



# CUSTOMER INVOLVEMENT STRATEGY 2008 - 2011



Pat Buckland, Paradigm Resident Board Member, engaging with  
Mrs Gulnaz Naveed and Mrs Sonia Ditta  
at a Chesham Open Day in October 2008

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- Youth Involvement Programme
- Customer involvement GRID
- Resident and Community Associations Code of Practice
- Service Standards for Customer Involvement
- Diversity Strategy
- Social Inclusion Strategy
- Strategic Plan

## Foreword from the Chair

“The first and most important thing about this document for me is that it is not finished - and it never really will be.

Customer involvement and engagement is an ongoing partnership that is open-ended and organic. Paradigm’s Customer Involvement strategy will react to the changing needs and aspirations of our customers and the communities within which they live. Because of this, it will be a living document that will provide a framework for the way in which we ensure our customers are central to and at the heart of everything that we do.

Both the Board and the staff of Paradigm are committed to our strategy. We strive to exceed the expectations of our customers and our regulator and we aim for excellence in all that we do. To achieve that excellence our customers should feel empowered and have the knowledge to challenge under-performing services, as well as being central to monitoring how we are performing against our targets.

There are some key elements that we need to address:

- To embed and support existing involvement mechanisms
- To ‘mainstream’ resident involvement by providing staff with the necessary skills to engage our customers
- To provide residents with the skills that they need to help allocate resources
- Increase significantly the scope for resident scrutiny
- Continue to change Paradigm’s culture to one of empowerment and ownership

We have come a long way in the last two years. The Customer Involvement Strategy for 2008 -11 will help us to carry forward that work and to focus on the necessary changes still needed, so that we can all proudly hold up our heads and say “we did this together.”

Mike Gahagan  
Chair, Paradigm Operations Board

# Introduction and Context

## Introduction

The Customer Involvement strategy sets out our vision and a set of objectives for Customer Involvement for 2008 – 2011.

In simple terms, the aim of the strategy is to provide a framework for ensuring that our customers “are at the very heart of everything we do”, influencing the way we deliver, develop, govern and ultimately make decisions about our services.

It provides a clear message to our customers, staff and partners about our commitment to providing a voice for our customers at every level within the organization and outlines in broad terms how we intend to embed customer involvement within the organization, making it a part of our every day culture and approach to delivering and developing housing and support services.

The strategy has been developed with input from staff, partners and customers via our Area Panel meetings and Residents Forum and has also been influenced by wider customer feedback gained via several surveys and other informal customer feedback mechanisms between January – August 2008.

An action plan which describes how we intend to achieve the objectives set within this strategy is attached (appendix 1). The strategy and action plan will be reviewed annually by customers to ensure it is dynamic, realistic and on track. The Residents Forum will lead on this.

## What is Customer Involvement?

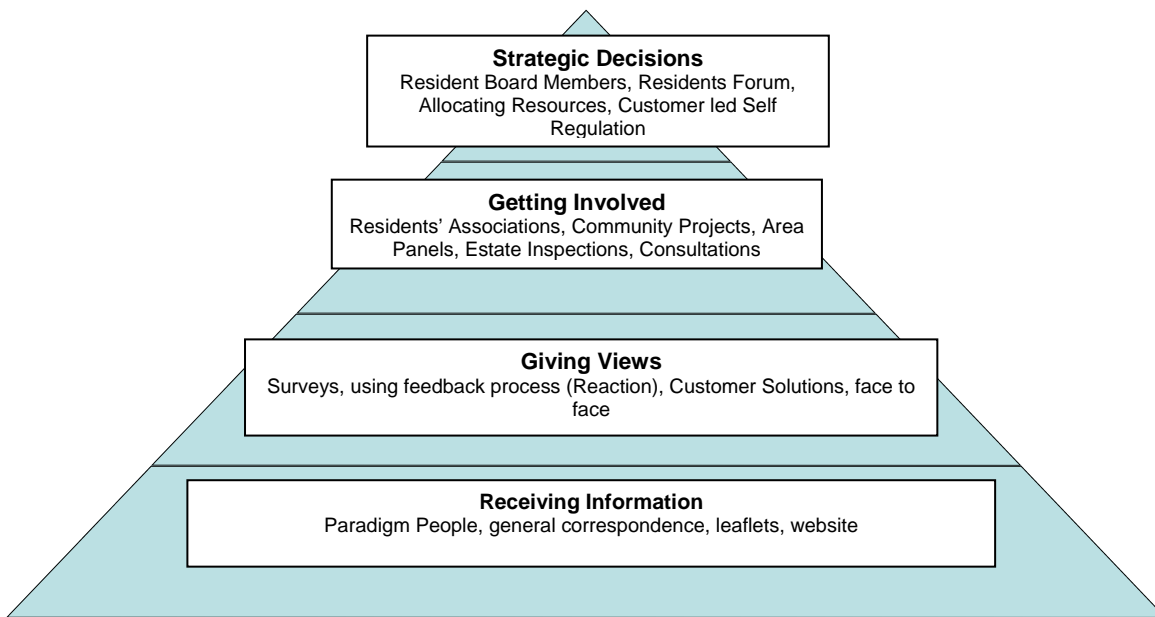
In terms of this strategy, the term “customer” relates to tenants, shared owners, leaseholders or any other person who uses our services.

