

Review of the Residents' Forum - Final report

Hexagon Housing

SEPTEMBER 2015

Strictly private and confidential

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1. Introduction

HQN was commissioned by Hexagon to undertake a review of its Residents' Forum. The Forum Working Group devised the scope of the review together with a member of the Hexagon board. The brief identified a number of specific areas that the review needed to consider:

Agenda

Setting the agenda, timing and structure.

Breaks

Is there a need to have a break in a meeting of two hours?

Training

Training for Forum officers on their role as well as for members on committee skills.

A system of annual self appraisals for all Forum members?

Forum to periodically review their effectiveness? If so, every year? Every two years? Every three years?

Size

The large size of the Forum and its approach to bringing on co-optees.

The Forum, including six co-optees, can total 26 members. The approach towards co-options is to invite co-optees to fill up the maximum capacity allowed without taking in to account the need to fill vacancies during the year.

Governance

Review the Forum's constitution, standing orders and meeting etiquette.

Incentives

Consider incentives of attendance allowance and (flat rate) travel expenses to Forum members.

Flat rate child-care paid where claimed.

Does the current set-up of the Forum represent good value for money for Hexagon and does it represent all Hexagon residents, eg, the disabled?

Resources

Review the support of the Resident Involvement Team (servicing the meetings) and the use of Hexagon offices to hold meetings.

Good practice

Compare with good practice examples from tenant bodies of other housing associations.

The review was undertaken by Elaine Upton, an experienced associate with HQN, with extensive knowledge of good practice with regard to involvement arrangements. The review was carried out during July/ August 2015. This report sets out the findings.

2. What we did

We used a number of ways to gather a broad range of information and data to inform the review. These included:

- Document review (see appendix one for list of documents)
- Telephone interviews with three Hexagon board members
- Interviews with Hexagon staff
- Interviews with the Forum Chair and Vice Chair
- Focus groups with seven Forum members
- Email facility for Forum member comments
- Observation of a regular Forum Meeting
- Facilitation of self-review meeting by Forum.

Elaine drew on her knowledge of good practice elsewhere and the bank of information we have on The Residents' Network.

3. The context

Hexagon is a registered provider (housing association) offering over 4,000 homes to rent, alongside 270 shared ownership properties in South East London.

Co-regulation places a requirement on social housing providers to be accountable to their residents regarding how they deliver their housing service. There is an expectation that involvement activities will be designed and established which enable residents to scrutinise services and policies and make recommendations for service improvement to managers and the board.

Hexagon's Resident Involvement Policy 2014/17 explains the organisation's overall approach to involving, engaging and encouraging residents to participate in shaping the delivery of the services they receive. The policy states that:

'Hexagon has long held a cultural commitment to place resident involvement at the heart of a range of strategic and operational activities'.

A menu of involvement gives residents a choice in how they can to be involved. The involvement opportunities offered include:

- Tenant board members
- Performance review group (PRG)
- Repairs group
- Resident inspection
- Estate grading
- Annual report group
- Tenants and residents associations
- Feedback in care and support services
- Estate champions
- Focus groups
- Readers panel
- Reality checking
- Residents' day
- Residents' design group
- Residents' forum

The Residents' Forum was set up in September 2008 as Hexagon's main residents' consultation panel for policy and strategy matters. A formal constitution is in place and this provides the framework for the Forum. There are currently 26 members (including six co-opted members), which is the maximum number allowed under the constitution. All members of the Forum are Hexagon residents.

The Forum is viewed as being the main consultative forum for reviewing policies and agreeing new initiatives with residents. The Forum meets with service managers and provides comment and feedback on policy areas (as detailed in an Annual Impact Assessment report 2014).

4. Review findings

The review was based on robust audit principles. Comments and observations were noted and triangulated in order to draw out and reach conclusions. The work produced a substantial amount of evidence which has been used to develop and support the recommendations.

The key findings are summarised in this section. These are all issues which were raised or observed on several occasions by different people in different locations and levels. They are issues that in our opinion and based on our experience are worthy of note. Examples to illustrate the issues have been provided where possible and appropriate.

