

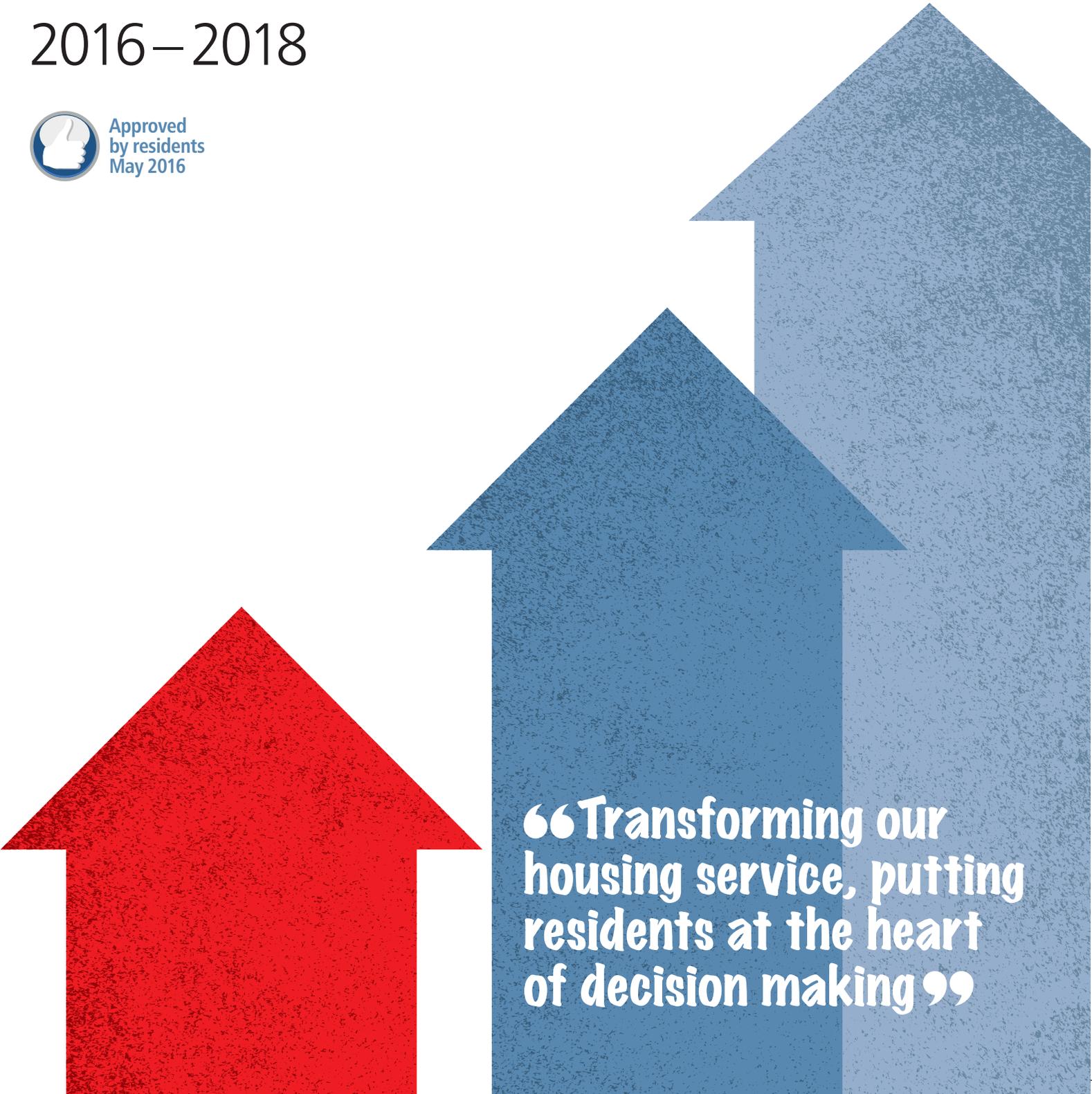
Housing services

Resident Involvement Strategy

2016–2018



Approved
by residents
May 2016



“Transforming our
housing service, putting
residents at the heart
of decision making”

Foreword from Lisa Homan



Our approach to resident involvement since we were elected in May 2014 marks a radical shift from what happened previously. We are ambitious for our housing service, as we know our residents deserve better, and improving the service remains a key priority.

Much has been achieved in the 18 months since I became Cabinet Member for Housing, and the council firmly remains committed to our philosophy of *'doing with not doing to'*. Our approach to resident involvement has progressed from 'the council knows best', to a more collaborative approach, where we have started working with residents, and anyone who can bring value to help tackle some of the big challenges we face.

We have expanded our involvement, setting up the Housing Representatives Forum, and supporting it with a number of working groups looking at key aspects of housing service delivery. Our proposals to give residents 'control of their homes and the land they are on' was a manifesto commitment. In keeping with our philosophy, we adopted an innovative approach, setting up a Residents' Commission to look at all the options and reporting back to us.

We have accepted their recommendations in full, not just about the future options for our housing stock, but also their vision for a new service. This presents us with a huge opportunity, and the potential to redefine how we engage and work with our residents in the future.

