

Resident Engagement Strategy

2024 - 2029





Vision for Resident Engagement

By understanding who our residents are, and catering resident engagement to their needs, we will build trust, respect and confidence, resulting in continuously improving services, rooted in listening to our residents' voices.

Introduction

Effective Resident Engagement makes great business sense; involving residents in shaping services ensures our priorities remain aligned to what is important to our residents and gains direct feedback on our performance. The Social Housing (Regulation) Act 2023 sets out the requirements that Registered Providers must meet in relation to engaging with customers. At PCH it goes deeper than a regulatory requirement, it's rooted in the values, mission and vision of the organisation, and our history demonstrates the ongoing commitment to engagement with residents as a moral responsibility.

The Strategic Business Plan 2023-2028 sets out how Plymouth Community Homes will achieve its mission of 'a high-quality affordable home for everyone', and vision of 'providing homes and communities where people want to live'. The Resident Engagement Strategy embeds the residents' voice in the decisions made in meeting these ambitions. It demonstrates how residents can influence services and the quality of our communities. The term 'resident' is used to refer to tenants, leaseholders, shared owners and other service users to capture every voice of our customers.



Our Mission for Resident Engagement

High quality services driven by residents' voice

Strategic Context

The Strategic Business Plan 2023-2028 introduced a new suite of themes, priorities and metrics to take the organisation forward. The focus remains on residents, assets and development, but also the need to meet new regulation and progress our approach to environmental sustainability and decarbonisation.

The Resident Engagement Strategy will deliver against the Strategic Business Plan priorities and support services to meet the metrics.



Regulatory Context

The focus on listening to residents' voices has always been a priority for PCH, and recognised by the early adoption of the National Housing Federation (NHF) Together with Tenants Charter. There have been significant changes in the sector to highlight and enforce its importance.

The Social Housing (Regulation) Act 2023 provides the regulator with powers to set standards relating to consumer matters that registered providers must meet.


The Regulator for Social Housing has introduced revised Consumer Standards:

- **The Safety and Quality Standard** – requires landlords to provide safe and good quality homes and landlord services to tenants.
- **The Transparency, Influence and Accountability Standard** – requires landlords to be open with tenants and treat them with fairness and respect so that tenants can access services, raise complaints when necessary, influence decision making and hold their landlord to account.
- **The Neighbourhood and Community Standard** – requires landlords to engage with other relevant parties so that tenants can live in safe and well-maintained neighbourhoods and feel safe in their homes.
- **The Tenancy Standard** – sets requirements for the fair allocation and letting of homes and for how those tenancies are managed and ended by landlords.

These standards are designed to drive change and places the needs of residents at the heart of government reforms which improve the quality of life for those living in social housing across the country.

In addition, it introduces a standardised set of Tenant Satisfaction Measures (TSMs) that landlords must report against. It gives residents the ability to hold their landlord to account, which promotes transparency and builds trust.

The Better Social Housing Review published seven recommendations to Housing Associations to drive improvements in the quality of social housing. Amongst the recommendations it states, "Housing associations should work with all tenants to ensure that they have a voice and influence at every level of decision making across the organisation, through both voluntary and paid roles". The Action Plan describes the growth of NHF Together with Tenants to support achieving this. Another recommendation says, "Every Housing



There are 22 tenant satisfaction measures, covering 5 themes. 10 of these are measured by landlords directly, and 12 are measured by landlords carrying out tenant perception surveys. In relation to resident and community engagement, measures include:

- TP06: Satisfaction that the landlord listens to tenant views and acts upon them
- TP07: Satisfaction that the landlord keeps tenants informed about things that matter to them
- TP11: Satisfaction that the landlord makes a positive contribution to neighbourhoods

Within the regulation, 'Awaab's Law' will require landlords to fix reported health hazards within specified timeframes. Further powers announced for the Housing Ombudsman will enable them to instruct landlords to measure their service against guidance on issues such as damp and mould, to help drive improvements following complaints from tenants.

Association, and the sector as a whole, should refocus on their core purpose and deliver against it". Ensuring that all Housing Associations see the need for equality, diversity and inclusion as a strategic priority. PCH will implement and demonstrate delivery against the recommendations included within the action plan.

