

**CROYDON  
HOUSING**

**CROYDON**  
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# RESIDENT ENGAGEMENT STRATEGY

2024 - 2029



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# FOREWORD

We are proud to introduce the Resident Engagement 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 Engagement 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 Engagement 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 engagement 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 Engagement strategy.

SUSMITA SEN  
CORPORATE DIRECTOR OF  
HOUSING



# INTRODUCTION

Croydon's previous engagement framework included strategic engagement with the Tenant and Leaseholder Panel (TLP) on topics such as the rent increase, a Performance Monitoring Group (PMG), which scrutinises performance across housing services and resident satisfaction, and a Scrutiny Panel.

Informal feedback included STAR surveys and compliance with the new Tenant Satisfaction measures alongside local engagement with Croydon. This encouraged the creation of Residents' Associations on estates and blocks.

Croydon developed a [Residents' Charter](#) with members of the [Tenant & Leaseholder Panel](#) (TLP) which was formally adopted by Croydon Council cabinet in December 2022 and outlines Croydon's commitments to residents.

The key principles of the Charter include treating residents with respect, being transparent with our residents about how we are performing, giving residents a voice and encouraging meaningful decision-making activities.



## Residents' Charter

The Residents' Charter was developed with members of our Tenant & Leaseholder Panel (TLP) to foster good relationships between residents and housing services. It clearly sets out the level of service residents should expect from the council. The Charter has been formally adopted by the Croydon Council's Cabinet on 7 December 2022.

- 1. To treat residents with respect**
  - Being respectful and polite when communicating with residents, using appropriate language and tone and making an effort to understand their individual needs
  - Be empathetic to residents and demonstrate good listening
  - Consider residents' availability when booking appointments
  - Keep residents informed of any changes that affect service delivery or response times
  - Provide residents with appropriate contact details for housing staff
- 2. Respond quickly and efficiently to complaints and learn from problems that lead to complaints**
  - Use your feedback to improve our services
  - Simple and easy ways to raise issues and make complaints
  - Timely advice and support when things go wrong
  - Progress updates on how we are rectifying an issue and a named contact
- 3. Be clear and transparent with our residents about how we are performing**
  - Regularly share how we are performing
  - Performance reports are jargon free and easy to understand
  - Engage residents in monitoring our performance
- 4. Provide safe homes and a clean environment which residents are proud to live in**
  - Properties that are well maintained and safe to live in
  - Timely estate cleaning
  - Well maintained grounds on estates
  - Regular inspections of estates and repairs
  - Make it easy to report an unsatisfactory repair
- 5. Give residents a voice and encourage meaningful decision-making activities**
  - Use focus groups, regular surgeries, online sessions and other varied activities to give residents a voice
  - Encourage participation in tenant involvement groups
  - Conduct meaningful consultation before decisions are made
  - Obtain residents' views on changes to service delivery which impact on their lives and well-being
  - Encourage residents to get involved and make it easy for them to do so
- 6. Communication is clear and easy to understand**
  - Information we provide is clear and easy to understand
  - Our website is regularly updated, easy-to-navigate and information is easy to find
  - We use a variety of ways to communicate with residents (both digital and non-digital) taking account of their communication needs
  - Always be honest even if it's a difficult message

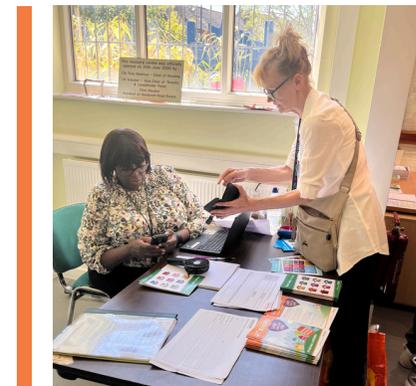
# TRANSFORMATION PROGRAMME

Croydon recognised it had let some residents down in the past and set out to rebuild trust and improve involvement practices. To achieve this, Croydon held over 20 tenant and leaseholder workshops in the summer of 2022. The purpose of these workshops was to explore with participants what the future could look like for the housing service and the areas they wanted us to improve.

We also took this opportunity to consult with residents on the Residents' Charter- asking for feedback and answering any questions they had. The workshops helped to define the vision and mission for the housing directorate as well as finalising our commitments to residents in the Residents' Charter.

Findings from the sessions also informed projects which then became part of the Housing Transformation Programme. These included a customer care training programme, an estate walkabout programme, and a complaints process refresh. In addition, the engagement of residents became part of the programme principles for Housing.

