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Resident Involvement Strategy Manager,
Riverside Group

2011
events

1st Annual Tenant Panel Conference

Monday, 28th November 2011

York Racecourse

Quality
of Life

Customer Scrutiny Cross Landlords

Teresa Tierney
Director of Housing Services
Halton Housing Trust

28th November 2011

Starting Point - Our Pilot Allocations Local Offer

- Our pilot involved the Council and the 6 main housing providers working across Halton
- Also sought advice and support from HouseMark and TAROE
- Customers identified their priorities, from this the local offer was developed
- Cross partner Customer Steering Group set up early in the process
- Later formed the basis of the Customer Scrutiny Panel

So How Much?



Current Position



Customer Scrutiny - Allocations

Mike Hill
Customer Scrutiny Panel Member
Halton Housing Trust

Involving Customers from the start



How Customers Led the Way



Maintaining the Momentum



Starting to put the pieces together...

Finding more pieces...

Learning Points

What has worked well



- ✓ **Starting with customers** – they defined the standard
- ✓ **Steering Group participation** – natural progression to take on scrutiny role
- ✓ **Involvement of customers** - from different partners/experiences
- ✓ **HouseMark** – assistance in performance measures
- ✓ **Dedicated Officer** - Latterly identification of a dedicated officer to support the panel
- ✓ **Customer Inspectors** -Trained pool of customer inspectors
- ✓ **Training Programme** -Revisiting initial training

Not So Well



- ✗ **Postal and website surveys** – very low responses to local offer
- ✗ **Representation** - Maintaining representation from across the partner RSL's
- ✗ **Training** - Standard of training provided to the panel
- ✗ **Commitment** –levels varied across partners
- ✗ **Time**- too far longer than originally envisaged

Questions

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Tenant scrutiny: a practitioner's view

Peter Donegan
Resident Involvement Strategy Manager

November 2011

Transforming **lives**
Revitalising **neighbourhoods**



Scrutiny in Riverside: taking a national perspective

- Introduction to Riverside
- Babies and bathwater!
- A new structure for scrutiny
- Making it all work for Riverside
- Managing locally, learning centrally

Tenant scrutiny?

Tenant scrutiny is intended to give tenants influence over the **priorities** and **performance** of their landlord and **give tenants the power to effect change**

Questions

- Do we do this in Riverside already?
- Do we do enough of it?
- Is it working right everywhere in Riverside?
- How do we change what we are doing?

Riverside

- A national housing association with over 50,000 properties
- Founded 1928, and grown by improvement and development, stock transfer and merger
- Turnover £249million
- We provide care and support services to over 6000 people
- We work in 169 local authorities

Involving tenants

- Tenants on our main Board for 25 years
 - Extensive local tenant structure with links to Governance at all levels
 - Decisions taken as close to tenants as possible, so we have clear delegated authority
- Long history of direct tenant consultation, as well as with representative tenant groups: any national consultation costs at least £25,000
- Local groups have scrutiny agenda

Active engagement in scrutiny

Staff and tenants can commission

- **Tenant inspectors**
 - Checking local services
 - 3 national inspections, 3 local
- **TASQ team**
 - Assessing service quality
 - Detailed staff interviews
 - Reporting findings

Babies and bathwater

Decisions

- How much should we change?
- What actually works?
- How much does it cost?
- Who cares?

