

You are invited to attend

# LB Southwark Resident Involvement Review Panel – Meeting Two

*Objective of meeting: Panel discusses and develops a vision of how the involvement structure should look and work*

## AGENDA

1. Welcome
2. Introductions
3. Summary note of last meeting and Decision Table
4. Action Table
5. Evidence Tables for future meetings
6. A Fairer Future Presentation
7. Kaizen Review key issues
8. Tenant and Homeowner Involvement Team feedback
9. Research and Case Studies of Resident Involvement
10. Vision and Value - Anonymized Vision statements
  - a. Exercise 1 – What resonates with you?
  - b. Exercise 2 – Fill in 1 post-it note for vision and 5 post-it notes for values.
  - c. Exercise 3 – What is your top priority for vision?
  - d. Exercise 4 – What is your top priorities for values?
11. Meeting Three

## Meeting Two: Chairs Briefing

Again welcome to the Resident Involvement Review Panel's second meeting. I'm aware that we will have some people attending for the first time so I will ask for brief introductions from all present.

There are three papers arising from the last meeting:

- Summary note of our discussion (Paper 1)
- Decisions taken by the Panel (Paper 2)
- Action Table showing progress on agreed actions (Paper 3)

I've noted on-going correspondence between the Chair of the Homeowners Council and LB Southwark about the point raised the last meeting on the representation from the MySouthwark Home Owners Agency Independent Board coming from an officer and not a Board member. I don't intend to repeat that discussion again tonight but will note the exchange of views fairly in my draft report. I was also due to meet with the Chair of the Homeowners Council but there was a mix up (at my end) over the day.

One of our agreed points from the last meeting was the ability of Panel members to contribute to the Evidence Tables for future meetings. We will briefly review these for points to note. The Tables allow Panel members to highlight what they want covered and will help planning of future meetings.

There was a welcome point made at the last meeting about the link between the Panel's work and the Council's Housing Strategy: A Fairer Future. Attached is a single page summary (Paper 4) with a link to the full document. There is also a short summary of the Council's Great Estates initiative (Paper 5). There will be a presentation of the Fairer Future strategy.

Kaizen rightly highlighted the lack of a vision for resident involvement. Useful as the Housing Strategy is I don't think it contains the vision needed. We know there is a disconnect between current structures and residents' interest in being involved and a failure to improve satisfaction with the service delivered. That 54% of residents are interested in being involved is an important reminder of the potential for more involvement. There is a brief summary of the main points from the Kaizen Report at Paper 6.

I've included two summaries of research carried out on involvement in housing. The first, by Amicus Horizon (Paper 7a), shows how they worked with residents within their governance structure to drive improvement, especially on satisfaction (which remains remarkably high) and service delivery. Key points for me were around the cultural commitment and how the connections were clear between resident input, governance structures and improvements.

The second, Family Mosaic (Paper 7b), covers their failure to make their existing TRA based structure work and instead changed their focus to large scale capture of tenant feedback to drive service improvement and empowered citizens with a focus on community not landlord.

I've also provided five short cases studies. I like St Leger Homes (Paper 7c) four priorities around opportunities, aligning structures, demonstrating outcomes and communities. RB Kingston (Paper 7d) show how resident scrutiny can result in savings, efficiencies and improvements. Soha Housing (Paper 7e) has clear roles around strategic issues, scrutiny of performance and other community approaches alongside TRAs. 1625 Independent People (Paper 7f) shows how young people can be engaged even when there is a high turnover. Hyde Housing (Paper 7g) shows how a menu of options can work alongside a digital hub for involvement.

I'm grateful for the staff feedback provided by John's team (Paper 8). There is interesting context about the disconnect between current Council structures and the historic involvement structure, and some of the uncomfortable drivers within the Council and structures. The point about being clear about why LB Southwark consults residents is central to our discussion around vision.

