



**RESIDENT**  
**INVOLVEMENT**  
**2024** CONFERENCE

**DAY 1**

4TH JUNE 2024 | 9:30 AM - 1:00 PM | ONLINE EVENT

# Using involvement learning from the voluntary sector

Fayann Simpson OBE – Senior Independent Director, L&Q Group Board & Chair L&Q Resident Services Board.

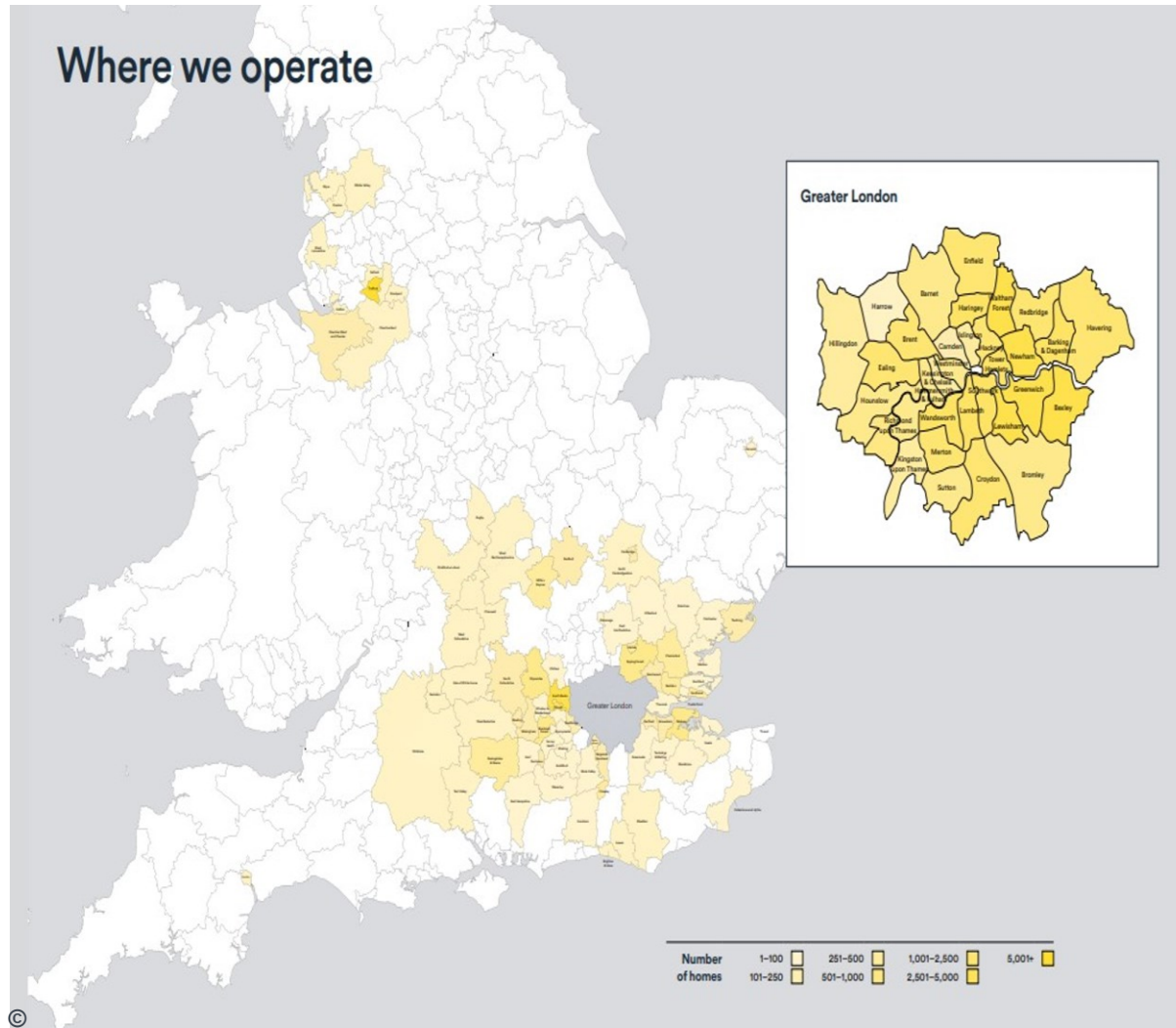
Neil Talbot – Director – Research and Accountability

4 June, 2024

L&Q



# Our organisation 1: about L&Q and resident involvement



## The basics:

- more than 105,000 homes
- c.250,000 people
- c.3,500 people in L&Q and You! online community
- c.600 opted in to active involvement
- 5 regional groups
- 2x annual accountability conferences
- 1x resident led committee of group board

## Last year RI headline stats:

- 27 involvement sessions
- 249 residents participated
- 797 volunteer hours
- 55 recommendations