Residents' Forum

The Residents' Forum currently operates with the maximum of 26 people (as detailed within the constitution) namely, 20 voting members and six co-optees. Co-optees are appointed at the same to the maximum capacity, not taking account of the possible need to fill vacancies during the year (as detailed in the constitution).

Resident Forum members are self-selecting. Elections are carried out at the Forum AGM held as a part of the Hexagon Residents' Day. Nominations are received prior to the AGM and then ratified at this meeting.

Over the last two years the Forum has effectively contributed and influenced key policy and strategy decisions in the following areas of Hexagon's work:

- Value for money strategy
- Equality and Diversity policy (Single Equality Action Plan)
- Resident Involvement policy
- Hexagon Corporate Plan
- Financial inclusion
- Community Investment Strategy
- Residents Training Programme.

However, over the last 12 months the Forum has achieved fewer identifiable outcomes. This was confirmed in discussions with Forum members who stated that the Forum had achieved only limited outcomes during the last 12 months. Examples given were:

- Suggestions around raising diversity awareness among both residents and staff
- Recommending to the Hexagon board that operatives who were previously with HRT but were now facing redundancy with the ending of the repairs contract should be taken on under a new contract

- Developing the brief for this review of the Forum.

The Forum has high levels of attendance and, based on our interviews and observation, many attendees displayed a passion for their involvement role and held strong viewpoints in relation to Hexagon, its service to customers generally, and their involvement role in particular. It is therefore a missed opportunity that this energy is not being better harnessed to be more productive for both Hexagon and the Forum members.

Positively, the Forum is made up of customers from across the operating area of Hexagon - it is not localised or tied to a single issue, (eg, repairs group). This provides Hexagon with a broad consultative group and the opportunity to develop a clear vision to harness the broad representation offered within the Forum. However the demographics of the Hexagon community may not be fully represented within the group with, for example, fewer men involved.

Behaviours, meeting culture and etiquette were found to be generally poor. Observation of a Forum meeting identified that some attendees exhibited inappropriate behaviours; interrupting speakers, holding their own sub-discussions, had other personal agendas, made inappropriate comments during discussion, got up regularly to get food and drink during the meeting, took shoes off and put feet up on chairs, had mobile phones on and read texts. The behaviour of some Forum officers was also found to be below acceptable levels, for example, the Forum Secretary was very late and the Resident Involvement officer had to step in to take notes.

We found evidence of poor timekeeping and a seeming lack of commitment to the Forum by some customers. Some Forum members made no contribution to discussions; late attendees walked into meetings, disrupting the flow, picked up refreshments before sitting at the table and were still paid the attendance incentive.

Due to the large size of the Forum and behaviours exhibited during the meeting we observed, chairing of the Forum was difficult. They were a hard group to “manage”. There was little respect shown for the Chair or Vice Chair and keeping the meeting on track and on time appeared to be a challenging task. A number of Forum members and staff indicated that more effective chairing would make meetings the meetings more effective.

Forum meetings are held six times a year and appear to be too frequent. The changes in the number of policy and strategic documents coming through the organisation for review, alongside a wider menu of involvement have decreased the flow of work into the Forum. This is further demonstrated by the limited agenda items coming from staff, board and Forum members for consideration. Fewer meetings with a clearer focus and agenda and better discipline may be more productive to both Hexagon and the Forum members.

We held a Special Forum Meeting and two focus groups with Forum members to gain their views on the Forum - ‘what works well’ and ‘what could be improved’. The key things identified by the Forum members are set out in the table below:

What works well	What could be improved
Commitment	Chairing of meetings
Enthusiasm	Smaller Forum
Knowledge	Length of membership
Willingness	Clear direction and focus
Passion	Improved behaviours of members
Outcomes delivered	Not bringing personal issues into meetings
Group from all areas of Hexagon	Training
	Confidentiality
	No personal/side discussions
	How Hexagon values our opinion
	Modern ways of communicating

Positively, we found that the Forum and Hexagon board have introduced opportunities for all board members to observe a Resident Forum meeting and for all Forum members to attend a board meeting. Feedback observations on the experience of attending a board meeting were presented at the Forum meeting we attended and indicated that the attendees had found it both interesting and informative. A Hexagon board member attended the Forum meeting we observed. This approach helps Forum and Board members to share good practice and to develop a better understanding of the differing roles played by the two bodies as well as forging closer relationships between them.

