



Catalyst
Housing

Resident Involvement Strategy 2013 – 2015



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“Company structures are value-neutral creations; it is the actions that business takes that have positive or negative impacts.”

- **John Morrison, Executive Director, Institute for Human Rights and Business**



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Introduction

Catalyst Housing is a charitable housing association providing housing in London and South East England. Our housing stock and our organisation is expanding continuously. For the long-term continuous improvement of our organisation and in compliance with our Corporate Vision and the HCA Regulatory Requirements, we listen to and work in partnership with our residents, ensuring that our residents enjoy living in our properties and our secure and vibrant neighbourhoods.

In turn, it is our residents' responsibility to value and contribute to this partnership approach, by getting involved and helping us create and maintain an environment of accountability and responsibility. In view of this the strategy has been developed with input from residents at CRF, Area Forum and Board level.

Whilst it is important to the principles of localism and resident led self regulation that a prescription or 'blueprint' is not imposed on our involved residents, structures methods and mechanisms for effective involvement are helpful are conducive to proactive resident involvement and where used effectively, they enable resident involvement processes to evolve based on local priorities. (The flow of information between Catalyst and residents is shown in Appendix A: the Structure Chart of Catalyst Resident Involvement).



1. Strategic Focus

To ensure Catalyst Housing recognises and develops regulatory compliance within its existing resident involvement structure. There is a need to ensure the mechanisms are in place to empower residents to confidently and proactively suggest internal and external improvements, within a framework of co-regulation and localism.

2. Corporate Objectives

Catalyst Housing is committed to empowering residents and creating opportunities for them to be involved in developing, shaping and monitoring services and policies as part of the organisational goal to realise our corporate vision about constant improvement.

The following principles are the basis upon which the strategy for resident involvement rests:

- Knowledge - Understanding our customers the residents of Catalyst Housing and their needs and aspirations
- Partnership work between Catalyst Housing and its residents in relation to Catalyst's key priority areas of operation in compliance with our Corporate Vision and the HCA Regulatory Requirements
- Research and Development - Continuous Improvement of our tenant empowerment opportunities to be involved in service improvement and changing customer needs
- Value for money for our residents – look for opportunities to challenge and reduce spending by our internal and external customers and develop efficient practices
- Supported autonomy of residents' groups and bodies
- Customer Service – Our residents can help us in delivering effective outcomes, learning and taking forward of best practice, noting impact on service from a residents perspective
- Recognise and acknowledge that every Catalyst employee delivers resident involvement, community engagement and or community development.



3. Key Objectives of the Strategy

These are 10 key objectives of this strategy designed to meet the purpose above. The 10 objectives are listed here and then explained in more detail in section 4.

- 1) To place great value on our employees and contractors contribution to Resident Involvement and hold each responsible for working in a manner that proactively develops and encourages partnership working with residents
- 2) To build RI into the corporate governance process, as part of the development of an organisational RI culture
- 3) To develop the central strategic role of the Catalyst Residents' Federation (CRF) as an autonomous overarching advisory body, with mediating and mentoring responsibilities
- 4) To facilitate and identify capacity building training for resident involvement in the South East and London Customer Service Committees (CSCs) whose remit is to develop specific local involvement arrangements to scrutinise, audit and service test performance, policy, and service delivery at senior level
- 5) To develop the essential scrutiny, auditing and service improvement role of the CRF and CSCs
- 6) To increase the numbers and diversity of involved residents using a range of methods (including digital technology) to involve residents in hard to reach groups and those affected by geographical barriers
- 7) To populate Orchard fields fully and embed the use of the Orchard RI module in our ways of working enabling greater knowledge and monitoring of and access to skilled residents and by working with relevant managers and employees (including contractors), to encourage involvement and positive resident engagement within the organisation, by residents with skills and qualifications
- 8) To develop a programme of tailored training to develop residents' capacity for their proactive involvement and a system of coaching and mentoring to sustain and embed residents' learning, recording this on Orchard
- 9) To ensure residents receive good quality information about their involvement role and stakeholder responsibilities, encouraging a more holistic approach to community engagement and investment in social capital
- 10) To recognise and reward commitment of residents making an active contribution.