The term customer involvement is taken to mean a wide spectrum of activities, ranging from passive involvement through the distribution of information about services, to active involvement in decision making processes. Along this continuum is a range of activities, including consultation exercises, panels, focus groups, surveys, the running of tenants/residents associations and the involvement of customers in governance arrangements.

Some of our customers want to get involved at Board level, helping to make strategic decisions about the future direction of the organisation, whilst others wish to receive information and give their views on a day to day basis. Because of this, we must make sure that we provide a range of opportunities for our customers to get involved at a strategic, operational and individual level.

The Involvement Pyramid highlights the levels of involvement that are available to our customers. We will use the views and feedback we get at every level on the involvement pyramid to shape, influence and improve how we do things. Appendix 2 demonstrates our current structure in more detail.

## Involvement Pyramid



### Local Context

Paradigm has demonstrated its commitment to customer involvement by developing a set of corporate values which include:

- Customer Focus – “Actively engaging with our customers to continually improve our service”
- Empowerment – “To give people confidence to positively influence our services and communities”

These values along with a set of clear statements about the importance of customer involvement made within our current Strategic Action Plan (2008-13), demonstrate that effective customer involvement is viewed as critical to the success of the organisation.

We believe that by involving our customers in all aspects of our business, we will be able to:

- Make improvements to the way we deliver services to our customers
- Increase efficiencies by getting things right the first time around by giving our customers what they want and not what we think they want
- Provide better equality of access to services
- Increased transparency of decision making giving customers greater trust
- Enhance accountability to residents and communities
- Increase capacity, confidence and skills amongst customers and staff
- Increase customer influence over quality of life in their neighbourhoods and communities
- Increase understanding and ownership of issues by customers
- Increase customer satisfaction levels

## **National context**

This strategy is set against a background of strong support in Government policy for tenants and leaseholders of housing associations to be fully involved in decision making about the services they receive, as well as wider community consultation and development.

Ministers expect tenants and leaseholders to be given meaningful opportunities to participate in the day to day management of their homes as well as in strategic decision making processes.

To this end, our regulator the The Housing Corporation states that we must:

- Seek and be responsive to residents views and priorities and reflect these in our business strategies
- Give residents and other stakeholders opportunities to comment on our performance
- Enable residents to play their part in decision making
- Provide opportunities for residents to explore and play their part in how services are managed and provided
- Have at least one resident board member on each board or committee with a service delivery remit

We are also provided with further guidelines as to what we should strive to achieve with regards to customer involvement by the Audit Commission (an independent watchdog tasked with driving up standards within local public services) who inspect and rate our services.

Key lines of enquiry (KLOE) are detailed questions that help to inform their inspection judgements. Among the seventeen KLOE's, there is a specific one called 'Resident Involvement', KLOE 5. Paradigm's services are measured against this standard. We want to exceed what is expected of us within this KLOE and ensure that we not only offer opportunities for involvement to our residents, but also to other customers using or wanting to access our services.

## **Our Vision and Objectives for Customer Involvement 2008 - 2011**

Paradigm has always recognised the importance of involving its customers and published its first Customer Involvement Strategy in 2004. Since this time, significant progress has been made in developing opportunities for our customers to get involved and to influence the way we do things ( see appendix 3 for our Menu of Opportunities and appendix 4 for Customer Involvement Achievements to date).

However, we want and need to do more to really ensure that our customers are at the heart of everything we do. We have therefore set ourselves a challenging vision and set of objectives that will take us closer to achieving this.

Our vision for Customer Involvement for 2008-11 is:

**“Customers are at the heart of everything we do, with the opportunity and confidence to influence and challenge the organisation at all levels. Our customers have an equal say about all operational decisions affecting their home and local community and are involved in scrutinising our performance and setting priorities for change. Our customers have a significant influence over the way the organisation works and is governed”.**

In order to achieve our vision we have set out clearly defined objectives. These will allow us to put in place the necessary stepping stones to move us closer to achieving this vision.

