

Policy Name	Engagement Policy
Version No.	Version 5
Approval Date	June 2024
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Engagement Policy	
Author	Richard Keeley – Housing & Resident Engagement Manager
Contributors	Resident Forum; Regional Operations Managers; Head of Operations; Senior Management Team; Executive Leadership Team
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Version Control

Version	Date	Description	Updated By	Approved By
1	June 2019	Draft for consultation with Residents Forum	Richard Keeley	n/a
2	November 2019	Updated draft for consultation with Residents Forum	Richard Keeley	Resident Forum
3	December 2019	Final version for Board approval incorporating Forum recommendations and Resident Voice Governance report	Richard Keeley	ELT / Board
4	April 2023	Policy review, to include provisions of Social Housing (Regulation) Bill	Richard Keeley	Ops Committee / Board
5	May 2024	Policy review, to include reference to revised Regulator of Social Housing Consumer Standards from 1 April 2024	Richard Keeley	Ops Committee / Board

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1. Policy Purpose & Aim

ExtraCare is committed to delivering its vision – ‘Better Lives for Older People.’ This includes ensuring that we provide a range of opportunities for residents to engage with us, to help improve their experience of living in an ExtraCare retirement community.

We are committed to collaborating with residents to ensure their views are taken into account in our decision-making about how our services are delivered to them. We are also committed to providing information to residents to be transparent on performance and to support effective resident scrutiny of service delivery. Through such an approach, we will work with our residents to improve the services delivered to them by ExtraCare. Through engagement, we seek to establish positive relationships with residents to build strong and cohesive communities.

This policy outlines the principles of engagement at ExtraCare, setting out the ways in which we provide opportunities for engagement with residents. It also sets out how other users of our retirement communities (non-residents) may provide feedback on their experience to enable us to improve.

This policy supports engagement that is based on mutual respect, co-operation, equity and inclusivity, in line with our Community Charter.

This policy ensures that we comply with our regulatory and legal obligations for involving residents, including the requirements of Registered Providers to comply with the Regulator of Social Housing Consumer Standards, effective from 1 April 2024.

2. Objectives

The objectives of this policy are to:

- Work in partnership with residents to create strong and cohesive communities and improve residents’ experiences of living in an ExtraCare location;
- Ensure that there are a range of ways for residents to engage with ExtraCare so that the resident voice is heard in decision-making, at both a strategic and operational level;
- To ensure that engagement activities are inclusive, and take into account the differing needs of our residents;
- Ensure that residents are appropriately consulted on building safety matters, especially within our high-rise locations;
- Inform how we communicate to residents on decisions made;

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- Provide information to residents on service performance, with opportunities to scrutinise services;
- Ensuring that technology is used where appropriate to improve opportunities for feedback;
- Utilise technology (e.g. digital noticeboards) to provide information to residents and notify of opportunities for engagement;
- Ensure residents are treated with fairness and respect in how we engage with them;
- Support residents to be able to participate in engagement activities, and ensure communication to residents is clear and relevant to their needs;
- Set out the expectations and boundaries of engagement;
- Meet our expectations under the Regulator of Social Housing's 'Transparency, Influence and Accountability Standard';
- Ensure the annual collection and publication of Tenant Satisfaction Measures, involving all residents (tenants and leaseholders);
- Ensure that residents are satisfied with how ExtraCare listens to the views of residents and takes account of them;
- To advise residents in circumstances where we may not agree with their views, and give reasons where their views may not result in changes;
- Meet the CQC's expectations that our care service is safe, effective, caring, responsive and well-led through seeking feedback on care services; and
- To meet our legal requirements to consult residents on the setting of variable service charges, ensuring formal consultation under the Landlord & Tenant Act, 1985 is applied where relevant.

3. Scope of Policy

This policy applies to all residents of ExtraCare, either living in ExtraCare owned locations, or in partner locations. In partner locations where the landlord function is carried out by the partner landlord, engagement on landlord services will be carried out by the partner landlord.

By resident, we mean (social housing) tenants and leaseholders, both shared owners and outright purchasers.

Under the Social Housing Regulation Act, 2023, landlords are required to ensure that engagement processes allow the (social housing) tenants' voice to be heard. The Regulator of Social Housing's new Consumer Standards – effective from 1 April 2024 – provides the framework for landlords to evidence how the tenants' voice is taken into account in decision making. ExtraCare will apply these principles in this policy to *all* residents (to include our leaseholders) thereby going above the regulatory requirements and reflecting the mixed tenure basis of our retirement communities.