Purpose and role

The Forum currently lacks a clear sense of direction, purpose and role. Hexagon has developed its approach and methods of customer engagement and involvement and is now offering a wide range of involvement routes to customers. The Residents' Forum is one of these involvement roles, however the development of more specific involvement and engagement routes has in turn changed the remit of the Forum. The lack of a review of its role to date has resulted in the Forum 'morphing' into its current role.

As a result of the lack of direction for the Forum, Forum members we spoke to indicated that they felt undervalued by Hexagon; that they have no real influence; cannot make decisions and generally felt unfulfilled. There was also a view that the time they gave to the Forum was not recognised by Hexagon.

A number of Forum members indicated that they often lost focus in meetings and that behaviours and meeting etiquette was poor. There was a strong view that the chairing of meetings was difficult at times and many attendees interrupted during discussions; carried on side discussions, shouted and at times, focussed on their own agendas, further disrupting the flow of the meetings. Our observations confirmed this and that at times discussion topics went 'off track'.

A number of Forum members interviewed felt that the Forum worked well when they were given a task/had a topic to work to and had a clear focus as they were then productive, but that they were poor at setting their own work/topics. This was evidenced by this review by contrasting the poor behaviours during the Forum meeting which we observed and the behaviours at a special meeting we held with Forum members which had a clear structure, required Forum member discussion and input and was far more productive.

There are fewer strategic documents and policy reviews, which have a direct impact on customers, being developed. These are now subject to a routine review cycle. As a result there are fewer consultative documents for the board to pass to the Forum therefore the workload of the Forum has tapered off.

Hexagon and its board are committed to having a Forum body. Senior staff and board members we spoke to see the Forum as a key part of involvement and engagement activity. Comments included '.... see the forum as the main consultative forum to engage with residents and get their opinion on something'. However, staff, board members and Forum members we interviewed agreed that the current Forum has lost direction, with many Forum members indicating that they did not understand where they, as part of the Forum, fit.

Agenda

The administrative element of agenda preparation is provided by the Resident Involvement team, as part of its support role to the Forum. All Forum members are able to propose agenda items for the meetings although we are told that this does not often happen. Hexagon staff can also propose items for consultation and consideration by the Forum. The Chair of the Forum, supported by the resident involvement team, discusses the agenda for each Forum prior to its distribution by the Resident Involvement team.

The Resident Involvement team, in its support role, ensures that the Agenda and relevant papers are sent out in accordance with agreed timescales, to all Forum members.

There is only limited evidence of Forum suggested agenda items and limited follow up/feedback from previous forum items. We found that few suggestions had been forwarded to the Forum Chair or Resident Involvement team over the last twelve months and that the Forum Chair and the Resident Involvement team often had to identify/search out items for discussion and inclusion.

Agenda items are not given a specific time allocation within the Forum meetings in order to ensure that the meeting runs to time.

Breaks

A break time is programmed in during the scheduled two hours for the meeting. This break has the effect of breaking up the meeting. We were advised that the allocated 15 minutes for the break often drifts into 25 minutes. A two-hour span for a meeting without a break is not unreasonable. Refreshments are provided for the Forum and include a range of sandwiches and biscuits, which are accessible before the meeting and during the break. Our observation found that some Forum members also accessed the refreshments during the meeting.

Having water available during the meeting and the understanding that people may leave to visit the toilet are acceptable practice. Any refreshments should be available for 30 minutes before the meeting starts only, to avoid disruption to the flow of the meeting.

Training

Hexagon offers training to officers of the Forum in order to improve their skills in the roles that they have, examples include the Secretary attending external training on their role.

However, we were advised by Forum members that training opportunities for them were limited with no planned training programme in place, no on-going assessment of training needs and no welcome pack/induction training process in place. This was a significant issue for Forum members and was raised with us during both the special meeting and focus groups.

