

CORNWALL HOUSING

Everyone Matters

Our resident engagement strategy

2021 - 2024



PART OF THE
CORSERV GROUP
A CORNWALL
COUNCIL COMPANY

cornwallhousing.org.uk

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Our vision for 2025

Every individual that engages with us will be listened to and treated with respect in all our interactions. The views and experiences of our tenants* will influence how we provide our services and our investment decisions.

Aim:

Mission statement: Residents' diverse needs are at the heart of our organisation. Listening to them helps us to provide excellent services.

We will do this using our engagement values:

- **Inspiring action** - All involvement is designed to result in action. It is meaningful and genuine. It adds value.
- **Championing inclusivity** - All views and experiences are important to us and we'll make sure that we engage residents in a way that suits them

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Tenants will
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provide our services
and our investment
decisions
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Our priorities are:

- Ensuring tenants' voices and experiences influence our services
- Listening to and treating everyone with respect; creating fairer services and communities
- Working in partnership with our residents to improve safety and sustainability



How we'll achieve this

Resident engagement is the responsibility of everyone who works for Cornwall Housing. Together we'll ensure that every resident is listened to and that we take the right action as a result. Good engagement is facilitated by well trained and supported staff providing excellent customer service. It's also underpinned by our values and culture. We'll provide staff with the information and training they need to engage effectively.

Listening to and acting on what tenants tell us will require new ways of working. We'll work with the Council and the Board to design processes that make sure our tenants views and experiences directly influence service delivery and investment. The evidence and data collected from and with tenants will shape decisions that make real change happen.

**When we refer to 'tenants' we mean our tenants, leaseholders and Gypsy and Traveller residential pitch licensees. Residents also includes our Housing Options, Homechoice and other customers.*

Meeting our priorities

1. Ensuring residents' voices are heard and acted upon

We provide a range of ways for tenants to give their views or get involved in the housing service. This means that tenants can always have their say regardless of their time constraints or needs.

Hearing the views and experiences of residents through satisfaction surveys, local estate monitoring, focus groups, consultations and research, is essential to make sure we understand their diverse needs.

We have tenants' panels which empower tenants to monitor and scrutinise our performance, as well as to be meaningfully engaged in policy, service and strategy development. The tenants' panels act as a critical friend, helping us shape and improve our services.



However, tenants have said that we need to do more to make sure that we're listening to them and that their feedback and experiences are directly influencing our services.

To do this we will be:

- a) **Creating a robust mechanism for residents' voices and panels to feed into the Board of Cornwall Housing and Corserv. Working with residents and the Board, we'll co-design a new resident engagement framework.** This will include working with service leaders to make sure that we're sharing the right insight, with the right people at the right time - and in the right way. We will then work in partnership with residents on redesigning the Tenants' Forum and other panels and processes to create clear routes for influence with direct connections to the Board and the Council.
- b) **Writing a resident satisfaction and customer experience strategy.** This will include changing our focus from "what are residents' views and experiences telling us?" to "how does this evidence influence our services and decisions?" This will be used by Council commissioners and the Board, as well as with staff and managers, and fed into our business planning.
- c) **Identifying and communicating a named senior person who leads on meeting the Consumer Regulatory standards.** As well as a particular focus on safety, this person will have real ownership. They'll be empowered to drive service change that truly incorporates tenant feedback and insight, and responsible for implementing the culture change required to achieve this.
- d) **Providing our residents with clear, relevant and timely information about our services and how we're performing.** This information will be provided online for all residents and given to our tenants' panels. It will include tenants' satisfaction measures, our expenditure in line with regulator guidance, performance information that matters to our residents, and information about the difference resident engagement has made.
- e) **Reviewing our learning from complaints at least twice a year with tenants on the Complaints Appeals Panel.** And sharing our learning and the changes that have been made as a result.

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2. Listening to and treating everyone with respect, creating fairer services and communities

This is about how we treat each and every one of our residents, those with particular needs, as well as our tenants, leaseholders and other housing customers as a whole.

