

Grosvenor Hart Homes: Tenant Involvement, Empowerment and Accountability Policy



GROSVENOR

Grosvenor Hart Homes

Tenant Involvement, Empowerment & Accountability Policy

Introduction and purpose

Grosvenor Hart Homes (GHH) aims to establish best practice in tenant involvement. From the outset, our philosophy has been to co-create our services and places with the tenants we serve and, in doing so, develop relevant services specifically attuned to the needs of our tenants.

This policy sets out how GHH will involve our tenants in decisions about our strategic priorities, policies and delivery of services and empower them to scrutinise, be involved in and shape our activities. It describes our aims and outlines the approach we will take to specific aspects of tenant involvement and empowerment. It also describes how we will be accountable to tenants for our service delivery and performance.

GHH aims to deliver best in sector services and we recognise this will only be achieved by working closely with tenants and ensuring their feedback shapes all aspects of what we do. We will formally consult our tenants on this policy and will revise our approach as required after our first year of operation as a Registered Provider.

We will always welcome feedback on any of our policies, procedures or services at any time. If you have any comments, compliments, or complaints about this policy, please let us know. Feedback may be made in one of the following ways:

- by telephone 01244 563777 (core office hours: Monday-Friday, 9am-5pm)
- in person at any of our offices
- via our website: [Hart Homes \(grosvenor.com\)](https://www.grosvenor.com/hart-homes)
- in writing to any of our offices
- by email to: tenant.support@grosvenorhart.com

The Regulator of Social Housing's Consumer Standard around its Transparency, Influence and Accountability Standard requires GHH to deliver the following outcomes for tenants:

- Fairness and respect - Registered providers must treat tenants and prospective tenants with fairness and respect.
- Diverse needs - In relation to the housing and landlord services they provide, registered providers must take action to deliver fair and equitable outcomes for tenants and, where relevant, prospective tenants
- Engagement with tenants - Registered providers must take tenants' views into account in their decision making about how landlord services are delivered and communicate how tenants' views have been considered.
- Information about landlord services - Registered providers must 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.
- Performance information - Registered providers must collect and provide information to support effective scrutiny by tenants of their landlord's performance in delivering landlord services.
- Complaints - Registered providers must ensure complaints are addressed fairly, effectively, and promptly.

Specifically in terms of tenant engagement, the Transparency, Influence and Accountability Standard requires RPs like GHH to:

- Give tenants a wide range of meaningful opportunities to influence and scrutinise their landlord's strategies, policies and services. This includes in relation to the neighbourhood where applicable.
- Assist tenants who wish to implement tenant-led activities to influence and scrutinise their landlord's strategies, policies and services. This includes in relation to the neighbourhood where applicable.
- Provide accessible support that meets the diverse needs of tenants so they can engage with opportunities
- Support tenants to exercise their Right to Manage, Right to Transfer or otherwise exercise housing management functions, where appropriate.
- Regularly consider ways to improve and tailor their approach to delivering landlord services including tenant engagement. They must implement changes as appropriate to ensure services deliver the intended aims
- Consult any affected tenants on significant change proposals at a formative stage and take those views into account in reaching a decision. The consultation must:
 - a) be fair and accessible
 - b) provide tenants with adequate time, information and opportunities to consider and respond
 - c) set out actual or potential advantages and disadvantages (including costs) to tenants in the immediate and longer term
 - d) demonstrate to affected tenants how the consultation responses have been taken into account in reaching a decision

GHH understands and is supportive of national government's efforts to improve accountability of social landlords to their tenants and recognises the importance of a positive and sustainable relationship with its tenants. We also value the involvement of tenants in shaping, delivering and monitoring our priorities and services, as it will result in mutually beneficial outcomes and excellent services.

Policy aims

The aims of our tenant involvement policy are:

1. to put our customers' needs at the centre of all services
2. to facilitate empowered communities that are active in shaping and maintaining their environment
3. to provide straight forward and transparent means by which our customers can hold us to account
4. to ensure the voice of our customers is heard at every level of the organisation and for there to be a golden thread from board to customers allowing real time engagement and information flows.

