

## **ASRA's Resident Involvement Impact Assessment 2008/10**

*"Building better homes, better communities and better lives"*

### **1. How we involve residents**

ASRA has lots of ways for residents to get involved. These are outlined in our Resident Involvement Statement. The Statement is based on the Group Strategy Resident Involvement Strategy. It sets out: our priority outcomes for involvement; how involvement fits with our business strategy; how we will monitor success; the range of ways residents can be involved and the resources available to enable involvement.

### **2. What we hope to achieve from resident involvement**

Our Group Resident Involvement Strategy commits us to delivering the following outcomes:

- Increase LHA-ASRA's accountability to residents
- Embed equality and diversity in Group activities
- Improve our services through involving residents
- Build social capital
- Contribute to our corporate goals

### **3. How we are monitoring resident involvement**

This year's impact assessment draws on information gathered through a variety of processes including:

- One to one interviews with active residents
- Discussion at residents' meetings and the minutes of these
- Completion of questionnaires by senior managers
- Service Evaluation reports produced by residents
- Monitoring carried out by the Customer Care Co-ordinator and the Resident Involvement team

### **4. How this impact assessment is structured**

An impact assessment has to look both backwards and forwards. To assess the impact of activities undertaken in 2008/09 we have grouped together outcomes against the LHA-ASRA Corporate plan objectives, so that we focus on how involvement fits with our business strategy. In addition, all of our resident involvement activity has two cross-cutting themes: equality of access to services and value for money. This information is in section 5.

Section 6 of the report is our action plan for LHA-ASRA for 2009/10. It sets out our intended outcomes, activities and targets for the coming year. These actions are drawn from Departmental Plans from across the Group.

The appendices contain:

Appendix 1 - summary of outputs.

Appendix 2 - equality and diversity information.

Appendix 3 - abstract from the 2003, 2007 and 2009 STATUS surveys.

### **5. Resident involvement in the delivery of LHA-ASRA's corporate objectives 2008 - 2009**

The Group has four corporate objectives. This report summarises resident involvement against each of these, summarising what we hoped to achieve, the actions taken and the outcomes (the 'so what' question). Outcomes have been rated as follows:

- ☺ Delivered clear outcomes with positive impact
- ☹ Delivered some outcomes but limited impact
- ⊖ No positive outcomes delivered yet

<i>Corporate objective 1: Manage and maintain a portfolio of top quality affordable homes within sustainable communities</i>			
<b>What we hoped to achieve</b>	<b>Actions taken</b>	<b>Outcome</b>	<b>Rating</b>
1. More effective resident scrutiny of performance and increased transparency of decision making	Agreement to circulate a Board report template by September 2008 to ensure that resident involvement and consultation included as standard item	Delayed until 2009/10	☹
	Resident involvement statement produced	Raised profile of RI amongst Board and colleagues. Increased RI activity in some teams as demonstrated in impact assessment.	☹
	Board Handbook drafted	Recent appointment of new Group Chairman and impact of the credit crunch meant a need to review governance structures. Until this is resolved (expected by July 09) the Handbook will remain in draft form.	⊖
	Development of succession strategy for Board vacancies to maintain and improve Board strength	On hold due to governance review	☹
	Agreement to put resident involvement in all service improvement plans	Evidence that this is beginning to lead to a shift in culture to RI being at the heart of activities in some service areas	☹
	Reviewed terms of reference for TAP to ensure increased accountability of staff, improved consultation, improved decision making and promote Group-wide harmonisation. Recruited 3 new members	Residents reviewed strategies and policies, took part in the TSA National conversation	☺
	Involved residents in Complaints Working Group, ASB best value group and income management continuous improvement group	Reviewed complaints and focused on lessons learnt	☹
	Undertook ASRA specific Service Evaluation Group review of Lettings, recruiting	Report of findings and twelve recommendations for service improvement with managers for	☹

