement Best Practice Group
- Published a Fire Safety Bill.

Now it will:

- Legislate so that safety is part of the Regulator of Social Housing's new consumer regulation role
- Legislate to require social landlords to identify a nominated person responsible for complying with their health and safety requirements
- Expect the Regulator of Social Housing to prepare a Memorandum of Understanding with the Health and Safety Executive to ensure effective sharing of information with the Building Safety Regulator
- Launch a consultation on mandating smoke and carbon monoxide alarms in social housing
- Consult on measures to ensure that social housing residents are protected from harm caused by poor electrical safety
- Build on the work of the Social Sector (Building Safety) Engagement Best Practice Group, supporting the development of statutory and **good practice guidance on engaging residents in all tenures on safety issues.**

To know how your landlord is performing

The White Paper says that the connection between landlords and communities has become stained – with the White Paper sighting large executive salaries. The government wants to redress the balance by creating a strong connection between landlords and tenants to ensure transparency and accountability.

Government will:

- Expect the Regulator of Social Housing to – as part of its expanded role – to bring in a **new set of tenant satisfaction measures for all landlords** on things that matter to tenants.

A draft set of measurements has been prepared as part of the White Paper and will be developed further in consultation with the sector – see Appendix one. **Landlords will also have to publish CEO and executive salaries** (relative to the size of the landlord) and management costs.

- Introduce a new **access to information scheme** – which will be in line with the **Freedom of Information Act** – for social housing tenants so that information relating to landlords is easily accessible
- Ensure landlords provide a clear breakdown of how their income is being spent, including levels of executive salaries, to be published alongside tenant satisfaction measures
- Require landlords to identify a senior person in their organisation who is responsible for ensuring they comply with the consumer standards set by the Regulator of Social Housing
- Expect landlords to report to every tenant on such matters at least once a year, **if not continuously, using technology (the use of apps is referenced in the paper).**

To have your complaints dealt with promptly and fairly

Tenants have reported to government that making a complaint can be difficult and takes too long.

The Government has already:

- Set out in the Building Safety Bill how it will speed up access to the Housing Ombudsman by removing the need for tenants to go to a ‘designated person’ or wait eight weeks before approaching them – removing the ‘democratic filter’
- Expanded the Housing Ombudsman service which is aiming to halve its decision times by March 2022
- Increased the Housing Ombudsman’s powers to take action against landlords where needed. The Housing Ombudsman has published a new Complaint Handling Code and guidance on new orders that will be implemented from 1 January 2021.

Now it will:

- Support improved complaint handling by landlords and hold them to account through **stronger action by the Housing Ombudsman.**

Landlords will be required to comply with the Housing Ombudsman’s Complaint Handling Code, ensuring that they have good processes in place to respond swiftly and effectively to complaints. Landlords have been asked to self-assess against the Code by 31 December 2020 and publish the results.

- From March 2021, **reports on the complaints** the Housing Ombudsman has handled for individual landlords, as well as the determinations on individual cases, **will be published on the Housing Ombudsman’s website**
- Keep the Housing Ombudsman’s powers, and compliance with them, under review and consider ways to strengthen them, including the option of legislation to put the Complaint Handling Code on a statutory footing
- **Run an awareness campaign so social housing residents know their rights**, are confident in navigating their routes to complain, and are aware of how to escalate to get redress where needed
- Ensure lessons are learned and maintain residents’ confidence in the Housing Ombudsman Service through the appointment by the Ombudsman of an independent reviewer by March 2021 to examine any complaints made about the service that the Housing Ombudsman provides
- Formalise and strengthen the relationship between the Regulator of Social Housing and the Housing Ombudsman by introducing a statutory requirement for both bodies to co-operate with each other in undertaking their responsibilities in holding landlords to account
- Make the Housing Ombudsman a statutory consultee for any proposal concerning changes to the Regulator of Social Housing’s economic and consumer standards and make the Regulator of Social Housing a statutory consultee for any changes to the Housing Ombudsman Scheme.

To be treated with respect

While the government feels that the economic regulation of social landlords has been a success, it believes that consumer regulation does not go far enough to ensure that landlords will deliver on the Charter it is setting out.