Scrutiny in Riverside 2011

Governance

Scrutiny

Tenants

Scrutiny in Riverside 2011

Governance

Scrutiny

Tenants

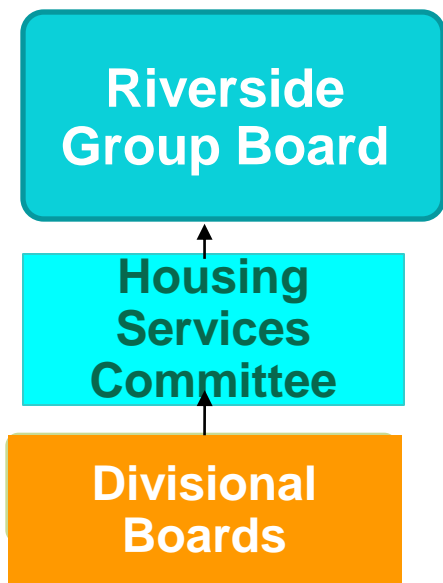


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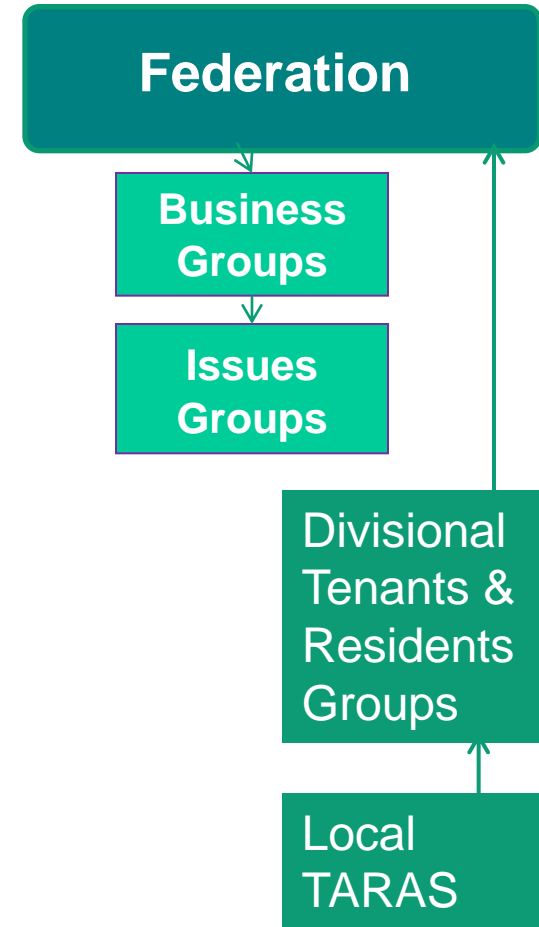
