



Resident Engagement and Building Safety in Higher-Risk Residential Buildings (HRRBs)

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TENANT ENGAGEMENT EXPERTS

Over decades prior to 2017...



A tale of introducing systemic vulnerabilities linked to:

- Deregulation
- Privatisation
- Decentralisation
- Reduced public expenditure



By 2017...



That became deadly problems due to:

- Incompetence
- Institutional indifference
- Exploitation driven by conflicts of interest, greed, and dishonesty
- Disrespect of (stigmatised) social housing tenants



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The formal response...



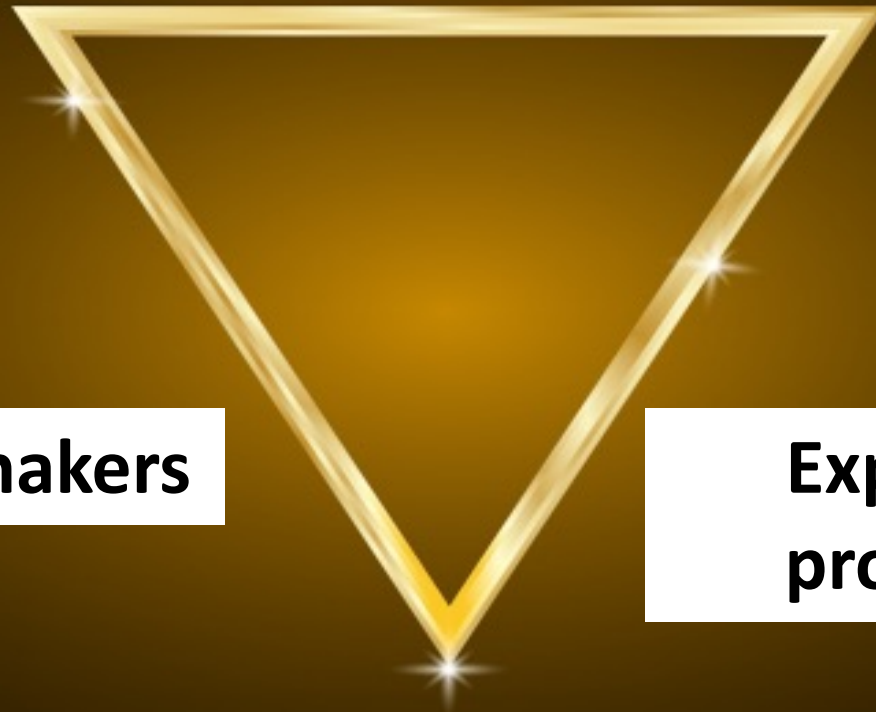
Chapter 4 Residents' voice

Residents... who are **“experts by lived experience”** hadn't been listened to - either by the Tenant Management Organisation (TMO) or their elected representatives at RBKC

The 'golden triangle'



Experts by lived experience (residents)



Decision-makers

Experts by profession

Building safety regulation: changes for 'higher-risk residential buildings' (HRRBs)



Building Safety Act 2022:

- Regulated by Building Safety Regulator (HSE)
- Purpose: to ensure that HRRBs are designed to be safe, built to be safe, and managed to remain safe after occupation (fire and structural safety only)

Resident Engagement Strategies:

- Content = describes how residents over 16 will be **included** in building safety decisions
- Purpose = for residents to contribute to their homes **being** and **feeling** safe