The new consumer regulation function within the Regulator of Social Housing will change that.

The Government will:

- Transform the Regulator of Social Housing so it proactively monitors consumer standards
- Remove the ‘serious detriment test’ and introduce routine inspections for the largest landlords (with over 1,000 homes) every four years
- Change the Regulator of Social Housing’s objectives to explicitly cover safety and transparency, and work with it to review its consumer standards to ensure they are up to date

- Give the Regulator of Social Housing the power to publish a Code of Practice on the consumer standards to be clearer on what landlords are required to deliver
- Strengthen the Regulator of Social Housing's enforcement powers to tackle failing landlords and to respond to new challenges facing the sector, by removing the cap on the level of fines it can issue, introducing Performance Improvement Plans for landlords failing to comply, reducing the notice period for surveys on the condition of properties, and introducing a new power to arrange emergency repairs if needed where a survey uncovers evidence of systemic landlord failures
- Make it explicit that provisions in contracts between local authorities and Arms Length Management Organisations or Tenant Management Organisations would be deemed void if they hindered the Regulator of Social Housing in its exercise of its powers
- Review the statutory Right to Manage guidance
- Set out an expectation for all landlords to self-refer breaches with the regulatory standards
- Strengthen the Regulator of Social Housing's powers to provide robust economic regulation of private registered providers
- Require the Regulator of Social Housing to set up an Advisory Committee to provide independent and unbiased advice on discharging its functions.

A list of all the changes to the regulatory regime – along with a plan of how the Regulator will need to change its onset – is set out in Appendix two (lifted from Annex A of the White Paper). Many of these changes will require legislation.

To have your voice heard

There is good work being done across the sector (TPAS is referenced), but Government feels performance is inconsistent – with examples of tenants feeling patronised, ignored or treated with disrespect.

The Government will:

- Expect the Regulator of Social Housing to require landlords to seek out best practice and consider how they can continually improve the way they engage with social housing tenants.

There is a focus in the White Paper on tackling loneliness and ensuring that tenant-led engagement activities linked to Covid-19 can continue.

- Deliver a new opportunities and empowerment programme for social housing residents, to support more effective engagement between landlords and residents, and to give residents tools to influence their landlords and hold them to account

- Review professional training and development to ensure residents receive a high standard of customer service.

To have a good quality home and neighbourhood to live in

While generally social housing is seen to deliver well designed, decent homes and good neighbourhoods some tenants have reported that their communities have been let down by poor neighbourhood management, upkeep of buildings and quality of shared spaces.

During lockdown some social housing tenants have struggled to find green spaces to exercise and others have had to deal with loneliness, isolation and ASB.

The Government has already:

- Announced the Green Homes Grant for 2020/21 which will fund up to two thirds of the cost of hiring tradespeople to upgrade the energy performance of homes
- Announced a £50m demonstrator project to support the decarbonisation of social housing over 2020/21
- Published a 25 year Environment Plan committing to connect people with the environment to improve health and wellbeing
- Encouraged developments that promote health and wellbeing through the National Planning Policy Framework and National Design Guide
- Announced a consultation through the Planning for the Future White Paper on proposals to enable more and better green space in development. Committed to expanding access to mental health services through the NHS Long Term Plan
- Acted to tackle segregation and stigmatisation through the planning system.

Now it will:

- Review the Decent Homes Standard to consider if it should be updated, including how it can better support the decarbonisation and energy efficiency of social homes, and improve communal and green spaces
- Continue to engage with the latest evidence on the impact of housing conditions on health, including Covid-19 transmission, and actively consider options to mitigate these impacts
- Review professionalisation to consider how well housing staff are equipped to work with people with mental health needs and encourage best practice for landlords working with those with mental health needs

- Clarify the roles of agencies involved in tackling anti-social behaviour and signpost tenants to those agencies who can give them the most appropriate support and assistance when faced with antisocial behaviour
- The Government will expect the Regulator of Social Housing to review and amend its regulatory standards to make it clear that landlords should have a policy setting out how they should tackle issues surrounding domestic abuse
- Consider the results of the allocations evidence collection exercise findings to **ensure that housing is allocated in the fairest way possible** and achieves the best outcomes for local places and communities.

