

Operational Manual

Corporate

Tenure and Tenancy management

Policy

Issue – 07

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Responsibility: Operations/C&SH

Review Date: February 2019

1.0 Introduction

- 1.1 Hightown provides a range of services to residents occupying different types of property; different tenure types are offered to ensure that the most appropriate form of tenure is used.
- 1.2 The purpose of this policy is to clearly set out the kinds of tenure to be granted for existing and new properties and the way those properties will be managed.
- 1.3 Hightown's policy on tenure will comply with the Tenancy Standard as set out in the Regulatory Framework.
- 1.4 Tenancy and licence agreements are the key contractual documents between our residents and Hightown. The agreements cover the residents' rights and responsibilities alongside Hightown's obligations as the landlord. Standard tenancy and licence agreements for use by Hightown are drawn up based on legal and regulatory requirements. These will be reviewed periodically when legal and regulatory requirements change.

2.0 DEFINITIONS AND SCOPE

2.1 Assured tenancy

Assured tenants have security of tenure and their tenancy can only be ended by a Court using grounds for possession provided for in the legislation. Between 1989 and 2011 assured tenancies were routinely issued to general needs tenants (homes built for single people, couples or families with no particular support needs). They will continue to be granted where a tenant who already has an assured tenancy with Hightown or another Landlord chooses to move to another social rented home.

2.2 Secure tenancy

These tenancies are no longer granted to new general needs tenants but people whose tenancy started before 15th January 1989 will have this type of tenancy. The terms of a secure tenancy are slightly different to an assured tenancy; including having the rent assessed by the Rent Officer (though in practice Hightown tends to charge lower rents than are set by the Rent Officer) and grounds for gaining possession of the property. However, secure tenants have a similar level of security of tenure to an assured tenant; the tenancy can only be ended by a Court using grounds for possession provided for in the legislation. When a secure tenant transfers to another property owned by Hightown they will remain on a secure tenancy. They may have the Right to Buy.

2.3 **Assured Shorthold Tenancy**

This type of tenancy is a periodic tenancy and is issued where there is no intention to create a home for life. The tenancy can be ended by giving two months' notice in accordance with legislation and applying to the county court for a possession order, which would normally be granted without a hearing.

2.4 **Starter Tenancy (see appendix 3)**

This is an assured shorthold tenancy (see above) that is granted for one year to someone who does not hold a social housing tenancy at the time of application. If at the end of the year the tenant has complied with the terms of their tenancy agreement, they will be given a fixed term tenancy (see below). Starter tenancies can be ended by giving two months' notice in accordance with legislation and applying to the county court for a possession order, which would normally be granted without a hearing.

2.5 **Fixed Term tenancy**

Hightown offers 5 year fixed term tenancies to tenants after they have satisfactorily held a starter tenancy where appropriate, unless they are already a social housing tenant with an assured tenancy. If the tenant is moving into an affordable rent home from an assured or secure tenancy, they will be offered a 5 year fixed term tenancy. In some circumstances, 2 year fixed term tenancies are issued, see 7.5 below

2.6 **Licence**

A licence does not provide security of tenure and is used where the person does not have exclusive possession of part of the property, so, for example, they share facilities or can be asked to move to a different room at the scheme.

2.7 **Equitable Tenancy**

Equitable tenancies are used for 16 and 17 year olds where normally another tenancy type would apply. This is because legally a minor cannot enter into such a contract. The minor becomes a tenant in equity until he/she reaches the age of majority (usually 18) and the legal estate is held on trust on his/her behalf until that time.

2.8 **Demoted Tenancy**

A demoted tenancy is not a tenancy initially granted by Hightown; Hightown can apply to Court to downgrade an existing assured or secure tenancy to a demoted tenancy, which has the same rights as an assured shorthold tenancy but with fewer rights and less protection from eviction than an assured or secure tenancy. It is used as an anti-social behaviour tool. If the court agrees to a demotion a written tenancy agreement that explains their rights and responsibilities during the demotion is provided to the tenant. After a year, if there are no further problems, the tenant is automatically entitled to a new assured tenancy (even if they were a secure tenant before).

2.9 **Scope**

This policy applies to all Hightown staff involved in the allocation, letting and management of Hightown's properties. It applies to both directly managed and agency managed schemes.

