

**CROYDON
HOUSING**

CROYDON
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RESIDENT INVOLVEMENT STRATEGY

2024 - 2029



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GLOSSARY

Resident influence

When we use the term Resident Influence, we are talking about two things:

1. Proactive involvement of residents. For example, where a resident completes a survey, makes a complaint or engages in a formal group.
2. Influence that may not be conscious or proactive. This is where an organisation will notice the expectations, experiences or needs of residents through analysis of data, for example.

Outcomes from resident influence

In thinking about evidencing resident influence, it is sometimes the case that influence is deemed to have occurred at the output stage rather than having reviewed the outcomes.

The end goal – for example – isn't just having a new void standard but that the standard makes a positive difference.

Engagement vs. Involvement

The document uses Engagement = Consultation, information-sharing.

Involvement = Direct participation in decision-making



FOREWORD

We are proud to introduce the Resident Involvement Strategy 2024-2029, a key initiative that places our residents at the heart of the borough's future. This strategy embodies our commitment to fostering a transparent, accountable, and responsive service, ensuring that every voice in our community is heard and respected.

The strategy outlines our approach to ensuring that residents are active partners in decision-making processes. It is a testament to our dedication to rebuilding trust and ensuring that residents can directly influence the decisions that affect their lives. It is a promise to listen, to act, and to make a tangible difference in the lives of our residents.

A huge thank you to all our residents who have been involved in bringing this strategy to life! We encourage every resident to engage with this strategy, to hold us accountable, and to work alongside us in making Croydon a place we are all proud to call home.



JASON PERRY
EXECUTIVE MAYOR OF
CROYDON



COUNCILLOR LYNNE HALE
DEPUTY EXECUTIVE MAYOR AND
CABINET MEMBER FOR HOMES

Our Resident Involvement Strategy marks a significant milestone in our journey. We have been listening to your voice through visioning workshops, feedback sessions, surveys and focus group discussions. We remain committed to understanding your needs and co-creating a future that puts you at the heart of what we do. The Resident Involvement Strategy reflects that commitment, outlining the steps we are taking to establish meaningful, two-way communication and ensure your voices are heard.

Developed in collaboration with a group of residents and the Tenants' Participation Advisory Service (Tpas), it reflects our customer-focused approach to how we will be working with you. The new framework is data-driven and more strategic in how your feedback informs our decision-making process.

While we have tailored some of our involvement methods to make them more flexible, accessible and effective. Finally, we are also introducing new training for our staff to ensure we achieve the best outcomes.

I look forward to working with you on the implementation of our Resident Involvement strategy.

SUSMITA SEN
CORPORATE DIRECTOR OF
HOUSING



INTRODUCTION

Croydon is proud to be on a journey of transformation—one that recognises the vital role tenants and leaseholders play in shaping the housing services that affect their lives. To help achieve this, Croydon developed a [Residents' Charter](#) with members of the Tenant & Leaseholder Panel (TLP), which was formally adopted by the Croydon Council cabinet in December 2022.

In the summer of 2022, we held over 20 tenant and leaseholder workshops. The purpose of these workshops was to explore what the future could look like for the housing service and to identify the areas participants wanted us to improve. The findings from these sessions also informed projects that became part of the housing transformation programme. These included a customer care training program, an estate walkabout program, and a refreshed complaints process. Additionally, the engagement of residents became a core principle of the transformation programme.

But it did not stop there. Recognising the need for a lasting structure to embed resident voices in our work, we partnered with Tpas—the UK's leading tenant engagement experts—to help develop a model that would permanently integrate resident engagement across Croydon housing.



We established a dedicated design panel made up of tenants, leaseholders, and staff to collaboratively shape this approach. Together, they co-designed a comprehensive framework that ensures resident involvement is fully integrated into Croydon Housing's day-to-day operations.

The framework outlines clear processes for how resident feedback is gathered, assessed and communicated across teams, ensuring it reaches senior leadership and informs meaningful service improvements.



