



## RESIDENT INVOLVEMENT STRATEGY & DELIVERY PLAN

### Introduction

This strategy should be reviewed annually by the residents (tenants and leaseholders) jointly working with officers to consider the future direction for resident (tenants & leaseholders) involvement in the East Riding. The structure for resident involvement is based on resident feedback and influence.

The purpose of this strategy is to define how residents and the council can achieve the shared aims for resident involvement, engagement and influence as set out in the Resident Partnership Agreement. This strategy consists of three different sections:

**Section One** covers the background and context.

**Section Two** sets out how we aim to achieve our objectives (the strategy).

**Section Three** contains Resident Influence Delivery Plan

## Section One - Background and Context

Resident Involvement is about giving residents the opportunity to have a say about the council services they receive, and feedback to council to enable them to influence policies and practices that affect them. It is not a one-off objective that can be quantified and achieved, it is an organic process that is constantly evolving and changing.

The development of resident groups and associations plays an important part in this in meeting the resident involvement policy objectives that we have already agreed. However, we also need to recognise that not all residents wish to or are able to become involved in this traditional way. This is particularly relevant in the East Riding for the following reasons: -

- The rural nature of the area makes it difficult for many residents to take part in traditional resident involvement activities
- Technological advances present us with alternative methods to interact with our residents
- We are keen to develop more modern and innovative ways to involve residents

Our aim is to enable residents to become involved at a level that suits them, when they have the time, or when an issue arises that they feel particularly strongly about. Their feedback will be paramount in shaping the service they receive from the council.

The East Riding is the largest non-metropolitan unitary authority, by area, in England, covering approximately 241,000 hectares. It is made up of 171 parishes and contains urban conurbations, market towns, villages, and hamlets. The East Riding is predominantly rural, with over half its population living in rural communities.

The Council's stock of dwellings for rent as November 2021 was 11,420 and 226 leasehold flats.

Whilst the majority of the stock is in urban areas, a significant proportion is found in villages, some of which only have one remaining Council-owned house. To try and increase the numbers the council has a Purchase & Repair Scheme, Empty Homes scheme and a building development programme which allows us to add to our stock in rural areas where there is housing need through the targeted acquisitions of properties.

Late 2019, following a report from the Tenant Scrutiny Panel the authority commissioned Tenant Participation Advisory Service (TPAS) to review tenant participation in the East Riding. During this time government released its white paper - Charter for Social Housing residents. The council has adopted all the recommendations stated in the TPAS report and has taken steps to create a new structure for resident involvement creating a Housing Influence Team and a Housing Influence Panel.



# EAST RIDING

---

OF YORKSHIRE COUNCIL

## Council's Vision and Values

The Council's vision is 'Your East Riding .... Where everyone matters!'

**QUALITY** - We work together to provide the best services possible

**RESPECT** - We treat people fairly and are open, honest and lead by example

**PRIDE** - We are proud of what we do, and we positively embrace change

The Council has adopted the following Corporate Priorities which underpin all its work:

**Growing the economy** - *Working with others to support sustainable economic growth and strong communities, ensuring the East Riding is a great place to invest in, live, and visit.*