This policy applies to rental accommodation only, and does not apply to Leasehold, Retirement Leasehold or Shared Ownership properties.

3.0 **AUTHORITY**

3.1 This policy is reviewed and approved by Hightown's Board. Hightown has to comply with the Regulators' Tenancy standard which requires registered providers to issue

tenancies which are “compatible with the purpose of the accommodation, the needs of individual households, the sustainability of the community, and the efficient use of their housing stock.” And to “publish clear and accessible policies which outline their approach to tenancy management” and which set out various matters as listed in the standard.

4.0 OBJECTIVES

- 4.1 To set out the criteria for granting different types of tenure.
- 4.2 To ensure that residents are aware of the type of tenancy they are being offered and that the tenure is appropriate to the type of housing and the personal circumstances of the applicant for housing.
- 4.3 To allow Hightown to accommodate vulnerable individuals; offering appropriate levels of supervision, while at the same time reducing the risk of health and safety issues, high levels of rent arrears, bad debt and damage to Hightown property).
- 4.4 To outline the approach to ensuring that homes continue to be occupied by the person named on the tenancy or licence agreement.

5 ROLES AND RESPONSIBILITIES

- 5.1 The Director of Care and Supported Housing, Director of Business Transformation and Director of Operations will ensure that Hightown has standard agreements drawn up containing the legal and regulatory requirements, taking solicitors advice if necessary.
- 5.2 Staff involved in the allocation and letting of properties will make every effort to ensure that residents understand the agreements they sign.
- 5.3 Tenancy management services are provided by Housing Officers, Home Ownership Officers and Care and Supported Housing Staff, with support from their line managers. Other frontline staff, such as Income Recovery Officers and Estates Quality Inspectors, also have a role in dealing with aspects of tenancy support.

6 TENURE POLICY

- 6.1 Hightown provides housing and support services for a wide range of residents, including general needs housing, intermediate rent, registered care homes, women’s refuges, short term hostel accommodation, self-contained properties and shared housing with different levels of support for both long and short term occupancies.
- 6.2 Agreements must clearly set out residents and landlords rights and obligations and meet all legal and regulatory requirements.
- 6.3 Information will be made available to applicants for housing prior to signing their agreement to enable them to understand the kind of tenure they are being granted, the length of the agreement and, in the case of a fixed term tenancies, the circumstances in which the tenancy may or may not be reissued at the end of the fixed term. See appendix 2.
- 6.4 A tenant or prospective tenant may appeal against or complain about the length of a fixed term tenancy and the type of tenancy offered and against a decision not to grant

another tenancy on the expiry of the fixed term by using Hightown's published complaints process.

- 6.5 In order to take into account the needs of vulnerable households and provide a reasonable degree of stability, Hightown will offer tenancies and licences in the circumstances detailed below.
- 6.6 When issuing a fixed term tenancy the term will usually be for 5 years (or a minimum of two in exceptional circumstances) and clear guidance will be provided to the prospective tenant prior to signing the agreement on the circumstances in which the tenancy would and would not be reissued at the end of the fixed term. The circumstances for ending a tenancy would include:
- the property no longer being used as a main home;
 - serious breach of the terms of the tenancy such as subletting,
 - serious or persistent rent arrears
 - serious and/or persistent anti-social behaviour;
 - the household income exceeds Hightown's published income limits by 25% or more;
 - the home is under-occupied;
 - adaptations in the home are no longer needed for a member of the household and another household with a disability would benefit from the adapted home;
 - if the property is needed for redevelopment.

This certainty and the length of the initial tenancy is expected to provide a reasonable degree of stability for vulnerable households.

- 6.7 If a decision is taken not to reissue a fixed term tenancy then advice and assistance will be provided on finding alternative accommodation. This will be tailored to the individual circumstances but may include information on how to access alternative housing such as shared ownership and intermediate rent housing owned by Hightown or other registered providers, how to obtain information on private lettings or outright home ownership and signposting to other agencies able to give specialist advice. Hightown will work in partnership with local authorities to provide appropriate advice and support to prevent homelessness on the non-renewal of a fixed term tenancy. In the case of a household being required to move solely because they no longer require an adapted home, Hightown will either offer a suitable alternative or help the tenant to secure a suitable alternative with another social housing provider; provided that reasonable offers are not refused.

