

## London Borough of Enfield

### Cabinet

Meeting Date 16th June 2021

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**Subject:** Resident Involvement Strategy in Council Housing  
**Cabinet Member:** Cllr Needs, Cabinet Member Social Housing  
**Executive Director:** Sarah Cary

**Key Decision:** [ 5321 ]

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### Purpose of Report

The purpose of the report is to agree a draft Resident Involvement Strategy and Involvement Framework for Enfield Council Housing 2021-24. It provides details of the resident and staff feedback that has been used to inform the Strategy and an overview of current and future regulatory requirements in respect of resident involvement in social housing.

### Proposals

1. Approve the Council Housing Resident Involvement Strategy 2021-24 and proposed action plan (Appendix 1) for formal consultation with residents for a six-week period.
2. Approve the Framework of Involvement including the introduction of the Council Housing Excellence Panel to review performance across Council Housing and making evidence-based recommendations for improvement
3. Delegate authority to the Director of Housing and Regeneration in conjunction with the Cabinet Member for Social Housing to make any minor amendments arising from the wider resident and stakeholder consultation
4. Delegate to the Director of Housing and Regeneration in consultation with the Cabinet Member for Social Housing further operational arrangements to support the delivery of strategy and action plan

### Reason for Proposals

5. The strategy sets out how the Council will strengthen relationships and the voice of tenants and leaseholders over the next 3 years, responding to:
  - Feedback from residents and community groups
  - Feedback from Council Housing officers
  - Review of existing involvement mechanisms in Enfield
  - Current best practice in involvement from social housing

- Lessons learnt from the Grenfell Disaster and to respond to the changing legal framework arising from the Building Safety Bill
  - Current and future regulatory requirements as they effect Council Housing
6. The strategy recognises the hard work and commitment of existing involved residents and highlights the need to strengthen the voice of underrepresented groups and extend our reach through a programme of accessible and flexible involvement opportunities that are tied together through the new framework.

## **Relevance to the Council Plan**

### **Good Homes in Well-Connected Neighbourhoods**

7. The strategy will support the wider asset management strategy and resident safety programme ensuring that the resident voice is central to delivering well maintained homes which meet the requirements of our residents and enables them to challenge and hold their landlord to account.

### **Sustain Strong and Healthy Communities**

8. The strategy recognises the potential of resident involvement to help build stronger and healthier communities through empowerment of individuals and community groups to work collaboratively to find sustainable solutions to challenges.

### **Build our Local Economy to Create a Thriving Place**

9. The strategy supports skills development and employability through a comprehensive training programme. It also seeks to work in partnership with local business and 3<sup>rd</sup> sector organisations to bring inward investment and support sustainable improvements in communities.

## **Background**

10. There are numerous ways in which Council Housing residents are able to get involved in how services are provided these range from strategic involvement opportunities such as the Housing Advisory Group and Customer Voice, through to local opportunities such as tenants and residents associations, estate walkabouts and focus groups.
11. Resident Satisfaction (STAR) survey conducted in 2019 highlighted a desire of residents to be more involved and have more of a say in how services are delivered to them.
12. The existing regulatory framework for Council Housing places a strong emphasis on resident involvement through the Tenant Involvement and Empowerment Standard
13. The Social Housing White Paper will significantly move beyond this and lead to a move to proactive consumer regulation from the Regulator for Social

Housing with consistency in regulation across all registered providers of social housing.

14. The Building Safety Bill specifically requires “The accountable person for an occupied higher-risk building must as soon as reasonably practicable after the relevant time prepare a strategy (a “residents’ engagement strategy”) for promoting the participation of relevant persons in the making of building safety decisions”. This strategy provides an integrated framework whilst also dedicating a specific section to building safety demonstrating the significant value and importance the Council places on this.
15. The Better Council Homes Vision and Target Operating Model are predicated on building more effective relationships with residents and utilising customer insight to better inform service planning and improvement, ensuring the voice of residents is at the heart.
16. A Housing Scrutiny Panel for member scrutiny and the new Housing Advisory Group to act as a strategic sounding board across Housing and Regeneration were launched in 2020. This strategy complements these new arrangements.

### **Main Considerations for the Council**

17. There are numerous ways in which residents can currently get involved and receive information in relation to housing services whilst these provide useful feedback and insight there is not an existing strategy that brings this activity together towards a common aim.
18. As a registered provider we are regulated by the Regulator for Social Housing. The regulatory framework is based on three economic standards (applicable to housing associations only) and four consumer standards. The standard reflecting the role of resident involvement is the Tenant Involvement and Empowerment (Consumer) Standard and covers:
  - Customer Service, Choice and Complaints
  - Involvement and Empowerment
  - Understanding and Responding to Diverse Needs of Tenants
19. The consumer standards are at the heart of co-regulation meaning councillors are responsible for ensuring their landlord services are managed effectively and comply with all regulatory requirements, in partnership with residents. The Council must also support tenants to shape and scrutinise service delivery and to be held accountable where standards are not being met.
20. The Social Housing White Paper is heavily informed by the lessons learnt from the Grenfell disaster and in particular that the voice of residents needs to be strengthened. In response to early findings Enfield Council Housing has already sought to apply lessons. For example, it has launched a ‘tall buildings pilot, reviewing the way in which it communicates and involves residents in tall buildings around resident safety. The learning from this has been considered in the development of the overarching strategy.

21. In 2019 in following a STAR resident satisfaction survey 45% of residents (tenants and leaseholders) stated they would like to have more of a say or be actively involved in housing services. With only 1% of tenants and 3% of leaseholders currently being involved this represents significant opportunities to involve more residents, with feedback indicating a range of different and flexible opportunities would be welcomed by residents.
22. Work has been undertaken to review the operating model for Council Housing to ensure it is fit for the future and it is key that the both staff structures and involved residents' structures are reviewed and aligned to the new operating model.
23. The new framework, including the establishment of the Council Housing Excellence Panel, ensures that residents can influence service improvement and scrutinise performance and decisions and affecting their housing services; as well as ensuring there are appropriate and accessible communications channels.

### **Resident Feedback**

24. In developing the draft resident involvement strategy 2021-2024 focus groups have been held with residents and staff. Resident Groups included strategically involved residents, locally involved residents, formally involved residents and those who have not previously been involved; whilst views varied across each group there were some consistent themes, and these have informed the development of the Involvement Framework, Strategy and Action Plan.
25. The Resident Involvement Team undertook a range of direct contact through existing involvement groups, both strategically and locally involved and supplemented through large-scale text invitations sent to residents and successfully reaching out to 3,548 tenants and 2,425 leaseholders inviting input to the research either through participation in an online focus group or through a semi structured 121 interview.
26. Our research involved focus groups involving Customer Workshops held between 8<sup>th</sup>-19<sup>th</sup> February:
  - 5 workshops attended by 47 residents
  - Supplementary 30-45 minute semi structured interviews with 13 additional residents
  - Residents included members of: Customer Voice / Housing Advisory Group / Repairs Stakeholder Group
  - Tenant and Residents Associations and other locally involved residents
  - Residents (previously involved and no longer involved)
  - Residents who are not currently involved (regardless of if they want to be involved moving forward or not, to understand barriers to participation).
27. Representatives were present from the following groups:
  - Council Housing (general needs)
  - Council Housing (Sheltered)
  - Council Housing (Leaseholders)

- Council Housing (Impacted by ongoing Regeneration Delivery or proposals)
- Temporary Accommodation / Homelessness

Feedback from across all resident groups were both helpful and consistent, an underlying aspiration to work towards partnership and co-design approached with a recognition that this needs to be built over time getting the basics right in the first instance. The most frequently cited attributes that residents felt needed to be present moving forward to support improved resident involvement were

- Communication
- Accountability
- Transparency
- Honesty and Trust

28. The research identified 20 recommendations which have been considered and informed the 7 strategic priorities set out in the strategy.