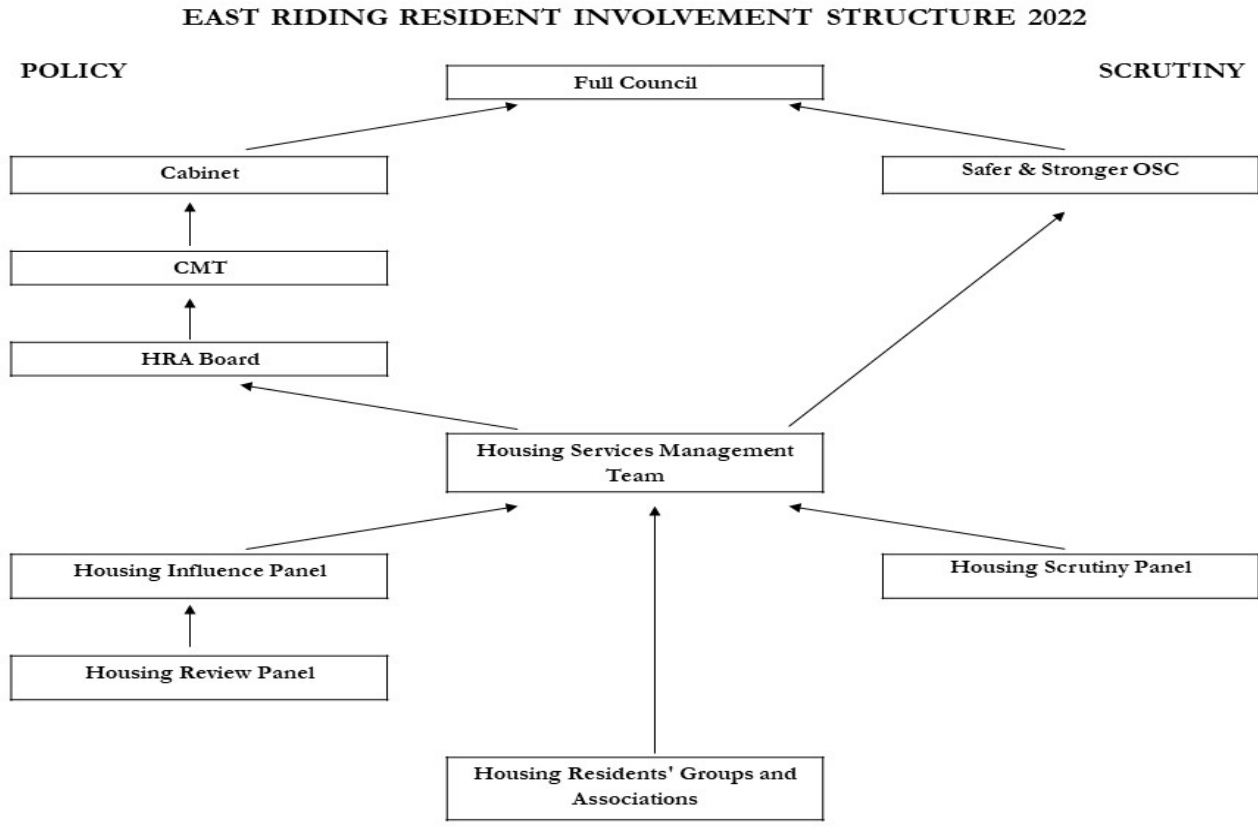
**Valuing the environment** - *Responding to climate change, developing our infrastructure, and safeguarding our heritage.*

**Promoting healthy lifestyles** - *Helping people to stay healthy, strong, and fit for the future.*

**Protecting the vulnerable** - *Supporting in times of need, protecting from harm, and improving the quality of life.*

**Helping children and young people achieve** - *Supporting and inspiring children to raise their aspirations and reach their potential.*

# Proposed new Residents Involvement Structure



## HOUSING INFLUENCE TEAM (HIT)

There are currently five members of staff in the Housing Influence Team who work closely with all housing services staff in encouraging feedback and influence from residents (council tenants & leaseholders) they have contact with. HIT have responsibility for the correct operation of the Housing Influence Panel, Housing Scrutiny Panel and the Housing Review Panel. Housing officers work closely with existing residents and tenant's groups and assist with the development of new groups, the payment and administration of grants and expenses and development of new tenant participation initiatives.

## **HOUSING INFLUENCE PANEL**

### **Role**

The role of the Housing Influence Panel is to make a very clear connection between the experiences of involved residents and the insight into resident experience obtained by the Council through other means. It is a key component of East Riding Council being more certain that it is picking up and acting on what residents are experiencing. It ensures that there isn't an over-reliance on the opinions of a narrow segment of involved tenants to help shape its services.

### **Purpose**

- The main purpose of the Housing Influence Panel is to hold the Council to account, ensuring that residents' experiences are influencing service design and delivery.
- Secondly the Housing Influence Panel is to act on insight it might receive through formal channels, and to pro-actively gather insight from the wider resident base to help it to provide an evidence-based challenge.
- The Housing Influence Panel is not a consultative body but will ensure that tenants/leaseholders have an influence in service provision.

