

## Resident Involvement and Community Engagement (RICE) Strategy

### Responsible Officer

Director of Customer Services

### Aim of the Strategy

To set out how resident involvement and community engagement can be delivered under the four community gateway principles.

### The Strategy

#### Resident leadership

The Board is clear that resident leadership remains a non-negotiable principle within the governance structure of our model. We will look to refocus resident involvement and community activities to support our involvement and governance pyramid at all levels. Our new Community Links Patch Based model will be central to this.

We will achieve this by:

- Creating a funnel of opportunities from every 'touch point' in the organisation, thereby demonstrating a clear pathway from information giving to governance.
- Supporting the Phoenix Gateway to act as a bridge steering between wider involvement and consultation, and committees to ensure that the resident voice is heard at this level.
- Offering development and training opportunities for residents to become empowered, have input into and responsibility for decision-making, to facilitate a smooth transition from initial interest to participation, involved groups and governance e.g., CIH membership and training, mentoring, resident conferences.
- Building relationships with residents and promoting the gateway model, resident-led ethos at every resident interaction and community event/activity.
- Evaluating, promoting, and feeding back the changes and improvements brought about through resident involvement with residents and staff.
- Providing in-depth support to enable involvement at resident leadership level e.g., transport, sign language, interpreter, childcare, IT equipment.
- Monitoring the demographics and numbers involved
- Monitoring the satisfaction levels with keeping residents informed about things that matter to them.
- Making sure that resident involvement and leadership is planned, monitored, and regularly reported to Phoenix Gateway on the influence and impact on the organisation. You Said We Did.

#### Resident Involvement in decision making

Resident involvement in decision making is about creating flexible and accessible opportunities so that residents can participate in areas that interest them, at a level which they feel comfortable with, and at a time that is suitable. Involvement opportunities enable our residents to be consulted on critical issues that affect them, their homes, and communities, and to review and improve services. It will also increase accountability, improve standards of service, and ensure they represent value for money.

Most importantly, the Phoenix Gateway will be able to review performance in relation to Phoenix homes and services; review the sustainability of our homes, neighbourhoods and wider community and support the Phoenix Gateway's role in overseeing consultation with residents, including agreeing an annual plan for consultation.

We will achieve this by:

- Quarterly surveys and KPI performance information as well as data from our consultation events (Community Links, online surveys, policy reviews etc.).
- Working with the Phoenix Gateway and Scrutiny Panel to do deep dives in areas of performance and service delivery.
- Holding quarterly consultative events in each Community Links area. These can take the form of Chat and Chips, focus groups, estate walkabouts etc. And feeding back to residents and the wider organisation what is discussed and importantly how resident involvement is supporting change.
- Making involvement activities informal, interesting, and fun so people want to get involved.
- Maximising our use of technology, making it easier for residents to get involved, connect, and communicate with us e.g., emails, App/Phoenix portal, text, website
- Using preferred channels of involvement and engagement, including traditional methods such as in person and by post.
- Offering lower-level involvement such as mystery shopping, staff interview panels, customer journey mapping, specific interest groups.
- Ensuring residents receive timely feedback via a range of mediums, so that they know what difference their opinions have made such as – 'You said we did' approach, and see the results of their involvement, knowing that their input is valued.
- Getting to know our Community Link areas better by regularly seeking their feedback about their local areas and using that information to help shape future priorities.
- Building links with partner agencies in our Community Links Areas so that we can collaboratively work with them to improve services to our residents.
- Offering development and training opportunities for residents who would like to learn more about social housing and service delivery, as well as organisational performance and policy e.g., Phoenix academy, mentoring, support networks, resident webinars/seminars, and observation at Phoenix Gateway and other training as relevant and appropriate.
- Monitoring and reviewing the number of involved residents
- Monitoring and reviewing the menu of involvement opportunities, and ensuring they remain dynamic, fit for purpose and appropriate to need.
- Contributing to the increase in Tenant Satisfaction Measures: 'respectful and helpful tenant engagement,' and 'satisfaction with the neighbourhood as a place to live.' by facilitating consultation for key partners such as LB Lewisham through our Community Links Approach.
- Developing a resident involvement charter or menu, providing clear and simple information on the opportunities available for resident involvement, topics, and time commitment for both residents and staff.