There is no process in place for identifying individual training needs linked to an assessment of individual contributions (appraisal) to the Forum. There is no annual or bi-annual self-review process both for the Forum as a whole and for individual appraisal, to identify and support training and development needs.

Forum size

The Forum operates a self-selection process, which takes place during the AGM. The constitution allows for 20 voting members of the Forum and six non-voting co-optees. There is significant interest in the Forum and a full complement of members and co-optees results from the elections.

However, there is no clear criterion for the selection of co-optees. As a result they are just adding to the numbers rather than bringing specific skills, which are required by the Forum, as is normal practice with co-optees. The co-optees also remain for the full term and do not, for example, leave once there is no further need for their expertise.

The Forum is too large and contributes to making the meetings ineffective and unwieldy. The size of the Forum hinders effective discussion, the ability of the group to focus on topics and the development of consultation feedback. Forum members fight to have their voice heard. It is difficult for the Chair to manage such a group and it would be difficult to allow everyone to be involved/have their say without extending the length of time needed for the meeting.

Governance

Forum members are elected at the Forum AGM held during the Annual Resident's day. Interested residents are able to nominate themselves and stand for election. Nominations are made in advance of the AGM and elections are then held as a part of the AGM on the Annual Residents' day. However, there is no clear approach to selection of members or to the length of the term that can be served as a Forum member. Given the high level of interest in becoming a Forum member this may become an issue in the future. It has led to the current large size of the Forum which incorporates all co-optee positions.

There is nothing in place within the Forum to demonstrate that it is representative of all groups in Hexagon communities. Although the Resident Involvement team hold overall general needs profile information together with some profile information of involved residents, the Forum itself does not collect such information and use it to determine under represented resident groups.

Any resident over 16 can propose themselves for election to the Forum. This includes Tenant board members and Hexagon employees. Whilst recognising that it is possible to 'wear two hats' in different roles we were made aware of comments about the appropriateness of Hexagon staff to be Forum Members as it was viewed as a conflict by some Forum members. There is nothing in the standing orders or constitution, which specifically precludes either of these groups from being Forum members.

Additionally we found that a number of Forum members are also members of other tenant involvement groups such as the Performance Review Group and Repairs Group. This approach offers links with other involvement groups. However, our observations noted that at times references were made to the other groups particularly when outcomes from the Forum were requested, with some of the outcomes having been achieved in for example the Repairs Group rather than the Forum.

Constitution

The current constitution was adopted at the Forum AGM on 20 September 2008, with clauses eight and 20 amended on the 3 October 2009. It determines the size, frequency of meetings and process for the selection of members to the Forum. However, the constitution appears to be based on that for Tenants and Residents Associations rather than a bespoke document.

The aims of the Forum, identified within the constitution, are no longer appropriate, lacking clarity about the current role, aims and objectives of the Forum. There is a reference to committee members ('committee shall carry out the work of the Forum'), which is confusing, as the Forum operates on the basis of Forum members and acting officers.

The constitution indicates a number of officer roles and includes a Youth Representative. However, although a Youth Representative was present at the meeting observed, there appeared to be no specific role for him and no standard, specific agenda item about youth consultation.

The constitution also allows for two 'committee' members from the same household. Given the popularity of the Forum this may not be appropriate in terms of overall representation on the Forum.

The role of co-optees is expressly identified within the constitution and stated as 'the committee may co-opt non voting members on to the committee in order to fill vacancies that occur during the year or to ensure appropriate representation of all people in the community'. However, the Forum has not adopted this approach. Co-optees are appointed at the AGM and their positions used to offer membership of the Forum when all voting places are filled. Co-optees remain in place for the full year. Their role is not reviewed during the period.

The constitution makes no mention of assessing the effectiveness of Forum members. Each member stands down and is able to be re-elected on an annual basis irrespective of the contribution they have made to the Forum. This approach does not help to raise standards and retain the better, more engaged members. Similarly the lack of a definite term of membership is not helpful in allowing new 'blood' into the Forum.

Standing Orders

There are Standing Orders in place for the Forum. These were approved by the Forum in 2008 and amended in both 2010 and 2014.