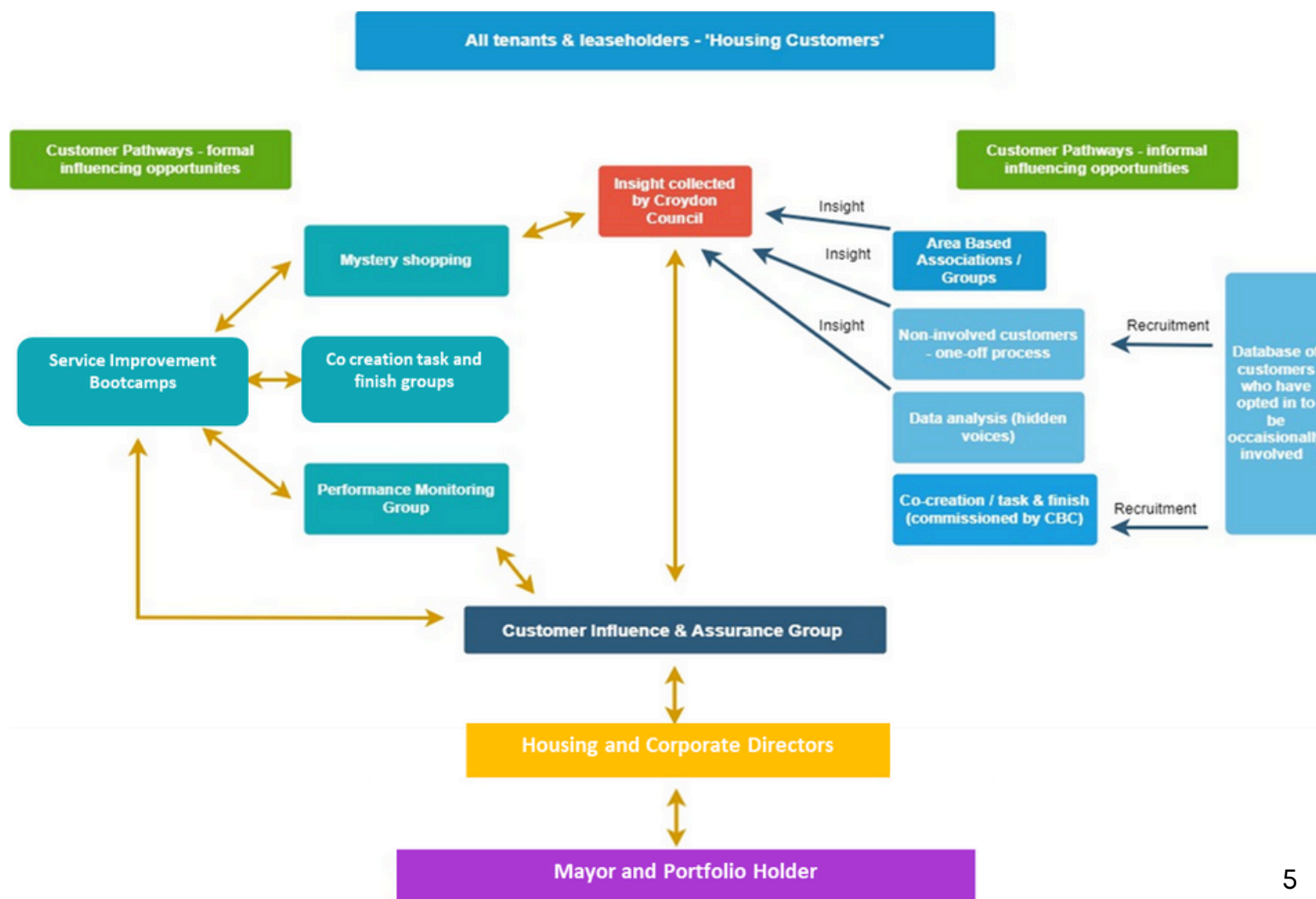
NEW INVOLVEMENT FRAMEWORK

The newly developed Involvement Framework provides both formal and informal pathways for residents to contribute to decision-making processes.

Formal pathways include tools such as service improvement, Performance Monitoring Groups (PMG), and task & finish Groups. Informal pathways offer flexible opportunities for engagement, such as mystery shopping, data analysis, and participation in area-based associations. This holistic approach ensures that residents of all backgrounds have the opportunity to influence housing services.

