

Appendix 1

**Resident Engagement Scrutiny:  
Recommendations Action Plan 2013**

	<b>Recommendations</b>	<b>Deadline</b>	<b>Action / Comments</b>	<b>Lead Officer</b>	<b>Resources</b>
<b>Staffing</b>					
<b>1</b>	Bring the Neighbourhood Engagement Officers into the Strategic Engagement Team for line management purposes. They could remain located in the neighbourhoods.	<b>Nov-13</b>	<b>Completed and in place from 1st November</b>	<b>FH</b>	<b>No new resources: under current budget.</b>
<b>2</b>	The newly configured team will be responsible for taking the lead in resident engagement, save for the specialist areas of Decent Homes and Leaseholders, therefore the name should be changed to reflect this wider role. It is suggested that it be called the Resident Engagement Team. The manager's job title should be amended to reflect this change.	<b>Apr-14</b>	<b>Agreed - will form part of the Service Review</b>	<b>FH</b>	<b>No new resources: under current budget.</b>
<b>3</b>	The role of the Residents Scrutiny Co-ordinator has evolved to cover supporting the Strategic Engagement Officers and running key projects. Therefore THH should take the reconfiguration of this team as an opportunity to review all the team's job descriptions so that they reflect current operational needs.	<b>Apr-14</b>	<b>Agreed - will form part of the Service Review</b>	<b>FH</b>	<b>No new resources: under current budget.</b>
<b>4</b>	Currently the Resident Engagement Manager receives support and line management from the Chief Executive. This is a very unusual arrangement. It is considered that, given the breath of responsibility carried by the Chief Executive, he may not be best placed to dedicate sufficient time to support the Strategic Engagement Manager. Therefore, it is recommended that a Head of service takes on this role.	<b>Apr-14</b>	<b>Agreed - will form part of the Service Review</b>	<b>SMT</b>	<b>No new resources: under current budget.</b>
<b>5</b>	Bring all the costs of supporting Resident Engagement (including the costs of the Neighbourhood Engagement Officers but excluding leaseholder involvement) into one budget. Divide this budget into Community Regeneration and Resident Participation streams.	<b>Apr-14</b>	<b>Agree - will form part of the Service Review</b>	<b>FH</b>	<b>No new resources: under current budget.</b>

<b>6</b>	Review the staffing structure of the newly configured department and look for ways to bring the staffing budget costs closer to the average costs for other ALMOs for this service.	<b>Apr-14</b>	<b>Agreed - will form part of the Service Review</b>	<b>FH/KH</b>	<b>No new resources: under current budget.</b>
<b>7</b>	We include an indicative diagram, based on the functions of the new team, on page28.We recognise that any reorganisation of the team will be subject to staff consultation, Human Resources considerations, the current neighbourhood review and any future organisation-wide restructures.	<b>Apr-14</b>	<b>Agreed - will form part of the Service Review</b>	<b>KH</b>	<b>No new resources: under current budget.</b>
<b>Resident Involvement structure</b>					
<b>8</b>	Streamline the leaseholder and resident engagement structures to remove duplication and make them fit for purpose. Leaseholders should have one regular meeting for strategic matters and other separate arrangements for resolving individual problems, for example by holding regular surgeries with relevant officers. The role of the Service Improvement Groups should be included in this review.	<b>Apr-14</b>	<b>Agreed - will form part of the Service Review</b>	<b>KH</b>	<b>No new resources: under current budget.</b>
<b>9</b>	Create a new forum where Tenants' Associations and the Residents' Panel members can meet on a regular basis to share information, problem solve and support one another. The Chief Executive and lead Council member for housing should be invited to this forum from time to time to address the forum members' key concerns.		<b>Not agreed - A borough wide TRA forum exists in the shape of TH TRA Federation. A new one would be a duplication.</b>		
<b>10</b>	The new structure should have 4 main sections as follows: Governance and Co-Regulation, Local Engagement, Customer Insight and Other Engagement. The recommended structure is set on page 30. All residents participating should be valued equally for their contributions.	<b>Apr-14</b>	<b>Partially accepted - Though a final structure will form part of the Service Review and as outlined in main report</b>	<b>KH</b>	<b>No new resources: under current budget.</b>
<b>11</b>	The Strategic Engagement Manager to prioritise developing terms of reference for each part of the new structure, in consultation with residents, by February 2014, in line with the roles and responsibility table set out on page 29.	<b>Apr-14</b>	<b>Partially accepted - Though a final structure will form part of the Service Review and as outlined in main report</b>	<b>FH/KH</b>	<b>No new resources: under current budget.</b>
<b>12</b>	All parts of the resident engagement structure to be facilitated by the Strategic Engagement Team.	<b>Apr-14</b>	<b>Agreed</b>	<b>FH/KH</b>	<b>No new resources: under current budget.</b>