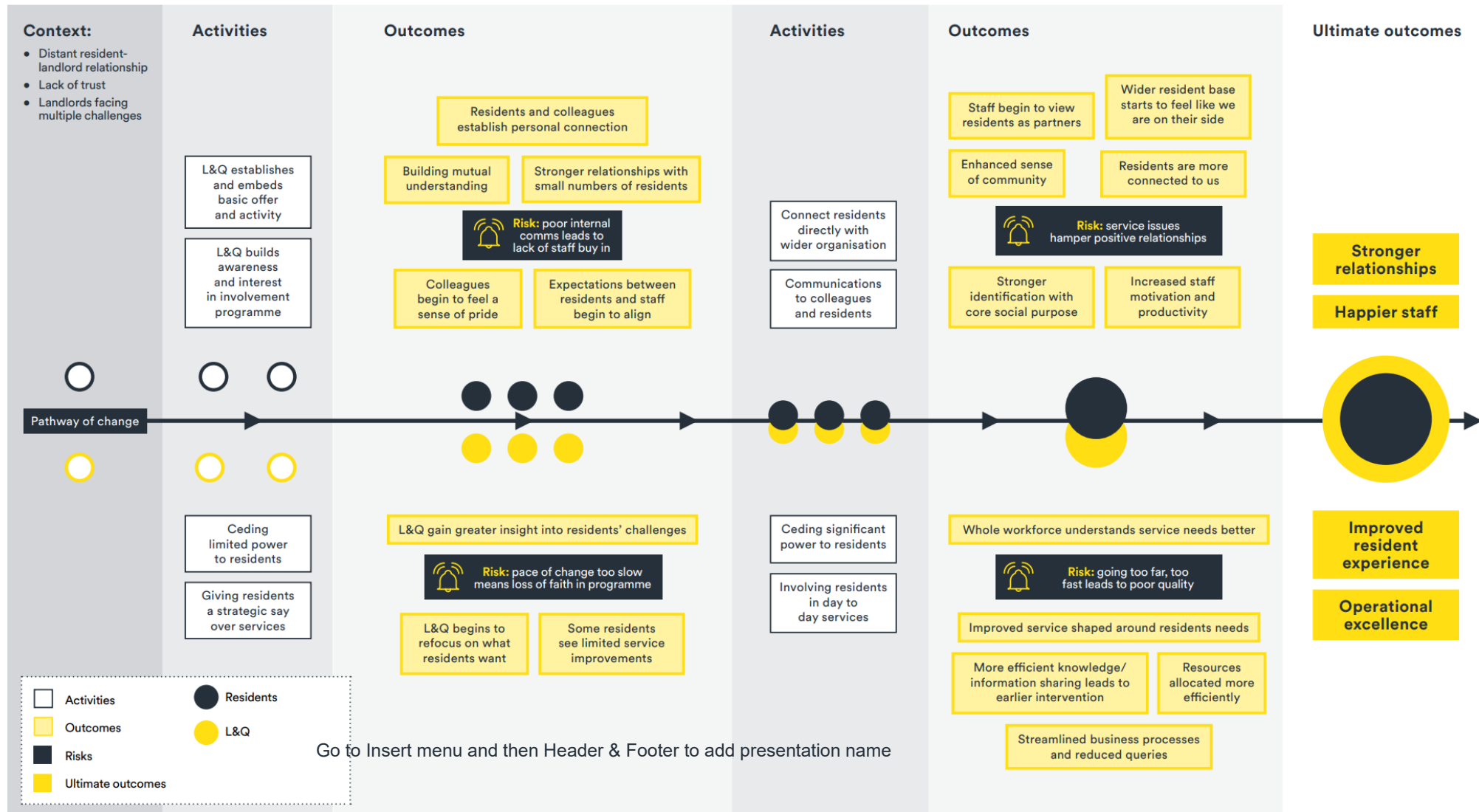
## Our organisation 2: the reset- prestige for resident voice



- Commitment to Resident Involvement at highest level
- New Resident Services Board 2020
- Residents as peers and equals
- Compliance with NHF code of governance for legitimacy
- Remit includes leadership and oversight of resident involvement at strategic level.

# Learning from the voluntary sector 1: theory of change

## Outcomes Framework – concept diagram



# Learning from the voluntary sector 2: delivering a service

## Investing in Volunteers Standard

We aspire for all our resident involvement activity to meet the NCVO's Investing in Volunteers Standard (IiV), the UK quality standard for good practice in volunteer management. It provides a framework for organisations to assess and enhance the quality of their volunteer management work, based around six quality areas:

### Quality area 1:

Vision for volunteering - Volunteering is embedded within the overall vision, values, culture and aims of the organisation and its impact is recognised and communicated. Organisations understand why they involve volunteers.