To be supported to take your first step to ownership

The Government is determined to increase the supply of new and 'beautiful' social homes – and to ensure that as many social tenants as possible have the opportunity to buy a home of their own. This section of the report highlights policies and funding currently in place to deliver on that ambition.

To increase the supply:

- Built over 486,600 new affordable homes since 2010, including 142,400 for social rent
- Announced our new £11.5bn Affordable Homes Programme that will deliver up to 180,000 new homes
- Announced a new £3bn Affordable Homes Guarantee Scheme
- Removed the cap on local authority borrowing to fund housebuilding
- Consulted on whether greater flexibilities can be offered around how local authorities can use receipts from Right to Buy sales
- Supported community-led housebuilding through the community housing fund
- Announced Government will consult on further guidance to provide clarity on rural exception sites policy, to ensure they are used to their full potential.

To ensure that more social tenants have the opportunity to buy a home:

- Introduced a new shared ownership model
- Announced that around half of the homes delivered by the new Affordable Homes Programme will be for affordable home ownership
- Announced a new Right to Shared Ownership, meaning that most new grant-funded housing association homes for rent will give residents the opportunity to purchase a 10% (or more) stake in their home and to purchase further shares in future
- Launched a pilot of Voluntary Right to Buy in the Midlands

- Amended the National Planning Policy Framework and published a new national design guide to emphasise the importance of beauty and good design
- Emphasised through our new National Design Guide the importance of building beautiful and well-designed social homes.

Appendix one: Draft tenancy satisfaction measures

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
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

Appendix two: Key measures for changing the regulatory regime for social housing

Government will:

- Work with the regulator to establish a proactive consumer regulation regime with active oversight of landlord performance, whilst maintaining the principle of co-regulation
- This will include:
 - Introducing routine inspections for the largest landlords (with over 1,000 homes) with the aim of doing so every four years, to obtain assurance from landlords that they are complying with the consumer standards
 - Specific, reactive inspections and/or investigations where systemic issues of concern are brought to the regulator by tenants or their representatives, the Housing Ombudsman or others
 - Published findings from these investigations and inspections where a landlord is found non-compliant with the regulator's standards
- Legislate to remove the 'serious detriment test' as soon as Parliamentary time allows, to eliminate barriers to the regulator adopting a proactive approach to monitoring and oversight of landlord performance on consumer issues
- Change the regulator's objectives to explicitly cover safety and transparency, and expect the regulator to review its consumer standards to ensure they are up to date and deliver its revised objectives
- Legislate to give the regulator a power to publish a code of practice on the consumer standards to be clearer on what landlords are required to deliver
- Expect the regulator to bring in a set of tenant satisfaction measures for all landlords on the things that matter to tenants, and expect landlords to report to every tenant on such matters at least once a year, if not continuously using technology
- Legislate to place an obligation on landlords to identify and publicise a senior named person in their organisation who is responsible for ensuring compliance with their health and safety obligations
- Expect the regulator to require landlords to identify a 'responsible person' for consumer standards compliance, as part of a wider requirement to provide greater clarity on the roles and responsibilities of senior staff
- Introduce a new access to information scheme for social housing tenants of housing associations and other private registered providers of social housing so that information relating to landlords is easily accessible to tenants
- Expect the regulator to require landlords to evidence how they have sought out and considered ways to improve engagement with tenants

