

**Report To:** Board of Management – 28.02.2026

**Title of Report:** Strategic Tenant Panel and Taff Joint Report – No Access in our homes- Follow up interviews with tenants

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**1. Purpose of Report:** For Information

Strategic Plan Priority	<ol style="list-style-type: none"> <li>1. Homes</li> <li>2. Customers</li> <li>3. Performance &amp; Resources</li> </ol>
Strategic Risk(s)	<p>Failure in costing for significant expenditure</p> <p>Failure to operate lawfully and in line with Taff Values</p> <p>Failure to keep colleagues, Tenants and Service Users safe</p> <p>Failure to effectively engage tenants, the wider community and other key stakeholders</p> <p>Failure to invest adequately in existing homes</p> <p>Failure in information management, data validation, interpretation</p>
Regulatory Framework	<p>RSL1: The organisation has effective strategic leadership and governance arrangements which enable it to achieve its purpose and objectives</p> <p>RSL3: High quality services are delivered to tenants</p> <p>RSL4: Tenants are empowered and supported to influence the design and delivery of services</p> <p>RSL6: The organisation has a strategic approach to value for money which informs all its plans and activities.</p> <p>RSL9: The organisation provides high quality accommodation</p>
Relevant links: e.g. policy, websites, etc	Customer Voice Strategy,
Equality Impact Assessment	It is not anticipated that recommendations set out in this paper will have a disproportional impact upon any protected characteristic/s.
Tenant Insights	The report is based on semi structured interviews with Taff tenants who have high no access events to their property

**1. Recommendation**

1.1 Members are asked to: note the report

**2. Purpose**

2.1 The purpose of this report is to follow up from the paper presented to Board in November 2025 (AI25.107) concerning no access.

- 2.2 This is a piece of qualitative research with face to face and telephone semi structured interviews which is designed to better understand what the barriers are for some of our customers who present with high no-access events. This is a snapshot of three of our customers' experiences.
- 2.3 This work will also contribute to and deliver on the programme of work identified in the Customer Voice Strategy 2025-2030.

### 3. Background

#### *Problem Definition: No Access*

- 3.1 "No access" refers to the inability to gain entry to a customer's home to carry out inspections, repairs, or compliance checks. This issue is prevalent across all housing associations.
- 3.2 In mid-2025 Taff looked more closely at no access rates as they began to climb. Since that time, we have worked to create a more non-linear approach to handling no access, including earlier cross departmental working and regular meetings to discuss cases across Property and Housing Teams.

### 4. Methodology – what we did

- 4.1 Between 18 January – 26 January we spoke with three of our high no access customers.
- 4.2 We held two face to face semi structured interviews and one telephone interview. The interview questions and script are set out in Appendix One.
- 4.3 We also asked colleagues about those customers to gain a better understanding of some the challenges and possible opportunities when engaging with this group. We also looked at the information we held in our housing management system.<sup>1</sup>
- 4.4 The semi structured questions gave a basic structure to what we wanted to explore with the customer keeping in mind that we would need to be able to adapt our approach depending on how the person was responding to the questions. For example, customer A followed the questions logically whilst customer B needed to express their thoughts and take the lead in what they saw as important to them initially. We reflected back what we understood to be the key issues.
- 4.5 Please note, this is a very small sample size, so caution is advised in generalising the findings to all our high no access customers.