### Quality area 2:

Planning for volunteers - People, policies and procedures have been put in place to ensure volunteering is well-managed.

### Quality area 3:

Volunteer inclusion - There is a positive approach to inclusion, equity and diversity and a proactive approach to making volunteering accessible.

### Quality area 4:

Recruiting and welcoming volunteers - It is easy for people to find out about opportunities, explore whether they are right for them, and get involved.

### Quality area 5:

Supporting volunteers - Volunteers feel supported at all times, that they are a part of the organisation and that their contribution makes a difference.

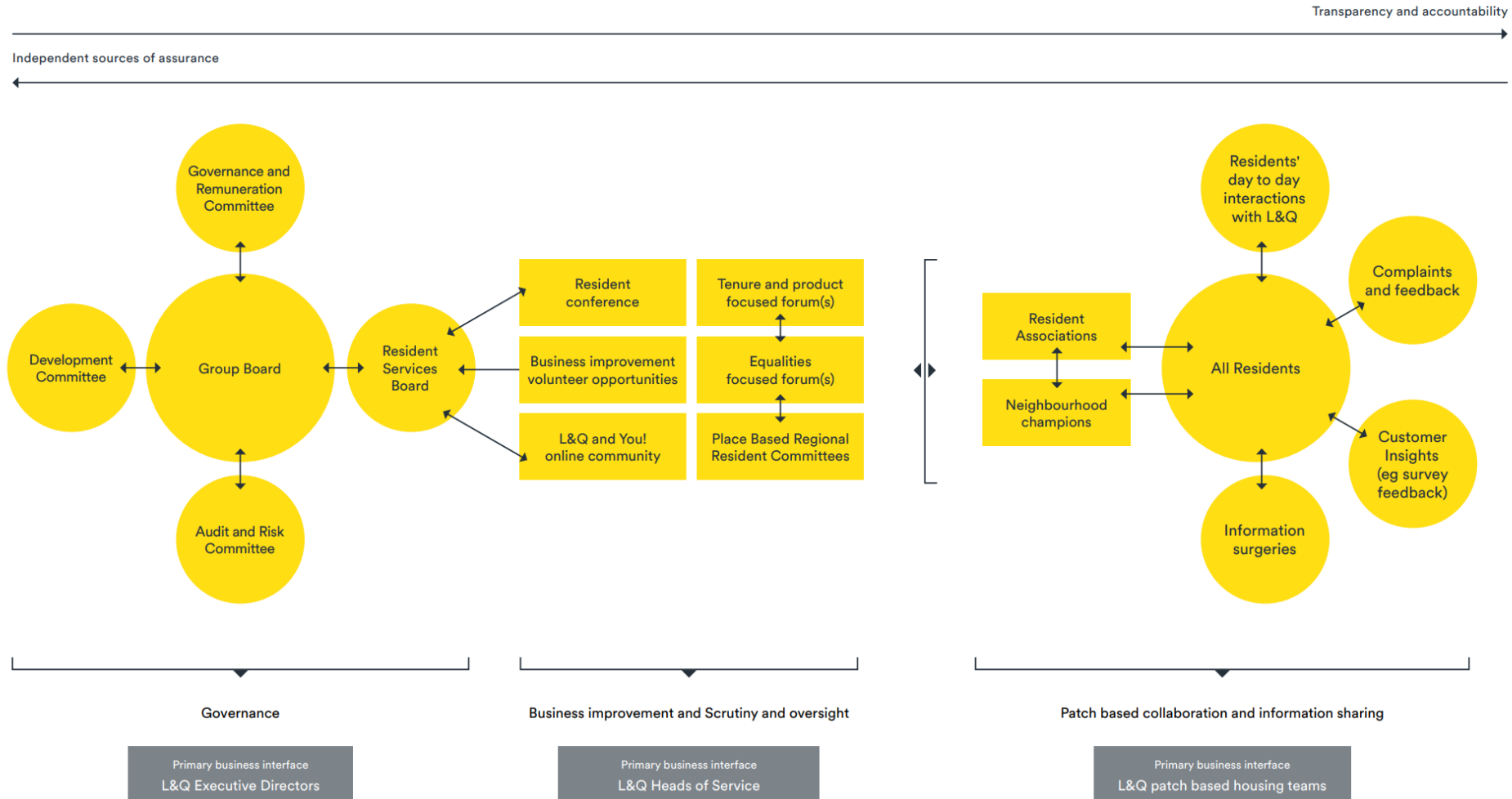
### Quality area 6:

Valuing and developing volunteers - Volunteers are valued and there are opportunities for volunteers to develop and grow through their experience.



