

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

Action Plan: 2019 to 2022

Updated: September 2021



Current Performance/Rating: **4 out of 5**

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

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		Rating: 4 Good	Rating: 4 Good	Members recruited and comprehensive training delivered. Panel identifies key procurements for their involvement and takes part. Expertise and experience in procurement built up.	We continue to undertake surveys and focus groups/panels. Overall, a successful year so far in terms of procurement engagement.
1-A2	Involve residents in reviewing the performance of Wates over the current Repairs and Maintenance contract prior to the planned extension		Rating: 2 Poor	Rating: 3 Fair	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.	Resident Services team held a Residents' Repairs Group meeting on 25th February to provide recommendations and priorities for the contract renewal/review. Property Services to currently undertaking customer journey mapping project with Housemark relating to Wates/repairs processes.
1-A3	Integrate regular resident feedback in review and monitoring of key service contracts across the organisation	Rating: 2 Poor	Rating: 2 Poor	Rating: 3 Fair	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 are engaging more actively. Barnsbury transformation and services, gardening, and security (Concierge) contract reviews/surveys are involving residents more effectively.
1-A4	Establish and develop a voice for residents on Barnsbury Estate and recruit a Barnsbury member for the Residents' Forum	Rating: 3 Fair	Rating: 3 Fair	Rating: 5 Excellent	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.	Barnsbury resident member continues to be a key part of the Forum. A Barnsbury Residents' Group has been set up and RI Officers are involved in coordinating and guiding meetings.

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.		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-A1	Involve residents in recruitment for new staff, starting with front line staff	Rating: 3 Fair	Rating: 2 Poor	Rating: 3 Fair	Training package developed for residents and officers. Residents have formed part of recruitment panels. Recruiting managers express satisfaction.	HR has worked closely with Resident Services to involve residents in recruitment panels. Hiring Managers are generally engaging more positively.
2-A2	Review our pay and benefits & employment policies to remove any barriers for staff working with residents		Delayed	In process – carried over	Review completed, staff informed and barriers removed.	TBC – To be reviewed at end of 2021/2022 – Covid-19 has impacted meetings.
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	Carried over to 20/21	Rating: 5 Excellent	Completed in 20/21	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 has been shared for consultation – we have also signed up to Together with Tenants and promoted this effectively.
2-A4	Demonstrate top down support for resident involvement from the Board and Directors	Rating: 5 Excellent	Rating: 5 Excellent	Rating: 5 Excellent	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, and internal meetings. Involvement in selecting new Newlon Board Chair, engagement with Board members, Directors is very positive.
Priority B - To equip residents and staff to take part in meaningful resident involvement.		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-B1	Create a resident involvement competency, outlining an appropriate skills profile for staff		Carried over	In process – carried over	Competency agreed and incorporated in Competency Framework for relevant staff.	TBC – In process in 2021/2022. Zoom calls/Newlon Gold customer service, Launch new KBA with Resident Approved logo recognising engagement from teams.
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	Carried over	Carried over	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 2021/2022.
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		Delayed	In process – carried over	Policy completed and disseminated to Managers undertaking resident consultation. RI team providing advice on proposed consultations.	TBC – In process – building on streamlined Resident Involvement activities and putting in place consultation procedure in 2021/2022
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		Delayed	Rating: 3 Fair	Programme agreed and delivered. Residents have been involved in attending joint training and/or delivering. Satisfaction collected from participants to establish a baseline.	Training on White Paper and other engagement skills promoted through HR for staff training. 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	Rating: 4 Good	Rating: 4 Good	Programme agreed and delivered. Residents have been involved in developing and delivering. Satisfaction collected from participants to establish a baseline.	We have opted for a less formal training programme that empowers residents to join Tpas, HQN and CIH while promoting a range of courses. We promote channels for residents take part in strategic conferences, and training.
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		Rating 5: Excellent	Rating 5: Excellent	Understanding and knowledge of each other boosted. Improved aptitude to involve residents.	Resident Involvement continues to be promoted through direct interaction with teams, improved website and KBAs, and new processes being promoted. More Newlon Gold sessions planned.
2-C2	Increase the number of residents employed as staff members at Newlon, Outward and our contractors	Rating: 4 Good	Rating: 2 Poor	Rating: 2 Poor	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 have dropped from 18% in 2019/2020 to 14% in 2021/2022 (in terms of residents working alongside us as staff). Reviewing how we can do better by ensuring Sr Managers and hiring managers follow processes in place with HR and our IAG/employment Officer.
2-C3	Craft compelling narratives about the benefits of resident involvement and the disadvantages of not involving them		Rating 5: Excellent	Rating 5: Excellent	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.	We have put in place regular updates via internal newsletters, Team Brief, intranet, and updates to Sr Managers and teams. We took part in Scrutiny Week and have linked to other housing involvement networks. Resident Services team has worked with Communications to create compelling video and updated web content to promote the importance and benefit to teams and Newlon of engaging with residents.

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.						
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
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	Rating 5: Excellent	Rating 5: Excellent	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.	The Think Tank was put in place and structured in 2020/2021 with over 200 residents signed up. Further promotion and formal engagement processes to be implemented in 2021/2022.
3-A2	Add new ways of involvement such as time limited talks; task and finish groups to the Resident Think Tank activities		Delayed	Rating 4: Good	Forum consulted and new involvement activities approved. New activities added to Think Tank menu and promoted to residents.	In process in 2020/2021 – Consultation processes being put in place but Think Tank has been launched and promoted to Sr Managers. KBA being finalised.
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	Rating: 3 Fair	Rating: 3 Fair	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.	A feedback module has been integrated into the CRM system for lettings, ASB, service centre information and advice cases, complaints, intermediate rent leavers and the resident portal. A repairs survey was put in place by Wates but withdrawn at the outset of the pandemic because it was completed by the resident on the operative's PDA.
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	Rating: 5 Excellent	Completed in 20/21	Two resident Board members recruited after extensive recruitment campaign. Residents on the Board now 20% of membership.	Complete: We successfully selected and two new resident Board members. Process was positive and effective. In October 20/21 residents helped select new Board Chair.
3-B2	Review annually the diversity of involved residents to check they reflect all our residents	Rating: 4 Good	Rating: 5 Excellent	Rating: 5 Excellent	Review completed and reported to Forum. Targeted recruitment to fill any gaps identified.	We reviewed Forum membership. We will be adding new members and will ensure they reflect our diverse communities. The Think Tank was also created to ensure diverse representation of residents.
3-B3	Review the Constitution of strategic resident groups to ensure they support the new strategy		Rating: 4 Good	Rating: 5 Excellent	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.	Constitution of Residents' Forum reviewed with Forum and staff to reflect updated structure and future priorities.
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	Rating: 5 Excellent	Completed in 20/21	Agreement to establish induction periods; time limits for membership and an annual performance check for resident members.	Complete: These measures were put in place in 20/21 and parity achieved with other RSC members (report was presented to RSC).

3-B5	Expand use of digital consultations to residents		Rating: 5 Excellent	Rating: 5 Excellent	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.	Continue to survey residents using various digital tools to seek views of key services. Results fed back to residents and via newsletters.
Priority C - To support networking and dialogue between parts of the resident involvement structure		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
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		Delayed	To be reviewed	Networking event delivered. Reported on issues and solutions to the Residents' Forum & Newlon. Satisfaction collected from participants to establish a baseline.	TBC – Will review in 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		Delayed	To be reviewed	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.