### **Consultation**

29. The feedback and involvement of residents has been critical in shaping the priorities and actions in the strategy and further consultation will seek to provide further opportunities for wider engagement and feedback especially from groups less represented across existing involvement groups including but not limited to:

- Under 30's
- People with none visible disabilities including sensory impairments
- People with lived experience of mental health issues
- BAME and non-English speaking residents

30. The Strategy will be subject to a 6-week public consultation on the Council's website, in addition this will be supplemented with a targeted consultation programme with a range of community groups who have been identified as having existing networks and relationships with underrepresented groups including but not limited to:

- The Parent Engagement Network
- The Faith Forum
- LGBTQ+ Network
- Over 50's Forum
- Enfield Disability Action
- Enfield Mind
- Enfield Voluntary Action

31. Following closure of the consultation, the findings will be reviewed and the strategy subject to changes.

32. The strategy will be subject to annual review as part of the annual resident involvement impact assessment.

### **Strategic Priorities**

1. Improve the culture of involvement ensuring it is embedded at all levels across the department and reflected across all services
  2. Delivering Excellence through developing resident involvement in monitoring and improving performance through Council Housing Excellence Panel, local and individual accountability
  3. Extending Our Reach to encourage involvement in under-represented groups such as young people, homeless people, people with disabilities, BAME and LGBTQ+
  4. Communication, Communication, Communication- Improve our approach ensuring that we provide good quality, accessible information in a format that residents want
  5. Supporting, Independence, Empowerment and Personal Growth
  6. Strengthening relationships with other agencies and creating sustainable community partnerships
  7. Recognise the value of empowerment through ensuring adequate resources are in place and routinely assessing the impact of all resident involvement activity, ensuring the feedback loop is closed and that involvement represents good value for money
33. The strategy and framework will build trust and relationships with residents and partners and is underpinned by a focus on improved communication, diversity and inclusion, leadership commitment and training and assessing impact and value for money.
34. Year one of the strategy will enable a baseline to be established to determine future targets and investment priorities. The strategy will seek to increase investment in direct resident involvement activities as well as support an increase in resident and community led projects and initiatives.
35. The strategy is supported by a revised resident involvement structure that recognises the importance of the resident voice in shaping every decision of every officer every day. The New Resident Liaison and Involvement Team will exist to facilitate a step change in the nature and strength of our partnerships with our residents and communities to ensure their voices are at the heart of service design and improvement. The new team will consist of:
- Resident Liaison and Engagement Manager
  - 2 x Resident Liaison and Engagement Officer
  - 2 x Resident Liaison Officer
36. The strategy will be resourced by:
- Increased direct investment in involvement to support capacity building and widening opportunities for involvement, funded by compensatory revenue savings to be identified in 2022-23.
  - Identification of a number of innovative co-design/community led projects and working in partnership to secure inward investment to support the delivery of these

Extracting social value and capacity building support and other resources through procurement and the supply chain.

## **Safeguarding Implications**

37. Safeguarding of Children and Vulnerable Adults is central to the Better Council Homes programme. All customer facing roles including those in the Resident Involvement Team are subject to enhanced DBS checks.
38. Mandatory training is provided on safeguarding to all staff and will be also be available to resident groups.

## **Public Health Implications**

39. The strategy builds on the programme of digital engagement introduced during the pandemic and recognises a desire and need to reintroduce community-based face to face activities whilst ensuring current safety and public health guidance is followed.
40. The research with residents and wider also highlighted the impact of the pandemic on our residents and communities and recognises that the delivery of this resident involvement strategy provides opportunities for residents to:
- Build skills and confidence
  - Reducing loneliness and isolation
  - Give something back to their community
  - Build support network

## **Equalities Impact of the Proposal**

41. An equality impact assessment has been completed and identified:
- Opportunities to strengthen relationships within existing communities through local engagement groups
  - Existing requirements for all recognised resident groups to commit to equality and diversity
  - Opportunities to create partnerships with community and other 3<sup>rd</sup> sector groups to build relationships and connect with residents from minority groups including:
    - LGBTQ+ groups
    - Residents whose first language is not English
    - Faith Groups
    - Young people
    - People with mental health and learning disabilities
  - The strategy seeks to support the delivery of the Fairer Enfield Policy in which Council Housing commit to:
    - Engage with all groups in our community when making decisions about our services; and prioritise engagement with those who represent marginalised or disadvantaged groups or where involvement is low.
    - Involvement activities will increase monitoring of participants across protected characteristics and targets set over the life of the strategy to achieve an involved resident profile that reflects the wider resident population.

## **Environmental and Climate Change Considerations**

42. The strategy seeks to increase the level of engagement and communication with residents via digital channels to improve access for residents whilst minimising the impact on the environment.
43. The introduction of resident energy and green champions will bring to life the issues around sustainability and encourage learning and behaviour change through peer engagement and support.
44. The sustainability and green agenda is also central to the work of the Building Safety Board and the Regeneration and Development Design and Engagement Group.

### **Risks that may arise if the proposed decision and related work is not taken**

45. If the proposed decision is not taken and the work is not completed there is a risk that:
  - the existing involvement activity will not be aligned to the new service deliver model in council housing,
  - would not meet current and future regulatory requirements, which could result in regulatory intervention
  - Customer Satisfaction reduces and in particular 'Satisfaction with view taken into account'.
  - Poor value for money, as services are not designed to meet customer needs and expectations

### **Risks that may arise if the proposed decision is taken and actions that will be taken to manage these risks**

46. There is a risk that as the regulatory framework changes to meet the requirements of the Social Housing White Paper further changes will be required in order to ensure full compliance over the life of the strategy. The strategy will be subject to annual impact assessment, this will include any amendments to keep abreast of the emerging legislation and regulatory reform.

### **Financial Implications**

47. The new strategy and framework places, a strong focus on value for money and assessing the impact of resident involvement.
48. Year one of the strategy is resourced within existing budgets, with a focus on increasing investment in subsequent years as a result of:
  - attracting inward investment and successful partnership bids
  - social value through procurement
  - additional resources to widen participation and strengthen capacity funded by compensatory savings identified through the Housing Revenue Account 2022-23

### **Legal Implications**

49. The resident involvement strategy and framework sets out how Council Housing meets the requirements of the Tenant Involvement and

Empowerment Standard whilst strengthening approaches further to support continuous improvement and ensure readiness to respond to future regulatory requirements arising from the Social Housing White paper

### **Workforce Implications**

50. There are no significant implications. The Resident Involvement Strategy clarifies both the direct resources for resident involvement as well as embedding resident involvement throughout all teams in Council Housing.

### **Property Implications**

51. There are no significant implications

### **Other Implications**

52. None

### **53. Options Considered**

54. The alternative option of continuing with existing approach was considered but rejected as the voice of the customer and other stakeholders have consistently called for a need for change and it is recognised as an essential component of delivering the Better Council Homes Vision

55. Defer making changes within the current approach until the regulatory changes arising from the Social Housing White Paper are enacted. This has been rejected as most of the principles and findings are consistent and Enfield want to be an early adopter. The framework and strategy provide a flexible framework to enable it to be updated and amended as it progresses.

### **Conclusions**

56. Whilst there are numerous ways for residents to get involved currently; in order for Council Housing to deliver its ambitious Better Council Homes Vision, alongside respond to changes in the external and regulatory environment a stronger dialogue with our residents is key.

57. The Framework, Strategy and Action Plan for Resident Involvement will ensure the voice of residents is truly at the centre of our service delivery and will enable flexible and accessible opportunities.

58. Provides opportunities for residents to hold the Council to account and provide a framework for resident led scrutiny which complements the council's political scrutiny processes.

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Date of report

## **Appendices**

Appendix 2: Draft Resident Involvement Strategy 2021-2024

## **Background Papers**

# **‘Unlocking potential of people and communities through meaningful engagement’**

## **Enfield Council Housing Resident Involvement Strategy**

**2021-2024**

### **Introduction:**

This strategy seeks to set out a path to build on the positive role our residents play in shaping housing services and reaffirms our commitment to involving residents in the design and improvement of services and support our wider commitment to the empowerment of residents and communities in Enfield.

