

Final Report

Landlord Accreditation Version 5

Catalyst Housing





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Introduction

This report provides details of the 2015-2016 Tpas Landlord assessment and findings; the Assessor for the whole project was Emma-Jane Flynn, Tpas South Consultancy Manager, while 2 focus groups and an observation were completed by Rachel Whitrod Tpas Associate. Catalyst were due for reaccreditation but in partnership with the Resident Involvement Manager it was felt a fuller assessment across all units was beneficial due to the changes and restructures at Catalyst.

The process included:

- A self-assessment conducted by Catalyst and the provision of supporting information across all units
- A Tpas Desktop analysis of self-assessment and documentary evidence across all units
- A reality checking programme was carried out with staff and residents during April and June across all units.
- This interim report provided by Tpas outlines the findings from both documentary and reality evidence.

The Assessor, Emma Flynn recommended to the Assessment Panel that Catalyst should become an accredited Landlord for a period of 3 years. The Assessment Panel agreed the report and findings with particular comments on good practice as highlighted.

Acknowledgements

A Tpas Consultancy Manager has been in continual contact with Carmen Jones, Resident Involvement Manager, throughout the assessment and there have been several progress meetings and updates to ensure stringent quality standards. Tpas Consultancy would like to thank all Catalyst residents and staff who gave up their time to participate in the process. Without this commitment and support the assessment could not have been undertaken so thoroughly. Particular thanks must go to the Resident Involvement and Gateway Teams for their time, enthusiasm and energy in supporting the process. Final recommendations should be implemented within the next 12 months.

Summary of the Findings

Catalyst has achieved:

20 out of the 26 Units as PASSES

5 PARTIAL

1 NO unit

Total Themes: 7

Total Units: 26

Total Standards: 91

CRITERIA FOR ACCREDITATION	
1	The landlord should achieve "YES" for at least 20 out of 26 units yes
2	The landlord should achieve "no" for no more than 4 out of 26 units yes
3	The landlord should achieve "YES" or "PARTIAL" for 4 out of 5 units in Theme 1 yes
4	The landlord should achieve "YES" or "PARTIAL" for 5 out of 6 units in Theme 2 yes
5	The landlord should achieve "YES" or "PARTIAL" for 5 out of 6 units in Themes 3&4 yes
6	The landlord should achieve "YES" or "PARTIAL" for 7 out of 9 units in Themes 5/6/7 Yes all themes

About Catalyst Housing Group

Catalyst provide more than 21,000 homes in London and the South East, through a wide range of rental and homeownership opportunities. The organisation are proud to be a 2014 UK Best Workplace, a Sunday Times best company to work for (not-for-profit) and to have achieved Best Companies accreditation – two star rating.

Catalyst Values

Quality

We make quality homes affordable and we aim to deliver outstanding customer service. We constantly strive to improve our homes and services.

Opportunity

We act as a springboard not a safety net. We are a catalyst that helps people make their housing aspirations happen, and that empowers local residents to build a better future.

Through our community development charity Catalyst Gateway we deliver a range of projects to support and empower local communities.

Integrity

We do what we say we will. Partnership is key to the way we work, and it is vital that our customers and partners can trust us to deliver.

Inclusion

Everyone has the right to a quality home that suits their needs, so we provide a wide range of rental and homeownership opportunities, in mixed tenure developments. Find out more about the range of homes we provide.

Reality checking programme

<u>Activity</u>	<u>Who with</u>
Interview	Lesley Maslen, Director of Digital Customer Experience And Maria McCann, Executive Director of Customer Service
Interview	Rod Cahill CEO
focus group with the operational manager with direct responsibility for resident involvement and 2 frontline officers with direct responsibility for resident involvement	Carmen Jones Wendy Bohan Keisha Scott
Focus group with Community development/Gateway 2-3 staff.	Area Managers Ian Cann
Small focus group with a randomly selected manager within Housing Management with some responsibility for resident involvement (eg. Estate Manager) and a randomly selected manager from another service area without direct resident involvement responsibilities (performance improvement).	Erica Cawood, Information and Analytics Manager, Business Development and Market Intelligence Stacey Brewer, Performance Manager Eugene Browne, Senior Operations Manager Environmental Services Mushtaq Osmani, Senior Neighbourhood Manager
<u>Observation</u>	Welshore Community Hub
A Board Member	Christina Tom-Johnson At the Welshore
<u>Observation</u>	Visit Westcott Park
Observation interview	Unity Centre visit Ian Cann, Catalyst Gateway Area Manager Unity Centre team
<u>Observation</u>	Gym at Unity Centre that has helped engage with young men and women who have then been supported including into employment often for the first time
<u>Visit observation</u>	Worlington Green, Venture Centre resource, Community garden
Focus group with operational staff (weighted towards housing/neighbourhood management) (up to 8)	Lily Tripathi, Anna Vachou, Claire Daly (Housing team)
Focus group with residents weighted towards specific under-represented resident groups (4) and uninformed residents (4)	Disability Forum Representatives and uninformed residents
Focus group with 5 senior/experienced resident activists (scrutiny, CRF and CSC, Core group, Customer Experience group).	Catalyst Residents Federation (CRF) members
<u>Observation</u>	CRF meeting

Interim Assessment

THEME 1: Strategic Commitment to Involvement & Empowerment

Unit 1.1: The landlord has clear aims for its approach to resident involvement & empowerment and these aims are influenced by resident's priorities and aspirations

Standard Expected for Accreditation	Expected outcomes	Preliminary Assessment
<p>1. The landlord's key document relating to resident involvement & empowerment (Involvement Strategy) has a clear link to the Business Strategy and Corporate aims of the landlord.</p>	<p>1.1 There is documentary evidence that the Resident Involvement Strategy states and makes links to the Corporate aims of the organisation.</p> <p>1.2 There is documentary evidence that the ways that resident involvement can influence the landlord's corporate aims are clearly described within the strategy.</p> <p>1.3 The Resident Involvement Strategy sets out the organisations core aims in involving its residents.</p>	<p>1.1 Yes</p> <p>The Resident Involvement strategy (developed with input from residents at CRF, Area Forum and Board level and approved by the leadership team) is published on the website http://www.chg.org.uk/residents/get-involved/resident-involvement/how-we-work-with-you/resident-involvement-strategy/), along with the team action plan and HCA Framework. Catalyst also link to the HCA Framework and Corporate Vision in all project mandates demonstrating their values and missions statement and describe how RI will contribute to achieving their targets. Section 2 of RI Strategy is entitled 'Corporate Objectives' and lists the organisational objectives as set out in Catalyst Strategic Plan 2013 to 2016, Catalyst Housing Shaping Change.</p> <p>The following principles are the basis upon which the strategy for resident involvement rests:</p> <ul style="list-style-type: none"> • 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

		<p>practice, noting impact on service from a residents perspective</p> <ul style="list-style-type: none"> • Recognise and acknowledge that every Catalyst employee delivers resident involvement, community engagement and or community development. <p>1.2 Yes Ways residents can influence corporate aims are clearly described.</p> <ol style="list-style-type: none"> 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-<i>this objective since been dropped.</i> 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
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		<p>residents’ learning, recording this on Orchard</p> <p>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</p> <p>10) To recognise and reward commitment of residents making an active contribution.</p> <p>1.3 Yes 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 their corporate vision about constant improvement.(ref handbook, annual report and newsletters)</p> <p>Catalysts RI strategy also details the strategic role of the Catalyst Residents Federation (CRF), including co-ordinating the scrutiny, performance monitoring, procurement and VFM programmes and working with the policy team on policy development and reviews. <i>Noted that the Strategy is due for review in 2016 with a focus on greater opportunities to develop digital involvement and customer experience approach.</i></p>
<p>2. The landlord’s involvement & empowerment priorities and methods are influenced by residents and that this influence is reflected in the main strategy document relating to resident involvement.</p>	<p>2.1 There is documentary evidence that the RI Strategy document reflects intelligence collected from residents.</p> <p>2.2 There is documentary and interview evidence that the RI Strategy has been prepared in collaboration with residents.</p> <p>2.3 There is documentary and interview evidence of appropriate levels of resident involvement in regular monitoring of and routine reviews of the RI strategy.</p>	<p>2.1 Yes Residents from CRF and Area Forums provided feedback into the RI Strategy and influenced the final version.</p> <p>2.2 Yes RI strategy has been developed with input from residents at CRF, Area Forum and Board level. Their input was sought on final content and in relation to whether it was easy to understand.</p> <p>2.3 Partial There is commitment stated within the strategy for high levels of RI in service improvement reviews, procurement, scrutiny and monitoring of service. There is some evidence that this happens via groups, panels committees and forums (listed as Action Plan targets). The strategy contains a section including key groups and their respective remits (section 4), along with clear plans for collaborative work.</p>

	<p>2.4 There is documentary and interview evidence that the Resident Involvement Strategy contains prescribed service standards, performance indicators and targets all of which have been subject to resident influence.</p>	<p>On reality checking interviews with Leadership team it appears that a Board level review is underway with the aim to review and restructure the approach to RI. It is always important to review regularly what is working and being able to make changes quickly to improve outcomes. An external consultant had been appointed to carry out a review but findings not shared with staff or residents at the time of writing this report.</p> <p>Tpas would always support any review that involves residents and staff in its development while ensuring that any involvement activities produce results and value for money.</p> <p>Recommendation To involve residents and staff in the review findings and provide appropriate opportunities to input into the RI review and developing Customer Experience Strategy.</p> <p>There is a commitment within the RI Strategy that a panel of residents will evaluate annually the Catalyst Chief Executive’s commitment to drive resident involvement and the last review was earlier in 2016.</p> <p>2.4 Yes The action plan (http://www.chg.org.uk/wp-content/uploads/2015/05/Resident-Involvement-Team-Strategic-Action-Plan-2014-to-2016.pdf), developed with residents at CRF, Area Forum and Board level, links to the RI Strategy and HCA Framework and presents clear priorities and targets. The action plan was developed with the Catalyst Residents Federation. Catalyst were developing the use of ‘Orchard ‘to measure;</p> <ul style="list-style-type: none"> • Proportion of residents that customer intelligence is available on • Number of changes to services, policies and procedures based on resident involvement • Satisfaction with overall resident involvement opportunities • Number of scrutiny reviews • Number of outcomes from scrutiny reviews • Number of opportunities for local decision making (and satisfaction with) • Satisfaction levels with Catalyst services
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		<p>Reality checking confirmed above standards are being met– CRF has an input by working in partnership with the RI team to decide priorities. Steering support and planning time is given by RI team to the CRF. CRF members said they felt empowered to contribute to the strategy with their ideas.</p> <p>The strategy is reviewed and monitored by the CRF. Who hold Catalyst accountable via scrutiny reviews, Core panel meetings (asking questions and challenging) Resident complaints. It is unclear what will replace Orchard.</p> <p>Recommendation to strengthen unit Reality checking evidence finds that standards, performance indicators and targets have been set by the Landlord, Tpas would recommend that involvement in the setting and review of the above is developed further.</p>
<p>3. There is a clear Corporate commitment to involving a broad diversity of residents.</p>	<p>3.1 There is documentary evidence that the Corporate objectives document includes a commitment to broadening resident involvement diversity.</p> <p>3.2 There is documentary evidence that diversity targets meeting the Equality and Diversity Strands are in place and that the reasons for this commitment are described.</p>	<p>3.1 Yes, while not expressed directly within the most up to date Business Plan, there is a clear commitment contained in RI Strategy through key objective 6 and the action plan 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. Clearly some good practice in some areas such as Changing Places-Neighbourhood strategy for Church End and Roundwood- use of GIS and census information to establish a profile.</p> <p>3.2 Yes “Objective 6 in the RI action plan/Strategy sets out some awareness and actions: Communications and improved accessibility – Raise the profile of RI. Revision of communication practices of RIOs so that everyone knows who everyone is (employees and residents) and what they do. To increase the use of digital technology to involve residents,</p>

	<p>3.3 There is documentary and interview evidence of commitment to residents with care and support needs.</p>	<p>especially those in hard to reach groups and those affected by geographical barriers- resulting in development of a Digital Strategy.</p> <p>The RI Team is working with relevant managers and employees throughout the business (including contractors), to encourage involvement and positive resident engagement within the organisation, by residents, especially where there is a link with their existing skills and qualifications. There is also a programme of training, tailored to develop residents' capacity for their proactive involvement and a system of coaching and mentoring to sustain and embed residents' learning. A wide scale Census project completed in 2015 and can be found here: http://www.chg.org.uk/residents/get-involved/fill-in-the-catalyst-census/</p> <p>3.3 Yes The RI team and CRF undertake Equality Impact assessments on RI at Catalyst, including the delivery of training, recruitment to working groups and implementation of the strategy and action plan targets. Also ref service leaflet-Helping you achieve your goals-and Catalyst Gateway.</p> <p>Recommendation to strengthen unit Reality checking suggests that not all residents are fully aware of wide support available to be effectively involved, neither focus group could provide examples of support (other than proving taxi's) this needs to be developed or promoted further. Clearly support is offered that builds capacity such as training and support - it could be an opportunity for RI and Gateway teams to work together to build on the diversity of involved residents.</p>
<p>UNIT 1.1</p>	<p>Partial</p>	

THEME 1: Strategic Commitment to Involvement & Empowerment

Unit 1.2: The landlords approach to resident involvement & empowerment has clearly identified outcomes that are assessed in collaboration with residents

Standard Expected for Accreditation	Expected Outcomes	Interim Assessment
<p>1. The landlord produces an action plan for its resident involvement.</p>	<p>1.1 There is documentary evidence that the landlord produces a resident involvement action plan that is reviewed at least annually.</p> <p>1.2 There is documentary and interview evidence that action plan tasks are closely related to the strategic aims of the organisation.</p>	<p>1.1 and 1.2 Yes There is a RI Team action plan and action plans for key RI groups. There are clear links to the strategy and Corporate Objectives (RI is one of 7 strands in Catalysts objectives).</p>
<p>2. Resident involvement action plan is communicated to residents and subject to resident negotiation.</p>	<p>2.1 There is documentary and interview evidence that residents are involved in a process to establish the resident involvement Action Plan.</p> <p>2.2 There is documentary and interview evidence showing that residents are kept informed of RI action plan progress, given opportunities to get involved in setting resident involvement priorities and monitoring impacts.</p>	<p>2.1 Yes The RI Team action plan is reviewed annually by the RI team, CRF Chair and Resident Board member. There are clear links between mandates, action plans, impact assessments and financial statements. There is resident influence via the Resident Board member and CRF. The action plan includes the capacity building training programme, surveying residents, recruitment for involvement. Reality checking finding is that the Action plan is taken to CRF for review by RI team. It is developed by staff with business priorities; RI team create and CRF check that it is fit for purpose.</p> <p>Recommendation to strengthen unit Tpas would suggest that more time is given to enable greater negotiation on final plan particularly through the next review.</p> <p>2.2 Yes. The RI Officers produce Board Reports monthly for the Resident Board member attending monthly Board meetings, providing evidence of resident influence in Catalysts service delivery including objectives setting, performance monitoring and scrutiny. Residents’ involvement is encouraged and promoted across the organisation by staff and residents. Opportunities to be involved and progress of resident activity is promoted widely through Catalyst 4 You, the website, annual report and resident newsletters. Examples include features on residents who are involved to encourage wider/further involvement. The CRF is currently developing its own website. Each RI Officer manages a budget</p>