The Building Safety Act 2022 makes radical reforms to give residents more rights, powers, and protections. It doesn't just look to address the safety and quality of housing, but also how residents are engaged in relation to building safety by their landlord. The focus of the Building Safety Act 2022 is on high-rise residential buildings (including student accommodation), hospitals and care homes that are at least 18 metres or seven storeys high. The Act creates a framework for the design, construction, and management of safer high-rise buildings. PCH will appoint 'accountable persons' with the responsibility of meeting the Building Safety Act 2022, and create engagement strategies specific to our tall buildings.

The Complaint Handling Code aims to enable a positive complaints culture across the social housing sector. Compliance is demonstrated through the Code being embedded in policy and practice, and a learning from complaints culture. Landlords must report back to residents and stakeholders on wider lessons learnt.

A positive complaints culture is part of PCHs' values, and we strive to make it easy for residents to make a complaint and feel supported through the process. We will ensure our policies continue to meet the expected standards of the Complaint Handling Code and report on our performance.

Evidencing effective resident engagement and influence is a requirement within all the regulatory and legislative changes. PCH have a track record of being at the forefront of best practice and this Resident Engagement Strategy outlines how we will continue to meet any changes presented through working together with our residents.



Residents' Voice

Resident Engagement has seen significant change in the formal requirements of delivery, but also in response to how residents wish to be involved. New hybrid, flexible and remote methods of involvement have emerged, leading to an increase in the number of engagement opportunities available and a tripling of the number of residents participating in online involvement.

Residents have been consulted at different stages during the development of this Strategy. Their priorities echo those of the organisation, and we are committed to achieving them in partnership with impactful and relevant engagement.

We will continue this commitment of working collaboratively with residents to shape our varied engagement offers, including involving residents in reviews of resident engagement services, resources and support.

When residents choose to take part in formal activities, we will make sure their time is given to meaningful resident engagement, with clear outcomes and ability to influence. We will be clear when change isn't possible, due to decisions out of PCHs' control, and will tell residents the actions we will take as a result of their input.

Customer Insight

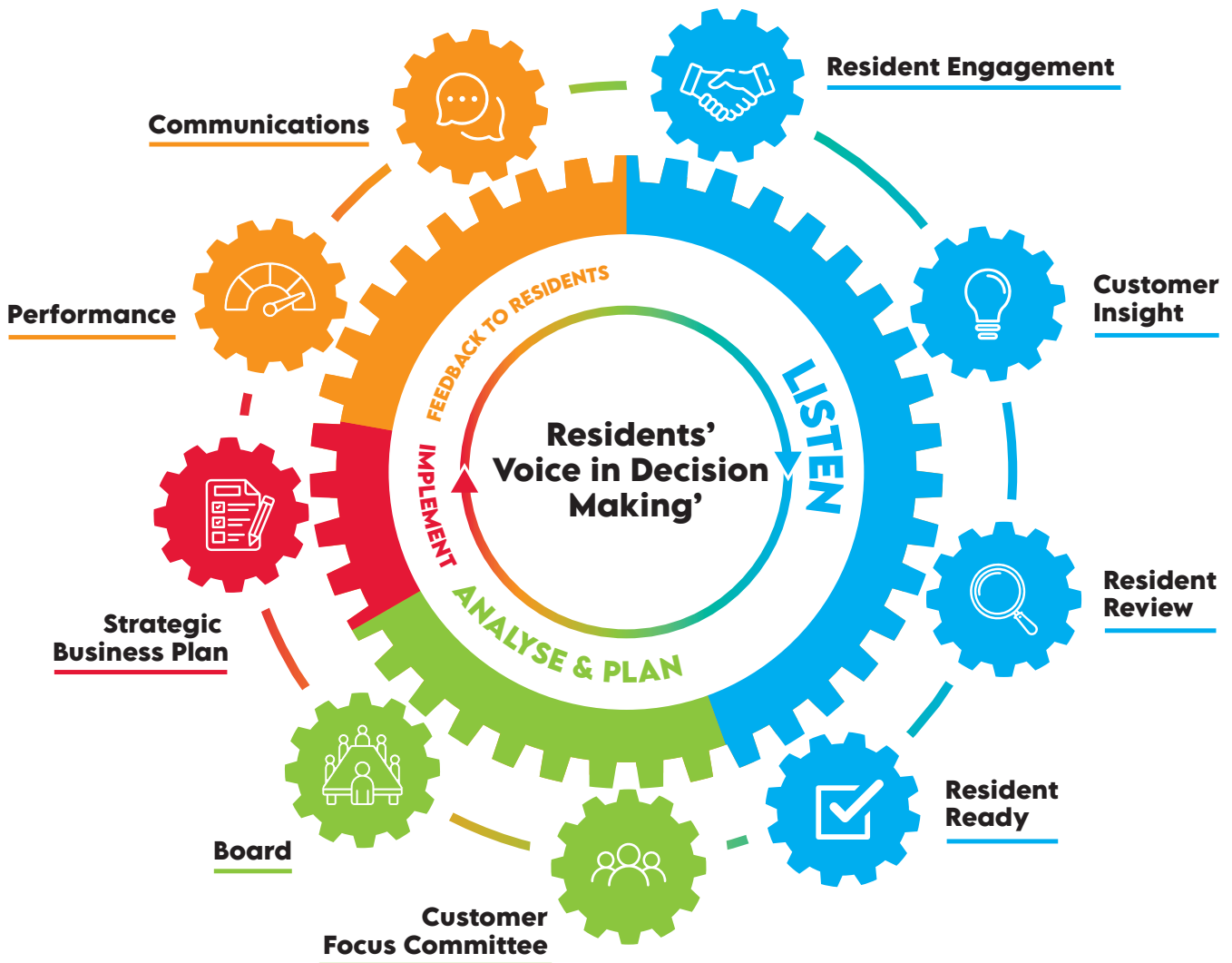
Listening to our residents is the catalyst for improvement. PCH is rich in information provided by residents through formal engagement methods, and through every contact we have with them, from requesting a repair, to seeking advice. Our established mechanisms for reporting on key performance indicators captures the results of these interactions, and the development of customer insight alongside resident engagement, will facilitate forward thinking and learn the daily challenges our residents face.