The involvement framework

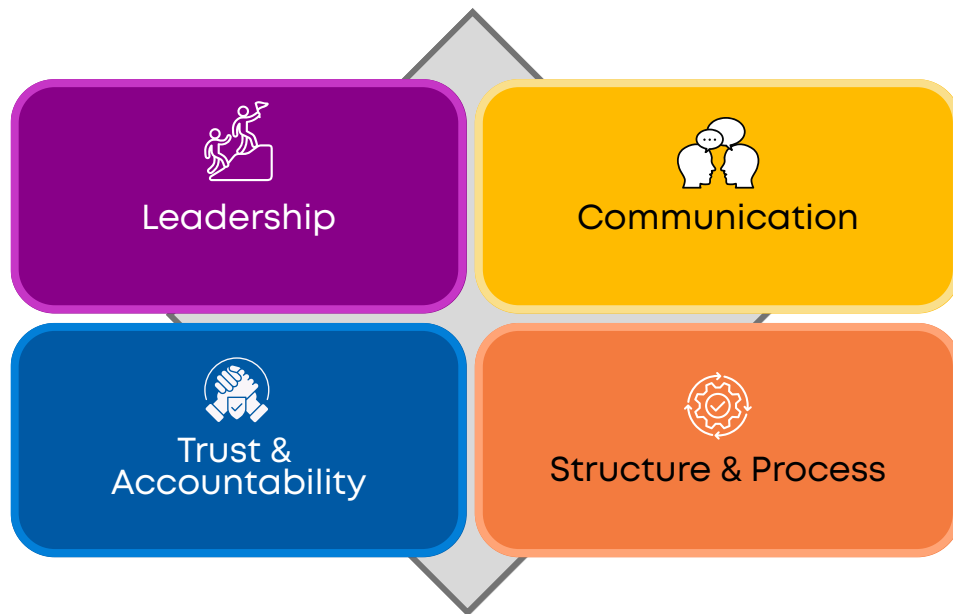
maps out the formal and informal pathways through which residents can influence service delivery and strategic planning.



NEW RESIDENT INVOLVEMENT STRATEGY

Based on the new framework, a comprehensive Resident Involvement Strategy was developed.

The strategy has four pillars which the design panel identified as the key factors to enable successful resident influence in Croydon.



- **Leadership**

Croydon leadership drives a culture that requires and values resident influence and ensures resources are available.

- **Communication**

Timely, respectful, two-way communication is in place with residents having evidence that their voice is heard and acted on

- **Trust & Accountability**

Residents can trust staff, and staff are held accountable for listening and acting on residents' voices

- **Structure & Process**

Effective, transparent, structures and processes are in place for delivering core services and involvement and influencing opportunities



STRATEGY OVERVIEW: KEY OUTCOMES AND OBJECTIVES

All residents living in our council homes (tenants and leaseholders) have their voices heard in order to influence decisions, strategies, policies and services. This is embedded across all relevant departments and includes evidence that Croydon meets the commitments outlined in its' Residents Charter.



Leadership

- Providing a variety of formal and informal ways for residents to engage with Croydon and to influence services which encourage a wide range of residents to engage in a way that works for them.
- Supporting staff to be confident in understanding and implementing what is expected of them in relation to engaging with residents.
- Leaders set and drive a culture that reflects the value of hearing residents' voices, listening to staff and residents and using what they learn to improve services.
- There is a stable leadership team and wherever possible, permanent staff are in post (rather than interims) to bring continuity and consistency to service delivery



Communication

- Residents know what their opportunities and options are for engaging with Croydon.
- Residents have evidence that their voice has been heard and know how they have influenced services.
- It is easy to contact Croydon and residents know what to expect (response times, service levels).
- Leaders set and model the behaviours and standards for high-quality, effective communication between residents and staff.



Trust & Accountability

- Staff understand what is expected of them and are held accountable to deliver services to agreed standards.
- Leaders develop a culture and working practices that embed trust and accountability between staff and also between staff and residents.



Structures & Processes

- A robust and comprehensive resident involvement and influencing structure is in place at Croydon.
- Leaders ensure that resident involvement and influencing activities are approached strategically and are properly resourced.
- Resources are made available to ensure that IT/digital services underpin service delivery.



