



## Stock retained authorities conference 2011

### Workshop – tenant scrutiny

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# Content

- Definition, context and framework
- Tenant scrutiny from the tenant's perspective
- Models of scrutiny
- Data and information needs for effective scrutiny
- Critical success factors and Quality Assured Scrutiny
- Future challenges
- Discussion and questions

# What is tenant scrutiny?

Scrutiny = *the act of examining something closely*

Monitoring = *maintaining regular surveillance*



# What is tenant scrutiny?

- An approach rather than a process
- Flexible in terms of context and application – build on what you've got
- Based on principle that priorities and views of tenants should be at the heart of a landlord's frameworks for directing, monitoring, assessing and modifying its activities
- Give tenants more power in holding their landlords to account for their decisions, performance and conduct

# What is tenant scrutiny?

- Tenant involvement “with teeth”
- Localism agenda - greater role for service users at a local level to influence and scrutinise service delivery
- Independent of governance and executive team
- Embedded in performance management arrangements
- Accessible and diverse

# Context

- **Co-regulation** now places increased regulatory expectation on **tenant scrutiny** – it enables
- Reduced regulation - *bureaucratic accountability* recedes
  - ‘proactive’ regulation limited to viability, governance and VFM .... but only for HAs
  - intervention on customer standards? – serious detriment
  - inspections rare – an investigatory tool



# Context

- Landlords, subject to tenant scrutiny, freed to perform - *democratic accountability* increases
  - self-regulation of customer-facing standards
  - regulator passes customer standards to customers
    - reinforces landlord/tenant relationship
    - maintains pressure to improve & be responsive
  - theory of scrutiny: knowledge → challenge → improve
  - still a problem? - 'democratic filter'
- Regulation is now localism compliant!
- Accountability burden switches from regulator to tenant
- Ideological....and cheap



# Why tenant scrutiny is so important

- Because the government & regulator say so
- Tenant expectations
  - a logical development of decades of tenant involvement?
  - genie's out of the bottle.....
- Good business sense
  - better VFM - focus on what is wanted and its improvement
  - shared understanding of the business & challenges
  - involved tenants are happy tenants



# Risks

- Ineffective tenant scrutiny threatens
  - viability of co-regulation itself
  - a slide in standards – because regulatory response to consumer protection is limited
- Risks associated with failure
  - reputation - reflects badly on landlords & tenants – not up to it
  - a return to top-down regulation prescription?



# Shaping expectations: review of regulation October 2010

- Making scrutiny work
  - *tenants must ....have the information and opportunities they need to **hold landlords to account** and **shape** service delivery*
  - landlords must provide **timely, useful performance information** to tenants
  - data agreed locally as part of local offer
  - tenant panels emerge as a **potential vehicle** for scrutiny – but not prescribed
- Expectations set out in direction to the regulator – necessitates revised I&E standard
- Tenant panels - potential role in complaints too



# Expectations as set out in the proposed direction

- Tenants be given a wide range of **opportunities** to influence and participate in:
  - formulation of policies and priorities
  - how services are delivered including setting standards
  - scrutiny of performance and suggestions about improvement



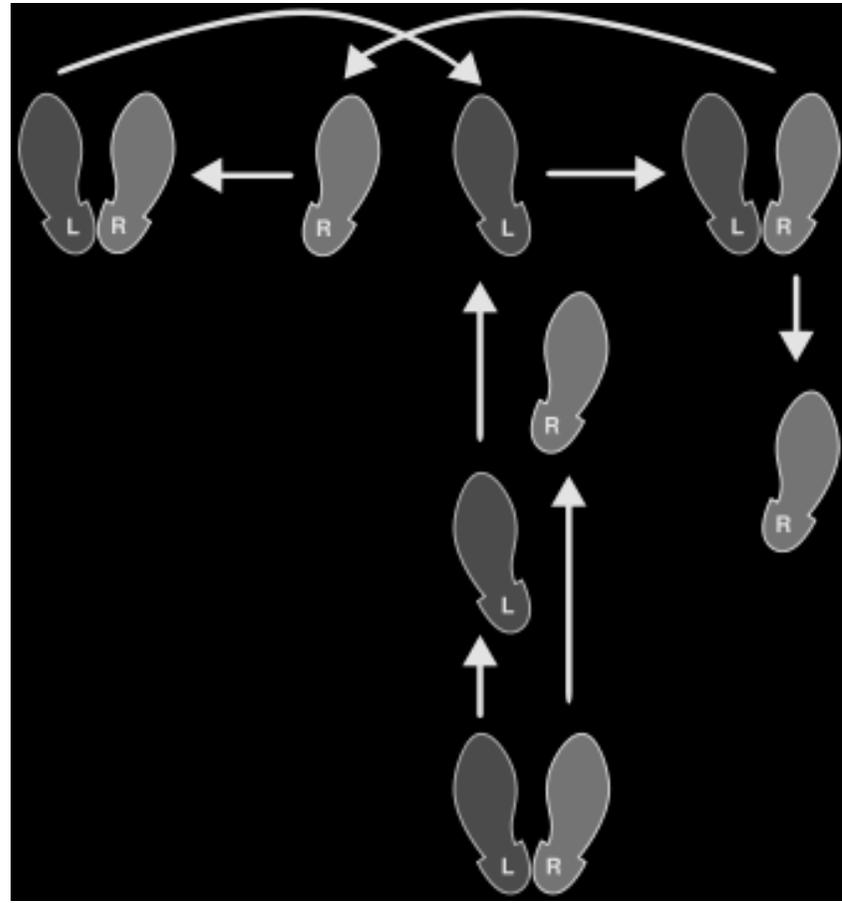
# Expectations as set out in the proposed direction

