



Resident Engagement and Involvement Strategy



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1.0 Introduction

1.1 Harrogate Housing Association's (HHA) Resident Engagement Strategy sets out how we will work with our residents to shape our services in a way that reflects what residents want. In the strategy HHA is making a commitment to listen to what is important for our residents. We recognise that different residents will have different priorities, and HHA will provide different opportunities for residents for engagement or involvement and have their say in a way that best suits them. Our strategy will ensure that we provide clear information on how the Association is performing and be open and transparent with our residents in the delivery of services that reflect residents wishes.

2.0 Aims and Objectives

2.1 To deliver our engagement and involvement strategy that reflect our values of Local, Approachable and Customer Focussed.

2.2 HHA will engage with residents to listen and better understand their needs.

2.3 HHA will offer opportunities for involvement with us that reflects the way residents want to be involved and increase the numbers of involved residents.

2.4 HHA will be accountable to residents providing them with more information on our activities and performance.

2.5 HHA will communicate clearly to our residents the impact that their feedback has had on making the decisions on how their service is delivered.

2.6 HHA will work with our residents to deliver on our 3 tier plan for successful engagement and involvement. This is as follows:

1. Define what Engagement and Involvement means to our residents
2. Ask Residents what they want from engagement and involvement
3. Reset the culture to allow engagement and involvement to thrive.

2.7 The plans ensure that the Association remains committed to you:

- Being safe in your home
- Knowing how your landlord is performing
- Having complaints dealt with promptly
- Being treated with respect
- Having your voice heard
- Having a good quality home and neighbourhood
- Being supported you into home ownership.

2.8 HHA aims to improve our overall satisfaction survey scores, especially those in the areas of, easy to deal with, listens and acts, keeping you informed.

3.0 HHA Values

HHA has adopted a set of core values for staff that encompass how our behaviours will deliver this Resident Engagement Strategy and it is incumbent on staff to demonstrate these. They are crystallised into 3 key words:

- **Local**
- **Approachable**
- **Customer-Focussed**

These values will be embedded in 121s with staff, who will be required to demonstrate how they have delivered services in line with the values. This will keep the values relevant to their daily tasks. We will, in our recruitment process, recruit people who demonstrate behaviours that align to our values.

4.0 Defining what Engagement and Involvement means

4.1 HHA and its residents define **Engagement** as:-

“The ongoing dialogue between the Association and our residents. The conversations we will have allow us to provide a series of checks and balances on the services we deliver, show that we value the opinion of the resident and look to improve the way we do things that makes a real difference.”

HHA and its residents define **Involvement** as:-

“The active Involvement of and participation of our residents in different parts of the Association’s business.”

5.0 Together with Tenants Charter – Our Commitment

5.1 The Together with Tenants initiative, led by the National Housing Federation, promotes effective working between residents and landlords. HHA are adopting this charter as our commitment towards a culture of collaboration and transparency to ensure that we are proactive, responsive, and accountable to the needs of our residents. HHA is creating a series of opportunities with residents in mind that will deliver the 6 commitments in the Charter: -

- **Relationships** - To treat all residents with respect in all our interactions. Relationships between residents and HHA will be based on openness, honesty and transparency.
- **Communication.** HHA will provide to its residents clear, accessible, and timely information on the issues that matter to them. This will include important information about their homes and local community, how HHA is working to address problems, how HHA is run and important information about performance on key issues.
- **Voice and Influence.** HHA will seek and value the views of our residents and will use this information to inform decisions. All residents will feel listened to on the issues that matter to them and can talk to us without fear.
- **Accountability.** HHA will work in partnership with their residents especially around independent scrutiny and residents will hold us to account for decisions that affect the quality of their home and services.
- **Quality.** residents expect their home to be good quality, well maintained, safe and well managed. HHA will deliver this.
- **When things go wrong.** residents will have simple, accessible routes for raising issues, making complaints and seeking redress. residents will receive timely advice and support when things go wrong.

5.2 How will HHA deliver these?

5.2.1 HHA will support the delivery of the above by doing the following: -

- **Relationships** – our staff are committed to providing the best resident service and HHA will ensure that all staff provide you with as open and clear an answer as possible. If we are unable to fully meet what you have asked us to do, we will tell you why and tell you what we can do. At all times you will know what we are doing

and we will keep you updated. We will communicate with you in the way you want us to and respect that this is your preferred method of contact.