### **Customer Involvement Objectives 2008 - 2011**

- 1 Embed and mainstream Customer Involvement across the organisation so that it is viewed and practiced by all as an integral part of the organisation’s culture and ethos
- 2 Provide properly resourced capacity building, training and other appropriate support for customers and communities to support involvement
- 3 Continue to develop a full range of involvement mechanisms that allow our customers:-
  - a. The choice and flexibility to get involved on their terms and at any level within the organisation
  - b. Greater influence over all operational decisions made about the services affecting:
    - i. their home and local community
    - ii. services they receive
  - c. Greater involvement in decisions about how resources are spent/allocated
  - d. Increased responsibilities for scrutinising performance and setting priorities for change
  - e. Increased involvement in governance of the organisation
  - f. Increased influence over the quality and design of new homes and estates, handover and post letting satisfaction
- 4 Develop a greater understanding of our customer’s needs, aspirations and priorities to enable us to tailor services – particularly to improve accessibility and quality of service delivery
- 5 Identify creative ways of working with ‘diverse’ groups within our customer base to ensure that their views are sought and their needs are supported appropriately.
- 6 Support customers and local communities to increase their influence over the quality of life in their neighbourhood or estate by supporting increased partnership working with local authorities and other key partners as well as continued investment in Resident and Community Associations.
- 7 Regularly promote and provide feedback about the ways in which customer involvement is making an impact so that customers are reassured that involvement is taken seriously

- 8 Ensure that we have the mechanisms in place to monitor, evaluate and learn from our experiences and those of others, so that we continuously improve the way customers influence services

An action plan has been developed which highlights how these objectives will be achieved.

## **Our Approach**

In order to ensure that Customer Involvement is undertaken in a meaningful and effective manner, the below “golden rules” must be taken into account by staff across Paradigm. We will ensure that all of our staff and contractors are aware of these and that the following approaches are taken to customer involvement:

- Customers will be offered flexibility and a choice about how to get involved
- Customers will be given plenty of notice of any opportunities to get involved
- Enough time will be built into consultation or engagement opportunities to ensure involvement is meaningful
- Customers will be invited to get involved as early as possible/ from the beginning of any consultation or engagement process
- Customers will be told from the start the level of influence attached to each activity or mechanism
- Every effort will be made to ensure that we engage a representative sample of our customer base in all involvement mechanisms
- Appropriate financial and practical support will be offered to customers so that they can get involved
- Customers are told how their views have impacted on service delivery, either face to face, by letter, newsletter or report

## **Supporting the Strategy**

### **Training**

All staff within Paradigm are responsible for customer involvement from frontline staff to the Board. We will ensure that our core staff training programme includes raising awareness of customer involvement and that support is given to staff that have direct responsibility for engaging with customers to ensure they have the right knowledge and skills to be able to support customer involvement effectively.

The development of a Customer Care training programme for all staff will ensure that the principles of customer involvement and empowerment are further embedded across the organisation and wherever appropriate we will work with customers to get involved in the delivery of training to our own staff.

In order to build the capacity of our customers, we have developed a training programme which is tailored to meet the needs of involved customers and community groups. We offer training events that reflect the range of levels of people’s involvement, which include:

- How to work as a team
- Understanding the roles/positions in groups of Chairperson, secretary and treasurer

- Holding effective meetings
- Resolving conflict
- Making presentations and learning to be assertive
- Equality and Diversity – understanding differences, HIV and Aids, Sexual orientation and how disability impacts on housing services
- Communications, including how to produce a newsletter

A programme of inductions for Resident Board members and the Residents Forum has also been developed. This is the same as that provided to all Board members. Visits to new estates and developments are also arranged for both staff and members of the Area Panels and Residents Forum and where possible, we will invite customers to take part in training sessions alongside our own staff. Customers are also invited to visit Customer Services and other teams, to see how they operate.

## Support

We provide the following support for people attending or taking part in events, meetings or other involvement activities:

- Meetings that are timed for residents' convenience and often a choice is offered
- Where possible a range of ways to get involved is offered for each activity
- Travel expenses and petrol costs are reimbursed at 40p a mile (reviewed at least annually)
- Childcare is reimbursed at £7.00 per hour (reviewed at least annually)
- Lifts/ taxis are arranged if customers require them
- Disabled access at all meeting venues
- Language translation facilities on request
- Hearing loop
- Refreshments

## Resources for Customer Involvement

In order to maximise resources to deliver excellence in relation to this area of work, our strategy is to mainstream customer involvement activity. To support this strategy, Tenancy and Neighbourhood Officers (TNOs) have been given responsibilities for customer involvement within their local areas. This is a relatively recent development and customer involvement is still to be embedded within their roles.