- Tenants are **supported** in taking those opportunities
  - support the formation of tenant panels or equivalent and respond to them in a constructive and timely manner
  - provide timely and relevant performance information to support effective scrutiny
    - in a form agreed with tenants
    - to include an annual report (with coverage of R&M budgets)



# Next steps

- TSA consults on revised standards in Nov 2012
- Standards finalised Feb 2012?
- Implemented April 2012!

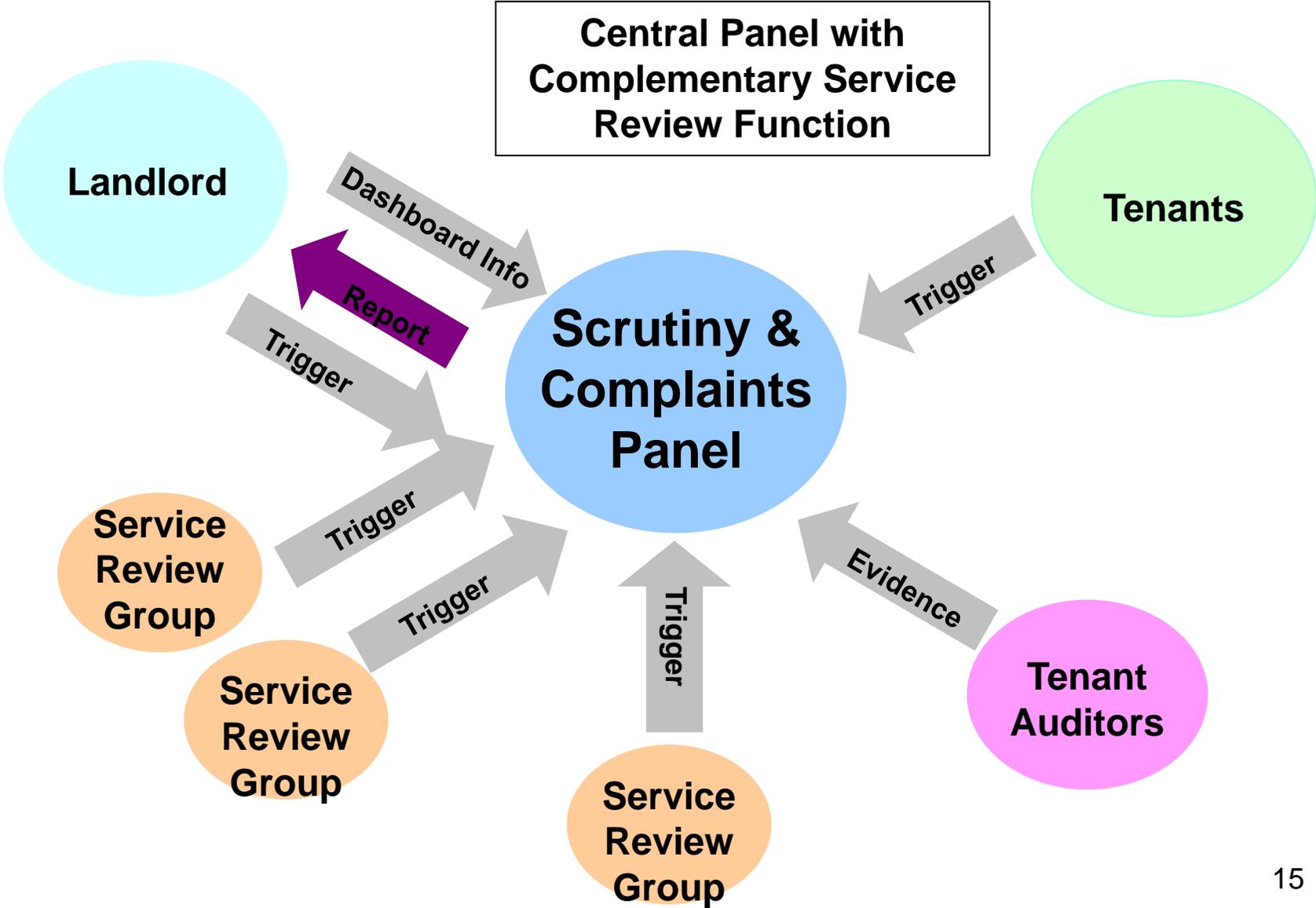


# Tenant scrutiny from the tenant's perspective

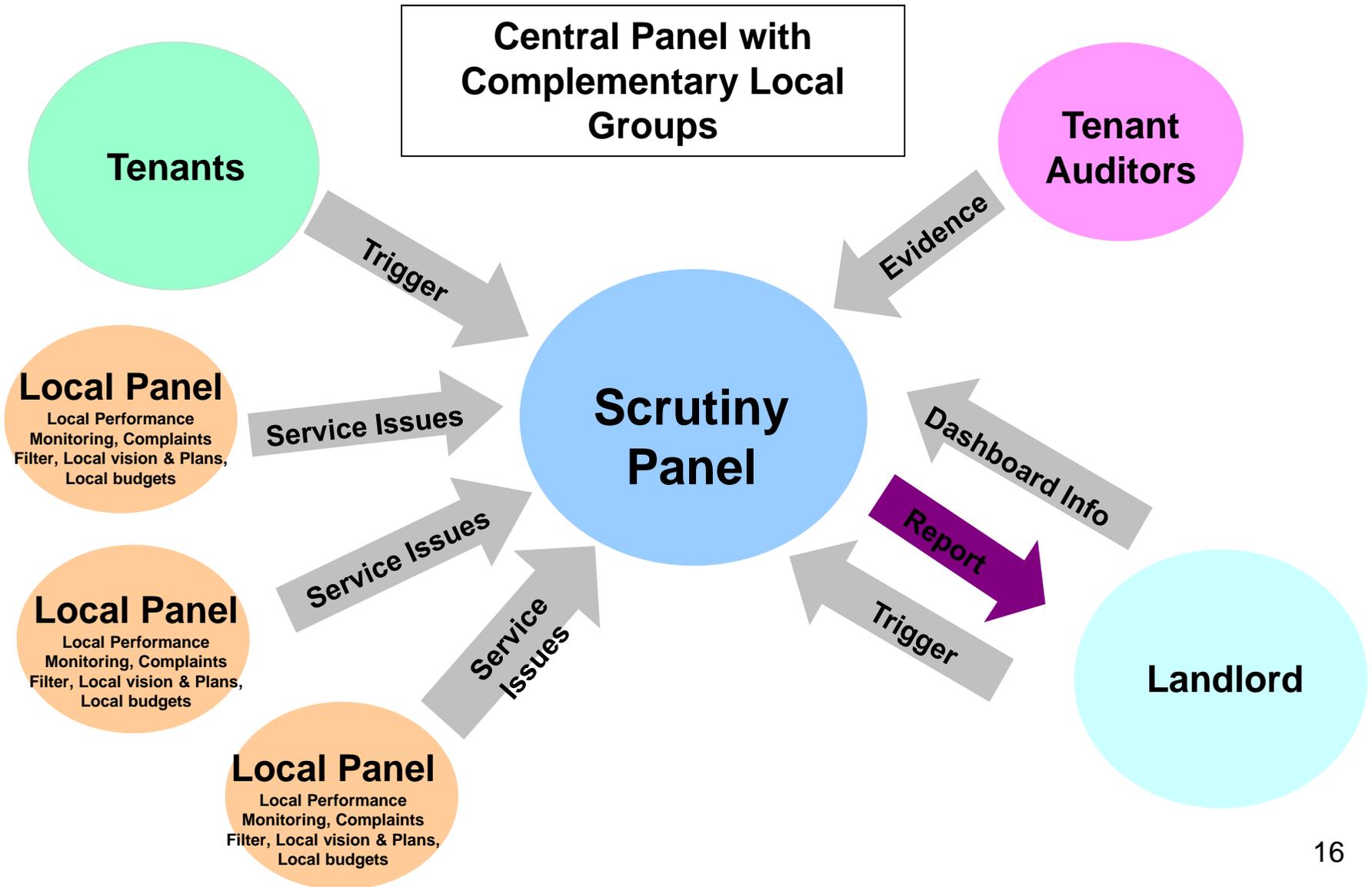
- Scrutiny vs monitoring
- Independence
- Tenant led
- Real authority
- Proper accountability
- More diversity
- Evidence based decisions
- Effective referral systems
- Better communication



