

Leading the Way in Resident Engagement

Review of Resident Participation
Arrangements across Social
Landlords in Richmond Borough

Tenants' Champion Foreword

Richmond Council understands the importance of openness, accountability and good engagement with its residents and communities. We want to achieve the highest standards in resident engagement and want our housing association partners to come on this journey with us. As such, we are looking for our partners to sign up to our commitment to lead the way in resident and community engagement.

The social housing sector has been required to step up to the challenge of reviewing how it listens to and empowers its residents. Following the Grenfell fire tragedy, the Government's Social Housing Green Paper is part of the national and regional context in which resident engagement has been brought to the forefront of discussions around social housing. Housing association residents from across the Borough have told us that this is a priority for them. As Tenants' Champion and as a ward councillor, I have heard from residents that work is needed to ensure social landlords are meaningfully engaging residents and acting on their views.

Empowering residents and ensuring their voice is heard is vital to building strong communities and helping to improve neighbourhoods. Good resident engagement has clear benefits to social landlords as it enables them to align service delivery to the priorities of residents, helping to avoid complaints and improve resident satisfaction. Effective resident engagement also has a social value and there are clear wellbeing benefits to social housing residents in feeling that they have a say in decisions affecting their lives.

Our research has found that housing associations across the Borough have a clear commitment to resident engagement and are undertaking positive work in this area. However, there is still work to be done to ensure the Borough's social housing residents are satisfied that their voice is listened to no matter who their landlord is. As a Council, we want to champion best practice and ensure that resident views are at the heart of decisions about their housing and neighbourhoods. This review identifies examples of good engagement initiatives as well as what we expect from our partners and what they can expect from us.

As Tenants' Champion, I look forward to working closely with our partners to encourage good engagement and ensure residents have opportunities to shape the housing services they receive.

I would like to take this opportunity to thank all the housing associations who have contributed to and participated in this review.

CLlr Jim Millard

Introduction



Richmond Council works in partnership with housing associations to provide social housing for residents of the Borough through nominations to social lets and by supporting new development. These range from large associations who provide social housing across the country to smaller, local organisations. Working across borough boundaries can provide an additional challenge in ensuring that the local needs of communities are met.

There are approximately 10,000 homes for social rent across the Borough (a breakdown of which can be found in Appendix 1). The majority of this stock is provided by Richmond Housing Partnership (RHP) who manage 6,300 social rent homes, and a further 1,800 leasehold homes. The Council does not manage its own stock, since a stock transfer was undertaken to RHP in 2000.

The Tenants' Champion and ward councillors are involved in dealing with enquiries from housing association residents on a daily basis. The Tenants' Champion liaises with housing associations regularly to help resolve issues, improve services and build trust. It is vital that the Council and its housing association partners work closely to ensure residents receive high quality housing services, including robust resident participation structures and good opportunities for engagement. This can be achieved through the actions set out in this document, including the work of the Tenants' Champion Service.

Good resident engagement models offer a broad range of participation opportunities and as such resident involvement comes in different shapes and sizes. This review is broken down into three sections: strategic involvement opportunities, community involvement and engaging the wider resident population. It compares the Borough's housing associations across key metrics and

identifies successful models of engagement across these key areas. The Council expects its housing association partners to take on board areas of best practice as identified throughout this report and incorporate these into their structures as appropriate. Furthermore, there is the expectation that housing associations working in the Borough will meet the requirements of the regulatory framework, particularly the Tenant Involvement and Empowerment Standard. This report sets out both expectations of housing association partners and commitments from the Council under each of the three sections.

To inform this review, Richmond Council approached all its partner housing associations for information on their approaches to resident involvement and has heard back from its largest providers of social housing as identified throughout this report. This review has also been informed by resident involvement strategies and direct communications with our partners, including through the Tenants' Champion Forum.

The Council is committed to improving how it engages with all sectors of the communities it serves. This review therefore will feed into a wider Resident Engagement Strategy which will set out proposals for how the Council will engage with its residents, including harder to reach groups.

Context



National Context

Social Housing Green Paper: In August 2018, the Government released its Social Housing Green Paper (SHGP), which aims to rebalance the relationship between residents and landlords where necessary, tackle stigma associated with social housing and ensure that it can be both a stable base that supports people when they need it as well as enabling social mobility. The Paper sets out five core themes:

- Ensuring homes are safe and decent
- Effective resolution of complaints
- Empowering residents and strengthening the regulator
- Tackling stigma and celebrating thriving communities
- Expanding supply and supporting home ownership

The SHGP has brought a renewed focus on the importance of empowering and listening to social housing residents. Meaningful engagement with residents drives better services and ensures residents are involved in decisions that affect their housing. The SHGP argues that residents should have a stronger voice to influence decisions and challenge their landlord to improve performance. It highlights that residents must have easy access to performance information about their landlord and proposes that a new set of key performance indicators (KPIs) for all social landlords should be developed with input from residents.

Regulatory Framework: The regulatory framework governing social housing is made up of regulatory requirements, codes of guidance and regulatory guidance. The regulatory requirements comprise standards including the Tenant Involvement and

Empowerment Standard 2017. This states that social housing providers should ensure that tenants are given a wide range of opportunities to influence and be involved in the formation of their landlord's housing-related strategic priorities, decision-making about how services are delivered, performance scrutiny and the management of their homes. Landlords are expected to support their tenants to develop and get involved, including through exercising their Right to Manage, by supporting tenant groups and providing performance information to help tenants effectively scrutinise services.

Together with Tenants: The National Housing Federation (NHF), the body representing housing associations in England, has been working with residents and housing associations to understand what practical change is needed to strengthen the relationship between landlords and their residents. They acknowledge that whilst housing associations work hard to create positive relationships with their residents, they are not always as accountable to their residents as they should be. The NHF recognises that there can be a lack of consistency between landlords and are creating a charter for delivering change across the sector called Together with Tenants . NHF worked with a group of 130 early adopters in 2019 to implement the plan, with a wider national rollout by mid-2020. Several housing associations with stock in Richmond Borough have signed up as early adopters, including A2Dominion, Anchor Hanover, Guinness Partnership, L&Q, and Metropolitan Thames Valley.

Tpas: Tpas are a not-for-profit organisation who aim to improve standards in tenant engagement by working with tenants and landlords.

Their membership is made up of tenant and landlord organisations covering over 2.5 million homes across the country and they provide training, resources and support to improve tenant engagement practices. Tpas have identified the following six National Tenant Engagement Standards: Engagement Strategy; Resources for Engagement; Information and Insight; Influence and Scrutiny; Community Engagement and Valuing Engagement.

Regional Context

Hearing Resident Voices in Social Housing: In 2018, the London Assembly's Housing Committee published a report on how tenants engage with the management of their homes and estates. They identified seven good practice principles of resident engagement:

- Co-design services with residents from the outset
- Co-design the resident engagement structure with residents
- Feedback - show residents how their contributions are being used
- Transparency – give residents full and open access to information
- Clear and simple complaints procedure
- Buy-in from housing officers on resident engagement/face-to-face engagement.
- Work with independent resident groups – borough-wide federations as well as residents' associations (RAs).

London Housing Strategy 2018: The Mayor's London Housing Strategy 2018 emphasises the importance of listening to the views of social housing residents and ensuring these are at

the heart of decision-making by social landlords. Individual residents must have effective recourse for their complaints and broader issues with specific landlords or estates must be dealt with quickly. Residents' views, concerns and interests need a stronger voice at a national level to inform policy-making.

