



# Resident Engagement Strategy 2023-26



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# Introductions and Objectives





## Introduction and Objectives

Housing Solutions aims to put residents at the heart of its decision making and ensure that there is a place for residents across all parts of the organisation. We want to break down barriers and ensure the widest numbers of residents are given opportunities to engage. Our purpose is ‘providing quality homes and services for people who need it most. Creating places people can trust, belong, and stay.’ Our five-year Corporate Strategy sets out our values and strategic objectives that have been driven by residents, staff, the Housing Solutions Board, and key stakeholders.

We manage and own 5931 homes that encompass a variety of tenure types

- o 3645 General Needs
- o 378 Affordable
- o 519 Low-Cost Home Ownership
- o 582 Supported Housing / Housing for Older People
- o 693 Residential Care
- o 114 Non-social / key worker homes

We’ve recognised how much the world has changed in the last few years which impacts on how we live and work, ranging from the Covid pandemic to the introduction of consumer regulation and more stringent requirements on safety following the Grenfell tragedy.

It’s why our three strategic objectives are;

**SAFE – Keep residents and our people safe at home and at work**

**SATISFIED – Value for money services for residents; fulfilling careers for our people**

**SUSTAINABLE – Deliver more effective services and more efficient homes.**

This 2023 – 2026 engagement strategy contributes to these by prioritising and centralising involvement activity that is focused on mature relationships, how we communicate with you and driving up resident satisfaction. In bringing residents to the centre of what we do across our staffing and involvement structures at all levels within the organisation we’ll strengthen relationships that are based on trust and sustainable service delivery. It’s a strategy that has been developed with residents at the core, setting the priorities and explaining what they feel these should look like.

As a local housing association, our engagement is more than a regulatory requirement, it’s deeply rooted in our history, and we are determined to put people first and remember what drives us as an organisation. This strategy evolves successful initiatives already in place but recognises that nationally and individually, our lives and the housing sector is changing and moving at pace, and our approach to resident engagement needs to do the same.

Housing Solutions will support and implement flexible and effective resident engagement, to influence our approach to services, improvement and decision making. Engagement with residents will embrace not only successful traditional methods, but increasingly the flexibility of a digital approach including email, virtual meetings, social media, text messaging and shared virtual notice boards via smart phones.

The exceptional environment created due to the Covid 19 pandemic has been challenging but has demonstrated the need to expand our approach to engagement and embrace the use of digital technology. This gives us an opportunity to engage with a more diverse resident base, hear a wider range of views quickly and more frequently, and respond with feedback in the same way, but will also mean we can work efficiently and take the time to ensure those who are more vulnerable or do not have access to technology are also included and ultimately set up to do so.

New technology presents exciting opportunities, and we'll take full advantage of this. We recognise the barriers that some residents have in using digital technology and will make sure activities are varied, accessible and inclusive, to make it as easy as possible for residents to provide feedback and engage with both ourselves and other residents. How we communicate is a priority, and as we implement our latest Digital Strategy, we want this engagement strategy to complement what it is seeking to achieve.



## Our Values

Our values demonstrate an organisation that genuinely places residents at the core and regains trust and confidence by changing the way we approach engagement, no matter how uncomfortable or challenging this may be.

### Ownership



Each of us takes responsibility to ensure a positive experience for residents.

### Innovation



Use creative thinking, passion, energy, and enthusiasm to achieve practical results.

### Teamwork



Work cooperatively in teams and across teams to achieve more together than we would alone.

### Inclusion



Ensure that everyone we deal with can participate in our services and organisation.

These values ensure that all staff understand that engagement is part of the day job and is an integral part of our culture program to improve satisfaction. This will mean that at all levels resident input and engagement is actively considered and implemented in day-to-day activities, structural, service, and strategic reviews.

We want residents' aspirations and belief in our ability to be a trusted and high performing landlord to match our own. To have a menu of engagement options that are dynamic, fit for purpose and appropriate to needs, providing the opportunity for residents to get involved and make a difference how, and when it suits them.

Our People Strategy reflects our desire to attract colleagues who display and model behaviours that demonstrate they are aligned to our values, are resident focused and understand the importance of engagement ranging from the Executive team to colleagues who are working in community facing roles to directly deliver services. Our approach and determination to secure the and retain the services of the highest performing, resident focused individuals is unequivocal and non-negotiable.

## ‘Getting to Know You’

Engagement has always been part of our core business and by working together with residents we will use the resources available to all of us so that we can be as effective as possible in the provision of services in the wider community.

As part of our ‘Getting to Know You’ (GTKY) events over several years, Housing Solutions

has regularly been out on the doorstep to get the views of as many residents as possible who are living in the homes we provide, including seldom heard residents like younger people and those with higher support needs. We’ve also started working closely with voluntary groups to get their input as well.

### Key findings from GTKY day 2021 and 2022

This annual occurrence is an integral part of our engagement events, with our whole office going to visit residents where they live, rather than them coming to us. Our 2022 survey was a return to traditional face to face visits, following the restrictions due to the pandemic in 2021, which was carried out mainly by telephone.