Building Safety Act 2022

CHAPTER 30

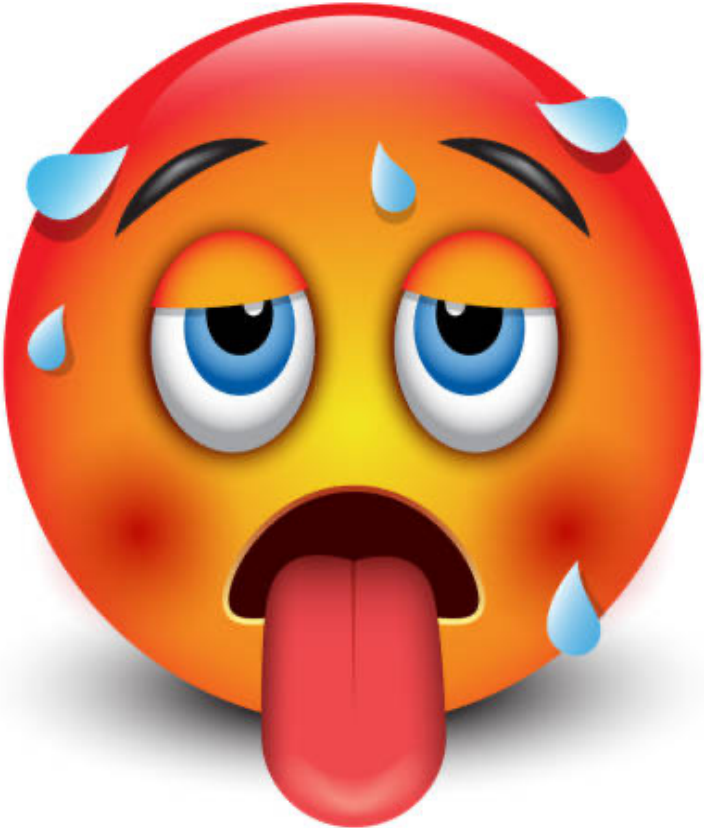
Explanatory Notes have been produced to assist in the understanding of this Act and are available separately

Changes to building safety regulation



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Building safety regulation: what's changed since Grenfell?



A lot of words have been written down... and there's more to come...

BUT words don't make buildings safe, nor do they make people feel safe in them



‘So what?’



**Regulators’
Expectations**

The **BIG**
Question



**Buildings that ARE safe
and FEEL safe**

Meaningful resident engagement on building safety issues



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**But what does this actually look like
(in Higher-Risk Residential Buildings)?**

Let's collaborate and see if we can work it out!



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Resident Engagement in Building Safety | **Resident Engagement in Building Safety** | **Resident Engagement in Building Safety** | **Resident Engagement in Building Safety** | **Resident Engagement in Building Safety**

What can we learn by collaborating? | **What can we learn by collaborating?** | **What can we learn by collaborating?** | **What can we learn by collaborating?** | **What can we learn by collaborating?**

Authored by Anna O'Halloran and Emma Flynn | Authored by Anna O'Halloran and Emma Flynn | Authored by Anna O'Halloran and Emma Flynn | Authored by Anna O'Halloran and Emma Flynn | Authored by Anna O'Halloran and Emma Flynn



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So why work Collaboratively on this subject..?



“Effectively and meaningfully engaging residents on building safety is not easy.