OUTCOME ONE: LEADERSHIP

Objective 1:

Providing a variety of formal and informal ways for residents to be involved with Croydon and to influence services which encourage a wide range of residents to be involved in a way that works for them

We will

- Support and resource a resident involvement framework aligned with transformation goals.
- Showcase real resident impact through transparent reporting and engagement success stories.
- Strengthen feedback loops so residents see how their voices shape decisions



This means that

- **Resident involvement structures**- Structures and processes support resident engagement influence.
 - ✓ Target: 90% of resident involvement structures (formal & informal) actively running by January 2025.
 - ✓ Measure: CIAP panel 1/4ly review of involvement framework.
- **Accountability and influence** - Formal engagement enables residents to hold Croydon accountable and ensures wider representation
 - ✓ Target: At least 75% of residents feel their input has influenced decisions (survey-based) by 2026.
 - ✓ Measure: Annual Resident Influence Report showcasing policy changes, service improvements.
- **Diversity and representation** -Diverse resident views actively shape decisions, strategies and services
 - ✓ Target: Increase representation from underrepresented groups by 20% within 12 months.
 - ✓ Measure: Demographic tracking of involvement, outreach efforts, and participation reports.



OUTCOME ONE: LEADERSHIP

Objective 2:

Supporting staff to be confident in understanding and implementing what is expected of them in relation to engaging with residents.

We will

- Enable, empower, and require all managers and staff to be responsible and accountable for hearing and acting upon residents' voices.
- Build this into service, policy and procedure development and reviews and hold staff to account in 1-1s and annual personal development reviews.
- Build this approach into Croydon's response to the Building Safety Act in developing resident engagement strategies for high-risk buildings (and generally when engaging with residents around Health and Safety).



This means that

- Staff understand their role in engaging with residents and are supported to do this effectively.
 - ✓ Target: 100% of housing staff to complete resident engagement training.
 - ✓ Measure: Staff feedback surveys & engagement competency assessments.
- Staff are held accountable to engage with residents as part of their role.
 - ✓ Target: Resident engagement to be included in annual performance reviews for all frontline staff.
 - ✓ Measure: Quarterly audits of staff-resident interactions & compliance reports.
- There is evidence of effective resident influence in the development of resident engagement strategies for high-risk buildings and effective wider engagement with ALL residents around Health and Safety.
 - ✓ Target: Minimum two formal resident consultations per year on building safety.
 - ✓ Measure: Documented resident feedback incorporated into strategy updates.



OUTCOME ONE: LEADERSHIP

Objective 3:

Leaders set and drive a culture that reflects the value of hearing residents' voices, listening to staff and residents and using what they learn to improve services.

We will

- Listen to involved residents and staff to continue to improve services. This will include developing and introducing a system of recording both formal and informal feedback and views on residents' experience with housing (sub)contractors.
- Ensure that data is used effectively as a method of getting feedback from residents: using actionable insights as a way of hearing the "silent voices".

This mean that

- Systems are in place in order to hear from the widest range of residents possible combining formal opportunities where residents hold Croydon to account.
 - ✓ Target: 60% of residents engaged across all tenure types and demographics.
 - ✓ Measure: Number of formal participation opportunities (e.g. panels, forums) delivered each quarter. Resident feedback on accessibility and inclusivity of engagement opportunities. Evidence of how resident input influenced decision-making (e.g. case studies or documented changes)
- Croydon is using data and actionable insights to hear from those residents who are not actively involved.
 - ✓ Target: 30 % increase in engagement from previously underrepresented groups (using CRM or demographic data).
 - ✓ Measure: Number of outreach activities informed by data (e.g. survey targeting). Evidence of use of predictive analytics or segmentation to tailor communications. Uptake of engagement channels (e.g. SMS polls, translated surveys) created for "silent voices."
- A new Insight Framework to reinforce the focus on actionable insights.
 - ✓ Target: Insight Framework published and shared across teams with 75 % of service improvements directly linked to resident insight.
 - ✓ Measure: Staff training sessions on insight use and data literacy completed. Annual review of insight-to-action pipeline (e.g. issue -> data -> insight -> decision).