Residents remain keen to engage with us in a variety of ways, on a number of subjects:

- o Being consulted about their home & where they live so they can have choices
- o Being more actively involved so they can influence changes to services
- o Getting more frequent & good quality information about changes affecting their home and where they live

The results for the surveys over the last two years are below.

GTKY Telephone Survey 2021	2021
<b>GENERAL NEEDS</b>	
Response rate	646
Feeling safe at home	85%
No. of tenants using digital services	175
No. tenants wanting help to get online	53
No. tenants who would like to join engagement groups	121
<b>SHELTERED AND SUPPORTED</b>	
Response Rate (sheltered)	
Response Rate (supported)	86
Happy in their home (supported)	91.9%
Contact details collected	N/A



<b>GTKY face to face survey 2022</b>	
<b>GENERAL NEEDS</b>	
Response Rate	378
'Your Home' phone App awareness	29%
Feeling safe at home	84.7%
No. tenants aware of the welfare benefits team	155
No. referrals to welfare benefits team	67
No. tenants reporting mould & condensation	91
No. tenants who would like to join engagement groups	42
Response Rate	67
Response Rate (supported)	91
Happy in their home (supported)	87.9%
<b>Total Contact details collected – all tenures</b>	<b>384</b>

Across both years residents cited a combination of factors that made them feel safe in their homes including the safety and security of their property, the proximity of close friends, family and neighbours, and their familiarity and knowledge of the community or area they lived in.

## Barriers to Engagement

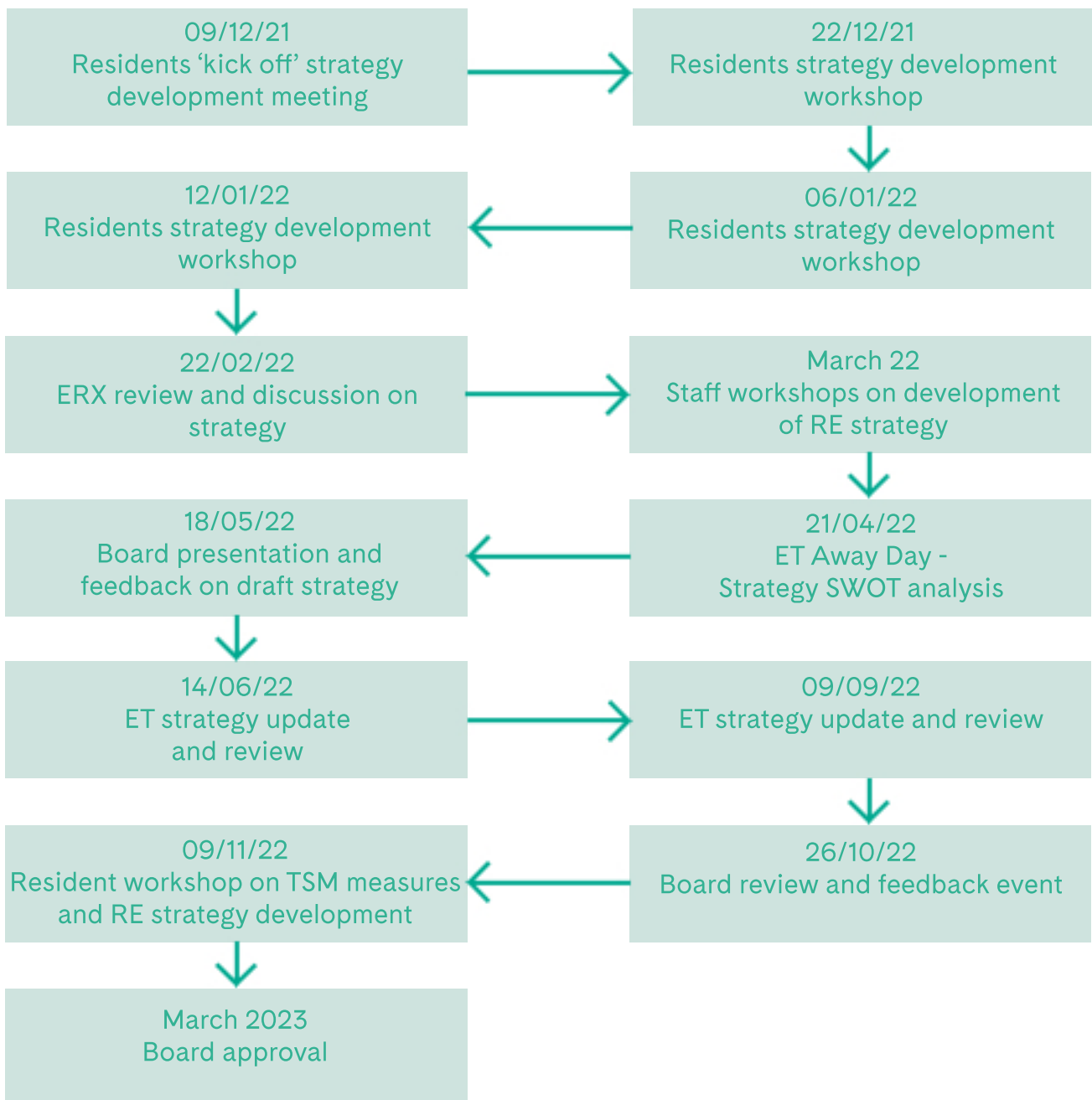
- When asked what was the one thing which would improve engagement with residents, the most frequent answer was better communication, 'listening to our views and doing what you say you are going to do.'
- Some residents told us that they didn't get involved because they 'did not know what community activities are available,' and wanted Housing Solutions to do more.
- Residents want to see more activities for children and young people, employment and training support, and the opportunity for more joint working and local projects.
- Not having access to the internet or poor Wi-Fi, limited or dated equipment were also factors that could prevent people participating in engagement activities.
- Dependent on family circumstances, the times and type of engagement activities that were held, were also barriers to engagement.