<b>Resident Association Support</b>					
<b>13</b>	Provide a protocol clarifying the matters that require separate leaseholder consultation arrangements, for example service charges. All other leaseholder consultation matters, for example the provision of estate services, should be provided by an all-tenures consultation arrangement.	<b>Apr-14</b>	<b>Agreed - All tenure neutral consultation - except section 20</b>	<b>FH</b>	<b>No new resources: under current budget.</b>
<b>14</b>	The Leasehold Services Manager must have discussion with leaseholders on how communication channels can be improved.	<b>Apr-14</b>	<b>Will form part of the Service Review - In partnership with Leasehold Services</b>	<b>LTM</b>	<b>No new resources: under current budget.</b>
<b>15</b>	Set up a comprehensive framework for registering, monitoring and supporting resident associations ensuring minimum democratic standards are maintained.	<b>Apr-14</b>	<b>Agreed - In place</b>	<b>KH</b>	<b>No new resources: under current budget.</b>
<b>16</b>	Include the monitoring arrangements that THH will undertake, to ensure that recognised associations are meeting the eligibility criteria, in the Tenants' and Residents' Association Information Pack 2012 and send this pack to all associations. The monitoring arrangements to include that a THH officer should attend recognised associations' AGMs.	<b>Apr-14</b>	<b>Agreed - In place</b>	<b>KH</b>	<b>No new resources: under current budget.</b>
<b>17</b>	Assist associations who do not meet the recognition criteria to do so. If, after receiving this assistance, the association continues to fail to demonstrate that it is meeting the criteria, then it must have their 'recognition status' withdrawn, unless exceptional circumstances exist.	<b>Apr-14</b>	<b>Agreed - In place</b>	<b>KH</b>	<b>No new resources: under current budget.</b>
<b>18</b>	THH investigate the feasibility of making a flat payment of £10, per landlord-instigated meeting attended, to cover all resident's expenses save for that of childcare. The payment must be claimed by residents and then paid directly into their bank/rent account. This payment is not intended for one-off consultation events but regular meetings such as the Residents' Panel and Service Improvement Groups.	<b>Apr-14</b>	<b>Agreed - We will look at best practice and carry out a feasibility on what activities could/should attract a payment.</b>	<b>KH</b>	<b>Depending on outcome of feasibility</b>