Across our services and in our neighbourhoods, we'll improve how we engage with all our residents by:

- a) **Engaging with diverse communities, and interest-based communities, about their experiences of our services so that we fully understand their needs.** We'll work in partnership with representative groups to tackle stigma. We'll promote respect and understanding in our organisation and communities.
- b) **Ensuring our communities have multiple opportunities to make positive changes in their homes and neighbourhoods.** This includes initiatives to tackle isolation and create connections and inclusion.
- c) **Providing practical training and information for staff that helps them to engage with and respond to residents with disabilities and diverse needs.** This includes ensuring up-to-date and consistent information for all our staff about how they can access translation, interpreters, and other engagement support whenever it's needed.
- d) **Working with residents to understand their experiences and views on our communications, information, and website.** We'll ensure those communications are always in plain English, easy to read, attractive, interesting, and that they inform residents about the services and details that matter to them.
- e) **Improving our major works and maintenance engagement to make sure that all tenants and leaseholders are informed in a timely manner and that we can adapt to meet any special needs.**

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We will be
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3. Working in partnership with residents to improve safety

Finally, but most importantly, resident safety is paramount. It is a priority to improve our compliance in all aspects of safety.

By working in partnership with tenants on our building safety and sustainability strategy, we can ensure that we're communicating well - and that tenants can hold us to account.

We will do this by:

- a) **Establishing a resident building safety engagement strategy and communication programme.** This will cover all aspects of residents' safety with regards to gas, electrical, fire, asbestos, water hygiene, and lifts. We will create a
 - Tenants' Building Safety Task and Finish Group to oversee and support the creation and development of this strategy.
- b) **Improving our resident engagement in fire prevention and evacuation procedures across all our flats.** This will be informed by:
 - An in-depth engagement project with residents in four of our complex or multi-storey schemes, working in partnership with them to develop a bespoke resident engagement strategy for each community
 - Sharing the learning from these four engagements across Cornwall Housing, as well as with the Council and other local housing providers. This will enable us to work together to identify further best practice and keep resident engagement in safety as a priority.
- c) **Engaging tenants in strategies to improve community sustainability and address the climate change agenda.** We'll also work with Corsery, the Council and other partners to support local activities and campaigns that promote changes residents can make locally to improve the long-term safety and wellbeing of our communities and neighbourhoods.

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We will be improving our resident engagement in fire prevention and evacuation procedures across all our flats.
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How will we know if we have succeeded?

If this strategy is delivered, we expect to not only see a change in the themes and key messages we are getting from residents in our consultation, but also a statistically significant improvement in our STAR survey - 5% in 2022, and a further 5% in 2024 for the following measures:

- Overall, how satisfied are you with Cornwall Housing (currently 83%)
- How satisfied are you that Cornwall Housing listens and takes your views into account (currently 64%)

In 2019, 84% of residents said that they felt that they are treated with respect by Cornwall Housing. Through the delivery of this strategy we aim to improve this to 88%.

How will others know if we have succeeded?

We will report regularly to our Board and the Council. We will also publish the outcomes in our tenants' newsletter, on our website and in the tenants' annual report.

Annexes:

- A) Our resources for engagement
- B) Our resident profile 2020
- C) Our implementation plan

Annex A - Resourcing our engagement

Currently we invest a cost per tenant & leaseholder household of 60p per week. This includes staffing and costs for communications and community development activities.

We will annually identify the right support and resources we need for effective involvement:

1. Sufficient resources will be allocated to involvement, and reviewed to ensure it is effective in delivering planned outcomes. This includes support for the formation or activities of tenant groups and panels.
2. Appropriate levels of capacity building support are provided so that tenants, leaseholders and community members are effectively involved. This includes accessing resources from local and national partners.
3. Volunteers are recruited, supported and trained so they can influence, co-design and scrutinise.
4. Where community initiatives are undertaken, opportunities to develop the capacity of the community are offered, monitored, and measured so that projects are sustainable and result in the increased take up of opportunities locally and improved outcomes.
5. New technologies will be used appropriately to increase access to involvement and to provide feedback. This will increase the range of opportunities to influence and be involved in:
 - housing management policies,
 - service standards,
 - the scrutiny of performance, and
 - the management of repairs and maintenance services
6. Collaborative working will be used to deliver more for our communities. We will use our resources to lever in additional support for our residents and communities. By working in partnership with the Council and other stakeholders, we will ensure a joined-up approach.