To ensure these aims are met we will:

- Provide a suite of opportunities for involvement
- Review our involvement opportunities annually
- Report tenant feedback and satisfaction at board level
- Develop insight into the profile of our tenants and their needs
- Consult with tenants and consider their views and different needs when developing and reviewing operational policies or making significant decisions
- Publish performance information, tenant satisfaction data and responses to consultation

- Establish the use of digital methods to engage with tenants

Policy detail

Opportunities for involvement

GHH is committed to ensuring that it offers a range of methods for tenants to influence the services that we provide.

GHH is a new organisation that has a small portfolio to start with. We will ensure that tenants are provided with opportunities to input, and assist with building capacity among our customers to enable them to contribute, whether directly or indirectly into the decision-making process that will include:

- Seeking feedback from all tenants on key housing management activities at the point of delivery e.g. sign up, routine repairs, delivery of planned maintenance, annual rent increase
- Conducting an annual tenant satisfaction survey, to include as a minimum the mandatory Tenant Satisfaction Measures
- Communicating to all tenants when we are reviewing operational policies, and inviting comment
- Periodically consulting with tenants on how we present and provide performance information
- Communicating when we publish performance information and inviting feedback.
- Creating digital consultation channels
- Consultation events that are tailored to specific needs
- Regular tenant meetings where all tenants will be invited to attend and share their views
- Special consultation events where we will seek the views from a specific group of tenants, or about a particular subject
- Creation of a Customer Audit Panel comprised of tenants, that will provide scrutiny of policies, practice and performance
- Creation of a Design and Deliver group, which will include tenants, to provide feedback and help us to evaluate and shape our support services
- Policy development focus groups
- Involvement in the production of the annual report to tenants

More detail about our methods of customer involvement is set out in our Customer Voice Framework (appendix 2).

We will allocate staff time and funding for capacity building relating to involvement.

The development of these options will be undertaken alongside tenants as the organisation grows, ensuring that the involvement methods that the tenants of GHH properties want will be available.

Complaints and other feedback

GHH has adopted a complaints policy which is designed to be straightforward and effective in resolving issues and identifying areas for improvement. The Board will receive regular information about complaints and other feedback and consider any action required as a result. The GHH Complaints policy and procedure is aligned to the requirements of the Housing Ombudsman Code.

Accountability

GHH will be accountable to tenants for its activities, and within its first year of operation will do this by:

- Publishing an annual report on our housing management service performance including repair and maintenance budgets and management information specified in Tenant Satisfaction Measures
- Making management performance information available online
- Making annual satisfaction information available online
- Creating a line of communication from tenants into the board, by ensuring the tenant's voice is feedback to our board.

Understanding and responding to the diverse needs of our tenants

GHH will collect information about tenants when letting properties and will periodically refresh this to ensure it remains up to date. Information collected will initially focus on protected characteristics and any support needs. This information will be used to help GHH to consider if we may need to vary approaches to service delivery.

We will cross-reference this data with other information, such as on tenant satisfaction, to better understand views and experiences of different groups.

When considering a new policy and/or significant changes to services, GHH will consider the potential impact on different groups of tenants and ability to align with their needs. We will not make assumptions about needs based on data alone and will seek opportunities to discuss needs with distinct groups to ensure we understand how our policies and services can best be tailored to the needs of different people.

Our approach to communication with tenants e.g. medium, format, language, frequency will be informed by our knowledge of diverse needs.

We will periodically report to board and customers on the profile of our tenants and their diverse needs.

Grosvenor Hart Homes are committed to ensuring the security and protection of the personal information that we process and to provide a compliant and consistent approach to data protection.

Local offers

As GHH grows, we will consult with tenants in different local authority areas using the opportunities for involvement outlined earlier in this policy, to establish whether there is appetite for local offers for service delivery. Where tenants wish to see variation in our service offer at that time, we will work with tenants to agree the scope of local offers, which will include arrangements for performance monitoring, reporting, scrutiny, and review.