Whilst we face an exciting period ahead, it is not without its challenges. A number of government initiatives threaten to undermine the work we are doing to try and support stronger, sustainable communities where everyone can afford to live and work. Responding to these is a key objective for our new strategy, and in the coming period, we must up our game to help achieve more social inclusion in the borough.

I would like to thank our Housing Representatives Forum, Borough Forum, the Reading and other sub-groups who have worked with us so far, and all our residents who have helped shape the strategy and put it together. And I look forward to continuing to work with you in the future.

Cllr Lisa Homan

Cabinet Member for Housing
Hammersmith & Fulham Council

“Our approach to resident involvement has progressed from ‘the council knows best’, to a more collaborative approach, where we have started working with residents”

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Introduction

This strategy is for all Hammersmith & Fulham Council residents, including:

- Council tenants
- Sheltered housing tenants
- Private tenants living in council properties (where a leaseholder has sub-let or where a council tenant has consent to sublet)
- Leaseholders – includes former tenants who have bought under Right To Buy, and residents who have purchased on the open market.

Tenants and leaseholders generally have different means of engagement with the council and their experience and expectations of the council typically differ from each other.

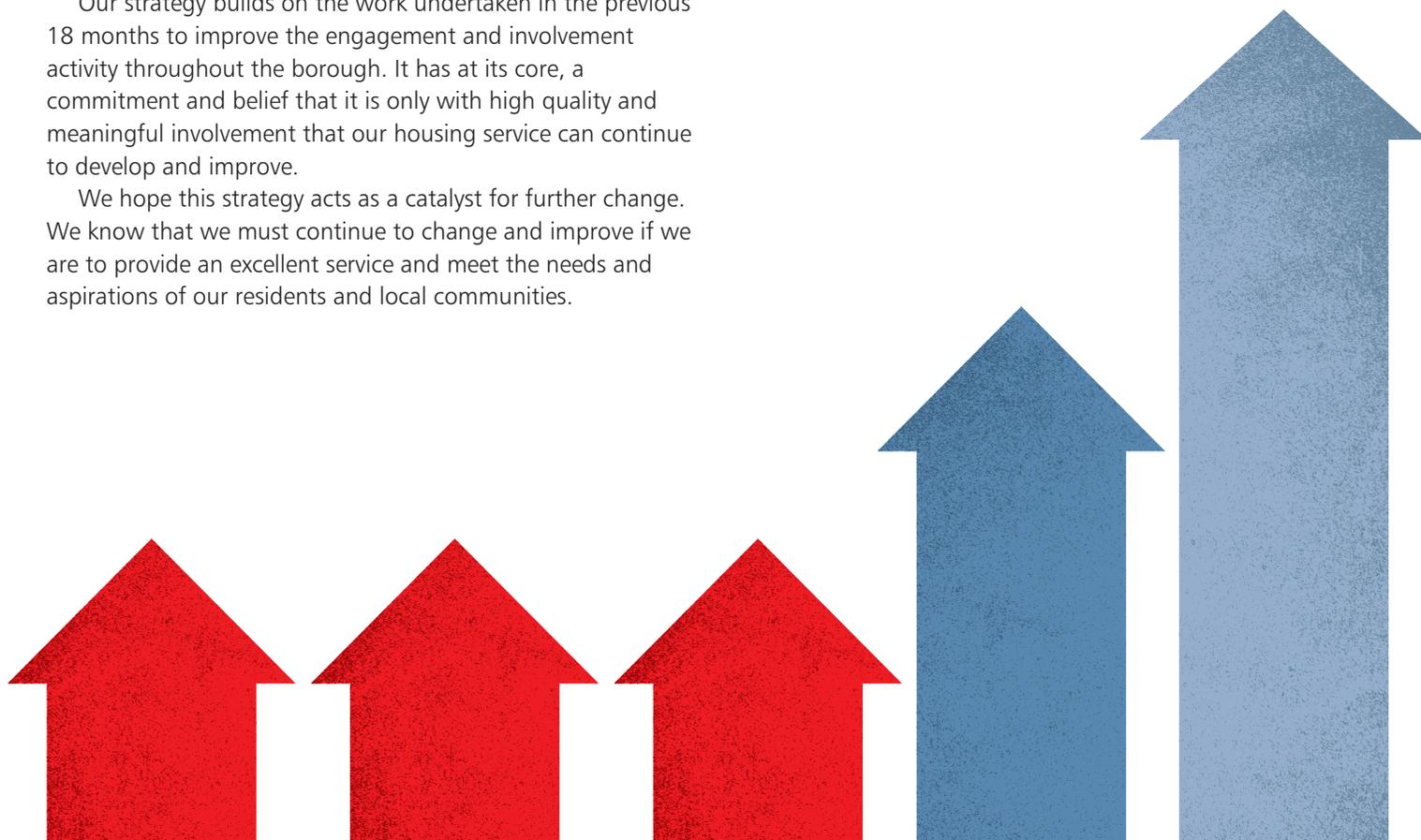
Resident involvement for our service is about placing greater control and influence at the hands of our residents, making us more accountable for the housing services they receive.