### **Responsibilities:**

- Monitoring East Riding Council Housing related compliance with consumer standards and develops a relationship with the 'Responsible Person', (as defined in the Social Housing White Paper – the Charter for Social Housing Residents).
- Monitoring East Riding Council Housing related compliance with health and safety standards, (including those set out by the new Building Safety Regulator).
- Monitoring East Riding Council's Housing related broader performance.
- Oversight of the Housing Influence budget.
- Takes an overseeing role with Scrutiny, Review, Task and Finish Groups, and signing off recommendations.
- Oversight of resident training and succession planning for panel members.
- Obtaining evidence of the tenants' experience through its proactive links with the wider resident base.
- The Housing Influence Panel to review progress against targets bi-annually.

## **HOUSING SCRUTINY PANEL**

## **Role**

East Riding Housing Services recognise the three key principles of resident scrutiny, independence, formality, and resident involvement. The role of the Housing Scrutiny Panel will be to scrutinise areas of housing and will provide independent scrutiny reports which will contribute to improved business performance, quality, and overall standard of housing services.

Working arrangements will be set out in its' terms of reference and will be reviewed on an annual basis by both the panel and the council to ensure they remain fit for purpose.

## **Purpose**

- The Scrutiny Panel will deliver service improvements, better value for money, and increase transparency and accountability.
- It will challenge the quality and delivery of services received by residents.
- Undertake one off in-depth examination of specific service aspects.
- Prioritise work on services which show low or high levels of resident satisfaction.
- Receive updates on actions and improvements from managers of relevant departments within the East Riding Council on items identified by the scrutiny panel.
- The scrutiny process will provide an independent view outside of the Council and enable residents to influence, scrutinise and challenge decisions relating to all activities funded by the Housing Revenue Account.

## **Responsibilities**

- The Panel will produce an annual work plan, which will detail its scrutiny activities. The work plan will focus on a minimum of two topics per year.
- The panel will select topics for the work plan based on the following criteria:
  - Performance information.
  - Satisfaction data and will focus on topics with a low tenant satisfaction or topics that have very high levels of satisfaction.
  - Senior Housing Managers suggesting topics for scrutiny.
  - Topics received from residents.
  - Topics highlighted by the Housing Influence Panel.

## **HOUSING REVIEW PANEL**

## **Role**

The role of ad- hoc review panels will be to review services and Housing Service documents/policies when due to be reviewed. Copies of amended documents will be forwarded to the Housing Influence Panel and Housing Services Management team.

## **Purpose**

Its purpose will be to:

- Examine reports, standard letters and practices of Housing Services and relevant departments delivering a service to East Riding tenants and leaseholders, identifying alternatives and possible improvements to such reports, letters, and practices.
- Challenge the quality and delivery of services received by tenants and leaseholders.
- Receive updates on actions and improvements from managers of relevant departments within the East Riding Council on items identified by the Review Panel.
- Provide feedback to the Housing Influence Panel as and when required.
- Provide direct feedback to Housing Services Management Team.

## **Responsibilities**

- Panels will meet as and when Housing Services request one or as determined by the working group.
- Provide reports as necessary to the Housing Influence Panel detailing the work they have carried out and where appropriate to the Housing Services Group Manager or other Service Managers.
- Invite Officers from the Council as and when required.
- Work in partnership with the East Riding of Yorkshire Council.
- Write minutes of meetings held.

## **RESIDENT GROUPS & ASSOCIATIONS**

## **Role**

Groups are people living in an area coming together to take up issues of common concerns in relation to their housing, community, and general environment. Groups are usually made up in the main of Council tenants and leaseholders but can include other residents such as people who have bought their Council homes and are tenants of private landlord tenants.

- The role of both resident groups and resident associations is primarily to represent the views of residents living in the areas they support.
- Informal groups will be managed by Housing Officers.
- Resident Associations will adhere to their agreed constitutions with guidance from housing services as and when required.

## **Purpose**

People tend to set up a group to address issues in their community. However, they can go on to develop wider interests, from involvement in local initiatives up to managing their own homes. Forming a tenants and residents association is a way for tenants to improve their own Housing Service by representing the views of many.

With an agreed constitution, associations are more autonomous but must still represent the views of all residents of its' membership in its work. The Housing Influence team will assist in this process and can act as a mediator in cases of dispute. Resident associations are able to access various grant streams, within Housing Services this is a Resident Association Grant and an IT grant, both schemes have criteria attached to them.

## **Responsibilities**

Informal groups have few responsibilities as by the name, it is a group of unelected residents meeting to discuss community/housing issues; their views are heard through their Housing Officer.