The Mayor believes it is essential that, as a minimum, the system for regulating social housing is genuinely responsive to the concerns of residents on social housing estates. The London Housing Strategy proposes an immediate package of reform, including the three core elements below:

- Streamlining the process for residents to take complaints to the Housing Ombudsman;
- Increased investigation and enforcement by the Social Housing Regulator;
- Introduction of a Commissioner for Social Housing Residents, an individual independent of Government with a statutory remit to act as a watchdog for social housing residents.

The Strategy also highlights the importance of meaningful consultation with residents, both in relation to existing housing and in the planning and delivery of new housing. The draft Good Practice Guide to Estate Regeneration sets out the Mayor's expectations for the way in which estate regeneration schemes should be delivered, focusing on full and transparent consultation and the involvement of those affected.

*Strategic
involvement*

Strategic involvement

Reviewing participation

The Regulatory Framework for Social Housing sets out that housing associations should consult tenants at least once every three years on the best way of involving them in the governance and scrutiny of the organisation's housing management service. Both the SHGP and London Assembly's Hearing Resident Voices in Social Housing, identify that involving residents in reviewing participation structures is essential to providing a suitable model of resident engagement. Table 1 shows that the

Borough's housing associations have all reviewed their participation structures in recent years with the involvement of residents. Several housing associations operating in Richmond Borough have been through mergers in recent years to form new organisations and have taken this opportunity to work with residents to align and review their engagement structures.

https://www.london.gov.uk/sites/default/files/2018_lhs_london_housing_strategy.pdf

https://www.london.gov.uk/sites/default/files/09_draftgoodpracticeestateregenerationguidedec16.pdf

Table 1: Review of participation structures

Housing Association	Year participation structures were last reviewed	Were residents consulted?	Were residents actively involved in the review?	How were residents involved in the review?
A2 Dominion	2017	✓	✓	Resident survey data on participation was analysed. Existing resident groups were consulted, looking at data on the cost effectiveness and outcomes of different approaches.
Anchor Hanover	2019	✓	✓	Four workshops with a panel of engaged residents to design new engagement structures.
Guinness Trust	2019	✓	✓	Engaged residents were surveyed to understand their views and how they wish to be involved for future activities.
L&Q	2020	✓	✓	Review currently in process. Engaged residents are involved through interviews and surveys. Once proposals have been established, residents will be consulted more widely.

Table 1: Review of participation structures (cont)

Housing Association	Year participation structures were last reviewed	Were residents consulted?	Were residents actively involved in the review?	How were residents involved in the review?
Metropolitan Thames Valley	2019	✓	✓	Online surveys and focus groups to explore residents' views of existing ways to get involved and to identify which activities would be most effective going forward. MTVH also worked with the Housing Associations' Charitable Trust (HACT) to examine best practice across the sector and look at options for resident engagement.
Notting Hill Genesis	2018	✓	✓	Series of involvement days for residents who weren't engaged to find out what would encourage them to get involved. Meetings with engaged residents to find out what did and didn't work with the current system.
PA Housing	2019	✓	✓	To set up local area forums, PA invited all residents to a series of events facilitated by a comedy theatre group. 140 residents attended across four events. To write the new PA resident involvement strategy, PA ran focus groups and surveys for engaged residents and a consultation open to all residents.
Places for People	2019	✓	Information not supplied	Information not supplied
Richmond Housing Partnership	2018	✓	✗	Leaflet was sent to all residents and published via RHP's online portal setting out the routes to get involved and asking residents for views on these. The Scrutiny Group also considered its role and how RHP can involve residents.
Shepherds Bush Housing Group	2019	✓	✓	Co-creation workshops were held and these were promoted in their newsletter for residents.

Best Practice Example

Anchor Hanover: Resident Steering Voice Panel



Before the merger of Anchor and Hanover in 2019, the Resident Steering Voice Panel was formed so discussions with residents of both organisations could begin as early as possible. The Panel comprised four residents from Anchor and four residents from Hanover who were involved in the formal engagement structures of their respective landlord.

Residents were asked to nominate themselves and there was a short selection process where residents were asked to explain why they wanted to be involved in the group. The Panel met four times to discuss different aspects of resident engagement. Each of the sessions used a range of facilitation methods to draw out ideas and develop debate.

- The first session provided an opportunity for the panel to introduce themselves, gain an understanding of the Panel's role and explore why it is important to have effective engagement.
- The second session was an opportunity for residents to share and explore good practice examples from their own landlord or elsewhere. The Panel agreed objectives for the new engagement structure
- The third meeting of the Panel was a two-day session where the majority of the work was undertaken; residents designed the new formal engagement structures, roles and responsibilities, and a code of conduct
- The fourth session was an opportunity for the residents to review and agree the formal structures.
- The panel also considered the overall priorities for the wider engagement strategy.

Following the sessions, the panel agreed a new formal engagement structure and identified priorities for the wider engagement strategy which built on the strengths of the two organisations.

Decision Making

It is vital that residents have opportunities to feed into the highest level of their landlord's decision making and governance processes, and the Board must be accountable to residents. Some housing associations allow tenant or leaseholder representatives to sit on their Board to scrutinise decision making on behalf of residents and provide insight into resident views, whilst others have separate arrangements.

Resident representation on the Board allows a clear, direct route into the highest level of governance. Nonetheless, formal representation on the Board can have its limitations, particularly for larger, national organisations. For example, it is difficult for the broad views of residents to be encompassed by one or two board members when housing associations operate across regions. They must therefore, consider how to ensure their structures are representative of the individual areas they cover. Whilst designated resident Board positions might work for smaller organisations, those that cover larger geographical areas might benefit from involving residents on separate committees with links into the Board. These can allow more residents to be involved at the highest level and therefore reflect the wider views of residents. It is, however, important to ensure that committees have robust and meaningful routes to feed into the Board, for example opportunities to provide regular feedback and attend Board meetings.

Table 2 summarises how the Borough's housing associations consult with residents at the most formal level.



Table 2: How residents feed into the Board

Housing Association	Do residents sit on the Board?	If not, how do Residents feed directly into the Board?
A2 Dominion		One tenant and one leaseholder sit on the Customer Advisory Panel. Two independent industry experts in customer services are also members.
Anchor Hanover		A 12-member resident council meet four times per year with senior management. The council consists of six lead members who are each responsible for one of the following: Communications, Property, Equality and Diversity, Health and Wellbeing, Leasehold, and Estate Management. The Residents' Council feeds into the Board.
Guinness Trust		Two tenants and one leaseholder are able to be members of the Service and Performance Committee whose role is to scrutinise and give assurance to the Board on all aspects of service delivery.
L&Q		Two residents sit on the Customer Experience Committee. L&Q also have a Resident Services Group which is resident led and includes the chairs of eight neighbourhood committees. Both groups feed directly into the Board.
Metropolitan Thames Valley		Two residents sit on the Customer Services Committee which meets four times a year to make decisions relating to the services provided. Board members and executive staff also sit on the committee providing links between these.
Notting Hill Genesis	 two resident positions on the Board.	Six residents (including the two resident Board members) sit on the Resident Services Committee which reviews performance information on a quarterly basis and receives feedback from all the local panels and groups. The Resident Services Committee reports directly to the Board.
PA Housing		Four residents sit on PA Housing's Customer Services Committee, which has links into the Board. This has recently increased from three. PA also have Resident Council (South) and Customer Forum (Midlands) that meet six times a year and report back to the Board.
Places for People		Places for People are introducing a National Customer Group which will represent the residents and feed into the Board. A resident steering group is currently developing how the group will function.
Richmond Housing Partnership	 one tenant and one leaseholder sit on the Board.	No further committees.
Shepherds Bush Housing Group	 two residents sit on the Board and actively recruiting more.	No further committees.

