

# Croydon Council

Tenant and Leaseholder Panel update

**Re-engineering engagement – refreshing and embedding resident voice throughout the organisation.**

18.07.23





## Tpas: The tenant engagement experts

We're Tpas. England's leading tenant engagement experts. We're dedicated to improving tenant engagement standards across the country. We bring tenants and landlords together through a wide range of services, independent and impartial advice, support, consultancy, and training.

Whether you're a tenant or landlord, we're here to provide you with the skills and knowledge you need to work together. Because together, we can have constructive conversations that enable you to arrive at informed and cost-effective solutions for improving services, saving money, and bringing real and long-lasting change to communities. Together we can find a way.

### The key benefits

We can help you:

**Harness the strategic benefit of tenant engagement** – enable your tenants, providing them with the skills, training, and information they need to make a positive contribution to your business.

**Get trusted, independent, impartial support** – the very best advice and support, from a leading expert, dedicated to achieving excellence in tenant engagement

**Ensure tenants play a key role in improving your business** – enable tenants to help you reassess services, reduce costs and deliver cost-effective solutions that bring real and long-lasting change to communities.

**Enable your staff** – keep up to date on best practice, and develop the skills and knowledge to get the very best from tenant engagement

**Keep up to date** – get the latest on national standards and best practice for tenant engagement in England

**Create a platform for constructive tenant conversations** – ensure that tenant conversations are handled in a way that maintains transparency, respect and trust, and drives your business forward.

**Get your voice heard nationally** – ensure you and your tenants' concerns are raised at a national level to influence housing policy.





## Introduction

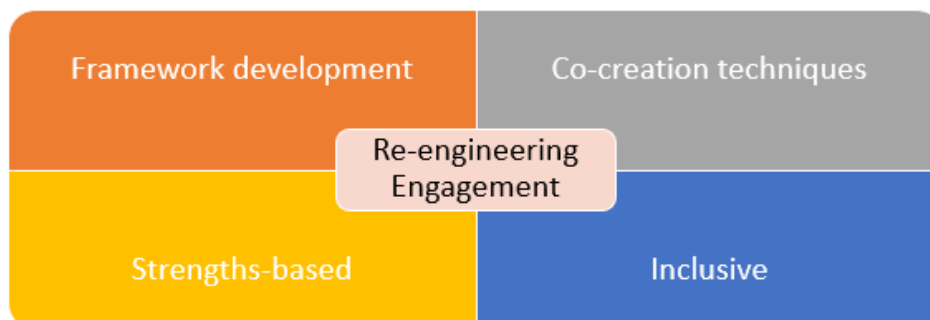
As national experts in resident engagement we have developed a robust and effective strengths-based methodology, leading to evidence-based frameworks that are deliverable and that also satisfy the Regulator for Social Housing. We will support Croydon Council to develop their strategic framework, revised strategy, and action plan for resident engagement, enabling you to build on and increase your capacity for effective engagement utilising our robust, tried and tested ‘re-engineering’ approach amended and added to in order to meet your specific requirements.

Our work remains focussed on the key purpose of any engagement and influencing activity, and is centred on outcomes that:

- Improve services; or
- Improve Value for Money (VFM); or
- Build stronger communities.

## Methodology

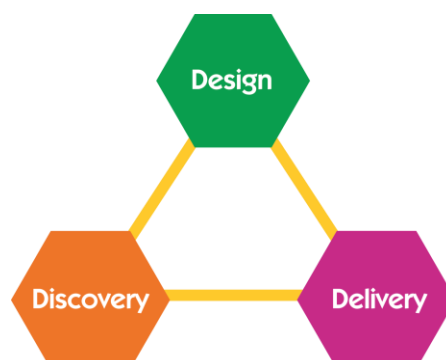
We will start with engaging an inclusive and representative group and involving them using strength-based techniques, identifying what works well and then use this to co-create a framework that enables resident influence to be embedded throughout the organisation, and importantly demonstrate the value of resident influence as a catalyst to enable cultural change if required.