## Consultation Process

To complement the ‘GTKY’ feedback and data that we have collected, the development of this strategy has also seen a comprehensive period of consultation with residents, staff and key stakeholders to ensure that it is a commitment that is deliverable, resident led and resident focussed.

The chart below outlines the consultation activity that has been undertaken in the development of this strategy.



Our current involvement methods are set out in the table below;

Involvement method	Aim / Role
<b>Formal Methods</b>	
Scrutiny and Improvement team	Resident led reviews to drive improvements in housing (and other) policies, services and initiatives
E-Panel	Virtual based feedback where meetings are not necessary. Commentary on letters, policies etc
Community Living Panel	Engagement specifically with older residents living in sheltered / over 55 schemes. Aim to address the issues that may be unique to those schemes including review of grounds maintenance, service improvements and closer working with scheme staff
Homeowner Panel	Virtual / face to face meetings to improve information and services to homeowners. Aim to improve satisfaction levels. Priorities are improved performance and communications on service charges, third party managing agents and communal repairs
TRA's (Tenant and Resident Associations)	Addressing housing and community issues at a local level, and can assist in bringing communities together through supporting events, fundays and other community projects
<b>Informal Engagement</b>	
Community fundays	Offer less formal but important ways to give feedback on housing and other services, or ways to become involved
GTKY surveys/ STAR surveys	
Focus groups	
Community projects (Estate Improvements)	
Joint Estate Inspections / Walkabouts	
Texting / Social media	
Complaints	
Stay and Play Groups	

Involvement method	Aim / Role
<b>Groups / Areas to Develop</b>	
Youth Panels	Representing the interest of younger people
Estate Services Panels	Improve communications and service delivery, monitor estate action plans and quality standards
Service Task and Finish groups	Resident led reviews to drive improvements in a specific area
Training / Employment	Community development that is not tenant specific
Resident Procurement	Bringing the resident perspective to elements of the procurement process
Building Safety Communications	Ensuring adherence to the requirements of the Building Safety Act, Fire Safety Act 2021 and the requirement to keep residents safe





# Key Themes



## Key Themes

This 2023 – 2026 Resident Engagement Strategy sets out how we want to improve engagement with anyone who lives in a home that is owned and managed by Housing Solutions. We want to strengthen relationships with tenants, shared owners, leaseholders and those living in our market rent properties (collectively known as residents) and in doing so help us achieve our aspiration to provide exceptional services, where residents and working in partnership with them is at the heart of what we believe in.

The past two years have posed unforeseen challenges with the Covid pandemic, and looking forward we know that the cost of living crisis presents an immense challenge to those both living in the homes that we manage, and our colleagues who are working to provide excellent services.

Against this backdrop the strategy is influenced and created using feedback from residents, staff and stakeholders over the last year. It looks at how we can better communicate with residents and get them more involved in influencing services, and enhancing the quality of their experience in their communities.

Led by residents we have listened and understood the concerns they have raised;

- Embedding the resident focused culture across the organisation
- More support for resident groups, the wider community and capacity building
- Developing the digital engagement offer, so that there is a wider choice of ways in which residents can engage with services
- A real opportunity to influence services and drive improvements

- Increased number of engagement activities and partnership working
- A wider range of formal and informal mechanisms to be involved, particularly around the upkeep of communal areas and estate inspections

We have carried out further consultations with individual residents and resident groups in 2021 and 2022, that has confirmed these resident priorities, and all of the responses received have informed this new Resident Engagement Strategy. It's been produced in partnership with residents, and we have worked closely with individuals and resident groups to understand the things that they want us to prioritise, that will make a difference in their lives, and where quite simply we know we must improve. It has been an opportunity to look afresh at how and why we engage.

The five priorities are:

- 1. Communicate with you on the issues that are most important to you**
- 2. Influence services and support you to be involved**
- 3. Help you feel included and share understanding**
- 4. Be more than just a landlord**
- 5. Work in partnership**

# 1. Communicating on the most important issues

You have been clear that we need to communicate more frequently, do so in a meaningful way and keep you up to date on what we are doing and how we are working with you. This communication needs to happen in a variety of ways.