4. Action Plan

Key Actions to Achieve the Objectives

I. To place great value on our employees and contractors contribution to Resident Involvement and hold each responsible for working in a manner that proactively develops and encourages partnership working with residents

There is a need for a continued culture change at an operational and neighbourhood level it will need to be embedded in the culture and way of working of the organisation, including internal employees and contractors. At the same time there is a need for a continued culture change in our involved residents. We need to foster a new way of thinking that we are in this together, that we are all stakeholders and that we have to take a joined up, holistic approach to resolve issues and develop initiatives. Initiatives and programmes already in place include estate inspections, scrutiny, mystery shopping, shadowing, environmental visual audits. In working more closely with our contractors we have also begun a programme of work around this including Mears tours and DIY courses. Both of these were requested by residents, we listened and we acted.

We acknowledge that to a certain extent all services delivered by Catalyst employees are customer facing in one way or another. We need to acknowledge this and encourage more cross departmental working in order to ensure our residents receive a holistic and joined-up service. To do this it will be necessary to promote a culture of involvement and engagement within all customer-facing services. The work of departments providing services to residents will benefit from approach. For example in relation to Welfare reforms and financial inclusion, departments are coming together in identifying tenants under 25 and first time tenants. As there is a higher risk of prolific rent arrears to these groups, the performance team are doing a piece of work to identify residents in this group. These residents can then be flagged on Orchard with a view to investigative work by Gateway into how Catalyst could be supporting under 25s to pay their rent (Do\$h). This would contribute to an increase in rental payments by this group.

II. To build RI into the corporate governance process, as part of the development of an organisational RI culture

Catalyst must place great value on our employees and contractors contribution to resident involvement and hold employees accountable and responsible for working in a manner that proactively develops and encourages partnership working with residents.



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To build RI into the corporate governance process, as part of the development of an organisational RI culture, RI must be included in the induction process and part of the competencies from the JD to the ICDR. This must be led by HR and Line Managers.

Catalyst also needs an Induction presentation for new employees and their managers through an interactive virtual session format internal and external focus groups. This must be led by RI Officers and the Communications Team.

A programme of governance enables all employees to experience what Resident Involvement means and to understand Catalysts vision, values, key strategic initiatives, and business strategy directly from our business leaders. Evaluation of performance at all levels is about transforming employees' perspective of the importance of RI:

At Executive level – Evaluation of the Chief Executive Officer and Director's performance against his RI goals and objectives should take place in an executive session of Resident Board Member and group Chairs.

At Officer, Middle and Senior Management level - HR and Directors should evaluate middle and senior management performance against their RI goals and objectives

At Officer level - All public facing employees should be expected to attend at least four resident meetings per year; especially the meetings of the resident groups in their area. This can be in addition to requests from the Board and the Customer Service Committees in their service area.

Volunteering opportunities for Catalyst employees should be increased to 2 days per month for work to support Catalyst residents impacted by the welfare reforms, e.g. CAB and Gateway initiatives around financial inclusion.

Revision of communication practices is needed so that everyone knows who everyone (employees and residents) is and what they do. For example:

- Orchard fields and Outlook fields need to be populated properly and fully.
- On Outlook employees should be using their auto signature with information such as their job title and contact details as standard. They should also be using their out of office messages when absent. This should be mandatory.
- All telephones should be on a team hunt group so that telephones are not left ringing indefinitely. Answering machines should pick up within 5 rings and messages should be in place. This should be mandatory.



III. To develop the central strategic role of the Catalyst Residents' Federation (CRF) as an autonomous overarching advisory body, with mediating and mentoring responsibilities

The CRF is the key, company-wide residents' group. Catalyst Housing will work with the CRF who provide the central point of coordination for involvement, mentoring and support of resident groups and oversee both company-wide service scrutiny and the policy review programme. We will work in partnership with the CRF, other residents and employees to define the remit of resident involvement at a local level. The CRF will survey residents, engaging with them via road shows, local surgeries, newsletter and a chat forum. They will also assist in changing the tenancy pack, 2 week visit and road show presentations to include resident involvement, enabling Catalyst residents to understand what Resident Involvement means. The CRF are self-regulating with accountability to the residents they represent and the Main Board and they are responsible for recommending and coordinating a programme of scrutiny to ensure that residents set the priorities for and drive continuous service improvement and self regulation (See Appendix A and B).

The CRF lead on local level scrutiny, coordinating the role of involved residents in this. Co-regulation necessitates working in partnership, with more residents being effectively involved in strategy and performance development and in setting the priorities for service improvement. We have built mechanisms and structures into the RI process to evidence outcomes including action plans, impact assessments, annual reports, summary of minutes to be published on the web page. It is our aim to give more power and influence to residents as a central principle in our approach to developing involvement within a co-regulatory environment. The work of the CRF is voluntary.