Transformation- all projects which impact on residents are designed with residents in mind and involve them in the journey. Examples include the repairs re-procurement project, the rent consultation exercise, the customer care training programme, new voids lettable standard and the new housing and homelessness strategies.



# FEEDBACK AND STRATEGY CO-DESIGN

Croydon commissioned Tpas, a national expert in resident engagement, to help design a new strategy in collaboration with residents. This partnership aimed to co-produce a resident engagement framework that incorporates residents' lived experiences, amplifies previously unheard voices, and addresses past issues while fostering meaningful, ongoing resident influence in decision-making processes.

## Setting the scene

From the early stages of consultation, we recognised the need for meaningful engagement with residents to ensure our strategy is informed by those it will impact the most. The transformation sessions served as a platform for collaborative dialogue, where residents could share their lived experiences, feedback, and ideas. These sessions marked the beginning of our journey toward creating a robust and inclusive Croydon Resident Engagement Strategy.

## The co-design approach

Eight residents actively participated in this co-design group, contributing to the shaping of a strategy that reflects real needs and priorities. Their involvement wasn't just symbolic—it was a testament to the importance of partnership and shared ownership in driving transformation.



### This collaborative process allowed residents to:

- Identify what works well and where improvements are needed.
- Co-create solutions that will drive better services and engagement outcomes.
- Share perspectives that helped us prioritise initiatives based on resident feedback.

### Why this was important?

Residents are at the heart of everything we do. Co-designing the strategy with them ensured that their voices were not just heard but embedded within the strategy. By engaging early and often, we fostered trust, accountability, and transparency—key pillars of effective resident involvement.

### This process:

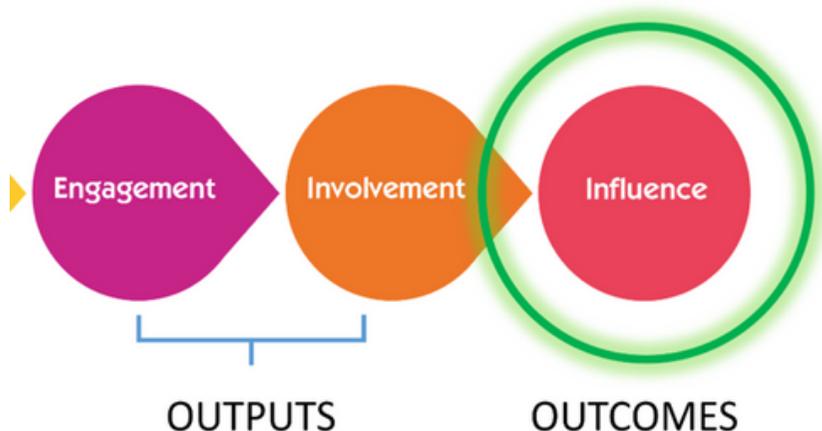
- **Built ownership:** residents felt empowered as partners in shaping services.
- **Enhanced relevance:** the strategy aligns with real challenges and priorities identified by residents.
- **Created sustainable change:** by involving residents from the outset, we established a model for ongoing feedback and collaboration.



## Outcomes: from engagement to influence

The co-design group helped us move from engagement to involvement and, ultimately, to influence. As seen in the feedback loop diagram below, outputs like engagement sessions and consultations paved the way for meaningful outcomes—residents influencing decisions and shaping the services they rely on.

Our commitment to feedback and co-design means we will continue to evolve this strategy with residents at the center. Together, we can ensure the Croydon Resident Engagement Strategy reflects the aspirations, ideas, and needs of our communities.



Three ‘design’ sessions were then held with a mixture of staff and residents who had volunteered to continue in the process:

### Resident engagement strategy sessions: key takeaways

#### 🎯 Session 1: understanding resident priorities

Residents shared their key priorities, highlighting the need for better communication, faster repairs, and more opportunities to get involved. Their feedback set the foundation for building a more responsive and transparent strategy.

#### 🎯 Session 2: co-designing solutions

In this session, we worked together to identify practical ways to improve services. Residents emphasised the importance of accountability, regular updates, and creating spaces where their feedback leads to visible changes.

#### 🎯 Session 3: turning ideas into action (design group)

Residents helped us explore how to measure success and track progress. Together, we agreed on clear actions, outcomes, and ways to keep everyone informed—ensuring that promises lead to real improvements.