Associations, however, have a number of responsibilities:

- to try to achieve the agreed purpose for which the association was set up.
- to represent their membership as well they are able to.
- to feedback on a regular basis to their membership through meetings, flyers, newsletters etc.
- hold an Annual General Meeting.



## **Section Two – How we aim to achieve our objectives (the Strategy)**

This is the most important part of the strategy as it sets out what residents and the council are trying to achieve through resident involvement and how they are going to go about it.

Residents and the council have adopted the following broad objectives for resident involvement.

Objective 1 - To give residents the opportunity to influence the quality, cost and efficiency of the services they receive from housing services or other services associated with their tenancy or lease.

Objective 2 - To develop a range of methods of involvement to ensure as many residents as possible are given the opportunity to have their say, whilst acknowledging the importance of the resident's representatives who work on behalf of other people who live in the area.

Objective 3 - To provide individual residents and groups with the knowledge, skills and resources necessary to participate effectively.

**Objective 1 - To give residents the opportunity to influence the quality, cost and efficiency of the services they receive from Housing Services or other services associated with their tenancy or lease.**

### **Involving Residents in the development of the future direction of resident involvement in the East Riding**

It is important that residents are closely involved in developing and monitoring this strategy as well as the Partnership Agreement. The Housing Influence Panel will decide how this will be done.

Resident Involvement is most successful when the council actively listens to residents and helps them achieve what they want. We will endeavour to do this effectively, and we will ask residents how we are doing on a regular basis and ensuring we feedback to all residents.

## Performance Monitoring

### National & Local Standards

**Under the Involvement and empowerment standard** registered providers shall ensure that tenants are given a wide range of opportunities to influence and be involved in:

- the formulation of their landlord's housing-related policies and strategic priorities
- the making of decisions about how housing-related services are delivered, including the setting of service standards
- the scrutiny of their landlord's performance and the making of recommendations to their landlord about how performance might be improved
- the management of their homes, where applicable
- the management of repair and maintenance services, such as commissioning and undertaking a range of repair tasks, as agreed with landlords, and the sharing in savings made, and
- agreeing local offers for service delivery.

This strategy will aim to show how the East Riding Council will achieve this.

### Annual Report to Tenants

HOMES England requires social housing providers to provide residents with performance data on the service they provide. East Riding Council provides this information in an annual report contained in a Homing In – tenants newsletter (copies found on the council's website). It contains detailed information about how we meet national and local standards and priorities for improvement. The format of the report is approved by the Housing Influence Panel.

**Objective 2** - To develop a range of methods for resident involvement and influence to ensure as many residents as possible are given the opportunity to have their say.

### **Representation**

Housing Influence Panel membership is primarily tenants, with the potential for a leaseholder to be represented and for an independent Chair to be appointed. Specialist members can be co-opted as and when necessary. The council has developed a 'model' constitution that can be used by resident groups wishing to become a formal association. There is also a requirement for groups to adhere to basic principles regarding equality of opportunity and to review the barriers to involvement to ensure as many residents can be involved as possible.

### **Accessibility**

We are keen to ensure as many residents as possible get 'involved' in resident involvement but recognise that not all residents will want to participate through the traditional route of attending meetings etc. We therefore actively pursue new forms of resident involvement to reach those households who may otherwise have difficulty in engaging. This is particularly relevant in an area as geographically large and diverse as the East Riding where there are pockets of deprivation, a high percentage of elderly residents and areas of rural isolation.

### **Methods of Involvement**

One method is for residents to participate actively in local groups or attend meetings, committees etc. In order to try and involve as many residents as possible we will aim to, wherever practicable, break down the barriers and minimise the inconvenience. To that end we will: -

- Hold meetings at times to suit residents;
- Hold meetings in venues that are accessible by the disabled;
- Publicise meetings and provide agendas etc in advance;
- Provide feedback to residents who cannot attend meetings.

Whilst our aim is that groups will eventually adopt a constitution and become self-supporting, we recognise that this is not always possible, and officers will support them until such time as this is no longer needed.

Resident Associations – will be supported by housing officers and housing influence team and they will be able to access various funding streams offered by housing services – Association grants and IT grants.

Creating and managing a repository of tenants who are interested in being involved in directly influencing services through their own individual involvement in formal opportunities – through working panels and groups such as: Housing Influence Panel, Housing Scrutiny Panel, Housing Review Panel, Tenants as Inspectors.