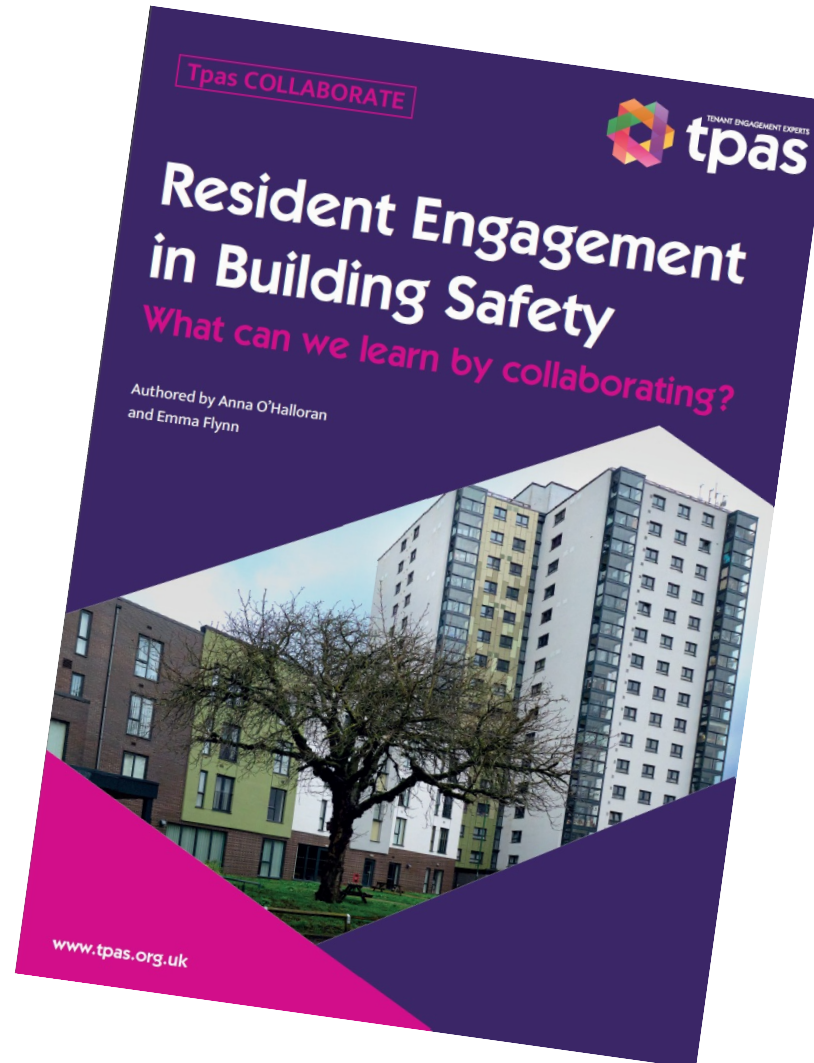
Tpas recognised that from the outset, which is why bringing organisations together, as in this research, has made the findings so insightful.

Sharing of ideas and concerns. Shared learning from mistakes. It helps us all as we navigate this incredibly important part of our businesses.”

Jenny Osbourne MBE
Tpas Chief Executive



The Truth



It's hard work...



Why Organisations joined us...

Resident engagement in building safety: why now?

Never has the need for new approaches to securing engagement been so important. The nine landlords collaborating in this project were motivated to join the project because:

- “ Engagement in building safety is a sticking point, and we want to:
- Hear examples from other organisations about resident engagement/building safety techniques.
 - To be at the leading edge of resident engagement in the sector.
 - To understand the thinking and processes behind meaningful engagement, and to incorporate this learning into our engagement and corporate strategies. ”



on why they joined the project

Collaborate Participants



Leathermarket JMB



Contributors



- Andy McGrory, Policy lead for Resident Engagement at the BSR
- Gill Kernick
- Pete Apps
- Anna O'Halloran
- Dr Simon Williams
- Brent O'Halloran
- Jenny Danson and Matthew Gardiner – D I N

The Trust Equation

Launch Day ...Workshop 1

We were not aiming for the Moon.....



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“ The intent of the workshop is that we are clear on the critical and unique role of residents in creating building safety, and have access to fresh insights and ways of thinking and acting to lead a step change in how our organisations approach resident engagement. ”

Gill Kernick

Workshop 2

Understanding People & Context – Led by Anna O’Halloran



1. Examples of how your organisation is currently inadvertently inhibiting resident engagement in building safety
2. Evidence that your current approach to resident engagement is / isn't working

What else did we consider over the months...

- Landlord factors (for example)**
- Unsuitable engagement methods
 - Overly harsh rent
 - Collection process
 - Unreliable
 - Communication
 - Disorganised
 - Repairs completion

- Resident factors (for example)**
- Lack of trust
 - Lack of time
 - Lack of knowledge
 - Previous poor experience
 - Fear and stigma

- External factors (for example)**
- Negative reports in the media
 - Low incomes
 - Feeling 'mistreated'

Workshop 3: Implementing the HOW – by bridging the gap between Data & Insights



The Organisational Context (High to Low Agreement)	Percent Agree	Count
Data quality is essential for achieving my organisation's long-term strategic aims	99.6%	224
I believe data quality is essential for delivering service quality	98.6%	220
Data quality is essential for achieving my day-to-day operational aims	97.8%	224
I believe data quality is essential for delivering a great customer experience	97.3%	221
My organisation is gathering increasing amounts of data over time	91.4%	221
I have confidence that data quality in my organisation will improve in future	81.7%	219
I'm aware of all the data sources required to undertake my job role well	79.4%	223
I am able to trust that the data I access is accurate	45.5%	220
I find it easy to access all the data sources I need	38.6%	220

Capacity - there's always deemed to be something more important.

