

“There’s No Place like Home” – Newlon’s Resident Involvement Strategy

Action Plan: 2019 to 2022



Current Performance/Rating:

Ratings: 1-2 = Poor; 3 = Fair; 4 = Good; 5 = Excellent

December 2020

3 out of 5

1. Designing services together with residents to increase opportunities for them to shape and influence those they receive from us.

Priority A - To provide more opportunities for residents to influence and shape the services they receive from us		Timeframe/Rating			Outcomes	Notes
REF	What we'll do	19/20	20/21	21/22	What success will look like	Update on progress to date
1-A1	Set up a Procurement Panel of residents and involve in key procurements		In process	➔	Members recruited and comprehensive training delivered. Panel identifies key procurements for their involvement and takes part. Expertise and experience in procurement built up.	TBC – In process in 2020/2021, 2021/2022
1-A2	Involve residents in reviewing the performance of Wates over the current Repairs and Maintenance contract prior to the planned extension		In process	➔	Resident workshop widely promoted and held. Potential improvements/added value identified and new KPI/s developed. Involvement has influenced and shaped the contract extension. Report outcomes to Residents' Forum.	TBC – In process in 2020/2021, 2021/2022
1-A3	Integrate regular resident feedback in review and monitoring of key service contracts across the organisation	Rating: 2 Poor	In process	➔	Worked together with contract managers to identify methods for integrating resident feedback, such as dedicated annual workshops. Resident views during lifetime of contracts fed into continuous improvement. Regular reporting to Residents' Forum.	Contract managers not engaging actively. Notably, gas contract was set without any resident involvement. More formal processes being implemented through Procurement and a formal contract report for the Forum. It should be noted, however, that the cleaning contract involved residents very positively.
1-A4	Establish and develop a voice for residents on Barnsbury Estate and recruit a Barnsbury member for the Residents' Forum	Rating: 3 Fair	In process	➔	All residents consulted about their preferred option for a residents' group on Barnsbury. Preferred choice of group set up and Constitution agreed. Barnsbury Forum member recruited.	This was deferred in light of BEST consultation. However, a Resident Panel was created as part of that process, and a new Barnsbury Forum member recruited successfully.

2. Enabling our residents and staff with the knowledge, skills and behaviours needed for effective and meaningful resident involvement.

Priority A - To create a culture where resident involvement is part and parcel of everyday work.						
REF	What we'll do	Timeframe/Rating			Outcomes	Notes
		19/20	20/21	21/22	What success will look like	Update on progress to date
2-A1	Involve residents in recruitment for new staff, starting with front line staff	Rating: 3 Fair	In process		Training package developed for residents and officers. Residents have formed part of recruitment panels. Recruiting managers express satisfaction.	In year 1 we involved residents in four recruitment panels. Ad hoc support was provided, but training to be formalised. Recruiting managers satisfied. Need to work with HR to formalise processes.
2-A2	Review our pay and benefits & employment policies to remove any barriers for staff working with residents		In process		Review completed, staff informed and barriers removed.	TBC – In process in 2020/2021 – Covid-19 may impact as meetings and access channels will be more varied, and may expand (more digital).
2-A3	Adopt the proposed new requirement in the National Housing Federation Code of Governance (once the wording has been agreed by them) to be directly accountable to residents	Rating: N/A	In process – carried over		Clarity provided that the Board is responsible for being accountable to residents.	The proposed NHF Code of Governance was delayed but has now been released and is under review and will be shared for consultation.
2-A4	Demonstrate top down support for resident involvement from the Board and Directors	Rating: 5 Excellent	In process		Regular key messages delivered to staff through multi channels. Improved understanding about the importance and benefits of involving residents.	Communication from Board through newsletters, website, reports, internal meetings, Newlon Gold sessions, and staff conference.
Priority B - To equip residents and staff to take part in meaningful resident involvement.						
REF	What we'll do	Timeframe/Rating			Outcomes	Notes
		19/20	20/21	21/22	What success will look like	Update on progress to date
2-B1	Create a resident involvement competency, outlining an appropriate skills profile for staff		In process		Competency agreed and incorporated in Competency Framework for relevant staff.	TBC – In process in 2020/2021. Zoom calls/Newlon Gold customer service, Kitemark programme for recognising RI.
2-B2	Review our Resident Involvement Policy, making explicit the roles and responsibilities for staff in delivering involvement, such as incorporating Newlon Gold standards and who attends meetings	Rating: 2 Poor	In process – carried over		Policy completed and promoted to staff through multi channels. Clarity provided on roles and responsibilities.	While Newlon Gold has included resident involvement standards, the Policy was not completed in 2019/2020. In process in 2020/2021.
2-B3	Develop a Consultation Policy, linking up with the Communications & Business Improvement teams, which sets out organisational standards on how we will consult residents; use their insight and feed back to them		In process		Policy completed and disseminated to Managers undertaking resident consultation. RI team providing advice on proposed consultations.	TBC – In process in 2020/2021
2-B4	Develop a programme of training and capacity building opportunities for staff so they acquire the special skills and tools needed to work with residents		In process		Programme agreed and delivered. Residents have been involved in attending joint training and/or delivering. Satisfaction collected from participants to establish a baseline.	TBC – In process in 2020/2021, 2021/2022. Reviewing integration into Newlon Gold and Appraisals.
2-B5	Develop a programme of training and capacity building opportunities for residents to enhance their existing knowledge, skills and ability to engage	Rating: 4 Good	In process		Programme agreed and delivered. Residents have been involved in developing and delivering. Satisfaction collected from participants to establish a baseline.	While we are yet to develop a formal training programme, we had nearly 100 residents take part in strategic conferences, training, and Newlon Gold sessions in 2019/2020.