Using our well-tested 3-D approach, our aim is to:

- Identify key principles
- Develop a blueprint of your new framework
- Provide a final report including an outcome focussed action plan (if required, or use our findings to produce your own)

*3-D approach: Tpas 2020*





## Discovery

Having regard to the voices of all residents must remain a key feature of all the design work. Within the Discovery sessions we will carry out research with key stakeholders to understand the detail of what is already working well, continuing to use a strengths-based approach. Using these techniques keeps participants motivated and focused on successes. This research is undertaken virtually using the Zoom platform, through [Appreciative Inquiry](#) sessions, and for Croydon will include our usual 'discovery' workshops alongside additional meetings and observations as requested to include:

- Home Improvement Board
- Tenants and Leaseholders Panel
- Other involved residents
- Staff members
- Non-involved residents

During the Discovery sessions we will also invite participants to volunteer to become involved in the Design phase. Successfully identifying volunteers to work alongside us to co-create ideas that will influence your overall approach and working collaboratively with each other will increase the likelihood of the right approach being developed.

## Design

Considering what we have learned during the Discovery element we will undertake further activities to enable the Design of a refreshed service. This will include:

- A programme of co-creation sessions with volunteers from the Discovery phase to co-design the new approach, leveraging in our detailed knowledge of what excellence looks like from our expertise.
- Drafting a new engagement framework and taking it back to the design volunteers for sign off.
- A full report presenting the findings and recommendations of a newly designed approach, including draft action plan (unless you wish to develop the action plan yourselves).

At initial Design stage we will also work with you to build learning from this project alongside best practice into the development of your new Resident Engagement Strategy due to be presented to Cabinet in September.

## Delivery

We recognise that sometimes delivering change is the most difficult element of taking a Discovery, Design and Delivery methodology and we therefore suggest that we could support you through this, by:

- Developing the structures supporting the new model, some of which may include functions as well as groups, where participants may be more fluid.
- Developing any new insight collection techniques
- Training and advising staff and other stakeholders.
- Mentoring and chairing
- Assessing progress



A key component of this phase is the continued involvement of stakeholders, and it is possible that the same group involved in the Design phase would be interested in overseeing Delivery, taking on a governance role and ensuring you remain committed to your original vision.

## Our Delivery Team

**The project will be project managed and support by Emma Gilpin (National Consultancy Manager) with delivery by Cath Davies (Tpas Associate), and input from Jenny Osborne Tpas Chief Executive and Alison Inman, Tpas Board Member.**



Emma is a National Consultancy Manager and has been working in association with Tpas for many years. She is a qualified Broadcast Journalist and communications/resident engagement specialist with extensive experience including the BBC and across a range of public and charitable sector services, working as a Senior Manager at a Housing Association with responsibility for resident and community engagement, resident communications, open spaces, and communal areas.

She offers facilitation, training, and support in all areas of resident engagement, scrutiny, engagement strategy and framework development, community development and communications. Emma has delivered Tpas' Behavioural Insights work and has developed successful methodology to draw out residents' experiences and, using a behavioural lens, translate this into actionable insight.

**Cath Davies, CIHM, Tpas Associate** has worked in social housing for over 30 years and will deliver this project alongside Emma. For over 10 years, she has been providing freelance consultancy services to housing associations and local authority housing departments in England and, since 2017, also in Ireland. Cath specialises in supporting social landlords in developing and improving key housing services and functions.



With experience at both operational and strategic levels, Cath has worked with dozens of social housing landlords and tenants in a range of capacities. For example:

- Carrying out service reviews of housing management services, bringing an informed, robust (but friendly!) critical challenge that drives service improvements. Where required, reviews involve individual tenants, tenant groups and tenant scrutiny panels
- Supporting landlords to redesign services so as to improve service delivery
- Supporting and facilitating policy and procedure development
- Designing and delivering housing management training
- Interim management – most recently Director of Housing

Coupled with excellent communication skills, Cath's experience enables her to provide consultancy services that support organisations in improving services. Cath is also a PRINCE2 qualified project manager.

Emma and Cath will be supported by Tpas Head Office-based staff as necessary, ensuring that the project runs smoothly and to time, within budget.