# Bringing it together: joining the dots

## Resident Involvement Framework



# Lessons learned and reflections

## Residents

- Residents super strong at culture, values, behaviours type issues.
- Residents have enjoyed being engaged in big picture/ finance issues as much as service
- Residents enjoy flexible opportunities (in line with voluntary sector trends)
- Networking with other residents is a big motivator
- Operational delivery is a drag on involvement
- Emotional commitment to more traditional ways of working amongst long standing involved residents – change is hard

## Organisation

- Guard against tick box engagement
- Know when to involve and when to use customer insight
- Need to plan for engagement to catch key decision points
- Board members and senior staff have to change more than residents- think of their needs
- Impact measurement is difficult – but possible
- Theory of change/ continual learning and evaluation approach meets scepticism



# Questions



## Gateway HA Resident Scrutiny Revived...

Presented by David Lansdown - Transformation & CX Lead  
David O'Brien - Resident Scrutiny Panel Chair

## Our Journey...

We started from a place which may be familiar to many housing providers, following emergence from the COVID 19 lockdown.

Most of Gateway's customer engagement functions were dormant and we had lost around 50% of our employees during the lockdown periods.

Replenishing our workforce and revitalising our customer engagement platforms was challenging but important to help maintain our position as a community-based housing association.

Working with HACT and YD Consultants, we built an engagement framework to both re-connect with our customers and look to the future of effective customer involvement. Working in partnership was a central theme to establishing Gateway as a community anchor.



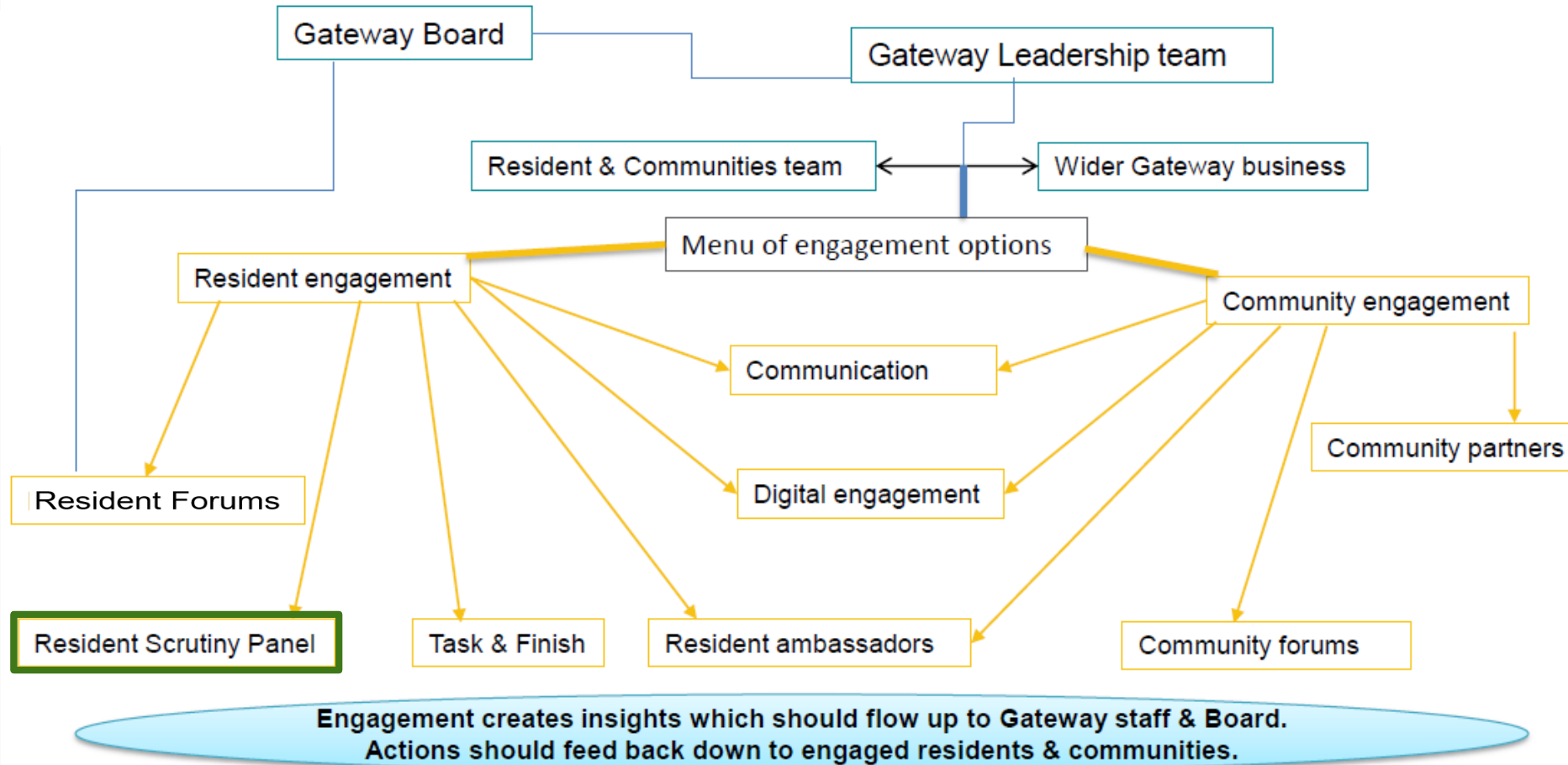
# Elevating the Customer Voice

- ▶ Design principles for resident engagement & scrutiny
- ▶ Panel membership
- ▶ Partnership approach
- ▶ Team building
- ▶ Gateway support and training
- ▶ YDC support and mentoring for panel
- ▶ Ethos and structure