“I have mixed feeling towards being an involved resident, I've been here for 4 years, when I've had to report things,

I have had some people get in touch but others haven't bothered contacting me, maybe this is because of all of the changes in staff”

“We gave some ideas to Housing Solutions but they didn't get back to us, I don't feel like they do involve us. They dismiss the things that I say”

## Case Study

‘Communication, communication, communication’ was highlighted as the number one priority for residents. This included a request for more frequent localised updates, improved transparency on issues such as staffing, communal repairs and forming resident associations.

We have responded by expanding our digital offer so that responses are more timely and agile as changes happen, or updates are needed. This includes installing digital noticeboards, a review and enhancement of our resident portal, and the launch of the Housing Solutions resident app that gives timely updates and allows residents greater control of their tenancy.

We have also increased community facing roles and doubled the number of housing officers to ensure that local, face to face contact is improved. Frontline staff are being trained by TPAS on working with Resident Associations and we'll be working closely with groups moving forward

Good resident engagement depends on timely and honest communications, and quite simply we want to do more.

This is the most important area of engagement for residents. Communication is different for many people, but we will use information that we hold to make sure preferences on how we communicate is up to date, and use existing and emerging technology to reach people more effectively.

For many residents, including those in seldom heard from groups, their experience of the service can influence how well we engage, and whether they feel we can be trusted. We'll use the new Digital Strategy as an opportunity to improve how we engage, and as part of its development, we'll work with residents to assist with a review of all our existing digital platforms, enabling improved tools for real time feedback and service improvement.

We'll talk to people little and often, or more frequently in a way that they find most effective and transparent. The priorities that matter to residents, matter to us, and we will work together to reach as many people as possible.

On a day to day basis, all housing staff will consider everyday contact with residents as a core requirement of their roles, and an opportunity to learn and demonstrate our commitment to providing an excellent service. Success means trust and confidence in the services we provide.



## To improve how we communicate with you we will:

1. Increase the number of local Housing Officers
2. Involve you in our regular Estate Inspections
3. Tell you how we are performing
4. Talk to you face to face, use social media and community networks
5. Support you to set up your own engagement groups, and local

The Social Housing Bill, and forthcoming legislation that will specify Tenancy Standard Measures is complemented by our organisational strategies, and echoes our aspirations and approach.

The Government and Regulator for Social Housing have outlined clear intentions for stronger resident engagement and for organisations to be continually improving the way they engage with social housing tenants. We welcome this approach, and our Corporate Strategy is specific on how we will raise satisfaction by ensuring residents are engaged as much as possible.

By using and developing residents' experience, skills, potential and local knowledge so they can be as effective as possible in providing feedback, accessing information, advice and helping us to improve service delivery and decision making that is grounded in an understanding of the resident perspective.

We'll provide staff to support engagement activities, and where necessary make sure independent advice is available to groups if they require it.

We want to go beyond the minimum requirements for compliance and become an organisation that is proactive, seeks out best practice and has a mature relationship with residents that is based on trust and satisfaction.

The influence and support that can be facilitated through the engagement strategy will mean different things to different people, and this can change over time. We currently offer a range of opportunities for residents to engage, and will seek to develop both our formal and informal options that present varying levels of time commitments, and approach e.g. surveys, digital meetings, Scrutiny and Improvement Team meetings.

## 2. Resident influence and supporting you to be involved

To help you influence the services we provide we will:

1. Make it easy for you to have your say about our services
  - o E-panels,
  - o Scrutiny groups
  - o Roadshows
2. Put in place local action plans and engagement opportunities
  - o Attending meetings as a ‘partner’ of Housing Solutions,
  - o Resident representatives involved in procurement exercises for key services such as repairs contracts, call handling
3. Ask you to be involved in the recruitment of new staff
  - o Participating in selection panels and presentation events
4. Offer you training and support
  - o Join TPAS membership,
  - o Support for individual qualifications
  - o Attendance at conferences
  - o Joint presentations as an equal partner with Housing Solutions
5. Strengthen the Scrutiny panel to influence the long term direction of Housing Solutions
6. Help you feel included and share understanding

We want residents to be proud of the work they are doing with us, and understand how it makes a difference.

“It’s positive that they want to work with the residents but I’m unsure about the impact our involvement is having”

“I think that my experience with Housing Solutions has been good, I’m on two or three panels, they care about the views of residents ... Housing Solutions put a lot of work in, I think they’re under appreciated by some of the residents”



### Case Study

There is a real appetite to be involved in how the organisation works, and as part of the consultation process for this strategy, residents were clear that they wanted to be able to provide a meaningful contribution to help with the improvement of services provided.

As a result we have strengthened our relationship with the Tenant Participation Advisory Service (TPAS), provided training and widened our involvement mechanisms away from traditional means, including e-panels, younger parents groups, training for estate inspections and successful support to have two representatives on the National 'Levelling Up' panel with a direct link to Government.