We recognise the significant time commitment, as well as personal energy and drive that many involved residents put into involvement activities. The strategy seeks to build on this existing commitment and provide accessible and flexible ways to have your say.

The last year, as we have come to terms with the significant impact of the Covid-19 pandemic has highlighted the power and impact that can be achieved when communities work together for a common aim, recognising the positive benefits of staying connected, and how playing an active role can support wellbeing and mental health, this strategy seeks to build sustainable and lasting partnerships with both individuals and community groups whilst increasing accessibility and flexible involvement through digital channels.

This three-year Resident Involvement Strategy has been developed to fulfil the current and future regulatory requirements of social housing providers reflecting the requirements of the existing Tenant Empowerment and Involvement Standard, whilst also looking forward to future requirements from the Social Housing White Paper ‘The charter for social housing residents’.

Whilst it reflects and seeks to ensure compliance with the regulatory standards the primary purpose is to recognise the powerful and critical role that the voice of ‘lived experience’ in delivering on our vision for transforming our customer relationships, homes and communities.

### **Creating a Vision for ‘Better Council Homes’ in Enfield:**

Council Housing undertook a customer satisfaction survey between April and May 2019 using the industry STAR methodology. Key highlights from the survey highlighted:

Tenants priorities:

- Improve communication and responsiveness of resolving housing issues
- Repairs and maintenance in homes

- Reducing anti-social behaviour
- Condition of homes

Leaseholder priorities:

- Improve communication and responsiveness of resolving housing issues
- Cleanliness and litter
- Reducing anti-social behaviour
- Maintenance of internal and external communal areas
- Costs and perception of value for money

Residents view on Involvement Opportunities:

General needs tenants and leaseholders were both significantly more likely to say they are not interested in having a say or getting involved in what the Housing Service does:

- 30% of the total sample of tenants and leaseholders surveyed do not want to get involved
- 35% of tenants and 40% of leaseholders respectively would like to have more of a say in what housing services does
- About 1 in 10 tenants and leaseholders who completed the survey, would like to be actively involved in housing services
- 1% of tenants and 3% of leaseholders stated they already work for, or are involved with, housing services
- Nearly 1 in 4 residents 'don't know' currently if they want to be involved.

In exploring ways in which residents would like to be involved residents were asked to identify ways in which they would like to be involved:

<b>Involvement Method</b>	<b>General Needs (%)</b>	<b>Leaseholders (%)</b>
Receiving information, for example in the Housing News newsletter	64	58
Being involved in a resident association	36	29
Attending Annual Conference	30	34
Being Involved in Customer Voice, a group which represents Enfield Council tenants and leaseholders	26	35
Taking part in estate walkabouts	19	21
Attending and annual conference	N/A	55

8% of residents cited either other or none of these options as being preferable.

Overall, it highlighted a need to rethink our service offer and involvement approach to ensure housing services are fit for the future and designed with residents and their voice at the heart.

**Better Council Homes Vision was created:**

The Housing Service recognised a need for a whole system approach to change that recognises the key role that our residents (experts by experience) can and should play working in partnership with staff and others to transform our housing service.

The Better Council Homes Vision and Transformation programme was developed and evolved with a refreshed vision for the service of:

**To ensure sustainable change in communities with better outcomes for our residents, through more effective place investment, management and service delivery, enabled by technology and informed by engagement with our colleagues and residents.**

#### **Our Aims:**

- To be a high performing Landlord that residents trust and engage with
- To support residents to take ownership and control over improving the quality of their homes, lives and communities
- To deliver inspiring places and happy communities

#### **A new way of serving our residents - Target Operating Model**

In order to achieve the above, it is recognised that a step change is required in the way we engage with our residents and deliver services. This includes:

1. Being clear about the services we provide and service standards, agreeing corporate and local offers with residents
2. Being clear about residents' own responsibilities
3. Encouraging and enabling residents to flexibly self-serve online
4. Stop doing things that do not add value to our residents or our strategic priorities
5. Use our information and knowledge of people, property and community to be proactive and build prevention into service delivery
6. Provide timely and person-centred interventions, diversion and capacity building when residents need this
7. We will focus on enforcement as a last resort – but will clearly communicate and decisively deliver where required
8. Work with the community, partners and voluntary sector to deliver sustainable changes in our communities
9. Empower our people to make decisions to resolve issues rapidly
10. Develop initiatives to promote health, wellbeing and happiness for all residents

This three-year engagement strategy has been developed to ensure the structure of involvement and the voice of our residents is fully aligned and at the centre of bringing the Better Council Homes Vision and aims to life.

#### **The external and regulatory environment:**

As a registered provider we are regulated by the Regulator for Social Housing. The regulatory framework is based on three economic standards and four consumer standards.

The standard reflecting the role of resident involvement is the Tenant Involvement and Empowerment (Consumer) Standard and covers:

- Customer Service, Choice and Complaints
- Involvement and Empowerment
- Understanding and Responding to Diverse Needs of Tenants

The consumer standards are at the heart of co-regulation meaning councillors are responsible for ensuring their landlord services are managed effectively and comply with all regulatory requirements, in partnership with residents. The Council must also support tenants to shape and scrutinise service delivery and to be held accountable where standards are not being met.

### **The Charter for Social Housing Tenants**

The 2020 Social Housing White Paper 'The Charter for Social Housing Tenants' was produced building on the lessons learnt from the Grenfell Tower fire. The importance of having the resident voice at the heart of service design and effective resident involvement is a theme that runs throughout. This includes:

- 'Engaged tenants' should be a key part of any landlord's governance and scrutiny arrangements
- Tenants who do not want to attend formal meetings or join a formal group need to have ways to feedback to their landlord to ensure their voices are heard and their needs are identified
- Engagement opportunities are tailored to tenants' needs and interests encouraging and supporting greater involvement
- The Charter also enforces that information should be published and available to tenants on how their landlord is performing in key areas of service delivery.
- It also will reshape the role of the regulator placing a stronger role in regulation particularly in relation to the consumer standards, this will include a new periodic inspection programme for registered providers

In addition, the strategy is set in the context of other significant factors including:

- Strengthening our approach to resident involvement in relation to building safety taking account learning from 'The Social Sector (Building Safety) Engagement Best Practice Group.
- Ensuring alignment of resident involvement at all levels across Housing and Regeneration and embedding of involvement in all service areas
- The energy and green agenda will be at the heart of our approach strategic asset management and delivering a holistic capital investment offer
- Change to the Councils allocations policy resulting in a significant increase in the number of people with complex support needs being allocated to council housing recognising a need to find ways of connecting and engaging with those with complex and additional needs
- A need to embrace digital solutions both in terms of responding to residents changing needs and a requirement to access information and services 24/7 as well as embracing learning from digital involvement access during the pandemic

- The new Housing Ombudsman Code placing greater responsibility to resolve complaints, quickly, demonstrating learning and improvement from complaints and ensuring these are shared with residents

### **The Local Context:**

The strategy supports the delivery of the Enfield Council Plan 2020-22 'A Lifetime of Opportunities for Everyone' including:

Good Homes in well-connected neighbourhoods- strengthening the voice of residents in relation to:

- design and build of new homes and regeneration estates
- ensuring plans to invest in existing stock take account of current and future needs
- Accountability and focus on improved performance in relation to quality of homes

Safe, healthy and confident communities:

- Designing out crime through secure by design principles
- Invest in capacity building to strengthen the voice of Enfield residents and improving their life chances
- Connecting people and communities, reducing loneliness and isolation
- Focus on strengthening the voice of our most vulnerable residents, empowering people and communities to build resilience and independence.
- Seeks to identify opportunities to co-design and deliver improved spaces that encourage communities to come together and thrive such as community food growing and greening projects