Scrutiny

It is common across the Council’s housing association partners for the highest levels of resident scrutiny, as set out above, to feed into smaller and more specific areas of work. This allows for issues to be dealt with at the appropriate level and for more detailed scrutiny of specific services and areas of performance. Within some organisations, this takes the form of regionally-based groups, whilst others run thematically-based groups.

Several housing associations have also established specialist groups to consider the needs of a group of residents. For example, Anchor Hanover, L&Q and Notting Hill Genesis have successful LGBT+ groups where residents can come together and ensure policies and decisions are inclusive of the LGBT+ community. Notting Hill Genesis have established a Health

and Disability group to discuss accessibility and inclusion for their residents and this covers areas such as disability and mental health.

Resident groups can be empowering for residents who get to speak with other residents, discuss matters directly with their Landlord and have an impact on a topic/service they are interested in. Most of the Borough’s housing associations undertake working groups with residents for individual, short-term projects or reviews, often called task and finish groups. These are an effective way of seeking resident views on a particular ‘hot-topic’ and deciding recommendations for the landlord to take forward. There are also successful examples of longer-term residents’ groups undertaking specific areas of work.

Table 3: Summary of scrutiny groups available for residents:

Housing Association	Scrutiny Process
A2 Dominion	A2Dominion run workshops to gain customer views on specific services and develop an action plan to take forward (with a named officer being responsible for this). Workshop topics are based on specific improvement initiatives and issues identified through customer feedback. Previously these have included procurement of services and residents have been involved in interview panels for contractors. Pilot schemes are generally tested through before and after surveys to track improvement and resident satisfaction.
Anchor Hanover	Six lead members of the Residents’ Council will run scrutiny projects in their specific areas. The remaining six members will run ad-hoc scrutiny projects based on the demands of the Council work plan. Work may include one-off task and finish groups, surveys or ongoing focus groups. A panel of trained residents is available who will be able to assist with scrutiny projects.
Guinness Trust	Overseen by the Service and Performance Committee, Guinness hold workshops with residents on key topics. Recently these have included developing a Customer Liaison Service and testing digital services. The organisation also held three workshops in April 2018 to discuss the SHGP which helped form their response to the SHGP consultation. Guinness hold procurement panels which enable residents to be involved in choosing national contracts, including gas, estates, planned maintenance and electrical security.

Table 3: Summary of scrutiny groups available for residents (cont)

Housing Association	Scrutiny Process
L&Q	Neighbourhood Committees provide residents with an opportunity to come together to discuss local issues and scrutinise performance. Each committee decides how money is spent on local community projects and agrees L&Q's estate management budget for their area. There are eight committees across L&Q's housing stock, and Richmond falls under the remit of the South West Committee.
Metropolitan Thames Valley	The Resident Scrutiny Group is made up of nine full members, a mix of tenants and leaseholders. They work closely with the Board, staff and residents to scrutinise performance, value for money and resident feedback. They meet four times per year and online where appropriate. Metropolitan Thames Valley also hold one-off focus groups on specific service areas or policies to gain insight from residents.
Notting Hill Genesis	The Resident Oversight and Scrutiny Group is made up of 12 residents who provide in-depth reviews of service areas and oversee ongoing task and finish projects. Task and finish projects can focus on organisation-wide topics or local matters. Residents can also sign up to become a member of a local scrutiny panel that reviews local performance and services, such as repairs and anti-social behaviour (ASB).
PA Housing	<p>The Scrutiny Group is a small group of resident volunteers that meets every few months to inspect and review key services. They are in control of planning the inspection programme and deliver it over a 2-month period. Afterwards, they work with service managers to implement actions based on their findings. Smaller scrutiny groups may also be called.</p> <p>The Resident Council (South) is made up of 20 residents who meet at least six times per year to look at the quality of services, including resident satisfaction and performance. They consider best practice and are the face of PA's residents, having spoken at conferences.</p> <p>PA Housing are also establishing a number of Service Improvement focus groups where residents will be able to work with Service Heads to help develop and improve these services, including repairs, cleaning and communication.</p> <p>PA run two Wellbeing Groups that meet to look at how to better engage minority group and support each other in the involvement process.</p>
Places for People	<p>The Scrutiny Team is a group of residents that carry out 3 to 4 service reviews per year making recommendations to senior management. They monitor performance and ensure that services are shaped around the needs of residents.</p> <p>Places for People also hold ad-hoc action groups on specific themes which residents can attend on a one-off basis. Action groups help gain resident views on a particular area and inform service improvement.</p> <p>The Editorial Team is a group of residents who review and edit documents and communications to ensure they are reader-friendly. Members carry out the work from home via email.</p>
Richmond Housing Partnership	<p>The Customer Scrutiny Group is a group of around 10 residents who meet 4 to 6 times per year to scrutinise the work and performance of RHP. Topics are mainly resident-led and have included: repairs service, ASB, and grounds maintenance. The group also carry out work on an ad-hoc basis on topics identified by RHP, for example they were recently consulted on the organisation's branding. Findings from the group are fed back to RHP's Executive Group and Service Delivery Committee to ensure the 'voice of the customer' runs throughout the organisation.</p> <p>RHP also run ad-hoc focus groups to get views from a random sample of residents on particular topics. For example, they've recently held focus group on residents' experiences of online services.</p>
Shepherds Bush Housing Group	Resident Voice is a panel recruited to represent residents' views. Resident Voice is currently reviewing how it will deliver resident scrutiny. It is being supported by the Board to deliver a new Scrutiny Framework by June 2020.

Performance Information

The SHGP highlights that residents must have access to meaningful information on their landlord's performance for them to feel truly empowered. To strengthen the relationship between landlords and residents, landlords must be accountable to residents and provide opportunities for scrutiny of performance data, such as how well their landlord deals with repairs or ASB. The SHGP makes initial recommendations for how landlords should report performance, and it is expected that more detail and an action plan will be published in due course. For example, the SHGP suggests the development of a set of national KPIs to allow for benchmarking against other social landlords.

All the Borough's housing associations publish an annual report which covers key service areas including: repairs, resident involvement and value for money. The Council expects its housing association partners to develop these in a resident-friendly format, noting that it is best practice for residents to be involved in the production of an annual report to inform style, content and rating of performance. In addition to an annual report, residents should have the opportunity to access ongoing performance information during the year. Whilst most housing associations share key achievements through their newsletters and websites, there are improvements needed in terms of publishing routine information on performance which is often not published.

Residents should be able to measure their landlord's performance against clearly defined service standards and this is a cornerstone of the regulatory framework.