CUSTOMER



# Customer Engagement Structure



# Resident Scrutiny Panel Reviews

- ▶ Scoping a forward plan of work
- ▶ Shared priorities
- ▶ Using data and customer feedback to inform scrutiny
- ▶ Understanding the regulatory environment
- ▶ Selecting the first scrutiny panel review focus
- ▶ Planning the engagement, roles and responsibilities
- ▶ Maintaining an outcomes focus

PLANNING



## Undertaking the First Review Complaints Handling

- ▶ Executing the plan
- ▶ Working with Gateway in partnership
- ▶ Challenges of working as a team
- ▶ How we gathered information and evidence:
  - ▶ Reviewing KPI's, TSM's and customer feedback
  - ▶ Gateway employee interviews
  - ▶ Looking at other organisations' websites & comparing the ease of use
  - ▶ Customer case studies and outcomes
  - ▶ Testing accessibility and ease of making a complaint
  - ▶ Rationalising what we learned
  - ▶ Initial feedback of findings



# Compiling a Meaningful Report

- ▶ We were supported by Yvonne from YDC and her experienced associates who worked alongside Gateway employees, to help panel members compile the first report on Complaints Handling
- ▶ Each panel member helped to prepare the final report with a valid contribution
- ▶ Over 40 recommendations proposed which were presented to the Executive Team and Full Board in February 2024
- ▶ Action plan agreed for the delivery of the recommendations by the relevant service areas
- ▶ Initial meetings held between Gateway employees and scrutiny panel members to discuss progress against the action plan
- ▶ Reflection on the panel's achievements and ways of working post first review delivery





# What now/next?

- ▶ Continued monitoring the complaints handling action plan by panel members
- ▶ Planning the next review of Communications focussing on how Gateway treats customers with respect, fairness and provides transparency in service delivery
- ▶ Recruitment drive for growth, representation and panel diversity
- ▶ Reflective learning – what went well, what could be improved?



# Q & A

Many thanks for attending today's session  
We welcome your questions or feedback?





# Resident Involvement Conference

## Take-Aways in...

# Culture, Co-production and Tenant Empowerment



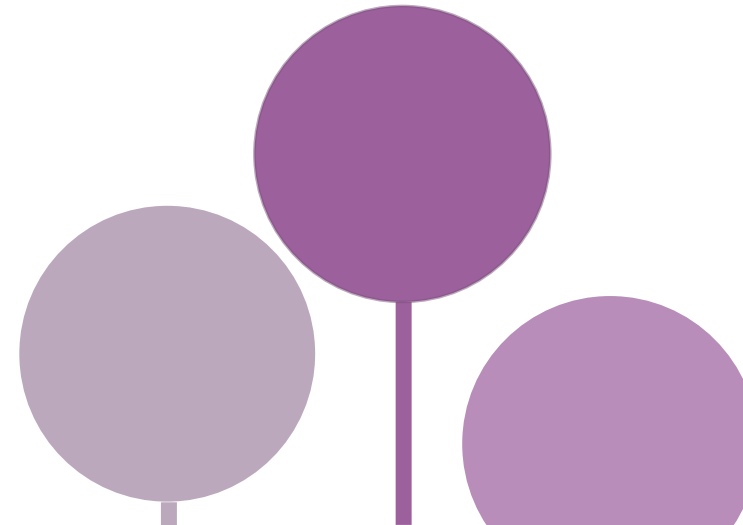
**Yvonne Davies**

**4<sup>th</sup> June 2024**

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[www.ydconsultants.co.uk](http://www.ydconsultants.co.uk)