<b>19</b>	Tower Hamlets Council and THH to jointly agree a policy on how community halls should be run, and monitored, to ensure that they are not used for personal gain and profit. The policy should cover what support is available to community groups running their own halls.	<b>Apr-14</b>	<b>LBTH currently manage the halls. A joint project is looking into future management and monitoring arrangements</b>	<b>FH</b>	<b>There may be resource implications - await outcome of project</b>
<b>20</b>	Agree a procedure, with Tower Hamlets Council, to remove the control of Tenants' Association halls and venues from unrecognised associations.	<b>Apr-14</b>	<b>LBTH currently manage the halls. A THH/LBTH joint project is looking into future management and monitoring arrangements</b>	<b>KH</b>	<b>There may be resource implications - await outcome of project</b>
<b>21</b>	In consultation with Residents' Associations, develop a comprehensive set of support materials for Residents' Associations. When ready these materials to be available on the website.	<b>Apr-14</b>	<b>In-place and will be further developed.</b>	<b>KH</b>	<b>No new resources: under current budget.</b>
<b>22</b>	THH offer to include tenant halls/premises in their own public liability insurance and pay for Residents' Associations CRB checks.	<b>Apr-14</b>	<b>LBTH currently manage the halls. A THH/LBTH joint project is looking into future management and monitoring arrangements</b>	<b>FH</b>	<b>There may be resource implications - await outcome of project</b>
<b>Policies and Procedures</b>					
<b>23</b>	The Strategic Engagement Manager should prioritise developing a strategic resident engagement plan for 2013-16. The plan should set out the strategic purpose of the team and its vision/aims. It should map out the key priorities for the service over the next 3 years, setting out the measurable objectives to be delivered and the key milestones to be reached on the way. Staff and resident representatives must be consulted as part of the plan's development. This plan should then be reviewed and refreshed on an annual basis.	<b>Jun-14</b>	<b>Agreed - a refreshed Engagement plan will be developed following the service review.</b>	<b>FH/KH</b>	<b>No new resources: under current budget.</b>
<b>24</b>	Update, and publicise, the Resident Engagement Agreement.	<b>Jun-14</b>	<b>Agreed - will form part of the Service Review</b>	<b>KH</b>	<b>No new resources: under current budget.</b>
<b>25</b>	Develop strategies which create operational links between community development and resident participation activities.	<b>Jun-14</b>	<b>Agreed - re-development of the CRP plan and RE Plan will have links.</b>	<b>FH/KH</b>	<b>No new resources: under current budget.</b>

<b>26</b>	Develop policy and procedure guidelines covering how meetings with residents are to be planned and conducted. The guidelines to include residents receiving papers for meetings at least one week in advance, with a clear agenda giving sufficient time for each item to have full consideration, ensuring that relevant officers are in attendance, that minutes and lists of actions arising at the meetings are drawn up and sent to all residents who attended the meetings and that there is a named senior officer made responsible for the delivery of the action points.	<b>Apr-14</b>	<b>Agreed - In place and will be further developed.</b>	<b>KH</b>	<b>No new resources: under current budget.</b>
<b>27</b>	Review the content and format of the Resident Engagement Impact Statements and ensure that they measure real outcomes including the 'changes made', as a result of the work. Consider using other measures such as requests for management transfers, rates of ASB and neighbour disputes, to demonstrate the positive effects of resident engagement.	<b>Apr-14</b>	<b>Agreed - In-place and will be further developed.</b>	<b>FH//KH</b>	<b>No new resources: under current budget.</b>
<b>28</b>	The Strategic Resident Engagement Manager to develop and use a 'toolkit' for running effective meetings and effective engagement projects.	<b>Apr-14</b>	<b>Agreed - In-place and will be further developed.</b>	<b>FH/KH</b>	<b>No new resources: under current budget.</b>
<b>Working with Community Groups</b>					
<b>29</b>	Continue to run joint projects, with a variety of well-established community groups who meet objective criteria in respect of meeting the aims of the required project, to make contact with hard-to-reach groups.	<b>On going</b>	<b>Agreed - In-place and will be further developed.</b>	<b>KH</b>	<b>No new resources: under current budget.</b>
<b>30</b>	When planning one-off projects, make provision for 'future proofing' the benefits generated by the project, for example by identifying core, or other, post project, funding opportunities.	<b>Apr-14</b>	<b>Agreed - In-place and will be further developed.</b>	<b>KH/CRC</b>	<b>No new resources: under current budget.</b>
<b>31</b>	Ask Community Groups to keep and display leaflets on opportunities for resident involvement at THH.	<b>On going</b>	<b>Agreed - We already have a range of our leaflets in community buildings. Will explore others.</b>	<b>KH</b>	<b>No new resources: under current budget.</b>
<b>32</b>	Hold discussions with Tower Hamlets Tenants' and Residents' Federation to explore opportunities to publicise their service to THH residents and use them as providers of resident training.	<b>Apr-14</b>	<b>Agreed - In-place and will be further developed.</b>	<b>KH</b>	<b>No new resources: under current budget.</b>