Growth of customer insight will be achieved through monitoring resident communications and complaints, collating resident feedback received by frontline staff across all services, better use of data regarding

residents' use of our services, and effective analysis of qualitative and quantitative data received via resident consultations. This will be enabled by improved systems and analytical tools.

Customer insight will be considered at the highest level, with updates received by Board and Customer Focus Committee. This will provide wider context for decision making and prioritise the shaping of our services to residents needs.

Resident Engagement embodies the culture of the organisation and is fundamental to decision making.





Delivering the Resident Engagement Strategy

As the first organisation-wide Strategy, delivery will focus on embedding resident involvement opportunities within all services, where the residents' voice can have real influence. It will concentrate on providing consistent engagement methods, that are accessible to all, that meet regulatory requirements and result in better quality and value services. The main motivation for residents to be involved is the ability to see the subsequent change. We will continue to grow how we communicate our performance and the difference made.

The following action plan sets out how we will deliver our vision for resident engagement.





Embed a culture of resident engagement throughout PCH

What success will look like	How we will achieve it	Timescales
<p>Measurable service improvement achieved through delivering organisation-wide resident engagement opportunities.</p> <p>Resident led scrutiny.</p> <p>All staff will see resident engagement and customer insight as part of their job.</p> <p>PCH-wide resident influence and working together on improving performance against TSM's.</p> <p>Positive complaints culture.</p>	<p>Consistent engagement offer across services built upon fundamental tools: Procedures, Policy, work instructions, guidance, and templates.</p>	<p>By 2026</p>
	<p>A team of specialist staff, structures and budget to lead engagement and coordinate delivery.</p>	<p>Ongoing</p>
	<p>All staff inductions will include a focus on why resident engagement and customer insight is important and how it is delivered at PCH.</p>	<p>By 2025</p>
	<p>Communications, workshops, guidance and training for staff to maintain a high profile of resident engagement.</p>	<p>Ongoing</p>
	<p>Residents will be engaged at the highest level of influence, with resident members of Customer Focus Committee (CFC) and PCH Board.</p>	<p>Ongoing</p>
	<p>In-depth Resident Scrutiny Reviews that adopt a collaborative approach with service staff. The scope to be set by residents, and the recommendations presented to CFC by residents.</p>	<p>Ongoing</p>
	<p>Together with Tenants Charter commitments will form part of the regular resident satisfaction surveys carried out for the resident engagement methods.</p>	<p>By 2025</p>
	<p>Clear and accessible complaints process with transparent reporting and performance monitoring.</p>	<p>By 2024</p>
	<p>Achieve performance that puts us in the top 25% of landlords for listening to tenants views and acting upon them.</p>	<p>Annually</p>