Table 4: Published performance information

Housing Association	Annual report	Regular performance data	Service standards
A2 Dominion	www.a2dominiongroup.co.uk/about/reports-and-accounts	✘	✔ Performance is assessed against these and they are reviewed annually – https://my.a2dominion.co.uk/help/article/KA-01686/en-gb
Anchor Hanover	www.anchorhanover.org.uk/about-us/publications	✘	✔ https://www.anchorhanover.org.uk/about-us/our-customer-promise
Guinness Trust	www.guinnesspartnership.com/about-us/company-publications/	✔ Quarterly performance data published in resident newsletter and online - https://www.guinnesspartnership.com/about-us/what-we-do/how-were-doing/	✔ https://www.guinnesspartnership.com/contact-us/what-to-expect-from-us/
L&Q	www.lqgroup.org.uk/about/finance-performance-and-governance/residents-annual-reports/	✔ Quarterly key performance indicators are shared with neighbourhood committees, Residents Services Group and Customer Experience Committee.	✔ https://www.lqgroup.org.uk/about/finance-performance-and-governance/the-landq-customer-promise/
Metropolitan Thames Valley	www.mtvh.co.uk/mtvh-annual-report-2019/	✘	✘
Notting Hill Genesis	www.nhhg.org.uk/publications/	✘ Currently being reviewed	✘ Currently being reviewed
PA Housing	www.pahousing.co.uk/about-us/annual-report-to-residents/	✔ Shared with Resident Council and Customer Forum	✘
Places for People	www.placesforpeople.co.uk/about-us/publications/annual-report/	Information not supplied	Information not supplied
Richmond Housing Partnership	www.rhp.org.uk/rhpui/how-are-we-doing	✔ Quarterly performance data published - www.rhp.org.uk/rhpui/how-are-we-doing	✔ Quarterly performance data published www.rhp.org.uk/rhpui/how-are-we-doing
Shepherds Bush Housing Group	www.sbhg.co.uk/annual-report/	✘	✘ Customer Offers are currently under review

Mystery shoppers/ Estate inspectors



Initiatives where residents monitor services and report back to their landlord are increasingly popular across the Borough's housing associations. In some cases, these are mystery shopping exercises where residents monitor customer service standards. In other cases, it involves inspecting estate conditions such as cleaning and grounds maintenance. Residents are trained on how to carry out the inspection

and provide feedback to their landlord in the form of a scoresheet or text message. Allowing residents to take on a specific role can be a rewarding method of engagement for residents who want to scrutinise standards. It can also be productive for landlords who benefit from regular feedback on services.

Case Study

Metropolitan Thames Valley: Resident Inspectors



Resident inspectors help Metropolitan Thames Valley monitor cleaning and grounds maintenance standards where they live. All residents can take part and there are currently 130 Resident Inspectors across their housing stock. Resident Inspectors complete a scoring sheet every two weeks to measure the levels of cleaning and maintenance in their block and findings go straight to the contractor responsible for the work. Inspectors are provided with training and there is an Estates Inspection Officer who coordinates their work and acts as a point of contact.

Mani has been a resident inspector since 2013: "I became an inspector about a year after I moved in. I was phoning Thames Valley and reporting repairs and jobs that were not finished frequently, so they suggested that I consider the role of resident inspector – since I was already doing it. That way I could get reimbursed for my work with vouchers. So, I thought, I don't mind that – plus I can get a little treat every now and then! "The maintenance people come once a fortnight and after they've been, I walk around and check that

they've done all their jobs – things like cleaning bin stores and trimming hedges. This site is only made up of 10 flats, so it only takes me 15 minutes to go around and do my inspection.

"I haven't had any cause for complaint; they are good at what they do. When there's been graffiti on walls or any of the doors have been damaged, the estates people are out straight away, and they do a great job. But they understand as well that we really care about it, because I'm here checking, so they will go the extra way to look after our estate and maintain it really well. If the residents don't care, then it is a lot easier for things to slip – for a hedge not to get trimmed or much not to be changed.

"I've been doing this for over five years now. When I first took the role, I went and knocked on everyone's door and explained what I'll be doing, so they wouldn't be alarmed when they see me in their corridor turning lights on and off and checking that the window frames have been cleaned! Everyone here knows me, and they are happy for me to do this work."

Table 5: Mystery shoppers and estate inspectors

Housing association	Mystery shopping	Estate inspectors
A2 Dominion	✓	✓
Anchor Hanover	✗	Exploring a pilot
Guinness Trust	✓	✗
L&Q	✓ Under review	✓
Metropolitan Thames Valley	✓	✓
Notting Hill Genesis	✗	✓
PA Housing	Under review	Under review
Places for People	✓	✗
Richmond Housing Partnership	✓	✗
Shepherds Bush Housing Group	✗	✓ Currently being recruited

Complaints

One of the key principles of the SHGP, is for social landlords to ensure they have effective complaints processes in place and to ensure residents are given opportunities to scrutinise complaints-handling performance. Whilst all the Borough's housing associations have published clear complaints processes, these can often be difficult to find. Residents accessing the Tenants' Champion Service have told us that they are not signposted to the complaints process and that they are uncertain whether their complaint is being logged as part of their landlord's official complaints process or a routine enquiry.

Richmond Council's Tenants' Champion service helps housing association tenants and leaseholders in the Borough who have unresolved complaints with their landlord. In 2018/19, the Tenants' Champion was approached for help by 109 households. The Tenants' Champion works to resolve often complex issues and rebuild trust with the housing association in question. This

service provides a dedicated and independent route for residents to escalate complaints and for these to be mediated, avoiding referral to the Housing Ombudsman Service.

Resident involvement in the complaints process can provide useful insight to ensure that the process is accessible for residents and working well. Several housing associations in the Borough hold Complaints Panels which allow residents to be involved in reviewing individual, unresolved complaints and are a good example of engaging residents in the complaints process. Panels usually comprise senior management and a set number of residents from a pool of residents fully trained to resolve complaints. They generally meet in person or have a telephone meeting as required to discuss complaints. Resident involvement in the complaints process can also assist in learning lessons and demonstrating what these lessons are.

Table 6: Complaints Panels

Housing association	Do they hold a complaints panel with resident involvement?
A2 Dominion	
Anchor Hanover	
Guinness Trust	
L&Q	
Metropolitan Thames Valley	
Notting Hill Genesis	
PA Housing	
Places for People	
Richmond Housing Partnership	
Shepherds Bush Housing Group	



Communicating feedback from resident involvement

To ensure resident engagement is meaningful, residents must be able to see how their input has helped shape services or improve performance. Closing the feedback loop helps to encourage and motivate residents to remain involved; if residents can't see the effect their involvement has, they may become disenchanted with making the effort to get involved. Our housing association partners communicate directly with residents involved in particular engagement activities to update them on the outcomes of their work. However, it is also imperative that the wider resident population are kept informed of how the organisation acts on resident feedback, including satisfaction survey results or complaints monitoring.

The Council expects its housing association partners to communicate effectively with their residents in the Borough through both digital and traditional methods (e.g. newsletters.) Effective communications provide an opportunity to share news stories and information, from policy changes to community events. They can also help encourage residents to get involved with their landlord.