		<p>for their local area’s engagement and development. Analysis of the RI budget is currently undertaken by the RI manager with input from the RI Officers. Residents listed Catalyst newsletter, the CRF (which also reports back to local forums) the website and local newsletters as ways the landlord informs the wider resident population of progress made on the action plan. Examples given as opportunities to get involved in setting priorities and monitoring impacts of the RI Action Plan are: feedback from CRF; open day in Brent; resident (CRF) lead/managed website.</p>
<p>3. An Impact Assessment and Action plan is monitored by a resident led group and tasks have measurable performance outcomes, have processes for monitoring progress and have identified impacts at completion. (i.e. Tasks are based on SMART targets)</p>	<p>3.1 There is documentary and interview evidence of the existence of a resident led group and part of its function is to monitor delivery of the plan and measure impact.</p>	<p>3.1 Yes An Action Plan and Impact assessment is developed and monitored by the CRF and members have clear areas of their areas of responsibility. Each task is measurable and has a performance outcome. The activity of the CRF is detailed via the minutes of their meetings on the Catalyst website, in Catalyst 4 You and in the CRF Newsletter. The CRF produce Project Mandates detailing a clear project proposal detailing the objectives, anticipated outcomes, costs and record of actual spend. The Action plans of the key groups are also reviewed annually.</p> <p>An annual maintenance grant is paid to the CRF to facilitate their RI activities and the CRF provides an annual Financial Statement listing a financial breakdown of costs. They have recently set up a group Bank Account and their spending s monitored via an annual audit by the Finance department at Catalyst.</p> <p>Customer Service Performance reports are received and reviewed and progress is monitored at Board and CRF level. This information feeds into the wider discussion on projects proposed in relation to performance and value for money. Catalyst residents are keen to be involved in VFM initiatives and activities. Some residents have already attended training in VFM and Understanding Performance figures and the Finance Department are keen to include residents in their new VFM and Risk Appraisal Working Group.</p> <p>The CRF was listed as formal resident led group whose role it is to monitor outcomes and impacts of the RI Action Plan</p>
<p>UNIT 1.2</p>	<p>Pass</p>	

THEME 1: Strategic Commitment to Involvement & Empowerment

Unit 1.3: The landlord is clear about the scope of its approach to resident involvement & empowerment

Standard Expected for Accreditation	Expected Outcomes	Interim Assessment
<p>1. Residents and staff understand the scope of involvement & empowerment, and expectations are 'managed.'</p>	<p>1.1 There is documentary evidence that the landlord clearly sets out (in the RI Strategy and or associated information) the range of involvement opportunities available to residents; and for each opportunity;</p> <ul style="list-style-type: none"> i) the extent of influence ii) the limits on influence iii) the time commitment required iv) the skills/knowledge/experience required iv) the support provided <p>1.2 There is interview evidence that a high level of awareness exists amongst residents and staff regarding the scope of these opportunities.</p>	<p>1.1 Yes: There is clear evidence within the RI strategy and statement. On the website Catalyst display the HCA requirements and examples of involvement opportunities, however this list is not exhaustive and residents are coming up with new ways to get involved all the time. Catalyst work with residents to identify skills required for the involvement and organises relevant training. On line form sets out the various ways to be involved and what each role entails- Example Core Group TOR sets out time commitment.</p> <p>1.2 Yes Reality checking through staff interviews, focus group sessions with uninvolved and active residents listed CRF: Core Group Panel; scrutiny; complaints; customer experience panel and mystery shopping as resident activities which influence.</p> <p>In terms of time commitment required, they felt lots of time is given freely for meetings and also with their local forums which feed into the CRF. Tenants stated activities offered take a lot of time.</p> <p>Residents highlighted that there is a high degree of skill and ability needed for panels and the CRF. They stated that the CRF offers support to other resident lead groups. There is good training to support involvement opportunities on offer</p> <p>Uninvolved residents were not sure of involvement activities but listed disabilities group and customer experience panel (which hasn't been running for two years but started again recently)</p> <p>Active residents listed activities which influence -</p> <ul style="list-style-type: none"> • local services as: Core Group Panel (service delivery); CRF (link

		<p>with local forums); complaints/customer experience panel (also stated that panel had not been meeting for about 2 years)</p> <ul style="list-style-type: none"> • Service reviews as: CRF scrutiny reviews • Performance/scrutiny : core panels and CRF • Strategy/ corporate priorities : none (not wanted) • Performance and behaviour : CRF • regulators standards : CRF • Comments, complaints and compliments : complaints procedure, RI team
<p>2. There is a statement for each of the strategic roles that residents can be involved within the organisation.</p>	<p>2.1 There is documentary evidence that the role of residents within strategic positions is clearly identified in the Resident Involvement strategy</p> <p>e.g.</p> <ul style="list-style-type: none"> i). Tenant led scrutiny ii) Tenant Panels iii) Tenant Board members <p>This should include:</p> <ul style="list-style-type: none"> i) the extent of influence ii) the limits on influence iii) the time commitment required iv) the skills/knowledge/experience required iv) the support provided 	<p>2.1 Yes: Catalyst detail the roles of each of the key RI groups and the roles of the committee members in the strategy and action plans, in the template Constitution developed with residents and on the website. Catalyst have also formally trained the Resident Board member to deliver Committee Skills training and paid for the Powerpoint presentation to be professionally produced along with business cards. Catalyst Resident Federation (CRF) strategic roles is clearly set out as part of objective 3 of the RI strategy as a central corporate wide advisory body-scrutiny. Various Customer Service Committees (CSCs) roles explained and set out as objective 4-focus on local influence and scrutiny. Support provided is clearly explained.</p>
<p>UNIT 1.3</p>	<p>Pass</p>	

THEME 1: Strategic Commitment to Involvement & Empowerment
Unit 1.4: The landlord routinely reviews the impact and costs of its resident involvement activities in collaboration with residents

Standard Expected for Accreditation	Expected Outcomes	Interim Assessment
<p>1. The landlord routinely records its resident involvement costs</p>	<p>1.1 There is documentary evidence that the landlord routinely records its resident involvement costs. This should include the 'costs' for officer and volunteer time.</p> <p>1.2 There is documentary and interview evidence that inputs (resources and direct costs) into individual tasks are measured.</p> <p>1.3 There is documentary and interview evidence that the cost effectiveness of this investment is regularly monitored.</p> <p>1.4 There is documentary and interview evidence that the Resident Involvement Action plan tasks apply basic cost/benefit assessment.</p>	<p>1.1 Yes: Resident involvement costs are reviewed monthly and the Catalyst Residents Federation are advised of the resident involvement costs and discuss the VFM and overall impact of RI activity. The draft Residents Annual Report which is currently in development has a section on RI spending during the 2014/15 Financial Year (seen as page 22). The overall theme of the report is VFM. This will be displayed online and brochure formats. Catalyst also record the way grants are issued to resident groups via the RI team and the CRF. HouseMark benchmark report (2015) seen as evidence of overall services inputs and outputs. RI budget 2016 seen.</p> <p>1.2-1.4 Yes Impact Assessment Resident Involvement report 2015-16 sets out all tasks, input and measures value for money and impact. Triage report sets out general outcomes against service areas and Changing places report identifies impacts at local levels (1 example). HCA Value for Money self-assessment 2015 reports some savings and outcomes. Various role/activity mandates set out objectives and how funded. Reality check (focus group uninvolved and active residents) Residents involved in CRF confirmed they review RI budgets when presented to them.</p> <p>Recommendation to strengthen unit to develop a clearer process for applying findings to continued/discontinued activity particularly to agree on change for high cost low benefit activity</p>
<p>2. The landlord undertakes an impact assessment of RI activities annually which involves residents who are able to influence the conclusions and subsequent actions.</p>	<p>2.1 There is documentary and interview evidence that residents are involved in the impact assessment process.</p> <p>2.2 There is documentary and interview evidence that a range of indicators are used</p>	<p>2.1 & 2.2 yes</p> <p>Catalyst has quantitative and qualitative SMART indicators, developed with residents. Catalyst review costs with the CRF annually in relation to VFM and look for the most cost effective ways of carrying out RI activities. Gateway Impact Assessment report Oct 2015 seen as</p>

	<p>to measure impact such as customer surveys.</p>	<p>evidence- highlights impact of community investment work- good document- Surveys carried out annually – STAR, monthly by Voluntas & ServiceTick and routinely as part of follow up from contact.</p> <p>During Reality checking the CRF confirmed that impact assessment is conducted by RI team and brought to them to be signed off.</p>
<p>3. The landlord has a set of indicators which have been negotiated with residents that measure the impact of RI activities.</p>	<p>3.1 There is documentary evidence that criteria exists that measure outcomes against objectives identified by the RI action plan and that the criteria used to measure impact is linked to the organisations business aims, departmental aims and its resident involvement action plan.</p> <p>3.2 There is documentary evidence that this criterion captures ‘added value’ considerations such as building community capital, community cohesion, confidence building and employment opportunities and equality and diversity.</p> <p>3.3 There is documentary or interview evidence that residents have been involved</p>	<p>3.1 yes Smiley faces used to measure value for money which is an important business aim. Impact is assessed via a star system. Catalyst are Developing the use of ‘Orchard’ to measure:</p> <ul style="list-style-type: none"> • Proportion of residents that customer intelligence is available on • Number of changes to services, policies and procedures based on resident involvement • Satisfaction with overall resident involvement opportunities • Number of scrutiny reviews • Number of outcomes from scrutiny reviews • Number of opportunities for local decision making (and satisfaction with) • Satisfaction levels with Catalyst services <p>-need to link these to the action plan for RI and other related action plans <i>Advice note: Catalyst will need to find alternative ways to measure the above if Orchard is to be replaced.</i></p> <p>3.2 Yes Some RI related impacts and added value seen in Changing Places report, Value for money report 2015 and RI Impact Assessment.</p> <p>3.3. Yes documentary and interview evidence meets this standard. For example CRF reports seen focus on outputs.</p> <p>Each Group has a budget, an action plan and produces an Impact Assessment and Financial Statement annually. This is an action for every group. The CRF also now has its own bank account.</p>

	in developing the indicators that measure impact (included 'added value')	
UNIT 1.4	Pass	

THEME 1: Strategic Commitment to Involvement & Empowerment

Unit 1.5: The landlord is positive about the principles of tenant management

Standard Expected for Accreditation	Expected Outcomes	Interim Assessment
1. The landlord promotes good quality, resident friendly information about Tenant Management and supports those residents that wish to investigate it.	<p>1.1 There is documentary and interview evidence that the landlord undertakes tasks that ensure:</p> <ul style="list-style-type: none"> • Staff and contractors can provide clear and positive information on the options • Positive promotion through all types of media • Promoting relevant and useful examples including visits • Staff and agents have the power to act as advocates for groups considering these 	<p>1.1 Yes</p> <p>Some evidence of procurements groups looking at repairs service and the inclusion of resident friends. The RI strategy is light on tenant management options such as managing services/aspects of services. Good support offered, grant funding and training</p> <p>Reality checking -Residents could not be sure if there is still resident involvement with contractor meetings and procurement. They were not sure if there is information available or if Catalyst promoted it any more. They could not give names of officers who to approach but assumed it would be service leads.</p> <p>Recent activity undertaken to establish a Right to Manage group-developed in partnership with the CRF the aim is to focus on opportunities such as</p> <ol style="list-style-type: none"> 1. Arranging building insurance, ensuring adequate cover and that the premium is paid. 2. Repair and maintenance of the premises. 3. Provision of services, such as gardening, cleaning etc. 4. Collection of service charges. 5. Compliance with statutory requirements. 6. The granting of approvals required under the terms of the leases and enforcement of the tenancy agreements and lease covenants where necessary.

		<p>Recommendation to strengthen unit Catalyst need to promote good quality information around tenant management opportunities.</p>
<p>2. The landlord sees Tenant management as part of a continuum.</p>	<p>2.1 There is documentary evidence that the document(s) referring to tenant management make describe a range of devolved power options available to residents (e.g. neighbourhood agreements, , local management agreement, Community Cashback' or other small scale management of single services).</p>	<p>2.1 Partial Changing Places is a good example of neighbourhood agreement. Recommendation: To develop the options for greater empowerment and tenant opportunities to manage, it would be good to see how the proposed RTM group works.</p>
<p>3. (Alternatively) there is an agreed rationale for not undertaking tenant management activities.</p>	<p>3.1 There is documentary and / or interview evidence that where the landlord does not actively promote tenant management there is evidence of tenant involvement in this decision.</p>	<p>N/A</p>
<p>4. The key resident involvement strategy provides information on Right to Manage Options or Resident Management.</p>	<p>4.1 There is documentary evidence of information in the key resident involvement document on options for residents to access the Right to Manage or tenant management options.</p>	<p>4.1Yes The information is there, but there are no residents taking up this option at present.</p>
<p>UNIT 1.5</p>	<p>Partial</p>	

THEME 2: Opportunities to Involve & Influence

Unit 2.1: The landlord employs a broad and accessible range of involvement opportunities

Standard Expected for Accreditation	Expected Outcomes	Interim Assessment
<p>1. The landlord employs a broad range of opportunities for resident involvement and influence.</p>	<p>1.1 There is documentary and interview evidence of a wide range of informal and formal opportunities for involvement & influence that includes:</p> <ul style="list-style-type: none"> • Influence over local services • Influence over service reviews • Involvement in performance monitoring and scrutiny • Influence over resident information/communication • Influence over strategic & corporate priorities • Opportunities to hold the landlord to account for its performance and behaviour through its co-regulation arrangements, tenant led scrutiny, etc • Influence over how the landlord meets external regulator standards • Opportunities for residents to provide the landlord with comments, complaints & compliments through a variety of means. (Tenants Panels, designated person etc) 	<p>1.1 Yes Catalyst can demonstrate and evidence several ways in which they empower, train and support residents in RI activities and communication including residents influencing service delivery, policy and procedure and decision-making. The key groups are:</p> <ul style="list-style-type: none"> • Catalyst Residents’ Federation (CRF). The CRF is the key, company-wide residents’ group • Customer Services Committees (CSCs) • Customer Experience Panel (CEXP) • Scrutiny Panel. Made up of members of CRF and CSCs, and residents not currently involved • Policy Forum. Organised by the Policy team and CRF to enable consultation on policy development • 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 • Forums. Specialist forums to allow residents with similar issues to meet and press their specialist needs. Currently: <ul style="list-style-type: none"> Disability Forum Local Area Forums • Local Residents Groups • Leaseholder and Shared Owner Forum • Mystery shopping <p>Numerous Local Tenants and Resident groups/Forums The RI team support the setting up of local groups, but after setting up, groups first point of contact is their Neighbourhood Manager and the CRF. The Neighbourhood Manager will continue to be the first point of contact for the resident groups in relation to all tenancy matters</p>