Deliver inclusive engagement with fair access

What success will look like	How we will achieve it	Timescales
<p>Inclusive resident engagement projects and activities built on a true understanding of residents, and perspective PCH residents' demographic.</p> <p>All service standards are fit for residents' needs and set collaboratively.</p>	<p>Reaching all residents through catering engagement opportunities to the residents' needs/demographic:</p> <ul style="list-style-type: none"> • In-person, online, hybrid, flexible and remote methods of engagement. • Customer facing communications which detail the ways residents can be involved, checked by residents for accessibility. • Provision of translation, sign language, braille and other communication services. • Accessible venues. • Bespoke activities to meet diverse faiths, cultures and target under-represented demographics. • Provision of welcoming and safe environments which support vulnerabilities and promote positive mental health. 	<p>By 2025</p>
<p>Increase in the number and diversity of residents engaged, to achieve a representative customer voice involved in influence and service improvement.</p>	<p>Respect individual's rights to privacy and inform how feedback is used and how permission can be removed.</p>	<p>Ongoing</p>
<p>All residents wishing to participate are supported to do so.</p>	<p>Where available, use AI to make engagement activities intuitive and responsive to the residents' needs.</p>	<p>By 2026</p>
	<p>Analyse resident feedback by demographics to learn the needs of different groups and gain insight to adapt services.</p>	<p>By 2026</p>
	<p>Achieve an average of 10% of participants new to engagement.</p>	<p>Annually</p>
	<p>Monitor the profile of engaged residents.</p>	<p>Ongoing</p>



Deliver resident engagement that is high quality and value for money

What success will look like	How we will achieve it	Timescales
<p>Collaborative engagement methods focused on areas that can achieve influence and change.</p> <p>Partnerships and community investment that achieve sustainable outcomes.</p> <p>Community engagement that supports service delivery and outcomes across PCH.</p> <p>Prioritisation and allocation of PCH resources are informed by customer insight.</p>	Co-creation of policies, services and strategies through resident consultation.	Ongoing
	Provide a range of meaningful resident engagement opportunities and methods that result in improved services.	Ongoing
	Publicise how residents can be engaged in service improvement and their communities.	Ongoing
	<p>Project based approach for community engagement to enable delivery across all services and stock locations. Projects will prioritise neighbourhood improvements:</p> <ul style="list-style-type: none"> • asset refurbishments • environmental/community enhancements • neighbourhood plans (incl. localised consultations) • new developments/acquisitions • procurement/contractor standards • cohesive communities 	By 2025
	All high-rise buildings will have a bespoke 'Tall Buildings Resident Engagement Strategy' in relation to building safety, that meets the Building Safety Act 2022.	By 2024
	Provide support and guidance to Residents' Associations and community groups to start and flourish.	Ongoing
	Work in partnership with agencies and organisations with shared objectives, who bring resources into the community and enable residents to influence local decision making.	Ongoing
	Provide residents with access to community and individual grants that enable community led activities and removes barriers into employment, training and participation.	By 2025



Deliver resident engagement that is high quality and value for money

What success will look like	How we will achieve it	Timescales
Collaborative engagement methods focused on areas that can achieve influence and change.	Introduction of a Funding Strategy that defines PCHs' approach to external funding and social value.	By 2026
Partnerships and community investment that achieve sustainable outcomes.	Benchmarking quality and cost of engagement against peers and openly reporting the results.	Ongoing
Community engagement that supports service delivery and outcomes across PCH.	Achieve performance that puts us in the top 25% of landlords for resident satisfaction in engagement services.	Annually
Prioritisation and allocation of PCH resources are informed by customer insight.	Report on the level of community investment gained by PCH or partners through in-kind investment/ social value and grant funding.	Annually