Table 7: Communication methods

Housing Association	How is feedback from resident involvement provided?	Do they publish a newsletter for residents?
A2 Dominion	Published online - https://a2dominion.co.uk/contact-us/your-feedback	✔ 3 per year
Anchor Hanover	Newsletters	✔ 2 per year
Guinness Trust	Newsletters and online - https://www.guinnesspartnership.com/your-community/get-involved/customers-helped-make-difference/	✔ 4 per year
L&Q	Virtual customer panel which has around 4,000 members and resident magazine.	✔ 4 per year
Metropolitan Thames Valley	Annual report, social media posts and newsletters.	✔ 6 per year (2 national, 4 regional.)
Notting Hill Genesis	Newsletters and an annual summer event for residents.	✔ 6 per year
PA Housing	Newsletters and online - https://www.pahousing.co.uk/customers/get-involved/co-regulation-for-resident-involvement/	✔ 2 per year
Places for People	Information not supplied	Information not supplied
Richmond Housing Partnership	You said, we did' report is published online - https://www.rhp.org.uk/rhpui/how-are-we-doing	✘ No
Shepherds Bush Housing Group	Newsletters	✔ 2 per year as routine, with option for additional 2 if required

Strategic Involvement Objectives

What we will do:

- Encourage housing associations and their residents to respond to Council consultations on policy changes and new strategies.
- Encourage housing association participation at Council and community events.
- Continue to support the work of the Tenants' Champion.
- Publish an annual Tenants' Champion Report, which will include a breakdown of cases referred to the service, lessons learnt (for example where practices have changed) and an update on resident engagement.
- Continue to involve housing associations in the Tenants' Champion Inter-Agency Forum, including presenting areas of best practice.
- Establishing a housing association working group led by the Tenants' Champion to promote good practice in resident engagement.
- Invite housing associations with large stock in the Borough to provide an annual update to the Adult, Social Services, Health and Housing Committee as appropriate.

What we expect from housing associations:

- To have in place a clear participation strategy and ensure this is reviewed as a minimum every three years with involvement from residents. Ensure it includes approaches to engage harder to reach groups and that it is publicised.
- To demonstrate to residents how they meet the recommendations set out in the Social Housing Green Paper, including publishing a clear complaints process and identifying lessons learnt from complaints.
- To provide residents with a clear and direct route to feed into the Board of their housing association.
- To clearly set out the formal structures of participation, including appropriate routes for scrutiny of services. To provide a route for residents to feedback or challenge these structures.
- To publish clear outcomes from participation activities, both online and in traditional formats.
- To publish performance and satisfaction information, including an Annual Report and involve residents in the process.
- To publish clear service standards.
- To have a designated role to lead on and encourage resident engagement.
- To attend the Tenants' Champion Inter-Agency Forums and report on areas of good practice.

Community involvement

Community involvement

Social Value in Empowering Communities

The Chartered Institute of Housing describes social value as: the wider, non-financial impacts of programmes, organisations and projects, especially on the wellbeing of individuals, communities and the environment. By building social value, housing associations can help turn bricks and mortar into neighbourhoods and communities. As well as considering social value benefits when procuring services or investing in capital, housing associations should design resident engagement activities with social value in mind.

Whilst social value can be difficult to quantify or measure, resident engagement activities have potential to provide social value in several ways. For example, social value can be found through training and development that comes from being involved in scrutiny and decision making. Wellbeing benefits for residents derive from having a sense of involvement in decisions affecting them. Most notably, resident engagement can help neighbours get to know one another and build a sense of community as well as a sense of ownership and pride in their neighbourhood. In this respect, resident engagement structures must provide local, face-to-face opportunities. Furthermore, whilst it is acknowledged that housing association mergers bring financial benefits, resilience and allow for the sharing of best practice, it is important that housing associations continue to respond to local needs as they expand and recognise their role in helping to strengthen communities.

Best Practice Example - PA Housing: Richmond Forum



PA Housing's local Richmond Forum meets three times a year. It gives residents in the Borough the chance to raise issues that are important to them and to share their views on proposals from PA. Guests from the Council, local police, and community groups attend to speak about the work they are doing in the Borough. PA staff are also on hand to deal with complaints and individual issues. Residents are encouraged to meet up between the meetings to discuss local matters and share ideas.

The Richmond Forum is a good example of a larger, London-wide association retaining a local focus and communicating with their communities.

The Forum provides communities with an opportunity to meet face to face and discuss local issues.

Residents' Associations

Residents' associations (RAs) are at the heart of community involvement and supporting these groups is vital to empowering residents to get involved and to have a stronger voice with their landlord. The London Assembly identifies supporting and working with independent, self-organised, representative tenant groups as one of their seven best practice principles of resident engagement .

As well as allowing residents to get involved with their landlord in a formal way, RAs provide

an opportunity for residents to meet their neighbours and host community events, helping to build thriving communities and foster a sense of neighbourhood. RAs can also play a pivotal role in helping housing associations identify and deliver projects with social value, for example establishing a community garden or renovating a playground. Whilst it must be acknowledged that not everyone wants to form an RA, there must be processes in place to recognise and enable these groups. Many of the Borough's housing associations provide a package of support to RAs as set out below:

Table 8: Support provided to Residents' Associations

Housing Association	Support provided
A2 Dominion	✔ RAs receive advice and a small amount of funding is available for recognised groups. Funding is also available for constituted community groups whose purpose is to benefit the community.
Anchor Hanover	✔ RAs receive support through a pack of information and advice from colleagues to support set up. A small pot of discretionary funding is also available for estate improvements and RA business.
Guinness Trust	✔ Guinness provide advice to residents to help set up an RA, including guidance on constitutions. Officers will attend local meetings and events where possible.
L&Q	✔ L&Q provide advice to residents to assist setting up new RAs. Funding is available for community groups more broadly through the L&Q Foundation - https://www.lqgroup.org.uk/about/landq-foundation/
Metropolitan Thames Valley	✔ Support is provided by the Community Investment Team and includes direct funding, advice on governance and fundraising, as well as practical support to manage meetings or host events. Local housing teams attend RA meetings.
Notting Hill Genesis	✔ RAs receive practical support to get started: advice, a toolkit, and a small start-up grant of £350. On-going support is provided through annual grant and twice-yearly meetings with all RA representatives to share best practice, common issues etc. Notting Hill Genesis also attend individual RA meetings as requested.
PA Housing	✔ RAs receive a £250 annual grant and ad hoc support throughout the year. They can also bid for community funding for special projects for example. Day to day practical support and toolkits are provided, for example how to create a constitution.
Places for People	✔ RAs receive advice on setting up and running a group. Places for People work with the RA to agree a frequency of meetings that they can dedicate time to attending.
Richmond Housing Partnership	✘ No formal support offered.
Shepherds Bush Housing Group	✔ Staff provide advice to help set up RAs and the organisation can attend RA meetings.



Community Projects

Although RAs are an important method of engagement, and should be supported where there is demand, it must be acknowledged that there is not always an appetite for an RA and therefore other opportunities for community involvement should be made available. For example, Metropolitan Thames Valley provide help and training to residents who wish to set up a community project or organise a local event, but who may not want to form an ongoing RA. The L&Q Foundation provides funding for community groups, regardless of whether they are a formal RA. Furthermore, many housing associations have schemes in place to reward and recognise those who have made a positive contribution to their community; such schemes can help residents feel empowered and valued. These might include community champions schemes

or award ceremonies to formally recognise the work of individuals in improving their local area. Encouraging community-based approaches can be particularly beneficial for housing associations with a large or dispersed housing stock.