OUTCOME ONE: LEADERSHIP

Objective 4:

There is a stable leadership team and wherever possible, permanent staff are in post (rather than interims) to bring continuity and consistency to service delivery

We will

- Put in place a stable leadership team to support the development and embedding of a culture of hearing and acting upon residents' voices.
- Work to minimise the use of interim positions in the staffing structure, recruiting and retaining permanent staff where possible.

This means that

- Stable leadership team and staffing structure in place enabling clear culture and consistent services to residents.
- ✓ Target: Resident satisfaction with staff consistency (e.g. "I usually speak to the same officer").
- ✓ Measure: Number of escalations or service failures linked to staffing disruption.
- Completion rate of staff induction and culture training.





OUTCOME TWO: COMMUNICATION

Timely, respectful, two-way communication is in place with residents having evidence that their voice is heard and acted on

Objective 1:

Residents know what their opportunities and options are for engaging with Croydon

We will

- Promote engagement.
- Once developed, promote the new range of involvement and influencing opportunities so that residents know how they can get involved.



This means that

- Residents know how they can influence decisions, strategies, policies, and services at Croydon.
- ✓ Target: 60% of residents who agree with the statement: "I know how to have a say in decisions that affect me" (via surveys).
- ✓ Measure: Engagement reach of participation opportunity communications (e.g., views, opens, or clicks on engagement invitations).
- Number and type of influence opportunities promoted (e.g., consultations, co-design events, forums).
- Resident involvement satisfaction score, specifically relating to transparency and influence.



OUTCOME TWO: COMMUNICATION

Objective 2:

Residents have evidence that their voice has been heard and know how they have influenced services

We will

- Ensure that working structures and practices build in opportunities (and requirements) for staff to listen, act upon and feedback to residents.
- Structures and processes facilitate and require staff to feedback to residents as a matter of course.
- Ensure that residents have evidence (feedback) that their voice has been heard – including when Croydon is unable to provide what is being asked for.

This means that

- Outcomes from resident Involvement are clearly communicated to residents.
 - ✓ Target: 100% of consultations/engagements where outcomes are published and shared with participants.
 - ✓ Measure: Resident feedback score on the question: "I am informed about the outcomes of resident involvement activities. Number of 'You Said, We Did' reports or updates shared publicly. Time between engagement close and outcome communication (average days). Case studies showing how resident input shaped final decisions and how this was fed back.
- Communication is clear and consistent to residents – receiving feedback on individual issues/concerns and transparent responses to wider consultations/engagement.
 - ✓ Target: 75 % of residents who agree with: "Croydon keeps me informed about what is happening in my area".
 - ✓ Measure: Accessibility compliance check results for online communications (e.g. plain English, translations, Easy Read).





OUTCOME TWO: COMMUNICATION

Objective 3:

It is easy for residents to contact Croydon and residents know what to expect (response times, service levels)

We will

- Provide suitable ways for residents to contact Croydon and ensure that staff respond to contact from residents within agreed timescales.
- Clearly communicate service standards across the range of housing and maintenance services that Croydon provides so residents know what levels of service to expect and what they should do if the standards are not met.



This means that

- Residents are able to contact Croydon easily and receive a response within agreed timescale.
 - ✓ Target: 95% of enquiries responded to within agreed service timescales (by channel: phone, email, web).
 - ✓ Measure: First contact resolution rate – 50% of issues resolved without follow-up. Resident satisfaction with ease of contacting the council (via regular surveys). Mystery shopper assessments of ease of contact.
- Residents know what service levels to expect and have ways of holding Croydon to account if those levels are not met.
 - ✓ Target: 80 % of residents agree with: "I understand the standard of service I should receive from Croydon."
 - ✓ Measure: Availability and visibility of service standards (e.g. on website, leaflets, welcome packs). 75% of services that publish performance or updates. Resident involvement in performance scrutiny panels or oversight forums.



OUTCOME TWO: COMMUNICATION

Objective 4:

Leaders set and model the behaviours and standards for high-quality, effective communication between residents and staff

We will

- Lead by example, setting a culture of transparent communication.
- Review and develop the ways in which Croydon communicates with residents. For example, resident newsletters and community noticeboards.



