

# Attitudes, Respect and Rights – Self-Assessment Form



This form details our response as a landlord to the Housing Ombudsman’s noise complaints self-assessment. This provides Royal Borough of Greenwich’s (RBG) required response for how as an organisation we comply with the Housing Ombudsman’s recommendations as noted in the [Spotlight Report on Attitudes, Respect and Rights January 2024](#).

## Government and policy makers

This section has been removed from this self-assessment as the recommendations relate to both the government and wider policy makers, these are not for Royal Borough of Greenwich to respond to on. We will however feed into these processes as and when appropriate.

## Culture, vision and values

No	Recommendation	Comply:	Evidence, commentary and any explanations
I	Review your mission statement to ensure it is reflective of your current, and future, service. Consider at Board level if you are assured your current approach to vulnerabilities is working.	Yes	<p>Both the ‘<a href="#">Our Greenwich</a>’ corporate plan (2023-2027) and <a href="#">Housing and Homelessness Strategy</a> (2021-2026) detail our key missions/strands based on current needs with a focus on the future through evidence and resident focus. We have used this approach as opposed to a single mission statement.</p> <p>Our Regulation Ready Board have considered our current approach to vulnerabilities and have agreed for a specific project to improve the ways that we respond to the needs of our vulnerable residents in social housing and temporary accommodation. Scoping of this work is due to commence in autumn 2024.</p>

2	<p>Undertake a review at Board level as to whether you are currently offering a 'human-centric' service provision. If not, identify the barriers to this and what needs to change in order to introduce and then embed this culture and ethos.</p>	Partial	<p>The '<a href="#">Our Greenwich</a>' corporate plan (2023-2027) features the following missions relating to our focus on residents:</p> <ul style="list-style-type: none"> <li>• Mission 6 - People in Greenwich have access to a safe and secure home that meets their needs</li> <li>• Mission 9 - Neighbourhoods are vibrant, safe and attractive with community services that meet the needs of local residents</li> <li>• Mission 17 - We design our services around the needs of our residents</li> </ul> <p>Our Housing and Homelessness strategy (2021-2026) are clear on our resident focus:</p> <ul style="list-style-type: none"> <li>• Every commitment and action we take to tackle housing issues in the borough will be built around the needs of our residents.</li> <li>• Residents should be fully involved in shaping the future of housing in the borough.</li> <li>• We will ensure that residents' needs are at the centre of our services, and that future services are designed around them.</li> </ul> <p>Our procedures within teams are focused on being resident focused and flexible to their needs. We are looking to improve the ways that we respond to the needs of our vulnerable residents in social housing and temporary accommodation. We are undertaking a transformation programme within our repairs and investment service where resident needs is a core focus.</p>
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<b>3</b>	Consider adopting a values-based recruitment model to improve resident/landlord relationships.	Partial	<p>We aim to embed our staff and EDI values into the end-to-end recruitment process, to assess applicants' understanding and sharing of our values. Our <a href="#">Staff Values</a> and EDI objectives are integral to our recruitment – from job creation (a commitment to staff and EDI values are a requirement within Person Specifications), through to advert stage and selection.</p> <p>Whilst we don't formally have a values-based recruitment model, the Recruitment Procedure is pending review and within the emerging corporate Workforce Strategy is the aim to "Recruit for values and attitude and train for skill aligned with our EDI action plan" – this will lead to consideration of how we can further embed value-based recruitment approach in our recruitment.</p>
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#### What does the resident need?

<b>No</b>	<b>Recommendation</b>	<b>Comply:</b>	<b>Evidence, commentary and any explanations</b>
<b>4</b>	Review your vulnerability policy in conjunction with current practice. Is the policy being implemented? If not, identify where the disconnect lies.	Partial	Our individual services within the directorate detail how they handle vulnerabilities in their policies, procedures and handbooks. However, we currently don't have a vulnerability policy across our whole directorate. We will start a project in autumn 2024 to improve the ways that we respond to the needs of our vulnerable residents in social housing and temporary accommodation.
<b>5</b>	Implement a vulnerability strategy, including how it is defined, who assesses, and what the review process is. This must be in line with The Equality Act, the Human Rights Act and the Care Act. This should be co-	Partial	Across the whole Council we comply with our duties under The Equality Act, the Human Rights Act and the Care Act. We have our <a href="#">Equality and Equity Charter</a> which sets out pledges to promote the values of equality, diversity and