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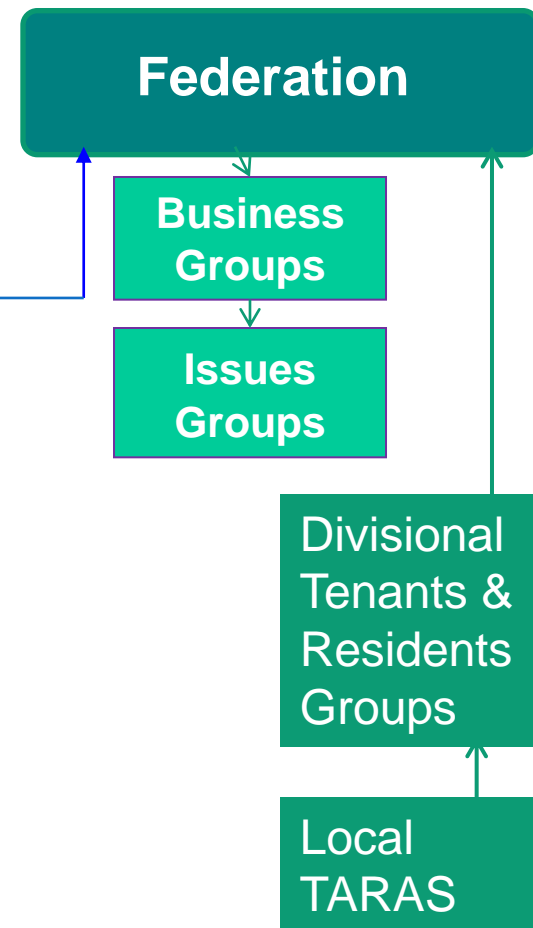
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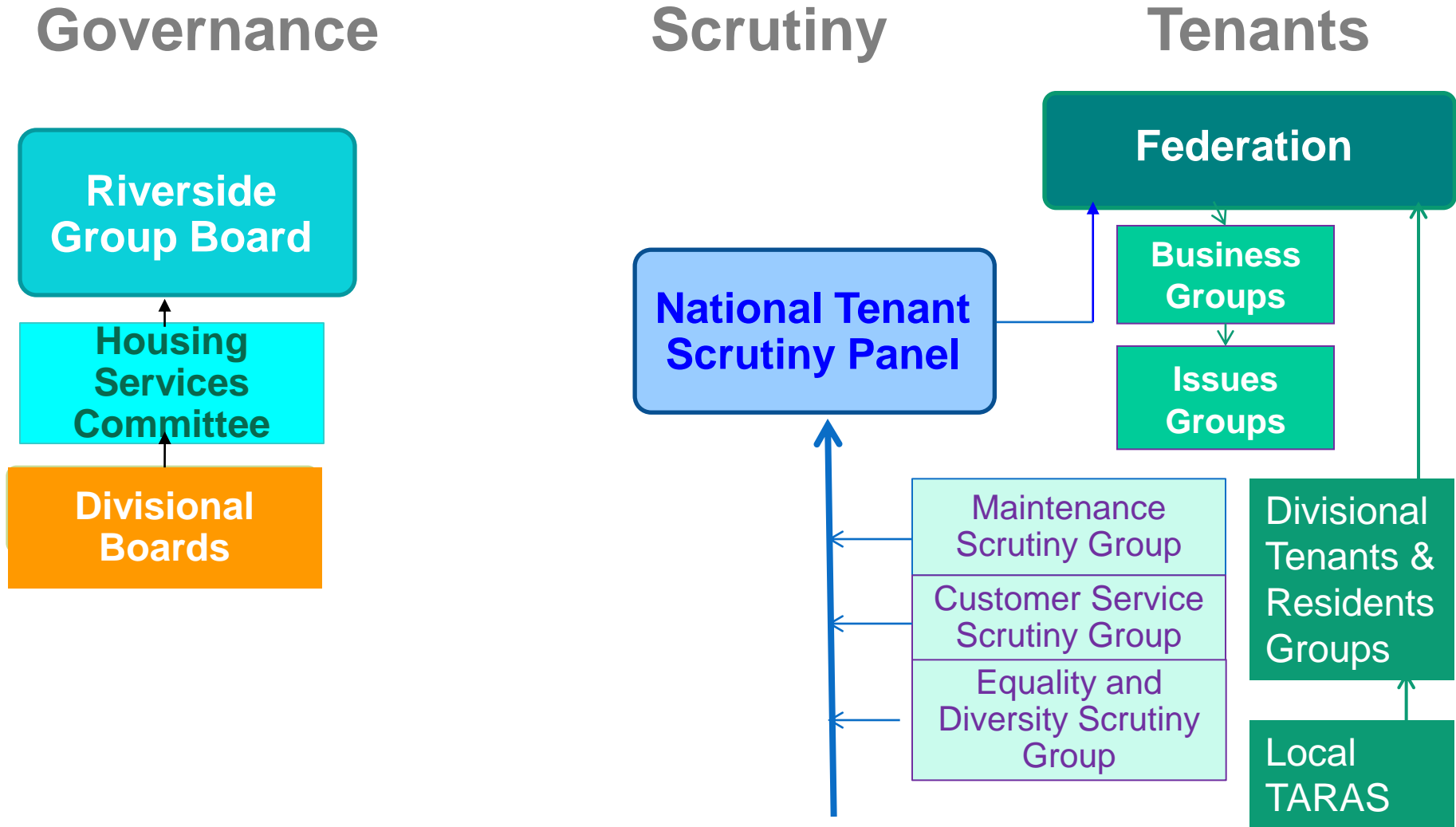
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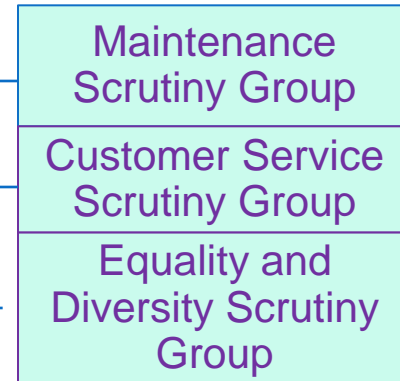
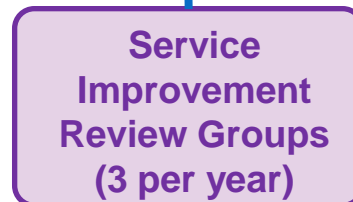