Priority C - To build trust between residents and staff to enhance working together for common goals.		Timeframe/Rating			Outcomes	Notes
REF	What we'll do	19/20	20/21	21/22	What success will look like	Update on progress to date
2-C1	Break down barriers between residents and staff by undertaking joint events and activities		In process	➔	Understanding and knowledge of each other boosted. Improved aptitude to involve residents.	TBC – In process in 2020/2021, 2021/2022. Resident Involvement Zoom calls/Newlon Gold.
2-C2	Increase the number of residents employed as staff members at Newlon, Outward and our contractors	Rating: 4 Good	In process	➔	5% additional residents employed as Newlon staff members (adding to existing 16% of approx. 165+ staff). Note: This is in addition to residents employed by Outwards and contractors.	We now have 18% of residents working alongside us as staff. We were recognised by the Guardian Public Service Awards for our resident employment achievements. We can do better by having more formal processes in place with HR and our IAG/employment advice service.
2-C3	Craft compelling narratives about the benefits of resident involvement and the disadvantages of not involving them		In process	➔	Regular key messages delivered to residents and staff through multi channels. Use of staff and residents to deliver the messages. Improved understanding of involvement and its benefits.	TBC – In process in 2020/2021, 2021/2022. Newlon Gold and Kitemark Programme recognising RI.

3. Ways of involving our residents that are as seamless, easy, and effective as possible.

Priority A - To create new and easy ways of involvement.						
REF	What we'll do	Timeframe/Rating			Outcomes	Notes
		19/20	20/21	21/22	What success will look like	Update on progress to date
3-A1	Sign up 200 residents as new members of the Resident Think Tank so they can access the full menu of involvement opportunities	Rating: 2 Poor	In process	➔	Front line staff talent spotted and residents recruited. 200 new members recruited to Think Tank and get involved. Think Tank promoted to staff teams to commission involvement activities.	While we had over 1300 residents involved in all activities, and Newlon Gold has included resident involvement standards, the Think Tank was not in place in 2019/2020. In process in 2020/2021.
3-A2	Add new ways of involvement such as time limited talks; task and finish groups to the Resident Think Tank activities		In process		Forum consulted and new involvement activities approved. New activities added to Think Tank menu and promoted to residents.	TBC – In process in 2020/2021 – Hivebrite and other online tools being reviewed, among other channels.
3-A3	Linking up with the Business Improvement team to expand the collection of real time feedback, as currently employed in our repairs satisfaction app, to other services	Rating: 2 Poor	In process	➔	Residents can tell us at the time they receive a service if they are happy or not, and if not, why not. Results analysed and used by service for continuous improvement.	While we liaised with Business Improvement, and have improved overall resident involvement activities and standards, the app was not in place in 2019/2020. In process.
Priority B - To increase the numbers and diversity of residents becoming involved.						
3-B1	Increase resident membership of the Board to amplify the resident voice at that level	Rating: 5 Excellent	Involvement in Board recruitment - October 2020		Two resident Board members recruited after extensive recruitment campaign. Residents on the Board now 20% of membership.	We successfully selected and put in place two new resident Board members. Process was positive and effective. Note that in October 2020 residents were also engaged in new Board Chair selection process.
3-B2	Review annually the diversity of involved residents to check they reflect all our residents	Rating: 4 Good	In process	➔	Review completed and reported to Forum. Targeted recruitment to fill any gaps identified.	We reviewed Forum membership, including reviewing Forum refresh of membership. Two new members added reflecting noted issues around diversity and gaps.
3-B3	Review the Constitution of strategic resident groups to ensure they support the new strategy		In process	➔	Agreement to add new clauses to Constitution docs about how members are recruited; probation periods; time limits for membership and providing an annual performance check for members.	TBC – In process in 2020/2021, 2021/2022
3-B4	Introduce measures for resident members of Residents Services Committee to achieve parity with other RSC members (Note that this will also cover other committees such as Audit and Development)	Rating: 5 Excellent	In process	➔	Agreement to establish induction periods; time limits for membership and an annual performance check for resident members.	These measures were put in place and parity achieved with other RSC members (report was presented to RSC).
3-B5	Expand use of digital consultations to residents		In process	➔	Offline and online promotion of consultation and collection of data so that residents, irrespective of their digital literacy or ownership of digital devices, can take part. Results and how they were used fed back to residents.	TBC – In process in 2020/2021, 2021/2022

Priority C - To support networking and dialogue between parts of the resident involvement structure						Notes
REF	What we'll do	Timeframe/Rating			Outcomes	Update on progress to date
		19/20	20/21	21/22		
3-C1	Establish an annual networking event for local residents' groups and Resident Inspectors to meet with each other, identify common issues and possible solutions		In process	→	Networking event delivered. Reported on issues and solutions to the Residents' Forum & Newlon. Satisfaction collected from participants to establish a baseline.	TBC – In process in 2020/2021, 2021/2022 – may also link to Think Tank and regular, connectivity channels being made more available.
3-C2	Launch STAR Awards in 2021 to recognise excellence in resident and staff achievement and to celebrate resident involvement		Delay / change expected		Successful STAR Awards event completed. Satisfaction collected and compared with 2018 event.	TBC – In process in 2020/2021. Note that this may need to be reviewed in light of guidance around public gatherings and Covid-19. This could also be a digital awards process.