	<p>1.2 There is documentary and interview evidence that the range of methods has been developed with resident influence.</p>	<p>following set up. Evidence seen of all groups above- minutes, constitution/Mandates for groups.</p> <p>Catalyst upload information about involved residents on the Orchard database identifying residents who have received capacity building training, who are members of involvement groups.</p> <p>1.2 Yes (subject to reality) Via the 2014 census, Catalyst website and regular adverts and surveys, residents have expressed interest in engaging in specific RI activities. The CRF also carries out surveys.</p>
<p>2. The landlord works with residents to decide which involvement opportunity to employ.</p>	<p>2.1 There is documentary or interview evidence to show that residents have been involved in deciding the range of opportunities to apply to achieve any given outcome.</p>	<p>2.1 Yes Evidence seen of CHL Core Group Information. R&M core group information/feedback and scrutiny - Initiation of a review document. Mystery shopping information.</p> <p>Work is undertaken with residents to decide which involvement opportunities they will use. Advice is given on what areas are legislative requirements and what activities should be prioritised. Each group has an action plan and carries out annual impact and financial reviews. The Core Group Panel is working closely with the Asset Management team since the CRF repairs scrutiny in 2009 is a clear example of this.</p>
<p>3. The landlord sets its market research programme with resident influence.</p>	<p>3.1 There is interview evidence that groups of residents outside of the Board have been involved in considering the targeting and design and application of market research.</p>	<p>3.1 Yes Catalyst undertakes significant consultation with residents when assessing any location for regeneration. This ensures that Catalyst understands the neighbourhoods in which it works and is able to meet the needs of existing residents, in balance with the achieving the aims of the organisation.</p> <p>Catalyst carries out a range of feedback surveys with residents, to find out where they are doing well and where to improve</p> <p>Voluntas surveys. The surveying also includes when residents contact Catalyst, receive a</p>

		<p>service (repair, estate services, etc.), move into their new home, as well as residents selected to assess performance using the STAR framework for benchmarking. Catalyst plan to undertake further research to better understand some of the trends they are seeing and develop actionable insights to respond to what residents are telling them. Evidence seen of quarterly Customer Insight reports.</p> <p>Catalyst is currently undertaking a census of residents to update basic information and find out more about contact preferences, access and usage of the internet and whether residents are happy to take part in future research. This information has already successfully been used for additional research with residents to inform the direction of Catalyst’s digital strategy. Once the census data collection is complete Catalyst intend to profile their resident base and use this to better understand the needs of residents and how services meet these.</p> <p>Evidenced: Continuous Monitoring of Customer Satisfaction Tender Documentation.pdf Customer Satisfaction Scoring.xlsx 15-01-13 Catalyst satisfaction survey.docx KPMG Audit – Census Overview.docx Catalyst Quarterly Insight Report-Q2 201415 Catalyst Quarterly Insight Report-Q4 201415 Catalyst Quarterly Insight Report- Q1.pdf Catalyst Quarterly Insight Report-Q4 final Catalyst Housing – Quarterly Report Q1 201415.pdf Agenda item 6 Catalyst Quarterly Insight Report – Q3 201415.docx</p>
<p>4. The landlord has investigated opportunities of using residents as interviewers in market research surveys.</p>	<p>4.1 There is documentary and interview evidence that the landlord has considered with residents whether there is potential for resident survey work to take place. CRF Newsletter</p>	<p>4.1 Yes CRF is often involved in surveying residents. For instance surveys in their magazines. The results come into Catalyst for data protection purposes.</p>
<p>UNIT 2.1</p>	<p>Pass</p>	

THEME 2: Opportunities to Involve & Influence

Unit 2.2: The landlord provides core 'resident focussed' information

Standard Expected for Accreditation	Expected Outcomes	Interim Assessment
<p>1. There is a regular resident newsletter that is subject to resident influence.</p>	<p>1.1 There is documentary evidence that the landlord produces a newsletter at intervals negotiated with residents.</p> <p>1.2 That the newsletter provides a range of corporate and community based information, promotes involvement and its methods.</p> <p>1.3 There is documentary and interview evidence that residents contribute to newsletter content and sign off.</p> <p>1.4 There is documentary and interview evidence that the newsletter is available in different formats and through Social media</p>	<p>1.1 Yes: The CRF Newsletter is produced quarterly and goes out with the rent statements. The residents decide content and design.</p> <p>1.2 Yes Production of Catalyst for you for residents, there is a local section that is tailored to specific areas. It is also published on line.</p> <p>1.3 and 1.4 Yes Residents can opt in to receive newsletter by email (Ref Jan 2016 Newsletter page 29)</p>
<p>2. There is a comprehensive website detailing involvement that is subject to resident influence.</p>	<p>2.1 There is evidence of an informative section on involvement on the website providing accessible and up to date information and all key Resident Involvement documents.</p> <p>and</p> <p>The site is attractive and easy to navigate.</p> <p>2.2 There is documentary evidence that the website is regularly updated.</p> <p>2.3 There is documentary or interview evidence that residents contribute to</p>	<p>2.1-2.2 Yes: The website has a lot of information about resident involvement and resident activities. It also contains articles about Catalyst working with residents and case studies by residents about their involvement. The site is easy to navigate and is up to date. Disability Forum Residents are currently working with the Communications team test driving the Catalyst website accessibility.</p> <p>2.3-2.5 Partial With the exception of the disability group above mentioned. Further Reality checking was carried out with Uninvolved and actively involved residents' focus groups.</p> <p>CRF have set up their own website as they cannot have access to landlord's website for their information.</p>

	<p>website content and sign off.</p> <p>2.4 Where appropriate, there are links to local groups’ own websites.</p> <p>2.5 There is interview evidence that the use of social media has been explored with residents</p>	<p>There is no resident group which is empowered to sign off what is on the website. No evidence that Social media has been explored with residents.</p> <p>Recommendation: To work with residents to develop appropriate influence on landlord website content and sign off.</p>
<p>3. There is a comprehensive and accessible tenants’ handbook that has been subject to resident influence.</p>	<p>3.1 There is documentary and interview evidence that there is a tenants’ handbook that gives core information about the landlord (e.g. phone and face to face contact, rent payment, repairs and maintenance, resident involvement) and other useful information (e.g. housing advice, utilities)</p> <p>3.2 There is documentary and / or interview evidence that the handbook has been subject to resident influence and sign off.</p>	<p>3.1 yes There is a tenancy pack and a customer handbook providing a range of core information about being a Catalyst tenant. This is supported further by pre tenancy assessment and 2 week visit, once the tenancy has started.</p> <p>Repairs handbook (supported by the DIY workshops which are run. These have stemmed from a resident’s idea).</p> <p>3.2 No Reality check residents focus groups. Actively involved residents who took part in the focus group session did not think there is a handbook for involved residents but there may be one for new residents to Catalyst. They are not aware of any resident involvement into the development of the handbook</p> <p>Recommendation to enable residents in review of handbook content and sign off.</p>
<p>4. ‘Core’ policies are easy to obtain.</p>	<p>4.1 There is documentary and interview evidence that core housing and community policies (e.g. Resident Involvement Strategy, ASB Policy, Lettings Policy, Arrears Policy, Equality and Diversity policy) are easily available to residents either in brief or complete form.</p>	<p>4.1 & 4.2 No The policies are viewable online on the Catalyst website and in leaflet form (these are usually abridged versions for formatting purposes). Residents work with the policy team via the Policy Forum and via individual resident groups, to review and amend policies. The policy documents are available in full upon request. Reality checking - Uninvolved and actively involved residents focus groups.</p>

	<p>4.2 There is documentary evidence that core policies are available in full by request.</p>	<p>Neither focus group were aware of how to obtain policies. It was noted (for the actively involved focus group) that where they had been asked for they were not always given.</p> <p>They are unaware that residents have input into policies. It was noted that they feel policies are normally presented after being implemented and that none have been brought to group for sign off in a few years.</p> <p>Recommendation: Reality checking did not compliment self-assessment evidence. Residents need to be aware of the Policy Forum and how they are able to influence core policies</p>
<p>UNIT 2.2</p>	<p>No</p>	

THEME 2: Opportunities to Involve & Influence**Unit 2.3: The landlord provides easily accessible information that is prepared in collaboration with residents**

Standard Expected for Accreditation	Expected Outcomes	Interim Assessment
1. Staff are well informed regarding the provision of information about the landlord's policies, local offers etc.	1.1 There is interview evidence that staff know where to find policies, can advise residents on their contents, and facilitate resident access to them.	1.1 Yes Staff interviewed are aware that information regarding policies and services are on the internet, intranet, and reception areas also by asking staff directly. Customer Service Centre staff know to refer tenants onto relevant teams. Evidence seen: List of London Committee Members.xlsx CSC SE Members 211114.docx CS Committee Member Role Profile.docx Recruitment Process.pdf
2. The landlord 'signposts' other sources of support and advice.	2.1 There is documentary and interview evidence that the landlord signposts other sources of support and advice for residents (e.g. CAB, Housing Advice Centre, CVS)	2.1 Yes There are leaflets signposting support services available to residents in the reception areas. On a more one to one service basis there are two Tenancy Support Officers at Catalyst. These are caseworkers dealing with residents directly. Catalyst Gateway triage service focuses on referral of residents to various services including support services. Catalyst Gateway Annual ReportOct15 sets out various additional groups that support residents.
3. The landlord ensures that residents have timely access to information to allow them to be involved.	3.1 There is observation and interview evidence that residents have had information in advance of meetings (and other forms of involvement where appropriate e.g. focus groups) 3.2 There is interview evidence that staff answer information related queries and provide support regarding this to residents.	3.1 and 3.2 yes Staff use various methods to invite residents in a timely manner to involvement and engagement activities. This can include advertisements on the internet, bulletins in the reception area, Catalyst also have a training catalogue, they send invitation letters for some activities, door knocking and leafleting and notices are frequently placed in notice boards on estates. All information provided includes contact details. Estate Inspections are advertised in advance. Those already involved are sent invitations via email (those who don't have email receive it by post or phone calls), the receive agendas and

		<p>notes from previous meetings in advance.</p> <p>Estate inspection timetable evidenced Reality checking focus group and observation. It was confirmed and observed that information is presented to involved residents in good time for meetings. It is normally emailed out but can be provided in hard copy if needed. Also confirmed that residents could get responses from staff if more information was needed prior to meetings</p>
<p>4. Information is provided in accessible formats. This is influenced through the organisations collection of profiling information</p>	<p>4.1 There is documentary evidence that information is available in targeted community languages, and in a format appropriate to visual or other impairment (e.g. large print, Braille, recording) 4.2 There is interview evidence that, where residents have ‘flagged up’ particular needs, information is provided in appropriate formats.</p>	<p>4.1 Yes All information is available in different languages, large print, Braille, CD etc. This is provided by the Communications team. Catalyst carried out a Census in 2013 and are currently updating demographical information to ensure information is accessible to all residents.</p> <p>http://www.chg.org.uk/accessibility/ On the website you can increase font size. Key contact information is in nine community languages and Catalyst publish all current translated documents online. On the accessibility page Catalyst advise that online translation services such as Bable Fish are able to translate pages of the site into a number of common languages and there is a link to Bable Fish.</p> <p>4.2 Yes Focus group reality checks - residents could identify email and hard copy as accessible formats. They could not confirm other options available</p>
<p>UNIT 2.3</p>	<p>Pass</p>	

THEME 2: Opportunities to Involve & Influence
Unit 2.4: The landlord provides a range of opportunities for residents to exercise meaningful influence over its strategic direction

Standard Expected for Accreditation	Expected Outcomes	Interim Assessment
<p>1. The landlord employs a range of both ‘informal’ and ‘formal’ methods for residents to be involved in and influence the strategic direction of the organisation.</p>	<p>1.1 There is documentary or interview evidence of a range of ‘informal’ methods for residents to be involved in and influence the landlords strategic priorities, strategies and policies including:</p> <ul style="list-style-type: none"> • Use of resident intelligence in shaping priorities • Engagement with residents groups regarding strategic issues • Focus groups • Working parties <p>1.2 There is documentary or interview evidence of a range of ‘formal’ methods for residents to be involved in and influence the landlords strategic priorities, strategies and policies including:</p> <ul style="list-style-type: none"> • Tenant Led Scrutiny panels • Tenant Panels • Service review panels • Performance monitoring groups • Procurement panels • Staff recruitment panels • Budget setting groups 	<p>1.1 Yes there are a range of informal methods for residents to influence the Landlord strategic priorities. Catalyst informally involves residents in activities such as residents’ associations, focus groups, surveys, test driving properties. Catalyst also provides training for residents to train other residents. Numerous examples of network events and TRA minutes.</p> <p>1.2 Yes there are a range of Formal groups and methods for residents to influence strategic priorities:</p> <p>CRF - The Catalyst Residents Federation is the umbrella residents group for all Catalyst residents. The Federation is a constituted group. They are responsible for holding Catalyst to account by scrutinising Catalyst’s policies and procedures and is the main group that Catalyst consults with. They also provide the central point of coordination for involvement, mentoring and support of resident groups.</p> <p>Core Group Panel - This is a group of residents (tenants and leaseholders) focused on continued improvement of the service. The residents get involved in the procurement, monitoring and evaluation of the contracts in partnership with Asset Management, Customer Services and the contractors. As a sub group of the CRF they feedback to this group but also to Catalyst through reports available online. The Core Group Panel will be involved in the procurement of new gas servicing and repairs contract in 2014. There is continuous recruitment and training for all residents involved.</p> <p>The Policy Forum – This group is facilitated by the Policy Team, they report to the CRF. The remit of the Forum members is to review Catalyst policy enabling service development and improvement and</p>