Award ceremonies: Places for People run an annual event called the Good Neighbour Awards which recognises residents who have made a notable contribution to their communities. Residents across their housing stock are asked to nominate any unsung heroes in their neighbourhood. In 2018, they received over 250 nominations and awards were presented to 37 residents for activities such as gardening, dog walking, helping older residents with shopping and inviting people for Christmas lunch who would otherwise spend it alone. Similarly, PA will be holding a bi-annual community awards ceremony that will celebrate successes of residents and staff with the first event being held in 2020.

Table 9: Recognising Community Involvement

Housing association	Recognition schemes
A2 Dominion	 Community champion scheme - champions can access training and support to run activities which benefit their community and have direct contact with their landlord to represent customers living in their area
Anchor Hanover	 Piloting an engagement ambassador scheme - volunteers work with residents to help explain the benefits of engagement and encourage residents to get involved.
Guinness Trust	
L&Q	 Community champion scheme - champions can access training and support to run activities which benefit their community and have direct contact with their landlord to represent customers living in their area.
Metropolitan Thames Valley	
Notting Hill Genesis	
PA Housing	 Bi-annual community awards ceremony that will celebrate successes of residents and staff with the first event being held in 2020.
Places for People	 Customer ambassadors scheme – ambassadors provide local feedback to the more formal Scrutiny Team. Good Neighbour Awards - recognise residents who have made a notable contribution to their communities. Residents across their housing stock are asked to nominate any unsung heroes in their neighbourhood. In 2018, they received over 250 nominations and awards were presented to 37 residents for activities such as gardening, dog walking, helping older residents with shopping and inviting people for Christmas lunch who would otherwise spend it alone.
Richmond Housing Partnership	
Shepherds Bush Housing Group	

Access to Funding

Providing residents with access to funding for small improvements to their neighbourhood can help residents feel empowered to make decisions about their area and be proud of where they live. Coming together to make a difference to their community can be extremely rewarding and empowering for residents, and therefore it is important that housing associations provide funding and support for residents to do this. Many housing associations in the Borough allow residents to bid for funding to facilitate small improvements and community projects as set out below.

Best Practice Example PA Housing: Community Fund

£25,000 is available each year and any resident can put forward a bid for funding that will benefit their local community.

The Community Fund has been used to fund a range of projects and events, including: environmental improvements to communal areas on estates, outdoor furniture to create a space for residents to enjoy, tree planting on community gardens and a community café on an estate run by volunteers.

Table 10: Funding Opportunities

Housing association	Funding opportunities
A2 Dominion	✔ Neighbourhood Improvement Fund
Anchor Hanover	Information not supplied
Guinness Trust	Information not supplied
L&Q	✔ Neighbourhood Committees decide how money is spent on local community projects and funding is available for community groups through L&Q Foundation.
Metropolitan Thames Valley	✔ Community Chest and small local grants are available
Notting Hill Genesis	✔ Provide small grants from estate improvement budget and Wellbeing Fund
PA Housing	✔ Community Fund provides £25,000 annually
Places for People	Information not supplied
Richmond Housing Partnership	✘
Shepherds Bush Housing Group	✘

Community Involvement Objectives

What we will do:

- Promote the establishment of RAs and report on this in the Tenants' Champion Annual Report.
- Consider ways to better involve housing associations in the bidding process for Neighbourhood Community Infrastructure Levies. For example, investigate opportunities to match funding for projects with social value.
- Establish routes for housing association residents to report any wider concerns identified by a resident group.
- Consider how to better utilise the Council's Community Heroes Awards for residents of housing associations, for example through a specific category relating to housing estate champions.

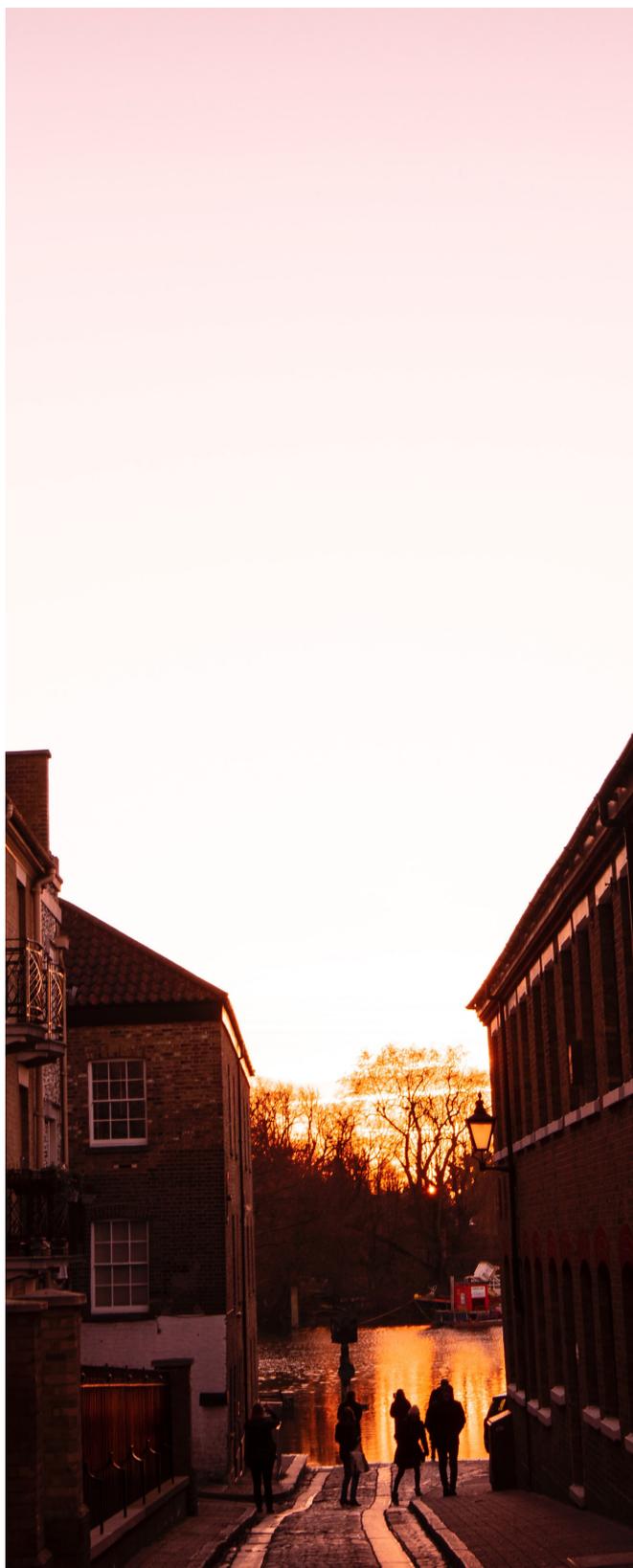
What we expect from housing associations:

- To actively encourage the formation of and provide support to RAs and local community groups.
- To explore creative proactive approaches to encourage engagement, for example, engagement ambassadors.
- To provide residents with access to funding for small community projects, for example environmental improvements and community events. To ensure this is widely promoted to residents.
- To recognise those who have contributed to their local community, for example through local or regional award ceremonies.



*Hearing
the wider
resident
voice*

Hearing the wider resident voice



Housing associations must ensure they are capturing the wider resident voice to inform decisions and shape services rather than solely relying on those residents who are actively engaged in formal structures. A significant challenge for social landlords is encouraging involvement and ensuring that a wide range of resident voices are heard through their participation structures.