Communication – We will provide information to you in a way that best suits you such as electronically or in paper format. We will provide the opportunity for you to meet with us at a time and location that is acceptable to you. We will discuss our performance over the year through an annual in person resident meeting, where possible, and make this as easy and accessible for you to attend. We will tell you what we are doing as a result of your communication with us and learn from our interaction with you.

- **Voice and influence** – We will provide information on how we have delivered what you have asked us about in a “You said We did” format and publish this on our website and update this at our annual conference with you.
- **Newsletters** -providing bite size information on what the Association has been doing or planning to do, encouraging participation with us to improve the services delivered.
- **Accountability** – Listening we know is only part of the journey, what matters to Residents are the actions we take. Through our Resident Liaison Committee (RLC) our residents challenge and hold the Association to account in delivering what we said we would do. We will promote membership of the Resident Liaison Committee to ensure that membership is representative of all our Residents. We will do this by offering accessible RLC meetings and ongoing promotion both through the website, newsletters, satisfaction surveys as well as personal contact with residents.
- **Quality** – We want our residents to be happy living in their homes and we aim to provide them with homes that are safe, warm and of a good standard. Our Home Reviews and Estate Walkabouts will monitor and check we are achieving this. We will let our residents know the level we are investing in homes through the annual conference and newsletters. This will include not just the major elements such as kitchens and bathrooms but also the thermal comfort of those homes.
- **When things go wrong** – We will promote the ways that people can raise issues with us. Our aim is to do things right first time. Where this doesn't happen, we will not try and justify our actions, we will put it right. We will take ownership as individual staff members even if it is not in our normal work role. The website will have prominent information on how to make a complaint. Newsletters will also have how to complain as a regular feature. In our interactions with residents, we will act immediately, if there is a problem that either the Officers or you the resident have identified as a problem. All complaints will be monitored by the CLC, and they will hold us to account for our actions and ask us to put things right if they think we have not done something in the way a resident would expect.

6.0 Ask Residents what they want from Engagement and Involvement

6.1 HHA will engage with our residents in various ways to listen to their views, concerns and comments about the services we provide and how they may want to be involved. We strive to offer both formal and informal opportunities to engage with residents in a way that suits them. By working together with residents, we aim to shape services that meet their needs.

6.2 HHA is an organisation that significantly values the ability that it has, to connect easily with residents. HHA will have meaningful conversations with residents that set-in motion actions that improve the services we offer. The purpose of the strategy is to set out ways that HHA will strive to consult with and inform residents. What will involvement look like? The ways to connect are listed in the table below.

6.3 Connections and Conversations

Connection	Conversation	Context	Communication
Resident Liaison Committee (RLC) <i>(Involvement)</i>	<i>Meetings are in person normally 4 times a year. HHA offers the facility of a virtual meeting for those wishing to join but unable to attend an in person meeting.</i> <i>Chaired by a Resident who leads the committee</i> <i>virtual or in person attendance</i>	<i>The role of the RLC is to hold HHA to account. They have 3 core functions to scrutinise, advise and work with us to improve services to you. Shapes the policies of the Association. .</i>	<i>The committee ensures the output and findings are reported back to Board.</i> <i>Minutes and outcomes/successes are reported on the website</i> <i>Dates of meetings are advertised on the HHA website</i> <i>Recruitment of at least 2 residents from new build schemes</i>
Resident Satisfaction Surveys <i>(Involvement)</i>	<i>A 2 yearly in-depth survey on how HHA deliver their service and what the resident experience is.</i> <i>Some telephone interviews are also used to garner further responses.</i> <i>Online</i> <i>By post</i> <i>By Phone</i>	<i>All residents invited to take part in the survey carried out by an independent survey company. Provides an in-depth position on how HHA are doing and through a comments section, how it can get better.</i> <i>Includes specific questions about current issues.</i> <i>Provides feedback on our Resident service.</i>	<i>Following the completion of the survey the RLC panel are provided with an action plan to improve the areas that have been highlighted. They monitor the progress and actions that are taken. RLC keeps HHA accountable for delivery. Incentives are made available to residents to complete the surveys. Action plan is posted on the website and publicised in the Newsletter.</i> <i>Next survey due 2026</i> <i>Using the feedback from surveys adjust survey to how Residents what to be surveyed eg by phone Aim to improve satisfaction statistics by 3%from 2024 survey</i>
Resident Conference <i>(Involvement)</i>	<i>Annual in person meeting of residents to discuss the performance of the association over the last 12 months and the future</i>	<i>Residents are provided with key performance information to show how we are performing, and Residents can scrutinise the information and are able to discuss their priorities with staff</i>	<i>A You Said We Did outcome will be available for all Residents to view on the website. RLC monitor the delivery of actions at their meetings</i>