	produced with residents, and consider any future good practice guidance published by the Housing Ombudsman, following engagement and consultation.		inclusion. We do not have a directorate level vulnerability strategy. We will start a project in autumn 2024 to ascertain our approach and we will consider if a directorate wide vulnerability policy is appropriate.
<b>6</b>	Implement a specific reasonable adjustments policy.	Partial	We make reasonable adjustments for our residents in line with our legal obligations, council-wide policies and strategies including the Equality Charter, and best practice. However, we do not have a specific reasonable adjustments policy. We will start a project in autumn 2024 to ascertain our approach and we will consider if a directorate wide reasonable adjustments policy is appropriate.
<b>7</b>	Test the vulnerability and reasonable adjustments strategy and policy against the '3Rs' on vulnerable residents – recognise, respond and record.	Partial	As per recommendations 4 and 6, we don't have these specific policies in place. We will consider the '3Rs' when developing these policies should we find benefit in developing them at a directorate level.
<b>8</b>	Introduce minimum staff training requirements such as Dementia Friends, and training on customer care, mental health, learning disabilities, and sight and hearing loss.	Partial	We have a suite of mandatory training which includes customer service, equalities and LGBTQIA+. We take these suggestions on board and we will consider which other topics to include in the future, both at a council level and within our Directorate.
<b>9</b>	Consider a dedicated taskforce for vulnerability.	Partial	We don't have a specific vulnerability taskforce. However, our Regulation Ready Board is responsible for our specific project on vulnerability, and a sub-group is responsible for the delivery of this project.

## Look to the future

No	Recommendation	Comply:	Evidence, commentary and any explanations
10	Carry out your own “Resident of the Future” forecast for the next ten years. Draw upon the available information around demographics, both locally and nationally, and identify where you foresee the gaps being.	Partial	<p>Our Housing and Homelessness strategy (2021-2026) are clear on our future focus:</p> <ul style="list-style-type: none"> <li>• Every commitment and action we take to tackle housing issues in the borough will be built around the needs of our residents.</li> <li>• We will ensure that residents’ needs are at the centre of our services, and that future services are designed around them.</li> </ul> <p>We don’t have a specific “Resident of the Future” forecast but we are currently undertaking our Local Housing Needs Assessment which includes detailed information on our residents’ future needs, together with market forecasting exercises being led by our social care colleagues which provide detailed information on the future needs of our older and vulnerable population.</p> <p>We will use this information to inform the next iteration of our Housing and Homelessness Strategy, which we will begin work on next year.</p> <p>We are also developing a specific Housing Data Strategy to better map and understand the information we hold about our residents and homes.</p>

<b>11</b>	Consider the ageing communities specifically in rural and coastal areas, with reference to Professor Whitty's report.	N/A	We are not in a coastal or rural area.
<b>12</b>	Devise an action plan for what you need to start putting in place from now onwards to ensure you are ready to meet the needs of your future residents. This should include the anticipatory requirement regarding reasonable adjustments.	Partial	<p>We do not have a single action plan relating to meeting our residents' future needs. However, this is covered by a number of our other plans and policies, including:</p> <ul style="list-style-type: none"> <li>• The Housing and Homelessness Strategy</li> <li>• The Local Housing Needs Assessment (currently in draft) and the upcoming Local Plan (expected next year)</li> <li>• The adult social care Market Assessment (covers the need for extra care, sheltered and specialist housing)</li> </ul> <p>We are developing</p> <ul style="list-style-type: none"> <li>• A revised resident engagement strategy, which will cover who we respond to our residents' changing needs</li> <li>• A housing data strategy, which will help us understand more about our current resident profile and how it is likely to change</li> </ul>

### Complaint handling

<b>No</b>	<b>Recommendation</b>	<b>Comply:</b>	<b>Evidence, commentary and any explanations</b>
<b>13</b>	Raise awareness of the complaints procedure and ensure it is accessible for residents who may face barriers to raising a complaint, as required by the Complaint Handling Code.	Partial	We have undertaken various viable methods of raising awareness of our complaints policy through our website, including social media posts, our housing publications and with every complaint acknowledgement. Residents are also

			<p>able to have their complaints raised through a third party where they are unable to raise themselves.</p> <p>We intend to undertake a full and detailed equalities impact assessment into our complaints policy to ensure accessibility for all residents including those that may face barriers raising a complaint.</p>
<b>14</b>	Ensure the complaints policy permits complaints about staff conduct, attitudes and approach.	Yes	<p>The current policy and new policy states the following in the complaint definition:</p> <ul style="list-style-type: none"> <li>• A complaint is an expression of dissatisfaction, however made, about the standard of service, actions or lack of action by the organisation, its own staff, or those acting on its behalf, affecting an individual or group of individuals.</li> </ul> <p>The conduct, attitudes and approach of staff is encompassed within this. Additionally we have a category for complaints relating to staff on our complaints management system which allows us to track and report on them.</p>
<b>15</b>	Establish and enforce a clear process for how complaints about bullying/discrimination will be investigated.	Yes	Our Code of Conduct states clearly that employees must not bully any person with whom they come into contact in carrying out their work. Allegations of bullying will be investigated in line with our Dignity and Respect at Work procedure.
<b>16</b>	Contact restriction policies must set out clear timescales, review and appeals process. Where there is single point of contact, this should be applied consistently.	Yes	Our <a href="#">Policy on the Management of Unreasonable Complainant Behaviour</a> details our approach to this.
<b>17</b>	Calls to be recorded, either a physical recording or a contemporaneous telephone record.	Partial	Methods of recording telephone calls vary depending on the service with some teams currently using or planning to use