Our strategy builds on the work undertaken in the previous 18 months to improve the engagement and involvement activity throughout the borough. It has at its core, a commitment and belief that it is only with high quality and meaningful involvement that our housing service can continue to develop and improve.

We hope this strategy acts as a catalyst for further change. We know that we must continue to change and improve if we are to provide an excellent service and meet the needs and aspirations of our residents and local communities.

Our Housing Strategy, adopted May 2015 sets out our challenge clearly:

“Because of the scale of change that we are facing, some of the solutions we are proposing are radical, and initially may be difficult for people to accept. But we are convinced that to achieve the radical scale of our ambition, we need to adopt radical solutions”



Background and context

The local elections in May 2014 resulted in a different approach to working with residents. The new administration was very clear that they wanted to transform the housing service by putting residents at its heart.

The new Housing Strategy, 'Delivering the Change We Need in Housing' (May 2015)¹, shaped and informed by their manifesto commitments, sets out a bold and exciting vision for the service going forward, with some key principles:

- working with council housing residents to give them ownership of the land their homes are on
- ensuring that residents are more involved in decisions that affect them
- working with council housing residents to establish new and effective residents' advice and representation
- giving greater powers to residents of the council's housing estates across a broad range of areas.

Housing Strategy Action 14: The council will work with residents and other interested parties to develop and implement new and better approaches to engage with residents to improve the delivery of housing services.

The new administration established a Residents Commission² to look at the options for the future of council housing. The Residents Commission considered how the housing services provided to residents could be improved, putting residents at the heart of service delivery. They recommended that services should be designed around the demographic profile, needs and preference of residents.

The commission also recommended that the council's homes should be transferred to a new standalone Housing Association set up as a Community Gateway, with residents as its members, and with majority control. The commission produced a blueprint for the new housing organisation. Both recommendations were approved by Cabinet in December 2015³.

The blueprint identifies the following nine key values and principles for the new resident controlled organisation:

1. A people-centered organisation with vision, clear leadership and strong Governance.
2. Personal contact with named individuals in the foreground and good systems and technology in the background.
3. Good knowledge about residents, homes and communities enabling the service to anticipate what's needed rather than wait for things to go wrong.
4. Easier access to services by telephone and in local neighbourhoods with better online access wherever this makes it easier and more convenient for residents.
5. Recognition of the distinctiveness of different estates and neighbourhoods across the borough and their different service and investment needs.
6. Support for residents to do more to improve their own estates, neighbourhoods and communities including self-management where this is what residents want and where it will be effective.
7. Connectivity – support for residents to build networks and connect with organisations, services, opportunities and each other for mutual benefit.
8. Readiness to innovate and build partnerships to meet future needs and be a pathfinder in social and technological progress.
9. Making resources go further and doing more for less, means working more closely with those who use services, not withdrawing from them.

If the stock transfer is successful, control of the council housing service and ownership of the stock will pass to a resident controlled Community Gateway Housing Association for current and future generations. The objectives in this strategy and the supporting delivery plan, have taken account of this potential change.

Whilst such a transfer presents a tremendous opportunity for positive and momentous change in the borough, successful delivery will depend on a number of variables as outlined in the blueprint. Whilst this work is progressed over the coming year, we cannot just 'hold back' on our journey towards a better service pending the outcome. Our strategy and supporting delivery plan therefore recognises and reflects our commitment and ambition to deliver both these priorities.

¹ <https://www.lbhf.gov.uk/councillors-and-democracy/about-hammersmith-fulham-council/strategies-and-plans/housing-strategy>

² <https://www.lbhf.gov.uk/housing/council-tenants/residents%E2%80%99-commission-council-housing>

³ <http://democracy.lbhf.gov.uk/documents/g3371/Public%20reports%20pack%2001st-Dec-2014%2019.00%20Cabinet.pdf?T=10> (see agenda item 16)

Our vision – where do we want to be?

Our vision for resident involvement has been developed with our residents, drawing on examples of good practice across the sector⁴, and reflecting on the lessons learned to date.

Whilst we have looked at others, we recognise that the borough of Hammersmith & Fulham has a set of particular circumstances that makes us stand out from others.

We are the only borough nationally that is actively considering stock transfer to a newly formed resident controlled housing association set up as a Community Gateway. Our work and programme for the coming 12 to 24 months has been rightly shaped and influenced by the findings of our unique and innovative Residents Commission. We have used their 'Blueprint' endorsed by Cabinet in December 2015 to shape our strategy.

As part of our consultation, we have spoken to key stakeholders, our key members – the cabinet members for housing and social inclusion, and key partners and contractors, to ensure we achieve the broadest possible input and commitment to deliver our ambitious programme.

Our vision and strategic objectives

Our vision commits us to:

'Transforming our housing service, putting residents at the heart of decision making'

We have kept our vision simple, but to achieve it will result in a 'game changer' for the housing services in this borough. Through our engagement and involvement activity, and the work being undertaken for a possible stock transfer, there is the real potential to transform housing services once and for all, giving residents greater control and influence in what we do and how we work.