# Culture – what lies below the line and how do we change it?



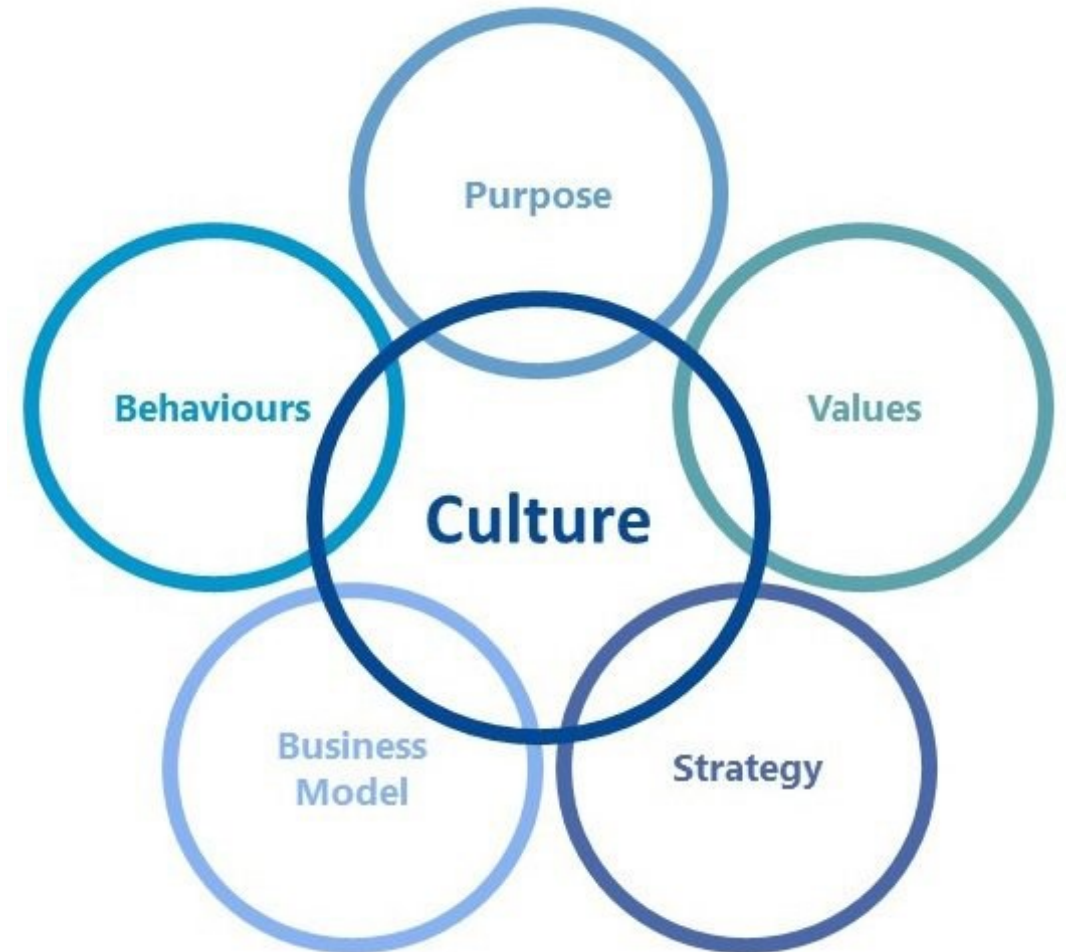
# What do we mean by culture?

**A combination of the values, attitudes and behaviours manifested by a company in its operations and relations with its stakeholders.**

- Leadership on culture should come from the top
- Everyone has a role to play
- Assessment and monitoring of culture are important

**References from:**

<https://www.frc.org.uk/library/standards-codes-policy/corporate-governance/corporate-culture/>



# What we achieve and how we achieve

## The mutuality zone

- Unwritten rules
- Expectations in behaviours
- What people do?
- What is celebrated?
- What is emphasised and what is overlooked?