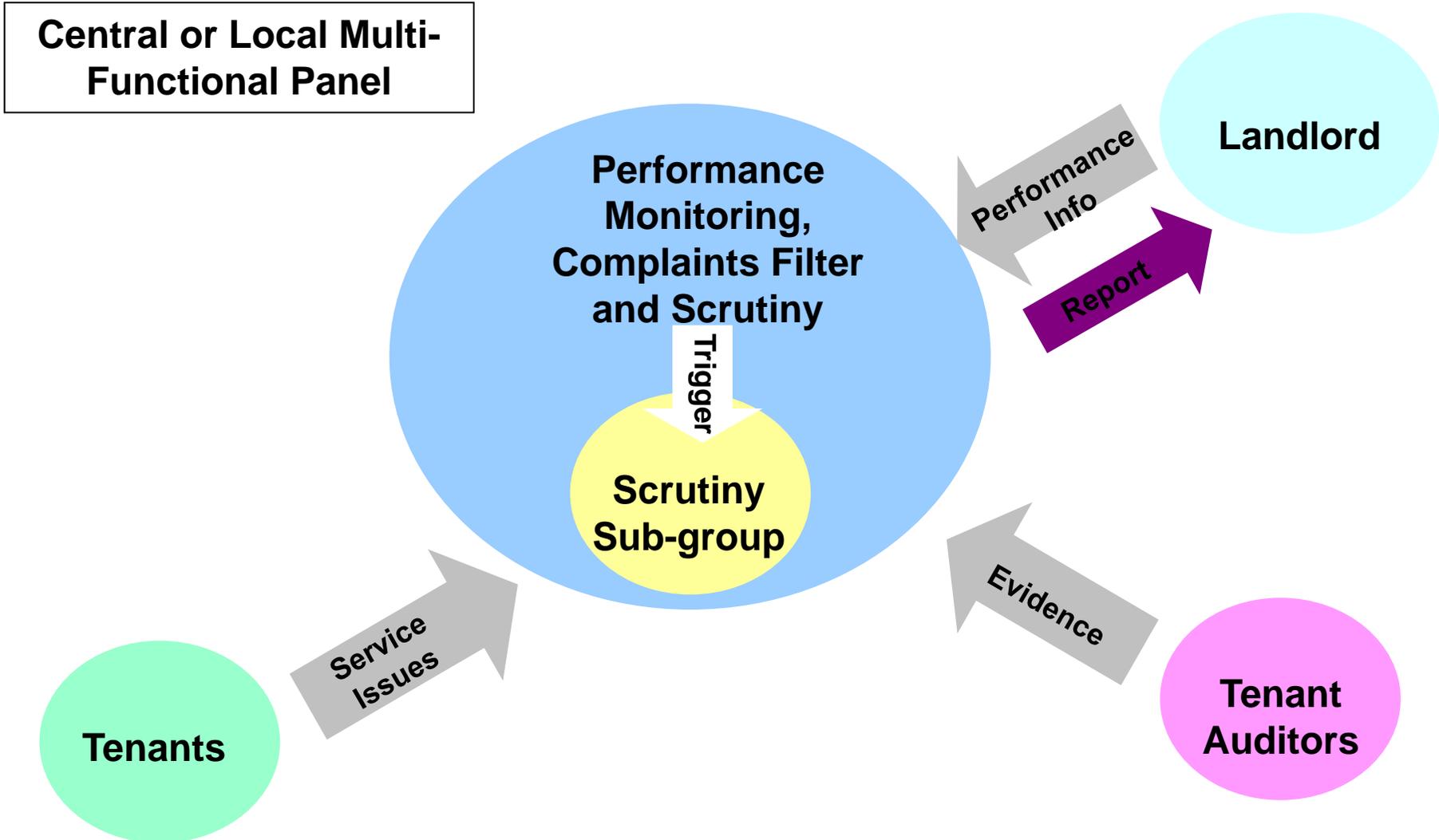
# Models of scrutiny



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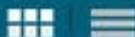


# Data and info needs for scrutiny



✓ Data is current and up to date

View mode



Compare with

My area

view organisations (82)

### Value for Money



! The above chart shows cost compared to performance for each activity area. For further information on an activity area simply click on the marker on the chart, or select from the menu on the right hand side. From here you can access more detailed dashboards for each activity area.