To support our vision and shape how we work, we have adopted some key principles:

- working with residents, empowering them to take greater control of their housing service, shaping and driving the necessary improvements

- ensuring that our work together delivers higher levels of resident satisfaction whilst ensuring value for money
- putting aside vested interests and personal differences to ensure decisions are rooted in the collective interest
- recognising our role as the largest social landlord in the borough, ensuring that our work promotes social inclusion, and supports thriving and vibrant communities.

To make this vision a reality we have set out three strategic objectives, supported by key actions for delivery (see Appendix).

Objective 1

Placing greater control and influence at the hands of our residents, making us more accountable for the housing services they receive

Our vision for involvement, developed with our residents, aims to give greater control and influence to residents, making us more accountable for the services they receive.

Our involvement structures will work for the benefit of all residents, with individuals putting aside any personal opinions or differences, to ensure decisions are rooted in the collective interest.

Our resident involvement team will support effective governance and decision making, enabling residents to have greater control in shaping services and how they are delivered. Officers and residents will work together to ensure transparency and accountability, with decisions being grounded in good consultation, appropriate and clear information, and good and effective governance.

⁴ Phoenix Housing Trust – Community empowerment strategy, July 2014; Family Mosaic – Changing Places: How can we make resident involvement relevant, June 2015; Housemark – Value for money and tenant involvement, November 2010; Greenfields Housing Trust – Community empowerment and investment strategy, June 2014; Croydon Council – Housing strategy, 2010; Amicus Horizon – Resident involvement strategy, April 2013; Watford Community Housing Trust – Community development strategy, June 2012

Objective 2

More involvement, better involvement

Our aim is to provide a variety of opportunities for getting involved, encouraging residents to get involved at a level they are comfortable with e.g. information giving, consultation, involvement, empowerment and resident control. We will continue to explore both formal and informal routes to involvement, developing and supporting a wider range of activities.

We will work with our more involved residents to identify and break down barriers to engagement. We will look carefully at how we can supplement existing channels with innovation, utilising electronic, social and multimedia to further promote and extend opportunities for engagement. Our aim is to enable more residents to get involved at a level that suits them.

Objective 3

Promote social inclusion and support thriving and vibrant communities

Our vision for involvement places a greater significance than ever before on working with local communities, and promoting social inclusion. We are committed to working with our residents, agencies, key partners and anyone who can add value, to tackle the blight of social exclusion where it exists in our communities.

Whilst our primary focus must be improving the quality of our housing service, as the largest social landlord in the borough, we fully accept our role and responsibility to be a major agent for positive change through our economic activity and that of our partners, as well as any specific and targeted support we can offer.

We recognise that people make communities, and for them to succeed, we must ensure that they are given the support they need. We will identify where we can add value ourselves or by working with others.

Our Resident Involvement Team will provide a package of support to Tenants and Residents Associations (TRAs), encouraging a 'local voice', with thriving community hubs providing support and community development activities for the benefit of all residents.

“We are committed to working with our residents, agencies, key partners and anyone who can add value, to tackle the blight of social exclusion where it exists in our communities”

What is meaningful involvement?

What does meaningful involvement mean to us?

We recognise that people choose to get involved in different ways and at different levels i.e. information giving, consultation, involvement, empowerment and resident control. We also acknowledge that it is necessary to support involvement activities by working to maximise participation and accountability both formally and informally.

What does meaningful involvement mean to our residents?

We consulted with residents at the December 2015 Housing Representatives Forum. In summary, we were informed that:

- residents need to enjoy what they are doing in terms of how they get involved
- residents want feedback after they have contributed to something
- officers need to work closely with residents as part of a meaningful partnership
- we should be able to benchmark our involvement offer against other housing providers.



Where are we now?

The current resident involvement structure (page 12) was developed with resident representatives at the monthly Housing Representatives Forum meetings and an outline structure was agreed in November 2014.

This replaced the previous approach which was limited in scope and provided fewer opportunities to get involved. The Resident Involvement Team then worked closely with a specifically formed residents sub-group to look at:

- the proposed purpose of each involvement group
- the relationship between groups in the structure
- which groups residents saw as a priority for launching first
- how the new structure and groups can be promoted to residents.

The agreed involvement structure was designed to have four distinct elements:

- **Consultation** – meetings that are open to all residents such as the Borough Housing Forum and Leasehold Forums
- **Governance/quality assurance** – groups such as the Repairs Working Group, Communications Group, Reading Group and Investment Group
- **Elected representation** – either in the form of locally elected TRAs or the Sheltered Housing Forum made up of elected representatives from the 22 schemes
- **Recommendation setting** – in the form of the Housing Representatives Forum where representatives from TRAs, sheltered housing, or street properties and gap sites debate items and agree recommendations.

Throughout 2015, the Resident Involvement Team has been in the process of recruiting to the structure groups and developing ways to enhance its offer as outlined in the Resident Involvement Structure. The aim of these groups is to give residents the opportunity to:

- influence and monitor service delivery
- ensure that resident priority areas are reflected in the work that the department undertakes
- promote more opportunities to influence how services are managed.