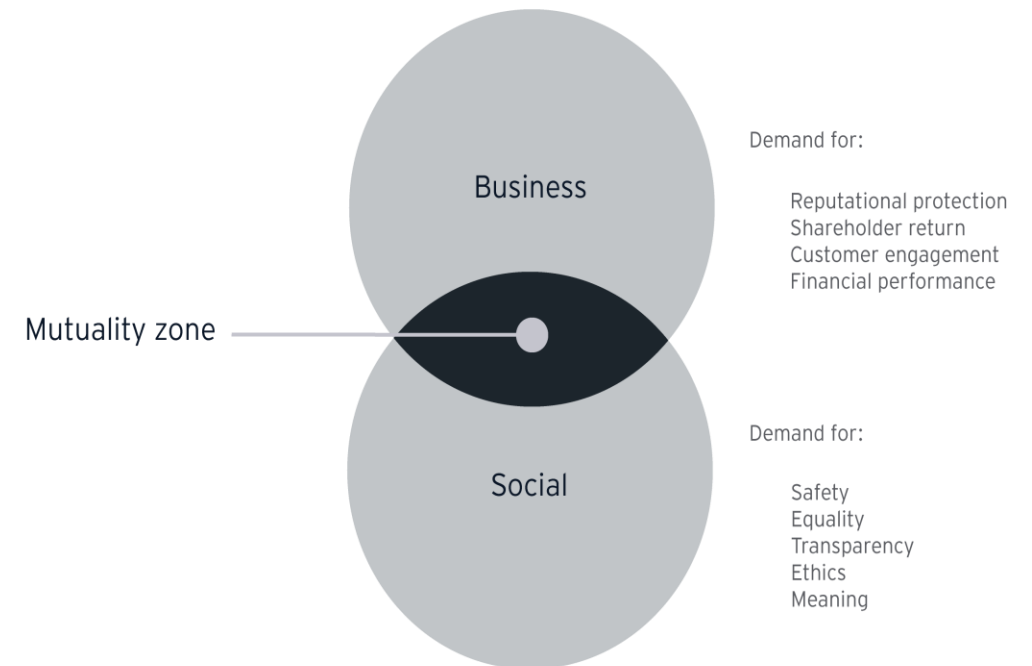
And

The style and approach of engagement with tenants used now?

**“Leaders with a strong sense of community at their heart and who lead from their hearts as well as their head”.**

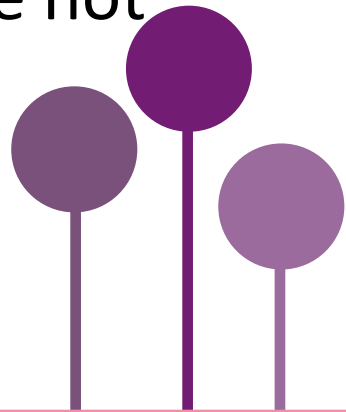
Reference:

[https://www.ey.com/en\\_uk/corporate-culture](https://www.ey.com/en_uk/corporate-culture)