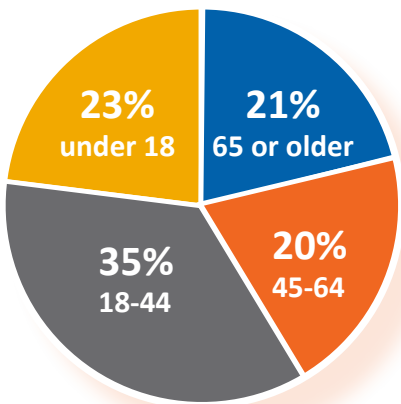
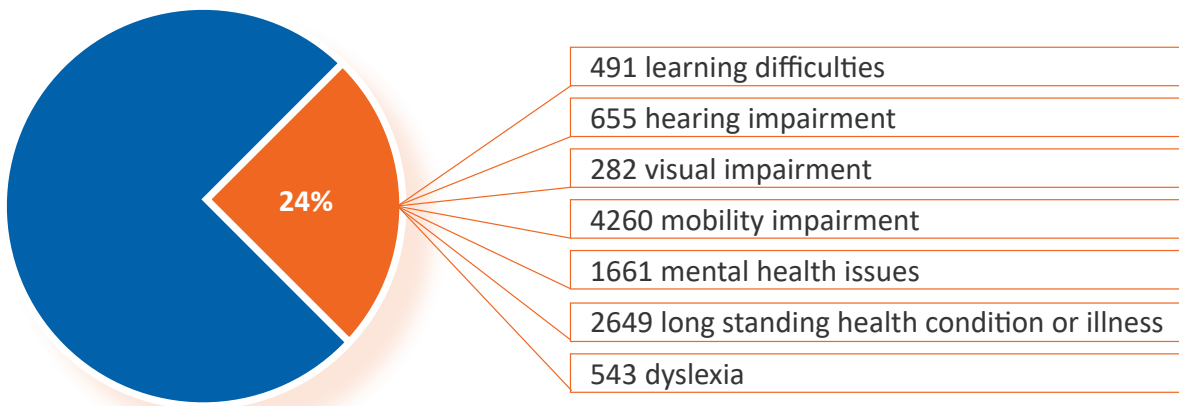
Annex B- resident profile 2020

Leaseholders October 2020

- 400 leaseholders, 61% inhabited by owner, 7 own more than one property. 36% - we have neither an e-mail address nor phone number to contact them

Residents in our tenancies (inc G&T) October 2020

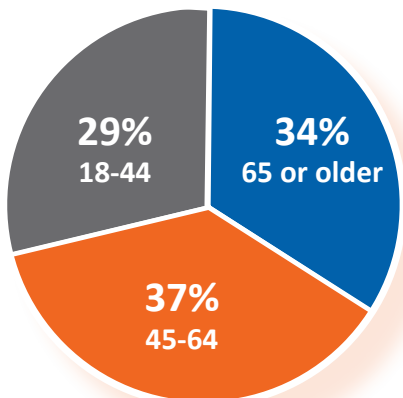
- 22,381 tenants and occupants in 10,128 homes
- 24% of all occupants have a disability or a long-standing illness or condition



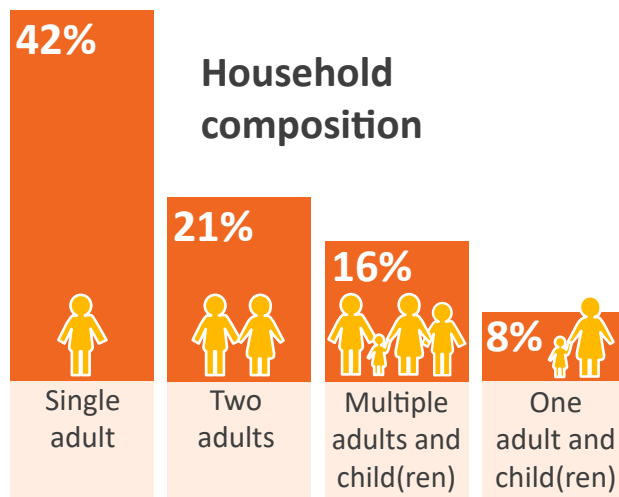
Age, all residents



53 English is second language, mostly European



Age, named tenants



Household composition

Annex C - Our strategy implementation plan for 2021 - 24

Our vision for 2025

Every individual resident that engages with us will be listened to and treated with respect in all our interactions. The views and experiences of our tenants* will influence service delivery and investment decisions that transform our services.

Mission statement: Residents' diverse needs are at the heart of our organisation which helps us to provide excellent services.