Our forums

The **Housing Representatives Forum (HRF)** provides an opportunity for representatives from our registered tenants and residents associations, sheltered housing representatives, and gap site and street property representatives to meet and discuss policy and strategy proposals, performance and broader service issues, providing valuable feedback. The HRF meets monthly and has a core number of involved and experienced residents who attend regularly.

The **Sheltered Housing Forum (SHF)** performs a similar role to that above for sheltered housing tenants. By having a dedicated forum for the sheltered housing service, specific issues around the service and its performance can be considered by residents in more detail. The SHF meets six times per year, and has regular attendance from elected representatives from our 22 sheltered housing schemes.

The **Leasehold Forum** provides an opportunity for leaseholders to meet and discuss key issues and proposals that may affect them. There are three geographically based forums – South Fulham, Fulham North and Hammersmith. These meetings take place twice a year and are attended by a core group of leaseholders.

The **Borough Forum** provides an opportunity for the council to engage and consult widely with all council housing residents on housing policy and service delivery. This forum is often the entry point for residents who do not want to make an on-going commitment to attend meetings.

What have the groups been working on?

The **Repairs Working Group (RWG)** is the primary group established to analyse and monitor the council's repairs contract with Mitie. The RWG has successfully worked with Mitie to drive up customer satisfaction from 72% under the old arrangements to currently 90%, by ensuring Mitie focus on what matters to residents. The RWG has recruited additional members in the last few months and has also added planned maintenance and capital works to its portfolio of areas to review and monitor, alongside responsive repairs. The group has been reviewing the best way to undertake training in finance and understanding contractual documentation.

The **Investment Group** held its inaugural meeting on 23 June 2015 to review and agree general needs stock Housing Improvement Project (HIP) bids 2015/16. A follow-up meeting was held on 30 September to review and agree both general needs and sheltered housing bids for 2015/16. In total, the Investment Group has approved over £200,000 of works. A meeting has also taken place on 27 October 2015 to review housing estate improvement projects that are managed by Groundwork and a tour was arranged in November 2015 to view a number of the recently completed projects.

The **Communications Group** has now been in place since November 2015 and aims to ensure effective communication in the delivery of housing services between the council, its residents, and the contractors with whom we work. The group has been working on improving navigation to and content of the Resident Involvement pages on the council website and has tested the first pages of the new council website.

The **Inclusion Group** has held a series of workshops since December 2015 that were attended by both residents and representatives from third sector organisations. The long term aim of the group is to tackle social, financial and digital inclusion by making sure that residents are able to access services and participate effectively in decision-making. The group will have a particular emphasis on underrepresented residents and hard to reach groups, such as elderly and disabled residents.

The **Reading Group** is a virtual group which receives documents by email and post and reviews them to ensure that they are fit for purpose, written in plain English, and can be easily understood. To date, the group has helped us by reviewing a section 20 notice, a rent refunds form, parking consultation questionnaire, and a communal storage policy.

There are also a number of ad hoc **Service Review Groups** which have been established with service users. The aim of these start and end groups is to develop a set of ideas and proposals which would make the service work better for residents, and to achieve higher levels of customer satisfaction. The groups ideas for change and improvement will form the basis for wider consultation with all residents.