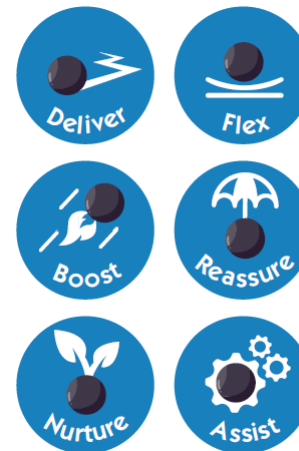
Skills - we don't hire for data skills!

Years of neglect - the scale of the challenge is significant.

(Data is) not seen as (enough of) a priority by senior leaders. Lack of resource for doing data management and data governance properly.

Culture: data viewed as 'something we don't do' or 'something we're not good at' by many front line and admin roles.

Everyone felt that there was a very long way to go in their organisations in order to achieve easy access to the type of data ideally required, with numerous 'unknown unknowns'.



How Qualitative and Quantitative Data Differ	Qualitative	Quantitative
Best for hearing tenants in their own words	✓	✗
Statistical and numerical	✗	✓
Can determine correlation or a cause-effect relationship	✗	✓
Easy to collect en-masse	✗	✓
Can numerically measure trends over time	✗	✓
Best for understanding customer opinion nuances	✓	✗

Workshop 4 - Tackling internal challenges with teams and peers to create internal power to listen



1. How you'd get other teams in your organisation to respond positively to your requests
2. How you'd get buy-in from the Executive team

- Where does building safety sit within their organisation?
- How is the governance of building safety structured in their organisation?
- How is the change management process structured in the organisation?
- How to get their executive team to prioritise building safety?

Effective building safety encourages:

- A localised presence
- Engagement via real people
- Doorstep visits
- Proactive diligence
- Investment in training
- Competence
- Practicing chronic unease
- Calling it out
- Looking for failure

Much of this is in direct opposition to what some organisations are doing, or have plans to do:

- Moving services online
- Reducing face to face contact and localised presence
- Looking for success, rather than failure