Paradigm do have a dedicated Customer Involvement team who act as a training, facilitating and enabling facility to these and other staff across the organisation. Their role is to ensure that involvement is widespread and effective and will focus over the next twelve months on supporting TNO's and other frontline staff to fulfil their duties with respects to customer involvement.

### 2008/09 Budget for Customer Involvement Activity

Customer Involvement (e.g. Area Panel, Resident Groups)	£ 38,000
Face to Face meetings (conferences, mobile units)	£ 10,000
Mystery Shopping / Scrutiny	£ 6,500
Customer Solutions (Customer Suggestion Scheme)	£ 3,200
Area Audits (budget from estate improvement funds)	£ 18,000

Community Engagement Fund (open to residents, staff, third parties to apply for funding)	£ 90,300
Paradigm People – Residents Newsletter	£ 38,000
Premier Service Community Chest and Opportunity Funds	£ 5,000
Staff – Community Involvement team (4 full and 2 x 0.5)	£170,000
<b>Total</b>	<b><u>£379,000</u></b>

Additional community funds from development activities:

De Havilland, Hatfield and Canada Fields, Borough of Broxbourne one-off fund

**Total** **£513,000**

### **Equality and Diversity**

We are committed to working with our customers to develop genuine involvement which values diversity and inclusiveness and ensures that all of our customers have the opportunity to influence the way we do things, in ways which best suit their needs.

We recognise that individuals or certain groups of people may experience inequality because of their race, gender, sexuality, disability, religion or employment status. Other people also experience discrimination and disadvantage because of their age, social class, cultural practices, language, caring and child care responsibilities and illness such as HIV and AIDS.

Paradigm believes that everyone has the right to be treated with respect and have equal access to services and opportunities for involvement. We are determined to address discrimination and to promote equality and diversity in the provision of services and in the way we engage with our customers.

We recognise that we do not get representative involvement from a whole spectrum of our customer base currently. We will work to develop new approaches to tackling this. We will focus on identify creative ways of working with ‘hard to reach’ groups within our customer base to ensure that their views are sought, their needs are supported appropriately and that they are able to influence service delivery and improvements. Furthermore, we are committed to finding ways of better understanding the needs of all of our customers, so that we can tailor our services to meet individual customer needs and aspirations.

### **Monitoring and Review of the Strategy**

The Customer Involvement Team will be responsible for involving customers to monitor progress against this strategy. An annual impact assessment will be undertaken and a process is to be developed which will measure customer satisfaction with the opportunities for involvement that are provided.

This strategy will be reviewed annually and a statement against progress will be made to the Residents Forum and available to all customers via our website and our resident newsletter Paradigm People.

Appendix 1

## Customer Involvement Strategy Action Plan 2008 - 11

Strategic Objective	Action	Timeframe
<p>1.To embed and mainstream Customer Involvement across the organisation so that it is viewed and practiced by all as an integral part of the organisation's culture and ethos</p>	<ul style="list-style-type: none"> <li>• <b>Strengthen TNO targets around involvement e.g. attendance at Area Panels, and Resident and Community Association meetings, accompanied estate inspections, identifying estate champions</b></li> <li>• <b>Briefings to be given to all staff following launch of this strategy regarding their responsibilities for customer involvement</b></li> <li>• <b>Restructure the Community Involvement team to give more emphasis to facilitating and enabling staff to deliver customer involvement</b></li> <li>• <b>Undertake a skills gap analysis with relevant frontline staff and develop a package of training to support their needs</b></li> <li>• <b>Develop a customer involvement training package and carry out with Tenancy and Neighbourhood Officers (TNO's) and other front line staff. Phase 2 to include Commercial</b></li> <li>• <b>Develop an 'Involvement Handbook', with easy to use guides for involvement such as arranging resident meetings and organising clean ups with residents and consider the development of a DVD made with staff and customers</b></li> </ul>	<p>Mar 08</p> <p>Feb 09</p> <p>Feb 09</p> <p>Jun 09</p> <p>Aug 09</p> <p>Dec 09</p>
<p>2.Provide properly resourced capacity building, training and other appropriate support for customers, and communities to support involvement</p>	<ul style="list-style-type: none"> <li>• <b>Ensure customers are aware of all training opportunities through regular publicity</b></li> </ul>	<p>Ongoing</p>