An economy that works for everyone:

- Building skills and capacity of local people, creating meaningful opportunities to build confidence and employability skills through involvement
- Opportunities to work in partnership with local business and community groups to deliver sustainable partnerships

### **What is resident engagement?**

- The process for residents to take part in decision making processes and influencing changes to housing policies, processes and associated services. It is a two-way process which involves collaborating, sharing ideas and working together to find solutions with the aim of delivering improvements in service delivery, customer satisfaction and as a result value for money.
- There are numerous ways in which residents already get involved in shaping services through a variety of channels these include:
  - Periodic STAR customer satisfaction surveys
  - The Housing Advisory Group (all tenures)

- The Customer Voice (tenants and leaseholders)
- Other service and transactional surveys for example following a repair or major works or other ad hoc surveys paper based or online
- SMS surveys and polls
- Information on the web and provided in Housing News and other Council Housing publications
- Tenants and Residents Associations
- Public meetings
- Focus Groups
- Estate Walkabouts
- Leasehold Forum
- Repairs Stakeholder Group
- Tall Building Engagement Pilots
- Tenants and Leaseholders Conference

Key achievements for resident involvement include:

- Highly experienced, passionate and core involved resident base
- Shaping the priorities for the Better Council Homes Transformation Programme
- Influencing the set-up, design and monitoring of Enfield Repairs Direct the in-house repairs service
- Oversight of performance across service areas
- Administering of the annual Estate Improvement Project budget via the Customer Voice
- Influencing key housing policies and strategies
- Shift of involvement activities online during the pandemic including successfully holding a tenant and leaseholder virtual conference
- A number of constituted and funded Tenants and Residents Associations
- Influencing local priorities through the development of Estate Management Action Plans across some of the most deprived communities

### **Benefits of Resident Involvement**

Ultimately our aim is to improve the quality and accessibility of our housing service by doing what matters most for our residents and communities, but the benefits of meaningful involvement are far reaching and include the opportunity to:

#### **Residents**

- Improve services
- Improve homes and neighbourhoods
- Ensure residents are provided quality and timely information about their homes, neighbourhoods and services
- Empower residents in influence decisions affecting them
- Give residents the opportunity to scrutinise performance and hold the organisation to account
- Help build confidence and develop new skills and knowledge
- Voluntary work can be included within your CV
- Build networks and reduces isolation and improves mental health

#### **Enfield Council:**

- Helps ensure Housing Services are responsive to tenants needs and aspirations

- Improves performance through utilising the lived experience of residents
- Improves relationships between residents and officers
- Improved Neighbourhoods and improved services
- Ensures the wider community is better informed about Council services
- Makes sure that residents views are heard

### **How the strategy came about?**

Having reviewed a full range of internal and external information and good practice, we held a number of focus groups with a variety of residents as well as a number 45-minute semi structured 121 interviews.

Invites were sent to 3,548 tenants and 2,425 leaseholders inviting input to the research either through participation in an online focus group or through a semi structured 121 interviews.

- Residents included members of strategically involved residents
- Tenant and Residents Associations and other locally involved residents
- Residents (previously involved and no longer involved)
- Residents who are not currently involved

Representatives came from across:

- Council Housing (general needs)
- Council Housing (Sheltered)
- Council Housing (Leaseholders)
- Council Housing (Impacted by ongoing Regeneration Delivery or proposals)
- Temporary Accommodation / Homelessness

In addition, staff from across Council Housing, Housing Advisory Service, Development & regeneration and Housing Gateway were invited to participate in workshops about the role of resident involvement in service design and improvement.

The outputs from the review formed a report and recommendations which led to the development of the Resident Involvement Framework and Strategy 2021-2024.

At the heart of the feedback from residents was a clear message that getting the culture right for resident involvement is key and to achieve this we must improve:

- Communication
- Accountability
- Transparency
- Trust

Residents get involved for a number of reasons including:

- Making a difference for other people
- Giving something back to the community
- Personal development
- Hold LBE accountable

Residents highlighted numerous barriers to involvement that need to be addressed including:

- Improve flow of communication to residents and have clear service standards defined
- Do what we say we will do in order to build trust and confidence
- Provide feedback on all involvement activities including highlighting where involvement has made a difference and sharing this more widely to encourage other to get involved
- All staff in housing services need to have resident involvement as a priority not just those who work in the resident involvement team
- There needs to be flexible and easy ways for residents to have their say through a channel that suits them at a time that is convenient
- Spreadsheets and performance reports alone cannot give a clear picture of service and needs to be supplemented with 'reality checks' to see if the reports reflect the customer experience
- Reach out to underrepresented groups through outreach and partnerships with local community and voluntary sector groups

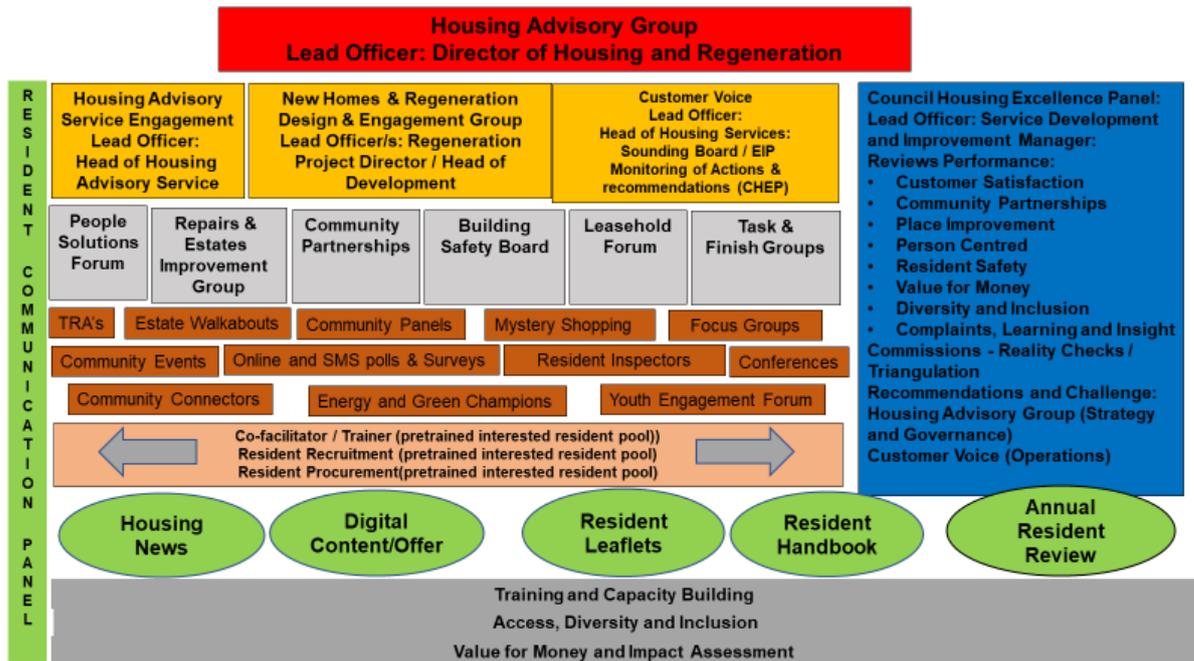
### **Creating a Framework for Involvement:**

Our residents have told us that in order for resident involvement to be effective, it needs to be truly valued and embedded across all activities and supported by a resident centric culture and strong leadership commitment.

These principles are also reflected in the Tenant Participatory Advisory Services Engagement Standards and the Local Government Association report titled 'Engaging and empowering tenants in council-owned housing'.

The framework for involvement provides a flexible range of options for residents to get involved at all levels based on their interests and preferred communication channel. It seeks to ensure that all resident involvement activity is designed and aligned to support the delivery of the department strategic objectives and that all feedback flows through local and strategic groups to ensure the resident voice is integrated in service planning, monitoring and improvement.