This means that

- Staff understand how other teams work and link in with them to ensure seamless services for residents.
 - ✓ Target: 75% of staff agree with: "I understand the roles of other teams and how to work with them." (via internal staff survey).
 - ✓ Measure: Number of joint case reviews or cross-team referrals successfully resolved. Staff induction and ongoing training includes inter-team processes.
- Customer communications is effective, providing the information that residents need in the formats required with residents communicated with in a timely and transparent manner.
 - ✓ Target: Resident satisfaction score with communication (clarity, tone, timeliness).
 - ✓ Measure: Increase of 10% of key communications available in accessible formats (e.g. Easy Read, translations, audio). 50% of residents who agree with: "I get the information I need in a way that suits me."



OUTCOME THREE: TRUST AND ACCOUNTABILITY

Residents can trust staff, and staff are held accountable for listening and acting on residents' voices

Objective 1:

Staff understand what is expected of them and are held accountable to deliver services to agreed standards.

We will

- Set SMART (specific, measurable, achievable, realistic, timed) targets for engaging with residents with staff are measured against and held accountable for these targets.
- Ensure this is embedded across teams, not only resident involvement.

This means that

- Staff are held accountable, across all relevant teams, for engaging effectively with residents.
- ✓ Target: SMART standards set and achieved
- ✓ Measure:
 - **Specific** - All housing and frontline staff will be required to complete resident engagement training tailored to their role.
 - **Measurable** - 90% of staff across relevant teams will complete training and pass the assessment within 1 year of starting. Annual appraisals will include a resident engagement KPI, with at least 80% meeting the standard.
 - **Achievable** - Based on current training capacity and staff numbers, rollout will occur over three months with support from managers and HR.
 - **Relevant** - This target aligns directly with Croydon's strategy to improve resident experience and cross-team accountability.
 - **Time-bound** - All targets to be met within the next 12 months, with quarterly monitoring and adjustments as required.



OUTCOME THREE: TRUST AND ACCOUNTABILITY

Objective 2:

Leaders develop a culture and working practices that embed trust and accountability between staff and also between staff and residents.

We will

- Build positive working practices that embed a culture of trust, accountability and respect between different teams and departments.



This means that

- Residents' experiences of contacting or working with the council officers means that they can trust them to do what they say.
- ✓ Target: 75% of residents agree with: "I trust council officers to do what they say they will do." (via tenant satisfaction or engagement surveys)
- ✓ Measure: 95% of commitments fulfilled on time (as logged in case management systems or issue tracking tools). Resident satisfaction with officer follow-through (post-interaction feedback). Case studies showing positive officer follow-through and resident trust building.



OUTCOME FOUR: STRUCTURE AND PROCESS

Effective, transparent structures and processes are in place for delivering core services and Involvement and influencing opportunities.

Objective 1:

A robust and comprehensive resident Involvement and influencing structure is in place at Croydon.

We will	That means that	Target & Measurements
Support and improve resident involvement at Croydon.	Leaders drive and enforce processes that require the resident voice to be heard.	<ul style="list-style-type: none">✓ Target - 50% of strategic decisions with documented resident input.✓ Measures - Number of leadership meetings where resident feedback is a standing agenda item. Leader participation rate in engagement events or feedback sessions.
Agree clear objectives for resident involvement and influencing work at Croydon.	Leaders ensure that appropriate and robust structures and processes are in place to ensure timely involvement and that resident feedback is acted upon.	<ul style="list-style-type: none">✓ Target - 95% of resident feedback responses/action plans issued within agreed timeframes.✓ Measures - Resident satisfaction with speed and usefulness of feedback loop ("You Said, We Did"). Number of decisions amended or influenced after resident consultation. Quarterly review of engagement timeliness metrics at governance level.



OUTCOME FOUR: STRUCTURE AND PROCESS

Effective, transparent structures and processes are in place for delivering core services and involvement and influencing opportunities.

Objective 1:

A robust and comprehensive resident involvement and influencing structure is in place at Croydon.