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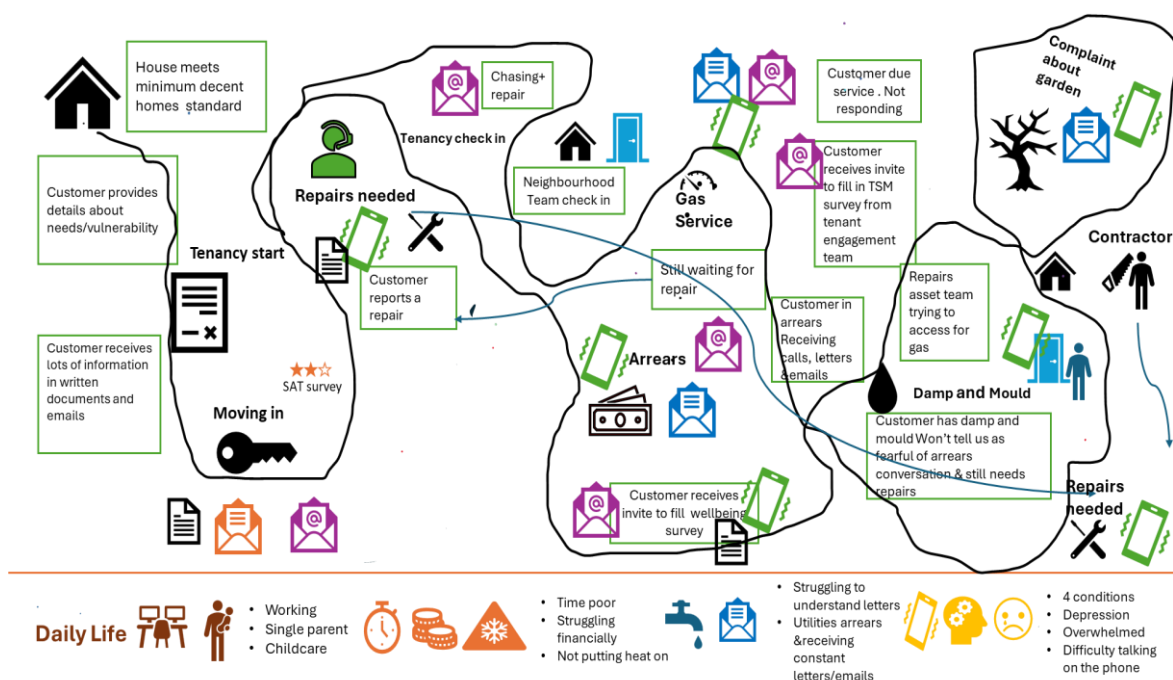
<sup>1</sup> We remained aware of the need to be open to critical reflection and identify underlying assumptions or interpretations that colleagues may have formed regarding this customer group.

## 5. What we found

- 5.1 From the previous review, a large proportion of our customers, access into their property for compliance works and repairs and maintenance are relatively straight forward. And many are confident in using our complaints process if they are unhappy with the service we deliver. They may also be confident in accessing and using digital technology to support.
- 5.2 All the customers that we spoke with that have high no-access events, presented with a variety of complex needs for example high anxiety and depression or significant trauma.
- 5.3 This means how they interact with us is informed by those experiences. How we engage then becomes of critical importance. All of those interviewed were articulate and insightful about their own behaviour and what they found challenging when engaging with our housing services. Some also understood the challenges Taff has meeting a variety of customer needs.

*“Please be persistent with me I know it’s challenging I need patience and time”*

- 5.4 **Customer Journey Map<sup>2</sup>** –by way of illustration, the customer journey map below tries to illustrate how some of our customers who present with high and complex needs experience our services. For a small but significant number of our customers it is an ongoing challenge living each day with what can feel like a lot of “noise” and an inundation of information.



- 5.5 Please see interview notes in appendix two. While we have tried to anonymise the customers due to the sensitive nature of the information provided and the

<sup>2</sup> The customer journey map is based on the Psychographic framework developed by People for Places

trust in which they shared that information, the information is for the board and senior executive eyes only

## 6. Summary of Key Issues and Actions

**Table of Insights & Recommended Actions**

Theme / Issue	Clear Explanation	Recommended Actions
<p><b>Cognitive Bias &amp; Interpreting Behaviour</b></p>	<p>Some customers experiencing high anxiety or trauma may present as abrupt or overwhelmed. This can be misinterpreted as aggression. For example, Customer A shuts down or becomes abrupt when overloaded with information or when contractors arrived without prior communication.</p>	<ul style="list-style-type: none"> <li>• Avoid assuming abruptness = aggression. Pause, reassess, and consider whether anxiety or feeling anxious may be the cause.</li> <li>• Provide information slowly, clearly, and in smaller chunks.</li> <li>• Note contextual factors in case notes to support colleagues.</li> <li>• Review how risk assessments are being applied to ensure decisions are proportionate and context-aware.</li> </ul>
<p><b>Information Flow</b></p>	<p>Colleagues and contractors sometimes attend appointments without full information, or tenants aren't aware they're coming. This leads to repeated explanations and frustration.</p>	<ul style="list-style-type: none"> <li>• Ensure all colleagues and contractors have UpToDate information before any contact.</li> <li>• Maintain a “no surprises” policy—these customers must know who is coming, when, and why.</li> <li>• Co-ordinate appointments clearly and confirm with tenants in their preferred communication method.</li> </ul>