Engaging the Wider Population

Engaging with harder to reach groups can be extremely difficult for housing providers but is vital in shaping services that meet a range of needs and empowering the wider resident voice. Housing associations must look to implement initiatives which aim to engage residents who may not be interested in traditional engagement methods. These could include community gardening projects, arts festivals, sports sessions or events on estates. The Borough's housing associations have implemented a wide range of initiatives to engage with their resident population more widely and to appeal to those who may not be interested in formal engagement methods. It is important that housing associations make a commitment to deliver ongoing initiatives, rather than one off activities. Best practice examples are set out below:

Best Practice Example

Richmond Housing Partnership: 90 over 90



RHP put together a task force of volunteers to provide outreach to older residents over the winter period and to deliver food hampers. This was an opportunity for RHP to engage with older residents who may be isolated and not currently involved. RHP volunteers were trained in local services that they could signpost people to and Tenancy Support staff supported volunteers to pick up any issues of concern, such as cases of hoarding. Due to the success of the scheme, RHP is now extending the scheme to over 80s.

Best Practice Example

PA Housing: Green Spaces



PA Housing support a range of Green Spaces projects which focus on helping residents gather together to grow their own food and flowers and creating spaces for residents to enjoy the outdoors. PA and their residents often work in partnership with local organisations, charities and school on these projects, which include community allotments, orchard planting projects and turning derelict land into communal gardens.

Best Practice Example

PA Housing: PA in Bloom



Each year PA Housing run a gardening competition where residents from across their housing stock can take part and win prizes in several categories. The Allotment in Hampton: The Fulmer Close Residents' Association took on a once derelict allotment and are now producing a range of fruit and vegetables for their community. The allotment has allowed local residents and PA Housing to address social isolation of older people in the community.

Best Practice Example

A2Dominion: Community Investment Team



A2Dominion's dedicated Community Investment Team organise a range of activities for residents to help engage the wider community. Activities include women's fitness classes, exercise for over 60s, yoga and football sessions on estates. They provide financial inclusion advice through a programme called DOSH (Debts, Overdraft and Savings Help) and IT sessions called Digital DIY where volunteers provide residents with support to get online and learn basic IT skills. They also run an Enterprise Programme to help resident looking to learn business skills and start their own business.

Measuring Resident Satisfaction

By measuring satisfaction, social landlords can capture the wider voice of their residents and ensure residents influence service improvements by responding to surveys. Furthermore, measuring resident satisfaction can be central to meeting the aims of the Regulatory Framework's Tenant Involvement and Empowerment Standard. Satisfaction surveys allow trends to be identified and show landlords what is working well and where improvements are most needed. Housing associations across Richmond seek resident views through satisfaction surveys and have different approaches to this.

There are two main approaches that social landlords take to seek resident satisfaction:

Periodic surveys: in-depth, periodic satisfaction surveys with a sample of residents are a more traditional model of surveying residents. These will generally be undertaken a couple of times per year and may cover the overall housing management service or a specific topic (e.g. repairs). The sample of residents surveyed will be representative of the landlord's resident population (e.g. in terms of property type, geographical area) using a robust methodology. Surveys will often ask a set of standard questions (e.g. Housemark's STAR framework) to allow for benchmarking against previous years and other social landlords.

Transactional surveys: many social landlords are moving away from the traditional model of periodic satisfaction surveys in favour of transactional surveys. Transactional surveys ask residents to score their satisfaction following an interaction with their landlord (e.g. reporting a repair). Responses are given immediately after receiving a service and are focussed on a specific issue. Transactional surveys allow housing associations to produce more 'real-time' data on satisfaction and monitor this more frequently. Whilst transactional surveying has its merits, such as convenience for residents (e.g. a quick text message to rate a service), it may not provide a representative view of resident satisfaction with the overall service.

A mix of both types of survey provides the most robust results. The Council, therefore, would consider best practice to be for housing associations to use both approaches to develop a clear and accurate understanding of resident satisfaction. In addition to collecting resident views and satisfaction rates, it is imperative that housing associations provide feedback to residents on the results of surveys and how these have informed service delivery.

Table 11: Surveying methods

Housing Association	Type of surveys undertaken	How are the results of surveys shared?
A2 Dominion	Periodic and transactional	Annual report, website and bespoke feedback for one-off surveys.
Anchor Hanover	Periodic	Shared with Resident Council and through resident newsletter
Guinness Trust	Information not supplied	Online and quarterly updates online - https://www.guinnesspartnership.com/about-us/what-we-do/how-were-doing/
L&Q	Periodic and transactional	Annual Report and shared with neighbourhood committees, Residents Services Group and Customer Experience Committee.
Metropolitan Thames Valley	Periodic and transactional	Annual report
Notting Hill Genesis	Periodic and transactional	Overall resident survey is published online – https://www.nhgggroup.org.uk/post/results-resident-satisfaction-survey Transactional survey data is reported to Board and Resident Services Committee.
PA Housing	Periodic and transactional	Annual report and through Resident Council and Customer Forum.
Places for People	Information not supplied	Information not supplied
Richmond Housing Partnership	Transactional	Annual report and quarterly updates published online - https://www.rhp.org.uk/rhpui/how-are-we-doing
Shepherds Bush Housing Group	Transactional	Annual report



Best Practice Example

PA Housing: Measuring Satisfaction



PA Housing use a blend of transactional and periodic satisfaction surveys to seek a wide range of resident feedback. Collectively the two approaches help achieve representative qualitative and quantitative feedback.

Periodic surveys capture in-depth feedback about a particular service and the customer's perception of the overall organisation. Topics covered include repairs, cleaning, income collection and the overall housing management function (using Housemark's STAR questions). Surveys are carried out periodically by telephone or email by an independent company. Each survey has an average of ten questions, including whether residents would recommend the service. Last year, PA also introduced a Customer Effort Score into their surveys which asks how easy the service was to use. These scores are widely used and allow PA to benchmark against other housing associations and other sectors. Findings help to inform service improvements and to assist with contract management.

'Maximum', which was introduced in 2018, captures how customers felt about a service they received (repairs, tenancy sustainment, online app, or new letting) in real-time. It provides an easy to use survey channel through phone call or text message. All residents who have interacted with one of these services will be asked to complete a survey and there is a high response rate of 11-25% of customers (compared to the national average of 7-14%). Maximum also provides one off large-scale surveys to gain insights on a particular customer journey. For example, PA surveyed all those who pay service charges with over 2,400 responses (25% uptake) and are using data to better understand how they can improve the service.

Digital Engagement

Making use of digital platforms can be a successful method of hearing the views of those who may not be interested in traditional forms of engagement, including a younger generation of residents. Housing associations understand that their residents have work and family commitments and that finding the time to participate can be demanding. As such, they are increasingly utilising a range of digital engagement methods, which can be quick and easy for residents to respond to, such as an online poll.

Nonetheless, whilst digital engagement methods can be convenient, it is imperative that these are balanced with face-to-face engagement opportunities, which can be more meaningful and rewarding for residents. Social landlords must pair digital methods with proactive initiatives to engage with harder to reach groups living in their properties and build communities to deliver true social value. Furthermore, needs of those who do not have digital access must be considered and opportunities for this group must be available.

Where new digital platforms are used, it is important that residents are involved in designing and testing these, as has been the case with several housing associations including MyGuinness run by Guinness and WorkWise run by Notting Hill Genesis. Residents can give invaluable insight to ensure that the final product is user-friendly and meets the needs of residents.