Workshop 5: Putting the Right Culture in Place



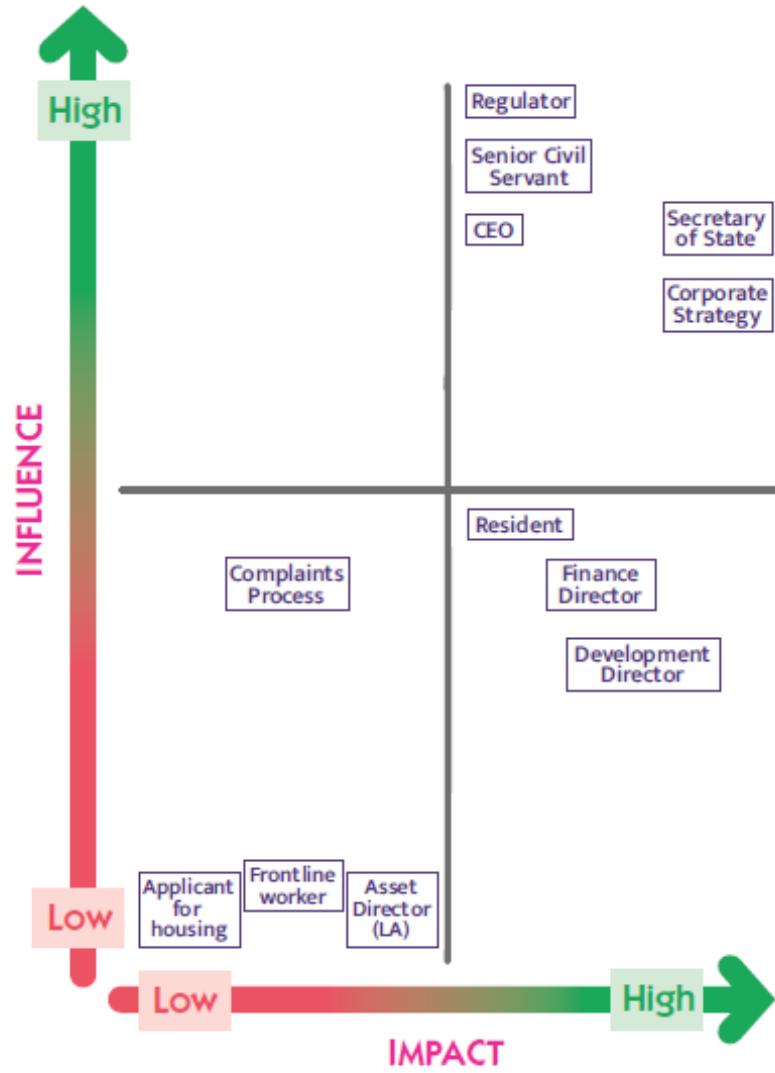
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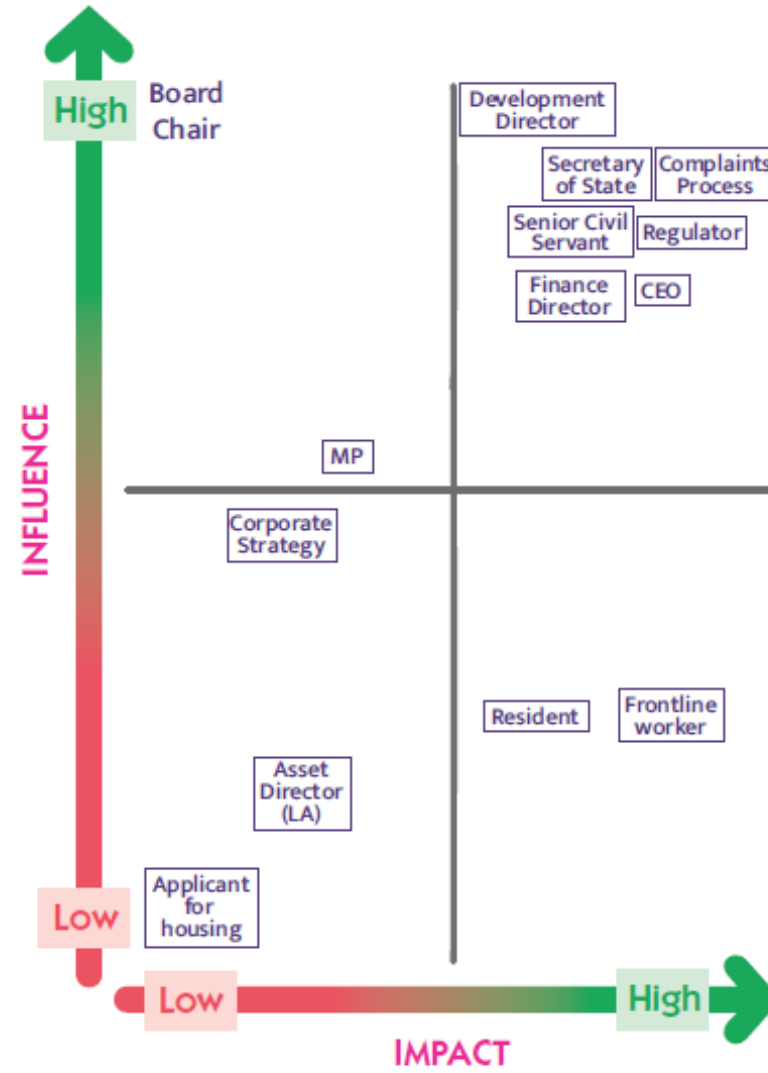
Write up, briefly, in the context of resident engagement in building safety two examples and come to the next session willing to share them

- One where failing to listen was at the root of an action in your organisation that was culturally unhelpful, and
- One where listening well had a positive effect on the culture of your organisation

In either case it could be listening to a tenant, a colleague, a stakeholder or somebody in the supply chain. Even somebody from entirely outside your organisation.