<p>b). Greater influence over all operational decisions made about the services affecting</p> <p>(i) their home and local community and (ii) services they receive</p>	<ul style="list-style-type: none"> <li>• <b>Continue to support and strengthen the Residents Forum which feeds directly into the Operations Board. Offer opportunities for personal and group development, such as experiencing board member inductions, shadowing, site visits, invitations to attend associated decision making forums, access to guest speakers etc. Evaluate satisfaction annually.</b></li> <li>• <b>Agree the strategy for the development of Area Panels i.e. fully supporting four ongoing panels based on the existing footprint (London, Herts, Bucks/Oxon/Beds, Milton Keynes), including organising an AGM</b></li> <li>• <b>As a way of broadening the opportunity for customer involvement, identify all existing working groups which require customer representation</b></li> <li>• <b>Develop relevant support package and guidance to enable working group Chairs to implement and support the above</b></li> </ul>	<p>Ongoing</p> <p>Ongoing</p> <p>May 09</p> <p>Dec 09</p>
<p>c). Greater involvement in decisions about how resources are spent/allocated</p>	<ul style="list-style-type: none"> <li>• <b>Continue to support Tenancy and Neighbourhood Officers and customers to prioritise areas for expenditure in their neighbourhood via the existing Area Audit programme, where customers influence how to spend a total budget of £18,000 (target 9 initiatives per year)</b></li> <li>• <b>Identify budgets that customers can influence</b></li> <li>• <b>Train and support staff to enable them to involve customers in budget and resource allocation</b></li> <li>• <b>Train and build business understanding with customers who</b></li> </ul>	<p>Ongoing</p> <p>Mar 2010</p> <p>Jun 2010</p> <p>Jun 2010</p>

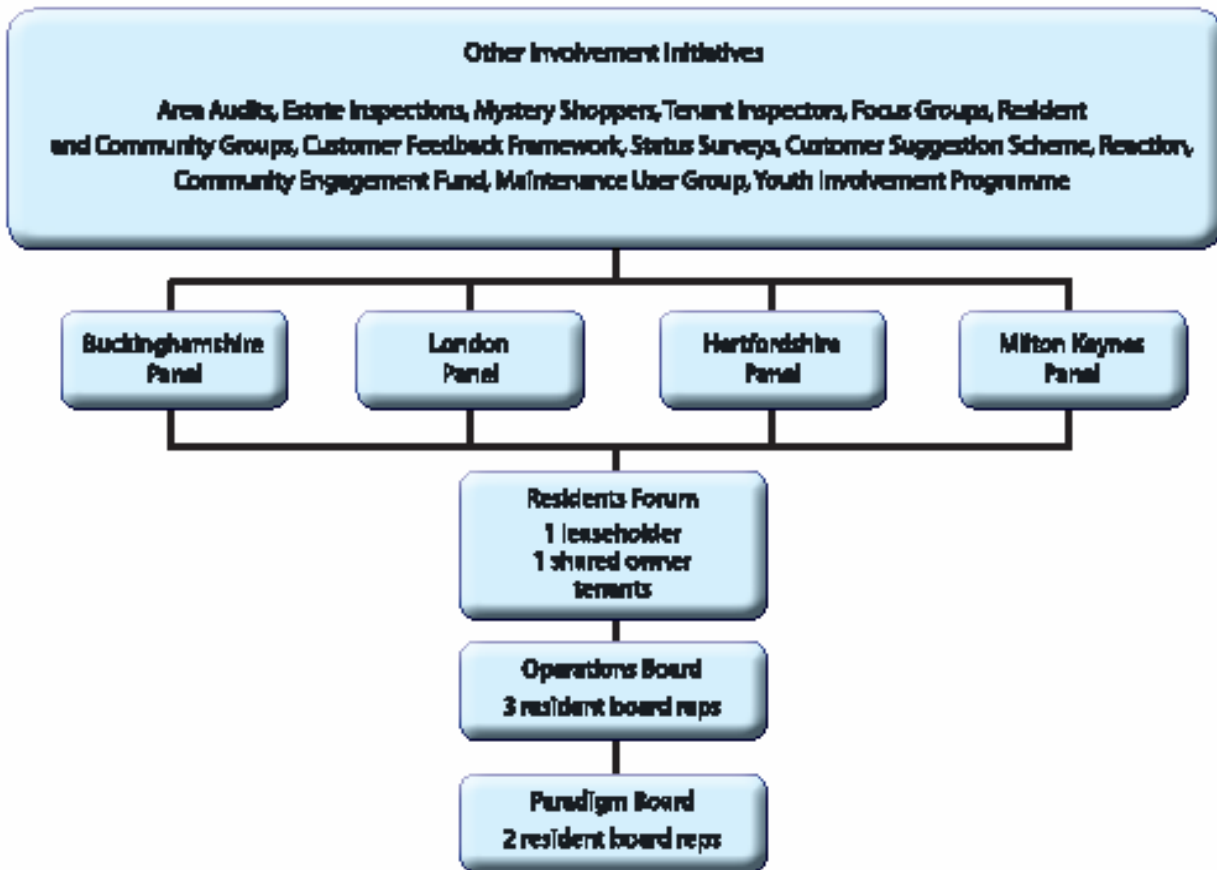
	<p>want to be involved in influencing budgets and resource allocation</p> <ul style="list-style-type: none"> <li>• Identify budgets that can be devolved to customers over time as part of a planned programme <ul style="list-style-type: none"> <li>○ Identify the necessary steps to enable customers to feel confident to manage devolved budgets and implement roll out of devolved budgets</li> </ul> </li> </ul>	<p>Dec 2010</p> <p>2011</p>
<p>d).Increased responsibilities for scrutinising performance and setting priorities for change</p>	<ul style="list-style-type: none"> <li>• Fully involve customers in setting overarching service standards for Customer Service and review annually</li> <li>• Build the capacity of a team of resident inspectors to carry out: <ul style="list-style-type: none"> <li>○ mystery shopping (first shop planned)</li> <li>○ observation</li> <li>○ staff job interviews</li> <li>○ a review of standards</li> <li>○ internal audits</li> </ul> </li> </ul>	<p>Jan 09</p> <p>April 09</p> <p>Dec 09</p> <p>Dec 09</p> <p>Dec 2010</p> <p>2011</p>
<p>d).Increased responsibilities for scrutinising performance and setting priorities for change</p>	<ul style="list-style-type: none"> <li>• Investigate the value of a resident-led Scrutiny Panel(s) with customers</li> <li>• Develop an approach where residents are involved in setting key performance targets and influence strategic direction (e.g. Strategic Action Plan)</li> </ul>	<p>Jun 2010</p> <p>Dec 2010</p>
<p>e).Increased involvement in the governance of the organisation</p>	<ul style="list-style-type: none"> <li>• Ensure continued 20% resident board membership</li> <li>• All board papers relating to customer services to make reference to feedback from customers or the need for further consultation. Board to actively monitor this.</li> <li>• Introduce the concept of an Operations Board Open Forum/AGM once a year, for both staff and customers</li> </ul>	<p>Ongoing</p> <p>Ongoing</p> <p>Mar 09</p>