7 CIRCUMSTANCES IN WHICH TENANCIES AND LICENCE AGREEMENTS WILL BE USED

7.1 Use of Licence Agreements

Licence Agreements can be used where: -

- The occupier does not have exclusive possession of the property
- Where the management of a scheme requires that Hightown or its agents have a right to access to a person's accommodation, for example to ensure the health and safety of the individual or other occupants.
- Hightown is temporarily decanting a tenant to another Hightown property in order to carry out repair works, where the rent will remain payable on the original tenancy.

7.2 **Use of Assured Shorthold Tenancy Agreements**

Assured Shorthold Tenancies will be used where:-

- The accommodation is intended to last between 6 months and 2 years.
- The scheme is designed to provide temporary accommodation and may be ended when the occupant no longer meets the criteria for the type of accommodation.
- The individual has a care or support package to be reviewed, which may involve the accommodation being inappropriate thereafter.
- Where the resident has clear and defined support needs.
- The accommodation is provided as an intermediate rent product, or a market rent is being charged.

7.3 **Use of Starter Tenancy Agreements**

Starter tenancies will be used where:-

- The applicant is a general needs new tenant
- The tenant does not currently hold a secure or assured tenancy from a social landlord.

Starter tenancies are NOT used for: existing Hightown tenants who transfer to another property (unless they are already on a starter tenancy) or tenants of another registered social landlord or local authority who transfer to Hightown (unless they are already on a starter tenancy).

7.4 **Use of Assured Tenancy Agreements**

Social housing tenants who were tenants on 1st April 2012, the day on which section 132 of the Localism Act 2011 came into force, will be granted a tenancy with no less security where they choose to move to a social rented home. Assured tenancies will only be issued where a social housing tenant, who already has an assured tenancy, chooses to move to another social rented home.

7.5 **Use of Fixed Term Tenancies**

5 year fixed term tenancies are used for general needs tenants, where the tenant has successfully completed the Starter tenancy period, or for Assured tenants who choose to move to accommodation let on Affordable Rent terms. In exceptional circumstances a minimum two year fixed term tenancy may be granted, for example where it is known that an area is to be redeveloped within 5 years, or where there has been a history of serious or persistent anti-social behavior or significant or persistent rent arrears during the preceding tenancy, but it is not appropriate to pursue eviction.

7.6 Appendix 1 is a flow chart that sets out the decision making process required in order to determine what type of tenure should be used for different services. This chart should be used to check that the correct tenure agreements are being used for each Service/ accommodation type. The chart should also be used when developing a new service or an existing service is being reviewed.

7.7 **Successions Rights**

From April 2012 Hightown no longer grants any additional contractual succession rights through the tenancy agreement in addition to statutory rights. Hightown tenants whose assured tenancy commenced prior to 1st April 2012 have contractual succession rights equivalent to those of secure tenants whose secure tenancy commenced prior to 1st April 2012.

8 EXCEPTIONS

- 8.1 It may not always be possible or appropriate to provide housing with a form of tenure as described in this policy for example for management reasons. In such circumstances an alternative form of tenure will be used providing that the appropriate Director has approved the exception prior to the agreement being issued.

9 MASTER COPIES

- 9.1 Master copies of agreements are not to be amended other than to include resident and property details. Any amendments to the agreements must be agreed with the Director of Care, Director of Business Transformation or Director of Operations.