- Legislate to strengthen the regulator’s enforcement powers to tackle failing landlords and to respond to new challenges, including:
 - Giving the regulator the power to require a Performance Improvement Plan
 - Reducing the notice period to survey homes
 - Giving the regulator the power to arrange emergency repair work and recoup costs from the landlord where, following a survey, there is evidence of systemic landlord failure and other regulatory measures have not worked
 - Removing the requirement to ask the Secretary of State’s approval to use its own staff to carry out inspections; and
 - Removing the cap on the level of fines the regulator may charge.
- Ensure that local authorities are held to account for the performance of service provided by an Arms Length Management Organisation or Tenant Management Organisation, by:
 - Asking stockholding local authorities that contract out management services to Arms Length Management Organisations to review their contracts to ensure they do not prevent the regulator from taking action in the event of non-compliance with its standards
 - Making it explicit that provisions in contracts between ALMOs or TMOs would be deemed void if they hindered the regulation in its exercise of its powers; and
 - Working with the regulator to set out an expectation for local authorities to self-refer to ensure that issues of concern to tenants are dealt with as quickly as possible
- Expect the regulator to review and amend its regulatory standards to make it clear that landlords should have a policy setting out how they should tackle issues surrounding domestic abuse, working with other agencies as appropriate
- Legislate to strengthen the relationship between the Housing Ombudsman and the regulator, building on the current Memorandum of Understanding to ensure that they can exchange information quickly and effectively to provide better protection for tenants
- Maintain the robust economic regulation regime that is already working well and make sure the whole system is cohesive and balanced. This will include ensuring that changes to consumer regulation do not undermine economic regulation
- Refine the regulator’s powers to ensure it has the right tools to deliver its economic regulation function effectively with an evolving sector. This includes:
 - Requiring landlords to notify the regulator of any change in control and refining the definition of ‘non-profit’ providers; and
 - Introducing a ‘look-through’ power so the regulator can follow money paid outside of the regulated sector to ensure probity

- Delivering these changes is essential to ensuring that the needs of tenants are embedded in the culture of all landlords, and will require significant change to the structure and expertise of the regulator, from senior leadership level downwards. To ensure that the regulator is equipped to deliver a proactive regulatory regime effectively, we will:
 - Enable the regulator to set up an entirely new function, and make sure it is resourced and able to recruit the right new staff, including at senior leadership level, that have the right expertise in consumer regulation, customer service and tenant engagement to effectively deliver the new consumer regulation regime
 - Expect the regulator to develop a strategy for appropriate and ongoing publicity to make tenants aware of what it does and how to get in touch – both so they can understand and help shape consumer regulation
 - Broaden the skills mix and diversity of Board Members and increase the number of Members with consumer regulation experience
 - Work with the regulator to make sure that the regulator is resourced and able to recruit the right new staff with diverse background and skills, including at senior levels
 - Require the regulator to set up a statutory Advisory Committee to provide independent and unbiased advice on discharging its functions. This will not be a decision-making body.

Appendix B - Extract from Tenancy Services – Service Plan 2021/22

Work across Tenancy Services is already underway, as reflected in the Service Plan for 2021/22, in the wider context of engagement and involvement.

Objective	Task	Target
To be safe in your home	Develop and implement a [statutory] engagement strategy for residents in 'higher risk buildings'	Q4
To know how your landlord is performing	Produce and publish a 2020/21 Tenant & Leaseholder Annual Report	Q2
	Collate and submit 2020/21 HouseMark data	Q1
	Prepare for the implementation of [Draft] Tenant Satisfaction Measures to support compliance with the Charter for Social Housing Residents and set a baseline.	Q4
To have your complaints dealt with promptly and fairly	Introduce a documented approach to compliance with the Housing Ombudsman's Complaint Handling Code following the December '20 self-assessment.	Q2
	Ensure processes are in place to capture [draft] tenant satisfaction measures associated with complaints handling: and set a baseline.	Q4
To be treated with respect [backed by strong consumer regulation]	Self-assess services against the [new] Consumer Standards and accompanying Code of Practice	Q4
To have your voice heard by your landlord	Develop a tenant and leaseholder engagement strategy.	Q4

	Implement processes to Improve levels of customer insight across the managed housing stock which can be readily extracted and can contribute to service development and discussions on 'disproportionality'.	Q4
	Develop a framework for consulting residents on health & safety.	Q4
	Introduce mechanisms so residents in 'higher risk buildings' can quickly, easily and effectively feedback any safety concerns.	Q4
	Implement a rolling programme of STAR surveys to inform changes to services and improvement.	Q4
	Test the 'new tenant experience' and bring forward rolling outcomes which improve the effectiveness of service delivery, positively impact on the concept of 'no surprises', support long term tenancy sustainment and capture 'satisfaction with the Allocations & Lettings process' [HouseMark]	Q4
	Formally capture and review customer insight on their experience of DA casework.	Q4
To have a good quality home and neighbourhood to live in	Identify a pilot estate and work with residents to scope the definition of a 'decent estate' and scope the extent of management and maintenance responses to achieve 'decent estate' compliance.	Q4