Our main task tonight is to conceive a vision and values for resident involvement in Southwark. There are anonymised examples of vision (Paper 9a) and values (paper 9b) from other organisations (mostly but not

exclusively housing). Some of these will resonate with you more than others. Panel members will also recall their own wishes for the Panel.

What I will be looking for is for all Panel members to contribute their potential vision and 5 values. We will then see if there is one vision that captures what we all want, and identify values from Panel members that would support that vision.

### ITEM 3 - Summary Report

Attendance:

- Xolani Annakie (Tenant)
- Adebayo Daniels (Tenant)
- Hayley Zoil (Tenant)
- Mark Morris (Leaseholder)
- Eva Gomez (Officer)
- Emily Nice (Officer)
- Fiona Buist (Officer attending on behalf of MySouthwark Home Owners Board)
- Natasha Brown (Officer: reserve for the Panel member who was on holiday)
- Phil Morgan (Chair)

John McCormack was present as a servicing officer for the Panel.

One tenant had an accident on the way to the meeting and was taken care of. One Home Owner gave apologies.

All present introduced themselves, why they were here, where they were from and if they had a wish for the Panel. These included the following:

- To be part of a team
- To be part of ensuring more effective engagement
- For the Council to be willing to listen
- To have an input
- To improve accountability and trust
- To treat staff well
- To be open to ideas
- To reach as many people as possible

What was discussed and agreed.

1. To adopt a jargon buster and flag up when jargon or acronyms were used
2. To agree the role of the Chair with the addition of points around seeking consensus and enforcing the Code of Conduct
3. To accept the Kaizen Report as the basis for the review subject to correction of figures for the Home Owners Fund and an outstanding challenge to a figure concerning those involved in the current involvement structure.
4. There was discussion around the representation from MySouthwark Homeowners Board being from MySouthwark Homeowners Agency. This was primarily a matter for MySouthwark Homeowners Board.
5. There was an update on legal and regulatory issues including the recent Social Housing Green Paper and its implications for more regulation on involvement and Councils such as Southwark.
6. The Panel agreed the following Objectives for its work with additions in italics:
  - a. Panel meets to decide its order of business and methods of working (including review of Kaizen report)
  - b. Panel discusses and develops a vision of how the involvement structure should look and work
  - c. Panel considers *engaging with communities including* the role of TRAs and Area Housing Forums

- d. Panel considers *strategic engagement* with tenants and Home Owners and the role of Tenant Council, *MySouthwark Board* and Homeowner Council
  - e. Panel considers use and management of Tenant and Homeowner funds
  - f. Panel considers management of TRA halls
  - g. Panel reviews Chair's draft report and produces final report and recommendations
7. The Panel agreed both a Code of Conduct and an approach to team working including the following:
- a. To be open to ideas
  - b. To keep promises made
  - c. To be active listeners
  - d. To prepare for meetings
  - e. To be aware and represent how others might feel
  - f. To challenge jargon
  - g. To be honest and speak up
  - h. To welcome constructive robust challenge
  - i. To be prepared to move on
  - j. To promote proactive engagement
8. The Panel also considered a Privacy Notice setting out the Council's ambition to be transparent about the process including releasing names of Panel members. All Panel members present agreed to the release of their names (those not present would have to agree before their names were released).
9. The Council promised to set up arrangements for sharing documents and for on-line discussions.
10. The Panel considered how it would receive information at future meetings. They wanted to hear from people, understand the existing approach (including the confrontational relationship between the Council and those active in the involvement structure) and look at what others were doing. The Panel agreed rather than have a fixed approach it would contribute to a table setting out what it wanted for future meetings on-line and consider this at the beginning of the next meeting. Panel members would be welcome to submit their own documents.
11. The Panel welcomed the setting up of the Sounding Board from people who had been interested in joining the Panel. It would be useful to understand the diversity of the Sounding Board. The Board would receive reports from Panel meetings and asked both closed (Yes/No) and open questions about the Panel's emerging views. This would be a helpful sense check for the Panel. The two Reserves for the Panel would also be part of the Sounding Board.
12. The Panel agreed the dates and times for the remaining meetings with the ambition of finishing its work by mid-November.
13. For the next meeting to consider Vision and Values the Panel will look at a range of anonymised visions and values from other organisations (and Panel members can identify their own examples) and good practice examples of resident involvement elsewhere. There were concerns about delivering the Fairer Future Strategy by the Council.