10 TENANCY MANAGEMENT POLICY

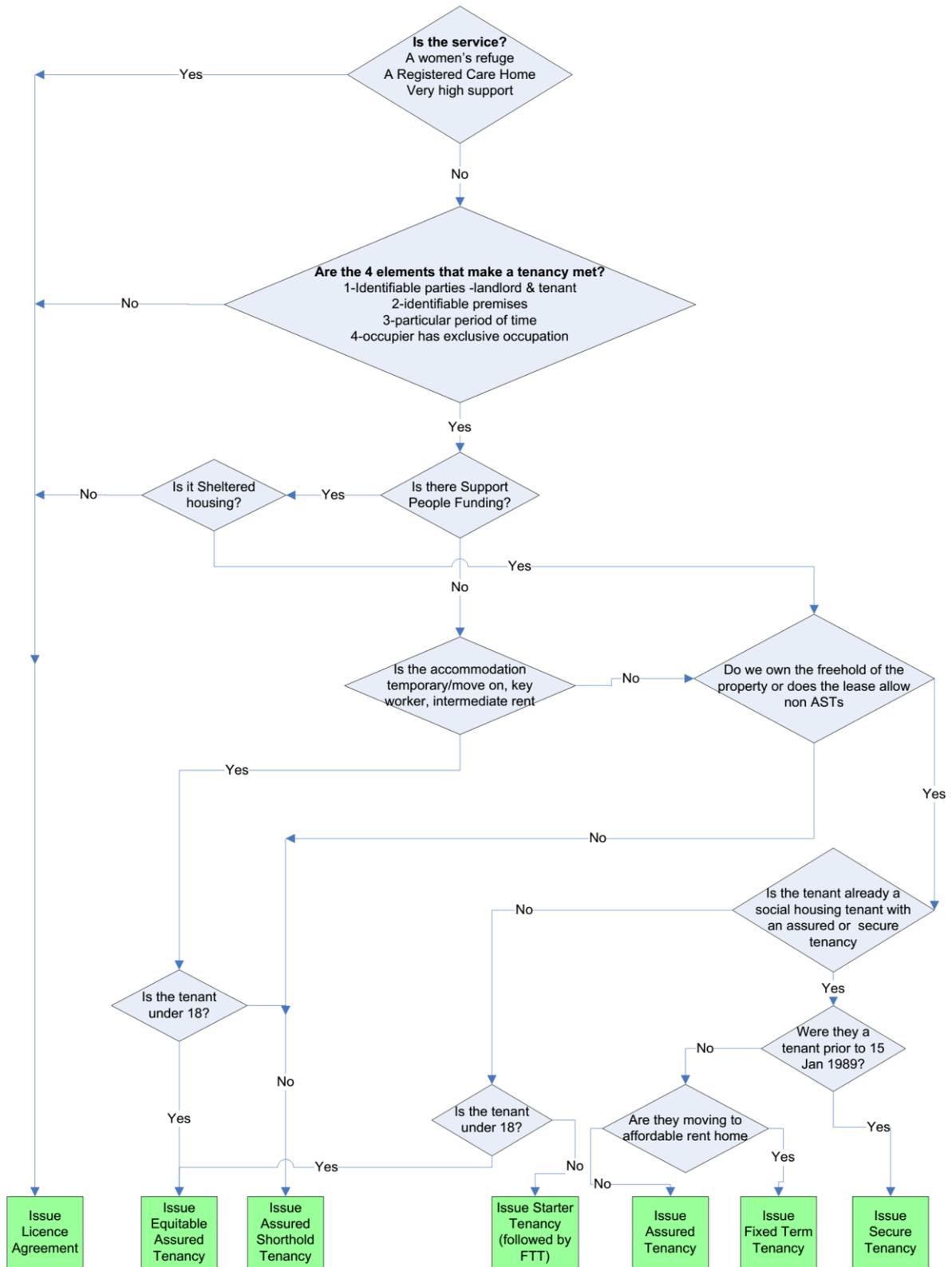
- 10.1 The policy relating to tenancy management, including customer service, is set out in Appendix 4.

11 OTHER POINTS OF REFERENCE

- Tenure Management Procedure
- Starter Tenancy Procedure
- Fixed Term Tenancy Procedure
- The Regulatory Framework for Social Housing in England

Tenancy Decision Making Flowchart

Appendix 1



Five Year Fixed Term Tenancies

You have been offered a five year tenancy of a property at a rent that is less than the private market rent for that property. This will either be an 'affordable' or 'social' rent.

These rents are only available to people who cannot afford to rent or buy at private market rates.

In this area there are not enough properties available at these lower level rents to help everyone who needs such a home; so every five years Hightown will review your need for one.

At the end of the fixed term, your tenancy WILL be renewed if:

- **You still need the size of home you occupy and**
- **Your income does not enable you to rent or buy at private market rates and**
- **You are not in breach of your tenancy conditions**

There is more detailed information on this below

A year before your tenancy is nearing its end we will contact you.

If your circumstances have not changed materially, you are up to date with your rent, you have looked after the property and you and your family are not causing a nuisance to your neighbours, we will grant you a new fixed term tenancy another 5 years at the end of the existing five year term.