Change of landlord or housing and property management arrangements

GHH will deliver some of its housing and property management services through contracts with other organisations. Where we propose to change who delivers housing and property management services, or the scope of services provided, we will consult with tenants to establish their views and priorities around such a change.

Similarly, should GHH wish to sell tenanted homes to a different landlord, we will consult with tenants to establish their views and priorities around such a change. Consultation will take place prior to exchange of contracts.

In both cases we will set out the proposals clearly, giving appropriate detail, and set out known or potential advantages and disadvantages to tenants in the immediate and longer term.

Tenants’ views will be collated, reported to the board and taken into account in refining arrangements and taking the final decision. We will also publish a summary of views expressed and set out how we have taken account of these.

Should there be a proposal for a change of shareholder i.e. GHH is to be sold with its corporate structure and management arrangements remaining otherwise intact we will notify tenants so that they are aware of the process, areas where the change could impact them in time, and how their interests are being safeguarded.

Statutory rights

Our tenants do not have a statutory Right to Manage the homes they live in, nor to form Tenant Management Organisations.

Should a group of tenants express an interest in taking on management of their homes, we will discuss opportunities for them to exert influence including through development of a local offer for housing management.

Monitoring & compliance

We will monitor the delivery and outcomes of our tenant involvement policy and report to operational staff, senior leadership team, the board, and our customers. Key performance indicators will be used to monitor and report performance, as well as complaints & complements received. This allows us to be accountable for our approach, identify any trends which require intervention, and focus on delivery of the objectives stated above.

We will report against the Tenant Satisfaction Measures prescribed by the Regulator of Social Housing, as well as indicators developed for internal use by staff in conjunction with customers.

Performance indicators that will be reported to board and customers are detailed at Appendix 3. This is not an exhaustive list.

Review schedule

This policy will be reviewed every three years or more frequently as a result of feedback obtained, internal/external audits or change in legislation/regulatory requirements. This process ensures the policy’s continuing suitability, adequacy, and effectiveness.

The Housing Director has responsibility for this policy, and ultimate responsibility for performance and compliance sits with the board.

Current version	Date approved	Date for review	Document owner
1.1	27.06.23	27.06.24	Karl Dean
1.2	04.07.24	04.07.27	Karl Dean

Appendix 1 – Landlord responsibilities

The RSH's Tenant Involvement and Empowerment Standard requires GHH to:

- Offer a wide range of opportunities for tenants to influence and be involved in making housing-related policies and priorities, decisions about delivery of services, setting performance standards, scrutiny and performance improvement, management of homes and repairs services, and local service offers
- Demonstrate that we understand and respond to the diverse needs of tenants
- Treat all tenants with fairness and respect
- Support formation and activities of tenant panels or equivalent groups
- Respond in a constructive and timely manner to tenant panels or equivalent groups
- Provide timely and relevant performance information to support effective scrutiny of landlord performance
- Agree with tenants the form in which performance information will be provided
- Publish an annual report that includes information on repair and maintenance budgets
- Provide support to tenants to build their capacity to be more effectively involved
- Consult on scope of local offers for service delivery
- Consult in a fair, timely, appropriate and effective manner when proposing a change in landlord or significant change in management arrangements
 - Set out the proposals clearly and in an appropriate amount of detail and shall set out any actual or potential advantages and disadvantages (including costs) to tenants in the immediate and longer term
 - Demonstrate to affected tenants how they have taken the outcome of the consultation into account when reaching a decision.
- Consult tenants at least once every three years on the best way of involving tenants in the governance and scrutiny of the organisation's housing management service

The RSH's Tenant Satisfaction Measures Standard requires GHH to:

- Meet the regulator's requirements in relation to the technical and survey requirements for the Tenant Satisfaction Measures
- Collect and process information specified by the regulator relating to performance against the TSMs
- Annually publish our performance against the TSMs
- Ensure that the information is an accurate, reliable, valid, and transparent reflection of our performance against the TSMs

Appendix 2- Grosvenor Hart Homes – Customer Voice Framework

Introduction

The driving principle of the Grosvenor Hart Homes (GHH) Customer Voice Framework is that it provides equality in the balance of power and accountability between GHH and our customers.

