

Croydon Housing – Approach to Resident Engagement Strategy

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Tpas (leading engagement expert)

- Engaged in reviewing the existing engagement arrangements with a view to refreshing and updating the current engagement structures to ensure that they are in line with:
 - Consumer Standards
 - White Paper
 - Croydon Housing Services Resident Charter

Where we are

No Resident Engagement Strategy

Development allows Croydon to:

- Develop a strategic framework and action plan for resident engagement, enabling Croydon to build on and increase our capacity for effective engagement
- Tpas attended Tenant and Leasehold Panel to explain their role & answer questions
- Tpas attended and facilitated sessions with the Housing Improvement Board

Methodology

Discovery Sessions

Research held with key stakeholders to understand the detail of what is already working well

Four sessions held:

- One Discovery Session with involved residents
- One Discovery Session with uninvolved residents
- Two Discovery Sessions with staff

Discovery Sessions focus

- The Discovery Sessions focused on why resident influence is important from the participants' different perspectives, and what good resident influence looks like, exploring the key elements required in order for this to happen.
- The Discovery Sessions identified the key ingredients to ensuring residents influence Croydon as:
 - Leadership
 - Communication
 - Trust and Accountability
 - Structure and Process

Leadership

Leaders need to create and embed the right culture and conditions to ensure that there is meaningful engagement with residents; and that the culture and conditions result in residents tangibly influencing services.

Put in place a stable leadership team to support the development and embedding of a culture of hearing and acting upon residents' voices.

Appropriate resources are available to develop, embed and support a new resident engagement framework. As well as actual cash, resources also include training, equipment and time.

Enable, empower and require all managers and staff to be responsible and accountable for hearing and acting upon residents' voices. This starts with building it into service, policy and procedure development and reviews as well as holding staff to account in 1-1s and annual

Ensure that recommendations from the project are used to develop a delivery plan for a new resident engagement framework

Work with the Design Team from this project to:
Co create a plan to deliver the recommendations from the project as well as developing formal influencing structures and creating a toolbox of informal influencing routes. Hold Croydon to account by monitoring the implementation of the delivery plan.

Communication Standards

- Clearly communicate service standards across the range of housing and maintenance services that Croydon provides so residents know what levels of service to expect and what they should do if the standards are not met.
- Once developed, promote the range of engagement and influencing opportunities so that residents know how they can get involved.
- Ensure that residents have evidence (feedback) that their voice has been heard – including when Croydon is unable to provide what is being asked for.
- Review and develop the ways in which Croydon communicates with residents. For example, resident newsletters and community noticeboards

Trust and Accountability

- For Croydon to get maximum benefit from its future engagement activities, residents need evidence that their voice makes a difference. Having that evidence, leads to residents being able to trust Croydon and to see value in that relationship.
- An embedded culture of accountability at Croydon will help to set the tone and expectations for how staff treat and respond to residents. This directly affects the residents' experiences of interacting with their landlord. This leads to evidence that their voices make a difference.
- Linked to the “Communication” recommendations, ensure that the “communication loop” is closed. If residents get no response when they give feedback, they are likely to conclude that they have been ignored. Timely and honest feedback – including when things can't be done – is key in developing a relationship built on trust.

Trust and Accountability

- Ensure that staff are held accountable for their areas of responsibility by setting SMART (specific, measurable, achievable, realistic, timed) targets that include targets around resident engagement and influence. This should apply to a wide range of staff, not just those traditionally seen as “responsible” for resident engagement
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- Leaders need to ensure that positive working practices embed a culture of trust, accountability and respect between different teams and departments. The culture at Croydon will naturally influence the “resident-landlord” relationship.

Structure and process

- Use the findings and recommendations along with Resources and Information identified to develop and roll out a robust and comprehensive resident engagement and influencing structure at Croydon.
- Agree clear objectives for resident engagement and influencing work at Croydon.
- It is important that all parties are clear about what is meant by resident influence, how this is achieved and what their responsibilities are. This builds trust and understanding and at the same time supports Croydon in harnessing resident voices in shaping and improving services:
 - There is a clear journey map for how residents can scrutinise and influence services as well as holding Croydon to account.
 - Everyone will know how they can contribute (residents, staff and leaders).

Structure and process

- An engagement framework will have a range of ways in which residents can engage and be heard. For example, reporting a repair, making a suggestion or a complaint, right through to completing a targeted survey or sitting on a formal body.
- Both vocalised and non-vocalised influence is tracked and acted upon. The full range of insight is drawn upon, including behavioural insights, performance data and the results of proactive engagement activity.

Two Design Sessions

- **Held with** volunteers from the Discovery groups (eight staff and 12 residents). Built on what had been discovered in the discovery sessions to design the way that Croydon Council will make sure that residents are influencing decision making and services.
- Co-creation sessions, which will leverage in Tpas' knowledge of what excellence looks like from our expertise.
- Sessions focused on how Croydon will know that resident influence is happening effectively and what is needed to make this happen drawing out recommendations and measures for success.
- Proposed engagement framework shared with the Design Group for comments and sign off before presented back to Croydon as a full report consisting of findings and recommendations for the newly designed approach.

Outcomes

- Strategy
- Resident Engagement Framework
- Co-created Action Plan

Any Questions/ Anymore