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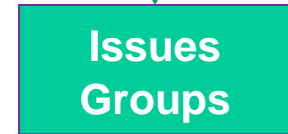
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Scrutiny



Tenants

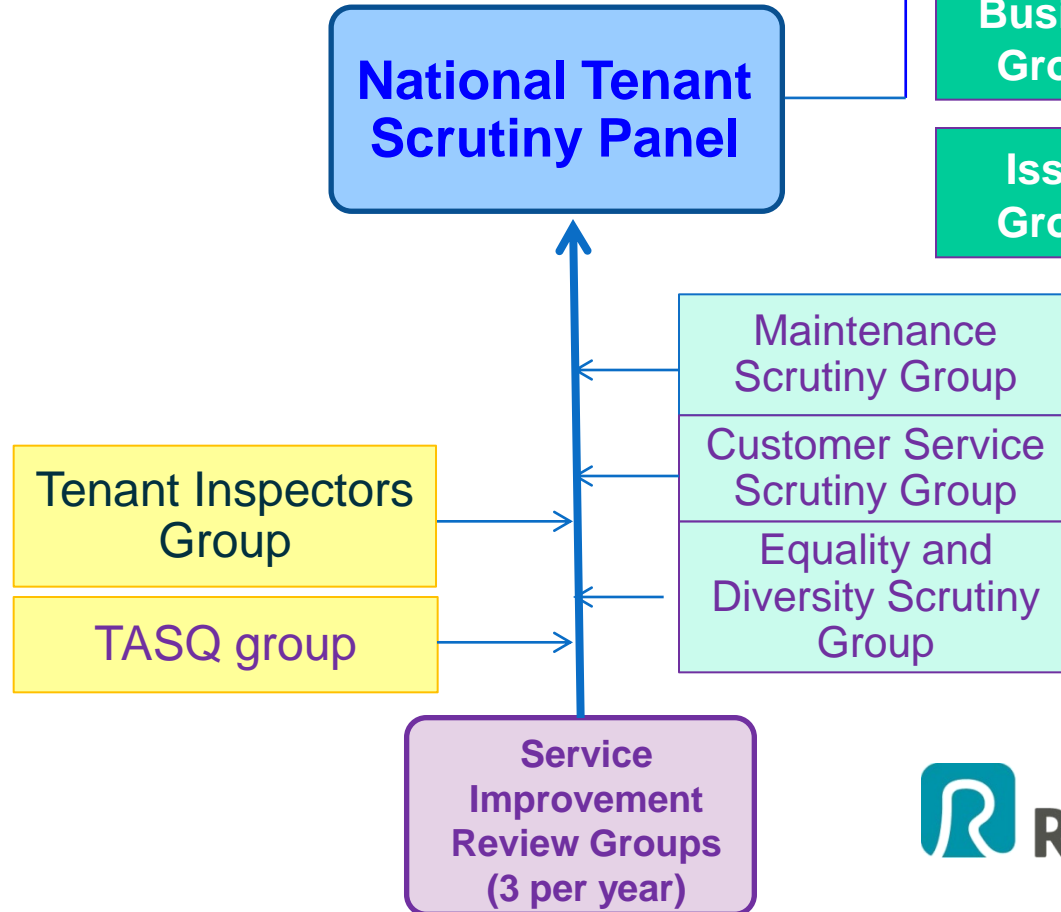


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