IV. Support the South East and London Customer Service Committees whose remit is to develop specific local involvement arrangements at neighbourhood level and to scrutinise, audit and service test, performance, policy and service delivery at senior level

The main purpose of each Customer Service Committee (CSC) is to ensure Catalyst Housing understands customer needs and aspirations, improves choice and service delivery, and develops strong relationships with local authorities. The committee will achieve this by:

- reviewing and collating information about our residents' customer experience
- relating this information to the experience of what it's like to live in a Catalyst home
- overseeing and approving neighbourhood plans which will include the services we provide in each area

In doing this work each Committee will determine the exact nature and methods needed to involve residents within the locality. Mechanisms for monitoring and reviewing local offers will be developed in each local area. This needs to be shared with the RI team centrally to prevent duplication of work and responsibilities with the CRF (A member of the London Committee attends



the CRF meetings, maintaining a clear link between groups). The London Committee is facilitated by Sandra Devonshire and Stephanie Keen, the South East Committee is Facilitated by Martha Unia.

V. To develop the essential scrutiny, auditing and service improvement role of the Catalyst Residents' Federation and Customer Services Committees

The scrutiny function is a regulatory requirement for resident involvement. Scrutiny is part of the remit of the Customer Services Committees and Catalyst Residents' Federation (who have carried out two Scrutiny Investigations on Catalyst to date). Rather than form a separate stand alone Scrutiny Panel which is not good value for money, the scrutiny function will be carried out as and when required by sub groups made up of members of the CSCs, CEx and CRF. In this way members do not have to take part in every review, but can chose the ones they are interested in. Findings and recommendations from the scrutiny report produced by the CRF and Customer Services Committee members will feed into the corporate strategy and policy framework via the main Board. The group's reports will be published on line. Service and policy review programmes will be aligned with the scrutiny programme.

In order to be able to effectively carry out the co-regulatory role, residents generally, but especially those involved in scrutiny will require access to high quality information. A programme of scrutiny will be developed with involved residents to ensure that residents set the priorities for and drive continuous service improvement and self regulation by Catalyst. Support and training for residents to be effectively involved will enhance this process (more detail on support and training is given below **VIII**).

The Policy Forum is facilitated by Sharmake Abyan in the Policy Team, they feedback to the CRF. The remit of the Policy Forum members is to review Catalyst policy enabling service development and improvement and changes to policy and procedure. The group's reports are published on line. Members do not have to take part in every review, but can chose the ones they are interested in.

The Core Group Panel is a sub group of the CRF. Its members are involved in the procurement, monitoring and evaluation of service contracts in partnership with Asset Management, Customer Services and the contractors themselves. As a sub group of the CRF they feedback to the CRF. Its reports will be published on line. The Core Group Panel will be involved in the procurement of new gas servicing and repairs contract and the Parking Contract in 2014.

The CRF and Customer Services Committees will each have a budget to enable effective and independent scrutiny and powers to commission research and undertake other functions in relation to its co-regulatory role. The committee will engage in service testing, employees shadowing, mystery shopping, and audit and inspection groups.



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VI. To increase the numbers and diversity of involved residents using a range of methods (including digital technology) to involve residents in hard to reach groups and those affected by geographical barriers

Residents need to have the choice to be involved to different degrees depending on their culture, lifestyle and or abilities. Using Area Profiles and by scrutinising information about Catalyst residents e.g. using Orchard we will get more residents involved in the varied opportunities offered by Catalyst (see Appendix C) whilst ensuring that the profile of residents who are involved is reflective of that in Catalyst's wider customer base as far as is practical. We will closely monitor the profile of residents at different levels of involvement to ensure our involvement opportunities are inclusive, by carrying out Equality Impact Assessments.

We will improve the way we include elderly residents by establishing one elder's events forum to working in conjunction with the Sheltered Housing Community Hubs, this group, supported by Catalyst Gateway will coordinate Catalysts existing social and involvement activities for the elderly and organise transport in relation to this. The Resident Involvement team will support the Disability Forum with their enhanced remit to address issues affecting the disabled and elderly communities. The Disability Forum will look at adaptations to general needs properties, test run new builds and identify home swap opportunities, generally promoting the continued independence of elderly and disabled residents. In compliance with Catalysts Digital Inclusion Strategy we will also investigate and deploy where appropriate digital technology to improve engagement with this and other hard to reach groups to overcome geographical barriers (e.g. Skype, Facebook, etc).