Stakeholder Perspective



Landlord Perspective

Hyde (unable to attend the finale)

1. Acknowledged that we need to be more visible as an organisation.
2. Pilot areas set up to test engagement, involvement and gain insight from residents.
3. Consultation and training with staff.

Things we're doing differently:

- We're moving to a more digital service but are very aware of the need to retain a more traditional method of communication and engagement.
- Pilot of 12 x areas (each very different demographically) to gain insight and bespoke communications.
- Working with our Building Safety Resident Panel to challenge and help us.
- Setting up site specific Action Plans and making these available to customers: feedback and intelligence gained from

Wolverhampton Homes

1. Realising that the lack of engagement is due to lack of trust (not apathy)
2. Disrupting organisational culture and norms, influence CEO and then organisation...if needs be, putting people in uncomfortable positions
3. Use the tools to create meaningful communication and engagement
4. We are willing to be brave ("Insanity is doing the same thing over and over and expecting different results")



Northern Ireland Housing Executive

1. Reciprocal trust
2. Integrity
3. Open communication
4. Positive experiences



Your Housing Group

1. Strive to be successful, with enthusiasm and ambition
2. Do we really have the right data – Grand Union approach?
3. Do we have the correct systems?
4. How do we forge better relationships with our customers around the use of data?
5. Who's Behind the Door!
6. How far away are we to what's needed / expected?
7. How far should we go?



Stonewater



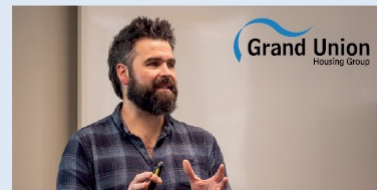
1. Data
 - Three-year project to bring accuracy and a single source of truth
 - Reviewing what data we hold and if it supports us
 - Repeating the census business wide
 - Develop customer friendly dashboards for provision of information
2. Culture:
 - Gap analysis of training needs
 - Implementing training e.g. PCFRA and PEEP's
 - Communicating to the wider business to get buy in
 - Developing a system of audit



Grand Union Housing Group

Pilot trial on a building to tailor fire safety using the segmentation data

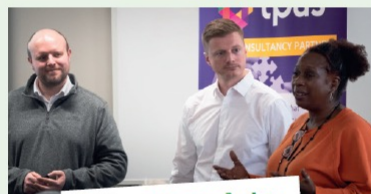
1. Speaking to customers via Voice (online communication tool) and other methods to make sure all are heard
2. Customer roadshow
3. YouTube video on fire safety for the building
4. Deliver fire safety information to the customer in the way they want it



Notting Hill Genesis



1. Respect residents' time
2. Building safety is organisation wide and would benefit from a top-down approach - aiding/encouraging engagement
3. We can better capture and make use of data e.g. vulnerabilities
4. Successful engagement is not one size fits all – we need to consider our demographics
5. Being aware of our own perception of and bias of residents
6. We need to think of ways to make 'engagement' interesting to those who want it



Free chocolate bars - meet our safety manager



Come along to an informal drop-in session with our building safety manager - they'll be chocolate bars and other snacks (including vegan optional)



Initiative from Notting Hill Genesis, using what they had learned from the workshop on behavioural science!

Peabody



1. Context

- Reminder of the importance of Building Safety, why we are doing it, motivation
- Pete Apps' book – "Show me the bodies" - was gifted to all Building Safety team members following the session
- Getting the basics right to increase trust with our residents

2. Nudge

- Testing and trying different methods of engagement
- People respond best to a trusted messenger
- Put together our trial

3. Data

- Understand resident categories / segments, and how to use these
- Making changes to our business as usual to overcome the blockers



Leathermarket JMB

(unable to attend the finale)



1. What we've learned:

There are sector-wide barriers to engagement, not least low levels of trust, that have to be overcome if we are to truly engage residents in managing their buildings.

Although we're resource-poor in comparison to some of the other organisations involved in the project, we have the advantage of being community based, which allows us to be nimble, reacting quickly to challenges.