There are some references, within these orders, to committee members as opposed to Forum members, which is confusing. The Standing Orders provide clear details about agenda item submission and timings alongside the role of the Resident Involvement team in distributing the agenda documents to Forum members.

The behaviour of Forum members is referred to within the Standing Orders linking this to the Forum Code of Etiquette, and how breaches will be addressed. However, observation of a meeting and comments from Forum members indicate that this appears not to have been used to address member behaviour.

Code of Etiquette

Positively a Resident Forum Etiquette document has been developed and was agreed with the Forum on 10 September 2014. The document has the following quote as its lead statement:

'An effective board is multiple minds speaking with one voice and a divided board is a vulnerable board is vulnerable to bad choices and second guessing'

The etiquette document covers a range of areas including use of phones, arrival time, listening, interruptions, integrity and being open minded to support the delivery of effective meetings. Additionally the need for Forum members to keep up to date with housing issues generally and a two minute rule are helpful points.

However, our discussion with Forum members and observation of a Forum meeting found that many of these agreed rules were being flouted. In particular, late arrivals, mobile phone checking, interruptions and the two-minute rule were not being followed. As detailed earlier in this report behaviours generally were found to be poor. No management or action to address these behaviours appears to have been taken by the Forum officers. Poor behaviour has been allowed to continue. This was supported by comments made by a number of Forum members during the review.

Although agreed by the Forum, this document has not been agreed as a specific code of conduct, which all Forum members have to sign up to, which is a missed opportunity.

Incentives

The Forum members currently receive reasonable incentives for attending the Forum meetings. Each person receives £10 travel allowance irrespective of the distance travelled and cost of travel (the payment is not based on receipts), a £20 'love to shop voucher' and childcare vouchers as appropriate, for every Forum meeting attended.

Late attendees (even those arriving 45 minutes late for a 2 hour meeting) still receive these incentive payments. Whilst recognising that there may sometimes be extenuating reasons for late arrivals, this approach appears unfair on those members who have committed to attending the whole Forum meeting.

Forum members' views about the level of incentive remuneration varied, some members indicated that the current level was appropriate for a voluntary role and others indicated that they felt undervalued by the organisation with regard to their input, contribution and time given. There was some reference to board member remuneration and a need for Forum incentives to be in line with these.

Resources

The Forum is a non-budget holding group with administrative support being provided by the Resident Involvement team.

The team collates and distributes the meeting agenda and associated information; co-ordinating the agenda items with the Chair of the Forum; ensures rooms are booked; refreshments ordered and support access to the building. Hexagon provides the free use of the facilities, paper, postage and time for this purpose. In addition Resident Involvement staff have stepped in to support the Forum when, for example, the Secretary of the Forum is late or absent. The Resident Involvement Team also attend meetings and are on hand to provide information if needed by the Forum.

From our observations the Resident Involvement team role in supporting the Forum in its administrative needs is appropriate. Holding the meetings at Hexagon offices has a clear staffing implication for the team but the venue appears appropriate and this was supported by a number of Forum members.

Resident Involvement services have an overall budget, which covers all costs incurred in delivering Hexagon involvement services. An annual impact assessment is undertaken of all involvement activity to evaluate cost and activity outcomes. The Forum showed a cost of £3,939 for 2014. This makes it a high cost activity when compared to other involvement activities and reflects the large number of residents that sit on the Forum.

From observation, information gathered and the views of Forum members and staff the current set up of the Forum cannot demonstrate that it represents value for money both in terms of its outcomes and quality of discussion.

Good practice

Resident involvement and participation is delivered in a range of different ways across Registered Providers. In appendix 3 there are a number of different models identified for consideration, including 'gateway' models. These are models for overall involvement activities. In developing the role of the Forum there is the opportunity for Hexagon to consider where it wishes the Forum to sit in relation to its other involvement activities, some examples of which are shown in the appendices.

5. Conclusion

The Forum in its current role is no longer appropriate in meeting both the needs of its members and being a representative group for the wider views of Hexagon residents and Hexagon.