We will facilitate the set up of a Catalyst Residents Street Property Forum to address common service related issues affecting residents living in street properties that would benefit from a consistent and supportive response from Catalyst and other community stakeholders.

Catalyst recognises that community development creates residents interest in engagement, and investing in social capital within communities and we will work closely with Neighbourhood Management, Catalyst Gateway, local community police, local authorities, etc encouraging hard to reach residents to invest in their social capital by getting involved. Each area will have a budget of £10,000, managed by the RIO in that area, to enable effective and independent intervention to resolve issues at local level. Additionally the CRF will allocate £1,000 from its budget to the Policy Forum and to the Core Group to aid facilitation of these sub groups.

VII. To embed the use of the Orchard RI module in our ways of working enabling greater knowledge and monitoring of and access to skilled residents. By working with relevant managers and employees (including contractors) in this, to encourage involvement and positive resident engagement within the organisation



Orchard has demonstrated their RI module for involved residents. For RI to be embedded and monitored effectively it needs to become an integral part of the organisational governance and culture (see ii above). We will develop the Resident Involvement Module on Orchard listing involved residents, qualifications, skills, membership, interests and other relevant information so we can tap into our residents as a resource. We will monitor the amount of contact Catalyst has with its residents, the objectives set and the outcomes. We will also conduct surveys, arrange training, voluntary and work opportunities and events and monitor the success of the objectives to increase involvement, and to ensure involvement opportunities are inclusive as evidenced by the area profiling being reflective of the profile of the wider population of Catalyst Housing residents.

VIII. To develop a programme of tailored training to develop residents' capacity for their proactive involvement and a system of coaching and mentoring to sustain and embed residents' learning

The Resident Involvement Team runs a programme of capacity building training aimed at enabling and empowering residents to get involved and manage their activities safely and effectively. Courses are advertised via a training programme catalogue and bulletins and include committee skills, health and safety, confidence building and project management amongst other topics.

Support, coaching, shadowing and mentoring opportunities are also available to encourage residents to be effectively involved and these additional activities have enhanced residents' relationship with Resident Involvement at Catalyst. We are now ensuring residents have access to better information and support around managing their budgets and auditing expenditure, communication and the controls required to ensure they are contributing effectively. In addition to this, work will be undertaken to develop ways in which residents can better influence procurement.

IX. To ensure residents receive good quality information about their involvement role and stakeholder responsibilities, encouraging a more holistic approach to community engagement and investment in social capital

A Terms of Reference template has been developed in partnership by the RI team, Resident Board Member, CRF and the forum and resident association Chairs. This is for use by various resident bodies to solidify and formalise the commitment to increase their involvement outside of the meetings setting in decisions about policy, strategy and service delivery at Catalyst and in their local community. We aim to maximise the opportunities available to residents to be involved in a way that suits their varied and diverse range of needs and aspirations.

We encourage external networking, training and attendance at events where residents have the opportunity to share best practice and learn from the residents of other organisations



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TPAS membership and accreditation has provided additional benefits for Catalyst residents. We are making full use of the benefits by signing our residents up to receive the TPAS newsletters and bulletins. They have access to independent information and advice at no additional cost to Catalyst.

X. To recognise and reward commitment of residents making an active contribution

This strategy for involvement represents an increased demand on the time and dedication of residents who perform their duties on a voluntary basis. So Catalyst Housing believes it is right to recognise and reward those residents who put in the time and effort and we have a residents' expenses policy for this purpose. We work with residents to decide how this is done, all the time recognising that we are living in austere time.

Our residents have suggested cuts around refreshments and transport and have encouraged that we use various methods, largely verbal recognition, but including shopping vouchers and reimbursement of reasonable expenses. This is good practice and shows a level of responsibility and integrity, as they want to ensure Catalysts income is used efficiently and meets economic standards.

We also recognise the development of our residents who take part in our training programme. Each year the training programme culminates in an awards evening project managed and risk assessed by residents (with support from RI). The awards ceremony includes guest motivational speakers, reflects on learners achievements over the last year and encourages residents to put their training to good use and increase their involvement in the coming year.