<b>33</b>	Develop procedures to evidence the benefits generated by projects at their conclusion.	<b>Apr-14</b>	<b>Agreed - In-place and will be further developed.</b>	<b>KH</b>	<b>No new resources: under current budget.</b>
<b>34</b>	To increase evidence of delivering VFM, create a procedure for staff to monitor and report back on the number of residents who: a) are engaged in community projects, b) go on to other things such as employment, and c) become involved in other resident involvement activities.	<b>Apr-14</b>	<b>Agreed - In-place and will be further developed.</b>	<b>KH</b>	<b>No new resources: under current budget.</b>
<b>Infrastructure</b>					
<b>35</b>	Forge direct links between Resident Engagement activities and THH Business planning activities.	<b>Apr-14</b>	<b>Agreed - development of Neighbourhood Plans with residents will drive the priorities within the business plan.</b>	<b>KH</b>	<b>No new resources: under current budget.</b>
<b>36</b>	As part of the induction process, all staff who have direct contact with residents should receive a presentation from the Strategic Engagement team on what resident engagement is, how it is used at THH, and the support available to staff to help them successfully engage with residents in their role.	<b>Apr-14</b>	<b>This is already in place and has been for a number of years.</b>	<b>KH</b>	<b>No new resources: under current budget.</b>
<b>37</b>	The Strategic Engagement Manager to develop a comprehensive project management framework which will include clear monitoring and evaluation criteria.	<b>Apr-14</b>	<b>Agreed - In-place and will be further developed.</b>	<b>KH</b>	<b>No new resources: under current budget.</b>
<b>38</b>	The Strategic Engagement Manager to create a service-level agreement with the Neighbourhood Managers to deliver services into the neighbourhood.		<b>Centralisation of the Engagement team will mean this will not be required - inter-departmental communication will be maintained</b>		
<b>39</b>	The Strategic Engagement Manager to ensure clarity between resident engagement and community development work streams and provide separate budgets for each.	<b>Apr-14</b>	<b>Agreed and will form part of the service review.</b>	<b>FH</b>	<b>No new resources: under current budget.</b>

<b>40</b>	Ensure that the newly established framework for regular liaison meetings between the Strategic Engagement and Neighbourhood team members continues and that its effectiveness is reviewed in September 2013.		<b>Centralisation of the Engagement team will mean this will not be required - inter-departmental communication will be maintained</b>		
<b>41</b>	The Strategic Resident Engagement team set up a framework for a resident inspector service. The residents volunteering to be inspectors must be offered accredited training, for example from the Chartered Institute of Housing.	<b>Apr-14</b>	<b>Agreed - will form part of the review. A comprehensive residents training programme is in place.</b>	<b>KH</b>	<b>May require additional budgets.</b>
<b>42</b>	The Strategic Resident Engagement team must undertake at least four new outreach events per year, using imaginative formats and avoiding formal meetings. For examples of good practice please refer to Brent Housing Partnership and Kensington and Chelsea Tenant Management Organisation.	<b>Apr-14</b>	<b>Agreed in principle and will form part of the review.</b>	<b>KH</b>	<b>No new resources: under current budget.</b>
<b>43</b>	The Strategic Resident Engagement team set up a framework supporting residents to progress from one level of involvement through to the next. The framework should recognise residents experience and encourage them to participate at the right level where their skills can best be used.		<b>Not required - residents are recruited based on skills, merits and desire to be involved. Further training is provided to enhance those skills as required.</b>		
<b>44</b>	THH undertake a feasibility study on the cost effectiveness of a 'paperless' format for resident committee meetings by using IT solutions. The results of the study, with recommendations, to be reported back to the Residents' Panel by 1st January 2014.	<b>Jul-14</b>	<b>Agreed - feasibility will be assessed and good practice looked into.</b>	<b>FH/KH</b>	<b>May require additional budgets.</b>
<b>45</b>	The Strategic Residents Engagement team prepare a report on the benefits of TPAS accreditation for the Residents Panel by December 2013.	<b>Apr-15</b>	<b>A report was done in 2012 to look at the benefits. It was agreed that it was too early to apply. Will be looked into after embedding the new engagement operating model.</b>	<b>KH</b>	<b>May require additional budgets.</b>
<b>46</b>	THH's Business Development team make a presentation to the Residents' Panel on the use made of the GIS system, to successfully target resources to best effect, by January 2014	<b>Jun-14</b>	<b>Agreed - presentation to show how business insight is being used to drive engagement.</b>	<b>BDT</b>	<b>No new resources: under current budget.</b>