The Forum is not being used effectively by Hexagon. Its role has not been developed and grown - opportunities to use the knowledge and enthusiasm of the Forum members have not been taken.

The Forum has lost its direction and focus. Forum members, staff and board members are unclear about its purpose. The Forum is currently achieving only limited outcomes.

The size of the Forum does not support effective discussion and consultation. The frequency of meetings (six per year) is too often resulting in a need to search for agenda items.

Management of meetings and meeting behaviours are not appropriate. Some forum members adopt a cavalier attitude and this is resulting in other members getting frustrated.

The lack of direction and poor behaviours exhibited by some members is causing frustration to other Forum members. There is a sense of not being valued by the organisation and the commitment and knowledge of the group is not being effectively used or harnessed to support wider resident representation of views.

The Constitution; Standing orders and Code of Conduct documents for the Forum are in need of review. They no longer reflect the current role of the Forum and are not being used effectively to support effective Forum meetings.

6. Recommendations

Constitution

Review the constitution to reflect changes to the Forum made as a result of the review. This should include:

- The purpose of the Forum should be jointly agreed with Hexagon staff; board and Forum members and should state and be aligned to the need for wider resident views on strategic and policy matters
- The role of the Forum and its relationship to the board and Hexagon staff should be jointly reviewed, agreed and restated. The opportunity to use a Forum made up of representatives from across Hexagon stock as consultative body for the Board should be developed
- Consideration should be given to the role of the Forum in relation to other resident involvement activities within the organisation and whether it is a stand alone body or the umbrella body for resident involvement feedback activity
- The opportunity to use the Forum to encourage residents to build knowledge and understanding at a strategic level should be considered, in order that Forum members would be confident to stand for election as Resident Board members
- The forum should develop a process for annual self-assessment to establish outcomes
- The frequency of meetings should be no more than four meetings per year to ensure that there are enough focussed agenda/consultation items for discussion and that these reflect the purpose and remit of the Forum
- The size of the Forum at a maximum of ten persons; minimum of eight; is suggested to ensure that meetings can be effective and well managed
- The need for a specific youth representative on the Forum should be removed and incorporated into any agreement made about the representative make up of the Forum

Governance

Review the overall approach to Forum governance to include:

- A process should be developed for selection of Forum members. This could still be self nomination but linked to statements about what nominees can bring to the role; this could then be linked to a voting process

- Residents wishing to stand for election to the Forum must have attended one Forum meeting as an observer (unpaid) in order to understand the role for which they are standing
- Consideration should be given to a fixed term on the Forum; it is suggested that this be for no more than two consecutive terms of office;
- A term of office as a member should be two years;
- Forum Officers should hold the roles for no more than two terms of office to allow for new opportunities to other members
- The Forum should annually review its profile to ensure that it is representative of the communities Hexagon covers. Where there is specific under representation reference should be made at election time to indicate that nominations from under represented groups would be welcomed
- The Forum should review its Code of Conduct and ensure that all elected members sign and agree to the code, which should include a confidentiality requirement;
- Similarly the Forum should review and update its standing orders to reflect any changes to its constitution
- There should be no more co-optee roles on the Forum other than its use when a vacancy occurs within the year; or to provide a specific skill into the forum for a specified time.

Training

The overall approach to training and development of the Forum should be reviewed:

- Induction training should be provided for all Forum members; this should include basic meeting and committee skills; communication and behaviours training
- Attendance at training sessions should be a compulsory part/commitment of being a Forum member and should be built into any revised constitution
- A process for individual self-assessment should be established to include the identification of training needs, this could be carried out by the Forum Chair
- There should be consideration given to the development of a 'buddy system' with established Forum members and new members of the Forum
- There is an opportunity to use the Forum as a stepping-stone to tenant board membership (well trained Forum members) and this should be considered when identifying training needs.

Incentives

Consideration should be given to reviewing the incentives:

- Existing travel allowances should be based on costs incurred in order to demonstrate that this is an equitable process
- Current voucher payment levels of £20 per attendance should be retained
- Incentives paid to Forum members should be reviewed after 12 months activity of a newly constituted group; this should be linked to impact and outcomes from the group and has the opportunity to reflect valued activity from the Forum.