# DEVELOPING A NEW RESIDENT ENGAGEMENT STRATEGY

The purpose of the Council's Housing Resident Engagement Strategy is to set a clear direction and framework for how Croydon will listen to residents' views, fully understand their experiences, and act on this to ensure that residents influence the decisions, strategies, policies, and services relating to Croydon's housing provision. This is the first Strategy of its' kind in Croydon for a number of years.

## Developing the strategy and its objectives

Croydon commissioned Tpas – the tenant engagement experts, to support it to develop a framework that will ensure engaging with, and hearing, residents' voices is strongly embedded across the business. A design panel of residents and relevant staff, facilitated by Tpas was formed.

## Design panel

Over the year, the panel met to provide direct input, ensuring the new structure was shaped by those it would impact most, so tailoring involvement opportunities that suit Croydon's residents.

To do this, an innovative and well-tried-and-tested Re-engineering Engagement methodology was used.

## In using this methodology the key components were to:

- Build a collaborative team of staff and residents, to create a new engagement framework.
- Introduce concepts like lived experience and the idea of “silent voices” to address Housing Ombudsman concerns.
- Use strengths-based methods, such as Appreciative Inquiry, to make improvement recommendations without judging past methodology.

## Based on some of the key principles of appreciative Inquiry, re-engineering engagement enables:

- An evidence-based approach
- Motivation through its strengths-based focus
- Equality of contribution through use of co-creation techniques
- Options for checking back with participants
- Qualitative insight, not designed to be statistically reliable.



## KEY STATISTICS

The Tpas re-engineering project ran from July – October 2023 with qualitative participation as follows:

- Discovery Sessions x 5 – five Tenant and Leaseholder Panel members, 10 involved tenants/leaseholders, seven uninvolved tenants/leaseholders, 25 staff.
- Design Sessions x 8 - seven involved tenants/leaseholders, one uninvolved tenant/leaseholder, eight staff (volunteers from Discovery)

Key quotes – why resident influence is important:

“It’s important we get their approval, or they won’t want to pay for it.

It’s critical how we interact with our residents for the future – it’s the service for them. If you’re not getting feedback from residents, how do you know what the expectations are?

When we have a forum it’s really useful: they’re caring more, taking more interest in the block they’re living in. Make sure you’re delivering services correctly, value for money. Not treating everyone the same but making sure everyone has a reasonable experience.”

“I think there has been a change in the last year with the Corporate Director and managers which is good – of course things will take a long time to get better – cultures and behaviours are changing.

Communication is very poor in the Council.

Yes, Croydon has invited us to this to try to influence and build new strategies, but because our relationship with the Council has been very weak it’s led us to have minimal/lack of faith in them.

We have to be honest with ourselves and realise that residents are so used to not being heard for a long time they feel, “why bother in the first place? - we’ve heard it all before!”

I just want the word accountability to come into this new regime. For too long the left hand does not know what the right hand is doing, people in departments don’t talk to each other and that leaves residents frustrated. To make sure what happened in the past is in the past.

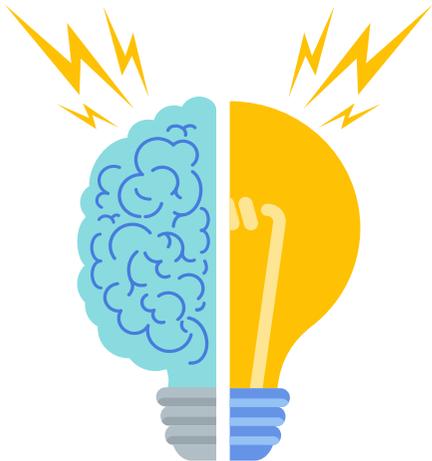
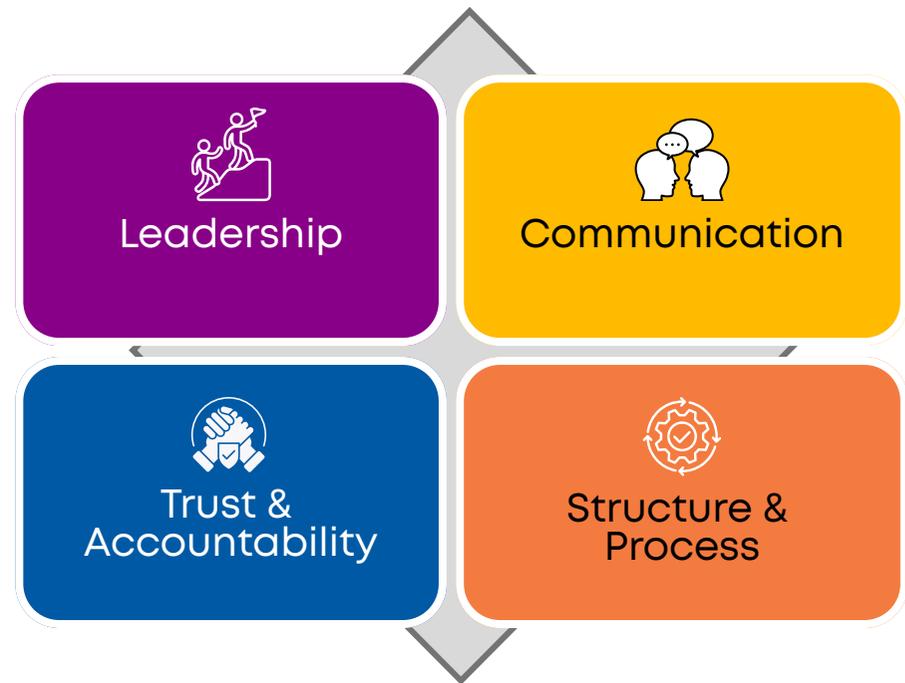
If you want to engage with us, you need to really listen to what we are saying”.