Provide training and support that empowers residents

What success will look like	How we will achieve it	Timescales
<p>Bespoke resident learning offers that fit residents' aspirations, including employment, life skills and tenancy skills.</p> <p>Building skills for residents engaged in community projects and groups.</p> <p>Building knowledge and skills on PCH services to support involvement in the organisation.</p>	<p>Provision of a flexible resident learning programme which is designed with residents. Delivery will include:</p> <ul style="list-style-type: none"> • Online knowledge and skills training • Tenancy and service-related modules • Sustainability, energy efficiency and decarbonisation • Cohort training led by PCH and training partners • Resources and training for community groups • Bespoke training to enable involvement in resident engagement activities • Signposting and funding to external courses and qualifications • Social value invested in training and work experience <p>Customer facing communications which detail the training available to residents and how this can be catered to meet individuals' needs, checked by residents for accessibility.</p> <p>Free WiFi in our key buildings.</p> <p>Residents Expenses Policy which describes the support available to enable residents to take part in resident engagement and resident learning opportunities.</p>	<p>By 2026</p> <p>Ongoing</p> <p>Ongoing</p> <p>By 2025</p>
	<p>Increase participation in resident learning activities by 5%.</p>	<p>Annually</p>



Demonstrate listening to residents' voices and feedback the difference made

What success will look like	How we will achieve it	Timescales
<p>Demonstratable residents' voice in decision making.</p> <p>Consistent and accessible feedback so residents know they have made a difference.</p> <p>A resident engagement offer that meets or exceeds best practice for the sector.</p> <p>Resident communications that are clear and accessible.</p>	<p>'Resident Ready' monitoring within all reports to Board.</p>	<p>Ongoing</p>
	<p>Consult on community priorities and publicise 'Neighbourhood Plans'. Set out improvements to be made and feedback to residents on what has been achieved.</p>	<p>Biennially</p>
	<p>Report on the difference made by resident engagement through 'you said, we did' features. Promoted internally and externally across a wide variety of platforms and medias.</p>	<p>Ongoing</p>
	<p>Involve residents in the design of resident engagement opportunities, and in assessing the effectiveness of the methods.</p>	<p>Ongoing</p>
	<p>Virtual Resident Advisors who suggest feature content, test resident facing communications for clarity, and ease of use in relation to online applications/website.</p>	<p>Ongoing</p>
	<p>Publicise locally and nationally the successes and new initiatives resulting from resident engagement.</p>	<p>Ongoing</p>
	<p>Seek recognition and best practice sharing through award submissions and sector publications.</p>	<p>Ongoing</p>
	<p>Achieve an average of 5% response rate for consultations.</p>	<p>Annually</p>
	<p>Introduce customer voice and insight reporting. Publicise this alongside performance information.</p>	<p>Annually</p>
<p>Achieve resident satisfaction that puts us in the top 25% of landlords for our performance against the TSM's relating to resident engagement (TP06, TP07, TP11). Share the results of Tenant Satisfaction Measures with residents.</p>	<p>Annually</p>	



Monitoring the effectiveness of the Resident Engagement Strategy

To ensure focus remains on delivering the action plan, monitoring will be carried out in the following ways:

- Annual resident engagement update at Annual General Meeting
- Delivery against Resident Engagement Strategy objectives reported annually at CFC and Board. To include delivery against NHF Together with Tenants Charter
- Annual Resident Review reports at CFC
- Quarterly customer insight reports to CFC and Board
- Resident engagement, TSM and customer voice performance included in annual report to residents
- Achievement of Tenant Participation Advisory Service Landlord Accreditation
- Compliance with Regulatory Standards

Continuous performance measuring to include:

- Comparison of the engaged residents' profile with PCHs' customer profile to ensure service improvement and change is based on a representative voice.
- Annual performance targets based on trend.
- Achievement of top quartile performance for TSMs relating to resident engagement.
- Increase in resident satisfaction with resident engagement opportunities.
- £ amount of funding received by PCH or partners for community investment and £ amount of in-kind investment/social value gained by PCH or partners.
- £ amount of community and individual grants awarded
- Participation and interest levels in resident engagement and resident learning.
- Report on impact of residents' voice in service improvement.

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