	<ul style="list-style-type: none"> <li>• <b>Formalise the links between the Boards, Residents Forum, Area Panels and other adhoc groups such as the Maintenance User Group. Use membership and copies of minutes and keep a strong communication link between other mechanisms and the Residents Forum</b></li> </ul>	Oct 09
f).Increased influence over the quality and design of new homes and estates, handover and post letting satisfaction	<ul style="list-style-type: none"> <li>• <b>Consult residents on ways they want to be involved in the development process</b></li> <li>• <b>Create the necessary mechanisms to enable involvement, or build on existing mechanisms (e.g. scheme briefings).</b></li> <li>• <b>Develop and introduce a training programme around development for residents wanting to get involved in this area</b></li> </ul>	Jan 09  Sep 09  Jan 2010
4.Develop a greater understanding of our customer’s needs, aspirations and priorities to enable us to tailor services – particularly to improve accessibility and quality of service delivery	<ul style="list-style-type: none"> <li>• <b>Identify priorities of residents using existing mechanisms and tailor future agendas and actions around these priorities</b></li> <li>• <b>Customer Profile Manager – new temporary role to improve customer profile database and activate outcomes from this</b></li> <li>• <b>Get greater understanding of our customer’s needs by developing a systematic approach to gathering customer feedback e.g. surveys, Reaction, complaints, suggestions</b></li> </ul>	Ongoing  Sep 09  Dec 09
5. Identify creative ways of working with ‘diverse’ groups within our customer base to ensure that their views are sought and their needs are supported appropriately.	<ul style="list-style-type: none"> <li>• <b>Actively target diverse groups and identify creative ways of ensuring they have the opportunity to influence services.</b></li> <li>• <b>Develop a robust reporting system for identifying minority groups on our customer database</b></li> <li>• <b>Regularly review with customers how representative our current mechanisms are to ensure we target recruitment (to ensure as diverse a membership as possible) – e.g. annually survey all panels</b></li> </ul>	Ongoing  Aug 09  Sep 09