There is a grant to enable resident representatives and groups to purchase I.T equipment. Many groups/individuals have already benefited from this and are now able to communicate more effectively between themselves and with the council, produce minutes and keep records.

Use of social media - Facebook, Twitter or similar applications.

Use of 'Feedback' questionnaires to develop, influence and improve service delivery across housing services ensuring all residents can equally register their feedback.

**Objective 3 - To provide individual residents and groups with the knowledge, skills and resources necessary to participate and influence effectively.**

### **Knowledge and skills**

We will encourage training for residents via an internal training programme and will also use external facilitators such as Tenant Participation Advisory Service. Residents can also be funded to attend national / local training courses relevant to their needs.

### **Resources**

Resources are about more than money, they include staff time, the voluntary efforts of resident representatives, room hire and other practical support.

We have a number of financial packages to recompense residents for expenses they incur. These include: -

- Payment of travel costs for residents travelling to meetings of the Housing Influence Panel and other approved functions and working groups;
- Reimbursement of carer and childminding costs incurred by residents attending official working group meetings;
- Reimbursement of loss of earnings for residents attending the above meetings;
- Payment of subsistence allowance for food and beverages;
- Annual administration grants to constituted groups;
- IT grants to enable resident groups and independent resident representatives to purchase IT equipment and an annual contribution to their maintenance costs.

In addition to the specific grants and allowances set out above, housing services officers will assist in providing practical support to resident groups, arrange meetings and payment of room fees etc.

## RESIDENT INFLUENCE DELIVERY PLAN

No.	Priority	Year 1	Year 2	Year 3
1.	<p>To incorporate resident influence into housing services arrangements by setting up a new Housing Influence Panel (HIP) with the sole purpose of providing assurance that resident influence is strong and effective, and helping to provide assurance that housing services is compliant with the new Consumer Standards set out in the Governments White Paper.</p> <p>To agree the new resident involvement structure and the creation of a Housing Influence Team and devolve the involvement duties currently undertaken by the tenant participation team to area housing teams.</p>	<ul style="list-style-type: none"> <li>• Housing Influence Team to seek views of Safe &amp; Stronger Overview and Scrutiny Committee regarding a new Housing Influence Panel and Resident Influence structure.</li> <li>• Housing Influence Team (HIT) to develop purpose, name, terms of ref, code of conduct, role profiles, recruitment, and selection campaign for the new Housing Influence Panel. Agree within this the steps for appointing the chair, meeting frequency, work plan, relationships with other tenant groups, neighbourhood teams and TARAs to ensure the new panel receives insight, hearing the 'residents voice'.</li> <li>• Housing Influence Team to prepare consultation draft of arrangements for Housing Influence Panel, and take arrangements through approvals process including CMT and Cabinet</li> </ul>	<ul style="list-style-type: none"> <li>• Housing services managers to develop relationships with new Housing Influence Panel, including routinely attending meetings, providing information, and taking time to ensure purpose remains appropriate</li> <li>• Housing Services to listen to, hear and act on any challenges from the Housing Influence Panel</li> <li>• Impact assessments to be carried out on current resident involvement activities</li> </ul>	<ul style="list-style-type: none"> <li>• Housing Influence Panel – first elections to be held</li> <li>• Impact assessments to be carried out on the housing influence panel and the housing influence team</li> <li>• Impact assessments to be carried out on all new resident involvement activities</li> </ul>