### ITEM 3 - Meeting 1 Decision Table

<b>Decision</b>
1. To adopt a jargon buster and flag up when jargon or acronyms were used
2. Agreed the role of the Chair
3. To accept the Kaizen Report as the basis for the review (subject to resolving Action Point 1)*
4. The Panel agreed Objectives for its work
5. The Panel agreed a Code of Conduct
6. All Panel members present agreed to the release of their names
7. The Panel welcomed the setting up of the Sounding Board from people who had been interested in joining the Panel
8. The Panel agreed the dates and times for the remaining meetings

## Meeting 1 Action Table

Action	Who is responsible	Deadline	Progress
1. Paper 3 to include correct figures for the Home Owners Fund and clarify the figure concerning those involved in the current involvement structure	John McCormack	10 <sup>th</sup> September	
2. The team working approach to be written up and agreed by the Panel at its next meeting	Phil Morgan		Completed. In summary note.
3. Panel members (Omalara Daniel, Teresa Fritz, Frank Gyan, Youth Council) not present at first meeting to indicate whether they wish their names released	John McCormack	Meeting 2	
4. The Council promised to set up arrangements for sharing documents and for on-line discussions	John McCormack	5 <sup>th</sup> September	Completed.
5. The Panel agreed rather than have a fixed approach it would contribute to a table setting out what it wanted for future meetings on-line and consider this at the beginning of the next meeting.	John McCormack Phil Morgan (initial tables)  Panel members to fill in their suggested evidence for each meeting once the document is uploaded in the cloud	28 <sup>th</sup> August  10 <sup>th</sup> September	Completed.
Everyone to send their Gmail addresses to John	Panel members	5 <sup>th</sup> September	
Understanding the diversity of the Sounding Board.	Martin Kovats	24 <sup>th</sup> August	
For the next meeting to consider Vision and Values the Panel will look at a range of anonymised visions and values from other organisations (and Panel members can identify their own examples) and good practice examples of resident involvement elsewhere	John McCormack Phil Morgan	10 <sup>th</sup> September	Completed.
The council's Fairer Future principles and promises to be shared or uploaded so that member can look at before the next meeting	John McCormack	5 <sup>th</sup> September	
Reserves to be contacted about progress of Panel and their within the Sounding	Martin Kovats	24 <sup>th</sup> August	

Board			
Chair to contact Omalara about first meeting	Phil Morgan	24 <sup>th</sup> August	Completed.

(Oral presentation to Panel from Michael Scorer on 'A Fairer Future')

## ITEM 7 - Extracts from Kaizen Review

*“The review has uncovered the absence of a clear and consistent vision and definition of what engagement means. This is resulting in different approaches and a lack of coherence across the Council at an operational level. As a result expectations of tenants are unmet and council officers feel equally frustrated by the responses of tenants to their engagement processes.”*

*“The review uncovered numerous ideas and suggestions for how tenant and homeowner engagement could be improved. The following are key themes that could be usefully considered:*

- *Co-design a Council-wide vision for engagement”*

*“The need for a more strategic and coherent approach to engagement which is consistently applied across the borough requires the development of a clear Council-wide vision for engagement. Codesigning this with citizens could help to restore trust, establish clear expectations and standards on all sides and provide support to officers seeking to engage local communities. We regard this as a really positive opportunity if Southwark Council seek to genuinely and meaningfully utilize the good will and talent of local people. Aligned to this, develop a narrative and key messages to be used across a range of platforms.”*

### Other challenges and opportunities from the Review

- Current structures not inclusive as they might be especially younger people
- Current structures complex, time consuming, inefficient, unsuccessful and unaccountable
- Lack of trust on both sides
- 54% want to get involved, motivation about community not incentives (30% keen, 24% possibly)
- Opportunity to look at how residents want to be informed
- Low levels of satisfaction with the service

It is also worth noting the lack of a tenant scrutiny mechanism as required by the Regulator of Social Housing.