# THE RE-ENGINEERING ENGAGEMENT APPROACH

Discovery sessions explored examples of positive resident influence at Croydon, ways for residents to provide feedback, and barriers to feedback being heard.

Participants discussed the key factors—such as systems, processes, culture, and behaviors—that contributed to successful resident influence.

These sessions identified the factors that enable successful resident influence with four key themes that kept recurring.



## Discovery summary

- Effective leadership is essential in instilling a set of values that drives a culture at Croydon that looks for, values and acts upon residents' voices.
- Good communication – listening and feedback – are essential in building trust from residents and ensuring they see value in engaging with Croydon.
- New engagement structures and informal influencing opportunities to be developed from this project will need to properly resourced.

The new Influencing Structure will be further developed and implemented collaboratively with staff and tenant/leaseholders, drawing particularly on insights to focus on key areas.

- Ensuring we hear from residents who are currently not involved and truly understand their lived experiences
- Increasing the numbers and diversity of residents who engage with Croydon across the range of opportunities outlined above, including reviewing our provision of incentives and rewards to maximise engagement and recognise the time, knowledge, and experience of residents in order for them to feel valued when they do engage.

### Strategic (formal) opportunities

To achieve effective resident influence a key 'assurance' group would hold Croydon Council to account, ensuring that the full range of residents' experiences are influencing strategic decisions and service decision and delivery, pro-actively monitoring and managing the implementation of this Strategy and associated delivery plan.

This would sit alongside the key committee/board and a Service Improvement Panel which would look into areas of service in more detail and recommend improvements.