	tenants as mystery shoppers and inspectors, involving 5 tenants	comment. Progress on delivery will be tracked at 6 & 12 months.	
	The planned group-wide active residents' event to involve residents in the corporate planning process did not take place.	Postponed due to budget constraints	☹
2. Ensure that residents are involved in decision making	Each Department is to ensure that number of services changed, improved or withdrawn following RI is captured in their Clearview project plans and action plans	Many departments able to evidence that RI has led to service improvements, in particular Customer Contact Centre.	☺
	STATUS survey undertaken. Result for % of residents who are satisfied that their views are being taken into account was 44% satisfied, 19% neither satisfied nor dissatisfied, 27% dissatisfied, and 10% no opinion.	This question differs from previous years' STATUS surveys. Our result places us in the bottom quartile nationally & regionally.	☹
3. To maintain and support a wide range of options for involvement	7 residents serve on the new editorial panel 4 editions of In Touch published plus annual performance magazine produced. STATUS survey showed 56% of general needs tenants feel we keep them well informed	Newsletter is now edited by the panel, and this has been very effective due to their varied skills.	☺
	Involved residents in further developing the website, with online resources. Also involved residents in creating an active residents website which will go live on the summer of 2009.	The site specification and features were scoped in consultation with tenants leading to a simplified front page with easier access to key resident online services.	☺
	Promoted the estate inspectors scheme leading to 25 expressions of interest, with 10 residents going on to have training and sign the code of conduct.	Residents who would normally not get involved in the formal routes are now monitoring and feeding back about ASRA services. Better communication between ASRA and residents according to TSO feedback. Improved outcomes in cleaning, gardening and communal repairs. Efficiencies gained by tenants directly reporting communal repairs and supervising the estates contract.	☺
	We planned to increase the number of our residents covered by recognised	Too early to say	☹

	groups or reps and decided to implement an election system for the Tenant Advisory Panel, based on constituencies. The first election will take place in 2009/10		
4. Increased capacity, confidence and skills among people that are involved	TAP have been inducted and trained, and handbook has been introduced. A new training programme will be introduced and monitored in 2009/10.	Improved meetings delivering residents' views on key policies and procedures	☺
	Annual appraisal meetings were offered to TAP members and were used to gather information on impact of involvement. 7 out of 11 appraisals completed. Measure of perception of level of influence on decision making was introduced with four tenants scoring positively (4 or 5), two scoring 3 and one scoring only 1.	TAP members were able to identify clear outcomes from their involvement including: interviewing the contractors for street and cleaning services for repairs; promoting changes to TAP structure; influencing policy and procedure; and bringing residents together and sharing information.	☺
5. Improved and/or more responsive services, which offer better value for money and/or are more efficient	Reviewed customer care standards with residents and developed system for residents to monitor compliance via CCC improvement group	New standards launched 1 <sup>st</sup> April 2009 so too early to judge outcomes.	☹
	It was planned to involve residents in reviewing and updating tenant handbook with new handbook launched by March 09	This work put on hold, and instead focus placed on introduction of starter tenancy, an idea which can be traced back to RA request of November 2007	☹
6. Improved repair & maintenance services	Service evaluation of day to day repairs completed by tenants. Tenants made 44 recommendations. Managers agreed 40 and partially agreed 4. Plan input to Clearview system for action.	Delivery against recommendations delayed due to management changes and the legal challenge to the contractor procurement	☹
	The planned review of all repairs information provided to residents with the Editorial Board did not take place.	n/a	☹
	A pilot of using texting for gas appointments	Gaining access has improved and information and choice to tenants	☺

	undertaken by one Gas Servicing contractor.	(flexible appointments) has improved. Anecdotal feedback on reduced management time for the contractor, leading to commercial gain. The use of NOSP for gas servicing has decreased and consequential legal costs.	
	The planned work to involve sheltered housing residents in review of aids & adaptations was delayed to 09/10	n/a	☹
7. Improved asset management programme	The planned focus groups to test service experience and potential improvements did not take place	n/a	☹
8. Develop affordable warmth strategy	A group-wide policy will be consulted on in 2009/10	n/a	☹
9. Improved customer focus of Customer Contact Centre colleagues	<p>CCC held two focus groups to test service experience and discuss potential improvements with customers.</p> <p>Customer service resident's forum formed to work with the department through the improvement programme over the next 18 months.</p>	<p>New customer satisfaction postal and telephone surveys designed for repairs, to be implemented 09/10.</p> <p>Residents suggested introducing an incentive scheme which is in the plan already.</p> <p>Residents involved with monitoring calls. Issues from this noted and used in 121 sessions with advisors by managers.</p> <p>Feedback on what customers want included in new customer service training course.</p> <p>Improved understanding of how a contact centre works.</p> <p>Agreed format for training plans, induction &amp; performance management</p> <p>Residents did not support change in opening hours, so they were left unchanged</p>	☺
10. Improved satisfaction with services we provide in neighbourhoods	Consultation with tenants on introduction of starter tenancies.	There was an in principle agreement but it was felt that more thorough consultation needs to be carried out.	☹
	Estate inspections involving residents carried out regularly	Resident inspectors' formal feedback has been adhoc. However 15% of inspections have been via residents	☹