Connection	Conversation	Context	Communication
	<i>including investment in planned works.</i> <i>In person</i>		<i>Use PR expert to professionalise YSWD</i> <i>1 each year on resident generated topics where possible</i>
Use of Survey sources <i>(Engagement)</i>	<i>Utilise staff not included in the sign up process to survey new residents on the service they received in a “first impressions count”. The outcomes are reported back to Operations Manager, the RLC and Board</i>	<i>This process will allow HHA to refine and improve our service to residents at the start of their tenancy. It will set down a positive communication channel with our new Residents and get their views on -</i> <i>What do you want to be called Resident/Tenant/Resident</i>	<i>Feedback to RLC and staff and a lesson learned – ways to improve are instigated. Use of Plain English</i> <i>Encourage use of Home reviews to gather information on Resident opinion on topics such as awareness of how to report ASB, Room in Roof work benefits for others. Managing Damp and Mould</i>
Lightening surveys <i>(Engagement)</i>	<i>Quick capture surveys on events appropriate for the neighbourhood/ community. These are done as and when required.</i> <i>Online/ email/Text</i>	<i>The Neighbourhood Officer will send out a short and specific survey to capture residents perceptions over events that have happened on their scheme/neighbourhood etc.</i> <i>These have also been used on areas with high levels of Nuisance.</i>	<i>Actions are provided quickly to the scheme/ neighbourhood where the survey was carried</i> <i>Feedback to be received promptly RLC are made aware and monitor outcomes.</i> <i>5 key themes identified and to use the surveys for, scheme specific if possible and incorporate key issues identified through CSS outcomes. (see above)</i>
Newsletters <i>(Engagement)</i>	<i>Information in the Newsletters sent out each quarter that keeps us in touch with our residents. Provides information on activities of the Association and performance.</i>	<i>General updating for residents, providing information on specific activities and on wider issues of interest to residents such as what is going on in their Neighbourhood.</i>	<i>This is circulated via email, copy on Website and text. Applegarth prefer a paper copy.</i> <i>4 Newsletters a year</i> <i>In a format that achieves the best read for the majority of residents</i>

Connection	Conversation	Context	Communication
	have 4 newsletters a year with specific updates Paper/ email/ text link		(electronic/ paper email)
Estate Walkabouts (Involvement)	Visits are carried out on a quarterly/half yearly basis of the external areas of schemes and areas by the Neighbourhood Officer and residents from the area. Publish outcomes locally after Walkabout and on website of what happened as a result. Full EW timetable is available on Website	Residents are invited to attend with the Officers on walkabouts and can highlight and agree the actions required. The survey looks at how the schemes look and should pick up issues such as fencing, painting and any other external issues. Actions on repairs are raised and followed up. Is part of the Neighbourhood Planning process of an Area including Rural Villages' plans.	The timetable for future walkabouts is advertised on the website and in newsletters. Text all resident prior to walkabout. If not available request comments to be passed back on issues. Text residents just prior to visit. RLC are provided with the outcomes and actions Generate interest from at least 1 local person per area to get involved
Home Reviews (Engagement)	Reviews undertaken in person	Home Reviews are carried out every 2 years and provide an opportunity to meet with residents and discuss how we can engage with them better and understand what type of involvement they want. Identify who is interested in particular issues etc	The Home review has developed a "coffee table talk" with residents so that we take time to understand what meaningful engagement is. The Repairs Surveyor carries out a technical survey of the property at the Home Review which allows for accurate records of the condition of the property and allows a better flow of conversation with Neighbourhood Officers on engagement and involvement. Feedback on survey work generated through Home Review to residents, RLC and Board
Facebook Account and LinkedIn account	Bite size pieces of information that keep residents informed of what is	Residents are online and key bits of information are provided in a quick and easy way to keep residents	Weekly Facebook Posts