The circumstances in which we WILL NOT offer you a further tenancy of the same home are:

- **You no longer use the property as your main home**
- **You are in breach of the terms of your tenancy, for example you are subletting, have rent arrears or have regularly not paid your rent or have caused a serious or persistent nuisance to your neighbours**
- **Your household income exceeds our published income limits by more than 25%**
- **Your home is under occupied**
- **The adaptations in your home are no longer needed by a member of your household and another household with a disability would benefit from the adapted home.**

(There may be other exceptional circumstances, for example if there are Government changes that mean we can no longer offer this type of tenancy)

If any of these apply to you we will help you to access advice and guidance on finding an alternative home during the year before your tenancy is due to end.

If you are under occupying your home we would help you to find a smaller home that would meet your needs. This could be another Hightown home or might belong to another social landlord.

If your financial circumstances have considerably improved Hightown may have other homes that you could consider, including shared ownership homes.

If you are breaching your tenancy conditions this will give you a final opportunity to show that you can comply. Hightown can of course take action to repossess your home for serious breaches of your tenancy agreement at any time.

The income limits for YEAR are:

'FIGURES TO BE UPDATED FROM MOST RECENT BOARD APPROVED ALLOCATIONS POLICY AS THESE CHANGE ANNUALLY'

Property size	Income limit	Plus 25%
1 bed		
2 bed		
3 bed		
4 bed		

If you want to discuss this with anyone so that you fully understand your situation before you accept a tenancy please contact us on 01442 292300

Starter Tenancies

1.0 Introduction

Hightown uses Starter tenancies for social and affordable rent general needs homes so that new tenants can demonstrate that they are able to establish and sustain their tenancy. Starter tenancies enable Hightown to manage the risk of tenancy breaches, including anti social behaviour and rent arrears, which may arise from new lettings.

This policy should be read in conjunction with the Anti-Social Behaviour (ASB) Policy and the Starter Tenancy procedure

Hightown will:

- Use starter tenancies for all new eligible tenants
- Aim to give appropriate support to help tenants comply with the terms of their tenancy
- Use eviction as a last resort after other attempts to resolve tenancy breaches have failed.
- Monitor the use of starter tenancies to identify trends that help our ASB strategy
- Monitor the use of starter tenancies to ensure that discrimination does not occur

1.1 Definitions and scope

A Starter tenancy is an Assured Shorthold tenancy issued to all new tenants who do not hold a current assured or secure tenancy immediately prior to the offer of accommodation from Hightown. The Starter tenancy is in place for an initial period of one year. If the tenancy is conducted satisfactorily during that period, the tenant will be asked to sign a new agreement in the form of a 5 Year Fixed Term Assured Shorthold tenancy. If there are breaches of the tenancy during the initial year the starter tenancy may be extended for a period of a further 6 months or terminated by the service of a Section 21 notice, giving 2 months notice.

1.2 Authority (including any legal or regulatory issues)

The Regulator's Standards include recognition that registered providers will use probationary tenancies. These are seen as a useful tool in delivering services which are effective in dealing with anti social behaviour.

2.0 Objectives

The use of starter tenancies demonstrates Hightown's commitment to taking action in cases of anti social behaviour and other tenancy breaches. Hightown aims to provide clear guidance to residents on the terms of their agreement and for the benefit of all residents to take swift action when tenants breach their tenancy conditions.

Hightown is committed to supporting tenants to successfully sustain their tenancy. It is intended that this policy will increase the emphasis on assisting tenants in establishing and sustaining their tenancy in the first year. Eviction will always be a last resort.

3.0 Policy

- 3.1 All new tenants will be issued with Starter tenancies, except where they have transferred from another Hightown property, or have undertaken a mutual exchange.

- 3.2 Regular monitoring will take place, and the officer will make contact at 6 weeks and at 9 months.
- 3.3 Where problems are identified the officer will offer support and advise the tenant that their tenancy may not continue if further problems occur.
- 3.4 Tenants at risk of losing their tenancy will receive advice, warnings and referrals for support as appropriate.
- 3.5 Termination of tenancy will be considered where conduct is such that Hightown would normally apply to a court for possession under one of the Grounds detailed in the Housing Act 1998.