	Programme completed within time agreed by March 2009	over the phone.  Resident involvement in annual performance review of estates contract (renewed for a further year)	
	The planned Surveyor & Tenancy Services Officer door-knock of estates has been replaced with a pilot of Neighbourhood Reviews. 5 reviews in the planned pilot have now been completed.	Five estate improvement action plans in place	☹
11. Colleagues who are committed to involving residents	Training on resident involvement now included as part of Induction modules via Learning Academy.  All new job descriptions are screened by HR partners for RI inclusion.  Residents included in selection processes for Leadership programmes. Training given to residents prior to interviews on processes and further training/ feedback offered	RI induction course undertaken by 9 ASRA colleagues to 31/3/09 (8%).  Feedback from residents involved in Leadership selection process has been really positive, and has encouraged 1 tenant to become more actively involved in the Association.	☺
	Piloted involving residents in recruitment for front-line posts in Resident Involvement and Customer Contact Centre.  A procedure based on the pilot has been drafted.	Resident perspective in recruitment led to customer service focus in recruitment, and successful outcomes.  Built on skills of reps.	☺
	Developed on-line RI good practice bank for colleagues as new resource to support colleagues in their RI work	No evidence of impact to date	☹
	Colleague RI intranet site developed into Group-wide resource and regularly updated	Up to date RI information available for colleagues across Group cost effectively, in one easily accessible place.	☺
	Quarterly Investors in Communities newsletter produced, with it becoming Group-wide from August 08	Raised profile of resident involvement across the Group – carried articles from CCC, PSD and NSD. Also sent to active residents to keep them informed. Sent to contacts in other housing providers. Feedback very positive.	☺
12. Share best practice with	Resident Involvement Manager has spoken at 5	Sharing best practice ensures that we continue to improve our resident	☺

other housing providers	events and is on the East Midlands Tenant Participation Forum Committee. We hosted a visit from Cardiff Community Housing Association, recommended to visit us via Trafford Hall. We have supported 9 housing providers with information and advice. Visits have been undertaken to 3 housing associations.	involvement, evidenced by our work being highlighted as good practice in 2 recent publications (CIH and Housemark) and by being invited to address conferences and deliver workshops.	
13. Ensure satisfaction with lettings service	A tenant led inspection of Lettings underway, and will report in 09/10	Too early to say	☹
14. Make better use of available stock in terms of transfer waiting list	Ran focus group to test potential options for incentives in August 08.	No outcome as yet.	☹

<i>Corporate objective 2: Develop new homes and regenerate deprived neighbourhoods</i>			
<b>What we hoped to achieve</b>	<b>Actions taken</b>	<b>Outcome</b>	<b>Rating</b>
1. New developments which meet customers' expectations	The planned development tour for TAP members showcasing new schemes did not take place but will happen in 09/10	n/a	☹
	Customer Satisfaction Questionnaire reviewed and a consistent approach agreed within the Development teams (London and Leicester). Currently working with Housing Management colleague to agree a common set of questions and survey methodology to be used.  Distinction made between tenants and leaseholders to obtain specific feedback from these two groups of residents.	Too early to say	☹
	Group-wide New Homes Forum set up to include customer and stakeholder views in the review of the LHA-ASRA design brief, however no ASRA	Too early to say	☹

	representation currently		
	Two schemes have now had TAP representatives along to assist with the snagging process, Electric Empire and Belmont Park Road	Issues about the quality of the fittings and siting of fixtures were pointed out at the sessions and adjustments made in accordance. For example, placement of mail boxes which has lead to the realignment of the box which has made access to it easier (particularly for elderly residents). Positive endorsements given by the reps supportive of the process and quality of the finished build.	☹
2. Regeneration of Estates	<p>We have been involved in the Kidbrooke Estate Master Planning for over two years. We have established working relationships with community groups, stakeholders and the LA (Greenwich) attending meetings, community events and demonstrations.</p> <p>On Elmgrove we have worked with the Contractor (Galliford Try) to engage with the local community through regular briefings and publications. As we move into the build phase on the schemes we have further developed our local community engagement by seeking local people for construction apprenticeships.</p>	This engagement has helped raise the profile of ASRA within the resident constituent in the area.	☺

<i>Corporate objective 3: Provide specialist care and support services</i>			
<b>What we hoped to achieve</b>	<b>Actions taken</b>	<b>Outcome</b>	<b>Rating</b>
1. Develop group wide strategy on sheltered housing.	The strategy will be taken forward in 2009/10	n/a	☹
2. Improved communication with residents	<p>Involved residents via house meetings to devise format and agree linguistic requirements of key documents on a 1:1 basis</p> <p>31 residents meetings held in sheltered housing</p>	All the important letters and consultation documents are translated in the services users' preferred languages	☺
3. Capital investment	Residents consulted on priority areas leading to	Residents' concerns addressed leading to satisfied customers.	☺

programme in sheltered communal areas	upgrading or new Tunstall Community Alarm systems, connection of Fire Alarm panels to the above system and installation of CCTV Cameras		
4. Improved grounds maintenance & cleaning standards.	Involved residents in monitoring of standards	More accountability on part of the Cleaning Contractors and an improvement in the standard of the cleaning. Window cleaning contracts have also been sorted	☺

