



Re-engineering Resident Engagement

TENANT ENGAGEMENT EXPERTS

Introduction and Recap



Tpas was commissioned by Croydon Council (“Croydon”) to support it to ensure that engagement and hearing residents’ voices becomes strongly embedded across the business. To do this, we have used our innovative and well-tried-and-tested *Re-engineering Engagement* methodology.

In using the Tpas methodology it is important to note that key components were to:

- Build a team of staff and residents who, together with Tpas, would work up a new framework.
- Introduce significant concepts including lived experience and an understanding of what ‘silent voices’ means (reflecting concerns of the Housing Ombudsman).
- Deliver a series of recommendations for improvement without judging current and past approaches, using techniques drawn from strengths-based methods, including Appreciative Inquiry.
- The outcomes from the project have been presented and agreed by the Design Team, staff and residents who have volunteered to steer the next steps.

TENANT ENGAGEMENT EXPERTS

Executive Summary



To recap, the background and findings from a project led by Tpas to support Croydon's desire to ensure that residents' voices are heard and influence services. The project used co-creation approaches to draw on experiences of residents and staff. This report reflects their contribution, along with sharing good practice information and recommendations based on Tpas' extensive work in this area.

Working together, residents and staff sought to discover key themes that, if in place effectively, would deliver opportunities for residents to influence service design and delivery as well as to hold Croydon to account.

The project revealed the importance of **leadership** (*effective leadership that drives a culture that requires and values resident influence, and ensures resources are available*), **communication** (*timely and respectful 2-way communication, with residents having evidence that their voice is heard and acted upon*), **trust and accountability** (*residents can trust staff, and staff are held accountable*) and **structure and process** (*effective, transparent structures and processes in place both for delivering core services and delivering engagement and influencing opportunities*).

The methodology used by Tpas does not focus on the past but makes suggestions for the future. It is not designed to be prescriptive, instead it enables Croydon (staff and residents) to work together to deliver positive outcomes. The Strategy also incorporates key recommendations following the Tenant & Leaseholder Panel report

TENANT ENGAGEMENT EXPERTS

Executive Summary Cont.



Meeting Business Plan outcomes including allocating limited resources appropriate to deliver positive outcomes, as far as is practicable at a time when the organisation is under significant financial pressure. The first and most important outcome of the Mayor's Business Plan is therefore:

- The Council balances its books, listens to residents, and delivers good, sustainable services.

Fulfilment of this main outcome is essential to enable us to achieve the subsequent four outcomes of the Business Plan:

- Croydon is a place of opportunity for business, earning and learning.
- Children and Young People in Croydon have the chance to thrive, learn and fulfil their potential.
- Croydon is a cleaner, safer and healthier place, a borough we're proud to call home.
- People can lead healthier and independent lives for longer.

TENANT ENGAGEMENT EXPERTS

Executive Summary Cont.



Responds to requirements of:

- Social Housing (Regulation) Act 2023
- Tenant Satisfaction measures
 - Satisfaction that the landlords listens to tenant views and acts upon them (TP06)
- Regulatory Consumer Standards
- Housing Ombudsman Code of Practice
- Building Safety Act

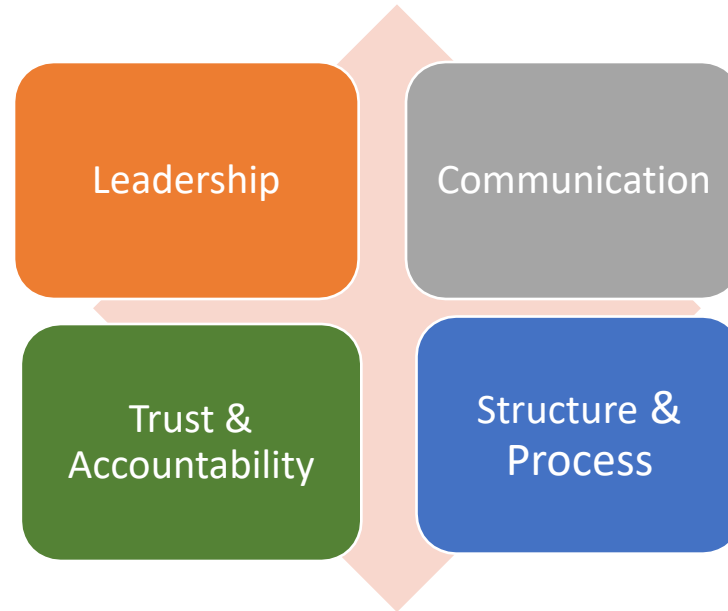
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Enabling Resident Influence



In the Discovery sessions we identified the factors that enable successful resident influence.

We learned that these four themes kept recurring:



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Re engineering, from framework to strategy



Themes to Strategic objectives and outcomes



Croydon **Leadership** drives a culture that requires and values resident influence and ensures resources are available.

1. Providing a variety of formal and informal ways for residents to engage with Croydon and to influence services which encourage a wide range of residents to engage in a way that works for them.
2. Supporting staff to be confident in understanding and implementing what is expected of them in relation to engaging with residents.
3. Leaders set and drive a culture that reflects the value of hearing residents' voices, listening to staff and residents and using what they learn to improve services.
4. There is a stable leadership team and wherever possible, permanent staff are in post (rather than interims) to bring continuity and consistency to service delivery

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Themes to Strategic objectives and outcomes - Communication



Timely, respectful, two-way **communication** is in place with residents having evidence that their voice is heard and acted on.

1. Residents know what their opportunities and options are for engaging with Croydon.
2. Residents have evidence that their voice has been heard and know how they have influenced services.
3. It is easy to contact Croydon and residents know what to expect (*response times, service levels*).
4. Leaders set and model the behaviours and standards for high-quality, effective communication between residents and staff.

Themes to Strategic objectives and outcomes – Trust and Accountability



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Themes to Strategic objectives and outcomes – Structures and Process



Effective, transparent, structures and processes are in place for delivering core services and engagement and influencing opportunities.

1. A robust and comprehensive resident engagement and influencing structure is in place at Croydon.
2. Leaders ensure that resident engagement and influencing activities are approached strategically and are properly resourced.
3. Resources are made available to ensure that IT/digital services underpin service delivery.

What's next...?

- Delivery Plan designed and agreed
- Approval process
- Implementation by Croydon
- Embedding new approach