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The policy also outlines the opportunities that non-residents have available to them to engage with ExtraCare, such as users of our services, visitors and non-resident volunteers. This policy does not cover our Retail subsidiary.

4. Responsibilities

Board	To ensure that the resident's voice is heard at Board level. All Board and Committee papers will contain a section on 'Resident impact/consultation undertaken'. A Trustee will look to attend all meetings of the Residents Forum. Board vacancies will be advertised in a way to encourage residents with relevant skills and experience to apply.
Executive Director Operations (EDO)	To ensure that the principles of this policy are embedded within the Directorate. To ensure that decision-making includes appropriate consideration of resident needs and that this is appropriately evidenced in relevant ELT/Board reports. To consider and respond to recommendations from resident scrutiny activities.
Head of Operations	To ensure that residents' voice is appropriately heard in design and provision of operational services.
Head of Governance	To ensure that compliance against policy objectives, and compliance with Social Housing (Regulation) Act and associated standards, are reported to Board/Committee.
Head of Property & Environment	To ensure that the Resident Engagement Strategy for Building Safety is implemented within our high-rise locations.
Regional Operations Managers (ROM)	Ensure the implementation of the policy across all ExtraCare retirement communities.
Housing & Resident Engagement Manager (HREM)	Responsible for supporting the implementation of the policy by providing advice and guidance to managers as required. To assist with the formation of, and guidance to, Residents Associations in locations. To facilitate administrative support to the Residents Forum, assisting the Forum Chair to ensure actions are completed.

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	To monitor implementation of policy and provide evidence-based assurance of compliance is provided to Executive Leadership Team/ Operations Committee. To ensure collation and publication of Tenant Satisfaction Measures in the form of an Annual Report to Residents.
Location Managers (LM)	Lead on engagement in their location. To ensure the Code of Conduct for engagement meetings are understood and adhered to. Ensure that Residents Associations within their locations are promoted and supported to ensure they are representative of all residents. To promote membership of the Resident Forum within their location to ensure that the location is appropriately represented on the Forum.
Housing Officers (HO)	Assist with specific engagement activities, to support Location Manager with resident meetings where appropriate.
Residents (Tenants / Leaseholders)	To follow the Code of Conduct associated with this policy in all engagement activities with ExtraCare, and to abide by the Community Charter in meetings with staff / other residents. To engage positively with ExtraCare, be non-discriminatory in use of language and actions. In buildings which meet the relevant criteria we also have a separate Building Safety Resident Engagement Strategy.

5. Monitoring & Review

This policy will be subject to a full review by the Policy owner and the Residents Forum every three years. We will assess the effectiveness of the policy by the criteria set out in the policy objectives. We will collect and publish Tenant Satisfaction Measures (across all our tenures) and publish these in an Annual Report to Residents, including setting out actions.

6. Risk Management

We have an averse to minimalist risk appetite for non-compliance with legal and regulatory requirements and this is reflected in our strategic and corporate risk registers.

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Adherence to this policy mitigates ExtraCare from breaching its regulatory requirements. It provides an important framework to ensure that the resident voice is heard, and that service issues or failures are addressed by ExtraCare. It ensures that engagement is carried out with fairness and transparency and consistently across our retirement communities. We believe that by engaging with our residents and listening to what they have to say, we can in turn improve services, which ultimately result in better lives for older people.

7. Statement of Commitment

ExtraCare recognises that its aims are at the core of its vision of “Better lives for older people”. This policy aligns with our value of transparency. We will commit to the policy by ensuring that the policy is available as a public document for all residents and potential residents to view; publicising the policy to residents through Resident Street Meetings; providing training to relevant staff including location managers; and Regional Operations Managers will ensure that the policy is appropriately implemented within locations.

Where required we will also provide training for residents to enable them to engage effectively in specific activities, such as resident scrutiny or involvement in Resident Association committees. This will either be provided directly by ExtraCare, or through a third-party provider.