	<ul style="list-style-type: none"> <li>• <b>Develop a Young Persons Involvement Programme to engage with young people aged 13 – 25 years.</b></li> </ul>	Mar 2010
	<ul style="list-style-type: none"> <li>• <b>Carry out three young persons involvement initiatives</b></li> </ul>	Dec 2010
6.Support customers and local communities to increase their influence over the quality of life in their neighbourhood or estate by supporting increased partnership working with local authorities and other key partners as well as continued investment in Resident and Community Associations	<ul style="list-style-type: none"> <li>• <b>Participate in partner initiatives aimed at Community Empowerment in areas with high Paradigm stock e.g. support market health checks or accompanied walkabouts</b></li> </ul>	Ongoing
6.Support customers and local communities to increase their influence over the quality of life in their neighbourhood or estate by supporting increased partnership working with local authorities and other key partners as well as continued investment in Resident and Community Associations	<ul style="list-style-type: none"> <li>• <b>Continue to monitor the accompanied health and safety walkabouts in sheltered housing schemes, carried out twice a year</b></li> </ul>	Sep 09
6.Support customers and local communities to increase their influence over the quality of life in their neighbourhood or estate by supporting increased partnership working with local authorities and other key partners as well as continued investment in Resident and Community Associations	<ul style="list-style-type: none"> <li>• <b>Actively promote access to grants via the Community Engagement Fund to customers, third parties and staff, using networks, residents newsletter, community meetings, printed leaflet, staff updates etc</b></li> </ul>	Ongoing
6.Support customers and local communities to increase their influence over the quality of life in their neighbourhood or estate by supporting increased partnership working with local authorities and other key partners as well as continued investment in Resident and Community Associations	<ul style="list-style-type: none"> <li>• <b>Review and implement a robust programme of well publicised accompanied estate inspections</b></li> </ul>	Oct 09
6.Support customers and local communities to increase their influence over the quality of life in their neighbourhood or estate by supporting increased partnership working with local authorities and other key partners as well as continued investment in Resident and Community Associations	<ul style="list-style-type: none"> <li>• <b>Enable customers to allocate resources for estate improvements through the planned Area Audit programme, and introduce a 6 monthly review for evaluation and learning</b></li> </ul>	Oct 09
6.Support customers and local communities to increase their influence over the quality of life in their neighbourhood or estate by supporting increased partnership working with local authorities and other key partners as well as continued investment in Resident and Community Associations	<ul style="list-style-type: none"> <li>• <b>Review Tenancy and Neighbourhood Officer targets for accompanied estate inspections</b></li> </ul>	Dec 09
6.Support customers and local communities to increase their influence over the quality of life in their neighbourhood or estate by supporting increased partnership working with local authorities and other key partners as well as continued investment in Resident and Community Associations	<ul style="list-style-type: none"> <li>• <b>Increase the number of Estate Champions and give customers the opportunity to influence budget expenditure on their estates/streets.</b></li> </ul>	Dec 09
6.Support customers and local communities to increase their influence over the quality of life in their neighbourhood or estate by supporting increased partnership working with local authorities and other key partners as well as continued investment in Resident and Community Associations	<ul style="list-style-type: none"> <li>• <b>Investigate potential of paying “responsible tenants” living on estates for things such reporting estate maintenance issues, signposting and key handovers</b></li> </ul>	Jun 2010

<p>7. Regularly promote and provide feedback about the ways in which customer involvement is making an impact so that customers are reassured that involvement is taken seriously</p>	<ul style="list-style-type: none"> <li>• <b>Continue to use Paradigm People to feedback impact to customers, including Reaction comments</b></li> <li>• <b>Customer Care training to be delivered to all staff which will focus on importance of excellent communication with customers</b></li> <li>• <b>Reinforce in the Involvement Handbook the need for all staff to find ways to feed back to individuals or groups even if there aren't any outcomes</b></li> <li>• <b>Development of annual reporting of involvement outcome to staff, customers and third parties (with images)</b></li> </ul>	<p>Ongoing</p> <p>Sep 09</p> <p>Dec 09</p> <p>Mar 2010</p>
<p>8. Ensure that we have the mechanisms in place to monitor, evaluate and learn from our experiences and those of others, so that we continuously improve the way customers influence services</p>	<ul style="list-style-type: none"> <li>• <b>Ensure that the Community Engagement Fund applications are reviewed at 6 months and report back in the CI/CE board report</b></li> <li>• <b>Look at best practice in the market place and recommend an 'involvement monitoring' system or write a brief for IT to develop an in-house system.</b></li> <li>• <b>Prepare an annual review for Board of existing and potential involvement mechanisms, e.g. estate inspections, area audits, panels and Residents Forum, Service User Quality Inspectors, Community Engagement Fund, Customer Solutions and Reaction</b></li> <li>• <b>Develop and test the system and roll out to staff so they know what is expected of them in terms of monitoring their own initiatives</b></li> </ul>	<p>Ongoing</p> <p>Mar 09</p> <p>Sep 09</p> <p>Dec 09</p>

