



Resident Involvement Strategy 2010-2011

Background

Resident involvement continues to be seen as one of Homes for Haringey's strengths. In 2009-10, we won the TPAS Best Practice in the Community Awards at Southern and national levels for our youth films, and gained positive feedback from the Audit Commission in the advice and assistance work done in October 2009. They said, "Important improvements to services have developed from involving residents. Through the various panels, forums, including the formal structures, satisfaction monitoring, surveys and ad hoc initiatives, the ALMO has responded to residents' priorities."

The basis of our strategy in previous years has been:

- Broadening: involving more residents in different ways
- Deepening: providing the opportunities, backed by training and information, for residents to be more informed about the way we work and about available options so they can have a better influence on services
- Embedding: spreading engagement of residents across staff in all services, ensuring that staff are able to look at services from the residents' point of view and work in a way that meets residents' needs and reasonable expectations

In 2009/10 we added:

- Working together: to improve the operation of the panels and the right balance between resident and officer input
- Value for money: to look at what impact involvement has and at what cost

These will continue to be the principles to which we work.

Continuing commitments

We will carry forward principles from previous strategies, including:

- It is important that engagement activities make a difference. It is probably better not to consult or involve residents than to do so without having the necessary commitment to solve problems which may be raised and to let participants know what has been done.
- Being honest is important. Residents have frequently said that they want Homes for Haringey to say what it will do then do what was said. But residents are realistic, and recognise that some issues may well take a long time to resolve, or that there may not be enough resources to address a problem. The key is to explain any constraints, keep people up to date with developments, and deliver what was promised.
- Homes for Haringey will continue to develop closer links with partners, with particular priority being given to better links at strategic and local levels with the council's Neighbourhoods service. Our aim will be to work co-operatively and in a complementary way, so that service provision is enhanced, resources are used well, and duplication is avoided.
- In order to make clearer to residents the levels of influence they can have over items going to panels and groups run by Homes for Haringey, items will be marked to say if they are for information, consultation, recommendation or decision.

Broadening

The number of ways to become involved will be increased. In addition to our existing formal panels and borough-wide groups, and our ongoing support for local residents' associations and umbrella groups, we will concentrate on less formal engagement so a wider range of residents can have an input.

1. In line with Audit Commission recommendations, we will establish a register of engagement activities across Homes for Haringey to capture the wider activities and outcomes.
2. The 2009/10 Annual Participants' Questionnaires showed that the most significantly under-represented group is still those aged 26 to 54. This is the age group most likely to have other calls on their time, but experience and surveys have shown that many of these people are willing to engage on a one-off basis. We will target this group in particular, finding ways to capture their views effectively including when consulting on matters such as our feedback procedure, our control centre and customer access.

3. We will also build on youth engagement, which was once a weakness and is now much stronger. We will consult on and publish a youth engagement strategy and use young advisors to improve our services and approaches. We will continue to experiment with using new technology and video to further youth engagement, as well as continuing to build partnerships.
4. We will continue to monitor equalities data for residents through the annual participants' questionnaire process and will look for ways to encourage and target engagement from under-represented sections of the community. This will include the addition of the two new strands of sexual identity and religion/faith.
5. Similarly, we will continue to monitor the membership of resident association committees and umbrella groups through the recognition process to ensure they broadly reflect the communities they represent, and will work with groups to help them to become more inclusive.
6. In 2009/10 we carried out a review of estate inspections after many residents said that they did not find that estate inspections resulted in the actions they expected. We will look to improve local involvement by implementing the recommendations of the review of estate inspections and monitoring and trialling Estate Action Days.
7. In 2009/10 we conducted a massive door knocking exercise, visiting every home managed by Homes for Haringey. The results of the survey we conducted will be used in 2010/11 to form estate profiles, combined with work on customer segmentation, to start to customise services for estates. (Customer segmentation is a process of identifying certain characteristics about residents, such as preferences for methods of communication, or the frequency with which they call on our services, then use this to tailor services.)

Deepening

1. Over the last year we have increased the number of available training courses we can offer and have also increased the number of people attending. Satisfaction has been high from those attending. Working with the Training Subgroup, we will be building on this by developing further courses tailored to need and demand, and agreeing suitable approaches for the provision of training by external trainers, and for access to places at external training and conferences. The Subgroup will continue to oversee the use of the residents' training budget.
2. We will continue to encourage the joint training of staff and residents where appropriate, and also to make links with other organisations to share training.

3. We expect to continue to involve residents in contract procurement, including for new door entry, lift and aerial/satellite maintenance contracts. This will be backed with appropriate technical training and advice.
4. We will be exploring the proposals for tenant scrutiny raised by the Tenant Services Authority to see how best these can be adopted in Haringey.
5. We will engage residents in our project of customer journey mapping with an aim of creating better, more customer-focussed processes, and also in customer segmentation, which will aim to provide services and communications in ways that best suit different groups of council tenants and leaseholders.
6. Coming out of the review last year of the code of conduct for panels, we will be continuing work to establish our residents' jury and define its role and terms of reference, as well as what support it will need in terms of training and officer help.

Embedding

The Audit Commission inspector said we have 'a dedicated resident involvement team that has increased involvement options', whilst 'resident involvement is mainstreamed across the ALMO... this means that all officers are taking an active role in encouraging and delivering resident involvement in day-to-day service delivery'.