4.0 Monitoring

- 4.1 Hightown is committed to ensuring that Starter tenants are treated fairly in relation to action taken to end a tenancy.
- 4.2 The Starter tenancy scheme will be monitored to check that it does not unfairly impact vulnerable residents or any groups with a protected characteristic.
- 4.3 Quarterly monitoring reports will be produced.

Tenancy Management and Customer Service

1.0 Introduction

- 1.1 Hightown is committed to ensuring that residents are able to fully benefit from their homes. Hightown recognises some residents may be vulnerable in some way and may need support or assistance to maintain their tenancies.
- 1.2 Hightown provides a range of services to a diverse group of customers, including applicants for our services and people living in general needs, shared ownership, leasehold, key worker, and retirement housing, and living in or using our care and supported housing service.
- 1.3 It is important that Hightown ensures that properties are occupied only by the people to whom they were let, so that the maximum number of people in housing need can be assisted. Where tenancy fraud is discovered action will be taken to recover the property.
- 1.4 Hightown customers come first and are at the heart of our business. Through the Customer Charter and our Values we promise our customers that we will:
- Be courteous and helpful
 - Be well trained and professional
 - Respond quickly and accurately and keep people informed
 - Regularly survey customers and use the results to improve service.
 - Treat everyone with respect
 - Work to continually improve our services
- 1.5 This policy sets out Hightown's approach to delivering excellent customer service throughout the organisation.

2.0 Tenancy Management

Hightown has a range of policies which contribute to effective tenancy management, these include:

2.1 Sustainability & Community Cohesion.

Hightown publishes a Sustainability & Community Cohesion Policy which covers aspects of Hightown's work that contribute to achieving sustainable communities and emphasises the commitment to working with stakeholders, such as residents, other Registered Providers, local authorities, and police.

2.2 Allocations and Lettings.

Hightown's Allocations and Lettings Policy makes a commitment to involvement with local Choice Based Lettings schemes. Hightown is actively involved with local authority partners in their efforts to manage such systems, and aims to have the highest level of involvement available. Giving the greatest level of choice possible in allocations ensures people have a stake in the area into which they move, giving a greater commitment to a successful tenancy. Hightown also works with Local Authority partners to make use of local lettings policies to help build sustainable communities.

Time and effort will be put into meeting, interviewing and preparing new residents when they are put forward for a tenancy. The type of tenancy that the applicant would be

offered is made clear to them, and when they are to be granted a fixed-term tenancy they receive written information which sets out clearly the circumstances under which a fixed-term tenancy would and would not be renewed. Staff will identify any support needs are recognised at the outset and appropriate support is put in place at the start of the tenancy.

New tenants will have the tenancy fully explained to them at sign up, and residents will be contacted after 6 weeks to make sure that they have understood all aspects of their responsibilities. Advocates will be involved where appropriate to support people to understand all aspects of their tenancies and tenancy agreements can be produced in different formats depending on individual needs.

In response to resident feedback, Starter tenancies are issued by Hightown to new tenants in general needs homes who do not currently hold a secure or assured tenancy. A higher level of monitoring and support will take place in the first year of a Starter Tenancy. Following the successful completion of the starter tenancy the tenant can be granted a five-year fixed-term tenancy.

2.3 Anti-Social Behaviour (ASB)

Hightown will be proactive in seeking effective solutions where ASB occurs. The approach to anti-social behaviour is reviewed biennially, in consultation with residents, and procedures underpin this.

We will work in partnership with other agencies to prevent and tackle anti-social behaviour in the neighbourhoods where we own homes. Working with Local Authorities, Registered Providers and other agencies we will focus on both preventative action, and appropriate remedies where ASB does occur. We will refer residents to other appropriate agencies and support them to access that assistance where necessary.

2.4 Domestic Abuse

Hightown is committed to assisting tenants where they are the victims domestic abuse. The Domestic Abuse Policy sets out how we will support victims of domestic abuse and the potential actions to be taken with regard to the tenancy, including support to help the victim sustain their tenancy if that is their wish.

2.5 Rent Arrears

The provision of a dedicated team to deal with arrears ensures that staff have knowledge of benefits and financial issues. The Rent Collection and Arrears Recovery policy and related procedures are designed to ensure that residents receive support at an early stage if they have difficulty paying their rent, and problems are dealt with before they become overwhelming. Support is given from the start of the tenancy, with arrears officers contacting housing applicants prior to sign-up to advise on methods of payment, arrange for the rent to be paid in advance in line with their tenancy agreement and ensure residents claim benefits in a timely manner. A wide range of payment methods are offered, and a range of information is given regularly in newsletters to help residents maximise their income. We will work with other agencies, both statutory and voluntary, and make referrals where necessary to help sustain tenancies.