## Appendix 2



## Appendix 3

<b>The Paradigm Promise Ways of Getting Involved</b>
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The Paradigm Promise is a document outlining existing and evolving involvement opportunities for residents and service users and it explains the support provided to enable residents to influence services and their neighbourhood. Each opportunity is divided into one of three levels as quite often residents choose to get involved at one of these levels:

- Strategic Level
- Operational Level
- Local Level

<b>Involvement Mechanisms (current and planned)</b>	<b>Type of Involvement</b>
Paradigm and Operations Boards made up of 20% Resident Board members (1 on Paradigm, and 3 on Operations)	<b>Strategic</b>
Residents Forum – influences all board reports relating to changes to and impacts on services which impact on our customers	<b>Strategic</b>
National Housing Corporation ‘Housing Customer Panel’ – ongoing (2005 – 2008) – helps influence national housing policy	<b>Strategic</b>
Diversity Working Group - 2 residents to sit on this policy making group by December 2008	<b>Strategic</b>
Area Panels – 3 in place by 2008 and a 4 <sup>th</sup> planned in 2008	<b>Operational</b>
Maintenance User Group	<b>Operational</b>
Development – review how tenants are involved in the whole process	<b>Operational</b>
Service User Quality Inspector Scheme – to help monitor performance by April 2009	<b>Operational</b>
Residents on Foyer Federation	<b>Operational</b>
Homeowners Forum / Newsletter – planned for 2008/9	<b>Operational</b>
Premier Service Community Chest and Opportunity Funds Allocation panel for £5,000	<b>Operational</b>
Community Engagement Fund – Allocation Panel for £70,000	<b>Operational</b>
Rolling programme of customer feedback surveys	<b>Operational</b>
Focus Group in 2008 to assist redevelopment of Paradigm website and Group still working with us on Phase 2 of	<b>Operational</b>

development	
Customer Solutions – customer suggestion scheme	<b>Operational</b>
“Reaction”, our customer feedback framework including complaints, compliments and service improvement suggestions	<b>Operational</b>
Review and development of all service standards by Jan 2009	<b>Operational</b>
Residents sit on working groups such as Financial Inclusion, Communication and Accessibility and Diversity	<b>Operational</b>
Sheltered Housing Forum and Resident representatives	<b>Operational and Local</b>
Mobile road shows/ face to face events and resident conferences	<b>Operational and local</b>
Editorial Panel of residents newsletter and feature writers for Paradigm People	<b>Operational and local</b>
Resident and Community Associations (RCA's), or informal forums	<b>Local</b>
Young Persons Involvement Programme	<b>Local</b>
Estate Inspections – to monitor performance and agree estate improvements	<b>Local</b>
Estate Champions – to report on estate, direct link to the patch Housing Officer	<b>Local</b>
Area Audits	<b>Local</b>
Neighbourhood Agreements	<b>Local</b>

## Appendix 4

### Customer Involvement Achievements to date

#### Key Achievements 2006-2008

- Resourcing of a Customer Involvement and Community Engagement work plan which details 19 initiatives delivering around this agenda
- A complete organisational restructure placed increased emphasis on customer involvement by changing frontline housing officers roles to include a clear responsibility for customer involvement and the renaming of their roles to Tenancy and Neighbourhood Officers
- Three Resident Board members who influence Board decisions
- Launch of the Residents Forum – currently 8 tenants, 1 shared owner and 1 leaseholder. Meets 6 times a year – comment on Board reports and decide if more feedback is required
- Three Resident Area Panels operating in Hertfordshire, Buckinghamshire and London – influence services. Meet 6 times a year
- A programme of accompanied Estate Inspections has taken place
- Nine Area Audits completed and improvements made as a result
- Customer feedback – new mechanism called Reaction, with more centralised analysis to focus on identifying trends, leading to actions
- Appointment of a Customer Experience Coordinator to develop a Service User Quality Inspection scheme by summer 2009
- Development of Community Engagement Fund – resident membership on the pane. Allocation decisions are published in the resident's newsletter. Residents helped to set the criteria when the fund was established in early 2008. Minimum target: 6 applications a year
- Introduction of Customer Solutions – a new resident staff suggestion scheme where the final decision is made by the Residents Forum as to whether suggestions are adopted
- Premier Service Opportunity and Community Chest fund applications are decided by 9 panel members, 5 of whom are residents. Minimum target: 15 applications a year
- Four residents on the Paradigm People newsletter Editorial Panel, with 2-3 articles in each issue resident led
- Code of Practice for Resident and Community Associations – annual audits carried out with RCA committee

- Impact assessments for allocation of tenant participation funds
- The Status Survey carried out every 3 years, followed up with a published Action Plan
- Resident sign off of the “Promise” – a leaflet describing all the ways residents can be involved and the support Paradigm provides to enable this