## ITEM 8 - SUMMARY FEEDBACK FROM THIO WORKSHOP – AUGUST 30<sup>TH</sup>, 2018, 11am – 1pm

### Theme: Review of Resident Involvement in LB Southwark Council

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#### Aim:

The aim of the workshop was to facilitate THIO input into the Resident Involvement Review process in LB Southwark, through the submission of evidence, by the THIO team, to the Review Panel. (This document will be the evidence.)

#### Objective(s):

The objectives of the workshop were to:

- a) provide an opportunity for THIO staff to reflect on resident involvement policy and practice in LBS, based on their front-line experiences; and
- b) provide a platform for these reflections to be shared with colleagues, and for key themes/issues emerging from this reflective process to be identified as such and considered.

#### Methods:

- Informal, reflective dialogue on resident involvement in LB Southwark;
- group exercise, based on the question, *Why do we involve residents?*

#### Key findings/feedback:

1. **Boycott of review by Tenants' Council (TC) and Southwark Group of Tenants Organisations (SGTO):** The decision of TC and SGTO to boycott the current review process appears to have both positive and negative consequences for the review. The positive is that the risk of review meetings being undermined by a climate of hostility and mistrust is reduced. The negative is that resident Panel members – unless they are already active in their own tenants and residents' association - are unlikely to get a resident activist perspective on the day-to-day reality of resident involvement in LB Southwark.
2. **Historic factors:** The resident involvement (RI) structure used to mirror the neighbourhood office structure. When the latter was abolished, the impact on the former – and the ongoing landlord-tenant relationship – was not adequately considered. As a result, the current RI structure is out-of-date, but resident activists feel that they have been 'left behind' by the restructure. As a result, there is now a disconnect between the council and its residents, and this has contributed to a climate of suspicion and mistrust.
3. **The role and profile of community development in LBS:** When the LBS resident involvement function was carried out by community development officers, there was a greater recognition, across the council, of the nature and value of community development work and the role of community development officers. This was reflected in the development of detailed procedures, widely understood by front-line staff, senior managers and politicians. Currently, this level of mutual understanding does not exist. This can result in mixed messages being sent to residents (e.g. in relation to LBS commitments to them), and the work of THIOs effectively being undermined. In order to prevent this, members need training in the role and work of THIOs.
4. **Political factors:** There is, and has for a long time been, a big overlap between tenant politics and council politics in LB Southwark, with many councillors 'cutting their teeth' politically as tenant activists. For some councillors (and staff), maintaining positive relationships with tenant activists is politically expedient. One negative consequence of this is a tendency for some resident activists to

develop an exaggerated sense of personal power and influence, making it difficult for front-line staff to effectively hold them to account (e.g. for grant expenditure and the management of halls).

5. **Pathologising residents:** Because of the foregoing points, it is important to recognise the contribution that the council's own practices and procedures (informal, if not formal) make to the development of often tense and adversarial relations with existing resident activists. We must recognise these organisational dynamics, and not personalise and pathologise residents.
6. **Why we consult with residents:** We consult with residents over many things and for many reasons. Essentially, these reasons can be distilled into these 5 categories:
  - a. Compliance (we have to consult, like it or not)
  - b. Legitimacy (justifying policy by claiming service user input into service development and policy)
  - c. Improve services and service delivery (market research, intelligence)
  - d. Community cohesion (developing a sense of place and belonging for all)
  - e. Empowerment (providing a platform for residents to bargain with LBS collectively)

Although these reasons overlap, they are distinct, and sometimes pull in different directions. If the Resident Involvement Review is to be successful, it will need to be clear about why we consult with residents, and to develop a consensus around this.