1. Nevertheless, we will aim for further improvements, especially in areas of most concern to residents such as repairs and anti-social behaviour.
2. There will be training for staff on resident involvement and engagement, including on how to plan consultation and engagement and how to present sessions for residents.
3. Young advisors will also help us to have more of an organisational focus on the needs of young people when developing and delivering services.

Working together

Residents coming to meetings for the first time, especially panel meetings, will find that there are residents there who already know quite a lot about the topics being discussed, know the officers involved, and may refer back to past events and developments about which the new volunteers are not aware. Residents who took part in the discussions about the code of conduct in 2009/10 recognised the problems this can bring, and we have had some evidence from newer attendees that they can find this difficult.

1. We will work both to increase the confidence and knowledge of newly-involved residents, and also the awareness and ability to be welcoming of existing members of our panels and groups.
2. We will continue our work with residents, especially the chairs of panels and groups, to ensure that meetings are well run, productive, friendly and welcoming with it being easier to challenge and deal with poor behaviour.
3. At any time we will consider suggestions for improving the effectiveness of meetings and activities, especially during the process of reviewing the results of the annual participants' questionnaires.
4. In itself, involvement of residents can have benefits for those taking part. However, lasting success comes from the influence that engagement has on policies and services. We will encourage an outcome-focussed approach from both staff and residents. This means that residents need to be more aware of getting clear decisions from their meetings and events. Staff will need to be clearer about the questions they need answers to, whilst also being willing to effect changes to services as a result. They will need to make residents aware of any constraints (for example, available resources or policy/legal constraints) that exist in the area being discussed.
5. In 2009/10 the TP Panel was joined by a Board member who has been able to create a link between the work of that Panel and the Board as the Board's Resident Involvement Champion. We will look for other ways to increase mutual awareness and trust between the resident involvement structure and the Board.
6. Both staff and residents taking part in the Aspirations Project in 2009/10 said they want to see more partnership working with other teams and agencies that will benefit residents. In 2010/11 we will undertake work to meet with priority services to find out what we can deliver in partnership with them to the benefit of our residents and to those other services.

Value for Money

1. Nationally, quite a lot of work has been done to look at the link between the resources it takes to undertake an activity and the value of outcomes arising from that activity. There are no conclusive answers yet, but Homes for Haringey will continue to undertake pilot projects and activities to contribute to and learn from this national debate.

2. In 2009/10, each Panel identified one issue to assess for value for money. We will continue to work to enhance the effectiveness of such exercises, including comparisons with other organisations.
3. In the past two years, involvement activities have drawn in over £315,000 from external sources. This has been at both an estate level and also borough wide, with sources including the construction partners, teams from Haringey Council, and the Bridge New Deal for Communities project. We will continue to record this inward investment and to share this information with the TP and Finance Panels with a view to maximising the benefits to residents.
4. The Finance Panel is also to work on value for money issues, including better information for residents on financial issues.

Conclusion

This draft Strategy will be consulted on with staff and residents before going to the Board for approval. In the process, an accompanying action plan will be produced, and this will be incorporated into the formal corporate team plans of the Resident Involvement and other Homes for Haringey teams.

Action Plan

The following table shows projects that are being added to the resident involvement and other team plans as a result of the strategy.

<i>Projects</i>
Introduce organisation-wide spreadsheet to capture all engagement work
Develop means to capture all outcomes across the organisation
Target the 26-54 age group in: <ul style="list-style-type: none"> • Review of Feedback • Review of control centre • Review of customer access
Set casual engagement projects with TP Panel targeted at the 26-54 age group
Publish and launch Youth Strategy
Young advisors work on: <ul style="list-style-type: none"> • Financial inclusion • Participatory budgeting • Young people leaving care • Youth awareness training for front line services
Continue work to support and develop the Northumberland Park Youth Symposium
Carry out Annual Participants' Questionnaires, including equalities monitoring
Work to make Estate Action Days effective
Ensure that new estate inspection arrangements, especially communal repairs, have improved for residents
Aspirations and customer insight projects: <ul style="list-style-type: none"> • Focus more on quality of work and services • Partnership working on main priorities including: <ul style="list-style-type: none"> ▪ Crime & ASB ▪ Supporting older people ▪ Supporting vulnerable people ▪ Regenerating Neighbourhoods (pilots on Campsbourne and Northumberland Park)
Developing Patch Plans using customer insight data and mapping
Review monitoring of training for residents
Carry out new training needs analysis for all involved residents
Agree policy on external training, access to places, and use of training budget
Engage residents in the procurement of: <ul style="list-style-type: none"> • Door entry • Lifts • Aerials/satellite
Consult on and agree tenant scrutiny proposals

Appendix B

<i>Projects</i>
Agree with residents how we will arrive at local service standards (by October 2010)
Agree local service standards with residents (by April 2011)
Support work to consult on and make improvements following customer journey mapping
Establish residents' jury
Work with the repairs service to define 'quality' and how to monitor and improve things
Complete and deliver staff training on: <ul style="list-style-type: none">• Delivering sessions for residents• Planning consultation
Create course for staff and residents, designed by newly-involved residents, on how to encourage and sustain new involvement
Training for chairs and others on how to include everyone and challenge poor behaviour
Continue to take part in the Housemark project on value for money in resident involvement
Continue value for money work with panels
Create a directory of inward investment