## LBE Housing and Regeneration Involvement Framework:



### Housing Advisory Group (tier 1):

Is the most strategic involvement group and is made up of representation from Council Housing, Temporary Accommodation and those experiencing homelessness.

The group meets four times a year and is chaired by the Cabinet Member for social housing and led by the Director of Housing and Regeneration. The group will act as a sounding board on housing and homelessness issues.

The group can provide feedback on the development of strategy, policy and service delivery issues and can make recommendations as appropriate to Cabinet and Cabinet Members. It will ensure that residents have a role in advising on housing policy and performance issues.

### Strategic Involvement (tier 2)

Each of the three core functions in the Housing and Regeneration Directorate will have a strategic resident involvement group that represents the specific needs of that service area:

#### Housing Advisory Service (led by the Head of Housing Advisory Services)

- The group will be made up of directly engaged service users and relevant community partners such as the Parent Engagement Network

and will draw on a range of other involvement tools from within the framework to strengthen the voice and influence of service users.

### **Development and Regeneration (Jointly led by the Head of Development and Regeneration Project Director)**

- The Design and Engagement Group will influence and shape our approach to design of new homes and engagement of residents in the new homes and regeneration process from pre ballot, post ballot right through to handover and management of defects. Each individual scheme will be subject to its own consultation plan, but the aim of the group is to ensure good practice and effective communication is in place and a consistent approach to resident and community engagement.

### **Council Housing (The Customer Voice)**

The Customer Voice is the over- arching housing representative body for tenants and leaseholders for the borough of Enfield. The main aim of the Customer Voice is to ensure that customers' views, aspirations and priorities are at the centre of the housing services delivered by the Council.

The Group also has responsibility for overseeing the annual Estate Improvement Programme budget.

The group will draw on information and insight from across the involvement framework ensuring that is utilised at a strategic and operational level to influence service design and improvement.

### **Council Housing Excellence Panel**

Will be a new Panel with a focus on reviewing performance across Council Housing Services. Its primary aim is to oversee review of information and commissioning of a range of 'reality checks' in order to test the customer experience and identify areas for challenge and improvement.

The Panel will draw on a range of involvement approaches including:

- Questionnaires
- Focus Groups
- Mystery Shopping
- Tenant Inspectors

The Panel will work independently with support and will take an evidence led approach ensuring that any reviews and reports from the CHEP are based on the wider customer voice using a variety of feedback channels.

The Panel will report to the Housing Advisory Group and will provide copies of reports and recommendations to the Chair of the Housing Scrutiny Panel for all strategic issues with operational issues and recommendations being reported via the Customer Voice who will have oversight and monitoring of the actions and sign off of actions following the provision of evidence to support the delivery of the action and desired outcome.

## **Operational Service Improvement Groups:**

Council Housing is changing the way we deliver our services to make sure we balance the individual needs of residents, with our role in place shaping and creating good quality and safe homes.

### **Repairs and Estate Improvement Group**

Will oversee the continuous improvement of responsive repairs and estate services, working in partnership with officers and members to review progress against action plans and performance targets.

### **Community Partnerships**

Will be created initially across 6 estates / localities requiring significant need based on factors such as level of deprivation, including crime and antisocial behaviour, debt and poverty, areas requiring significant investment or regeneration.

These areas will have an Estate Management Action Plan that will oversee a bespoke and resident driven, plan with local measures and will develop Community Partnerships a mixture of local residents and community partners to have oversight of the delivery of the plans including exploring inward investment and co-designing solutions.

### **Building Safety Board:**

Oversight of communication and approaches to involving residents and keeping them informed about building safety issues and checking awareness, this includes approaches in tall buildings and will look holistically across building safety and improvement.

The Group will explore the findings of the Social Sector (Building Safety) Engagement Best Practice Group and work in partnership to implement new and effective ways to bring together to build our approaches and quality of engagement around building and resident safety.

### **Leasehold Forum**

A quarterly meeting available for all leaseholders will continue to meet to discuss and shape services as they apply to leaseholders serving both resident leaseholders and absent leaseholders.

### **People Solutions Forum**

The revised focus on resident relationships and developing individual tailored services based on individual needs is at the heart. This group will have oversight of the framework (Outcomes STAR) for supporting individuals including those in receipt of short-term crisis intervention support through to those that may need long term support to sustain their tenancies.

This service includes:

- Later Living (Sheltered Housing)
- Community Independent Living Tenancy Support Service

The group will work to identify effective routes to supporting individuals to build resilience, maintain independence and identify sustainable solutions. It will track and monitor outcomes delivered from people services and identify any groups where outcomes are less favourable and require additional action to address.

### **Task and Finish Groups**

Task and Finish Groups are a great way of undertaking a time limited review of a particular area, once the work is completed the group is disbanded and ongoing monitoring embedded within the existing involvement groups.

These functional involvement groups will be led by the relevant service head and will be responsible for ensuring each key service area has an understanding of the needs and aspirations of residents and build this into the annual service improvement planning and measurement and delivery framework.

The format and frequency of how these groups meet will be determined in partnership as part of the establishment of these groups.

### **Accessible and easy access to local Involvement**

The strategic and operational involvement groups set out above will draw on data, information and insight from a wider pool of involved residents through a flexible and easily accessible programme of local and informal involvement opportunities:

### **Tenants and Residents Associations**

Tenant and Resident Associations are made up of local tenants and residents who represent their area to bring about improvements in housing and related services. These Groups adopt a model constitution and are recognised by LBE and can access funding and other support to help set up and maintain the Associations.

### **Estate Walkabouts**

An estate walkabout is a planned and publicised walk around your neighbourhood or street. It is a great way to highlight what could be improved and can be done with Housing Staff to ensure issues are recorded and actioned.

Action plans with timescales will be issued to attending residents and ward Councillors.

### **Mystery Shopping**

Mystery Shoppers are a group of trained residents who test our services to make sure they are being delivered in line with agreed service standards and reporting back recommendations for improvements in the customer experience.

## **Focus Groups and Public Meetings**

From time to time we will set up focus groups or public meetings to look at a particular area of the housing service for example how to increase involvement of young people, each focus group should have a clear outcome and feedback should be provided on how the feedback has been taken into account.

## **Community Events**

Bringing people together through well organised and structure community events and fun days that have clearly defined objectives, seeks to hear the voices of residents and promote community cohesion, whilst giving residents the opportunity to influence services and have fun.

## **Online and SMS polls and Questionnaires**

We will use a variety of service specific and Housing wide surveys on a periodic basis and includes online and SMS questionnaires to increase participation.

In addition, the Council will carry out a full STAR survey every two years

## **Resident Inspectors**

Undertake a range of planned and unplanned inspection of estate-based services and may include communal repairs, cleaning standards or other service areas. Inspectors report back on their findings including making recommendations for improvement.

## **Conferences**

An annual leaseholder and tenants conference will be held. These events raise awareness about the services provided, ask residents for their views on service areas and provide opportunities to ask questions, it also represents a great opportunity to highlight other ways to get involved.

## **Community Connectors**

Act as a community champion, providing information and signposting to individual members of the community who may not access wider meetings and other access points to services.

## **Energy and Green Champions**

These trained resident champions will seek to build awareness around the Energy and Green Agenda, promoting affordable warmth and improved environmental practices to support the delivery of the Council Housing sustainability strategy.

## **Youth Engagement Forum**

Predominantly a digital group which seeks out the views of residents and tenants under the age of 25, to increase their voice and ensure their needs are taken into account.

### **Resident Communication Panel**

The Resident Communication Panel will act as a sounding board, critical friend and champion to support improved resident communication including but not limited to:

- Housing News
- Resident Leaflets
- Web content and other online information including via social media
- Digital Handbook
- Annual Resident Review
- Annual Impact Assessment

The group will receive feedback on our communication tools and make recommendations around ensuring accessibility of information.