### **Next steps:**

The THIO team will reconvene to consider the following questions, the outcome of which will also be passed to the RIR panel as evidence:

*How should we consult residents?*

*What resources/skills do we need to do this?*

**John McCormack**  
**Tenant and Homeowner Involvement Team Leader**  
**August 31<sup>st</sup>, 2018**

## ITEM 9 - Amicus Horizon and Optivo

Amicus Horizon was an Housing Association with 28,000 homes. Since the research was completed it has merged with Viridian Housing to form Optivo Homes with 44,000 homes. Amicus Horizon had been placed under regulatory supervision in 2007. This was a result of governance and service failure, compounded by a lack of serious engagement with residents. They set two objectives (vision) - to deliver the best performance and resident satisfaction; and to be a great employer.

They decided to place residents at the heart of their governance structure. There was a Residents Council formed of 2 representatives from each of 8 Area Panels (8 elected and 4 independent members). Area Panels held the landlord to account for delivery of services. There were also Task Groups to monitor compliance with regulatory standards and three Repairs and Maintenance Panels.

A digital working party was set up to improve digital inclusion. There were also forums for Homeowners, Resident Design and Quality for new build, Equality and Diversity, Older Persons (over 50) and Youth (under 21).

Amicus Horizon became a Co-Regulatory Champion in 2010.

[Research carried out by](#) the University of Westminster in 2015 showed substantial improvements of involving residents:

- Savings of £2.7M claimed against spend of £900,000
- The highest level of customer satisfaction at 97% of any social landlord in the UK. This included profound improvements on satisfaction for ASB Handling, Complaints, repairs and falls in re-let times.
- Residents offering a constant feedback loop on delivery of services
- One Team culture of working to agreed aims
- Difficult conversations carried out in atmosphere and trust

Five factors were highlighted as contributing to success:

- Cultural change requires a clear focus
- Alignment of operating structures with governance structures
- Board, staff and residents all contributed
- Change underpinned by improvement in performance and data collection/analysis
- Resident input driving service improvement and value for money

Optivo's current structure is less complex but still features Panels for repairs and general issues in four areas, with three service Panels covering Complaints, Scrutiny and Policy. The eleven Chairs form a Resident Strategy Group. There are also Focus Group, Mystery Shopping and Resident Monitors accompanying staff.

Satisfaction remains high at 97% for repairs.

## ITEM 9 - Family Mosaic research

Family Mosaic were a Housing Association with 26,000 homes. Since the research it has merged into the Peabody Group.

They commissioned a report [How Can We Make Resident Involvement Relevant?](#) in 2015. The report was critical of existing involvement structures – both those initiated by tenants (TRAs) and landlords (Panels and Forums). The report claimed that neither very successful in terms of large numbers involved and that those who were involved were unrepresentative of tenant population.

Their TRAs had reduced from 67 in 2009 to 30 in 2014. At its peak 2-3% had been involved in structures but by 2014 this had reduced to less than 1%. Those involved tended to be older and younger people accounted for less than 3% of those involved.

Instead the report argued for two new approaches - large scale capture of tenant feedback to drive service improvement and empowered citizens with a focus on community not landlord.

The new world of customer insight would include more use of data, social media, scrutiny, consultation and behavioural research.

Community empowerment would focus on community groups, skills/training and awareness raising/signposting.

Today Peabody have a stronger focus on [community programmes](#) and [maintain](#) involvement through Regional Forums, the Peabody on-line forum and local groups including resident associations.

## ITEM 9 - Case Study 1 – St Leger Homes

[St Leger Homes](#) manages Doncaster's 21,00 council homes. They won the 2018 Northern Housing Award for best Resident Involvement Initiative.