5. Monitoring and Measures

To monitor the effectiveness of the Resident Involvement strategy we use the Key Objectives as an action plan enabling us to assess the impact of involvement on an ongoing basis and to facilitate learning about the effectiveness and consistency of various methods of involvement. As an organisation Catalyst works with resident groups who are also using action plans containing measures which are related to the purpose and objectives of the strategy for resident involvement. We will develop the Orchard module mentioned above (objective vii) to enable the capture of information for use in monitoring of involvement and ease of access to involvement facilities. This information is available to senior management and residents via regular reports to the Main Board and Local Customer Service Committees and it is published on the RI web page.

6. Challenges - maybe this should be a risk assessment linked to the action plan? I think there may also be a case for a current challenges section at the start – where are we and what are the drivers for the key objectives/actions?



Moving forward there is the necessity to increase the capacity of involved residents, the necessity to acknowledge the capacity of employees in roles working with residents, and clearly define the type of involvement with residents. This will foster a culture of working partnerships between employees and residents. There are costs attached to this, but it is essential we consider implementation of the following recommendations:

- **Develop the Orchard RI module for access by the whole company (conversation needed with Gabriel Gonzato, Delivery Manager – Orchard CLARITY Project and Kevin Nicholls, Chief Information Technology Officer)**
- **Currently the RI roles are essentially community engagement roles. Should a number of the RI roles in all areas continue to be Community Engagement type roles? Should these roles still be involved in setting up local groups, but with a focus on community engagement? The Neighbourhood Manager will continue to be the first point of contact for the resident groups in relation to all tenancy matters following set up. Should these roles remain under the management of the Area Managers or move across to the Gateway team as key roles in the Neighbourhoods Programme. Can we formalise the roles with a revised JP listing the current duties and responsibilities?**
- **Going forward should the RI team consist of a manager and officers whose role will focus on facilitating Service Development and Service Improvement via the CRF and sub groups, CSCs, CEx, Disability Forum, and key Resident Involvement Forums.**
- **Can we look at the revision of communication practices, better sharing of information between teams, faster response to referrals and better feedback on follow up?**
- **Can we look at the revision of the governance programme to include Resident Involvement in roles currently facilitated by officers outside of the Resident Involvement team Customer Services Committee, London facilitated by Sandra Devonshire and Stephanie Keen and the Policy Forum currently facilitated by Sharmake Abyan. Resident Involvement should provide their support and training as part of the RI programme.**
- **Can we investigate the volunteering policy in relation to Catalyst Staff assisting in Resident Involvement at Catalyst.**
- **With a new Resident Involvement structure in place that is compliant with our Corporate Vision and the HCA Regulatory Requirements we can renew our TPAS Accreditation.**



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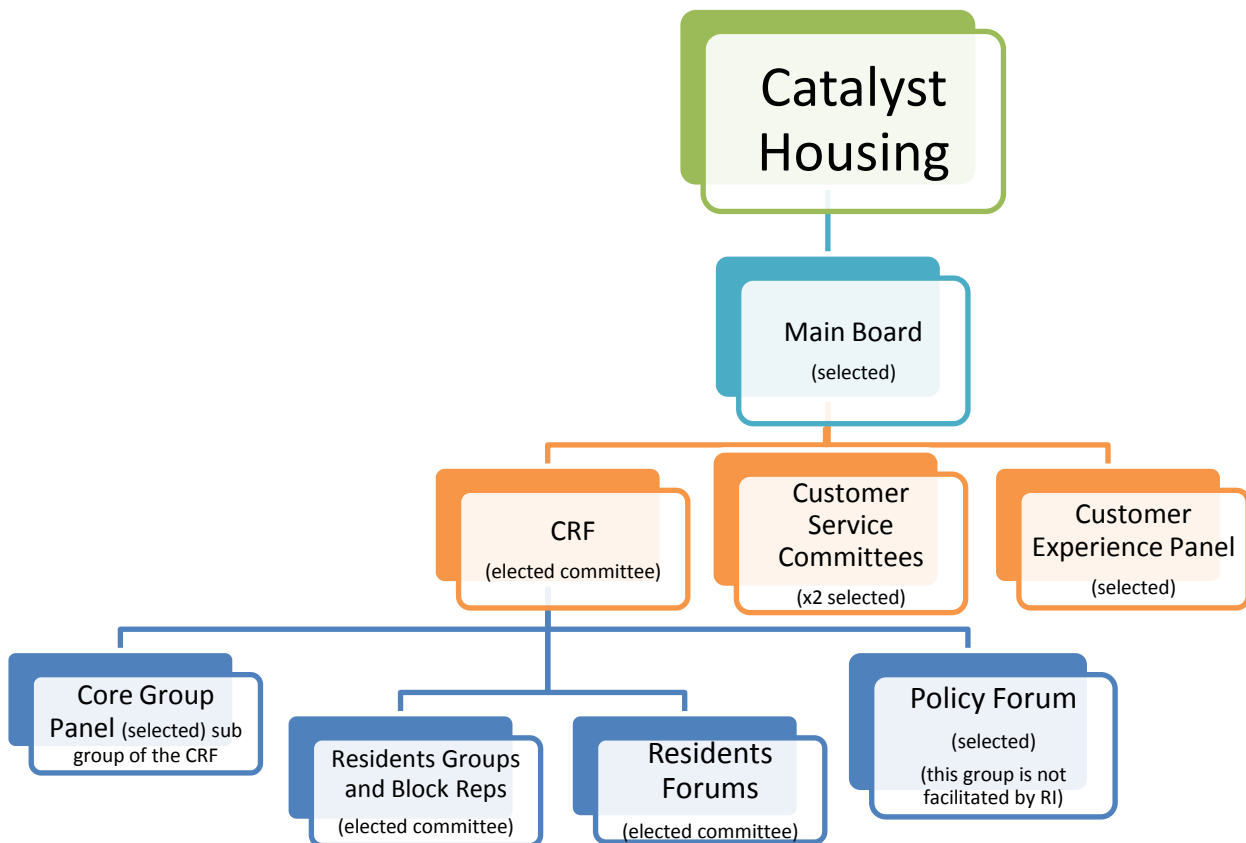
7. Equality and Diversity