Connection	Conversation	Context	Communication
<i>(Engagement)</i>	<i>going in the Association and where and who to contact for further information.</i>	<i>updated on what is happening in the Association.</i>	<i>Use of a PR expert to make posts more meaningful</i> <i>LinkedIn account for more business appropriate posts.</i>
Inbound Texts <i>(Engagement)</i>	<i>We respond to inbound texts from residents.</i>	<i>Residents reply to texts received from HHA. These are picked up in the info box and recorded into the CRM notes and actioned as necessary</i>	<i>Residents reply to texts and receive a response to their text – a two way conversation</i>
Neighbourhood Action Plans	<i>Focus on areas that need community building activities and work to sustain tenancies</i>	<i>Research issues in area and develop and action specific outcomes identified by residents where the Association can either influence or deliver improvements, build community relations and sustain tenancies as a better place to live</i>	<i>Identify 2 Neighbourhoods and work to deliver improvements</i>

6.4 Progress in the last 12 months

6.4.1 – The last 12 months have seen a number of changes in the ability to deliver the strategy; with significant staff changes and the acquisition of new build schemes we have reviewed progress on what has been delivered since the last review

Achievements	Outcome	Delivery to 3 tier plan
<i>Newsletter 4 editions</i>	<i>Working with the PR and marketing consultant we have delivered 4 newsletters in the year in a corporate identified style providing good information on the achievements of the Association, promoting the RLC and the work that it does and providing key information of the projects directly affecting residents</i>	<i>Providing information is a key element on what our residents want in their the engagement with the Association and in a way that suits them.</i>
<i>Home Reviews – Hot topic on name change</i>	<i>At each review the Neighbourhood Officers asked whether the term customer, resident or tenant was the preferred way of being referred to. Outcome is resident and all policies and processes will reflect this</i>	<i>Asking residents what they want from engagement and resetting the culture that responds to resident.</i>
<i>Photo competition</i>	<i>An engagement opportunity to showcase</i>	<i>This provided an easy and accessible way for residents to engage with</i>

	<i>residents pride in their home</i>	<i>the association in a fun and interactive way and was very popular.</i>
<i>Starbeck Fest</i>	<i>An opportunity to show how we have delivered our values in the local community – it showcased how we value our residents and their families to a wider audience</i>	<i>This activity allows a culture of engagement to thrive and support our residents</i>
<i>Resident Conference</i>	<i>This is due in October 2026 and will aim to engage with new residents in an easy and interactive way and promote how we can get engagement and involvement reset in the Association</i>	<i>Ask the residents what they want from engagement with new ways to deliver this. Look to refresh definitions of Engagement and Involvement for HHA residents.</i>

7.0 Reset the culture to allow engagement and involvement to thrive

7.1 The Resident Engagement and Involvement Strategy will comply with the Consumer Standards and in particular the Transparency, Influence and Accountability Standard.

The standard requires the Association to “*be open with tenants, treat them with fairness and respect, and provide information to enable tenants to hold them accountable*”. We will do this by ensuring that the culture of the Association reflects an environment that seeks to improve our engagement with and involvement of residents.

7.2 The table below shows how the Association aims to reset the culture on engagement and involvement.

Reset	How we do this	Action
All colleagues to embrace engagement and Involvement	Embed the principles and definition of engagement and involvement Recruit the right people with the passion for engagement and involvement. Celebrate success	Team sessions on how we work together to take forward the principles of engagement and involvement. Sessions include how we manage complaints, new legislation, repairs etc Recognise and reward
Examine work place culture and embed engagement practices	Strengthen governance by a Board member lead on Residents.	Board member to ensure that there are consistent behaviours when involving residents (attending RLC and other events and literature) Job descriptions reviewed 2025 to deliver to resident engagement and

Reset	How we do this	Action
	Cover expectations in Job descriptions	involvement. Recruit those with a passion for engagement.
	Using performance management tools to ensure right behaviour and values are embedded. Analyse current skills and behaviours to learn from good examples. Prioritise investments in the right areas	Team meetings and 121s embed the nature of engagement and involvement. Provide training and development opportunities for staff. Identify barriers that stops them from delivering and resolve Small Improvements make a difference Support and encourage professional qualifications for staff such as CIH qualification TPAS membership and access to training resources available to staff and allocate specific time for review.

8.0 Related Action Plans

8.1 The Association has several actions and policies that have relevance to how the Association provides Resident Engagement these are

- Customer Satisfaction Survey Action Plan
- Neighbourhood Action Plans
- Estate Walkabouts Survey and Timetable
- Customer Satisfaction Survey