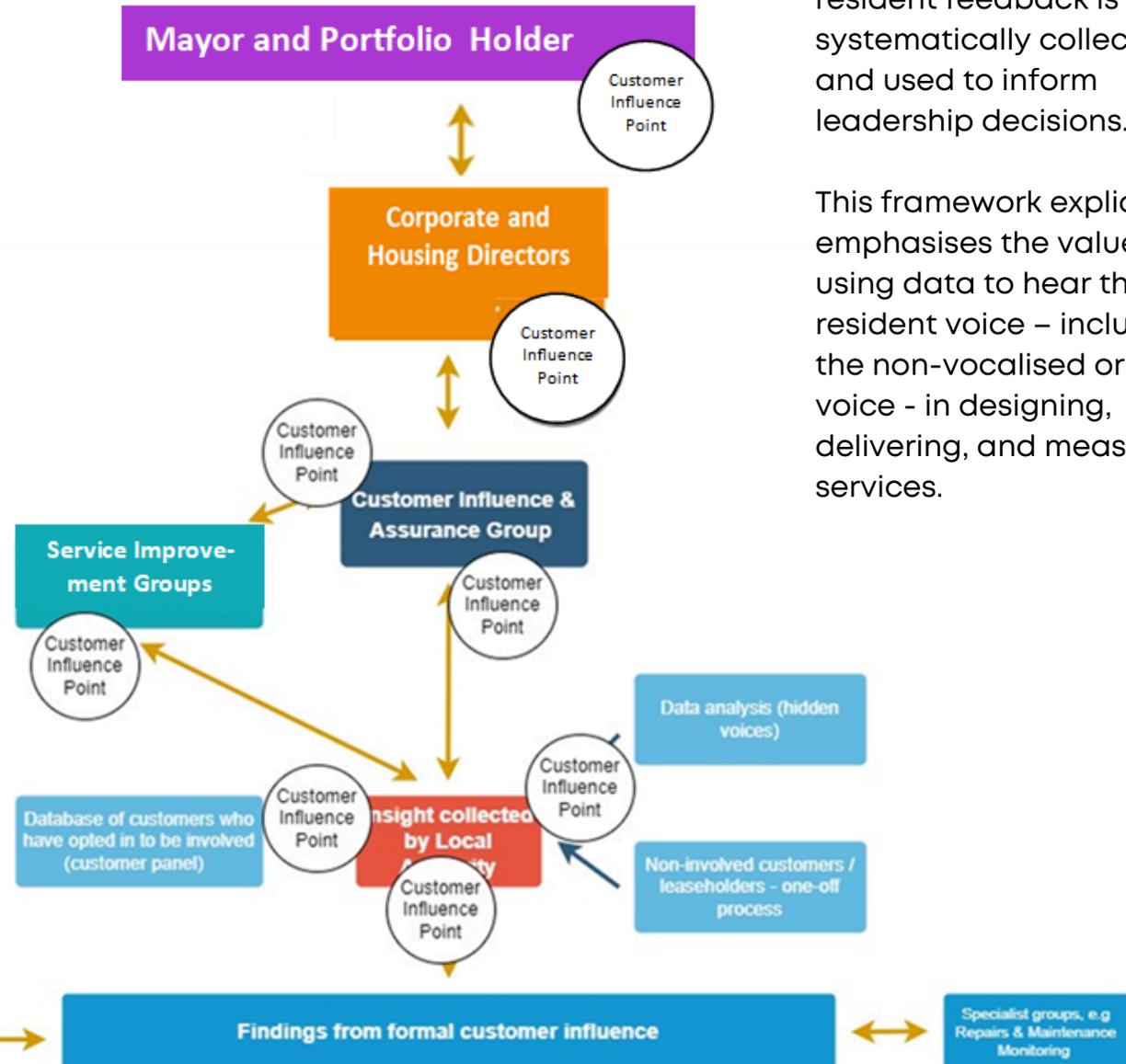
Successful formal structures will ensure that the experiences of as many residents as possible influence service delivery by; restricting the number of formal groups to which a resident can be a member and open, skills-based recruitment, targeted to ensure wider representation.



# NEW INSIGHT FRAMEWORK

Croydon is committed to adopting a data-driven approach in gathering resident feedback, ensuring that even non-vocalised perspectives (silent voices) are taken into account.

The Insight Framework introduces structured data collection from various sources, such as area-based associations and hidden voice analysis, providing actionable insights to guide leadership decisions. By integrating this framework, Croydon aims to ensure that every resident's voice informs policy and service improvements.



The **Insight Collection and Influence Flow** shows how resident feedback is systematically collected and used to inform leadership decisions.

This framework explicitly emphasises the value in using data to hear the resident voice – including the non-vocalised or silent voice - in designing, delivering, and measuring services.