The framework should provide us with the methods to ensure that GHH operates in a transparent and responsive way, putting customers at the heart of our delivery.

Key to this approach will be working closely with tenants to enable their agency to lead in the scrutiny of our services, and in customer-led projects, through capacity building, and by providing reward or remuneration for specific tasks we ask them to undertake (taking potential impact upon benefits, conflicts of interest and fairness into account).

Purpose

The purpose of the GHH Customer Voice Framework is to:

- Ensure that feedback from GHH customers (both tenants and service users) is listened to, understood, and acted upon, throughout the thread of the GHH business, at all levels of governance and operations, from our Board to the delivery of day-to-day services.
- Enable the co-design and co-production of projects and services.
- Provide a mechanism for capturing and feeding in the customer voice into wider stakeholder engagement, enriching the evaluation of our services.
- Allow us to understand how our services fair against other providers.

Methods

GHH will capture both qualitative and quantitative information from tenants in the following ways:

- All tenants complete a Move-in survey.
- Bi-monthly Residents' Meetings which will be structured with an agenda and minutes and open to all GHH tenants.
- Bi-monthly Residents' Instant Feedback/Temperature Check Surveys (alternative months to meetings), which will align to Tenant Satisfaction Measures
- Vlog/voice notes – a tenant led project to capture the authentic voice of GHH customers.

In addition, to enhance the co-design, co-production and scrutiny of services and projects within the GHH community, we will establish the following tenant mechanisms:

1. Design and Deliver Group

This group will be set up with Terms of Reference (TOR), which will be delivered alongside customers. It will involve GHH customers and other associated stakeholders to design and deliver enhancements in GHH support services:

- Family Assistant
- Mental Health
- Flexible Workspace/Business Incubation
- Job Brokerage
- Training and Life Skills
- Community Commitments and associated community driven projects/activities (such as gardening, homework clubs etc)

Outcomes from this the Design and Deliver Group will feed into the GHH Evaluation Panel. The method of this will follow the most appropriate channel as the Customer Voice Framework develops.

2. Customer Audit Programme

This will be delivered by a panel of GHH customers and will be governed by TORs (co-developed with the panel). The panel will undertake scrutiny reviews around:

- Policy development
- Service design
- Performance
- Neighbourhood standards.

The Audit Programme will provide reports highlighting areas of excellence and improvement which will be fed into the GHH governance framework, including internal audits.