			<p>audio recordings while others record written notes from calls on their relevant management systems.</p> <p>We recognise there is more work to do on this to provide consistent records and this will be a focus of an organisation-wide knowledge and information project commencing in autumn 2024 to ensure our records are a correct account of events.</p>
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### Case handlers

No	Recommendation	Comply:	Evidence, commentary and any explanations
18	Landlords need to ensure they provide clear explanations; repeat information where needed, including in different formats; offer face-to-face contact as much as possible and a named point of contact; investigate concerns and share the outcome; recognise when things have gone wrong, apologise and explain how these will be addressed; and know when to make appropriate referrals to agencies and whom to signpost to. Underpinning all of these should be a baseline of empathy and respect.	Yes	<p>Our <a href="#">Customer Service Standards</a> set out our approach to communication including different formats, named points of contacts and responding. Our mandatory complaints handler training includes three modules on customer service enforcing the service standards, different communication methods, accessibility and how to listen to customers and their needs, which is available to all staff.</p> <p>Our complaints policy details how we investigate concerns, share the outcome, recognise when things have gone wrong and how they will be addressed. This also aims to respect the complainants and show empathy in terms of the impact the complaint has on them.</p> <p>One of our <a href="#">Staff Values</a> is “Demonstrating Respect and Fairness” which focuses on treating everyone as equals, with respect, fairness and dignity as well as putting</p>



			ourselves in other people's shoes to understand what they're thinking and experiencing.
<b>19</b>	Ensure disability or language needs are routinely considered as part of the complaints process and that extra accessibility support, or accessible materials, are offered where appropriate.	Partial	<p>Our complaints forms state that information is available in different font size, audio and Braille. People can also complain through various different channels or even have someone complain on their behalf. Our complaints forms invite equalities information for us to assess needs, which is made available to complaints handlers.</p> <p>Further considerations may come as part of our equalities impact assessment into our complaints policy in recommendation 13 and our future vulnerability project as mentioned in recommendation 1.</p>
<b>20</b>	Identify where more specific training, guidance or support is needed to fulfil your role. For example, do you feel under confident in having what may be seen as a difficult conversation or delivering bad news?	Yes	<p>Staff have regular 1:1 meetings with their managers which include discussions about required training, guidance or support to fulfil their roles. Additionally this is part of annual Performance and Development Conversations (PDCs). We have launched a new Learning Hub to support to identification and delivery of learning needs.</p> <p>Our mandatory training modules include customer service, assertive communication, giving and receiving feedback and effective writing.</p>
<b>21</b>	Maintain accurate records of residents' vulnerabilities and individual circumstances.	Partial	We can record vulnerability alerts against individuals on our housing management IT system. These alerts allow for anyone looking at the resident's record to be aware of vulnerabilities and individual circumstances. Reports are regularly provided to staff to review these alerts and update or remove alerts as appropriate.

			We know that we need to build on this system to ensure that we always maintain accurate records and this will form part of our vulnerabilities project commencing in autumn 2024.
<b>22</b>	Use mandatory checks, such as annual boiler checks, as a 'touchpoint' opportunity to undertake welfare checks with residents.	Yes	We have an annual gas service programme to ensure boilers are kept safe and complaint. Engineers have a process for reporting back to relevant colleagues (tenancy, social care etc) if they notice welfare issues that require further investigation or intervention, this happens on both scheduled checks and also repairs.
<b>23</b>	Although it is important for landlords to know the vulnerabilities and individual circumstances of its residents and any associated legal duties, the above approach should apply to all residents as, fundamentally, it is about a high standard of customer care and a human-centric approach to service delivery.	Yes	As per recommendation 2, our housing strategy details that we will ensure that residents' needs are at the centre of our services. The doesn't make the differentiation between those with vulnerabilities so all residents should receive the same level of customer care and a human centric approach to service delivery. The local policies, procedures and handbooks of teams within the directorate aim to ensure this happens in practice.