### **Recruitment:**

Creating a resident centric culture requires us to ensure our commitment to resident involvement is set out in every job description and recognises the importance of exploring this in recruitment for customer facing housing roles.

We will seek to recruit a pool a pretrained 'resident recruiter's' who can be invited to participate in relevant roles.

### **Procurement:**

Involving residents in the procurement of contractors, particularly for the provision of services they are due to receive will create opportunities for residents to be involved.

The specific approach will be determined as part of the procurement planning process but could include contributing to:

- Developing the procurement brief and contract specifications
- Involved in competitive dialogue and interview and selection process
- Ongoing participation in contract performance management
- Contribute to discussions on social value in procurement

### **Training and Capacity Building**

Resident involvement training will be provided to staff, residents and available to Cllrs. The training will promote benefits and ways to effectively engage residents, providing access to tools and shared resources to build the confidence of residents and support a true commitment to a partnership approach to service improvement.

We will seek to train a pool of interested residents to co-design and facilitate the training acting as an 'expert by experience' and showing in practice how co-design and collaboration leads to more effective outcomes.

### **Access, Diversity and Inclusion**

Increasing accessibility and ease of participation across a range of mediums, understanding the profile of residents and building meaningful relationships with hard to reach groups either directly or in partnership with others.

Understanding barriers to involvement and taking action to remove these whilst taking steps to ensure involved resident structures always seek to be representative of the wider Enfield Council Housing customer base and taking proactive steps to narrow the gap where this is identified.

### **Value for Money and demonstrating Impact of Involvement**

All activities undertaken under the framework will be subject to assessment of impact and the benefits of involvement will be clearly communicated including regular provision of 'you said, we did' updates as well as an annual published impact assessment.

One of the key anticipated benefits of the framework is the fact it is interconnected (the picture on the front of the jigsaw puzzle!)

### **Resident Engagement in Building Safety**

Following the tragic events at Grenfell Towers the sector we continue to learn lessons that will change the landscape for social housing forever with a renewed emphasis on strengthening the resident voice and ensuring landlords are more accountable to their residents. The Better Council Homes Programme seeks to develop a resident centric delivery model that does this whilst delivering a framework of involvement to test the approach is effective and delivering outcomes.

Our internal approach is supplemented by an overhaul of regulation in relation to fire safety in tall buildings and resident engagement. Whilst building safety, accountability and performance scrutiny are integrated within the core framework the relevance and importance in relation to building safety justifies a specific and dedicated section in this strategy that responds to and supports the specific challenges and opportunities to improve resident engagement and information sharing in order to improve resident safety.

The Building Safety Bill focusses on buildings over 18 metres and includes a specific requirement regarding resident engagement:

"The accountable person for an occupied higher-risk building must as soon as reasonably practicable after the relevant time prepare a strategy (a "residents' engagement strategy") for promoting the participation of relevant persons in the making of building safety decisions".

This section set out further details of our approach to resident engagement relating to building safety for new and existing buildings over the next 3 years by:

- Ensuring residents living in higher risk buildings are given opportunities to play an active and effective role in ensuring their building is and continues to be safe
- Providing a number of ways through the involvement framework and benefits of engagement on building safety
- Identifying the building safety information residents wish to be provided with
- Identifying the way in which residents wish to be provided with building safety information;
- Establishing methods of improving our approach to engaging with residents in relation to the safety of their home;

The strategy will evolve over the 3-year life and as legislation is enacted and changes to the regulatory requirements take effect.

### **Enfield Council Housings Response:**

- Establishment of a Resident Safety Director and Building Safety Function
- Holistic building refurbishment approach and tested through the high-rise pilots with the aim to complete all refurbishment work to all blocks of 6 storeys or 18 metres by the end of 2023
- A full review of Council Housing policies and processes including, hoarding and safeguarding, person centred risk assessments (PCRA), storing of items in communal areas etc
- Training and fire safety awareness training for housing staff
- New pages and content have been created on the council's website for providing; fire, gas and electrical safety advice for residents.

The Social Housing (Building Safety) Engagement Best Practice Group brought together social landlords and residents from across the country, to place residents at the heart of engagement on fire and building safety matters. The members undertook a series of pilots testing different aspects of resident engagement in building safety to build a picture of best practice as well as making recommendations to government and the sector in respect of further actions required based on learning from this group.

The Group also supports the Government in taking forward the recommendations of the Hackitt Independent Review of Building Regulations and Fire Safety; to give residents a stronger voice in an improved system of building safety following the Grenfell Tower tragedy.

The groups undertook research and co-designed work around 3 themes:

1. Information and Understanding: Exploring how residents in social housing want to receive fire safety information and how they process, understand and trust key messages- this highlighted that personalised letters to residents had the greatest impact with the most trusted source of information coming from the Fire Service and the landlord
2. Landlord and Residents Responsibilities: Identifying the most successful ways to gain access to residents' home in order to carry out fire safety work. Including the specific concern of engaging with residents who are

harder to reach and engage with. The following underpinning principles were identified as being key to access:

- Building trust with residents;
- Providing a clear explanation of why access is needed;
- Using effective communication methods;
- Delivering the service well;
- Understanding and mitigating any factors impacting on the resident;
- Using a personalised approach based on the above;

3. Action to Take in the Event of a Fire: Testing social residents' likely adherence to evacuation guidance and to what extent this might be improved by the provision of written guides or animated videos.

The report from the Best Practice Group highlights the following key drivers for successful resident engagement around fire and building safety:

- Recognising that one size does not fit all, engagement needs to be tailored to residents needs and the type of home they live in.
- Consideration of residents' different learning styles and preferences when developing approaches to convey fire safety messages and evacuation procedures. A range of messaging and communication channels should be used to ensure disengaged and harder to reach residents can access fire safety information.
- Reminding residents repeatedly of the recommended course of action to be taken in the event of a fire. This could be through annual visits, newsletters, briefings at resident meetings or video message boards in blocks.
- Recognising that trusted partners, particularly the Fire and Rescue Services, are important in successfully communicating safety messages.
- Facilitating a positive environment for open and honest engagement.

### **Creating a Building Safety Board:**

The establishment of a Building Safety Board, whilst this board will fulfil the legal and regulatory requirements in respect of building safety in tall buildings it will also underpin our approach to involving residents in relation to building safety across all of our homes. There are three main strands to support our approach:

- Information and understanding;
- Resident and landlords' responsibilities;
- Action to take in the event of a fire

The establishment of the Building Safety Board in year one of the strategy will enable us to work with residents to build on learning from the LBE tall building pilots and the learning from the Social Housing (Building Safety) Engagement Best Practice Group

### **Information and understanding**

The Building Safety Board will work in conjunction with the Resident Communication Panel to use a range of ways to improve the quality and

effectiveness of communications and increasing accessibility across multiple communications channels.

We will take steps to understand specific communication needs particularly in respect of 6 storey plus buildings including:

- Provision of information at sign up
- Use of digital notice boards to provide real time information and building safety updates
- Information on the website
- Whatsapp, SMS, and social media campaigns
- Personalised letters
- Resident App
- Tailored communication and access to information in accessible formats for people with disabilities, those who do not speak English as their first language as well as those with literacy issues
- Safety videos
- Building Safety roadshows (present in communities engaging children and young people in messages as well as adult residents)
- Targeted approach for sheltered housing schemes including sharing of information in relation to building safety with carers and family members where required

### **Resident and landlords' responsibilities**

We will work with residents' right from sign up to understand the right information they need and how to best provide this ensuring that all residents understand their rights and responsibilities with respect to building safety.

As part of our annual impact assessment we will seek to assess the impact of our resident engagement in building safety to identify how effective the strategy has been particularly in relation to residents living in high rise buildings and those with a Person-Centred Risk Assessment in place.