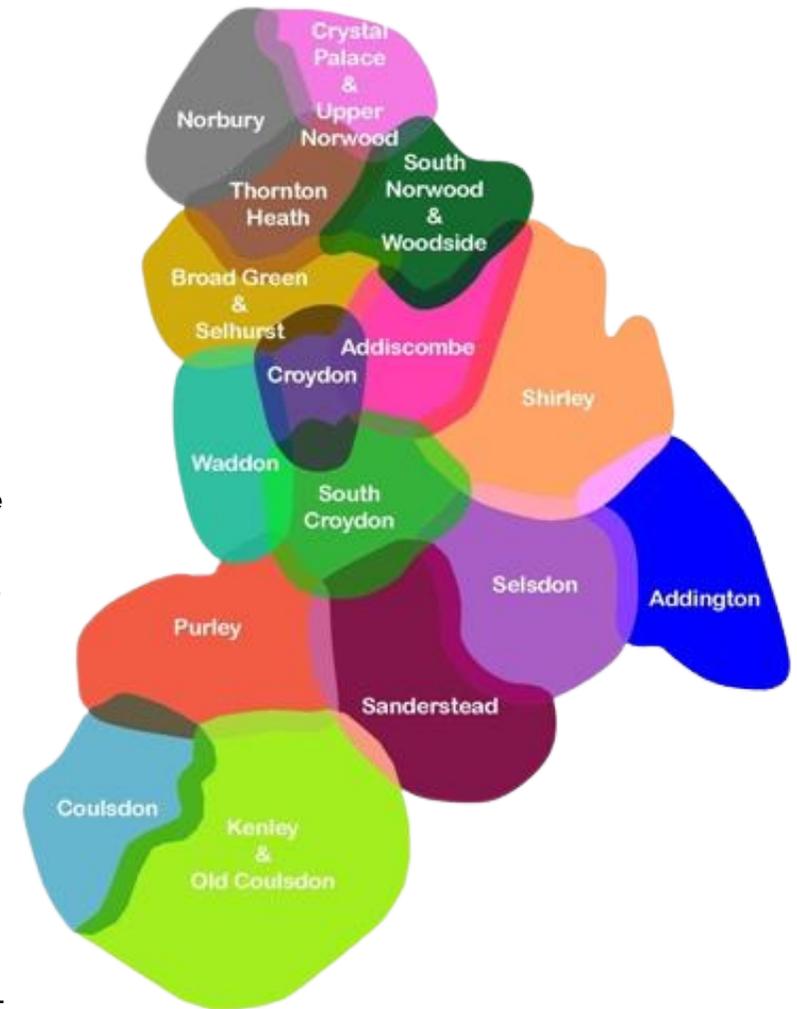
# SUPPORTING COMPLIANCE AND ENHANCING RESIDENT ENGAGEMENT: MEETING NEW REGULATORY STANDARDS

The 2025-2029 Resident Engagement Strategy works alongside and sits within the overarching Housing Strategy, which also informs the development of the Asset Management Strategy and the Homelessness and Rough Sleeping Strategy. Together, these strategies enable the council to adopt a forward-thinking, planned, and proactive approach to shaping the future of our housing services. Additionally, cross-departmental strategies addressing key areas such as anti-social behaviour, corporate parenting, and support for care-experienced young people further enhance the council's holistic service delivery.

The new framework underpins and supports Croydon in responding to the challenges and requirements of the [Social Housing \(Regulation\) Act 2023](#) and the [Tenant Satisfaction Measures](#), in particular that “Satisfaction that the landlord listens to tenant views and acts upon them.” (Tenant Satisfaction Measure TP06).

It will also support meeting the requirements of the Housing Ombudsman’s Code of Practice and the Building Safety Act, Regulated by the [Health and Safety Executive](#) (with regards to communicating and engaging with tenants). [Regulatory Consumer Standards](#) in particular the Transparency, Influence and Accountability Standard , as well as the the Housing Ombudsman’s Code of Practice and the Building Safety Act, Regulated by the [Health and Safety Executive](#) (with regards to communicating and engaging with tenants).

This framework explicitly emphasises the value in using data to hear the resident voice – including the non-vocalised or silent voice - in designing, delivering, and measuring services.



# ALIGNING OUR STRATEGY WITH THE CORPORATE BUSINESS PLAN

This strategy has been informed by the current resident involvement structure at Croydon and previous consultations and work with involved residents to look at areas for improvement. It is essential to meet the Business Plan outcomes including allocating limited resources appropriate to deliver positive outcomes, as far as is practicable at a time when the organisation is under significant financial pressure. The first and most important outcome of the Mayor's Business Plan is therefore:

1. **The Council balances its books, listens to residents, and delivers good, sustainable services.**

Fulfilment of this main outcome is essential to enable us to achieve the subsequent four outcomes of the Business Plan:

2. **Croydon is a place of opportunity for business, earning and learning.**
3. **Children and Young People in Croydon have the chance to thrive, learn and fulfil their potential.**
4. **Croydon is a cleaner, safer and healthier place, a borough we're proud to call home.**
5. **People can lead healthier and independent lives for longer.**