<p><b>Appointment Overload &amp; Coordination</b></p>	<p>Some tenants feel overwhelmed by frequent or uncoordinated visits and may disengage when the volume of activity becomes too much.</p>	<ul style="list-style-type: none"> <li>• Where possible, group appointments (e.g. compliance checks) into one or two days. If this is the preferred option – if possible</li> <li>• Reduce unnecessary repeat visits and avoid sending multiple different colleagues for the same issue.</li> <li>• Consider accessibility needs, including anxiety triggers, when scheduling.</li> </ul>
<p><b>No-Access Events</b></p>	<p>Contractors sometimes attend without confirmed appointments, leading to unfair “no access” records. This can distort the true picture and put responsibility on customers..</p>	<ul style="list-style-type: none"> <li>• Review how no access is recorded—ensure reasons such as hospital stays, miscommunication, or lack of notice are included.</li> <li>• Avoid inaccurate assumptions about “nonengagement.” Check context first. Ensure reasons such as for example hospital stays are recorded.</li> </ul>
<p><b>Quality of Data Input</b></p>	<p>Case notes sometimes lack important contextual information about tenant needs, leading to repeated questions or misinterpretations.</p>	<ul style="list-style-type: none"> <li>• Use case notes or filing cabinet functions to capture relevant context (not labels).</li> <li>• Record communication preferences, anxiety triggers, and access needs.</li> <li>• Ensure entries are clear, factual, and helpful for any colleague who may pick up the case.             <ul style="list-style-type: none"> <li>• Review who( permission levels) has access to sensitive information</li> </ul> </li> </ul>
<p><b>Handling Sensitive Information</b></p>	<p>Sensitive documents (e.g. medical information) aren’t always handled consistently, causing distress or uncertainty for tenants.</p>	<ul style="list-style-type: none"> <li>• Establish a clear process for how sensitive documents are stored.</li> <li>• Ensure customers know exactly who will see the information and when it will be returned. Don’t assume if they don’t ask</li> <li>• Only collect sensitive data when necessary and with clear purpose.</li> </ul>

<p><b>Communication Preferences</b></p>	<p>Some tenants prefer texts, not letters; others need more time or simplified information. Ignoring preferences increases anxiety and reduces engagement.</p>	<ul style="list-style-type: none"> <li>• Always record and follow each tenant’s preferred method of contact.</li> <li>• Check understanding and avoid information overload.</li> <li>• Provide reminders and updates using the method that works best for them.</li> </ul>
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## 7. Conclusion

- 7.1 In understanding the challenges surrounding high no access events, it is essential to recognise that customers often face complex daily pressures that can make scheduled visits difficult to accommodate, especially when communication feels unclear or overwhelming.
- 7.2 At the same time, we know that important safety and regulatory checks must be completed within specific timeframes, which can add pressure on both customers and colleagues when access is missed. By acknowledging these realities openly, we can design compliance activity that feels more predictable, collaborative, and respectful—ensuring customers always know who is visiting, why it matters, and how the appointment fits around their needs.
- 7.3 Further exploration of how we can segment our data that reflects the attitudinal and behavioural needs of this group of customers will be critical to ensuring we are interacting with our customers in a way that works for them. This in turn informs improvements to the design of our services and operating model.

## 8. Next Steps

- 8.1 The Action Plan outlines our organisational response to the report’s findings, including leads and timelines. We will provide an update to the Board later this year.