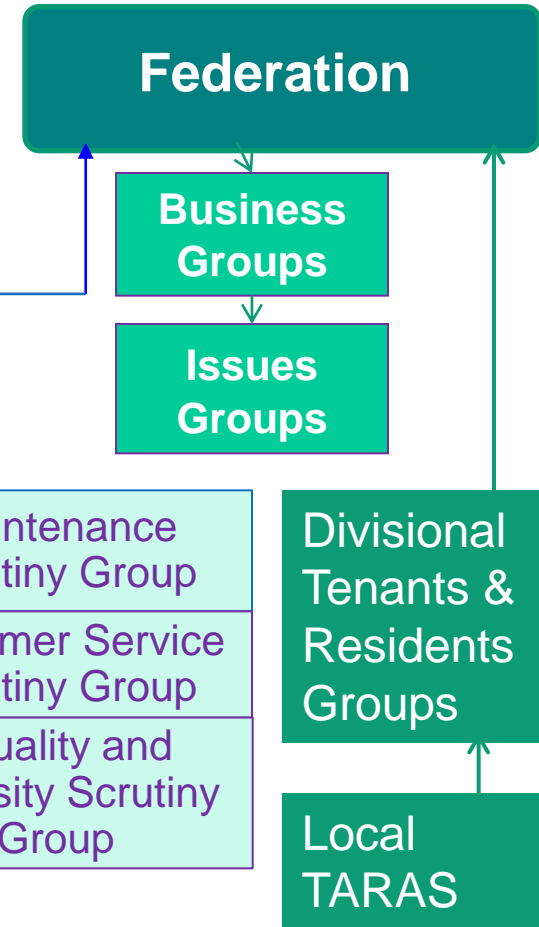
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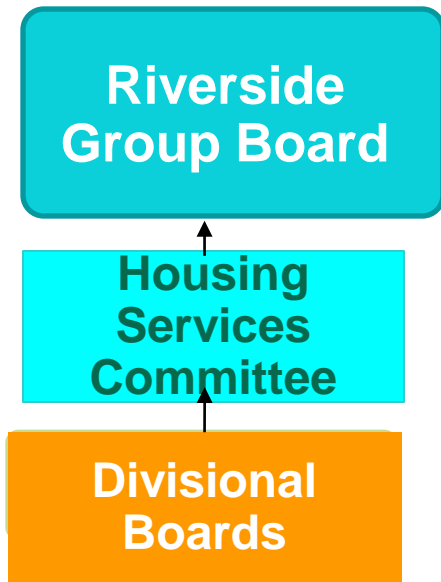


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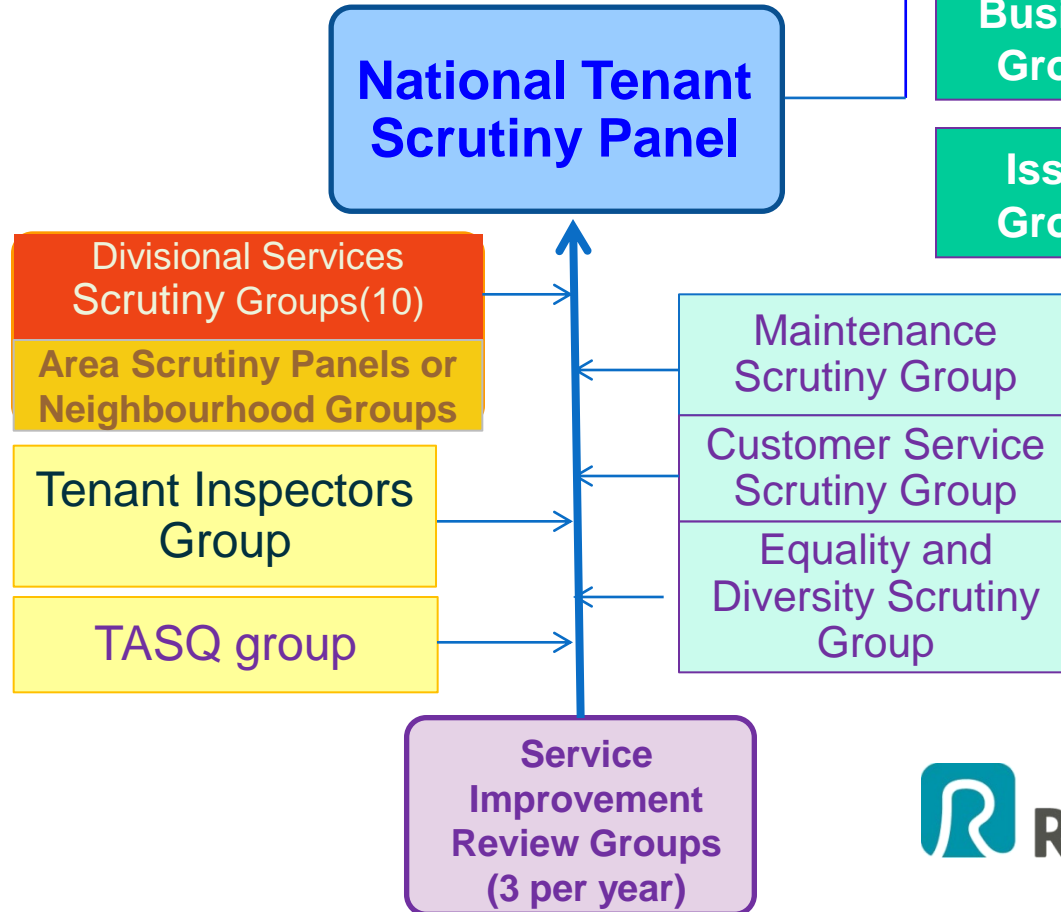