<i>Corporate objective 4: Deliver community investment activities to support the communities we work in</i>			
<b>What we hoped to achieve</b>	<b>Actions taken</b>	<b>Outcome</b>	<b>Rating</b>
1. Improved community cohesion and increased influence over quality of life in neighbourhoods and communities	Carried out walk-about and door knocking and supported action based residents meetings in 10 estates.	<p>Hardinge Crescent: formal residents group developed.</p> <p>Alliance Close: Repairs issues addressed for individual tenants. Work on pest control has begun. Consulted on redesign of the bin area.</p> <p>Working with residents at Scott's Road to develop a residents association and at Milan Road to work on a gardening project for the summer</p> <p>Hastings Close: Increased patrol from Safer Neighbourhood Team re ASB, residents reporting direct to Safer Neighbourhood Team and low level ASB reduced. Door knock each resident re in appropriate parking. Revisit in July showed that neighbours much more considerate re parking and n longer an issue.</p> <p>Limekiln Drive: Increased patrol from Safer Neighbourhood Team re ASB, residents reporting direct to Safer Neighbourhood Team. Joined up approach to tackling ASB.; improved communal repairs</p> <p>Abbeywood/Glover Close: Introduced parking enforcement - stopped local garage and shopkeepers from using; improved communal repairs; bulk &amp; domestic refuse collection days organised.</p>	☺

	Supported 5 resident-led events attended by approximately 300 residents	Events attract wide mix of tenants and help to build community cohesion.	☺
	Supported resident groups in two estates with environmental projects	Victory Mews: Boarded up Bin room and have communal bins at back of property as temporary measure; increased communal cleaning to 3 times a week; higher security communal doors to be fitted and changing locking system from codes to fobs; CCTV to be considered. Closer working with Safer Neighbourhood Team over ASB issues.  Margaret Macmillan – joint working with local school to address youth and litter issues.	☺
	Launched the “You Can Do It” project in September. Working with community groups and some local residents to develop these projects.	Too early to say	☹
2. Residents supported to access advice and support on financial inclusion and worklessness	Partnership set up with 3 agencies to provide skills training for any resident, covering: professional NVQs; skills for life including advice and support, CVs, job searching interview techniques; and access to volunteering and work placement opportunities.	Twenty residents benefited to date.	☺

<i>Improved equality of access to services</i>			
<b>What we hoped to achieve</b>	<b>Actions taken</b>	<b>Outcome</b>	<b>Rating</b>
1. Increase the number of residents involved year on year, particularly those from disadvantaged and/or hard to reach groups and communities	Monitor equality & diversity aspects of all involvement activities	See Appendix 2.	☹
	Contacted young people on 10 identified estates to work with them to set up a football tournament in 09/10	Too early to say	☹
2. Improved access to	STATUS questions on communication; work with	Agreement to reduce the number of editions of In Touch to ensure VFM.	☹

information	residents on editorial panel; review of website	Website improvements undertaken. Introduced improved information on communal noticeboards.	
3. Involve more tenants who do not have English as their first language	The planned focus group with translation on getting involved did not take place.	n/a	☹

<i>Value for money</i>			
<b>What we hoped to achieve</b>	<b>Actions taken</b>	<b>Outcome</b>	<b>Rating</b>
1. Ensure that all RI activities consider value for money and delivered in cost- effective manner	Began the process of information gathering to demonstrate VFM impacts of all key areas of RI activity, tracking costs and benefits.	Embedding culture of VFM around RI, for example, setting up clear procedures for involvement in groups and tracking of outcomes. Activities not resulting in outcomes will be challenged and where appropriate ended.	☹
	Set up the appropriate recording mechanisms to enable us to input 08/09 data to Housemark benchmarking.	Operational spend on RI 08/09 = £11,355.74 Operational spend on Community Development 08/09 = £12,043.20 Specialist RI team staff costs = £34760.87 Total cost = £58159.81 Equivalent to 0.52% of rent due.	☹
2. Explore how resident can be involved in determining the use of efficiency savings	We had planned to follow pilot used by other Associations with reference to savings declared in their Annual Efficiency Statement (AES). The AES for 2008 and onwards is now no longer required and will therefore not be completed.	The changed economic environment meant that this action was shelved.	☹
3. Engage residents in corporate business planning and budgeting process	The exceptional economic climate during 2008-09 has meant that this could not be fully implemented. However, a special edition of Streetwise was produced to convey some of the difficult financial and staffing decisions we have had to take. Nevertheless, GMT remains committed to formalising involvement in strategic investment priorities and programme as part of the revision to governance arrangements.	The RI Team will be relocated with Group Director of Housing Services and he will lead this task in 09/10.	☹
4. Develop method for	A methodology has not been developed, due to time	CCC Customer service plan directly improved customer service	☹