### **All voices to be heard**

By using engagement as a means of providing residents with an opportunity to have their voice heard and get involved, we will try to ensure that residents of all abilities will have the opportunity to influence strategic and operational decision making at every level. We will endeavour to remove all barriers to involvement, supporting marginalised and under-represented residents wherever possible. We will develop a range of ways to engage residents so that we have a wide representation from all sections of the community, maintaining a strong focus on equality, diversity, and inclusion to ensure that all residents voices can be heard.

We will achieve this by:

- Using Equality Diversity and Inclusion events to encourage better representation of resident's voice and wider engagement in activities.
- Adapting events, improving accessibility, and providing flexible opportunities to participate thereby encouraging greater diversity, including varied times and days.
- Where appropriate, ensuring consultation events and activities are fun, have child related activities, accessible to all groups, and provide transportation and interpreter facilities when required.
- Where barriers to using digital technology exist, using our Digital Champions to support residents to become involved digitally. For some specific resident involvement activities, where available, we will loan devices to enable participation.
- Increasing the number of involved young people, ensuring resident involvement is inclusive of young people, and that they are engaged and become future resident leaders.
- Being socially inclusive. For many residents face to face social interaction is an important part of involvement. We recognise that we must not lose this as a motivation for involving residents who are socially isolated or lonely, particularly in a more digital world.
- Regularly reviewing the way, we engage and involve residents to ensure it continues to be dynamic, effective, and representative. Harnessing social value and providing value for money in all our work, by securing sponsorship and in-kind support for events and activities. Developing a strong culture of involvement and driving business improvement by applying for and achieving the TPAS Engagement Accreditation in year 3 of the strategy.

### **Resident ownership**

Phoenix is owned by tenant and leaseholder members living in the Phoenix area. The gateway model encourages all our tenants and leaseholders to get involved, take part in our decision-making, and become shareholding members.

We will increase the number of residents having a say and influencing our decision making by:

- Promoting and encouraging take-up of our Shareholding Scheme enabling residents to elect resident Board Members, attend and vote at our Annual General Meeting.
- Reviewing our Gold Membership Scheme, so that it supports resident involvement in decision-making.
- Exploring other incentives/benefits schemes to encourage greater resident involvement and developing a clear incentives and rewards policy for involvement.

### **Information and communication**

The Governance and Resident Involvement Pyramid sets out clear ways for residents to shape and influence their homes, neighbourhoods, and services. We want residents to have confidence in our involvement opportunities and be satisfied their views are being listened to and considered. Therefore, we want to ensure that the strength of the tenants' voice at a community links level is maintained right through to strategic level and championed at the Board.

Information, insight, and issues raised at the community links meetings and via our quarterly surveys will be gathered and fed back to the Phoenix Gateway as reports, policies, or strategies. Phoenix Gateway will provide the bridge between wider resident consultation and the Board by overseeing resident consultation, receiving feedback from Community Links, Chat & Chips etc, and receiving results of the Tenant Satisfaction Measures Survey.

The Communications, Scrutiny Groups and the Youth Council will become sub-groups and members of the Phoenix Gateway and thereby feed into the Gateway meetings. The Scrutiny Group will also have reporting lines to the Resident Experience Committee and Board.

The RICE team will be responsible for timely feedback to residents at each Community Links meeting and consolidated feedback to the Phoenix Gateway. The RICE team will work with service areas so residents can see the tangible results and changes linked to their involvement and know that we are listening and acting on feedback.

The RICE will ensure an effective two-way communication and information flow through the governance structure from residents at the community links level to the Phoenix Gateway. And work with the Governance Team (and vice versa) to ensure continuous flow of information to the PCH Board and back to residents.

The RICE will support the Phoenix Gateway in acting as an effective bridge between resident involvement activities and feedback (with particular focus at Community Links level) whilst steering and recommending to the Board our approach to resident involvement in improving services (which can include mystery shopping and customer journey mapping).

## Action plan

To support the implementation of this strategy the RICE and Governance Teams will develop an action plan. It will detail the many ways we will involve residents, communication flow between residents and staff, and interaction at a community links level, plus other activities which will contribute to making resident involvement work. The action plan will enable to us monitor how we are doing and keep us focussed on doing what is right and in a planned and effective way.

## Associated documents

Including:

- Governance and Resident Involvement Pyramid diagram
- Resident Involvement to Board diagram

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