2.6 Resident Involvement

Resident involvement plays a vital role in helping ensure that residents have a stake in their home and neighbourhood. Hightown will offer a wide range of ways in which residents can have their voice heard, so that policies and services can be developed that meet the needs of residents. A Strategy is produced every two years in consultation with residents to ensure that resident involvement activities remain current and relevant.

2.7 Equality and Diversity Policy

Hightown will ensure that no residents are disadvantaged because of individual circumstances or characteristics, the Equality and Diversity Policy is periodically reviewed. Profiling of residents will continue so that services are responsive to individual needs. Staff will ensure that as far as possible residents have services that meet their individual needs.

2.8 Tenancy Fraud

Hightown is committed to ensuring that tenancy fraud is detected and dealt with. Measures will be taken before allocating a property, including identity verification and obtaining photographs of all new tenants. General needs tenancies are audited on a rolling programme. A 'hotline' number is published in the newsletter for residents to anonymously report any suspicions.

2.9 Under-occupation

Information regarding household make-up is kept as up to date as possible. This information is used to address under-occupation by working with residents to make more efficient use of stock.

2.10 Supported Housing

Hightown operates a number of supported housing schemes which provide housing and support to vulnerable people to enable them to develop the skills required to manage a tenancy independently. Hightown also runs a floating support scheme which gives sustained support to assist people for a period of time, helping them to manage all aspects of their tenancy to give them the maximum chance of succeeding in independent living.

2.11 Asset Management Strategy and Neighbourhood Management Policy

To maintain homes and grounds in good condition, regular estate and stock condition inspections are undertaken in a programmed way. Hightown will maintain its homes and grounds in a condition that helps foster residents' pride in the place where they live and to provide an incentive for people to manage their tenancies in a way that contributes to their neighbourhood.

3.0 Customer Service

3.1 Hightown is a customer-focused organisation where staff and Board Members are enthusiastic about delivering an excellent service to customers and staff are equipped and empowered to do so. We expect contractors and others providing services on Hightown's behalf to demonstrate the same approach.

Hightown has a Customer Charter, agreed with residents, that sets out customer service standards. This is reviewed periodically with residents to ensure continuous improvement. There are other service specific standards, for example voids letting standards, which residents are involved in setting.

Systems are in place to monitor customer satisfaction. Complaints performance is reported to scrutiny committees. We aim to achieve upper quartile performance in Resident Satisfaction.

Other approaches used to achieving high standards include the following methods:

- Learning from External Inspections (such as CQC, Supporting People)
- Aiming to retain and improve accreditation by external agencies

- Learning from Customer/Stakeholder feed back
- Performance reporting and review
- Peer Reviews - where a high performing association reviews services
- Service reviews supported by the Service Review Team
- Benchmarking (including membership of HouseMark)
- Outsourced Internal Audits
- Contract management and review
- Learning from best practice from across the sector

3.2 Staff Training

Staff are supported to meet customer and Board expectations of service delivery through training and appraisal. Training is provided to meet individual staff development needs. Appropriate training in customer service is provided for key front line staff standard where necessary.

Hightown's training programme also provides training on specific rather than general aspects of customer care, for example, Diversity training.

3.3 Staff Appraisals

The annual appraisal system for all staff assesses individual member of staff's development needs.

3.4 Recruitment

Hightown aims to recruit staff who demonstrate the right approach to customer care. Competency based questions are used during recruitment interviews which cover relevant competencies.

3.5 Tailoring services to individuals

Information is gathered on diversity and the communication needs of customers. This information is used to tailor services to meet the individual's needs and to analyse whether there are any barriers to service delivery for particular groups.

3.6 Listening to our customers

Customer feedback from surveys, the Residents Panel, and complaints is used to help us to understand and respond to our customers concerns. A resident involvement impact assessment is agreed with residents and published annually.

4.0 Monitoring

A range of tenancy management key performance indicators are monitored, along with details on the number of involved residents, and the impact of resident involvement initiatives. Key policies are reviewed by staff and residents periodically.