Lack of engagement in previous initiatives may have stemmed from approaches that weren't appropriate for the community or that lacked grounding in research. Our data collection has been poor and much of what we think we know about the community is experiential and not based on solid evidence. We learned that collaboration requires consistent, persistent, and flexible input, in response to local specifics. Combining qualitative and quantitative analytics can help us to better 'nudge' people towards set goals.

2. What we're doing about it:

Focus groups for each block are underway, shaped in some part by sessions that steered us towards engaging tenants in a fairly abstract conversation about the feeling of safety – what engenders it and what obstructs it. We're also working on improving our understanding of who occupies each building by collating additional data as this will help inform how we communicate.

We will develop an overarching building safety engagement strategy based on focus group feedback.



We will then develop building-specific communications, which will consider what we have learnt from data analysis and the focus groups.

We plan to establish a Building Safety Panel to meet quarterly with key staff. They will support us to keep our strategy under review, measure its impact, and ensure engagement with the community continues.

Learning from the project will inform our overall approach to engaging our community.



Leathermarket JMB experimented with different messaging on postcards to achieve engagement. Individualised postcards based on behavioural principles that were posted to residents received a 24% response rate, with 40 residents expressing an interest in joining a Building Safety Panel.

Finale & Presentations

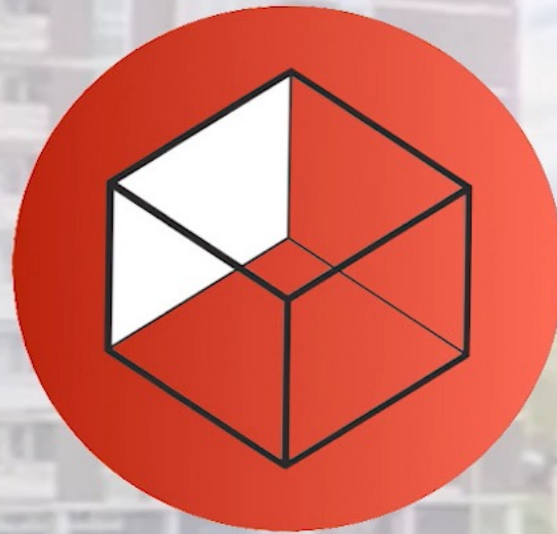
What We All Learnt.....

- Understand that resident engagement in building safety will always be different to generic resident engagement and will need a different approach
- Tackle organisational culture to pivot, making it a priority with systems in place to support it
- Understand the local context and listen to understand not to reply
- Challenge the beliefs, attitudes and biases of yourself and others
- Use your data more effectively – and keep trying different ways – you may to use 5 different ways of communicating in one block



Headline		Practical Steps
1	Don't just do what you've always done	To achieve successful engagement with residents about building safety may well require a different approach to what you've been doing in more general engagement and involvement.
2	Understand that it's different	This engagement is about being safe and feeling safe and so it's absolutely essential that it works, it's not the same as consulting residents about a new policy.
3	Create an opportunity for mutual understanding and trust	Realise that unless residents trust you, they may well not feel safe and possibly won't report things to you or listen to your advice.
4	Keep your promises	Work on areas of dissatisfaction.
5	It really is everyone's responsibility to create the right environment for safety	Including residents themselves alongside ALL staff and organisational stakeholders. This means Assets, Repairs, Planned Works, Housing, Resident Engagement, Health and Safety, Compliance, and your Exec Board, all working together.
6	It's everyone's job to work on Resident Engagement	Do you have a Task Team to pull everyone together?
7	Continuously work on who lives in the building	Look at what apps, systems there are out there to make this easier for everyone involved, including the Fire Service.
8	Don't create template strategies and processes	One size absolutely does not fit all, your data will give you insight into residents' communication preferences, behaviours, and likely relationship with you.
9	Your multiple channels approach must all lead back to the same point for analysis	Having a full data set of the effectiveness of all channels will help you compare and then flex as necessary

BESPOKE, FIRE SAFETY VIRTUAL TOURS



PEDESTAL TELEVISION

Thank you...

<https://www.tpas.org.uk/>

Don't forget:

- Re-Engineering Engagement for Building Safety
- Contact me:

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