### Action Plan Table

Area	Next Steps	Measures
<p>Strengthen Training for Complex Needs</p>	<ul style="list-style-type: none"> <li>• Review current e-learning modules to identify capability gaps.</li> <li>• Design opportunities for interactive, “lived experience”-based training (e.g., customer stories, role-play, expert sessions).</li> <li>• Pilot one new interactive training session with a small team before rolling out more widely.</li> </ul>	<ul style="list-style-type: none"> <li>• Attendance and completion rates for new training.</li> <li>• Increase in post-training confidence scores (baseline vs. post-training).</li> <li>• Qualitative feedback on usefulness and relevance.</li> </ul> <p><b>People Services over 12-18 months</b></p>

<p>Build a Support Network for Neighbourhood Officers-</p>	<ul style="list-style-type: none"> <li>• Map colleagues with relevant experience, specialisms, or strong relationships supporting customers with complex needs.</li> <li>• Create a peer-support group or buddy system.</li> <li>• Hold quarterly check-ins to share learning and challenges.</li> </ul>	<ul style="list-style-type: none"> <li>• Number of officers participating in peer support.</li> <li>• Officers reporting increased support and confidence (survey/pulse check).</li> <li>• Reduction in avoidable escalations due to earlier intervention.</li> </ul> <p><b>Head of Housing over 12 months</b></p>
<p>Improve Use of Data input</p>	<ul style="list-style-type: none"> <li>• Standardise data-input guidelines to ensure clear, neutral, consistent entries.</li> <li>• Introduce an annual review of how risk assessments are completed and applied.</li> </ul>	<ul style="list-style-type: none"> <li>• Reduction in inconsistent or incomplete HMS data entries.</li> <li>• Audit results showing improved HMS record quality.</li> <li>• Annual risk-assessment review to ensure any changes to risk are captured accurately.</li> </ul> <p><b>Head of Housing and Head of Property over 12 months</b></p>
<p>Customer &amp; Operational Impact</p>	<p>This section is focused on high level measures across the organisation</p>	<ul style="list-style-type: none"> <li>• Reduction in high “no access” events (incremental over time).</li> </ul> <p>Increase in colleague confidence when working with customers with complex needs (measured through surveys, training feedback, and 1:1 conversations).</p> <p>Improved customer feedback, with customers reporting that responses to their needs have become more timely, personalised, and supportive.</p>

***Appendix One- script and questions***

**Introduction**

**Hello, my name is Catherine Williams, and I am Taffs Customer Experience Partner. My colleague Saroop Kaur is the tenant participation assistant. We work together to make sure all our tenants have the best access to our services and that those services work for you.**

**We are always wanting to improve how we do things at Taff.**

**With that in mind we want to know how we can better engage/talk with you about your repairs and when we must, by law, check on your electric, gas and smoke alarms.**

We know it's not always easy to let us into your property to sort out any problems you may be having with your home or when we must check your gas, electric and smoke alarms. We understand that you may feel anxious, awkward or concerned when we do try and contact you.

You may also lead a very busy life, so when we want to organise a time to make a repair it may not always work for you.

We know that you want your home to be as safe and as comfortable as it can be. Which is why we think having an informal chat with you about your experience is important. It's so we hear from you first hand

- what you like about us contacting you (stuff that works for you, that we get right) and what you don't like (stuff we do that you don't like, gets in the way)
- how and when you like to be contacted and
- what works and what doesn't work when you do let us in to sort out your repairs or gas and electric

The most important thing is that when we contact you, we do it in a way that works for you. You are the only one that knows what works best for you and we want to understand that, so we get it right the first time.

There is no obligation to do anything other than talk to us. As a thank you for taking the time to speak with us, you'll receive a £20 e-voucher.

### Questions

**1. How long have you lived in your property?**

*(Follow-up: Has anything changed over time that affects how you feel about letting people in?)*

**2. What do you enjoy most about your home? What are the things that frustrate you or make it difficult for you?**

*(This helps uncover comfort levels and possible barriers.)*

**3. When we need to contact you, what's the best way for you? If you prefer not to be contacted, what/why is that important for you?**

*(Explores communication preferences and reasons behind avoidance.)*

**4. What makes it hard or uncomfortable to let someone from Taff into your home?**

*(Encourages them to share practical, emotional, or trust-related barriers.)*

**5. How do you usually manage other appointments, for example doctors appts or other services that may come into your home?**

- 6. If you do allow them access what do they do that works for you ?**
- 7. What makes you feel okay about allowing us to come in and do the work?” or What helps you feel comfortable saying yes to letting us in?”**
- 8. When you do allow us in, what helps you feel okay about letting us complete repairs or compliance work?**

*(Identifies trust factors and motivators.)*