We will do this using **our engagement values:**

- Action - All involvement is designed to influence or result in action. It is meaningful and genuine. It adds value.
- Inclusivity - All views and experiences are important to us and we will ensure that we engage residents in a way that suits them

Priority	Activity	Milestone	Lead
Ensuring tenants' voices and experiences influence services	Create a robust mechanism for residents' voices and panels to feed into the Board of Cornwall Housing and Corserv.	<ul style="list-style-type: none"> • Appoint specialist independent facilitator – Q4 2021 to undertake best practice comparison, including: <ul style="list-style-type: none"> ◦ Recruit residents to review ◦ ELT workshop ◦ Board workshop • Review with Council commissioners and Corserv stakeholders • Implement improvements to Engagement framework – Q1 2022 	EW
	Create a resident satisfaction and customer experience strategy.	<ul style="list-style-type: none"> • Gather best practice research and specialist advice – Q1 2022 • Review options and agree strategy with CHL and Council – Q3 2022 	EW
	Identify and communicate a named senior person who leads on meeting the Consumer Regulatory standards.	<ul style="list-style-type: none"> • In restructure review, assess feasibility and identify – Q3 • Communicate to whole business – Q4 (March 2022) 	IS

	Provide to our residents clear relevant and timely information about our services and how we are performing.	<ul style="list-style-type: none"> • Improve the content of our annual report each year – Q2 21, 22, and 23 • Improve our website information about how we are performing Q4 21, 22, 23 including the difference engagement has made • Tenants panels have access to timely performance information so they can influence decisions and hold the organisation to account - Q1 2022 	IS
	Explore with residents and communicate our lessons learned from complaints	<ul style="list-style-type: none"> • Commence twice yearly review with Complaints Appeals Panel and senior staff – Q2 2021 • Communicate the lessons learned and the difference this has made – Q2 2022 	AMT

Priority	Activity	Milestone	Lead
Working in partnership with our residents to improve safety and sustainability	Establishing a resident building safety engagement strategy	<ul style="list-style-type: none"> • Establishing a Tenants’ Building Safety Task and Finish Group – Q3 21 • Strategy informed by fire safety engagement pilot – Q4 21 • Strategy approved – March 22 	TH
	Improving our resident engagement in fire prevention and evacuation procedures across all our flatted accommodation.	<ul style="list-style-type: none"> • Fire safety engagement pilot – phase 1 Torpoint • Sharing initial learning – March 22 • Fire safety engagement pilot – phase 2 Truro/StAgnes Dec 22 • Sharing final learning – March 23 • Robust fire safety communication plan in place that takes accounts of diverse needs – Sept 23 	EW
	Engaging tenants in strategies to improve community sustainability and address the climate change agenda.	<ul style="list-style-type: none"> • Establishing a Tenants’ sustainability group – Q3 22 • Engaging interest-based groups of residents in CH sustainability strategy and investment decisions – Summer 22 – ongoing • Engage with partners to promote the local changes residents can make to support sustainability – Q3 22 and 23 	TH

Priority	Activity	Milestone	Lead
Listen and treat all our residents with respect, creating fairer services and communities	Providing practical training and information for staff to help them engage with and respond to residents with disabilities and diverse needs. This includes ensuring up-to-date and consistent information for all our staff about how they can access translation, interpreters, and other engagement support when it is required	<ul style="list-style-type: none"> • Diverse needs training pilots with staff communication champions – Q3 2021 • Diverse needs training is a priority in the People Development Strategy available for all staff - Q1 2022 • Identify and engage other specialists or representative groups to promote respect and understanding – Q2 23 	FA IS TH
	Engaging with diverse communities, and interest-based communities, about their experience of our service to ensure we understand their needs. We will work in partnership with representative groups to tackle stigma and promote respect and understanding in our organisation and communities.	<ul style="list-style-type: none"> • Ensuring that we undertake targeted engagements with interest-based communities to inform strategy and policy – ongoing • Create case studies and create or participate in an annual campaign to engage staff and residents to tackle stigma and promote respect – Q3 21,22, and 23 	TH
	Ensuring our communities get support and access to opportunities	<ul style="list-style-type: none"> • Working in partnership, promote opportunities to our residents for skills development and employment – ongoing • Support initiatives to tackle isolation and connect communities – ongoing 	TH
	Working with residents to understand their experiences and views on our communications, information, and website	<ul style="list-style-type: none"> • Annual residents focused feedback review with a particular group or interest-based community – March 22, 23, 24 	TH
	Improving our major works and maintenance engagement	<ul style="list-style-type: none"> • Communications plan development – March 22 • Year 1 communications plan piloted and reviewed – March 23 • Considerations for special needs in place – March 24 	HF/ Corserv

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