We will	That means that	Target & Measurements
Build the involvement structure to include formal and informal influencing opportunities that give a diverse range of opportunities for residents to engage with, and influence, services.	Influencing structure enables representation across the diversity of Croydon and avoids any conflicts of interest.	✓ Target - Diversity representation audit of involved residents vs borough demographics. ✓ Measures - Annual declaration of interests completed by resident representatives. Number of community networks, forums or panels formed by tenure, ethnicity, age, etc.
Ensure the influencing opportunities and processes for recruitment/retention are transparent and fair.	A new involvement framework which outlines both formal and informal pathways for residents to influence housing services.	✓ Target - Framework published and available in multiple formats. ✓ Measures - 100% of housing staff trained on the Involvement Framework. 65% of residents who say they understand how to get involved (survey-based). Usage stats on informal pathways (e.g. drop-ins, social media, local events) vs formal ones.



OUTCOME FOUR: STRUCTURE AND PROCESS

Objective 2:

Leaders ensure that resident involvement and influencing activities are approached strategically and are properly resourced.

We will	That means that	Target & Measurements
Ensure that appropriate resources are available to support the resident Involvement framework.	All service delivery is underpinned by good processes and appropriate structures that include a requirement to hear the resident voice.	<ul style="list-style-type: none">✓ Target - 75% of service policies and procedures include a resident engagement step.✓ Measures - 50% of service policies and procedures that are reviewed by residents - (readers panel). Audit score for integration of resident voice in business processes. Resident feedback used in housing service redesigns (number or 75% of projects). Staff training completion rate on involving residents in service delivery.
Revise these resources to ensure they are appropriate to develop and embed a new resident Involvement framework – this to include training, equipment, and time, as well as money.	Formal involvement structures facilitate residents holding Croydon to account.	<ul style="list-style-type: none">✓ Target - 100% of active formal involvement groups (e.g. service improvement panels, forums).✓ Measures - Attendance and diversity metrics for formal meetings. 100% of formal recommendations made by resident panels assessed. Annual self-assessment of governance and accountability processes.



OUTCOME FOUR: STRUCTURE AND PROCESS

Objective 2:

Leaders ensure that resident Involvement and influencing activities are approached strategically and are properly resourced.

We will	That means that	Target & Measurements
Review ICT/digital opportunities to underpin effective resident influence and service delivery.	Resident influence (RI) is “baked in” to service reviews so that RI is effective right from the start, not part-way through.	<ul style="list-style-type: none">✓ Target - 75% of service reviews where residents were involved in the scoping phase.✓ Measures - 100% of co-designed reviews vs. staff-only-led ones. Resident perception score: “I was involved at the right time to influence change.” Documentation showing resident involvement in decision logs or change logs – influence register
Review the provision of incentives and rewards to encourage and support tenants and leaseholders to engage effectively with us and influence decisions and services.	Tenants and Leaseholders are encouraged to engage with Croydon and feel their views and experiences are valued.	<ul style="list-style-type: none">✓ Target - 100% of residents agree with: “Croydon values my views and experiences”.✓ Measures - Engagement participation rate by tenure (tenant vs leaseholder). 100% of new residents participating in the past 12 months. Satisfaction with recognition or feedback received after engaging.

CONCLUSION

This strategy reflects Croydon's aspiration to move to an evidence-based, outcome-focused, resident influence framework that goes beyond compliance with regulation and invests in providing the homes and services our tenants and leaseholders deserve, putting them at the heart of Croydon's decision-making.

It underpins the approach to be taken and the plan to embed this across Croydon's housing services, with a commitment for all staff to understand their role in meeting the objectives of this strategy with involvement being everyone's business.

It will be delivered via a robust action/delivery plan that will be co-produced with staff, tenants, and leaseholders (from the design and discovery phases of this project with others brought in as appropriate) who will then hold Croydon to account for its' delivery, challenging where appropriate and monitoring/recognising the difference made as it is implemented.

We hope that after reading this Resident Involvement Strategy, as a resident, you will feel inspired to contact us and get involved in some way in making a difference and helping the council to deliver an excellent housing service to each and every resident.

- Email: residentinvolvement@croydon.gov.uk
- Call: **020 8726 6000 ext: 44524**
- Website: www.croydon.gov.uk/residentinvolvement