In accordance with Catalyst Housing's Equality and Diversity Policy, our approach to involvement is committed to equality for all, respecting and addressing the needs of our diverse communities in service delivery. We will undertake Equality Impact Assessments as this strategy is implemented – including an EIA of the Strategy itself. We will ensure that the Impact Assessment findings are recorded accurately and that resulting recommendations are implemented where reasonably practicable.



Appendix A

Structure Chart – Catalyst Resident Involvement





Appendix B

Regulatory requirements for resident involvement

(From the HCA Regulatory Framework for Social Housing in England from April 2012, pages 17-19)

Required outcomes - Involvement and empowerment

Registered providers shall ensure that tenants are given a wide range of opportunities to influence and be involved in:

- the formulation of their landlord's housing related policies and strategic priorities
- the making of decisions about how housing related services are delivered, including the setting of service standards
- the scrutiny of their landlord's performance and the making of recommendations to their landlord about how performance might be improved
- the management of their homes, where applicable
- the management of repair and maintenance services, such as commissioning and undertaking a range of repair tasks, as agreed with landlords, and the sharing in savings made, and agreeing local offers for service delivery.

Specific expectations - Involvement and empowerment

Registered providers shall support their tenants to develop and implement opportunities for involvement and empowerment, including by:

- supporting their tenants to exercise their Right to Manage or otherwise exercise housing management functions, where appropriate
- supporting the formation and activities of tenant panels or equivalent groups and responding in a constructive and timely manner to them
- the provision of timely and relevant performance information to support effective scrutiny by tenants of their landlord's performance in a form which registered providers seek to agree with their tenants. Such provision must include the publication of an annual report which should include information on repair and maintenance budgets, and
- providing support to tenants to build their capacity to be more effectively involved

Registered providers shall consult with tenants on the scope of local offers for service delivery. This shall include how performance will be monitored, reported to and scrutinised by tenants and arrangements for reviewing these on a periodic basis.

Registered providers shall consult with tenants, setting out clearly the costs and benefits of relevant options, if they are proposing to change their landlord or when proposing a significant change in their management arrangements.

Registered providers shall 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.



Appendix C

The principles of co-regulation

(From the HCA Regulatory Framework for Social Housing in England from April 2012, page 8-10)

I. Boards and councillors who govern providers are responsible and accountable for delivering their organisation's social housing objectives

2.1 Good governance is the bedrock of every organisation's ability to run itself effectively and efficiently. Primary responsibility for achieving their organisation's social housing⁸ aims lies with the boards of private registered providers and the councillors who govern local authority housing services. The governing bodies are also accountable to their stakeholders, including to their tenants, for services delivered and for dealing with potential or actual problems.