evidencing resources being redirected to improve service delivery to customers	consumed by dealing with the credit crunch. This is for GMT discussion in May 09 to take forward in 2009-10.		
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## 6. LHA-ASRA resident involvement action plan 2009 - 2010

LHA-ASRA's Corporate Plan currently has four corporate objectives. This action plan sets out planned resident involvement outcomes, actions and targets against each of these. The actions have been provided from Departmental Plans. Each action will be monitored to evidence progress, outputs, outcomes, equality and diversity impact and value for money. Delivery of this plan will enable us to achieve the outcomes of our Group Resident Involvement Strategy.

<i>Corporate objective 1: Manage and maintain a portfolio of top quality affordable homes within sustainable communities</i>			
<b>What we hope to achieve (intended outcome)</b>	<b>Actions planned</b>	<b>Target/Timescale</b>	<b>Who responsible</b>
1. More effective resident scrutiny of performance and increased transparency of decision making	Develop a group-wide resident involvement mechanism to: improve connectivity between the Group Board and our residents; increase resident involvement in the strategic planning and decision making of the Group.	Consult with active residents, agree mechanism, develop terms of reference by September 2009	Group Director of Housing / Group Resident Involvement Manager
	Implement Board report template highlighting resident involvement and consultation	Implementation by September 2009	Head of Performance Management
	Support CAP/TAP meetings in each of the 4 regions ensuring meetings deliver clear outcomes	Report on outcomes at March 2010	Area Managers LHA / Customer Care Manager ASRA
	Undertake CAP/TAP elections to encourage new involvement	Elections completed by July 2009 Increase number of reps by 20% by March 2010	Area Managers LHA / Customer Care Manager ASRA
	Undertake 2 in depth service evaluation group reviews, recruiting tenants as mystery shoppers and inspectors	Involve at least 20 residents by March 2010	Group Resident Involvement Manager & Heads of Services being inspected
	Support process of tracking delivery of 08/09 reviews	Six monthly and twelve monthly reports produced and fed back to residents and Board	Group Resident Involvement Manager & Managers of Services inspected
	Involve residents in managing	Quarterly monitoring of	Head of

	budgets - continue to provide Scheme Enhancement budgets & training budgets for Consumer Advisory Panels to manage	progress against budget and outcomes	Neighbourhood Services LHA
2. To maintain and support a wide range of options for involvement	Ensure our residents stay informed by producing residents newsletters (Streetwise/In Touch) and review of Annual Performance, involving residents in the editorial panels	Two editions of newsletter per year, plus annual performance information distributed to all residents	Lead Directors & Customer Care Manager ASRA
	<p>Increase the number of residents involved year on year, particularly those from disadvantaged and/or hard to reach groups</p> <p>Monitor number of residents involved and their profile against key E &amp; D categories</p> <p>Monitor % of residents covered by recognised reps and/or groups</p>	<p>Ongoing tracking to ensure that those involved fit with local ethnicity, gender and age profile of our residents (see appendix 2)</p> <p>To continue gathering information on religion, sexual orientation, &amp; disability so will be able to compare with overall residents once Group profiling exercise complete</p>	Everyone, with recruitment led by Neighbourhood Services, support to residents and tracking of active residents by RI Team and profiling of residents project led by Performance Management Team
	Launch active residents website, with interactive features	By end of August 2009	IT Department & Group Resident Involvement Manager
	Design & launch Group Facebook site	By end of August 2009	IT Department & Group Resident Involvement Manager
	Ensure standard methodology for questionnaires across the Group and centralised collection of survey data via the implementation of Questback	<p>Pilot by July 2009</p> <p>Roll out across Group by August 2009</p>	Head of Performance Management
	Increase the number of residents involved as resident reps/estate inspectors	Increase number of reps by 20% by March 2010	Neighbourhood Officers LHA / Tenancy Services Officers ASRA
	Increase membership of Forum 100 and ensure that it is used at least four times	Membership increased by 20% by March 2010	Resident Involvement Team
	Support residents to engage with local youth services and	Ongoing, reported through RAs' annual	Neighbourhood officers & RI