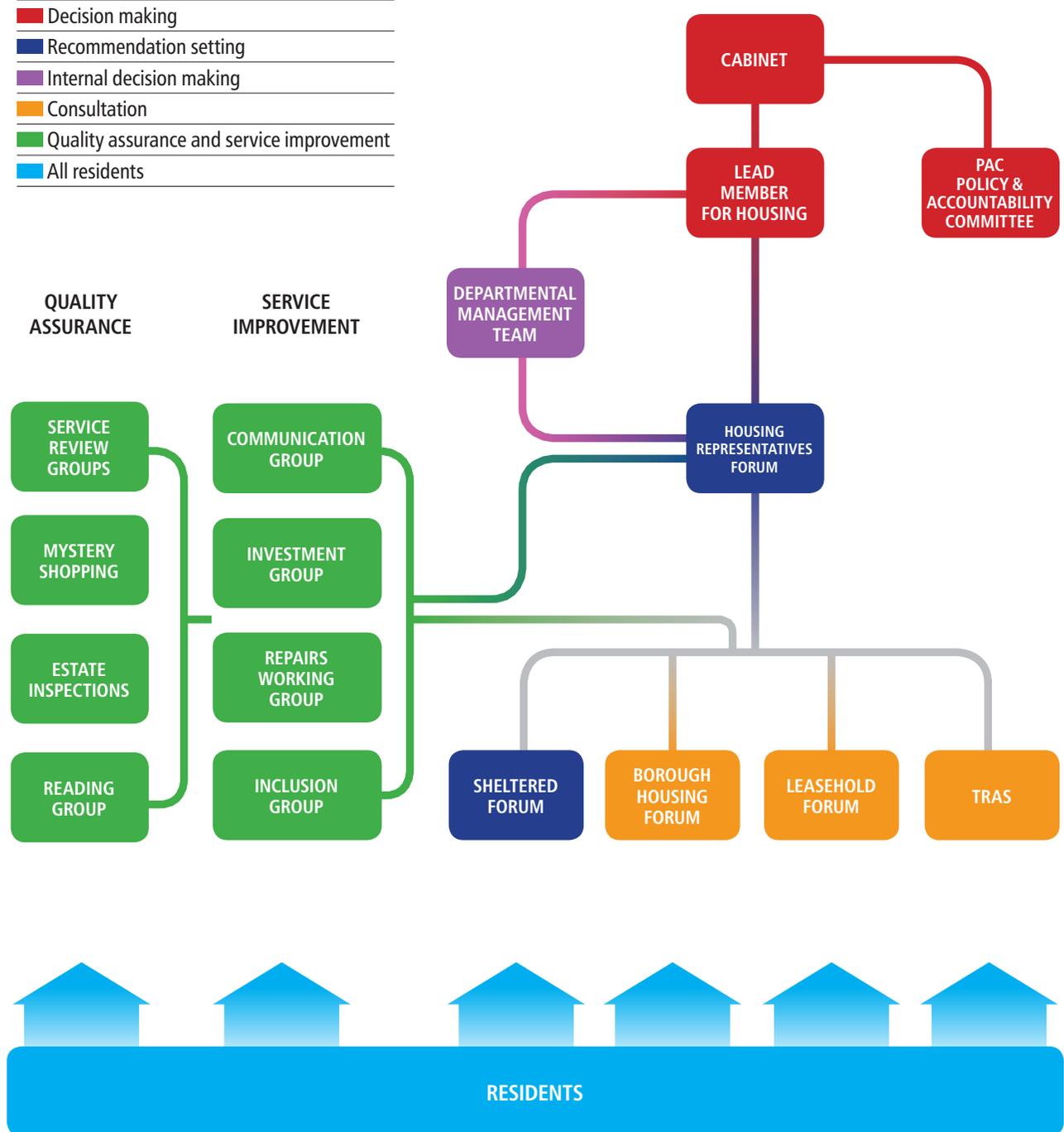
- a) The **Caretaking Working Group** has been developed in conjunction with the Housing Representatives Forum to improve customer satisfaction in this very important service. It is currently reviewing how the caretaking service operates and how it's currently performing.
- b) The **Estate Inspection Review** was undertaken with residents to improve the form used during estate inspections. Training for all staff and residents was delivered to ensure consistency. The effectiveness of the updated form will be reviewed in 2016/17.

“As the largest social landlord in the borough, we fully accept our role and responsibility to be a major agent for positive change”

Resident involvement and engagement structure

Key

- Decision making
- Recommendation setting
- Internal decision making
- Consultation
- Quality assurance and service improvement
- All residents



Key achievements

The Resident Involvement Team has been transformed from one officer at the start of 2015 to a team of seven members of staff who come under the management of the Head of Contract Management and Housing Performance within the housing service. Recognition has been given to the extent at which we aim to engage and the team has been resourced to reflect this.

During 2015 and into 2016, the Resident Involvement Team has achieved the following:

- worked closely with tenants' to deliver a borough wide tenants conference in March 2015 with over 350 attendees
- worked with leaseholders' to deliver a Listening to Leaseholders' Conference in May 2015 with over 150 attendees
- delivered Listening to Leaseholder engagement sessions to consider the transparency of costs, following on from discussions at the leasehold conference
- over 600 residents have expressed an interest in getting involved and have asked to be added to the get involved database
- worked with key partners to deliver a summer estate engagement programme covering an area comprising 5,500 properties
- continue to work closely with 35 forming and established TRAs. In 2015 we assisted with the establishment of 3 new TRAs and a further 4 TRAs were re-energised
- started to develop a digital inclusion pilot project with the Inclusion Group
- working with the Communications Group to ensure that the council's website refresh delivers interactive and informative resident involvement pages.

What needs to work better?

Whilst our approach to date has delivered increased participation and involvement, with some significant achievements, we recognise that some aspects have worked better than others. We will need to learn from our experience and ensure that our structures continue to support better engagement and drive the service improvement that our residents expect from us.

Some key areas for improvement identified by our Housing Representatives Forum are:

- we need to make opportunities for involvement more tangible and focused on outcomes
- we need to help to foster greater opportunities for TRAs to network and support each other and their local communities
- we need to utilise conferences and community events to sign residents up to involvement activities
- we need to work with residents to provide greater opportunities for under-represented groups to become more involved
- we need to work with our partners to deliver wider engagement opportunities across the borough
- we need to communicate involvement achievements more meaningfully and in a wider variety of ways, utilising electronic communications and social media
- we need to engage with our residents more widely than just on housing issues.

We have set out a series of key priorities supported by a Delivery Plan, which will guide the work we do in the coming period.

Our key priorities – how do we get there

We recognise that much of the current involvement arrangements provide a good foundation for us to build upon. However, we also recognise the need to modernise and lay new foundations to ensure that we broaden representation and ensure involvement is truly accessible.

1) Placing greater control and influence at the hands of our residents, making us more accountable for the housing services they receive.