		<ul style="list-style-type: none"> <li>• Housing Influence team to collect all feedback, collate and evaluate the information.</li> <li>• Instigate constitutional winding up of the East Riding Tenant Forum.</li> <li>• Create an Impact Assessment programme on current resident involvement activities</li> </ul>		
2.	Embedding Resident Influence in service design and delivery	<ul style="list-style-type: none"> <li>• Managers across housing services to identify resources to support change and implementing the action plan signed off by housing services and project group.</li> <li>• Housing service managers make it clear to their teams that tenant influence activities do not rest wholly with the new Housing Influence Team, and that all staff are responsible for the delivery of landlord services and have a significant role to play.</li> <li>• Develop awareness raising sessions with all staff to understand housing services expectations in relation to the TPAS report and White Paper concerning tenant influence.</li> <li>• East Riding Council meets the</li> </ul>	<ul style="list-style-type: none"> <li>• Appropriate budgets to be identified beyond the funding of the Housing Influence team to deliver any new arrangements.</li> <li>• New Housing Influence Panel to hold housing services to account by routinely examining performance, especially in relation to Tenant Influence on service design and delivery.</li> <li>• A senior manager to set in place a gap analysis of existing skills / resources, against data analysis skills, insight / experience collection expertise (e.g., co-creation techniques, workshop design and running, journey mapping); insight / experience interpretation skills; system / process modelling and interpretation of results. This to</li> </ul>	<ul style="list-style-type: none"> <li>• Identify 'Influence Associates' in each delivery team (including those not directly managed by housing group leader, for example rent arrears, grounds maintenance) and 'Buddy-up' these champions with members of the new</li> <li>• Housing Influence Panel to develop links with strategically involved tenants and to understand their leadership role.</li> <li>• Acting on findings of gap analysis by providing training, coaching, and mentoring to address areas where resources require supplementing.</li> <li>• Transactional data analysis, alongside demographic information will reveal trends that provide a starting to point for then thinking about targeted listening, enabling</li> </ul>

		<p>principles of the White Paper, its own stated aims in relation to hearing resident's voices and starting to tackle possible stigma making it clear that many residents are highly skilled, experts and have much to offer.</p> <ul style="list-style-type: none"> <li>• Housing Services to provide members of the Housing Influence Panel with the resources needed to be effective leaders</li> <li>• It is of equal importance to dedicate resources to track the non-vocalised tenant experience, as it is to dedicate resources to listening directly to involved residents. This information is available within existing data and its extraction and analysis can be translated into actionable insight.</li> <li>• Put in place training opportunities to help staff understand from others how to draw out the resident experience using data and what more housing services might need to do to enable this.</li> </ul>	<p>include skills of the Housing Influence team as well as other members of staff.</p> <ul style="list-style-type: none"> <li>• A senior manager to lead a mixed team across housing services, business change and organisational redesign to examine current data collection and retention systems, especially paying attention to the storage of transactional data and how it can be matched to demographic data, to understanding what more needs to be done to ensure housing services can easily take steps to understand the non-vocalised resident experience.</li> <li>• Build systems and processes to ensure that detailed understanding of resident's experiences is a matter of routine</li> </ul>	<p>non-involved residents to influence decision-making by helping to build detailed understanding of residents' experiences of East Riding Housing Services.</p>
3.	Measuring resident influence	<ul style="list-style-type: none"> <li>• East Riding leaders and managers set a clear sense of direction, stating intent and follow through with action – including challenging</li> </ul>	<ul style="list-style-type: none"> <li>• A suite of relevant and outcome focussed Key Performance Indicators developed</li> </ul>	<ul style="list-style-type: none"> <li>• Leaders to hold service delivery to account against new Key Performance Indicators and to provide an effective challenge</li> </ul>

		<p>incomplete information that fails to set out resident influence in East Riding Council's strategic direction</p> <ul style="list-style-type: none"> <li>• Resident Influence to be a standing item on all team meeting agendas</li> <li>• Organising a programme of awareness raising for managers and staff, with resultant expectation of spending time together to identify how individual job roles provide opportunity to build in resident influence, and if necessary, devising new systems and process to enshrine the opportunity into day-to-day work, leaving no room for doubt or deviation, including attention to outcome measurement.</li> <li>• Feedback to be reported back to Housing management Team, Tenant Influence Panel, and wider resident community via Homing In, website etc</li> </ul>	<ul style="list-style-type: none"> <li>• Resident influence to be a key section in all reports to decision-making bodies (such as HRA Board and those involving elected members) to demonstrate that resident experiences have influenced recommendations</li> <li>• Managers to routinely attend activities relating to resident influence, to show support to staff and the new Housing Influence Panel through being present.</li> <li>• Developing awareness raising sessions with all staff to understand housing services expectations in relation to the White Paper and resident influence</li> <li>• Managers to free up time for staff to develop new processes that ensure resident influence is built into service design and delivery</li> </ul>	
4.	Using and understanding insight	<ul style="list-style-type: none"> <li>• Housing services should monitor and report on the impact of resident influence, showing costs (including staff costs) and benefits</li> </ul>	<ul style="list-style-type: none"> <li>• The Housing Influence Panel should review progress against targets bi-annually</li> </ul>	