<b>47</b>	Consult tenants and leaseholders on how 'consultations on changes that could have an impact service charges' can be improved. In particular, review consultation policies to ensure that the benefits to be gained, to the wider community, form part of the consultation process not just the costs involved.	<b>Apr-14</b>	<b>Agreed - A review of our consultation policies and procedures will be carried out.</b>	<b>LEASEHOLD</b>	<b>No new resources: under current budget.</b>
<b>48</b>	The Residents' Panel to ensure that Service Improvement Group members are consulted at the end of each 'in-depth scrutiny review' on the reviews findings and recommendations.	<b>Apr-14</b>	<b>Agreed - the outcome will be dependent on the new model.</b>	<b>KH</b>	<b>No new resources: under current budget.</b>
<b>49</b>	The Residents' Panel request that they have a representative on the THH Board.	<b>Apr-14</b>	<b>Request made by panel.</b>	<b>FH/KH</b>	<b>No new resources: under current budget.</b>
<b>50</b>	Create an escalation process, ending with the Chief Executive, to be used when officers consistently fail to carry out agreed actions agreed with resident representatives.	<b>Apr-14</b>	<b>Not required - there is a complaints policy in place.</b>	<b>KH</b>	<b>No new resources: under current budget.</b>
<b>51</b>	The Strategic Engagement team provide a comprehensive training programme for NEOs and training in resident engagement for all frontline housing staff.	<b>On going</b>	<b>Agreed - training is in place and will be further developed to reflect changes to structure.</b>	<b>KH</b>	<b>No new resources: under current budget.</b>
<b>Publicity</b>					
<b>52</b>	The Strategic Engagement team develop a cost effective way to deliver leaflets and newsletters to all residents in all neighbourhoods for example by paying local residents to provide a delivery service.	<b>Apr-14</b>	<b>Agreed - Feasibility of residents delivering leaflets will be explored.</b>	<b>KH</b>	<b>No new resources: under current budget.</b>
<b>53</b>	Have a new 'Community Corner' section in neighbourhood newsletters written by NEOs promoting the value of resident participation.	<b>Apr-14</b>	<b>This is a really good idea, it will depend on the outcome of the Neighbourhood Service reviews and the future of newsletters.</b>	<b>KH</b>	<b>No new resources: under current budget.</b>
<b>54</b>	Maintain the Wynn Garrett Residents Resource Centre but have an active programme to promote the centre's wider use.	<b>On going</b>	<b>Agreed - Various training programmes and residents meetings already take place and more are being developed for more activities/training.</b>	<b>KH</b>	<b>No new resources: under current budget.</b>

<b>55</b>	In consultation with residents, produce and publish an up-to-date booklet on opportunities for resident involvement at THH by April 2014.	<b>Jul-14</b>	<b>Agreed</b>	<b>KH</b>	<b>No new resources: under current budget.</b>
<b>56</b>	Refresh the 'Get Involved' section of the THH website to make it visually more appealing and consistent.	<b>Jul-14</b>	<b>Agreed</b>	<b>KH</b>	<b>resources: under current budget.</b>
<b>57</b>	Until the results of the review of the Resident Engagement structure kicks in, make sure that the SIG webpage contents are up to date listing all past and future meeting dates, noting any cancelled/rescheduled meetings, including links to all approved minutes for all past meetings. Provide contact details for each resident SIG Chair, or other resident contact person.	<b>Nov-14</b>	<b>Agreed - a recent refresh of these pages took place and until the review, it will be maintained and updated regularly.</b>	<b>KH</b>	<b>No new resources: under current budget.</b>
<b>58</b>	The Resident Scrutiny Co-ordinator to do a monthly check of SIG web pages and report failures to update and correct SIG web pages to the Residents' Panel and Chief Executive.	<b>Nov-14</b>	<b>Agreed and will form part of the review.</b>	<b>KH</b>	<b>No new resources: under current budget.</b>
<b>59</b>	Publish information on the services available to Residents' Association, without their own bases, on what assistance is available to them to secure a home for their associations	<b>Apr-14</b>	<b>Agreed - will form part of the review.</b>	<b>KH</b>	<b>No new resources: under current budget.</b>