	to improve youth facilities and provision	reports	officers
3. Increased capacity, confidence and skills among people that are involved	<p>Provide inductions, regularly updated handbook and comprehensive training programme for active residents.</p> <p>Monitor number and % of residents completing training, and satisfaction with training programme</p> <p>Offer annual appraisal meetings to active residents and use to gather information on impact of involvement</p>	<p>Inductions for 100% of CAP/resident reps, training attended by 75% of active residents by March 09</p> <p>Handbook updated quarterly</p> <p>% of residents satisfied with learning outcomes when asked 6 months after training</p> <p>Increase perception of extent of influence scored 4 or 5 from 30% to 50% by March 09</p>	<p>Resident Involvement Team</p> <p>Area Managers LHA / Customer Care Manager ASRA to undertake CAP/TAP appraisals</p>
	Continue to support residents to engage with external training opportunities, including Learning Equals programme	Monitor take up of courses	Resident Involvement Team
4. Improved and/or more responsive services, which offer better value for money and/or are more efficient	Monitoring compliance with customer service standards introduced 1 <sup>st</sup> April 2009 and involve residents in reviewing the monitoring information gathered	<p>Implement new reporting system by end of August 2009</p> <p>Monthly reporting via I-Route by end of August 2009</p> <p>Report to scrutiny panel from September 2009</p>	Head of Performance Management
	Monitoring operation of customer complaints policy, involving residents in Complaints Working Groups	Review of operations by March 2010	Head of Neighbourhood Services LHA / Customer Care Manager ASRA
	Involve residents in reviewing and updating tenant handbook	By end of September 2009	Head of Neighbourhood Services LHA
	Develop more effective customer involvement in income management. Carry out 6 & 12 month reviews of Service Evaluation Group recommendations	By March 2010	Income Managers
	Continue to support residents involvement with Empty Homes service improvement group and contractor panel. Develop void inspector	<p>Ongoing to March 2010</p> <p>30% post inspection to involve resident void inspectors</p>	Empty Homes Manager LHA

	programme		
5. Improved satisfaction with services we provide in neighbourhoods	All estates to be inspected regularly involving residents	Programme published by June 09  Methodology for those sites to be contacted by post produced by June 09  Estates at 3* standard and tenants signing off all inspections  Programme delivered by March 2010	Neighbourhood Officers/Tenancy Services Officers
	Develop a more structured approach to resident consultation on service charges	By March 2010	Head of Neighbourhood Services LHA
	Consult with tenants on revised LHA tender for grounds maintenance contract	Consultation exercise to commence July 2009	Head of Neighbourhood Services LHA
	To undertake tenancy audits	535 in LHA/FF and 200 in ASRA	Neighbourhood Officers/Tenancy Services Officers
	Deliver a programme of neighbourhood reviews and track outcomes delivered	Programme published by end June 09 All planned reviews completed by March 2010	Neighbourhood Services Managers
	Create an Estate Action Plan for each estate in conjunction with tenants	By end of December 2009	Neighbourhood Services Managers
	Complete Best Value Review of ASB and deliver on action plan, involving residents	Review complete by end of July 2009	Neighbourhood Services Managers
6. Improved satisfaction with repairs and maintenance services	Implement Group Aids & Adaptations Policy and procedures to ensure fair and equitable priority rating to vulnerable people	By end of June 2009	Director of Property Services & Asset Management and Head of Property Services LHA
	Group Asset Management Strategy – implementation of action plan and the formulation of the Sustaining Homes Forum to involve residents in shaping repairs service and improvement policy	Ongoing through to March 2010	Director of Property Services & Asset Management
	Development of Affordable	By end of August 2009	Director of

	Warmth Strategy with increased tenant information on fuel poverty, ensuring energy efficiency data on stock robust and held on corporate systems		Property Services & Asset Management and Head of Property Services LHA
	Publish to all residents 5 year programme of property investment and resident involvement in business planning activities relating to planned maintenance and other investment programmes	By end of July 2009	Director of Property Services & Asset Management and Heads of Property Services
	Develop and implement a repairs & maintenance strategy with residents addressing issues including continuous improvement, right first time performance, quality assurance of works and service	Strategy developed by end of August 2009	Director of Property Services & Asset Management
	Deliver on the recommendations of the Service Evaluation Group review of day to day repairs as per agreed plan	By October 2009	Director of Property Services & Asset Management
	Resident involvement in shaping the service, agreeing priorities, setting standards, contractor/consultant/supplier selection, monitoring of budgets and performance and project and service reviews	Ongoing through to March 2010	Director of Property Services & Asset Management
	New customer satisfaction survey questionnaire and methods of engaging with tenants in place and improved data on reasons for dissatisfaction informing improvement plans and contractor review meetings	Questionnaire and methods in place by end of September 2009	Property Services Managers
	Introduction of broader based cyclical programmes delivered through partnering contracts with effective supply chain management strategies	By October 2009	Heads of Property Services
7. Involve residents in delivery of Customer Contact Centre improvement programme	To support regular meetings of the CCC Service Improvement Group to deliver actions agreed with residents as per schedule	As per schedule – including target of 85% customer satisfaction	Group Head of Customer Services
	To review the criteria and mystery shopping scoring	By December 2009	Group Head of Customer