		<p>changes to policy and procedure. Members do not have to take part in every review, but can chose the ones they are interested in.</p> <p>Disability Forum - This is a constituted group promoting greater awareness and focus on the interests of disabled people in relation to the decision making process at Catalyst. The group encourages the involvement of disabled residents in service planning and delivery and ensures their views are properly reflected.</p> <p>Customer Experience Panel - This is a selected group of residents (tenants and leaseholders and including former complainants) involved in complaints and communication handling process at Catalyst. They review cases at stage 2 where required and make decisions and recommendations to resolve the complaint. Catalyst has also supported the Catalysts Residents Federation’s recruitment of an independent Designated Persons Panel.</p> <p>Customer Services Committees - This is a selected group of residents (tenants and leaseholders) and independents focusing on continued service improvement. There is a London Committee and a South East Region Committee involved in scrutiny, monitoring and evaluation of Catalyst services with a neighbourhood focus. There is a continuous training programme for all residents involved.</p> <p>KRF - The Kensington Residents Forum is a representative body for residents giving local people the chance to tell Catalyst what they think of our services and what we can do to improve them.</p> <p>Disability Forum – This is a constituted group promoting greater awareness and focus on the interests of disabled people in relation to the decision making process at Catalyst. The group encourages the involvement of disabled residents in service planning and delivery and ensures their views are properly reflected.</p>
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	<p>1.3 There is documentary and interview evidence that the methods employed are:</p> <ul style="list-style-type: none"> • Accessible in relations to diverse needs of residents including those 	<p>WLRF – The West London Resident Federation is the formal representative body for residents living in West London.</p> <p>Older Tenants Forum - Older Tenants Forum aims to encourage the coming together of older tenants in West London and identify issues specific to older residents.</p> <p>The Scrutiny Panel - This is a Catalyst residents group each member has been appointed following a competency based recruitment process. The Scrutiny Panel’s purpose is to look at Catalyst’s overall service delivery from a customer perspective, acknowledging good practice and where necessary making recommendations for continuous improvement. The Scrutiny Panel has been developed in line with regulatory requirements. For more information <Click Here></p> <p>Street Properties Group - This is the formal representative body for residents living in street properties. This group, supported by RI will encourage residents to communicate their views about service delivery in this area.</p> <p>Estate Inspections - This is residents carrying out estate inspections with the neighbourhood managers. They contribute to the decision on the overall grade that is awarded as a reflection of the condition of the estate: Gold, Silver, Bronze or Unclassified. Inspections are carried out regularly to ensure that estates are kept clean and in good condition.</p> <p>VFM – The Finance department are leading on a new Value For Money group at Catalyst. Resident Involvement has facilitated training for residents to be involved.</p> <p>1.3 Yes E&IA carried out to assess accessibility, balance and transparency. Reality checking – focus groups. Residents identified Links to local forums via CRF. Benchmarking; door knocking/surveying; resident</p>
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	<p>with additional care & support needs</p> <ul style="list-style-type: none"> • Demographically balanced in terms of participant profile & 7 Equality Strands • Open & transparent • Appropriately supported & resourced • Where necessary, provided with relevant resident intelligence on which decisions can be evidenced 	<p>meetings; open days as informal methods of involvement to inform strategy Core Group Panel, CRF; scrutiny reviews as formal</p>
<p>2. There is demonstrable resident influence over landlord strategic aims.</p>	<p>2.1 There is documentary and interview evidence that the landlord undertakes at least annually resident involvement activities that help it to review its corporate direction (e.g. business planning focus groups, strategic direction working parties)</p> <p>2.2 There is documentary and interview evidence that residents are involved in and have influenced the landlords Business Planning process.</p> <p>2.3 There is interview evidence that residents have input into key priority setting beyond simply at Board level.</p> <p>2.4 There is documentary and interview evidence that intelligence from residents (using both formal and informal methods) has been captured and reflected in the landlords strategic aims. .</p>	<p>2.1-2.4 Yes</p> <p>The Catalyst Residents Federation is the umbrella residents group for all Catalyst residents. The Federation is a constituted group. They are responsible for holding Catalyst to account by scrutinising Catalyst’s policies and procedures and are the main group that Catalyst consults with. They also provide the central point of coordination for involvement, mentoring and support of resident groups. As part of the RI strategy residents recently carried out an evaluation of the CEO and emphasized the importance of RI over the strategic aims, requesting a change to the Corporate Vision document to reflect more clearly Catalysts objective and proactive approach to working in partnership with its residents.</p>
<p>3. Core departmental strategies refer to the role of Resident Involvement in their planned</p>	<p>3.1 There is documentary and interview evidence that the organisation is clear about</p>	<p>3.1and 3.2 Yes Being customer focused is one of the five core, long term corporate</p>

<p>service reviews and changes.</p>	<p>how residents are involved in ALL strategic reviews which shows:</p> <ul style="list-style-type: none"> • How residents have been engaged • Evidence of a positive impact of the process • Evidence based outcomes <p>3.2 There is documentary evidence that where departmental reviews or service changes are scheduled the approach to resident involvement in those changes should be mapped.</p>	<p>objectives at Catalyst and resident involvement is included in planned service reviews and changes. It is also embedded in the policy review framework. The RI Governance Programme illustrates this approach with clear involvement of tenants in the Policy Forum, facilitated by Catalysts Policy team and reporting to the CRF as well as Catalyst. Resident involvement in all reviews is clearly mapped out. Evidenced by RI Strategy 2013 to 15 Resident Involvement Team Strategic Action Plan 2014-2016 Governance Structure Policy Forum key documents http://www.chg.org.uk/residents/all-residents/resident-news/33310/residents-evaluate-catalyst-ceo/ Strategic Plan 2013 to 2016 Catalyst Housing Shaping Change</p>
<p>4. The views of residents in local neighbourhoods are sought, and that they can influence strategic policy.</p>	<p>4.1 There is documentary or interview evidence that the landlord elicits views on strategic matters from groups that cover an area or neighbourhood. (e.g. decisions on procurement or re-organisation taken to local or neighbourhood forums)</p> <p>4.2 There is documentary or interview evidence that landlord wide groups and / or the Board take ‘neighbourhood’ views into account when making strategic decisions.</p>	<p>4.1 & 4.2 Yes Annual report to tenants gives residents feedback across all HCA standards. The CRF and other local resident groups such as the KRF and WLRG act as a conduit between the neighbourhoods and the Board. Focus groups and mystery shopping forms part of the CRF’s formal scrutiny role at Catalyst. For example focus groups were used as part of Making It Easy programme, which involves restructuring Catalysts’ approach to Customer Service. The Resident Involvement team recruited residents for Blue Sky, an independent agency who carried out focus groups as part of their scrutiny process prior to making recommendations for change. Example given in Changing Places report, numerous TRA minutes, block reps and estate inspections. Board updates-meeting community leaders.</p>
<p>UNIT 2.4</p>	<p>Pass</p>	

THEME 2: Opportunities to Involve & Influence
Unit 2.5: The landlord offers a range of opportunities for residents to exercise meaningful influence over local services

Standard Expected for Accreditation	Expected Outcomes	Interim Assessment
1. The landlord uses resident intelligence to make local operational decisions.	1.1 There is documentary evidence that local operational decisions are made using evidence from resident intelligence that is; <ul style="list-style-type: none"> • Captured locally • Less than 2 years old • Statistically reliable • Diversity proofed & balanced 	1.1 Yes Catalyst consults residents and involves residents in projects around service development impacting on local communities and local operation decisions. Methods used include profiling, customer research and monitoring of communication. Consultations for example evidenced : RE: Parking Permit Consultation RE: Parking Procurement, Invitation To Tender Stage 2 Gas and Maintenance Contracts for London and the South East Traffic calming measures at Michael Gaynor Close Surveys carried out as standard include STAR, monthly surveys and service related surveys- evidenced and reported in Customer Insight reports. Census survey.
2. There are a good range of opportunities for residents to influence local service provision.	2.1 There is documentary and interview evidence that examples exist of area, neighbourhood or community specific resident bodies that can set priorities, take decisions including: <ul style="list-style-type: none"> • Mechanisms in place • Influence for residents • Impacts outcomes • Support provided by the organisation 	2.1 Yes There are a range of opportunities for residents to influence local service provision includes local forums, block reps, resident groups, estate inspections, surveying, mystery shopping, etc. As mentioned above. Reality checking – focus groups residents listed the CRF scrutiny reviews as a way residents can influence local service provision. The panels collect information via inspectors/mystery shopping and also review information presented by officers to look for trends.
3. The landlord and residents have agreed local offers for service delivery as a means to improve local accountability.	3.1 There is documentary or interview evidence that the landlord has negotiated: <ul style="list-style-type: none"> • Local Priorities • Local Offers • Action Planning and Monitoring 	3.1-3.2 yes documentary and interview evidence meets this unit Note Changing Places Neighbourhood Strategy Example of Local offer work is the Neighbourhood Strategy in Church End and Roundwood. Close working relationships have been developed via Resident Involvement and gateway staff at the Unity Centre (Community Centre) using community support initiatives and working

	<p>3.2 There is documentary or interview evidence that the landlord will set out formal agreements with ‘communities of interest’ where residents want this and it will improve local accountability.</p> <p>3.3 There is documentary and interview evidence that the landlord has collaborated with residents in determining the definition of ‘local’</p> <p>and</p> <p>That consideration has been given to defining ‘local’ as:</p> <ul style="list-style-type: none"> • Defined geographical area (including evidence showing that this has been agreed by residents) • Communities of Interest • Whole of LA / HA area (only where it can be shown that all residents have the same needs) 	<p>with resident groups such as the Brent Residents Forum, Brent Elders Forum, Council officers and Councillors from the London Borough of Brent.</p> <p>3.3 Partial work carried out and submitted as evidence for this standard. Wornington Green Resident Charter an example OF A Local Offer developed for residents.</p>
<p>UNIT 2.5</p>	<p>Pass</p>	

THEME 2: Opportunities to Involve & Influence

Unit 2.6: The landlord understands and responds to the diverse needs of residents

Standard Expected for Accreditation	Expected Outcomes	Interim Assessment
<p>1. Clear consideration has been given to using techniques that increase diversity in resident involvement.</p>	<p>1.1 There is interview and documentary evidence that the landlord has taken conscious steps to involve ‘need to reach’ groups.</p> <p>1.2 There is documentary and interview evidence that the landlord arranges its events at appropriate times and venues to take account of the diverse needs of its residents. There is documentary and interview evidence that the landlord is taking action to ensure that under-represented groups can access resident involvement and modify existing methods to be easily accessible.</p>	<p>1.1 -1.3 yes Use of findings from impact assessments to increase harder to reach groups involvement and any further work carried out to target underrepresented groups.</p> <p>Diverse use of communication digital technologies asking residents to state their preferred method of contact (e.g. mobile texting) Different language formats are available. The Communications team is currently liaising with the Disability Forum residents in trialling software for blind residents. Different Communication tools e.g. social networking such as Twitter and Facebook. Flexibility and consideration is shown around locations and mobility needs, ensure venue and vehicles for transport are accessible</p>
<p>2. The landlord understands which groups are under-represented and seeks to find out why these groups are under-represented.</p>	<p>2.1 The main strategy document relating to resident involvement identifies priority under-represented groups and sets targets.</p> <p>2.2 There is documentary and interview evidence that the landlord is taking action to understand why these groups are not engaged with the landlord.</p> <p>2.3 There is documentary evidence of profiling of all customer involvement and feedback</p> <p>2.4 There is documentary or interview evidence that the landlord has consulted with all sections of the community to determine the best way of achieving involvement of a diverse range of</p>	<p>2.1 Yes the main document identifies commitment to increasing involvement but does not state priority groups this is set out in action plan.</p> <p>2.2 -2.4 yes</p> <p>The Orchard management enables Catalyst to identify demographics which residents have confirmed. However submitting the information is not compulsory and some residents withhold their details. In 2016 Catalyst carried out a census and when this information is inputted it will be a great help in identifying customer base.</p> <p>Catalyst evidenced they look at representativeness taking into account equality and diversity for all of groups and events and take steps to find representatives from underrepresented groups. There</p>

	residents	is a RI officer with responsibility for undertaking Equality Impact Assessments. Reality checking interviews and observations demonstrate a high level of community development work carried out to increase engagement activity i.e. Wornington Green and Unity Centre (more in theme 5)
3. There is a clear response to discrimination including core standards of behaviour for staff, individual residents and TRAs.	3.1 There is documentary and interview evidence of a clear expectation of non-discriminatory behaviour both by residents and staff. and There is a core equality standard for all customers, residents and officers and there is interview evidence that this expectation is understood and acted upon.	3.1 Yes There is a strong commitment in the template constitution agreed by the resident committees of Catalysts recognised resident associations. It acknowledges the equality and diversity of protected groups and includes a code of conduct. Catalyst also has a policy accessible thorough the website. Equality and Diversity training is available to RA's, committees and staff. See Constitution documents provided. The Template Constitution was put together and agreed by Chairs of Catalyst resident groups.
UNIT 2.6	Yes	

THEME 3: Use of Resident Intelligence
Unit 3.1: The landlord has systems in place to capture meaningful intelligence from residents

Standard Expected for Accreditation	Expected Outcomes	Interim Assessment
<p>1. The landlord is committed to undertake a regular (at least once every two years) survey of all its residents.</p>	<p>1.1 There is documentary evidence of the landlord's commitment to undertake a regular survey of all of its residents.</p> <p>1.2 There is documentary evidence that the survey has included a question related to satisfaction with involvement opportunities.</p> <p>1.3 There is documentary and interview evidence that the landlord has considered and acted upon the trends evidenced by earlier surveys.</p>	<p>1.1 Yes Regular surveys carried out (STAR)</p> <p>1.2 Yes The census 2013 included a question relating to involvement opportunities. Catalyst carries out surveys regularly offering involvement opportunities and there is a form on the website that residents can complete if they want to get involved.</p> <p>1.3 Yes KPMG Audit – Census Overview.docx Also 15-01-13 Catalyst satisfaction survey.docx evidenced</p>
<p>2. The landlord has a range of methods to capture intelligence from residents.</p>	<p>2.1 There is documentary and interview evidence of methods and systems in place to capture resident comments, complaints and compliments through surveys, complaints monitoring, comments and suggestion schemes customer service centres, customer access points etc</p> <p>2.2 There is documentary evidence that resident intelligence is;</p> <ul style="list-style-type: none"> • Profiled and diversity proofed in relation to the Equality and Diversity Strands • Less than 2 years old • Appropriately balanced reflecting the resident profile geographically, demographically, communities of interest and household type 	<p>2.1-2.2 Yes</p> <p>Catalyst capture intelligence through market research surveys, targeted surveys at events, complaints monitoring, comments via Facebook and Twitter and suggestion schemes, via the reception areas and customer service centres, Catalyst Residents Federation, other resident groups and block reps, focus groups, mystery shopping and feedback forms following events and training. Residents' Annual report are reviewed and contributed to by residents.</p> <p>Intelligence is profiled as far as information allows across demographics and tenures.</p>