#### 1. Responsive repairs & void works

	Cost per property	Performance Score
Actual	£784	16
Upper Quartile	£720	59
Median	£837	49
Lower Quartile	£1,025	33
Sample	82	51

Commentary [Edit](#)

No comments

[View dashboard](#)

2. Rent arrears and collection



3. Anti-social behaviour



4. Major works & cyclical maintenance



5. Lettings



6. Tenancy management



7. Resident involvement



8. Estate services





✓ Data is current and up to date

View mode



Compare with

My area

view organisations (82)

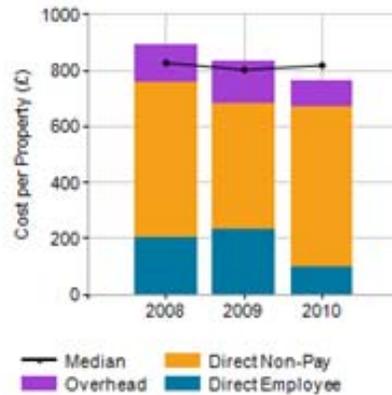
1. Responsive repairs & void works

Return to level 1

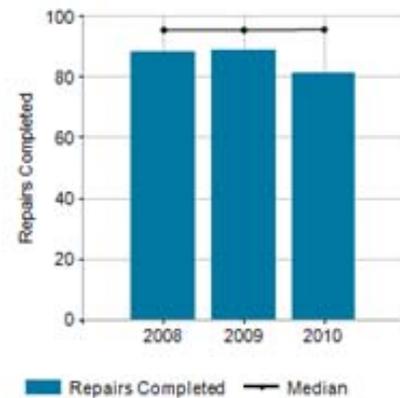
Value for money



Cost



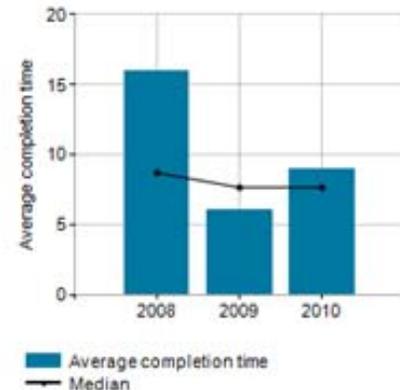
Repairs Completed



Relative Cost



Average completion time



Resourcing

Satisfaction with Repairs



**!** The below panels represent the themes for your dashboard. Use the 'ON' 'OFF' buttons to set the panels as active or hidden. Enter text into the text fields to add commentary to your themes. Any changes made here will be viewed by all users in your organisation.

[Save changes](#)

### 1. Responsive repairs & void works

We have reduced costs by outsourcing our repairs service.

Activate

 ON  OFF

### 2. Rent arrears and collection

Add your commentary here

Activate

 ON  OFF

### 3. Anti-social behaviour

Add your commentary here

Activate

 ON  OFF

### 4. Major works & cyclical maintenance

Add your commentary here

Activate

 ON  OFF

### 5. Lettings

Add your commentary here

Activate

 ON  OFF

### 6. Tenancy management

Add your commentary here

Activate

 ON  OFF

# Critical success factors and QAS

- 1. Clearly defined and real power**
- 2. Tenant led and independent**
- 3. Clear roles and responsibilities with capacity to deliver**
- 4. Decisions based on freely available and commissioned information**
- 5. Embedding scrutiny in performance management arrangements**
- 6. Equality and access**



# Future challenges

- Local scrutiny
- Consumer regulation
- Filling the inspection void
- Changes to complaints handling?
- Local standards & performance information
- ‘Serious detriment’ & ‘distant partner’ regulator
- Emergence of Local Tenant Panels



# Questions and discussion

- What are the specific challenges for local authorities ..... including the fit between tenant scrutiny and political scrutiny?
- How important is a culture change, and do you think it's achievable?
- Can tenant scrutiny regulate customer standards and drive improvement?
- What are you doing to prepare for tenant scrutiny?
- What do you already have in place?
- HouseMark/TPAS want your case studies!