Communicate to residents the key information they need to know in respect of the building safety protections in place in their building including:

- The measures we have in place to mitigate potential fire and building safety risks to residents, e.g. fire precautions;  
Information for residents detailing how they can reduce the risk of fire in individual dwellings e.g. by not storing flammable materials;
- A process for reporting a fire risk and/or raising any other safety concerns;
- Procedures to follow where a fire occurs in the building, including for evacuation;

In addition, once the role of Building Safety Manager is in place further details will be provided in respect to their responsibilities and accountabilities and well as contact details.

We will be open and transparent with resident providing appropriate information as requested to understand the risks and safety provisions in their building including but not limited to:

- Fire risk assessments
- Planned maintenance and repair history on safety systems
- Outcome of building safety inspection checks
- Details of preventative measures
- Fire protection measures in place including sprinklers and fire extinguishers
- Maintenance records of fire safety systems

We encourage residents to report any behaviour which they consider may compromise the safety of their building and will implement systems for recording and responding to queries in relation to fire safety.

Undertake routine block inspections and take action in line with assessed risk to rectify and identified fire risks

### **Action to take in the event of a fire:**

There is an action plan for each block / location setting out the actions that residents should take in the event of a fire. This information is contained on the Fire Action Notice on the walls in communal areas.

We will ensure we provide clear information in an understandable format in respect of the following:

- Understanding a building evacuation plan (where required)
- Understanding a 'stay put' policy and when this applies
- Details on how to evacuate the building safety including
- Responding to fire alarms and contacting the fire brigade

### **Measuring impact of Resident Engagement in Building Safety**

This will be integrated as part of the annual resident involvement impact assessment but will specifically ensure targeted assessment of impact of residents living in high rise blocks in subject to a PCRA

Sharing performance information in respect of building and fire safety will also be a key element of the strategy and the Building Safety Board will be able to scrutinise and challenge performance whilst identifying recommendations for continuous learning and improvement, this works will be supported by the Council Housing Excellence Panel as well as mystery shoppers, residents inspectors and utilise other feedback as it applies to building safety across the wider involvement framework.

The details underpinning the success of the objectives above will be co-designed with residents following the establishment of the resident safety board and as the final changes to the legislative and regulatory framework are enacted

### **The Strategic Priorities:**

The framework will be supported by 7 strategic priorities identified as being critical to the successful delivery of this Resident involvement Strategy and the Vision for Council Housing, these are:

- 1) Improve the culture of involvement ensuring it embedded at all levels across the department and reflected across all services
- 2) Delivering Excellence through developing resident involvement in monitoring and improving performance through Council Housing Excellence Panel, local and individual accountability
- 3) Extending Our Reach to encourage involvement in under-represented groups such as young people, homeless people, people with disabilities, BAME and LGBTQ+
- 4) Communication, Communication, Communication- Improve our approach ensuring that we provide good quality, accessible information in a format that residents want
- 5) Supporting, Independence, Empowerment and Personal Growth
- 6) Strengthening relationships with other agencies and creating sustainable community partnerships
- 7) Recognise the value of empowerment through ensuring adequate resources are in place and routinely assessing the impact of all resident involvement activity, ensuring the feedback loop is closed and that involvement represents good value for money

The action plan sets out how we will meet these strategic priorities.

### **How will we resource and support resident involvement across Housing Services?**

The strategy is supported by a revised resident involvement structure that recognises the importance of the resident voice in shaping every decision of every officer every day. The New Resident Liaison and Involvement Team will exist to facilitate a step change in the nature and strength of our partnerships with our residents and communities to ensure their voices are at the heart of service design and improvement.

The new team will consist of:

- Resident Liaison and Engagement Manager
- 2 x Resident Liaison and Engagement Officer
- 2 x Resident Liaison Officer

They will oversee the overall framework for involvement, ensuring support is provided to residents and service areas on effective and meaningful engagement through providing:

- Information, advice and guidance
- Capacity building and training
- Support and administration of funding applications to groups and forums

In addition, the Service Development and Improvement Team will comprise of:

- Service Development and Improvement Manager

- Service Development and Improvement Officer
- Feedback, Learning and Insight Officer

They will support the work relating to performance, scrutiny and service improvement, ensuring the voice of the resident informs all improvement efforts.

Ultimately it is everyone's job to take resident involvement seriously and this is reflected in all customer facing job descriptions. The new service model will see each function responsible for its annual improvement plan with a key requirement to demonstrate how customer involvement and feedback is shaping the service priorities. Equally a focus towards strengthening and empowering individuals and communities will see a greater emphasis on building more effective partnerships with community stakeholders in order to support sustainable change and improvement in life chances.

Providing training for all staff on resident involvement in service delivery is key and a recommendation from the focus groups held with residents is that this is co-designed and delivered with involved residents.

The strategy will also see investment in involvement grow over the life of the strategy with:

- increased involvement staffing and capacity building resources
- inward investment to support co-design and community led projects and initiatives
- social value through the supply chain

### **Support for residents, TRA's and other groups**

We are committed to investing in supporting individuals and groups and providing training and other capacity building support this includes:

- Funding for recognised tenants and residents' associations
- Support from the resident involvement team in respect of meeting organisation and management
- A range of training and development for involved residents to support existing lived experience
- A TRA resources pack to provide information on all aspects of running and managing an Association
- Taking steps to remove barriers and enable inclusive involvement, where required to enable participation could include;
  - Suitable transport to attend meetings
  - Accessible venues for meetings
  - Communication aids (such as loop systems, advocacy and interpreting services)
  - Flexible times and locations including via digital engagement where this is the preferred method for the resident

### **Measuring the Impact of Resident Involvement:**

All involvement activities will be recorded and assessed against cost and impact to ensure we know what activities add value and improve services.

Being able to demonstrate the impact that getting involved has is also key to motivating more residents to get involved or continue to be involved.

We will provide a quarterly 'you said, we did' update in Housing News.  
Carry out with residents and publish an annual resident involvement impact assessment.

Insert Proposed Metrics and targets – (highlight need to be refreshed based on baseline involvement survey 2021)

**Action Plan:**

Priority one	How will we do it?	When by?	Lead Officer	Outcomes
<p><b>Improve the culture of involvement ensuring it embedded at all levels across the department and reflected across all services</b></p>	<p>Develop a resources toolkit for staff and involved residents including examples of internal and external best practice, and provision of support and information from the wider resident involvement groups- including a programme of networking and shared learning digital events</p>	<p>Nov 2021</p>	<p>Resident Liaison and Engagement Manager</p>	<p>A shared toolkit of templates, information, tools and resources to improve access to knowledge and shared learning</p> <p>Increased networking across resident groups</p>
	<p>Ensure the framework is fully aligned to the Council Housing operating model so all involvement is part of a 'golden thread'</p>	<p>Sept 2021</p>	<p>Resident Liaison and Engagement Manager</p>	<p>All involved residents know how their contribution fits within the framework</p>
	<p>Refresh purpose and objectives of the Housing</p>	<p>Sept 2021</p>	<p>Resident Liaison and Engagement Manager</p>	<p>Clarity of the role and purpose and how this supports the delivery of the strategy</p>

	<p>Advisory Group to include a role profile for members clearly setting out the opportunities for impact</p> <p>Co design and deliver with resident involvement training to residents, staff and Cllr's to launch the new involvement strategy</p> <p>Produce quarterly resident involvement update for elected members and housing staff</p> <p>Secure Tenant Participation Advisory Service involvement accreditation</p>	<p>Commence from September 2021</p> <p>Dec 2021 (ongoing)</p> <p>April 2023</p>	<p>Resident Liaison and Engagement Manager</p> <p>Resident Liaison and Engagement Manager</p> <p>Resident Liaison and Engagement Manager</p>	<p>Training co-delivered by involvement staff and involved residents to involved residents, staff and Cllrs</p> <p>Increased awareness and understanding of resident involvement across the service</p> <p>External validation of the effective delivery of our approach to resident involvement</p>
<b>Priority two</b>	<b>How will we do it?</b>	<b>When By?</b>	<b>Responsible?</b>	<b>Outcomes</b>
<b>Delivering Excellence through developing resident involvement in monitoring and improving performance through Council Housing Excellence Panel, local and individual accountability</b>	<p>Establish the Council Housing Excellence Panel, to deliver resident led scrutiny, promote recruit and train members</p> <p>Undertake an analysis of lessons learnt from complaints including publishing an</p>	<p>October 2021</p> <p>April 2022</p>	<p>Service Development and Improvement Lead</p> <p>Service Development and Improvement Lead</p>	<p>Clear process for resident led scrutiny to monitor performance making and monitoring recommendations for improvement</p> <p>Increase awareness of complaints, how effectively they are resolved and how learning is delivering improvements</p>