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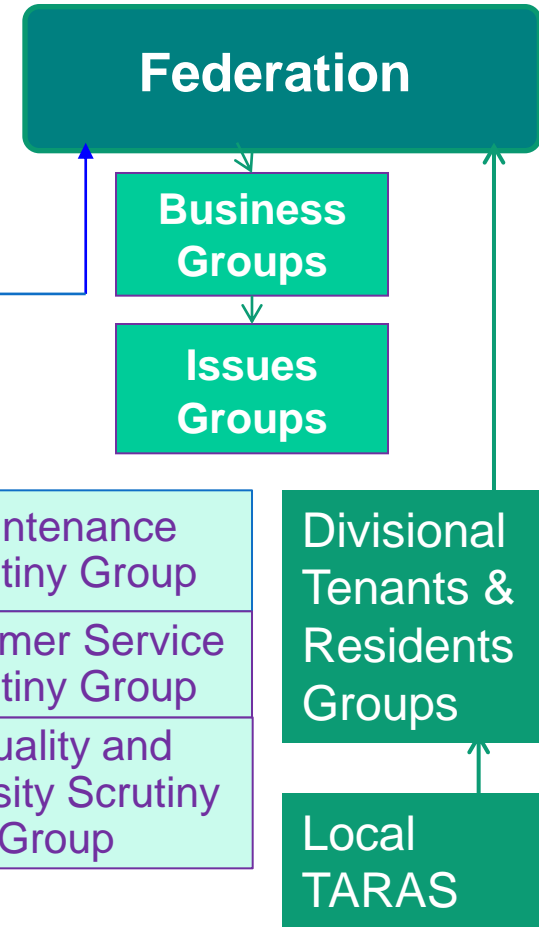
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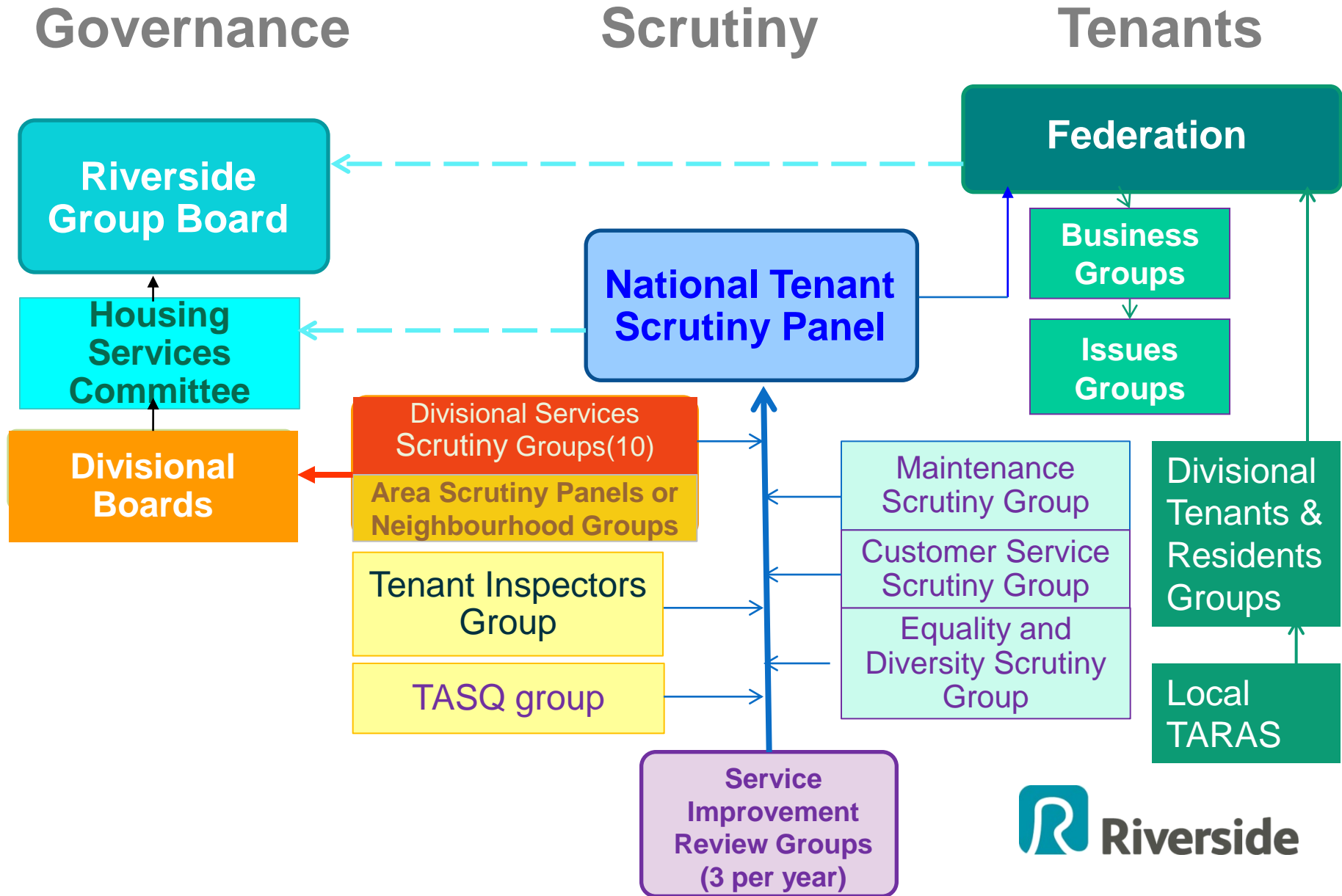
Scrutiny