The 'voice of the resident' is now captured at every Board meeting, so there is a clear understanding and influence at a strategic level, of the impact of decisions.

By encouraging and facilitating true decision making with residents, we improve relationships, are transparent and engender trust and confidence in our governance processes. We want to develop our resident governance processes by enhancing knowledge and making regulatory training accessible where there is an interest.

We know that your time is precious, and we are keen that as an organisation we are clear and work with you on how, when and what can be influenced in respect of the input that you give us. The work we do together already covers a wide range of areas from policy development, volunteering, to assisting with recruitment to key posts. Having such a range of opportunities also means that we can work with you in a way that suits, whether this be face to face, virtually or in other ways. We want to ensure that as an organisation your ability to influence is not affected by the way in which you communicate with us to do so. This means that whilst we are encouraging digital methods of engagement, more traditional and effective methods will not stop.

In working together to design and influence services, we want residents to choose to be involved, rather than feeling compelled to do so. We want a long lasting relationship with residents, and to continually understand and learn what choices you are making around engagement, and why. Our shared priority is the quality of your home, how safe and happy you feel in it, and how we communicate with you in a respectful and mature way.

In working together we want to demonstrate a shared understanding and joint commitment to our values of Ownership, Innovation, Teamwork and Inclusion. What it means for Housing Solutions staff, and what it means for residents when we engage with you.

Our community base, gives us the advantage as we seek to be a creative, agile and flexible partner to residents in our approach to engagement, translating the energy we emit into practical solutions and ways in which people can get involved.



### 3. Inclusion and shared understanding

As we have developed this comprehensive strategy, we have recognised that there are a number of challenges that present themselves. These can come from several different sources where inclusion and a shared understanding are of paramount importance. This covers who we engage with, the methods we use to communicate, the perception of Housing Solutions and our reputation as a genuine and community based landlord.

To tackle these, and in doing so build stronger relationships with residents, we want to understand and act on the things that are

important to you, that are referred to at the start of this document. We want to be specific about how we communicate with you, and how to include you. The priorities that we will always seek to understand are in line with our corporate objectives of what makes you feel safe in your home and community, what are the things where you want to be included, and understand what would make you more satisfied as a resident of Housing Solutions. If we can work together to achieve these aims the relationship between us will be sustainable and long term.

#### **To help you feel included and share understanding we will:**

1. We will adopt the approach of ‘fact, act and belonging’.
2. Fact - We will improve our knowledge of resident needs through improved data collection so we are completely clear on the resident profile of those living in our homes, and using our services. We will get to know who we are engaging with and ensuring that it is as wide a group as possible, in a variety of ways.
3. Act – We will be consciously inclusive, seeking out different ways to do things with those people and groups who do not usually engage with us.
4. Belonging – when residents decide to engage with us, we want them to trust us and feel that they belong as part of the Housing Solutions community, whether the feedback from that engagement is positive or an example of where we could do better and need to learn a different approach. When working with resident groups we expect that this is afforded to all those taking part, whether staff or residents and there is a consistent sense of safety and wellbeing across engagement whether that is about repairs, developing residents groups, governance and beyond.

As people feel more included, and we understand the ways in which people want to be involved, our expectations are that a more diverse range of residents will be attracted to working with us, including young people

who are living in the homes we provide, more vulnerable residents in our supported accommodation who have not traditionally been involved in what we do, and young families.

## To achieve this we will need to

- **Find the silent audience:** We know that problems cannot be fixed, and influence achieved if engagement and feedback doesn't happen. Some residents may find themselves in this category of not feeling confident enough to engage, they are not being reached out to, or not having the variety of options available to reach out themselves e.g enhancing access to digital by running digital literacy programmes and the development of our Residents App.
- **Close the data and feedback loop:** As we improve how we gather data and information, we must ensure that it is used, implemented and then fed back to residents. This means that we continuously improve by presenting information gathered and, critically, the changes made as a result so that we can continue to build trust within communities. As we gather the 'facts' we won't wait until the end of a project or initiative to inform you, we'll share understanding by providing updates on what you have told us, what we are planning to do, and when we plan to do it.
- **Review literacy and language:** The way in which present information can be a barrier to full engagement. We are already involving residents more frequently on how to effectively present information that may be unfamiliar, so that we can include more people and improve the quality of the feedback we receive. Where possible we will keep written communications short, use digital technology and avoid using jargon, as well as using more images and simple infographics as we did with our most recent 21 / 22 Annual report to residents. We know that the more people understand, the more active and positive their engagement will be.



## 4. Be more than just a landlord

We want to help people to feel pride in their homes and communities, and where they wish to, they are able to play a full part in those communities and form meaningful relationships that can reduce loneliness and provide support.

“I don’t feel that proud of where I live, I know it isn’t all Housing Solutions fault but you

could do more for the community and my neighbours”

“The garden areas aren’t great, it’s like we just don’t care. The team try to do a good job but it’s not enough. The garden is a mess and it’s like they just see us as any other residents”

### Case Study

We are using data, resident feedback and our knowledge as a community based landlord to work more closely with residents and key partners, including charities and faith groups to be a more active member in non-housing activities.