	Establish clear standards for the communal areas of estates and bring forward options and measures to demonstrate compliance with a 'decent estates' standard.	Q4
	Bring forward options and structures for tenants and leaseholders to influence investment decisions.	Q4
	Develop a pictorial based output standard for Caretaking Services and Green Spaces on housing estates.	Q4
	Explore the potential use of HouseMark photo book as an affordable solution to real-time, instant inspection reporting.	Q4

Appendix C - Residents Satisfaction Sample Survey September 2021 (Summary of responses)

1. Are you

[More Details](#)

● Tenant	77
● Leaseholder	23



2. How long have you been a council tenant/leaseholder?

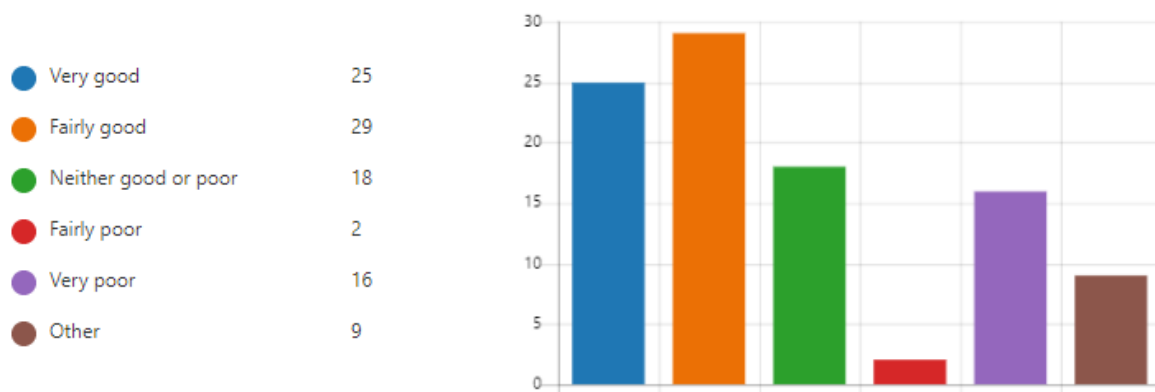
[More Details](#)

● Under a year	0
● 1-5 years	19
● 5-10years	14
● 10years +	67



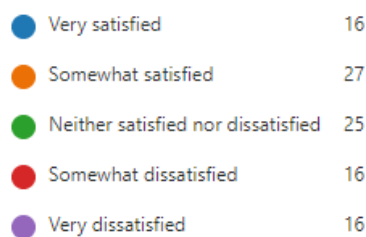
3. How good or poor do you feel Hillingdon Council is at keeping you informed about their services and decisions?

[More Details](#)



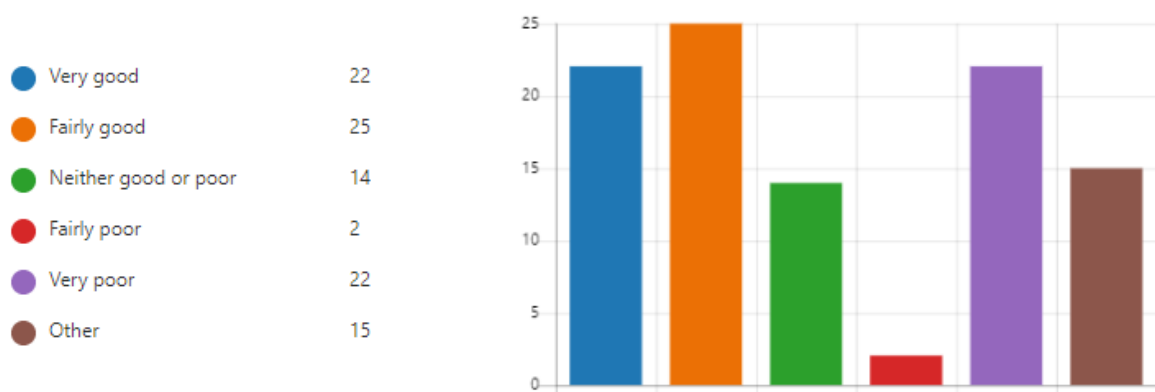
4. How satisfied or dissatisfied are you that Hillingdon Council gives you a say in how services are managed?