	<ul style="list-style-type: none"> Statistically reliable, demonstrating an appropriate response rate (normally >5%) 	
<p>3. The landlord has an active approach to sampling residents' views and has internal systems in place to apply captured information to inform effective decision-making.</p>	<p>3.1 There is documentary and interview evidence that the landlord regularly uses 'market research' techniques (e.g. targeted surveys, focus groups) to investigate the reasons for different levels of satisfaction across neighbourhoods and communities of interest.</p> <p>3.2 There is documentary and interview evidence that the landlord regularly uses 'market research' techniques (e.g. targeted surveys, focus groups) to investigate options for changing services.</p>	<p>3.1 – 3.2 Yes</p> <p>As above and in Theme 1. Also, the biggest programme for change has been the Making It Easy programme.</p> <p>Satisfaction surveys currently carried out for Catalyst cover the following areas:</p> <ul style="list-style-type: none"> Customer Services Centre (CSC) Survey of Tenants And Residents (STAR) Repairs Anti social behaviour (ASB) and nuisance Complaints Estate services <p>There have also been bespoke satisfaction surveys run for residents of Portobello Square regeneration scheme.</p> <p>Surveys in the pipeline, to be introduced in the next financial year, cover the following areas:</p> <ul style="list-style-type: none"> Gas servicing Neighbourhood Managers New customers
<p>4. The landlord interprets differences in satisfaction levels in different communities.</p>	<p>4.1 There is documentary or interview evidence that the landlord uses its resident profile to target particular research into areas of dissatisfaction.</p>	<p>4.1 Yes Satisfaction surveys are carried out regularly and Performance KPIs on satisfaction are included in the Residents Annual Report.</p> <p>When trends in dissatisfaction are identified, they are escalated for Board consideration, then differences in levels across groups are considered and the customer experience strategy does consider the experience of customers across the protected groups. Departments carry out consultation with a panel of residents including those who have expressed dissatisfaction to draw up measures that will resolve</p>

		<p>issues causing dissatisfaction. These dissatisfaction figures can also trigger a resident scrutiny e.g. there is currently a Responsive Repairs in the London Area scrutiny in progress.</p> <p>Catalyst residents are involved in the tender process for new contractors.</p>
<p>UNIT 3.1</p>	<p>Pass</p>	

THEME 3: Use of resident Intelligence

Unit 3.2: The landlord has a clear view of its resident profile and uses both profiling information and customer intelligence to influence its approach to Resident Involvement and Customer facing services

Standard Expected for Accreditation	Supporting Documents	Assessment
<p>1. The landlord can profile its residents.</p>	<p>1.1 There is documentary evidence that the landlord has a minimum 90% profile of its tenants by the 7 Equality Strands which is based on reliable sources and shows credible research method. Where appropriate (e.g. where the landlord's stock is spread over a larger area, or rural and urban) there should be a local or area profile.</p> <p>1.2 There is documentary evidence that this profiling information is less than 2 years old.</p> <p>1.3 There is documentary evidence that the landlord has captured information or has in place plans to capture information that helps it understand the additional support needs of households.</p>	<p>1.1 1.3 Partial</p> <p>Between late 2013 and early 2015 Catalyst commissioned Voluntas, an independent market research company, to contact all General Needs, Affordable Rented, Intermediate Rented, Shared Ownership and Mortgage Rescue residents to attempt to update their household and contact details.</p> <p>The data collection used a mixed method approach to maximise response, with residents being approached by post, by telephone and face to face.</p> <p>In total, 58% of residents invited to take part in the census provided their information and 9.6% refused to provide the data requested. (The remaining 32.5% of residents did not complete the census, but did not refuse to take part).</p> <p>The census collected information on lead and joint tenant demographics, household composition, contact preferences and digital inclusion.</p> <p>Evidence to be provided what the profile rate is currently. Possible recommendation to promote why information is requested- Some organisations achieve 100% in this area as they have good</p>

		<p>residents' information and examples.</p> <p>Catalyst state that: Until the census information is uploaded we cannot achieve 90%. Residents are given the option of refusing to provide demographic details in information is being gathered through sign-up. Our Orchard database shows that a large number of residents do this. We can profile our residents, but this would not necessarily be consensual</p> <p>We can profile communities of involved residents as, during our enrolment and recruitment processes, we add residents' details to our spreadsheet and forward it to the Orchard team to be uploaded, but this is on a smaller scale and only in relation to residents we have contact with. This was done during the summer.</p> <p>Profiling of residents at sheltered schemes, Farndon Court and service users of Southall Day Centre and the Unity Centre is good. (What is % rate of profile collected?)</p>
<p>2. The landlord applies customer intelligence and profiling information to prioritise its approach and the allocation of resources for resident involvement and customer facing services.</p>	<p>2.1 There is documentary and interview evidence that the landlord has a range of methods, priorities determined by its resident profile including:</p> <ul style="list-style-type: none"> • Planning and prioritising – determined by profile of residents • Targeting of resources to address gaps identified • Modified approaches to meet identified needs • There is documentary and interview evidence that wider customer facing services are influenced by customer intelligence. 	<p>2.1 Yes The Disability Forum are lobbying for an enhanced priority on repairs. This will require a flag on Orchard for all elderly and eligible residents (including heating provision, and gritting).</p> <p>Because of resident profiling Catalyst no longer hold events out of hours at EGW unless there are sufficient staff numbers to carry out an evacuation of the residents in case of an emergency. This is because of Health and Safety regulations. Disability Forum Action plan and action points for an example of this. Also Policy Forum TOR.doc Policy Forum Member database. Xlsx evidenced</p>

<p>3. There is a clear link between profiling data and the landlords approach to resident involvement and priorities for action.</p>	<p>3.1 There is documentary and interview evidence that the landlord has used profiling data to plan its approach to resident involvement and to set priorities.</p> <p>3.2 There is documentary and interview evidence that the landlord has used profiling data to plan its approach with customer facing services and used this information to set priorities</p>	<p>3.1 and 3.2 yes</p> <p>Profiling data used in relation to older tenants to ensure that Catalyst are reaching out to them in relation to the Sheltered Scheme Hubs and in relation to befriending services for older tenants. Sheltered Schemes Section B - Operational Procedures - 1 New Tenants Attendance Sheet Elders Groups and Forums Meeting Older Tenants List Customer value report sets out monthly feedback findings and actions Unable to obtain profiling data on younger tenants when tried last year. This was in relation to planned Welfare Reforms advice and support also to establish whether data reflected data gathered by other organisations showing this age group having high level of rent arrears. Catalyst could have targeted support from the Income team for young and first time residents with rent arrears.</p>
<p>UNIT 3.2</p>	<p>Partial</p>	

THEME 4: Accountability & Performance
Unit 4.1: The landlord involves residents in setting standards, performance indicators and targets and widely reports on its performance

Standard Expected for Accreditation	Supporting Documents	Assessment
<p>1. The landlord has local offers, service standards, set in negotiation with residents.</p>	<p>1.1 There is documentary evidence of clear local offers, service standards etc.</p> <p>1.2 There is documentary and interview evidence that these have been set in negotiation with residents.</p>	<p>1.1&1.2 Yes</p> <p>Good standards of performance across the organisation and set out in customer handbook/annual report. Example of Local offer work is the Neighbourhood Strategy in Church End and Roundwood. Close working relationships have been developed via Resident Involvement and gateway staff at the Unity Centre (Community Centre) using community support initiatives and working with resident groups such as the Brent Residents Forum, Brent Elders Forum, Council officers and Councillors from the London Borough of Brent.</p> <p>Local Offers have been developed for Sheltered housing Schemes and the following estates: Havelock; Windmill Park, Aylesbury, Dee Park, Black Bird Leys and Friary Park</p> <p>Residents at the focus groups were not sure if local offers were still being used. Could not provide examples with resident involvement other than when first set up in 2010. Local offers/standards are developed in some areas as above.</p>
<p>2. The landlord has in place effective processes that enable residents to negotiate both organisation wide and local performance indicators and targets.</p>	<p>2.1 There is documentary evidence that the landlord uses the results of customer intelligence to shape PIs and targets.</p>	<p>2.1 Yes Regular insight and satisfaction reporting and various RI activities;</p> <p>Focus Groups</p> <ul style="list-style-type: none"> • Meet and Greets e.g. Policy • Local meetings • Information Sessions e.g. DIY workshops • Estate Walkabouts e.g. Environmental Visual Audits and Estate Inspections • Fun days • Surveys • Mystery Shopping • Improvement Panels

	<p>2.2 There is documentary and interview evidence that the landlord applies a range of informal and formal methods for gathering residents views about PIs and provides an appropriate vehicle for residents to negotiate PIs and targets.</p> <p>2.3 There is documentary and interview evidence that residents have been involved in negotiation and monitoring of local priorities and standards within the context of Neighbourhood Plans.</p>	<p>2.2-2.3 Partial</p> <p>Reality checking with resident focus groups found that Residents are unaware of wider KPI's and targets being set with residents. They believe these are set by Catalyst however staff and residents involved in some local KPIs and standard setting – see above.</p> <p>Recommendation that the landlord applies a range of informal and formal methods for gathering residents views about organisation wide PIs and provides an appropriate vehicle for residents to negotiate PIs and targets.</p>
<p>3. The landlord employs a process for comparing its performance with its peers.</p>	<p>3.1 There is documentary evidence that the landlord regularly benchmarks performance information with its peers.</p> <p>3.2 There is documentary and interview evidence that residents are involved in this process.</p>	<p>3.1 Yes Benchmarking between operating companies (most recently Network), including resident satisfaction, preferred methods of communication, preferred services for improvement of quality of life.</p> <p>Attendance at G15 meetings by Asset Management and Allocations teams and Catalyst have hosted meetings. G15 benchmark report evidenced</p> <p>3.2 Yes</p> <p>Kensington Resident Involvement Officer and CRF representatives attend Westminster Residents Panel meeting.</p> <p>Reality Checking - focus group/observation</p> <p>CRF are looking to employ a consultant to build their capacity to benchmark and be more effect /independent.</p> <p>Discussion around validity of information provided on benchmarking from landlord. Hiring independent (consultant) which will be their way to benchmark.</p>

<p>4. The landlord feeds back its performance to the resident population.</p>	<p>4.1 There is documentary evidence that the landlord produces an Annual Report with detailed information laying out the landlord’s local and corporate performance.</p> <p>4.2 There is documentary evidence that tenants are involved in the preparation and sign off of the Annual Report.</p> <p>4.3 There is documentary evidence that the Annual Report details how landlord performance has been subject to scrutiny.</p> <p>4.4 That the landlord reports its performance compared to its peers and between Management Areas. There is documentary evidence that performance data is disaggregated to at least Management Area level.</p> <p>4.5 There is documentary evidence that the format is simple to understand and has been agreed with residents (e.g. traffic light / smiley face format)</p> <p>4.6 There is documentary and interview evidence that performance information is subject to resident scrutiny</p>	<p>4.1 Yes Annual report is compliant with HCA Framework standards is produced with detailed performance information across all standards. The report is available online and hardcopy and can be downloaded from the website.</p> <p>4.2 Yes The Catalyst Residents Federation is involved in the preparation of the report. They are given the opportunity to review format and content and contribute to content and sign off the final copy.</p> <p>4.3 Yes Performance information is provided to CRF for review at their meetings.</p> <p>4.4 and 4.6 Yes The Scrutiny Panel is established and carrying out service reviews (there is a review on responsive repairs in progress). They also have access to Performance information and Customer Satisfaction information. Peer performance information is present at Board and Customer Service Committee meeting.</p> <p>4.5 Yes The format of the information was agreed at the meeting and this will have been documented in the minutes.</p> <p>In addition to this information being available online and at meetings, the residents have received training in understanding performance figures and performance information was also provided during the recent scrutiny and this will have been documented in the minutes.</p>
<p>5. The landlord feeds back on deteriorating services and celebrates service success (all</p>	<p>5.1 There is documentary and interview evidence that the landlord acknowledges when</p>	<p>5.1 & 5.2 Yes Transparency is evident in the Residents Annual Report.</p>

<p>households or neighbourhood based).</p>	<p>services are under pressure and communicates the action being taken to resolve issues.</p> <p>5.2 There is documentary and interview evidence that the landlord communicates when services are performing well.</p>	<p>There is a CRF Newsletter by residents and a Catalyst Newsletter which features Q and A sections. Also where there are local issues Q and A sheets are circulated. The Q and A information includes action proposed and taken to resolve issues. See Catalyst Residents Annual Report FOR WEB http://www.chg.org.uk/?s=catalyst+for+you&search_submit=</p> <p>Reality checking focus group Residents listed newsletters, road shows, CRF feedback to their forums as ways in which good service is communicated to the wider residents population</p>
<p>UNIT 4.1</p>	<p>Partial</p>	

THEME 4: Accountability & Performance

Unit 4.2: The landlord has robust processes to ensure its accountability to residents for services

Standard Expected for Accreditation	Supporting Documents	Assessment
<p>1. The Landlord has processes by which residents can hold the landlord accountable for local (neighbourhood or area) performance.</p>	<p>1.1 There is documentary evidence of a prescribed process enabling residents to challenge the landlord’s performance.</p> <p>1.2 There is interview evidence that those methods are understood by both residents and officers of the landlord.</p> <p>1.3 There is documentary evidence showing that methods for challenge are communicated to residents and officers.</p> <p>1.4 There is documentary evidence showing that there is a formal reporting requirement to ensure that Service Improvement Reviews include the use of challenge intelligence information.</p>	<p>1.1-1.4 Yes</p> <p>Residents can do this via Catalysts project groups and scrutiny process. Triggers for scrutiny are clarified and widely publicized along with an advert recruiting panel members. The proposal mandate and action plan are signed off by the Board, incorporating the key stages of scoping, desk top review, toolbox talks, on site reality checks, meeting to formulate report and recommendations. The scrutiny report is presented to the Board.</p> <p>There is evidence of meeting discussions and training provided to residents throughout the scrutiny work plan.</p> <p>There is a current scrutiny and two scrutiny reviews have been completed previously, so some residents and officers have understanding via previous experience including presenting the reports to Board with findings and recommendations and response/outcomes in Catalyst implementing changes based on the report’s findings.</p> <p>See http://www.chg.org.uk/?s=scrutiny&search_submit=</p> <p>http://www.chg.org.uk/?s=training&search_submit=</p> <p>http://www.chg.org.uk/residents/get-involved/ Core group work on service and policy reviews Reality check – focus group</p> <p>Residents listed Complaints - CRF service scrutiny reviews and area forums as ways to hold Catalyst accountable.</p>
<p>2. Local service issues raised by residents are resolved quickly or a reasonable explanation is given.</p>	<p>2.1 There is interview evidence that where residents have raised local service issues they have quickly been resolved or the reasons for</p>	<p>2.1 Yes – Service heads attend Forums</p> <p>Local issues do seem to be resolved quickly i.e. Ealing-TRA had issues around quality of works and speeding- leading to actions form Asset</p>