We are working with residents to relaunch and extend our ‘Loneliness Project’ to highlight activities that can reduce loneliness, provide support and develop relationships amongst communities and neighbours.

We are out and about at venues, such as libraries and community centres, as well as providing Housing Solutions offices for activities for other charities and charitable organisations.

Our local connection and commitment to remaining so means we understand the role that we play in community, and the important role that we can play.

We’ll continue to build on the success of our achievements in making lives better, by more joined up working in our wider community development programme so that resident’s benefit from this training and hope this will lead to the engagement of more diverse groups.

Residents living in the homes that we manage will be a diverse group and have different circumstances, characteristics and life experiences. However through the effective use of data we know that the higher concentration of younger families, older people and low income households will mean that those groups will be more adversely affected by the Cost of Living crisis which will exacerbate the problems they face.

Through better engagement we can identify factors that may alleviate some of these pressures, and through our Income and Welfare Benefit teams work directly with residents and other partners to ensure they are accessing all of the support available.



**To help us be more than just a landlord in year one we will reduce loneliness by:**

1. Relaunch our 'Loneliness' projects.
2. Access befriending schemes and community groups, with an aim to reducing isolation for those who may struggle within their community.
3. Joined up working in our community.



## 5. Work in partnership – safety first

Our priority is to make sure that we keep you as safe as possible in your home. We want to make sure that we work with you to help you understand what we have to do, and the role you play in helping us to achieve it. We know that how we deal with Anti-social behaviour can also have an impact on how safe you feel in your home.

“The lifts are always out of service, this is an

issue for me because I suffer with my health”  
– General Needs tenant

“I've had issues with the door, the intercom is broken so I can't hear who it is that's trying to get into the building” - Sheltered Housing

“Although there has been some improvements there is still more that needs to be done. The communal areas are not as well kept as they should be”

### Case Study

As part of the scrutiny projects carried out by residents, contributions by our e-panel and training provided to enable residents to become ‘estate inspectors’, involved groups have already provided a number of recommendations about communal repairs, grounds maintenance improvements in sheltered schemes and how we can improve the resident experience when moving into a new home.

This has led to the development of a co designed ‘Estate Services Panel’, where attendance of senior managers is required and accountability will be transparent.

We’ll work closely with residents and other partners to ensure we’re making the best use of joint services and activities, developing relationships, and avoiding service overlap and duplication. This will enable us to improve our understanding of activities and carry out a financial review of long-term service commitments against the expected outcomes.

This is particularly important in respect of our approach to safety, and we are keen to develop a key focus on Building Safety, Fire Safety and resident engagement. We want to engage residents in relation to building and fire safety for new and existing buildings, and learn from their experiences of living in their homes. This is a first step in meaningful engagement with residents about the safety of their homes.

### To help us work in partnership and improve safety information we will:

1. Empower residents
2. Highlight the benefits of being involved
3. Encourage staff to listen and learn from residents
4. Provide information about staying safe at home that is easy to understand
5. Have resident led communication on safety publications including general Health and Safety, Fire Safety, Damp and Mould

# Action Planning





## Action Planning

Our 2023 – 2026 action plan provides more detail on how we plan to work with residents to successfully deliver this strategy. This operational action plan underpins our corporate strategy and has been developed in partnership with residents, staff, and other key stakeholders. It is a fluid and agile document that will be regularly monitored and updated. It's important that we understand how the strategy will inform how the service will do things better in the future - setting out a new way of working to involve everyone more effectively in service planning, decision-making, and service delivery, and will aim to strengthen community

participation and engagement across our portfolio.

Importantly we'll establish an agreed baseline position with residents so that we can evaluate the impact of involvement activities, and direct resources to where they will achieve the best outcomes and value for money.

Regular review of the progress we have made will enable us to be more flexible and adapt to a changing environment if we need to. By 2026 we expect improved satisfaction with engagement and opportunities to become involved, as we will have:

- Promoted and embedded involvement throughout the organisation, including our Board Members, staff, and residents
- Changed our culture whereby engagement is not seen as a 'specialist' activity, but one that is a requirement of all staff
- Have a range of engagement and involvement that has been developed with and by our residents
- Clear expectations and outcomes for activities that are undertaken
- Have a variety of involved residents' groups that are diverse, challenging and changing if they are no longer fit for purpose
- Used new and existing digital technology to allow residents to input their views and shape our services
- Meet any regulatory requirements because of the demands of the Regulator for Social Housing (RSH)





## Achievements and Measuring outcomes

As our action plans are jointly developed with residents, we need to be agile enough to change and achieve better results, and be clear about what we want to achieve. That is driven by unblocking the barriers to engagement residents have told us about on page 18 of this strategy.