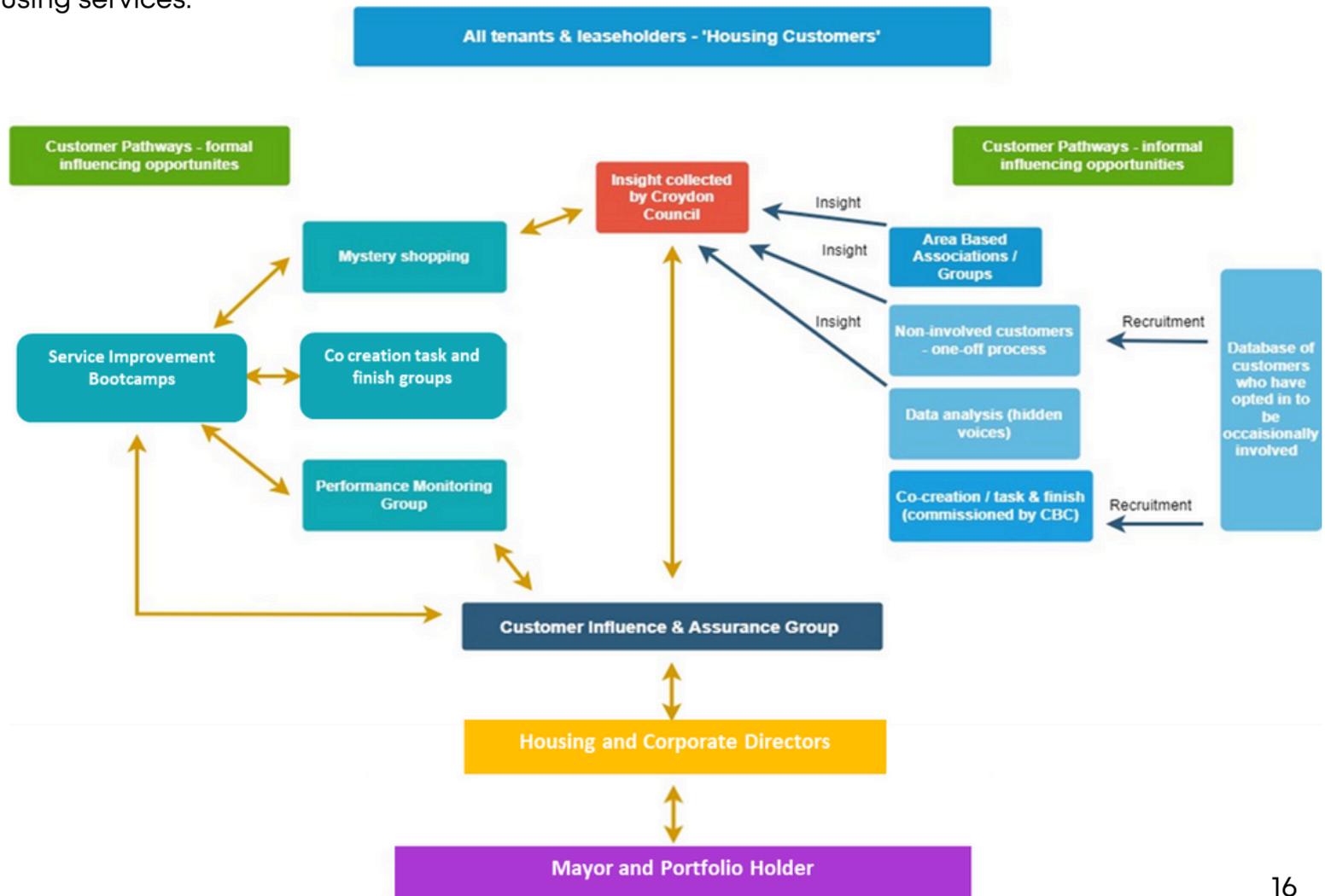
# NEW ENGAGEMENT FRAMEWORK

The newly developed Engagement 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 Engagement Framework

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



# 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.



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

- 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



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

- 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.



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

- 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.



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

- A robust and comprehensive resident engagement and influencing structure is in place at Croydon.
- Leaders ensure that resident engagement 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

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

### Objective 1:

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

#### We will

- Resource and support a resident engagement framework.
- Work with the design team from this project to create a plan to deliver the recommendations, developing formal influencing structures and creating a toolbox of informal influencing routes.
- Enable the design team to hold Croydon to account by monitoring the implementation of the delivery plan.



#### This means that

- Structures & processes support both formal and informal resident engagement influence.
- Formal engagement structures facilitate residents holding Croydon to account and allow for wider representation.
- Evidence that diverse residents' views and experiences are influencing decisions, strategies, policies, and services.



## 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.
- Staff are held accountable to engage with residents as part of their role.
- 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.



## 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 means 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.
- Croydon is using data and actionable insights to hear from those residents who are not actively involved.
- A new Insight Framework to reinforce the focus on actionable insights.





## 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.





## 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 engagement 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.