	<p>delay have been clearly explained.</p> <p>2.2 There is documentary evidence of issues raised feeding into customer intelligence.</p>	<p>Management team to carry out surveys and speed humps. Bus route put in place for Beaufort Park residents.</p> <p>2.2 Yes Documents provided re Local Forums and Orchard tenancy management system example Also Mystery shopping documents as residents regularly shadow the Customer Service Centre and other teams Local service issues raised by residents via their Neighbourhood Manager, Block rep, Resident Associations and Estate inspections. Catalyst advise residents to raise service issues via the Customer Services Centre, so that a job can be raised and the issue can be tracked from report to resolution stage. It is also possible to monitor all communications more effectively this way and ensure residents are kept up to date when a delay occurs.</p>
<p>3. There is a process that ensures that residents (collectively) can hold the landlord to account for its general performance and behaviour.</p>	<p>3.1 There is documentary and interview evidence that residents are able to hold the landlord to account, and that collective concerns are considered at the highest level.</p> <p>3.2 There is documentary evidence of a process for 'collective' challenge which draws a clear link with options for formal redress and resident scrutiny.</p> <p>3.3 There is documentary and interview evidence that the organisation has either a Tenants panel or has agreed a designated persons role to ensure accountability within its complaints procedures</p>	<p>3.1 -3.3 Yes CRF and Customer Experience Panel Information provided Project Groups such as the Core Group and Repairs Working Group, etc.</p> <p>The CRF is the overarching resident group and holds a strategic role to support and mentor Catalyst resident groups and assist with issues that require a collective challenge because they have not been resolved by a residents group or Forum. Residents can also receive assistance with a formal complaint. In addressing issues of collective concern the CRF will liaise with Catalyst residents and staff.</p> <p>Catalyst has a robust complaints process that includes both a Tenants panel or has agreed a designated persons role. There is a Customer Experience Panel of residents, from which two residents at a time will work with a Catalyst Senior Manager to review a complaint at stage two of the complaints process. When RI Manager attended a CIH Understanding Modern Government event earlier this year, it was mentioned that the CRF are going to recruit and mentor Catalyst residents for Designated Persons roles with the support of the Housing Ombudsman. The trainer was highly</p>

		<p>impressed to see that level of co-regulation in Catalysts Complaints process. He announced to everyone present that in doing this “Catalyst has bullet proofed their organisation”.</p> <p>Reality checking – focus group/observation Residents said that they would ask service lead for an action plan and to feedback. Currently considering acting as liaison between tenant forum in Brent and new build service lead to resolve and large number of complaints relating to defects reporting and repairs not being carried out. The residents understood how to gather evidence to support claims and encourage individuals to make complaints to trigger review.</p>
<p>UNIT 4.2</p>	<p>Pass</p>	

THEME 4: Accountability & Performance
Unit 4.3: The landlord has a clear focus on impact and efficiency

Standard Expected for Accreditation	Supporting Documents	Assessment
1. The landlord regularly reviews the impact of its services and involves residents in the review process.	<p>1.1 There is documentary evidence that the landlord has effective mechanisms for assessing the impact of its services and undertaking cost-benefit analysis as part of all programmed service reviews.</p> <p>1.2 There is documentary and interview evidence that residents' views regarding impact and efficiency are actively sought and taken into account and residents are able to influence the outcomes of these assessments.</p>	<p>1.1 Yes BDMI measures impact of services and the Social Value Bank. See Catalyst Quarterly Insight Reports</p> <p>1.2 Yes RI reviews cost/benefit in respect of VFM and impact assessments on activities in action plans. Currently the CRF assesses impact of RI-</p>
2. The landlord agrees efficiency targets with residents.	2.1 There is documentary evidence that the landlord involves residents in setting efficiency targets.	<p>2.1 Yes Residents are involved via the improvement panels and core group panel and other project groups, helping set targets across the service.</p> <p>http://www.chg.org.uk/?s=key+performance+&search_submit=</p>
3. The results of the impact assessment are fed back to residents.	3.1 There is documentary and interview evidence that, the landlord provides all residents with the results of the impact assessment in a good quality resident-friendly way that spells out how involvement has made a difference.	<p>3.1 Yes The Impact Assessments are available on the Catalyst website and shared with the CRF at their meetings.</p> <p>http://www.chg.org.uk/?s=Impact+Assessments+&search_submit= (this link did not work)</p> <p>http://intranet.chg.org.uk/search/pages/Results.aspx?k=impact%20assessments&s=All%20Sites (this link did not work)</p> <p>CRF newsletter and Annual report.</p>
4. The criteria used to measure impact is linked to the organisations business aims, departmental aims and its resident involvement action plan.	4.1 There is documentary evidence that this criteria captures 'added value' considerations such as building community capital, community cohesion, confidence building and employment	4.1&4.2 Yes The Resident Involvement team summarises key achievements and spending from the previous year in the annual report and on the website. Criteria considered for impact assessment is VFM and impact on area of service, impact on capacity



	<p>opportunities and equality and diversity. 4.2 There is documentary or interview evidence that a robust set of quantitative and qualitative indicators exist that measure impact (included 'added value') and that they have been developed with residents. ee Annual Report and groups information provided</p>	<p>and confidence and impact on community. The RI team also completes an impact assessment for the CRF. This is online and reported through summary in their newsletter.</p>
UNIT 4.3	Pass	

THEME 4: Accountability & Performance

Unit 4.4: The landlord supports resident led scrutiny

Standard Expected for Accreditation	Supporting Documents	Assessment
<p>1. There is a clear process for formal resident led scrutiny of performance (below Board level).</p>	<p>1.1 There is documentary and interview evidence of the existence of at least one resident led mechanism outside of board membership that scrutinises performance at a landlord wide level and makes observations, suggestions and recommendations directly to the Board / Executive.</p> <p>1.2 There is documentary and interview evidence that the scrutiny function:</p> <ul style="list-style-type: none"> • Is independent of the governance of the organisation • Is demographically balanced (or has targets to achieve balance) • Has robust formal safeguards including Terms of Reference & Code of Conduct • Has appropriate powers of redress including option to refer issues to the external regulator • Is open and accountable to the wider tenant body • Has unfettered access to information • Relies on evidence based decision making • Demonstrates clear links between tenant feedback, performance monitoring and scrutiny • Is fully supported by the organisation in regard to capacity building and resources • Recommendations influence the 	<p>1.1-1.3 yes</p> <p>There is a clear resident scrutiny procedure and template scrutiny documents including a scrutiny constitution, scrutiny initiation document, scrutiny mandate and scrutiny action plan. The CRF won TPAS Southern award in 2016.</p> <p>That demonstrates the scrutiny function:</p> <ul style="list-style-type: none"> • Is independent of the governance of the organisation • Is demographically balanced • Has robust formal safeguards including Terms of Reference & Code of Conduct • Has appropriate powers of redress including option to refer issues to the external regulator • Is open and accountable to the wider tenant body • Has unfettered access to information • Relies on evidence based decision making • Demonstrates clear links between tenant feedback, performance monitoring and scrutiny • Is fully supported by the organisation in regard to capacity building and resources • Recommendations influence the performance management framework <p>The scrutiny function is recognised by the Board. There is evidence in relation to Asset Management (see Jim Mcfadden) that recommendations made in the last repairs scrutiny led to strategic and operational changes. CRF report 6 monthly on activities-January 2016 sets out the CEO appraisal and recommendations. Reality checking evidence showed that work has been carried out to develop the leadership team understanding of</p>

	<p>performance management framework</p> <p>1.3 There is documentary or interview evidence that the Board / Executive has formally recognised the scrutiny function and considers these recommendations made by it in taking strategic and operational decisions.</p>	scrutiny.
<p>2. There is a clear process for the wider tenant body to receive feedback on scrutiny and to trigger scrutiny where they are concerned about serious or persistent failure.</p>	<p>2.1 There is documentary evidence that there are both ‘formal’ and ‘informal’ routes for residents give views and receive feedback on scrutiny. And</p> <p>2.2 There is documentary and interview evidence of the existence of a mechanism which allows residents to collectively trigger full scrutiny of the landlord’s behaviour or performance.</p>	<p>2.1&2.2 Yes Residents’ receive feedback on the report as it is published on the website and available as a download.</p> <p>Residents’ feedback via complaints and comments can also trigger scrutiny of a particular service. This feedback may have been gathered from (but is not restricted to), residents groups or individuals, residents events, questionnaires, surveys, training, formal and informal meetings.</p>
<p>3. The landlord undertakes a range of additional resident scrutiny activities.</p>	<p>3.1 There is documentary and interview evidence that the landlord and its residents undertake a range of effective scrutiny activities such as resident inspections, mystery shopping, resident led surveying and estate inspections.</p> <p>3.2 There is documentary evidence that such activities:</p> <ul style="list-style-type: none"> • Support the formal scrutiny function (e.g. resident scrutiny panel) • Result in recommendations to the Board / Executive or senior management which are acted upon. • Are fully supported by the organisation in regard to training and resources • Are open and accountable to the wider tenant body 	<p>3.1-3.3 Yes The landlord undertakes a range of additional resident scrutiny activities to ensure Catalyst Housing has resident involvement structures and mechanisms to support effective resident scrutiny for the purpose of, improving services, empowering residents and creating strong accountability within a framework of co-regulation and localism.</p> <p>Additional scrutiny activities include:</p> <ul style="list-style-type: none"> • Block representatives • Mystery Shopping • Estate Inspections • Focus Groups • Improvement Panels <p>The Initiation of scrutiny document clearly sets out activities and activities for each review are reported in CRF newsletter.</p>



	<ul style="list-style-type: none">• Are demographically balanced (or have targets to achieve balance) <p>3.3 There is documentary evidence that outcomes of such activities are reported to the wider tenant body.</p>	
UNIT 4.4	Pass	

THEME 5: Community Development

Unit 5.1: The landlord’s community development work is locally led and negotiated with residents

Standard Expected for Accreditation	Supporting Documents	Assessment
<p>1. The landlord supports local ('bottom-up') community led initiatives.</p>	<p>1.1 There is documentary and interview evidence of an effective strategy towards supporting community led initiatives and that the strategy:</p> <ul style="list-style-type: none"> • Has been developed in negotiation with residents • Has clear priorities, objectives, standards, indicators and targets that are reviewed and monitored by residents • Is subject to regular impact assessment • Is effectively communicated to residents and staff • Any criteria for qualifying for landlord funding or support are published and understood by both staff and residents 	<p>1.1 Yes Community Gateway is the Community Development arm for Catalyst. 2 strands to this work 1. Neighbourhood Strategy work which links to priority areas- they use HACT and insight to develop, consult and present plans. 2. Triage model, targets homes via front line teams for tailored support through financial inclusion, employment support, family support and other services. West London saw 400 referrals while in the South East is a more overarching approach.</p> <p>Good practice http://www.catalystgateway.org.uk/ The work of the CG team is determined by an objective set out in the Corporate Strategy-Shaping Change 2013-16 The main areas of focus are on developing the following: employment and skills financial inclusion families and young people building the resources, strengths and skills of neighbourhoods and communities</p> <p>Gateway Impact assessment seen as evidence Funding criteria is set out on the website. Interviews with staff and residents hold this service in high regard with demonstrable impacts. There is strong evidence over many years of Catalyst doing this through community development and regeneration strategies, strategic frameworks community trust business plans and operational plans. e.g.</p> <p>Welshore Community Hub, Uxbridge Road, Ealing http://www.chg.org.uk/?s=welshore&search_submit= http://www.chg.org.uk/residents/all-residents/resident-</p>

		<p>news/32725/free-health-and-wellbeing-fair/ Coffee Couture café, Dee Park in Reading http://www.chg.org.uk/news/23026/entrepreneurial-mums-win-business-award/ http://www.chg.org.uk/news/30286/official-opening-for-dee-parks-relocated-neighbourhood-office-and-community-cafe/</p> <p>Wornington Green Community Garden http://www.chg.org.uk/news/32998/third-award-for-wornington-greens-community-garden/</p>
<p>2. The landlord develops a locally negotiated plan for community development.</p>	<p>2.1 There is documentary and interview evidence that the landlord has developed local ‘neighbourhood’ plans that identify priorities, solutions to social, economic and environmental issues in negotiation with local residents.</p>	<p>2.1 Yes</p> <p>Information provided on project groups, resident led scrutiny, CRF and resident groups</p> <p>Changing Places FINAL and Church End and Roundwood Year 1 Delivery Plan FINAL documents provided.</p> <p>(Good practice)</p> <p>Regeneration of Priority areas such as Wornington Green (Kensington), Mill Farm Close (Pinner), South Kilburn (Brent), Havelock Estate, Friary Park (Ealing), Church End Estate (Brent), Black Bird Leys (Oxford) and Dee Park (Reading) is continuing. Also see: http://www.chg.org.uk/development-regeneration/ http://www.chg.org.uk/development-regeneration/regeneration/</p> <p>CDI: Catalyst is one of the founding members of the charity The Leys Community Development Initiative (CDI). In 1995 combined forces with local people, voluntary and community groups to help tackle poverty and sickness and improve opportunities in the community of Blackbird Leys, Oxford.</p> <p>In 2007 CDI obtained funding to engage a Project Worker, for an older people’s project based in The Clockhouse. The Clockhouse is a community centre designed specifically for older people jointly owned by Catalyst and Oxford Citizens Housing Association, with support also</p>

		<p>from A2Dominion Housing Group. The CDI Clockhouse Project provides a place for older people in Blackbird Leys to stay active, socialise and develop new skills. Activities range from tai chi yoga to a knitting and natter group. Older people are also able to enjoy a tea dance as well as express their creative side through arts and crafts.</p>
<p>3. The landlords approach to community development seeks to promote community cohesion.</p>	<p>3.1 There is documentary and interview evidence of projects which both promote and have resulted in tangible increases in community cohesion.</p> <p>3.2 There is interview evidence that support for community led initiatives has included consideration of community cohesion issues.</p> <p>3.3 There is documentary and interview evidence that landlord led interventions have been screened for equality impacts.</p>	<p>3.1 Yes Gateway projects/programmes, such as Do\$h and youth projects Gener8 and The Re-Up! (supports young people). A strategic focus continues to be to support Catalyst residents into or back to work, training or education. e.g. http://www.chg.org.uk/residents/supporting-communities/catalyst-gateway/ http://www.chg.org.uk/news/32919/catalyst-celebrates-our-catalyst-gateway-youth-programme-volunteers/ Good practice example observed at the Unity Centre through working with younger community members and a local community activist to hold a focus group on why the Unity Centre was not being sued- Nov 2014- resulting in the development of a gym and 58 new members-on-going sessions developed as part of a user group.</p> <p>3.2 Yes Two ground-breaking conferences hosted by CDI young people on the theme of tackling “guns and knives” in the community and the youth project has been delivering significant diversionary work for many years a popular holiday schemes and after school club attended by up to 90 young people per session. a girls and young women’s project empowering young women to discover their identity and have a voice. Last year 348 young people were engaged in the Youth Project - See more at: http://www.chg.org.uk/residents/supporting-communities/catalyst-gateway/leys-community-development-initiative-cdi/#sthash.tqqNRnAa.dpuf Further evidence in Changing Places delivery report.</p> <p>The regeneration of Wornington Green has addressed long-term issues on the estate an, improved residents’ quality of life. These</p>



		<p>issues included overcrowding, poor design and layout of the old buildings and concerns about security. Community Shop- social enterprise development leased for 5 years using local SE recycling and materials</p> <p>3.2 Yes Final report for Changing places. Members of the Disability Forum recently carried out a test drive at the estate and gave it the thumbs up.</p> <p>HACT tools used to measure impact, community investment levels £700,000 return on investment 2015/16.</p>
<p>UNIT 5.1</p>	<p>Pass</p>	