	templates. To feed this into current quality monitoring.		Services
8. Colleagues who are committed to involving residents	Training for colleagues on RI	Ensure completion by all Group colleagues of online Resident Involvement Course by end Dec 09	Group Director of HR
	Include RI in induction, JDs and workplans	Include Resident Involvement in the Corporate Induction to roll out from September 09	Group Director of HR
	Rolling out of resident involvement in recruitment policy and workshop, and ongoing monitoring of resident involvement in recruitment for front-line posts	Policy agreed and workshop delivered by end July 09	Group Director of HR
	Keep colleague intranet site up to date  Production of quarterly Investors in Communities newsletter	Quarterly updates  Four editions by March 10	Group Resident Involvement Manager
9. Share best practice on RI with other housing providers	Participate in conferences, events & visits  Participate in East Midlands TP Forum  Participate in East Midlands RI Champion network  Develop links with RI peer group in London	At least 4 by March 2010	Group Resident Involvement Manager
	Participate in Housemark benchmarking	08/09 data input by end of June 2009	Group Resident Involvement Manager

<i>Corporate objective 2: Develop new homes and regenerate deprived neighbourhoods</i>			
<b>What we hope to achieve (intended outcome)</b>	<b>Actions planned</b>	<b>Target/Timescale</b>	<b>Who responsible</b>
1. New developments which meet customers' expectations	Utilise the New Homes Forum to enable residents to feed into development process more effectively  Forum to review post completion scheme evaluation information on time, cost and performance for all new schemes and customer satisfaction and	Revise, agree and issue new Corporate General Development Standards by September 2009  Report on progress against annual programme of scheme reviews Regularly to New Homes Forum and before year	Head of Programme Delivery LHA/Community Regeneration Manager LHA/ Head of Development ASRA

	<p>feedback information on new homes completed.</p> <p>Track and identify comments and proposals from customers and residents that have resulted in improvements</p>	<p>end the Quality Circle / TAP and the Group Board</p>	
	<p>Consistently get feedback from customers in new homes which is analysed to feed into future development process – customer satisfaction questionnaire at practical completion and again 3 months later. Lessons learnt to be fed back to the development departmental meeting and New Homes Forum to ensure continual improvements</p>	<p>Feedback from at least 75% of new residents with a satisfaction rate of 75%</p> <p>Report summary satisfaction via Clearview Balanced Scorecard</p>	<p>Head of Business Development LHA/Head of Programme Delivery LHA/ Head of Development ASRA</p>
	<p>Carry out a series of detailed scheme reviews with corporate officer teams and including resident members of the New Homes Forum</p>	<p>Carry out 3 detailed scheme reviews by March 2010 involving at least two residents in each review.</p>	<p>Head of Programme Delivery LHA/Community Regeneration Manager LHA/ Head of Development ASRA</p>
	<p>To undertake two Resident Development tours for TAP members showcasing new schemes</p>	<p>By March 2010</p>	<p>Head of Development ASRA</p>
2. Regeneration of Estates	<p>To build on resident / community engagement activities on Kidbrooke, Elmgrove and International House.</p>	<p>By March 2010</p>	<p>Development Managers ASRA</p>

*Corporate objective 3: Provide specialist care and support services*

<b>What we hope to achieve (intended outcome)</b>	<b>Actions planned</b>	<b>Target/Timescale</b>	<b>Who responsible</b>
1. Specialist care & support services which meet our customers' needs and expectations	<p>Involve service users in monitoring of service standards</p>	<p>Quarterly meetings of : PAG meetings in LHASS schemes Sheltered Focus Group LHA Service user forum in ASRA</p>	<p>Senior Service Managers/Head of Care and Support/ Head of Care ASRA</p>
	<p>Involve service users in the review of tenants handbook</p>	<p>By end of March 2010</p>	<p>Head of Care Services</p>

	To work with service users on the development of an older persons strategy, clearly identifying their needs and requirements	By end of March 2010	Senior service Managers
	To work with service users on the development of the group wide Care and Support strategy and individual subsidiary action plans ensuring the future direction reflects the needs / requirements of service users	By June 2010	Group Director of Support Services
	Organise an environmentally friendly awareness campaign at schemes to assist service users to develop awareness of environmental issues.	By February 2010	Senior Service Manager
	Link schemes with local groups and organisations e.g. sheltered schemes with local schools.	By December 2009	Senior Service Manager