	<p>annual complaints report</p> <p>Recruit and train a team of 'Experts by Experience' to undertake mystery shopping, tenant inspection and other reality checks</p> <p>Establishment of the Building Safety Board, including recruitment, development of terms of reference and training.</p>	<p>Round one April 2022 (quarterly)</p> <p>April 2022</p>	<p>Service Development and Improvement Lead</p> <p>Director of Resident Safety</p>	<p>Residents test services against standards ensuring they meet needs making recommendations for improvement where necessary.</p> <p>Increased resident awareness of Building Safety Issues, monitoring of performance and accountability</p>
<b>Priority 3</b>	<b>How will we do it?</b>	<b>When by?</b>		<b>Outcomes</b>
<b>Extending Our Reach to encourage involvement in under-represented groups such as young people, homeless people, people with disabilities, BAME and LGBTQ+</b>	<p>Undertake a review of access to information and engagement for residents do not speak English as their first language</p>	July 2021	Resident Liaison and Engagement Manager	Stronger partnership relationships with community partners
	<p>Develop and launch of a digital youth engagement forum</p>	March 2022	Resident Liaison and Engagement Manager	Stronger understanding of the needs of younger residents, leading to an increase in satisfaction of under 25's
	<p>All resident involvement opportunities to be advertised using a variety of mediums including large scale SMS as well as targeted</p>	July 2021	Resident Liaison and Engagement Manager	Widely publicised opportunities through multiple mediums will increase representation across customer groups.

	<p>specific engagement for under-represented groups, to include, what is involved, opportunity to influence and time commitment required</p> <p>Collect and analyse diversity data of involved residents taking action where appropriate to ensure formal and informal involvement groups are representative of the communities' they serve</p> <p>Disability Engagement Audit undertaken with engagement with Enfield Disability Action</p>	<p>September 2021</p> <p>Mar 2022</p>	<p>Resident Liaison and Engagement Manager</p> <p>Resident Liaison and Engagement Manager</p>	<p>The resident voice reflects that wider customer-base and this is reflected across our formal and informal involvement groups</p> <p>Review of engagement accessibility for people with disabilities sensory and non-visible disabilities</p>
<b>Priority 4</b>	<b>How will we do it?</b>	<b>When by?</b>	<b>Responsible</b>	<b>Outcome</b>
<b>Improve our approach to communication ensuring that we provide good quality, accessible information in a format that residents want</b>	Co-design, consult and launch service standards for resident involvement and communication across multiple channels	November 2021	Service Development and Improvement Lead	Clarity of standards and a framework to hold the organisational accountable individually or collectively
	Promote and launch the Resident Communication Panel to	October 2021	Comms Officer	Quality and timeliness of communication increases and presented in plain English and

	<p>assess and guide content and style of communication channels including digital</p> <p>Develop and launch a new resident digital handbook to provide information about services</p> <p>Update information online about resident involvement</p> <p>Rollout digital notice boards</p>	<p>April 2022</p> <p>September 2021-onwards</p>	<p>Service Development and Improvement Manager</p> <p>Estate Services Manger</p>	<p>jargon free</p> <p>Online handbook reflecting the revised service offer in Council Housing ensuring all residents have access to the information, advice and guidance required in relation to their rights and responsibilities</p> <p>Real time communication available at a block level</p>
<b>Priority 5</b>	<b>How will we do it?</b>	<b>When by?</b>	<b>Responsible</b>	<b>Outcomes</b>
<b>5)Supporting, Independence, Empowerment and Personal Growth</b>	<p>Strengthen and publicise an extended programme of resident involvement training including:</p> <ul style="list-style-type: none"> <li>• Diversity and Inclusion</li> <li>• Analysing data and monitoring performance</li> <li>• Mystery Shopping</li> <li>• Effective Chairing</li> <li>• Interview Skills, Procurement,</li> </ul>	<p>October 2021-ongoing quarterly programme</p>	<p>Resident Liaison and Engagement Manager</p>	<p>Capacity building of residents, building confidence and skills including employability skills</p>

	<ul style="list-style-type: none"> <li>• Train the Trainer</li> </ul> <p>Develop approach to monitoring person centred outcomes through the new People Operations Teams including those with additional needs and vulnerabilities</p> <p>Encourage Networking and shared learning across resident groups</p> <p>Promote and launch Community Connectors as a way of facilitating engagement with residents on a 121 basis within their communities</p>	<p>September 2021</p> <p>October 2021</p> <p>March 2022</p> <p>April 2022</p>	<p>Head of Housing Management</p> <p>Resident Liaison and Engagement Manager</p> <p>Community Partnerships Manager</p> <p>Place Operations Manager</p>	<p>A consistent framework for monitoring outcomes of individuals with specific needs ensuring actions are taken where outcomes fall short of expectations</p> <p>Quarterly events-involved residents feel more connected and part of the bigger picture</p> <p>Successfully deployed in areas with Community Partnership resulting in increased peer engagement through trained Community Connectors including providing sign posting information and advice to vulnerable residents</p> <p>Energy and Green Champions deployed and supporting residents to make changes to reduce their carbon footprint</p>
	<p>Seek engagement and secure funding to undertake a pilot to recruit and train a group of Energy and Green champions to increase awareness and</p>			

	support behaviour change in respect of the environment and the sustainability agenda			
<b>Priority 6</b>	<b>How will we do it?</b>	<b>When by?</b>	<b>Responsible</b>	<b>Outcomes</b>
<b>Community Partnerships</b>	Develop a regeneration toolkit which clearly sets out each of the key stages of regeneration	April 2022	Regeneration Project Director	A documented end to end document explaining the key stages of re what can be expected and the tools and ways in which LBE will communicate and engage with residents, providing a consistent framework whilst enabling bespoke community led solutions
	Establish a network of voluntary sector partners partnerships including agencies such as: Parent Engagement Network, Citizen Advice Age UK Mind Faith Network LGBTQ+ network	Ongoing	Community Partnership Manager	Integrated approached and collaborative solutions in partnership with residents and the wider community
<b>Priority 7</b>	<b>How will we do it?</b>	<b>When by?</b>	<b>Responsible</b>	<b>Outcomes</b>
<b>Recognise the value of empowerment through ensuring adequate resources are</b>	Annual survey of involved residents to assess their satisfaction with their involvement	Jan 2021	Resident Involvement and Liaison Manager	Outputs used to inform detailed action planning for year 2 of the strategy

<b>in place and routinely assessing the impact of all resident involvement activity, ensuring the feedback loop is closed and that involvement represents good value for money</b>	and identify improvements  Undertake with residents and publish an annual Resident Involvement Impact Assessment	June 2022	Resident Involvement and Liaison Manager	Outcomes from year one of the strategy publicised to residents, staff and elected members
	Provide quarterly 'you said, we did' updates in Housing News	Mar 2022	Resident Involvement and Liaison Manager	Awareness of involvement outcomes results in increased interest
	All involvement opportunities should include a timescale for which residents can expect feedback and will have a named responsible officer for follow-up enquiries in relation to the activity	October 2021-onwards	Resident Involvement and Liaison Manager	Increased accountability to residents and clarity of expectations results in participation of residents