8. Additional arrangements

8.1 Our approach

Our approach is to encourage a range of engagement options for residents; to provide information to residents on issues relevant to them to help them make informed choices; and to provide performance information on our landlord, and other, services. This is to ensure that residents are kept informed of issues and that the full range of resident voices are heard. We will engage residents in relation to the management of the buildings and communities they live in, and the services that they receive from ExtraCare. We will do this in a way that is fair, open, and transparent, and making reasonable adjustments to enable residents with specific needs to participate. We will positively welcome feedback, involvement and engagement. We will provide residents with information and feedback on engagement activities. We will ensure that we put reasonable measures in place to support residents to engage effectively with ExtraCare, and to ensure that engagement activities are done in a positive and constructive manner. We will seek to ensure that our engagement ensures that all within our diverse communities have a voice, and we will seek the advice of specialist agencies on how to meet our Equality, Diversity and Inclusivity requirements in this regard, where required.

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8.2 Principles of Engagement

Our approach to engagement will be informed by the following principles:

- **Involve:** We will provide opportunities for residents to be actively involved with scrutinising the performance and running of our locations, reviewing operational policies and to contribute to the development of services;
- **Consult:** We will provide opportunities for residents to be consulted on how ExtraCare provide buildings, facilities and services. We will consult on issues affecting their communities. This will include material or significant changes to operational policies or staffing arrangements; the setting of variable service charges; and building safety changes; and
- **Inform:** We will inform residents of outcome of involvement and consultation activities. We will provide appropriate and relevant information to support effective participation in consultation and involvement activities. We will provide information on ExtraCare's performance, strategic issues facing ExtraCare, the retirement living sector generally, and other factors such as legal or regulatory changes.

We will provide accurate and balanced information to support engagement activity and we will provide feedback on the outcome of the engagement.

We will ensure that engagement activities are conducted in line with our Community Charter. We will also ensure that all resident meetings are carried out in accordance with the Code of Conduct for Resident Meetings (Appendix B). We will seek to provide appropriate support to resident groups undergoing engagement activities to ensure that these are inclusive, that activities do not discriminate against others (either with intent or not), and that they consider the views of a wide range of residents.

We will seek to support residents to engage with ExtraCare in a way that is appropriate to them. We will consider what reasonable adjustments we are able to make to ensure effective engagement. We will challenge any engagement practices that operate in a way that are discriminatory within locations.

We will refer to ExtraCare's Acceptable Behaviour Policy where engagement activities breach the standards set out in our Community Charter or breach the Code of Conduct listed in this policy. We reserve the right not to accept the outcome or recommendations of engagement activities that are conducted in a way that breaches these standards. We will seek to act where an engagement activity creates disharmony in our communities either through intent or consequence. We will consider the views and recommendations of engagement activities, and where we disagree or do not wish to implement changes, we will give reasons why.

Where disputes arise through engagement activities, either between residents, or between residents and ExtraCare, we will take reasonable steps to resolve those disputes. Resolving such disputes may involve ExtraCare facilitating mediation, arbitration, or adjudication. In such situations we will refer to best practice guidance of credible organisations such as Tenant Participation Advisory Service

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(TPAS): [Tpas :: Tenant engagement experts](#) or The Leasehold Advisory Service: <https://www.lease-advice.org/>

Further, we will comply with the requirements of the Associated Retirement Community Operators (ARCO) Consumer Code through ensuring that we appropriately invite feedback on our services, support the development of Resident Associations (and ensure effective consultation in locations that do not have a Resident Association), and have a robust Complaints Policy.

8.3 Engagement Opportunities: Residents

Opportunities for organisation-wide engagement:

Activity	Remit
Membership of the Charitable Trust	The Resident Forum Chair and Vice Chair will become members for the Trust by virtue of their office. This will allow them to attend the Annual General Meeting of the Trust and vote on key issues in terms of new Trustees, the Chair and any changes to the articles, mission and values of the charity.
Membership of Board of Trustees	Vacancies for Trustee membership will be advertised to residents, so that residents with the relevant skills / experience may apply. We will not hold specific resident-only positions, but instead encourage applications from our resident population that match the requirements for the Trustee position. The articles of association reflect that residents can be appointed to the Board.
Resident Forum	The principle resident representative body within ExtraCare to: • Confirm topics/service areas for further resident scrutiny; • Consult the Forum in the review of operational (resident-facing) policies; • Receive service performance information; and • Receive information in relation to organisation-wide issues. The composition of the Forum is made up of three representatives from each location: • One elected member; • One Resident Associations Committee member; and • One person in receipt (or living with someone in receipt) of ExtraCare's care service. These representatives will be appointed as per the Resident Forum Terms of Reference.