1. Refine and develop existing structures to devolve further control and decision making to residents in the short term, recognising that in the longer term (year 2), there may be a transfer to a new resident led housing association.
2. Ensure services are improved by providing accurate performance data so that residents can effectively review services, challenge poor performance and work with officers to undertake an effective quality assurance role.
3. To offer learning and development opportunities, providing residents with the skills, knowledge and confidence that they need to influence strategic decisions.

2) More involvement, better involvement

1. Draw upon the engagement opportunities provided by the stock transfer and the work of our strategic partners to achieve a step change in residents' data, enabling services to be designed around the demographic profile, needs and preference of residents.
2. Increase the number of ways that residents can become involved in a way that suits them.
3. Ensure that our existing structures align and integrate well with the governance structures of a new organisation.

3) Promote social inclusion and support thriving and vibrant communities

1. Identify community funding opportunities by working with partners and third sector organisations.
2. Supporting TRAs and local residents to enhance networking and community capacity building opportunities.
3. Identify opportunities and key projects either new or existing, where our involvement and support can help promote social inclusion, and digital inclusion.

The Delivery Plan

The Resident Involvement Delivery Plan 2016-18 appended to this strategy outlines how the objectives, which guide this strategy's vision, will be delivered over the next two years.

The plan will be managed, coordinated and delivered by the Resident Involvement Team who will be providing hands on support to residents and channeling activity through the Housing teams, such as the neighbourhood teams, estates team, repairs, finance, leasehold services and performance team. The action plan will be reviewed annually and action planning for the future years developed.

Appendix

Resident Involvement Delivery Plan 2016-18

1) Placing greater control and influence at the hands of our residents, making us more accountable for the housing services they receive

Priority 1

Refine and develop existing structures to devolve further control and decision making to residents in the short term, recognising that in the longer term (year 2), there may be a transfer to a new resident led housing association.

What we'll do	When we'll do it	Who will do it	Success criteria
Review the current resident involvement structure and identify how more control and decision making can be devolved to residents	April – December 16	HRF & RI Team	Review of the structure undertaken with residents and further opportunities developed
Clarify the roles and decision making functions of the forums (Housing Representatives Forum (HRF), Borough Forum etc)	April – June 16	Borough Forum, HRF & RI Team	Clarity provided at both forums and in all relevant documentation
Ensure that residents influence the decision making process with regard to current and future capital investment to maintain housing stock and communal/ community assets	April – March 2016/17	HRF, residents & property services	Capital investment decision making process influenced by residents
Embed the importance of resident involvement across the housing department by delivering key messages to teams, heads of service, directors and our partners	Ongoing	RI Team & heads of service	Team meetings attended, monthly bulletins circulated. Feedback from colleagues analysed

1) Placing greater control and influence at the hands of our residents, making us more accountable for the housing services they receive

Priority 2

Ensure services are improved by providing accurate performance data so that residents can effectively review services, challenge poor performance and work with officers to undertake an effective quality assurance role.

What we'll do	When we'll do it	Who will do it	Success criteria
Develop a Housing Performance Scorecard which will enable residents effectively challenge poor performance and work with officers to undertake an effective quality assurance role	Ongoing	Borough Forum, HRF & Performance Team	Scorecard produced on a quarterly basis to residents. Performance information used to inform service reviews and improvement projects
Continue to establish ad hoc Service Review Groups (Focus Groups) with service users to address poor performance, update procedures and ensure services are designed around the needs of residents	Ongoing	Residents, Service Transformation Team	Rolling programme of service reviews produced and service users engaged. Positive feedback received from service users
Develop a programme of mystery shopping which can be undertaken via telephone or online to inform service reviews	April – March 2016/17	HRF & Service Transformation	Mystery shopping programme established and residents recruited. Information informs service reviews
Establish a 'rant and rave' survey to monitor residents' satisfaction with the repairs service. Look to roll this out across all service areas	Ongoing	RWG, Prop Service & Mitie	Survey established and implemented. Results are feedback to residents and identify areas for improvement
Undertake a review of the caretaking service with residents to improve customer satisfaction	April – Sept 16	Caretaking Working Group	Review completed, residents informed and satisfaction increased
Encourage Residents to assist with the recruitment of new officers within the Resident Involvement Team and those at senior manager level across the housing department	July 16 – March 18	Resident representatives, RI Team	Comprehensive training package developed for residents and officers. Residents have formed part of the recruitment panel

1) Placing greater control and influence at the hands of our residents, making us more accountable for the housing services they receive

Priority 3

To offer learning and development opportunities, providing residents with the skills, knowledge and confidence that they need to influence strategic decisions.

What we'll do	When we'll do it	Who will do it	Success criteria
Establish a comprehensive learning and development programme which is attended collaboratively by residents and officers. Promote the learning and development programme through existing routes including employment and skills opportunities	Ongoing	RI Team	Programme established. Programme promote. Monitor uptake via enrolment and analyse feedback
Officers to provide 'what we do' information sharing sessions and online updates to inform residents of the specific service areas within the housing department	October – March 2016/17	All heads of service	Feedback analysed by residents
Develop a comprehensive induction process for newly involved residents. All new housing department officers' induction to the Resident Involvement approach	April – June 2016	Resident representatives, HRF, RI Team	Induction process in place following promotion of involvement opportunities at the Residents' Conference

2) More involvement, better involvement

Priority 1

Draw upon the engagement opportunities provided by the stock transfer and the work of our strategic partners to achieve a step change in residents' data, enabling services to be designed around the demographic profile, needs and preference of residents.