### **As a minimum we want to achieve:**

- New and enhanced ways of engagement and partnership working to meet the diverse needs of residents and involving people more effectively in scrutiny, service planning, decision-making and service delivery.
- A strengthening of community participation and engagement across all areas where we build our homes, especially when working in new areas of operation.
- Have practical and resident led methods and approaches that develop meaningful relationships with local people, especially those who may not usually engage with us.
- Effective resident engagement that informs better decision making, helps us to reduce mistakes when developing plans, policies and services
- A level of resident engagement that can demonstrate clear benefits to Housing Solutions as it enables us to align service delivery to the priorities of residents, helping to avoid complaints and improve resident satisfaction.

As we use data more effectively, and have clear targets and indicators against which we will measure progress, this will help us track the reach of our engagement activities and whether we are meeting our objectives of improving Safety, Satisfaction, and Sustainability. This will include a more detailed breakdown of those who engage with us by age, gender and ethnicity, the number of individual residents involved, and involved residents by geographical location and tenure type. These measures will help us understand the impact of our activities and whether residents are satisfied with our approach. We'll also ensure that we learn from both transactional and perception surveys as a way to measure satisfaction and meet the requirements of the new Tenant Satisfaction Measures.

We'll become more disciplined at capturing information on what is being achieved when we engage with residents, who and what is involved when there are successes, and encouraging residents to continually test and see the impact of their involvement. This will include developing and promoting mechanisms through which residents can suggest areas for closer scrutiny and consultation, and supporting the Scrutiny and Improvement Team (SIT) to become fully integrated into our decision-making processes and report back to Board. Adopting this approach will complement and support our compliance with the NHF Code of Governance, where resident engagement with the Board can be assessed on its effectiveness and ability to assist in driving our mission and values with resident focus at the core.

## Value and Financial Planning

It's important that we understand the value that is offered from our resident engagement activity, both financial and social, and how this affects both Housing Solutions and the residents with whom we are working.

We believe that effective and genuine engagement will help to increase social value and the quality and experience of each resident living in the homes we provide, leading to greater sustainability and community in the areas we operate. By developing a three year strategy that is aligned to our 'People', 'Digital' and 'Sustainability' strategies, we have the strategic infrastructure that will encourage long lasting engagement and demonstrate that our commitment is much more than a box ticking exercise. We believe that done well, the value derived will be have the element of trust at its core as we demonstrate putting residents at the heart is leading to change and continuous improvement.

By understanding both the financial and social cost in areas of priority, the value

provided by effective and continuing engagement, from both new and existing groups and approaches can have a direct impact on:

- Tackling Anti-social behaviour
- Community cohesion
- Resident cohesion
- Social value
- Repairs & maintenance

As part of our renewed approach, we will develop frameworks to ensure that Housing Solutions is covering all the areas important to residents while also gathering the evidence on impact.

To support this, we have a clear financial plan for our engagement activities, ensuring that they offer value for money, support our strategic objectives and development over the next three years. This is reviewed on a regular basis, as we seek further funding opportunities and joint partnerships to ensure that a solid financial infrastructure supports our engagement ambitions.



## Summary

When we know who is using our services and getting involved, we can work together to target those who are not represented or not as involved, understand the reasons why and make changes on how we try to engage. As a local housing association, Housing Solutions understands how powerful communities can be in creating a collaborative and engaging culture, that is innovative, forward looking and outcome focussed.

As part of our own journey of cultural change, we want to increase the number of residents that engage with us each year, to understand and act on the feedback we receive, and engage on topics that people want to discuss and challenge us on. We fully acknowledge that we need to improve our listening and responses, and most importantly to learn and embed engagement activity as an essential element to our 'business as usual' culture.

To include more residents, we know there

needs to be a variety of approaches to engagement adopted and our aim will be to have a combination of digital and physical elements to this strategy. Our Digital Strategy sets out our aspirations to be a sector leading organisation, and we will also apply this drive to our resident engagement approaches, to further widen the reach of engagement and access residents and communities who may not be able to participate in the more traditional approaches of engagement.

This combined approach will provide variety and improve the reach of our engagement activity, as well as maintaining our visible presence to residents. We'll continue with our successful physical events including the coffee mornings and drop ins, partnering events at festivals and town centres and other fun elements, so that we continue to talk face to face to residents and remind them that we exist as real people and not just an email signature or faces on a screen.