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	The Forum is run, and the agenda approved by, the Chair/Vice Chair (who are resident representatives elected by the Forum); it will meet at least quarterly with administrative support provided by ExtraCare. A member of the Board of Trustees will attend each meeting. ExtraCare will pay the legitimate travel expenses of all reps to attend Forum meetings, plus the reasonable costs of a carer to accompany the rep if required – see Appendix C. Senior managers and staff will attend as relevant to the agenda.
Resident Scrutiny	The process by which residents can review existing service provision across ExtraCare, and through research and analysis supported by ExtraCare, propose recommendations for service improvements. We will aim to carry out at least one resident scrutiny of a service area each year. We will promote opportunities for involvement across all locations through Resident ‘Street’ Meetings and through the location’s Resident Association. Topics/service areas for resident scrutiny are agreed by the Resident Forum, who will also agree the terms-of-reference for the specific scrutiny. The Resident Forum will decide on the types of skills/experience required for effective scrutiny of the topic in question. This may include at least two members of the Forum to be part of the scrutiny group. ExtraCare may advertise/publicise for additional resident members according to the criteria agreed by the Resident Forum. The scrutiny group will produce a written report to be presented back to the Residents Forum for approval and submitted by the Forum Chair to the Executive Leadership Team (ELT) at ExtraCare for their consideration. ELT will formally respond to the Forum Chair after consideration, outlining how recommendations will be implemented, or give reasons where implementation is either not possible or practical.
Annual Resident Roadshow	The process by which residents are informed of the organisational progress against Corporate Plan/Business Plan objectives, finances, performance information, and future aspirations, presented by members of ELT. These events enable residents to either submit questions for ELT in advance or ask questions during the presentation. Summary of overall feedback from the Roadshows is presented to the Resident Forum. Each location will receive feedback specific to their location, including a summary of any specific actions taken.

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Annual Landlord Survey	The process by which ExtraCare collects perception data under the Tenant Satisfaction Measures, as required by the Regulator of Social Housing. ExtraCare surveys all residents each year (in April/May) based on the pre-set questions determined by the Regulator of Social Housing. The survey is available to complete electronically or in paper form, with a deadline of at least 4 weeks from survey launch. We will collect responses for all residents, even though our regulatory requirement is to carry out the survey for social housing tenants only. We shall require all residents to confirm their occupation status (tenant/leaseholder) so that we can analyse/publish the results on this basis. The results of the Annual Landlord Survey will be reported to the Resident Forum, along with any improvements or lessons learnt because of the survey. A summary of the results will be published in the Annual Report to Residents.
Care-specific feedback	ExtraCare will survey both residents and staff on an annual basis, specifically in relation to the care service provided / received. The feedback from this will be reviewed by the Quality Care Performance team, who will assess positive or negative comments and then provide the feedback to the Registered Manager. Such feedback / resulting actions will be provided as evidence through ExtraCare's internal audit of the care service, and provided to the CQC as required through any future external inspection.
Additional activities	ExtraCare will consider facilitating further engagement activities as situations or issues arise. This may involve specific engagement activities where there may be a significant proposal to change how services are managed. Further, we will seek to involve residents with: • The recruitment of key members of staff (e.g., Location Manager); • Proof-reading of draft policies / resident-focussed reports; • Branding / promotional / marketing activities; and • Review of organisational communications.

A summary of the outcome from engagement activities above will be provided in ExtraCare's Annual Report to Residents. This will be published on our website, with printed copies available for each location.

The Annual Report to Residents will include performance information against service standards; information in relation to Tenant Satisfaction Measures; and other information of relevance to residents.

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Opportunities for location-specific engagement:

Activity	Remit
We're Listening	The process by which residents (and non-residents) can rate their experience of a location and provide further feedback. This is where residents, visitors, volunteers can rate their experience of a location by leaving a rating - from 1 (poor) to 5 (excellent) – plus a comment, via electronic tablets in locations, an online survey or through paper cards. This feedback will be reviewed by location managers monthly and used to produce 'You Said, We Did' posters each month in each location on the issues raised. Ratings of 1 (poor) will be analysed further to assess whether any associated feedback should be dealt with under ExtraCare's Complaints Policy. We will assess using this process to collect feedback from residents on specific service areas, such as repairs, catering and others. The ratings will also be used corporately to track performance of the village and resident satisfaction with ExtraCare's overall service.
Complaints	We will utilise learning from Complaints to help improve service delivery. The 'Tell Us Your Concern' form – available on reception at all locations - outlines the approach to resolve a complaint and helps to publicise ExtraCare's complaint policy. As per this policy, we will accept complaints in other ways. Complaints do not have to be specified in writing. ExtraCare will share learning from complaints with managers across locations, and annually to the Resident Forum. Complaint performance, and learnings from complaints, will be summarised in the Annual Report to Residents.
Location surgeries	Key managers (location managers; managers with responsibility for service-specific areas) will facilitate regular 'drop-in' surgeries at locations to allow residents to meet and raise issues and discuss service provision. These surgeries allow issues to be raised, with managers agreeing to provide feedback as relevant to the resident.
Resident 'Street' Meetings	Monthly resident meetings held in the village hall / scheme lounge which are open to residents only. Their Lasting Power of Attorney may attend if the meeting contains information relevant to a decision they are making on the resident's behalf. The LPA should only be involved if they are making a decision