THEME 5: Community Development**Unit 5.2: The landlord works with partners to enable community based solutions**

Standard Expected for Accreditation	Supporting Documents	Assessment
<p>1. The landlord works with other agencies in order to deliver local community initiatives.</p>	<p>1.1 There is documentary and interview evidence that the landlord directs some of its resources to engaging with and supporting community sector partners who are better placed to deliver community based solutions.</p> <p>1.2 There is interview evidence that the landlord seeks to support effective resident/community led initiatives (such as infrastructure organisations) to develop.</p> <p>1.3 There is documentary and interview evidence that partnerships (strategic and local) are governed by terms of reference (or alternative formal document)</p> <p>1.4 There is documentary and interview evidence that the outcomes of local partnership arrangements are subject to monitoring and scrutiny by local residents including impact on equality and diversity.</p>	<p>1.1 Yes In addition to Strategic Plan 2013 to 2016 Catalyst Housing Shaping Change, information provided on project groups, resident led scrutiny, CRF and resident groups, Changing Places FINAL and Church End and Roundwood Year 1 Delivery Plan FINAL documents provided demonstrate work with local stakeholders to support delivery of objectives. Catalyst works closely with Local Authorities and Local Policing Teams.</p> <p>1.2 Yes reality checking meets this standard. Health checks are carried out i.e. Church End TRA- supported to deal with drug dealing in area- resulting in CCTV, Shrubs cut back and improved lighting. A resident from this TRA also mentors another group- Roundwood. CRF offer support as to how groups can manage themselves and a buddying scheme.</p> <p>1.3 Yes The strategic plan points to strong partnership approach with key partners including RSLs, councils, police, VSOs, credit unions, schools and colleges. Formal partnerships are governed by clear terms of reference and service level agreements.</p> <p>1.4 Yes 800 people supported over 3 years to sustain their tenancies through triage, signposting to CAB and other services. Reality checking – focus groups Residents on the focus group could only identify one community project (CAB funding) which is not the case- see recommendation above.</p>
<p>2. Residents and frontline staff form effective relationships with local agencies, networks and</p>	<p>2.1 There is documentary or interview evidence of local partnerships and/or</p>	<p>2.1-2.2 Yes As above.</p>

<p>partnerships.</p>	<p>successful working relationships which deliver improved community services.</p> <p>2.3 There is documentary or interview evidence that the landlord is involved with the Local Strategic Partnership and encourages residents to attend and contribute.</p>	<p>Extensive evidence of successful working relationships delivering improved community services.</p> <ul style="list-style-type: none"> • Community investment at the Unity Centre • Dee Park, Reading (a multi-landlord estate with community centre) Catalyst and other landlords continue to work with residents to improve their community. <p>Friary Park Steering Group Westcott Park</p> <p>http://www.chg.org.uk/?s=reading+board&search_submit=</p> <p>http://www.chg.org.uk/?s=friary+Park&search_submit=</p> <p>http://www.chg.org.uk/?s=westcott&search_submit=</p> <p>http://www.chg.org.uk/?s=epic+centre&search_submit=</p>
<p>3. The landlord supports residents to engage with other stakeholders and service providers.</p>	<p>3.1 There is interview evidence that the landlord supports local residents to form relationships with other community and voluntary sector organisations that result in a positive impact</p> <p>3.2 There is interview evidence of staff signposting local networks and organisations that may assist residents achieve their aims.</p> <p>3.3 There is interview evidence that residents know where to access information regarding other local organisations and make use of this information.</p>	<p>3.1-3.3 Yes</p> <p>Catalysts’ involved residents are encouraged to engage with and access support from other stakeholders and service providers e.g. Triage service mention above as good practice Christina Tom-Johnson, Welshore Community Hub interviewed along with staff and other residents- good use of community resources</p> <p>Southall Centre Works with Asian community to overcome barriers such as language barriers lack of awareness poverty and low income racism changing values immigration status - See more at: http://www.chg.org.uk/residents/supporting-communities/southall-day-centre/#sthash.aEN3KVdj.dpuf</p>
<p>UNIT 5.2</p>	<p>Pass</p>	

THEME 5: Community Development**Unit 5.3: The landlord supports residents in influencing local strategic decision making**

Standard Expected for Accreditation	Supporting Documents	Assessment
1. The landlord seeks resident support for partnerships or new ventures.	1.1 There is documentary and interview evidence that residents and landlords have debated the added value offered by new local initiatives and that resident support has been obtained.	1.1 Yes Friary Park steering group is an example of this work. This is very positive and proactive as residents are vocal about their concerns, but it is a positive reflection of Catalysts approach to resident involvement that Catalyst wants to work with residents to address all concerns and support residents' aspirations.
2. The landlord offers support to resident aspirations to influence strategic decisions made by other agencies or partnerships	2.1 There is documentary or interview evidence that, where appropriate, the landlord acts as an advocate for residents with other service providers. 2.2 There is documentary and interview evidence that the landlord encourages other agencies to engage with local residents in prioritising and planning their activities and that the landlord intervenes on behalf of local communities where external agencies are not acting in an appropriate manner. 2.3 There is documentary or interview evidence that the landlord seeks to enable communities to be involved in all major decisions that will affect them.	2.1-2.3 Yes See Welshore above See triage above Catalyst has supported PTLs training of residents to set up as self-employed trainers, delivering training to other residents Helping you to achieve your goals and gateway leaflets
3. The landlord informs residents that it will assist resident groups to deliver their wider local aspirations.	3.1 There is documentary and interview evidence that the landlord communicates to local groups details of the support available to deliver a community development agenda if they aspire to this (e.g. the landlord supports its main tenants groups to establish their own website)	3.1-3.3 Yes Evidence of support, partnership and strong communication through Catalyst4You and Catalyst website. See, community café, Welshore, Westcott Park, etc. Landlord is currently supporting CRF development of their own



	<p>3.2 There is documentary and interview evidence that the landlord seeks external funding and resources for its resident involvement activities.</p> <p>3.3 There is documentary and interview evidence that the landlord assists local groups to access funding for resident involvement activities. See documents provided and website links provided</p>	<p>website.</p> <p>Catalyst has supported CRFs application for a Credit Union account, enabling them to issue grants to Catalyst residents and support local initiatives with autonomy.</p>
<p>UNIT 5.3</p>	<p>Pass</p>	

THEME 6: Support & Resources

Unit 6.1: The landlord is committed to supporting and resourcing resident involvement & empowerment

Standard Expected for Accreditation	Supporting Documents	Assessment
<p>1. The landlord is committed to a range of support for resident involvement.</p>	<p>1.1 There is documentary evidence that the main RI Strategy document identifies that support is available providing residents with:</p> <ul style="list-style-type: none"> • Access to appropriate information • Access to training and capacity building • Access to financial support • Access to specialist support e.g. for residents with support needs • Access to independent mentoring <p>1.2 There is documentary evidence showing how expectations are managed.</p> <p>1.3 There is documentary evidence that the forms of support available and the process used to allocate this support have been effectively communicated to residents.</p>	<p>1.1 Yes There is a clear commitment to training and mentoring, capacity building and appropriate information in relation to understanding service improvement and scrutiny. Also to training and mentoring for the purpose of capacity building in relation to general education and employment.</p> <p>Sweet Smell of Success- innovative engagement exercise to develop marketing and pricing appreciation amongst residents Expenses policy shows support for travel, care, incentives (vouchers), telephone, subsistence and accommodation.</p> <p>1.2 Yes Expectations are managed through recognition criteria for RAs, constitutions, code of conduct and policies etc. are adhered to and are available on the website and intranet for staff to respond to enquiries.</p> <p>RA’s require 20% of residents supporting (block rep role offered where there isn’t 20%), bank account, committee and constitution, which must contain all of the following:</p> <ul style="list-style-type: none"> • Equal Opportunity Policy • Clear definition of the area covered • Regular elections • Regular meetings including AGM • Management of finances (to be checked by Catalyst annually) <p>An annual health-check has been developed to ensure RA’s continue to comply.</p> <p>1.3 Yes The template constitution has been reviewed and agreed with residents. Residents are aware that community and personal development</p>

	<p>1.4 There is interview evidence that the forms of support available are known and understood by residents.</p>	<p>grants are available and aware of grant application process.</p> <p>1.4 yes Reality checking - focus groups Uninvolved residents could not provide support examples. Actively involved listed training and mentoring which is offered by the CRF and RI team. Recommendation to strengthen unit- Tpas feel that forms of support needs wider promotion</p>
<p>2. The landlord communicates levels of support available for resident involvement to all residents.</p>	<p>2.1 There is documentary evidence showing how the landlord communicates the levels of support available to all of its residents</p> <p>2.2 There is documentary evidence that the landlord publishes its resident involvement budgets at least annually.</p>	<p>2.1 & 2.2 Yes The Website and newsletter and the CRF promotes the support available and staff feel confident in either advising or directing enquiries through the RI, NM and Gateway teams.</p> <p>Catalyst is now publishing RI budget annually as part of the Residents Annual Report.</p>
<p>3. The landlord negotiates levels of support with its residents.</p>	<p>3.1 There is documentary evidence that the landlord works with residents in agreeing the levels of support that are required for resident involvement annually.</p>	<p>3.1 Yes This has happened in the past, not as an annual process but looking to set a date for review. The meeting with residents is planned to review objectives and levels of support. Previously levels of support were agreed (October 2010) where the levels of group funding support were proposed to be increased from £3.50 per property (RA's) to £4. The vote was tied and the Chairs casting vote meant the funding remained at £3.50. A vote to increase forum funding from £1000pa to £2000 was carried by 10 to 2. Members were also asked to provide comments on the (then) draft resident expenses policy. The CRF has an annual payment from Catalyst for carrying out its work.</p>
<p>UNIT 6.1</p>	<p>Pass</p>	

THEME 6: Support & Resources

Unit 6.2: Staff are aware of the role of resident involvement, have resident involvement targets, and are positive about resident involvement

Standard Expected for Accreditation	Supporting Documents	Assessment
1. Staff at all levels are aware of resident involvement and are supportive of its role.	1.1 There is interview evidence that all staff are aware of the organisations corporate objectives for resident involvement, aware of the organisations approach to resident involvement and the range of opportunities offered to residents to get involved in the organisation. 1.2 There is interview evidence that staff are supportive of resident involvement.	Staff at all levels demonstrated confidence in articulating the range of involvement opportunities available and supported. Residents recently evaluated the CEOs commitment to Resident Involvement. This evaluation will take place annually as part of the RI Strategy. Catalyst also promotes staff involvement, providing up to 2 volunteering days per year per staff member to work on community/involvement projects.
2. Staff performance in resident involvement is measured.	2.1 There is interview evidence that all Customer facing Staff have resident involvement targets that are linked to the organisations corporate objectives, team goals and competencies for resident involvement. and That performance against targets are assessed as part of a staff appraisal mechanism.	All staff have ‘Individual Contribution Development Review’ (ICDR) meetings twice per year, which looks at individual and team targets – As part of the RI strategy Catalyst aims to include resident involvement targets in all job profiles. The NMs CDR objectives already include this.
3. All staff can point to positive impacts of resident involvement.	3.1 There is interview evidence that all staff can point to positive benefits that have accrued through resident involvement. 3.2 All frontline staff can point to their own experience of positive benefits.	Staff at all levels are able to highlight positive benefits of RI and are clear on outcomes in relation to their role objectives.
UNIT 6.2	PASS	

THEME 6: Support & Resources**Unit 6.3: Staff are skilled in resident involvement**

Standard Expected for Accreditation	Supporting Documents	Assessment
1. The landlord provides basic training to staff on resident involvement.	<p>1.1 There is documentary and interview evidence that all staff teams have received basic training in resident involvement and that this is included in induction programmes.</p> <p>1.2 There is interview and documentary evidence that resident involvement is included in team briefing processes.</p>	<p>Overview of RI included in local staff induction, though formal corporate induction focuses more keenly on customer excellence type messages. Employee induction programme requires staff to have an understanding of the current strategic review process by the end of week one and this incorporates RI requirements and the Managers checklist includes the requirement to outline key policies, of which the RI Strategy is one.</p> <p>RI Officers have delivered ad hoc RI briefings about RI at team meetings.</p>
2. Ongoing staff training is linked to competencies and performance	2.1 There is documentary or interview evidence that staff appraisals and training audits identify gaps in competence, skills, knowledge and that training plans are constructed to address these gaps	ICDR meetings identify training and personal development needs, but this isn't specifically in relation to RI unless the staff are delivering RI activities.
3. The landlord ensures that training is provided to equip staff with skills appropriate to their role in delivering resident involvement activities.	<p>3.1 There is interview evidence that staff can access skills that will help them enable and empower tenants.</p> <p>3.2 There is interview evidence that staff with weaknesses in resident involvement have received training.</p>	<p>Yes as above</p> <p>Where necessary specific RI staff training has been sourced and provided most recently to West London housing team.</p>
UNIT 6.3	PASS	

THEME 6: Support & Resources

Unit 6.4: The landlord supports the development of resident skills

Standard Expected for Accreditation	Supporting Documents	Assessment
<p>1. The landlord ensures that residents with very responsible roles have the required skills and knowledge to deliver their role.</p>	<p>1.1 There is documentary evidence that the landlord has, in conjunction with residents, developed person specifications and collective competencies for all formal resident groups.</p> <p>1.2 There is documentary and interview evidence that residents involved in these groups have had their skills / knowledge / competency audited on an annual basis.</p> <p>and</p> <p>That gaps identified by the audit are used to construct a collective or individual resident training plan.</p>	<p>1.1 Yes</p> <p>Committee skills training has a full section on the roles of group committee members. There is additional supporting material available for each role. There is a manual for block representatives, which is agreed with block reps prior to formal acceptance of the role. Further capacity building training is available via the training catalogue. New Gateway triage system of assessing individual and household need and implementing and or linking those needs with appropriate support services.</p> <p>Specific training is commissioned for residents involved in specific resident involvement core areas (service improvement and scrutiny).</p> <p>1.2 yes</p> <p>Reality checking – focus group</p> <p>Actively involved residents confirmed they had all undergone training and that there is regular training on offer although they were not sure if there was a scheduled program.</p> <p>They were not aware of annual skills audits but instead think a 'rolling' skills audit is carried out.</p> <p>They confirmed that there is planned (core) training and some ad-hoc training from Trafford Hall which is either offered or provided if the resident asks for it,</p> <p>The CRF is looking to develop training which is accredited and conducted by residents.</p>
<p>2. The landlord provides a range of both ad-hoc and planned training</p>	<p>2.1 There is interview evidence that residents can access ad-hoc, training on general issues including e – learning , etc and</p>	<p>2.1-2.3 Yes</p> <p>There is extensive formal core skills and training can be planned (see training catalogue) or ad hoc. Catalyst Gateway’s employment and</p>