They have a range of ways for residents to get involved, listen and give feedback, support TRAs, hold reality checking and mystery shopping, run a tenant training programme and an incentive scheme for rewarding involvement. There is a [menu of involvement](#) and a tenant and resident scrutiny panel. St Leger are trialing Whatsapp as a way to engage with younger people and a Young Persons Communications project was due to finish earlier this year. They have a [Customer Service Charter](#) and [Tenant Choice Awards](#).

Their customer involvement priorities for 2018-2021 are:

**Priority 1:** Increase opportunities for engagement and involvement with modern and effective ways

**Priority 2:** Ensure customer involvement and engagement is structured and aligned to our business priorities and the priorities of our tenants

**Priority 3:** Demonstrate value in customer involvement by showing outcomes and changes

**Priority 4:** Create confident and thriving communities where people want to live and work through training, positive activities, TARAs and community groups

## ITEM 9 - Case Study 2 – RB Kingston

RB Kingston set up [KRISP](#) as their resident scrutiny panel in 2013. They comprise tenants and homeowners and act through service reviews of topics. KRISP identify the topic through review of feedback and Performance Information. They then operate through desktop reviews, interviews, surveys and visits.

They have completed several reports, some of which [are on-line](#), and some of their work has resulted in substantial savings, efficiencies and validation of work in progress. The [Garages report](#) alone resulted in additional scope for income of £200,000/year. The [Complaints report](#) highlighted the need for change when handling housing complaints alongside local government complaints given the different Ombudsmen.

The reports also show issues with up to date policies and contacting the Council.

They do receive some reward through vouchers up to £400. When asked the members say it is not their prime motivation – the desire to improve services and team working are higher – although they do not wish them removed.

There have been changes to ensure that council staff feel fully engaged in the reviews and the subsequent reports and recommendations.

## ITEM 9 - Case Study 3 – Soha Housing

[Soha Housing](#) is a Housing Association of 6,700 former council homes following a ballot of tenants.

To support [digital inclusion](#) they have trained Digital Champions. They have a core of 450 involved residents taking part in surveys, on-line chats and Facebook live-chat discussions with senior staff. Tenants help set the direction and standards for Soha, check performance and challenge decisions made. There is an offer around training and volunteering alongside the ability for residents to hold Soha to account.

The [Tenants Forum](#)<sup>1</sup>, made up of 21 elected representatives and 2 co-opted members, approves the Corporate Plan and monitors progress. Their [scrutiny panel](#) reviews performance information and feedback from involved tenants when deciding on topics for review. [Tenant auditors](#) also check performance. There is also a disability group and a seniors group.

All new tenants receive an invitation to be involved. There have been “Big Door Knocks” by staff to engage with all residents. Soha’s newspaper for tenants, by tenants, “Tenants’ Times” received a facelift and a new team of 10 trained in community journalism. There have also been initiatives for young people.

Locally they have resident groups, which are more informal, and resident associations. There are estate walkabouts for residents alongside staff and Green Champions.

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<sup>1</sup> There are plans to convert this into a members forum elected by members and reduce its size to 15.

## ITEM 9 - Case Study 4 – 1625 Independent People

[1625 Independent People](#) is a charity that supports young people who are homeless or at risk of homelessness.

They have a [Youth Board](#) that is made up of current and ex service users. There are usually around 8 – 12 members. There is a high turnover but most stay on for a year. There are strong links with Board (Board Member attends their meetings and Youth Board attends Board meeting) and Senior Management Team (attends their meetings).

The Youth Board identifies 2-3 priorities each year and set up joint Task Group with manager and staff. This results on an agreed Action Plan.

Part of their role is to contribute directly to service development, identifying issues and priorities for young people through personal experience and consultation with other young people. A significant achievement in this respect has been the introduction of a Peer Support project at 1625 Independent People, training young people who have been through a tough time and come through it to offer advice and practical support to other young people.

## ITEM 9 - Case Study 5 – Hyde Housing

[Hyde Housing](#) is a Housing Association with 50,000 homes.