Tenants



Scrutiny in Riverside 2011



How much should we change?

- As little as possible, so long as we can deliver the outcomes
 - Tenants already engaged are often resistant to changes
 - But new tenants are wary of getting involved in established structures
 - We need to offer wider choices, including social networking and mobile phone contact

What actually works?

- Tenants being involved locally
- Tenants being clear about what they are in place to do
- Tenants being involved in the way they chose for now

How much does it cost?

- Depends
 - Internet based engagement will be much cheaper, but we have some costs around infrastructure
 - Each meeting of the Federation or the National Service Scrutiny Panel costs about £5000
 - An external mentor will be around £6000 we think
- It will be as good as the changes we make as a result of scrutiny activity
 - this will be the key to good value

Who cares?

- Existing engaged tenants
- Local Board Members
- Staff
- Tenants outside those currently engaged, who may be slightly interested at present
- **Probably not most of our tenants**

What happens now

- We recruit to the service specific groups, using rigorous recruitment standards
- We develop local groups' scrutiny function
- We set up the new Tenant Inspector group
- We train staff
- We train tenants on these groups
- And then we recruit to the National Services Scrutiny Panel – and choose its name!

How do we get more people involved

- We demonstrate what can happen as a result of Tenant Scrutiny
 - The result of the TASQ exercise in RSE should be reported widely
 - We promote the action resulting from the work of Services Quality Group
 - Local areas promote the outcome of their activity
- We ask people to express interest
- Staff and Managers make it work in their areas

What will they have to do

- Tenants on the scrutiny panels will need to:
 - Share in a **recruitment exercise** designed to test for specific skills and aptitudes
 - **Demonstrate an interest and awareness** of the subjects they will be scrutinising
- The scrutiny panel members will need to :
 - **Analyse and assess** performance information
 - Recognise when they need more information and **know what to ask for**
- Report outcomes appropriately

What help will people get

- We will have an **external mentor**, who will be recruited this Autumn
- We will **train and provide staff support** centrally and locally
- We will **provide travel and other support** as needed

Managing locally, learning centrally

Scrutiny must be owned locally

- Riverside may receive expert and structured **constructive criticism** directly from tenants who will have their own evidence on which to base their views
- Local boards may receive a **direct challenge from the tenants** if they think it necessary:

We need to share the learning points

Tenant scrutiny in support of change

We need to better understand from tenants what it is they want to see change about our services

Tenant scrutiny should give us much more of this