	<p>There is documentary evidence that residents can access formal training in core skills.</p> <p>2.2 There is documentary or interview evidence that residents' input or feedback is reflected in the topics and character of the formal training programme.</p> <p>2.3 There is documentary and interview evidence that identifies where training is linked to accreditation and the pursuit of qualifications.</p>	<p>skills projects help Catalyst Housing tenants to find and keep work.</p> <p>Catalyst run schemes that help people with CVs, applications forms, interview preparation, work placements, training and apprenticeships. Catalyst work with employers to provide real progression routes into jobs.</p> <p>Catalyst is an established training provider, accredited by CIH and City & Guilds. The qualifications offer range from Housing NVQs to basic skills courses in Maths, English and IT.</p> <p>Catalyst housing apprenticeship programme is the largest of its kind in the country with an expectation for construction partners and supply chain contractors to offer apprenticeships. Good practice</p>
<p>3. The landlord provides training in broader community issues and/or signposts and supports residents to external sources of this training.</p>	<p>3.1 There is documentary or interview evidence that the landlord provides training for broader community issues, negotiated by residents.</p> <p>3.2 There is interview evidence that the landlord signposts sources of training and supports tenants who wish to undertake it.</p>	<p>3.1-3.2 Yes</p> <p>Business and Committee skills training subjects Event management skills subjects Housing subjects And Personal development</p> <p>In relation to broader issues residents are signposted to Catalyst Gateway. This is done via the new Gateway triage system of assessing individual and household need and implementing and or linking those needs with appropriate support services.</p>
<p>4. The landlord monitors that its training is fairly distributed and is value for money.</p>	<p>4.1 There is documentary evidence that the landlord profiles participants in its training and sets targets for increased take up by under-represented groups.</p> <p>4.2 The landlord, in conjunction with residents, monitors the impact and value for money of its resident training. That this is reported to the resident body and used to help set future training programmes.</p>	<p>4.1-4.2 Yes</p> <p>Training is available to all residents in London and the South East and information is collected about the impact of the training delivered and clear targets are set and form part of the training evaluation process. CRF impact assessments submitted as evidence sets out assessment of training.</p>
<p>UNIT 6.4</p>	<p>Pass</p>	

THEME 6: Support & Resources

Unit 6.5: The landlord supports and celebrates resident involvement

Standard Expected for Accreditation	Supporting Documents	Assessment
<p>1. Resident involvement is financially supported.</p>	<p>1.1 There is documentary and interview evidence that the landlord makes provision for out of pocket expenses, childcare and advocacy services to individuals participating in resident involvement activities.</p> <p>1.2 There is documentary and interview evidence that clear processes exist for financially supporting residents and that the scope and extent of this support and any recognition criteria on which such support is dependent have been negotiated with residents</p>	<p>1.1 & 1.2 Yes Catalyst has enabled the Resident Involvement team to fund resident involvement via annual budget for resident involvement (£177,000)</p> <p>Additionally the Expenses policy shows support for travel, care, incentives (vouchers), telephone, subsistence and accommodation, and is available for download on the website.</p> <p>Startup grant, annual maintenance and project support for recognised groups. (start up grant £200, £50 per property covered on an annual basis)</p> <p>Other grants for non-involved residents can be accessed via Gateway and the Neighborhood Management teams. RI has an annual budget and the CRF and recognised resident groups have annual budgets and grants Examples provided: CRF Maintenance Grant 03Dec2015 Small Grant (Events) Application Form_updated April 2015 Start-up Maintenance Grant Expenses are also paid</p>
<p>2. The landlord supports residents to deliver on residents’ community development aspirations.</p>	<p>2.1 There is documentary or interview evidence that the landlord works with residents groups to consider what they wish to achieve, and the level of engagement that is required to achieve those aims, and, that the landlords recognition criteria for groups reflects the different aspirations</p> <p>2.2 Where residents groups aspire to more challenging tasks (e.g. setting up a resource</p>	<p>2.1&2.2 Yes Catalyst uses a range of methods to involve residents according to their availability, needs and aspirations.</p> <p>This is demonstrated in London and the South East. See examples given above (Welshore Community Hub, Coffee Couture café and Wornington Green Community Garden).</p>

	centre, exploring tenant management, setting up a community business) there is documentary or interview evidence that the landlord has offered assistance or sign posted alternative support services or funding.	
3. Resident involvement is celebrated in a variety of ways.	3.1 There is documentary and interview evidence that the landlord has adopted methods of celebrating/rewarding resident involvement and that these methods have been negotiated / designed with residents (e.g. regular feedback on community successes in newsletter, prize giving ceremonies, parties, fun days, attendance allowances)	3.1 Yes Resident Involvement is celebrated in articles, e-bulletins and tweets on the Catalyst website, in newsletters, awards for involved resident including vouchers, activity days and award ceremonies, etc. <i>Reality checking evidence from staff and residents: Oscars, annual conference, case studies, thank you-Team of the year</i>
UNIT 6.5	Pass	

THEME 7: Governance**Unit 7.1: The landlord has a considered approach to resident involvement in governance and decision making**

Standard Expected for Accreditation	Expected Outcomes	Interim Assessment
1. The landlord has residents involved in its governance arrangements	<p>1.1 There is documentary or interview evidence that the landlord has residents on its Board or Scrutiny Committee.</p> <p>1.2 There is documentary and interview evidence that the landlord has consulted and negotiated with residents in regard to the governance structure and the number of places available to residents within it.</p> <p>1.3 There is documentary and interview evidence that the landlord has consulted and negotiated with residents to be involved at Group Board and Business Board level</p>	<p>1.1 Yes Scrutiny is resident led. Catalyst is led by a board of non-executive directors. It comprises a minimum of seven and a maximum of twelve members. These include one residents' representative and a minimum of six independent members.</p> <p>There are two Customer Service Committees – one for London and one for the south east role is to; reviewing and collating information about our customers' 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</p> <p>1.2 and 1.3 The CRF nominate a Board member. CRF are consulted about the governance approach and places on the Board</p>
2. The landlord has considered / reviewed a fair and democratic process for the selection / election of residents.	2.1 There is documentary evidence of the process for election / selection of resident Board members / members of Scrutiny.	<p>2.1 Yes</p> <p>AGM process. This is offered to all resident groups although not obligatory.</p> <p><i>AGM and Committee Skills documents provided including Roles and responsibilities of Committee members FINAL, AGM letter and AGM Ballot Paper</i></p>
3. Resident Board / Scrutiny members are clear about their role.	3.1 There is interview evidence that resident governors know the powers and limits of their role. (i.e. that their commitment is to the good of the company, and that they should not use their influence unduly)	3.1 Yes interview with resident board member & scrutiny Resident Board member, scrutiny members and other involved members receive training for and support and advice about their roles. They understand that they are stakeholders, working in partnership with Catalyst for the good of the residents and the organisation. What Catalyst does to improve its services benefits the residents. Training and support by Consultants documents provided
4. Resident Board / Scrutiny members are valued and their positive contribution can be demonstrated.	4.1 There is interview evidence that resident board members are valued by other board members, and examples are given of how	4.1 Partial – interview with resident board member and leadership team Catalyst state that they value its residents and the work that they

	<p>their contribution has influenced the decisions of the Board.</p>	<p>contribute on a voluntary basis. Residents are treated equally in all respects and encouraged to confidently offer views and suggestions around service improvement. See information provided regarding Catalyst groups and website Realty checking suggests that the Resident Board Member does not always felon an equal footing or valued some of the time and is not aware of the all of the training and support. Recommendation: Develop and support and capacity building programme to develop further skills of resident board members.</p>
<p>5. There is effective and ongoing training for Board / Scrutiny members and where appropriate supplementary training is available to resident board members.</p>	<p>5.1 There is documentary or interview evidence of a robust approach to board training that ensures good governance. 5.2 There is documentary or interview evidence that Independent mentoring is available if and when required.</p>	<p>5.1-5.2 Partial The BM receive an induction with Managing Director and a handbook explaining the role, agreement, induction day, training and capacity building prior to application (to support through process). All involved residents are given training and capacity building to enable them to fulfil their roles. Awayday/strategy/teambuilding days are organized for the involved residents. Residents are supported in receiving external training and in attending conferences e.g. the TPAS conference. See information provided regarding training and website However the reality checking would suggest that this needs to strengthen-see above recommendation.</p>
<p>6. There is an effective and ongoing approach to succession planning, especially with reference to resident board members.</p>	<p>6.1 There is documentary or interview evidence that the landlord has an effective approach to ensuring that, should the situation arise, existing resident board members can be replaced by other residents with appropriate skills and abilities (e.g. mentoring for prospective board members and a resident involvement structure that allows skills and experience to be developed)</p>	<p>6.1 Yes There is a pool of talented, trained, committed and engaged residents at Catalyst. Catalyst has discussed succession within the Resident Involvement team, but has not discussed succession with residents. This is managed by the CRF, but Catalyst ensures that there are a good number of residents receiving on-going capacity building and succession training. This needs to be strengthened</p>
<p>7. Resident Board / Scrutiny members are accountable to the wider resident body.</p>	<p>7.1 There is documentary evidence that the wider resident body is regularly informed</p>	<p>7.1-7.2 Yes Extensive evidence of Resident Board Member, Scrutiny Panel</p>



	<p>about the activities of resident board/scrutiny members and the outcome of these activities.</p> <p>7.2 There is documentary evidence that any collective concerns expressed by the wider resident body are subject to an appropriate response by the landlord.</p>	<p>Members and other Committee Members being accountable to the wider resident body including group structure consultation Seen information provided regarding Catalyst groups and website and especially CRF documents.</p>
<p>UNIT 7.1 SCORE</p>	<p>Partial</p>	

Interim Assessment Outcome Matrix

Theme	Detail	Pass	Partial	Fail	ACCREDITATION - Required level of pass/partial scores
1	Landlord demonstrates clear strategic commitment to resident involvement	3	2		Theme One 4 Pass or Partial out of the 5 units
2	Landlord knows its residents and their aspirations	5		1	Theme Two 5 Pass or Partial out of the 6 units
3	Landlord has clear aims, measures and feeds-back outcomes	1	1		Themes 3 and 4 5 pass or partial out of the 6 units
4	Accountability & Performance	3	1		
5	Community Development	3	0	0	Themes 5, 6 and 7 7 pass or partials out of the 9 units
6	Landlord committed to training, development and support resources for resident involvement	5	0	0	
7	Residents involved in governance of landlord		1	0	
TOTAL		20	5	1	26

CRITERIA FOR ACCREDITATION

- The landlord should achieve "YES" for at least 20 out of 26 units
- The landlord should achieve "no" for no more than 4 out of 26 units
- The landlord should achieve "YES" or "PARTIAL" for 4 out of 5 units in Theme 1
- The landlord should achieve "YES" or "PARTIAL" for 5 out of 6 units in Theme 2
- The landlord should achieve "YES" or "PARTIAL" for 5 out of 6 units in Themes 3/4
- The landlord should achieve "YES" or "PARTIAL" for 7 out of 9 units in Themes 5/6/7

Good Practice

Theme	Unit	Summary
Across all themes		Generally throughout the assessment process the Assessor was impressed with the commitment of very active residents from the CRF.
		The Community Gateway team approach through the work in community development highlighted a number of projects that are good practice. Triage Process, Community Centre work and development and the use of HACT toolkits to demonstrate the return on investment.

Recommendations to be implemented within 12 months

Theme	Unit	Summary
THEME 1: Strategic Commitment to Involvement & Empowerment Unit 1.1: The landlord has clear aims for its approach to resident involvement & empowerment and these aims are influenced by resident's priorities and aspirations	2.3 There is documentary and interview evidence of appropriate levels of resident involvement in regular monitoring of and routine reviews of the RI strategy.	To involve residents and staff in the review findings and provide appropriate opportunities to input into the RI review and developing Customer Experience Strategy.
THEME 1: Strategic Commitment to Involvement & Empowerment Unit 1.5: The landlord is positive about the principles of tenant management	2.1 There is documentary evidence that the document(s) referring to tenant management make describe a range of devolved power options available to residents (e.g. neighbourhood agreements, , local management agreement, Community Cashback ¹ or other small scale management of single services).	To develop the options for greater empowerment and tenant opportunities to manage, it would be good to see how the proposed RTM group works.

<p>THEME 2: Opportunities to Involve & Influence Unit 2.2: The landlord provides core 'resident focussed' information</p>	<p>2.3 There is documentary or interview evidence that residents contribute to website content and sign off.</p> <p>2.4 Where appropriate, there are links to local groups' own websites.</p> <p>2.5 There is interview evidence that the use of social media has been explored with residents</p>	<p>To work with residents to develop appropriate influence on landlord website content and sign off.</p>
	<p>3.2 There is documentary and / or interview evidence that the handbook has been subject to resident influence and sign off.</p>	<p>Enable residents in review of handbook content and sign off.</p>
	<p>4.1 There is documentary and interview evidence that core housing and community policies (e.g. Resident Involvement Strategy, ASB Policy, Lettings Policy, Arrears Policy, Equality and Diversity policy) are easily available to residents either in brief or complete form.</p> <p>4.2 There is documentary evidence that core policies are available in full by request.</p>	<p>Residents need to be aware of the Policy Forum and how they are able to influence core policies</p>
<p>THEME 3: Use of resident Intelligence Unit 3.2: The landlord has a clear view of its resident profile and uses both profiling information and customer intelligence to influence its approach to Resident Involvement and Customer facing services</p>	<p>1.1 There is documentary evidence that the landlord has a minimum 90% profile of its tenants by the 7 Equality Strands which is based on reliable sources and shows credible research method. Where appropriate (e.g. where the landlord's stock is spread over a larger area, or rural and urban) there should be a local or area profile.</p> <p>1.2 There is documentary evidence that this profiling information is less than 2 years old.</p> <p>1.3 There is documentary evidence that the landlord has captured information or has in place plans to capture information that helps it understand the additional support needs of households.</p>	<p>Promote why information is requested- Some organisations achieve 100% in this area as they have good residents' information and examples.</p>

<p>THEME 4: Accountability & Performance Unit 4.1: The landlord involves residents in setting standards, performance indicators and targets and widely reports on its performance</p>	<p>2.2 There is documentary and interview evidence that the landlord applies a range of informal and formal methods for gathering residents views about PIs and provides an appropriate vehicle for residents to negotiate PIs and targets.</p> <p>2.3 There is documentary and interview evidence that residents have been involved in negotiation and monitoring of local priorities and standards within the context of Neighbourhood Plans.</p>	<p>Apply a range of informal and formal methods for gathering residents views about organisation wide PIs and provide an appropriate vehicle for residents to negotiate PIs and targets.</p>
<p>THEME 7: Governance Unit 7.1: The landlord has a considered approach to resident involvement in governance and decision making</p>	<p>4.1 There is interview evidence that resident board members are valued by other board members, and examples are given of how their contribution has influenced the decisions of the Board.</p>	<p>Develop and support and capacity building programme to develop further skills of resident board members.</p>