## 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 engagement are clearly communicated to residents.
- Communication is clear and consistent to residents – receiving feedback on individual issues/concerns and transparent responses to wider consultations/engagement.



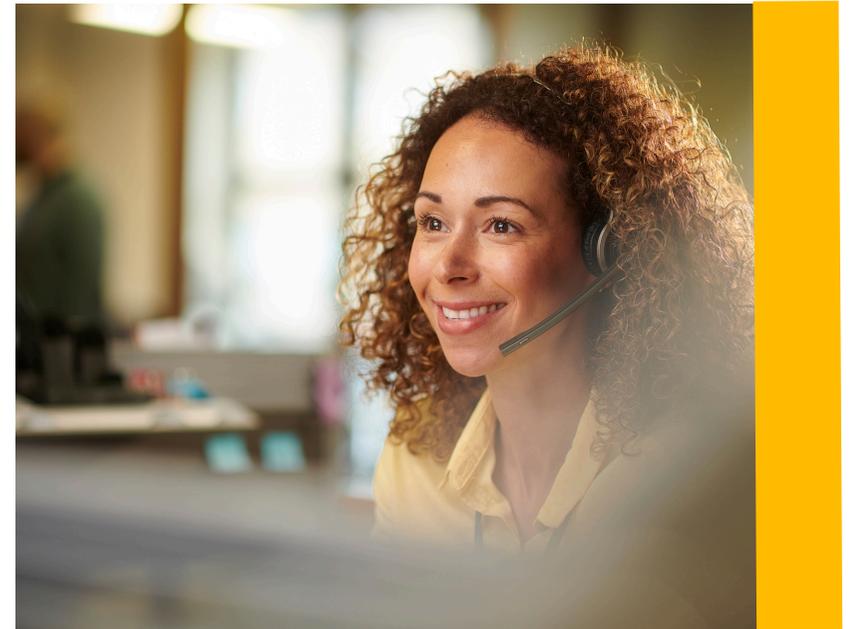
## OUTCOME TWO: COMMUNICATION

### 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.
- Residents know what service levels to expect and have ways of holding Croydon to account if those levels are not met.



## 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.
- Customer communications is effective, providing the information that residents need in the formats required with residents communicated with in a timely and transparent manner.





## 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.





## 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.





## OUTCOME FOUR: STRUCTURE AND PROCESS

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

Objective 1:

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

### We will

- Support and improve resident engagement at Croydon.
- Agree clear objectives for resident engagement and influencing work at Croydon.
- Build the engagement structure to include formal and informal influencing opportunities that give a diverse range of opportunities for residents to engage with, and influence, services.
- Ensure the influencing opportunities and processes for recruitment/retention are transparent and fair.

### This means that

- Leaders drive and enforce processes that require the resident voice to be heard.
- Leaders ensure that appropriate and robust structures and processes are in place to ensure timely engagement and that resident feedback is acted upon.
- Influencing structure enables representation across the diversity of Croydon and avoids any conflicts of interest.
- A new engagement framework which outlines both formal and informal pathways for residents to influence housing services.



## OUTCOME FOUR: STRUCTURE AND PROCESS

### Objective 2:

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

#### We will

- Ensure that appropriate resources are available to support the resident engagement framework.
- Revise these resources to ensure they are appropriate to develop and embed a new resident engagement framework – this to include training, equipment, and time, as well as money.
- Review ICT/digital opportunities to underpin effective resident influence and service delivery.
- Review the provision of incentives and rewards to encourage and support tenants and leaseholders to engage effectively with us and influence decisions and services.

#### This means that

- All service delivery is underpinned by good processes and appropriate structures that include a requirement to hear the resident voice.
- Formal engagement structures facilitate residents holding Croydon to account.
- Resident influence (RI) is “baked in” to service reviews so that RI is effective right from the start, not part-way through.
- Tenants and Leaseholders are encouraged to engage with Croydon and feel their views and experiences are valued.

# 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 engagement 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 Engagement 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](mailto:residentinvolvement@croydon.gov.uk)
- Call: **020 8726 6000, ext: 44524**
- Website: [www.croydon.gov.uk/residentinvolvement](http://www.croydon.gov.uk/residentinvolvement)

# 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.

For example, if a Resident Inspectors group develops a new void standard, then the test of whether it has delivered improvements – and, therefore, that residents have influenced services – is only known if new resident satisfaction with their home is measured.

The end-goal isn't in just having a new void standard, but that that standard makes a positive difference.