What we'll do	When we'll do it	Who will do it	Success criteria
Undertake comprehensive data gathering as part of the stock transfer awareness exercise	April – December 2016	RI Team & stock transfer	Data collected Records updated Inform residents of percentage improved
We will work more closely with our contractors to share appropriate resident data and understand residents needs and priorities	April – June 2016	Heads of service	Data sharing agreements in place with contractors. Data shared and systems updated. Attendance at neighbourhood roadshows (Pinnacle, South)
Analyse demographic data in order to understand the views and representation of diverse social groups and work with third sector partners to provide greater opportunities for involvement	July – Sept 2016	Service transformation, HRF	Better informed on the location of hard to reach groups
Develop a resident involvement database to log contact details, communication preferences and involvement activities. Provide a link to the database from the council's website so that residents can sign up	April – June 2016	RI Team	Database established and updated. Link from H&F website. Monitor new sign-ups

2) More involvement, better involvement

Priority 2

Increase the number of ways that residents can become involved in a way that suits them.

What we'll do	When we'll do it	Who will do it	Success criteria
Promote the benefits of resident involvement and formally launch the Resident Involvement Strategy at the Residents Conference in 2016	June 2016	RI Team, HRF and resident volunteers	Resident Involvement Strategy launched. Workshop/session held to explain and promote opportunities
Produce a Resident Involvement Handbook which sets out all of the involvement opportunities, time commitment and level of influence. Launch this at the Residents Conference	April – June 2016	Communications, Reading Group & RI Team	Handbook produced and promoted at all resident engagement events
Refresh the H&F website pages for Resident Involvement	April – June 2016	Communications Group	Pages updated
Develop informal channels of involvement to engage and share information, i.e. creation of e-bulletins, on-line estate noticeboards	April – December 2016	Communications Group & RI Team	Channels developed, promoted and usage monitored
Incentivise ad hoc service review working groups to increase involvement from service users	April – June 2016	Service transformation, service users	Incentivisation policy agreed by cabinet board member. Involvement incentivised where applicable

2) More involvement, better involvement

Priority 3

Ensure that our existing structures align and integrate well with the governance structures of a new organisation.

What we'll do	When we'll do it	Who will do it	Success criteria
Align the existing resident involvement structure with the governance structures of a possible new resident led housing association	Year 1 & 2	HRF, Stock transfer & RI Team	Structure aligned with the support of residents

3) Promote social inclusion and support thriving and vibrant communities

Priority 1
Identify community funding opportunities by working with partners and third sector organisations.

What we'll do	When we'll do it	Who will do it	Success criteria
Work with residents to identify projects to support thriving and vibrant communities	July – Sept 16	Residents, HRF, RI Team	Projects identified
Develop the work of the Inclusion Group to link third sector organisations with local areas	Ongoing	Inclusion Group	Increase partnership working with third sector organisations and communities
Support residents by identifying officer resources to support with the preparation of bids to governmental, charitable and EU funding to support resident and council initiatives	Ongoing	Officers, residents	Bids submitted for funding opportunities
Expand the funding opportunities considered by the Investment group. Align investment opportunities with possible projects	Ongoing	Investment Group	Other funding opportunities explored

3) Promote social inclusion and support thriving and vibrant communities

Priority 2
Supporting TRA's and local residents to enhance networking
and community capacity building opportunities.

What we'll do	When we'll do it	Who will do it	Success criteria
Produce a TRA Handbook and launch at the Residents Conference	April – June 16	HRF, TRAs & RI Team	TRA Handbook produced with TRAs
Work with TRAs to maximise social benefit and community cohesion through letting of communal facilities	Ongoing	HRF, TRAs & RI Team	Community facility usage increased
Establish a TRA 'mentoring system' so that individual TRAs can support each other	April – Sept 16	TRAs and RI Team	Mentoring system established and positive feedback received
Support TRA summer activities and encourage a range of partners to attend to enhance community capacity building opportunities	July – Sept 16	TRAs and RI Team	Summer engagement programme developed

3) Promote social inclusion and support thriving and vibrant communities

Priority 3

Identify opportunities and key projects either new or existing, where our involvement and support can help promote social inclusion, and digital inclusion.

What we'll do	When we'll do it	Who will do it	Success criteria
Deliver pilot Digital Inclusion Schemes to three estates (1 North, 1 South, 1 sheltered) to encourage the use of digital technology and reduce social isolation	April – Sept 16	Residents, service transformation	Pilot schemes established, digital usage increased
Support TRAs to provide feedback to all estate residents via digital channels	Ongoing	TRAs, Communications Group and RI Team	Digital channels established. Information fed back to residents on a quarterly basis



With special thanks to the Housing Representatives Forum and Reading Group who helped us develop this Resident Involvement Strategy.