2.2 This principle is the foundation of co-regulation. For both private and local authority providers, governance arrangements should be fit for purpose, and reflect the complexity and risk-profile of the organisation. Boards and councillors need to set clear objectives and develop a forward-looking strategy that enables their organisation to make the most of future opportunities and mitigate potential risks. There should be a continuous focus on effective financial management and improving value for money.

II. Providers must meet the regulatory standards

2.3 All registered private and local authority providers are subject to the regulatory framework and must all meet the applicable regulatory standards.

2.4 Standards are classified as either:

- **standards relating to economic matters, or**
- **standards relating to consumer matters**

2.5 Consumer standards apply to all registered providers, including local authorities. Boards and councillors are responsible for ensuring the standards are met, and others, such as tenant panels, MPs and elected representatives have a role in scrutinising that this is delivered. The regulator sets the consumer standards so that tenants, landlords and stakeholders know the outcomes that are expected. In this way, co-regulation is supported by the standards. The regulator does not have a proactive role in monitoring compliance with these standards, and will only intervene in cases of serious detriment.



2.6 Economic standards apply only to private registered providers. For profit-making providers, the economic standards apply to the management of their affairs only so far as they relate to the provision of social housing. The regulator has a proactive role on these standards, and will engage with providers to obtain assurance that these standards are being met.

2.7 In setting all standards, the regulator must have regard to the desirability of registered providers being free to choose how to provide services and conduct business. Standards are set largely with a focus on outcomes, avoiding detailed prescription wherever possible.

III. Transparency and accountability is central to co-regulation

2.8 Providers and their boards and governing bodies should be transparent with their tenants, service users and other stakeholders. Providers' approaches to co-regulation should be honest and robust, and include evidence-based self assessment, external challenge, and regular reporting to tenants.

2.9 All providers should run their businesses with a presumption of openness and co-operation with stakeholders, including the regulator. Some of the regulatory standards rely on transparency to tenants as the means of giving explicit effect to a co-regulatory approach. This includes the reporting requirements in both the Tenant Involvement and Empowerment and Value for Money standards.

IV. Tenants should have opportunities to shape service delivery and to hold the responsible boards and councillors to account

2.10 Providers are expected to engage meaningfully with their tenants and offer them opportunities to shape the tailoring of services to reflect local priorities. Tenants should have the ability to scrutinise their provider's performance, identify areas for improvement and influence future delivery. Providers will also need to continue to support tenants in developing their skills and capacity so that engagement and scrutiny are effective.

2.11 This principle is of fundamental importance in the system of consumer regulation envisaged by the Government's review of social housing regulation in 2010. In the regulatory standards, it is articulated in the revised Tenant Involvement and Empowerment standard.

V. Providers should demonstrate that they understand the particular needs of their tenants

2.12 Providers' governance arrangements and approaches to management



and service delivery must incorporate and demonstrate principles of equality and diversity, and apply them in a way that is relevant to their organisation's purpose and context. It is essential that providers understand tenants' needs including those within the equality strands¹⁰.

This requirement is retained from the previous standards framework as a cross-cutting element of the Tenant Involvement and Empowerment standard, which applies throughout the way providers should deliver services and engage with their tenants.

VI. Value for money goes to the heart of how providers ensure current and future delivery of their objectives

2.13 Providers should have a strategy for optimising value for money, and systems to ensure that this strategy is delivered.

2.14 For private providers, the regulator has set a new Value for Money standard. Boards are expected to develop and deliver a strategy to achieve continuous improvement in their performance on running costs and the use of their assets. They are expected to be transparent and to enable scrutiny of their performance. The regulator will comment in regulatory judgements on the assurance it has obtained on this standard. The regulator will also carry out and publish sector and provider level analyses of the performance of the sector as a whole, with the aim of adding to the available body of contextual information that can inform boards and stakeholders.



Appendix D

Range of Options for Involvement

- Resident forums, groups and associations
- Social Media, including Online Web Page and Newsletters
- Estate surgeries
- Satisfaction surveys
- Focus groups
- Telephone surveys
- Communications Panel
- Estate Inspections and Environmental Visual Audits
- Road Shows and ad-hoc events
- Risk Assessments
- Mystery Shopping and shadowing
- Scrutiny
- Policy
- Procurement
- TPAS Membership

The list is not exhaustive but gives examples of the ways in which Catalyst residents can be involved.