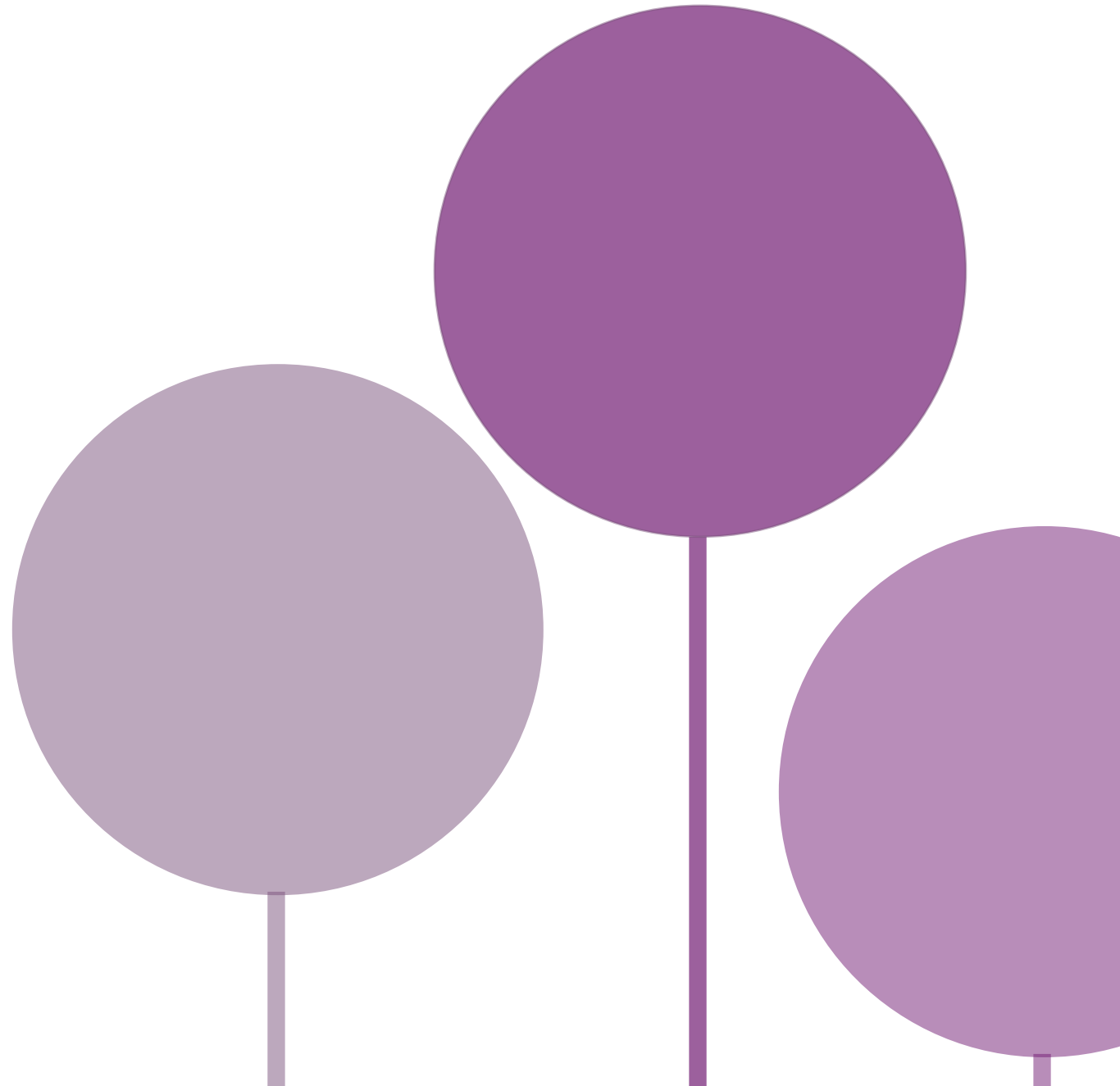


# A culture to welcome and embrace tenant empowerment

1. Do your Terms of Reference scream out a tenant empowerment culture?
2. Do we state our culture? – what are council/board and committees saying about culture, accountability and transparency?
3. How is culture cascaded across the organisation?
4. What about those tenants who are not engaged and therefore not included? Do they have a great experience? What is your evidence?



# Co-production





# Co-production – needs...

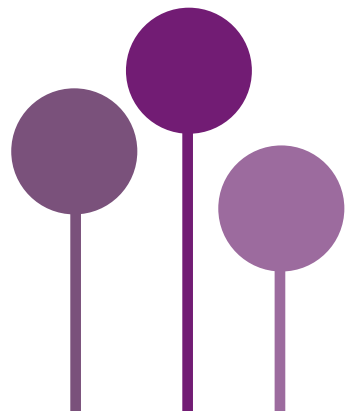


## Different ways of working with customers

1. **Inform** (share information)
2. **Consult** (ask for opinions and ideas) – landlords decides
3. **Engage** (listen understand and discuss) – landlords decides
4. **Codesign** (Incorporating ideas into final approach) – landlords decides
5. **Co-production (equal partnership from start to finish) – shared-decision making**

Where service providers and users of the service work together to reach a collective outcome.

- A culture of openness and honesty
- A commitment to power sharing
- Clear Communication – Plain English
- A culture of value and respect for service users

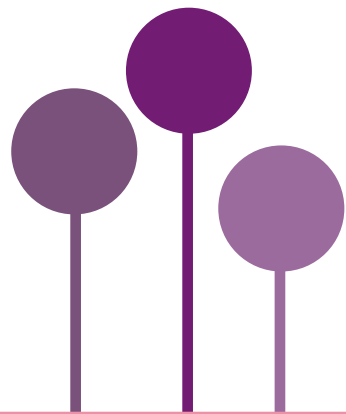


Empowerment getting to a position  
where we welcome and embrace  
tenant influence



# The way we listen and involve tenants in decision making

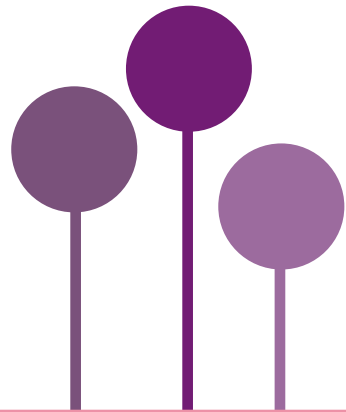
- All landlords want to be tenant focussed
- How can our tenants trust us?
- Trust comes from common values and beliefs and doing what you promise
- Empowerment cannot be a flavour of the month
- Do our plans explain how we will do things, or just what?
- What/how do the staff at the front line communicate to tenants?
- What messages do we need to enforce?



# Meeting tenant needs and expectations

## **While we await the RSH final Competence and Conduct Standard**

1. How are/could tenant voices heard in governance structures and decision making?
  - What do we do when our services fall short or promises?
  - How do we upskill tenant panels/committees when we need their help?
  - How do we act on grievances of involved tenants when they need to keep raising the same issue(s)?
2. Do our values matter to tenants?
  - How have tenants been involved in developing our values and in our staff conduct?
  - How are our values reviewed in governance structures?
  - How are our values rewarded in your staff and tenant recognition/awards?
3. What staff behaviours link to trust and respect from a tenant viewpoint?



# What tenants regularly say to me

## Whilst we await RSH final Access to Information for tenants/tenant rights requirements

1. Communicating widely with tenants
  - where we are and want to be
  - how we will get there and the milestones and progress along the way
2. Trust – how do we involve tenants in challenging us on fairness and respect?
3. Who sets the agenda? Can we have tenant only meetings – feeding back their priorities and asking for information where they need assurance?
4. Who are the hard-to-reach silent majority? What have we done to hear their voices?
5. Could we improve the management of informal complaints? so they don't need to escalate to formal complaints where no-one comes out satisfied?



Thanks for listening?.... Do you have any....

QUESTIONS