3. Engagement with our business users

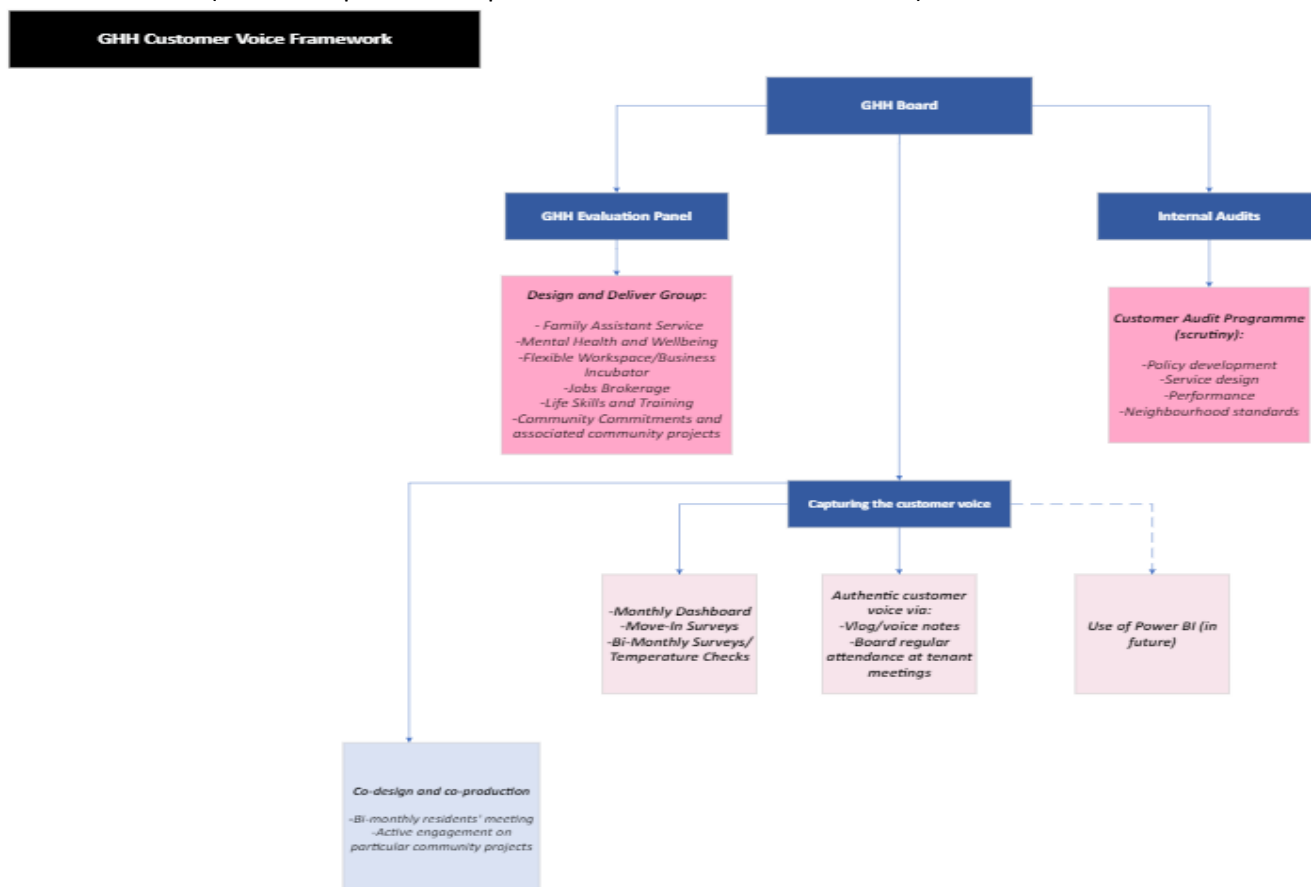
In addition to the above, GHH will ensure that the voice of customers of the flexible workspace is heard through:

- Quarterly one-to-one appointments with all customers
- Quarterly workspace community meetings.

How the GHH Customer Voice will feed into our business

The Customer Voice will be fed into the GHH Board through:

- Audio/visual stories (Vlog project)
- Open invitations to GHH Board members to join customer meetings
- Information that is received through the GHH internal audit process and the monthly dashboard.
- Power BI (which will provide the platform for live customer feedback) to be delivered at a later date.



Appendix 3 – Performance Monitoring

We will monitor and report on the following:

Management information

Collection of transactional satisfaction information

Number of transactional surveys completed, total number issued, % response

Number satisfied, total number, % satisfied

Consultation on policy matters

Number of responses received, total number of tenants

Volume of tenant profile data collected

Number of tenants with completed personal profile information, total number of tenants

Number of new tenants with completed personal profile information, total number of new tenants

Timely publication of performance information

Quarterly performance data on website within 4 weeks of end of quarter

Engagement on estate walkabouts

Number of tenants contacted on estate walkabouts, total number of tenants

All performance will be reported against target, with a year to date figure in each reporting cycle and a year end figure provided annually

Customer satisfaction

% of tenants who say they are satisfied that GHH listens to tenant views and acts on them

Number satisfied, total number, % satisfied

% of tenants who say they are satisfied that GHH keeps tenants informed about things that matter to them

Number satisfied, total number, % satisfied

% of tenants who agree that GHH treats tenants fairly and with respect

Number who agree, total number, % who agree