They set out [why residents](#) should be involved and have a menu of options. They include:

- Hydewide Residents Voice which works closely with the Directors of Service, scrutinising Hyde-wide performance and finding opportunities for improvement. It also influences decision-making that affects resident services and oversees resident-led inspections of services. This has 13 tenants and 1 homeowner.
- Central Home Ownership Panel (CHOP – awful acronym) which covers leaseholder and shared owners and are a sub-committee of Hydewide Residents Voice and can refer or escalate issues to them
- Hydewide Residents Eye which carries out resident inspections
- There is also a Stage 3 complaints panel including residents and opportunities to be involved in staff recruitment and procurement
- There are formal TRAs, informal resident groups and on-line groups
- Hydewide Resident Focus commission four campaigns each year on feedback from residents about specific services

There is also [the OAK](#). The OAK is an online hub, a place where engaged resident community can access information and consultation opportunities. They can also chat with each other via forums, live chat and online meetings from the comfort of their own home, via a PC, tablet or smartphone.

Resident groups have secure areas to access online documents for paperless meetings, and group discussion boards to carry on their work together online.

**ITEM 10 – Vision**

<p>Council and community</p>	<p>Genuine say in decisions</p>	<p>Giving people a say over their services, their housing and their community</p>	<p>Our vision is to be a leading landlord where residents and staff shape a sustainable future</p>	<p>Tenant participation is about communicating with tenants and leaseholders and taking your views and opinions on board.</p>	<p>Our vision is that everyone has a quality home they can afford.</p>	<p>We will make a difference by helping to make it a place where people choose to live, learn and work. Affordable, energy-efficient homes and strong community pride will make our neighbourhoods thrive."</p>	<p>We can clearly demonstrate that residents influence our priorities because we listen to them. As a result, the services received by residents and the activities in their neighbourhoods are improved.</p>
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**ITEM 10 – Values**

Need to co-design	Need right formats and processes	Service delivery	We listen to what people have to say and speak and act with respect. We recognise people’s needs and aspirations in how we work.	We are keen for residents to play an important part in improving the delivery of housing services.	People - we care about the happiness and wellbeing of our customers and our employees	Putting People First	We will adopt one Resident Involvement Strategy capable of reflecting local differences where needs be.
Enabling and capacity building	Value volunteer time	Accountability		Engaging with us gives you a direct way to influence our decisions and to get feedback on the different ways you are helping.	Passion - we approach everything with energy, drive, determination and enthusiasm	Supporting Communities to be Successful	
Citizen centred	Benefits of involvement	Communication			Inclusion - we draw strength from our differences and work collaboratively	Spending Money Wisely	That resident led scrutiny will be further developed drawing on both external best practice and successful approaches.
Tailored approach	Difficult choices	Inclusivity	We know we achieve more when we work in partnership with residents, with other organisations and with colleagues across the company.	We would like as many people as possible to get involved with us and will try to make it as easy as we can so that it can fit in with people’s busy	Responsibility - we own problems and deliver effective, lasting solutions		That an empowered Resident Council will be established with membership drawn from residents across the area that can demonstrate local involvement and influence.
Proactive	Need for clarity	Impact	We look for opportunities and seek positive solutions. We work together to put things right and we always look for		Impact - we measure what we do by the difference we		That a refreshed approach to local representation is developed with residents that
Evidence based							
Use Technology							
Clear strategy and values							
Tailored approach							
Strong leadership							
Share information, consult, co-							

design			<p>better ways of doing things.</p> <p>We take pride in our work and responsibility for what we do. We recognise and celebrate the achievements of others. We are honest and transparent in how we work.</p>	lifestyles	make		<p>ensures that there are no barriers to expressing the 'local voice'.</p> <p>That development of virtual forums is a central element of ensuring the resident voice is heard.</p> <p>That insight and resident feedback is fully utilised to empower residents and drive influence.</p>
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