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	for a resident who has been deemed to lack capacity to make a specific decision. These are the main means by which information relevant to residents in our locations are shared; community issues discussed; issues relating to location services informed and consulted. Minutes of each meeting are made available to all residents. Standard agenda across all locations.
Building Safety	We have produced a Building Safety Resident Engagement Strategy for our high-rise locations (Solihull, Earlsdon Park, Hughenden Gardens) in accordance with the requirements of the Building Safety Act, 2022. The intention is to extend this approach to our other (non-high rise) locations over the lifetime of this policy as a matter of good practice. The strategy will be available on our website. It outlines the process for consultation in relation to building safety changes, including modernisations.
Resident Associations	Resident Associations (RAs) are the legally recognised group for engagement with regards to service charges under the Landlord & Tenant Act, 1985. ExtraCare will seek to promote and support the development of RA's across all locations through promotion and information. Where there is a majority of residents wishing to form an RA, we will support the location in setting up an RA. We will recognise a new RA by approving their constitution, and provided there is a positive vote in favour of an RA. The Housing and Resident Engagement Manager will write to the RA Chair to confirm that the RA is recognised. ExtraCare will supply model constitution to new Resident Association, and will recognise a new Resident Associations where the following are in place: • A robust and inclusive constitution; • They can demonstrate that at least 51% of the current residents support the creation of an RA through an anonymous ballot of all residents in each location, with the majority constituted by number of residents (leaseholders/tenants), not number of properties (in other words, each resident has an entitlement to vote); and • They commit to holding an annual AGM and to sign up to the Resident Association Code of Conduct. Where there are Resident Associations, all residents are members of it. We will agree to assist facilitating the formation of a Resident Association in a new location when that location is at least 75% occupied (by apartment), for the RA to have an appropriate mandate. Resident Associations will be managed by an appropriately elected committee, according to their constitution.

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	We will support the training and development needs of RA Committees to manage the RA effectively. This may include arranging training from external providers and opportunities for RA Chairs to network with each other. The legal framework for Resident Associations within ExtraCare is outlined in Appendix D.
Service Charge consultation (including Section 20 consultation)	In variable service charge locations, each year in the autumn/winter we will meet with Resident Association members (often the finance sub-committee, formed from the main RA committee that may include co-opted residents) to discuss the services delivered in that location and the proposed level of services charge for the following year. In fixed charge locations, there is no legal requirement to consult on the annual setting of service charges, but we will go beyond our requirement by meeting with the Resident Associations Committee to discuss the service charge budget for the following year. Any changes to services provided through the service charge will be the subject of formal consultation in our variable service charge locations, with the terms of reference of the consultation made clear from the outset. We will also seek to consult with residents in fixed charge locations where we may be seeking to vary the tenancy or lease for the provision of new / additional services. We will comply with our obligation to consult under Section 20 of the Landlord & Tenant Act where the threshold for section 20 consultation has been met.
Noticeboards / ENS	Each location will have noticeboards to provide relevant information on building safety, activities, volunteering. We will use these to promote engagement opportunities where relevant. Where the ENS system is in place (an electronic tablet in each apartment), messages in relation to engagement opportunities or activities will be sent to each apartment.

In addition, we will provide localised opportunities for involvement in location-specific topics/issues. Such opportunities may involve:

- Energy/Environmental Groups (to improve energy consumption and environmental sustainability)
- Gardening Groups (to improve health and wellbeing)

ExtraCare's engagement framework is summarised in **Appendix A**.