[More Details](#)



5. How good or poor do you feel Hillingdon Council is at keeping you informed about things that might affect you as a resident?

[More Details](#)



6. How satisfied or dissatisfied are you with opportunities given to you to participate in Hillingdon Council's decision making processes?

[More Details](#) 💡 Insights

● Very satisfied	15
● Somewhat satisfied	24
● Neither satisfied nor dissatisfied	29
● Somewhat dissatisfied	16
● Very dissatisfied	16



7. To what extent do you agree or disagree that Hillingdon Council has given you information on building safety and what your responsibilities are?

[More Details](#)

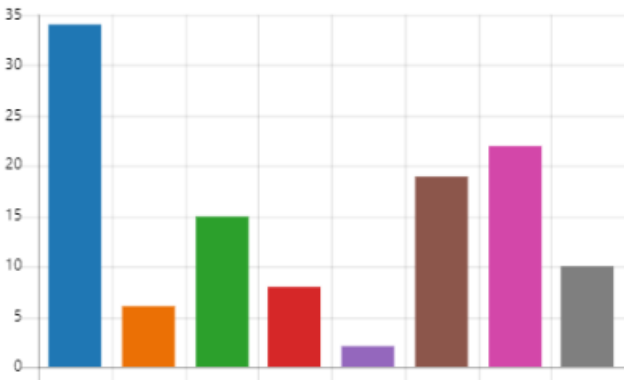
● Strongly agree	15
● Agree	29
● Neither agree nor disagree	23
● Disagree	17
● Strongly disagree	16



8. What if anything, stops you from being more involved in housing and other community activities within your estate/area?

[More Details](#)

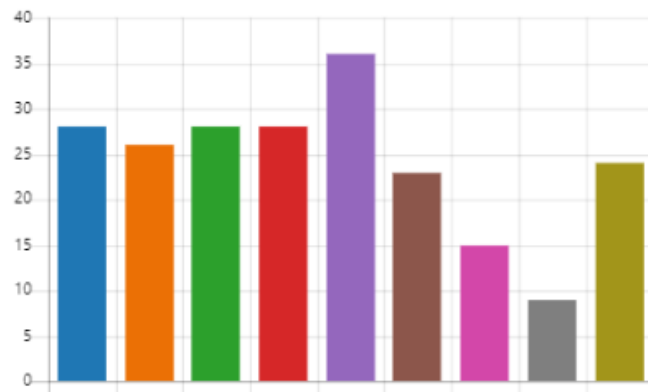
● Time commitment	34
● I can't find anything I am inter...	6
● I don't know how to be more i...	15
● Caring responsibilities	8
● Language barrier	2
● Disability or health	19
● Nothing	22
● I am already involved	10



9. How interested are you in being involved in the following areas?

[More Details](#)

● Community initiatives	28
● Residents groups	26
● Focus groups and Consultatio...	28
● Specialist groups such as disa...	28
● Repairs Service	36
● Caretaking Service/Estate insp...	23
● Publishing of quarterly newsle...	15
● Improving online services to d...	9
● Other	24



12. Age range

[More Details](#)

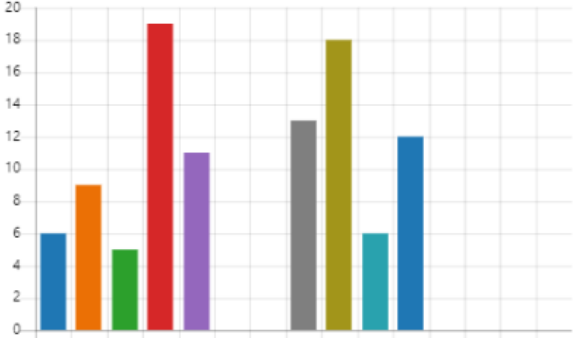
● 18-24 years	1
● 25-45 years	20
● 46 - 64 years	49
● 65+	30