Best Practice Example Richmond Housing Partnership: Digital Offer

Over the past two years, RHP have implemented a more digital approach to communicating with residents, including a fully digital customer portal (RHPi). They also use digital methods to gain resident feedback, for example:

Mouseflow: Mouseflow is a web analytics tool which allows RHP to gain insight into how their residents use their website. This helps RHP identify what topics are most important to residents and where there may be issues navigating the website. This tool allows RHP to gain insight into the experience of their residents, including those who do not want to be formally involved or share their views.

MyRHP: RHP have a closed Facebook Group which provides residents with a forum to communicate with their landlord and with other RHP residents. It allows RHP to seek views on particular topics, such as, seeking views on draft policies, sharing performance data or conducting quick polls. The group is also used to broadcast Facebook Live sessions where members of staff will talk about their service and answer questions posted. For those residents who use Facebook and have joined the group, it provides a convenient way to get in touch and share views with their landlord.



Hearing the Wider Resident Voice Objectives

What we will do:

- Ensure we engage with the wider community including housing associations and the voluntary sector to improve services locally, through the work of the Community Engagement Team.
- Consider undertaking satisfaction surveys where these are not undertaken by large housing association landlords with stock in the Borough subject to budget being available.
- Where appropriate the Council will consider opportunities to sponsor/fund housing association initiatives that align with Council policy, particularly around green initiatives.
- Consider where it might be appropriate to invite housing associations to attend Council hosted events, such as the annual Full of Life fair.

What we expect from housing associations:

- To have clear, written service standards that align with the standards set out in the Regulatory Framework.
- To promote digital routes of participation and provide training to residents who want to improve their digital skills. Clearly setting out how residents without digital access can get involved.
- To carry out representative satisfaction surveys and to report on overall satisfaction with the landlord.
- To provide a range of activities to ensure residents can be involved at a level of their choosing, including specific engagement initiatives for harder to reach groups, including younger and socially isolated residents.
- To participate in Council led multi-agency meetings as appropriate, including Safeguarding Adults Board subgroups and the Vulnerable Adults Multi-Agency Panel.

Conclusion

It is clear that social housing providers in Richmond understand the importance of good resident engagement and this report identifies examples of best practice. However, there is always room for improvement and opportunities to learn lessons from others. As stated at the beginning of this report, the Council is committed to improving resident and community engagement and is ambitious about the journey ahead. The aims set out in this review are a starting point that we want to work alongside our housing association partners to build on by ensuring that engaging and empowering residents remains a priority.

Housing associations nationally face the challenge of setting standards for engagement and service delivery across wide geographic areas and borough boundaries. However, this also provides opportunities to think innovatively and maximise resources. It is our expectation that all residents of social housing in the Borough can make a valuable contribution to their landlord's decision-making process and be assured that their voice is listened to, no matter which organisation their landlord is.

Undoubtedly housing associations must continue to focus on improvement and efficiency, however the importance of building communities, improving neighbourhoods and adding social value must not be lost. Furthermore, whilst building new homes is an important focus, this must not be to the detriment of proactively engaging and listening to current residents. The Council is committed to exploring opportunities to work together with housing associations to ensure high standards in these areas, building on the work of the Tenants' Champion.

This review has identified three key areas for housing associations to focus their work around resident engagement. Firstly, residents must have ways to influence and shape services that are delivered to them at a strategic level. Secondly, community involvement must be encouraged, and residents must be empowered to seek and make improvements locally through recognition and support. Thirdly, housing associations must provide innovative and engaging activities that recognise the needs of their diverse resident base and ensure the wider voice is heard.

The actions and expectations set out in this document will feed into the Council's wider participation strategy that is currently being reviewed and will set out proposals for how the Council engages with harder to reach groups, working with housing associations as appropriate.

The work of this review will be monitored through the work of the Tenants' Champion who will continue to encourage best practice in resident engagement. The Council will establish a working group with its key partners in 2020 to discuss best practice and how we can work together towards the Council's ambition of ensuring that Richmond Borough leads the way in resident engagement.

Table 12: Summary

Housing association	Residents were consulted on participation arrangements	Residents were actively involved in reviewing participation arrangements	Residents sit on the Board	Residents sit on other Committees which feed directly into the Board	Scrutiny groups for Residents	Publish annual report	Publish regular performance data	Publish service standards	Mystery shopping scheme	Estate Inspector scheme
A2 Dominion	✓	✓	✗	✓	✓	✓	✗	✓	✓	✓
Anchor Hanover	✓	✓	✗	✓	✓	✓	✗	✓	✗	Exploring a pilot
Guinness Trust	✓	✓	✗	✓	✓	✓	✓	✓	✓	✗
L&Q	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Metropolitan Thames Valley	✓	✓	✗	✓	✓	✓	✗	✗	✓	✓
Notting Hill Genesis	✓	✓	✓	✓	✓	✓	✗	✗	✗	✓
PA Housing	✓	✓	✗	✓	✓	✓	✓	✗	Under review	Under review
Places for People	✓	Information not supplied	✗	✓	✓	✓	Information not supplied	Information not supplied	✓	✗
Richmond Housing Partnership	✓	✗	✓	✗	✓	✓	✓	✓	✓	✗
Shepherds Bush Housing Group	✓	✓	✓	✗	✓	✓	✗	Under review	✗	Currently being recruited

Table 12: Summary (cont)

Housing association	Complaints panel with residents	Feedback from resident involvement provided	Newsletter for residents	Formal support for Residents' Associations	Recognition schemes	Funding streams for residents to access	Periodic surveys	Transactional surveys
A2 Dominion	✘	✔	✔	✔	✔	✔	✔	✔
Anchor Hanover	✔	✔	✔	✔	✔	Information not supplied	✔	✘
Guinness Trust	✘	✔	✔	✔	✘	Information not supplied	Information not supplied	Information not supplied
L&Q	✔	✔	✔	✔	✔	✔	✔	✔
Metropolitan Thames Valley	✔	✔	✔	✔	✘	✔	✔	✔
Notting Hill Genesis	✔	✔	✔	✔	✘	✔	✔	✔
PA Housing	✘	✔	✔	✔	✔	✔	✔	✔
Places for People	✘	Information not supplied	Information not supplied	✔	✔	Information not supplied	Information not supplied	Information not supplied
Richmond Housing Partnership	✘	✔	✘	✘	✘	✘	✘	✔
Shepherds Bush Housing Group	✘	✔	✔	✔	✘	✘	✘	✔

Appendix 1: Richmond upon Thames Private Registered Provider Stock 2018/19

PRP name	General needs - Self contained - Owned low cost rental accommodation	Housing for older people - Owned low cost rental accommodation (units / bedspaces)	Total
A2Dominion	99	0	99
Anchor Hanover Group	0	39	39
London & Quadrant Housing Trust	494	84	578
Metropolitan Thames Valley	693	0	693
Notting Hill Genesis	79	0	79
Paragon Asra Housing Limited	1433	192	1625
Places for People Homes Limited	145		145
Richmond Housing Partnership Limited	5813	421	6234
Shepherds Bush Housing Association Limited	5		5
The Guinness Partnership Limited	146	28	174
Total	8907	764	9671

¹ Some smaller housing providers operating in the Borough were not included in the review.