		<p>– for example, the number of strategic, policy and process changes implemented – and outcomes from these changes: improvement in service delivery, improvements in value for money and other measures including potentially social value</p> <ul style="list-style-type: none"> <li>• Housing services managers along with the housing influence team to set up the new housing influence panel.</li> <li>• A senior manager to set up a working group from staff across landlord service provision to agree process to put housing services in a strong position to be able to monitor and report on the impact of tenant influence. This should include: <ul style="list-style-type: none"> <li>- Each team being very clear about its responsibility to seek out resident influence</li> <li>- Each team being very clear about how it records resident influence</li> <li>- Each team being very clear about how it measures the impact of resident influence</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• Involved residents’ views, satisfaction, commitment, and personal outcomes should be tracked and analysed</li> <li>• Housing Influence Panel members should undergo performance appraisals annually and the impact of the panel reported on a quarterly basis</li> <li>• Housing services must be able to tell residents what has changed as a result of listening. Set up processes and systems to routinely analyse satisfaction data and other feedback to notice whether tenant influence in service design and delivery is affecting feedback in a measurable way</li> </ul>	
5.	Housing Influence team	<ul style="list-style-type: none"> <li>• Managers within housing services</li> </ul>	<ul style="list-style-type: none"> <li>• Develop awareness raising</li> </ul>	<ul style="list-style-type: none"> <li>• Analyse current membership of</li> </ul>

		<p>to make it clear that resident influence activities do not rest wholly with the old tenant participation team or the newly formed housing influence team and that all staff responsible for delivery of landlord services have a significant role to play.</p> <ul style="list-style-type: none"> <li>• Support other teams across landlord services to ensure that the resident experience influences service design and delivery</li> <li>• Create and manage a repository of residents who are interested in being involved in directly influencing services through their own individual involvement in formal opportunities</li> <li>• Provide support to the new strategic housing influence panel work with housing service managers to set up it up</li> <li>• Provide support to the new strategic housing influence panel</li> <li>• Have oversight and direct influence where necessary to create and support formal engagement structures</li> </ul>	<p>sessions with all staff to understand East Riding Council's expectations in relation to the White Paper and tenant influence.</p> <ul style="list-style-type: none"> <li>• Put in place systematic arrangements to provide coaching and training to others, including advising on team meeting agenda items, personal targets, qualitative and quantitative insight collection, and analysis</li> <li>• Use good practice examples from high performing organisations re-design involvement opportunities taking in to account new understanding of barriers, ensuring that opportunities are open to all - e.g. evening meetings, online meetings, better use of social media, local Facebook Groups etc.</li> <li>• Set up arrangements to provide the necessary administrative support to the panel, including service level agreements with other teams to ensure the panel receives the information it requires in an unfettered and timely way</li> </ul>	<p>formal involvement opportunities against the demographic makeup of the wider resident body to understand barriers</p> <ul style="list-style-type: none"> <li>• Target under-represented residents as necessary using successful campaign tactics (see involving more tenants) to create a useful repository of tenants who want to be involved and that other staff members can draw on</li> <li>• Work with informal and formal groups, neighbourhood teams and TARAs to ensure the housing influence panel receives insight so that it hears the 'residents voice'.</li> </ul>
--	--	---	--	---

			<ul style="list-style-type: none"> <li>• Work with other teams to support them to create new formal engagement structures necessary to support those teams to hear the resident voice - for example, supplementing satisfaction data from new residents about the condition of their new home, by regularly holding focus groups with new tenants to gather qualitative insight</li> </ul>	
6.	Involving more residents	<ul style="list-style-type: none"> <li>• Processes to be put in place to involve residents themselves in service design and delivery must follow a speedy process</li> </ul>	<ul style="list-style-type: none"> <li>• Different ways for residents to be involved must take in to account different preferences and ensure that involvement mechanisms are not creating barriers</li> <li>• Routinely use these principles when running campaigns targeting tenants and inviting them to engage with housing services using the 'route to actionable insight' model</li> </ul>	<ul style="list-style-type: none"> <li>• Where it has been identified to involve residents themselves in service design and delivery there must specific details included for tenants, so they know what to expect</li> </ul>