Objective & Targets	Measurement	Other Strategy Targets 2022- 2023	Year 1 Target 2023 - 2024	Year 2 Target 2024 - 2025	Year 3 Target 2025 - 2026
<b>1. Communication on the most important issues</b>					
<b>Targets:</b>					
Launch of the RE Strategy with a series of commitments about how we will work with residents and what we will do.	Approval of strategy and Board sign off	Corporate Strategy	Distribution to 100% of residents digitally. Hold x3 launch events	Review strategy	Review strategy
Improving resident satisfaction, by using data to focus on specific areas of the business and listening to resident experiences.	Analysis of complaints trends	N/A	Complaints targets handling – 23 / 24 T'scale – 24 / 25	Complaints targets handling – 24 / 25 T'scale – 24 / 25	Complaints targets handling – 25 / 26 T'scale – 25 / 26
To increase resident data in those categories where we hold the least information about residents, using it in line with the principles of the Equality Act 2010	% of protected characteristics data held	Equality and Diversity Strategy	Carry out 25% of tenancy audits / wellbeing checks across the stock	Carry out 25% of tenancy audits / wellbeing checks across the stock	Carry out 25% of tenancy audits / wellbeing checks across the stock
Publish an Annual Report to housing residents about the performance of the service	Annual Report published in accessible formats	N/A	Report production	Report production	Report production
Be innovative with communication and encourage more digitally driven messaging	% residents ablet to access digital	Digital Strategy	Wif - 23 / 24 Portal - 23 / 24 Res App - 23 / 24	Wif - 24 / 25 Portal - 24 / 25 Res App - 24 / 25	Wif - 25 / 26 Portal - 25 / 26 Res App - 25 / 26



Objective & Targets	Measurement	Other Strategy Targets 2022- 2023	Year 1 Target 2023 - 2024	Year 2 Target 2024 - 2025	Year 3 Target 2025 - 2026
<b>2. More than just a landlord</b>					
<b>Targets:</b>					
Improve the use of data & home visits to safeguard the wellbeing of residents	Safeguarding register and reporting	N/A	Carry out 25% of tenancy audits / wellbeing checks across the stock	Carry out 25% of tenancy audits / wellbeing checks across the stock	Carry out 25% of tenancy audits / wellbeing checks across the stock
Gain resident input on how properties are designed to meet the needs and wellbeing of residents e.g., soundproofing	% New Homes satisfaction surveys	Development Strategy	TBC	TBC	TBC
Develop employability and training programmes for residents and the wider community	No. of training programmes accessed	Sustainability Strategy	10 training	TBC	TBC
Use resident satisfaction data collected to identify and undertake targeted work with	% of protected characteristics data held & specific events undertaken	Equality & Diversity Strategy Sustainability Strategy	Carry out 25% of tenancy audits / wellbeing checks across the stock. TSM Survey data. Annual GTKY data.	Carry out 25% of tenancy audits / wellbeing checks across the stock. Annual GTKY data.	Carry out 25% of tenancy audits / wellbeing checks across the stock. Annual GTKY data.
Undertaking targeted engagement with wider community groups who can act as a sounding board, critical friends and taking actions to address the issues raised	Community / partnering scrutiny or mystery shopping undertaken	N/A	2 per year	2 per year	2 per year

Objective & Targets	Measurement	Other Strategy Targets 2022- 2023	Year 1 Target 2023 - 2024	Year 2 Target 2024 - 2025	Year 3 Target 2025 - 2026
<b>3. Resident influence and support</b>					
<b>Targets:</b>					
Developing feedback mechanisms that support residents to have a presence & make a difference	Additional TRA / volunteer development	N/A	10 new groups	5 new groups	2 new groups
Enabling residents who aren't online to have their voices heard.	Alternative feedback mechanisms	Digital Strategy	20 new residents	30 new residents	50 new residents
Involve resident representatives in the monitoring of new external contracts for grounds maintenance/ communal cleaning	Resident Involvement in procurement	N/A	10 resident inspectors	15 resident inspectors	20 resident inspectors
Increase residents involved in recruitment of key roles	Residents involved in key interview processes	People Strategy	All housing roles SMG	All housing roles SMG	All housing roles SMG
Consult with a panel of residents on annual targets and key performance indicators	Consultation and feedback event on KPI's	Corporate Strategy	Annually	Annually	Annually

Objective & Targets	Measurement	Other Strategy Targets 2022- 2023	Year 1 Target 2023 - 2024	Year 2 Target 2024 - 2025	Year 3 Target 2025 - 2026
<b>4. Inclusion and Understanding</b>					
<b>Targets:</b>					
Scrutiny – Have a clear link to the Board for feedback and actions from SIT, enabling regular contact and reporting	VotR reports Scrutiny f'back	Corporate Strategy	VotR 4 per year  Scrutiny x3 per year	VotR 4 per year  Scrutiny x3 per year	VotR 4 per year  Scrutiny x3 per year
Scrutiny – Communication of SIT work programme, reviews, & scheduling	SIT meetings Reports Action Plans	N/A	6 weekly 3 reports per year	6 weekly 3 reports per year	6 weekly 3 reports per year
Scrutiny - Recruit and build the membership of SIT, with a view to assisting personal development and improved representation to Board	SIT Panel with 15 members	Sustainability Strategy	x2 additional members	x2 additional members	x2 additional members
Communicate legislative and regulatory changes that directly impact /affect residents	No. Regular internal / ext briefings	N/A	As necessary Minimum annual	As necessary Minimum annual	As necessary Minimum annual
Develop a resident lead Estate Services Panel as part of the performance management mechanism	Creation of Panel and ToR Regular meetings	N/A	Quarterly meetings	Quarterly meetings	Quarterly meetings



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