<i>Corporate objective 4: Deliver community investment activities to support the communities we work in</i>			
<b>What we hope to achieve (intended outcome)</b>	<b>Actions planned</b>	<b>Target/Timescale</b>	<b>Who responsible</b>
1. Improved community cohesion and increased influence over quality of life in neighbourhoods and communities	Provide support to residents associations	Hands on support to 7 RAs (LHA).  Support RAs through RA budget.  Encourage formation of 4 residents groups (ASRA)	Resident Involvement Team
	Support residents to produce local newsletters	At least 2 per annum per targeted area, to 1400 residents by March 2010	
	Support resident-led events	Support at least 16 events engaging at least 620 residents	
	Support residents with community safety projects	2 projects supported by March 2010	
	Support residents with community environmental projects, ensuring focus on engaging with young people	At least 4 projects supported by March 2010	
2. Residents supported to access advice and support	Outreach support to residents to offer information and fast appointments with specialist	Direct contact with at least 400 households Enable 40 households to	Resident Involvement Team

on financial inclusion and worklessness	service providers. Measure number and % of residents supported	access advice/support	
	Use expertise of HR team to benefit our tenants by running a workshop day on seeking and gaining employment	Session organised by end August 09	HR Team
	Build partnership working with debt support agencies	By March 2010	Income Managers
	Support ASRA tenant volunteers to work towards a housing career	To support 4 volunteers	Housing Managers ASRA

## Appendix 1

### Summary of Involvement Outputs 2008/09

Activity	No. of meetings/ events/ etc	No of residents involved	New residents involved	Outcomes from Group Strategy	2007/08 No of residents involved
Board Members plus OPC	6	2	2	Increase LHA's accountability to residents	2
Tenant Advisory Panel representatives	7	13	3	Increase LHA's accountability to residents	13
Estate inspectors (not including TAP reps)	N/A	11	11	Improve our services through involving residents	4
Service improvement group	4	7	0	Improve our services through involving residents	1
Residents meetings (regular attendees)	22	21	0	Build social capital/ Improve our services through involving residents	0
Service Evaluation Group	11	6	6	Improve our services through involving residents	0
Total number of residents formally involved*		53	22		136
Inductions (1-1)	N/A	12	12	Build social capital	0
Events	5	300	n/a	Build social capital	0

\* Residents involved in more than one activity only counted once.

## Appendix 2

### Equality & Diversity statistics

2008/09	% of BME tenants	Involved residents
<b>ASRA stock</b>	25.8%*	49.1%

\* inaccurate figure caused by 64.8% of field being blank.

	Involved residents
<b>White</b>	
British	24.5%
Irish	0%
Other	0%
<b>Mixed</b>	
White & Black Caribbean	1.9%
White & Black African	0%
White and Asian	0%
Other	0%
<b>Asian or Asian British</b>	
Indian	15.1%
Pakistani	11.3%
Bangladeshi	1.9%
Other	0%
<b>Black or Black British</b>	
Caribbean	7.5%
African	3.8%
Other	3.8%
<b>Chinese or other ethnic group</b>	
Chinese	0%
Other	3.8%
<b>Unknown</b>	26.4%

Gender	ASRA stock	Involved residents
Female	63.5%	73.6%
Male	34.2%	26.4%
Unknown	2.3%	0%

Age	16-24	25-29	30-39	40-49	50-59	60-65	66-70	70+	not known
Involved residents	0%	3.8%	17%	30.2%	18.9%	3.8%	0%	7.5%	18.9%

**ABSTRACT FROM STATUS SURVEY RESULTS**

<b>Generally how good is ASRA at keeping you informed about things that might affect you as a resident?</b>			
	2003	2007	2009
Very good	6%	18%	19%
Fairly good	39%	39%	37%
Neither good nor poor	29%	25%	22%
Fairly poor	16%	12%	15%
Very poor	18%	6%	8%

<b>How much account does ASRA take of tenants' views when making decisions?</b>			
	2003	2007	2009*
A lot	--	19.1%	n/a
A little	--	51.4%	n/a
None at all	--	29.6%	n/a
No opinion	--	--	n/a

\* question removed from STATUS nationally and replaced with below

<b>How satisfied or dissatisfied they are that ASRA takes into account tenants' views?</b>	
	2009
Very satisfied	16%
Fairly satisfied	27%
Neither satisfied nor dissatisfied	19%
Fairly dissatisfied	13%
Very dissatisfied	14%
No opinion	10%