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8.4 Equality, Diversity & Inclusion

ExtraCare is committed to ensuring that all residents can participate effectively in the engagement activities outlined in section 8.3 (above). We will make reasonable adjustments to ensure effective engagement through:

- Ensuring written communications promoting and supporting engagement are appropriate to our client group (for example, large print where appropriate; PowerPoint presentations with large font and uncluttered slides; translated into other languages upon request);
- Ensuring verbal communication is effective (for example, provision of hearing loop for residents who may be hard of hearing); and
- Considering all requests to meet specific needs in a positive manner.

ExtraCare is further committed to ensuring that key engagement activities are undertaken by residents who are representative of our wider resident population:

- We shall review the protected characteristics of representatives on our Resident Forum annually; and
- We shall also assess protected characteristics of potential representatives in the formation of Resident Scrutiny Group(s) to ensure reasonable representation.

In order to do this, we shall use the protected characteristics information held in our Customer Portal database to assess whether representatives on our Resident Forum and our Resident Scrutiny Groups broadly reflect the diverse nature of our wider resident population. Where there may be under-representation of a particular group(s), we shall seek to recruit to the Forum / Scrutiny Group from those groups.

Note: we gather information across eight of the nine protected characteristics (pregnancy and maternity is not included).

ExtraCare will also challenge language, actions, or lines of enquiry through engagement activities that are discriminatory, whether intended or not. We will seek to be mindful of unconscious bias in our promotion and operation of engagement opportunities. Where necessary, we will seek specialist advice or source training to reduce the risk of discriminatory practice in our engagement activities.

8.5 Note on Right to Manage (RTM):

The right to manage was introduced in 2002 to give leaseholders the ability to take over the landlord's management functions in respect of their building, without having to buy the freehold. It is a 'no-fault' right, which leaseholders can exercise without the need to prove a complaint against their landlord or managing agent. The Law Commission produced recommendations in 2020, highlighting that – currently – shared ownership properties are excluded from RTM (thereby potentially impacting on the

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viability of an ExtraCare location for qualifying for the right to manage). We continue to monitor the position regarding RTM and any amendment to the current position would be actioned accordingly.

8.6 Engagement: Non-residents

We also encourage feedback from non-residents to help improve the services we provide as part of our inclusive retirement communities. We shall seek feedback from non-residents through:

We're Listening	Leaving ratings / comments at each location using electronic tablet devices within main communal areas for us to assess and respond through the 'You Said, We Did' approach within locations
Complaints	Utilising our complaints policy to address issues and to learn from complaints
Surveys	Where appropriate to do, extending the opportunity to complete a survey that has also been sent to residents in relation to a specific service (e.g. catering service).

8.7 Information, Training and Support

ExtraCare will provide the following to support the development of engagement:

- Providing communication in a range of formats;
- Assistance with travel costs and out of pocket expenses for agreed engagement activities such as Resident Forum and Scrutiny Group attendance (see Appendix C);
- For care representative on the Resident Forum, we will cover the cost of a carer to allow an individual to attend the Residents Forum, either for themselves or the individual they care for;
- Any reasonable resources (e.g. stationary, printing) to support an approved engagement activity;
- Training, advice, and support for Resident Forum reps, resident scrutiny groups and Resident Association Chairs to ensure that they can be as effective as possible; and
- Any specific needs to ensure participation should be given reasonable consideration.

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9. Other Relevant ExtraCare Policies & Documents

General	Acceptable Behaviour Policy
	Residents Forum Terms of Reference
	ExtraCare Model Constitution for Resident Associations
	Community Charter
	Data Protection Policy
	Equality, Diversity, and Inclusion Policy
	Complaints Policy
	Engagement Policy Appendices A-D

10. Relevant Legislative & Regulatory Requirements

Legislation	Regulation	Guidance
General Data Protection Regulation (UK GDPR)	RSH Consumer Standards, April 2024 Transparency, Influence and Accountability Standard	ARCO Consumer Code: ARCO Consumer Code A5 AUG 2021 FINAL ONLINE 0.pdf (arcouk.org)
The Data Protection Act 2018 (DPA 2018)	Housing Ombudsman Complaint Handling Code, April 2024	NHF Together with Tenants
Housing Act 1996	Local Government & Social Care Ombudsman Complaint Code, April 2024	TPAS National Tenant Engagement Standards
Equality Act 2010	Leasehold home ownership: exercising the right to manage - GOV.UK (www.gov.uk)	Right to Manage - The Leasehold Advisory Service (lease-advice.org)
Landlord & Tenant Act, 1985		ARHM Code-of-Practice Digital.pdf
Social Housing (Regulation) Act, 2023		
Building Safety Act, 2022		