13. What is your postcode?

[More Details](#)

● HA4	6
● HA5	9
● HA6	5
● UB3	19
● UB4	11
● UB5	0
● UB6	0
● UB7	13
● UB8	18
● UB9	6
● UB10	12
● TW6	0
● TW19	0
● WD3	0
● Other	0



Appendix D: Options for engagement against the Hierarchy of Involvement

INFORM: Ensure residents are kept up to date and have access to the right information.	Engagement Mechanism	Purpose	Time commitment	Frequency
	LBH's Social media and website	Share info and key messages re: Housing services including the use of self-service forms and headline performance information	Up to 30 mins	Daily/Weekly
	Tenants and Leaseholders Annual Report	Highlighting how the council as a landlord is performing and delivering value for money. The aim is to move this mechanism from informing to collaborating.	Up to 2hrs	Yearly
	Letters, contact with staff, telephone calls.	For most part low level involvement	Up to 30 mins	As required
	Meetings and visits	Include info re: regulatory compliance	Up to 2 hours	As required
CONSULT: Providing information for feedback	Engagement Mechanism	Purpose	Time commitment	Frequency
	STAR (Survey of Tenants and Residents)	Nationally recognised industry standard survey of tenant and leaseholder satisfaction. It is carried out by around 350 social housing providers. Councils, Housing Associations, and Arm's Length Management Organisations (ALMOs)	Up to 1 hour	Yearly
	Meetings, including virtual when applicable.	To consult on specific issues or area of service, including special interest groups	Up to 2 hours	As required

	Surveys (reactive/proactive/transactional)	Carried out to receive feedback on satisfaction levels from services offered. Armchair exercise.	Up to 30 mins	As required
	Statutory Satisfaction Surveys	Carried out to received feedback especially when changes to services are being considered that would impact tenants/leaseholders. Eg Housing Strategy Consultation, Annual Budget Consultation	Up to 2 hours	As required
INVOLVE	Engagement Mechanism	Purpose	Time commitment	Frequency
	Assemblies	Older People's Assembly Disability Assembly Carers Forum	Up to 2 hours	Quarterly
	Meet the Manager	As part of being open, accessible and accountable, residents will have the opportunity to be invited to meet the manager and ask questions about specific areas of service. The manager will also seek the views of attendees on various issues. This could be part of a bigger meeting or meeting held solely with a service manager.	Up to 1 hour	Quarterly
	Community Clubs	To provide a friendly opportunity in a social/informal setting for residents to interact to meet up with other local people and get involved in the local area. Ideal for new tenants.		Flexible

	Engagement Mechanism	Purpose	Time commitment	Frequency
COLLABORATE	IT Focus group	To assist with the continual development of innovative self-service technology, including LBH website and social media platforms	Up to 1 hour	As required
	Estate Marshalls	Independent feedback on standards of our estates and communal areas		Flexible
	Annual report	To work in partnership to produce the report. This will include influencing content, style and layout.		Flexible
	Various engagement activities to meet the 7 themes of the Social Housing White Paper	To ensure LBH as a landlord is compliant with the regulators request. This will include establishing service standards. Please see Appendix C	Vary depending on activity.	Flexible
	Senate	Please refer to Appendix 1, in addition to representatives who will attend Housing Board meetings.		Bi-annual
EMPOWER	Tenant Management Organisation (TMO)	Please refer to Appendix 1	TBC	TBC
	Health and Safety focus group – High rise blocks	Keeping in line with the regulator’s statutory requirements. This group will work in LBH to make sure high-rise blocks are compliant.	Up to 1.30mins	Quarterly
	Resident Engagement Panels: Will be made up of engaged residents.	To scrutinise various services and provide recommendations for improvements where necessary. This can be done as a group via workshops, through individual feedback engagement activities etc	May vary depending on the task.	Flexible

APPENDIX E – Examples of use of the Better Neighbourhood Fund

Albion Road - Before



Albion Road - After



Skipton Drive service road leading to Bourne Farm Playing Field – Before



Skipton Drive service road leading to Bourne Farm Playing Field – After



Whitehall Road safety rail installation - Before



Whitehall Road safety rail installation – After