General Forum Activity

In order to demonstrate and increase effective involvement activity, the Forum should:

- Be responsible for the Forum Agenda and this should be agreed in advance with the chair of the forum. Hexagon items would be submitted to the Forum for inclusion on the Agenda; members should be asked for future agenda items at the end of each Forum and there should be an email address where suggested items can be sent
- No longer have a specific break within a two hour meeting
- Reduce the range and amount of refreshments provided and provide any refreshment, other than drinks, for a period only before the start of the meeting
- Introduce non payment of incentives where any member is over 15 minutes late for the start of a meeting
- Make reading and preparation of questions a commitment of member role as part of the constitution
- The Forum should look to set out its goals at the beginning of each year
- The Forum should continue to use the Resident Involvement team resources to support them to navigate Forum activity.

Appendix one – list of documents reviewed

Hexagon Residents Forum review:

- Resident Forum constitution
- Resident Forum Standing Orders
- Resident Forum Etiquette rules
- Minutes of last six Resident Forum meetings
- Involved Residents profile 2013/14 data
- Impact Assessment report of Resident Involvement Activities 2014/15
- List of Resident Forum members 2014/15 (elected and co-opted)
- Organisational Structure Chart
- Resident Involvement team work plan 2015/16
- Resident Involvement budget 2015/16

Appendix two – list of people/groups interviewed as part of the review

Hexagon Resident Forum review:

Name	Role
Catherine	Resident Involvement Officer
Tom McCormack	Chief Executive Officer
Brian Hughes	Resident Involvement Manager
Valerie Oldfield	Vice Chair of Forum
Chris Melville	Director of Operations
Patience Ohabuiro	Chair of Residents' Forum
Martin Large	Hexagon Board Member
Kellie Elmes	Hexagon Board Member
Focus Groups	Six Forum members attended

Appendix three – good practice examples of involvement structures

1. Poplar HARCA

There are a number of ways to get involved in Poplar HARCA. These are detailed below:

Estate/Area Boards

Estate/Area boards are locally based and provide the opportunity for residents to express their views in relation to local issues. There are 12 Estate/Area boards, one on each estate. All residents living within the estates/areas can become involved and join the Estate/Area boards.

Joint Estate Panel (JEP)

The Joint Estate Panel (JEP) is made up of two elected members from each of the Estate/Area Boards, in total there are 24 JEP members. The JEP has a strategic role within Poplar HARCA with members consulted on new policies before final approval.

Youth Empowerment Board (YEB)

The YEB enables young residents to influence policies and the services provided. The YEB play a strategic role as they look at a range of policies and carry out different projects such as youth events, tackling anti-social behaviour and helping to design the new Spotlight Youth Centre. The YEB is open to all young people aged 16-25 who live within Poplar and Bow.

Poplar Board

The Poplar Board has ultimate responsibility for Poplar HARCA. It holds the Executive to account and ensures that the organisation is fulfilling all of its obligations. It also oversees the Focus Committees.

Focus Committees

There are three Focus Committees, each looking at different elements of the service provided by Poplar HARCA: Finance & General Purposes, Audit & Risk and Services. They provide assurance to the Poplar Board by ensuring that Poplar HARCA delivers its services to a high standard. The Focus Committees comprises of residents, independent members and local councillors.

Resident inspectors

The inspectors are a group of 11 trained local residents from across Poplar, Bow and Mile End. The inspectors take a closer look at the services provided by Poplar HARCA and check whether Poplar HARCA is meeting the service standards that it promises to all its residents.



Is a community gateway housing association - one of four in the UK.

That means residents can become shareholding members and play a role in decision-making. The Chair and Vice Chair of the Board are both Phoenix tenants.

Phoenix membership and the Gold Club

Membership is linked to a gold club rewards system for Residents.

Tenants or resident leaseholders aged 16 or over, can become a full shareholding member of Phoenix.

There are more than 2,000 households (out of 6000 properties) with a Phoenix shareholding member. 'It's not about stocks and shares – it's about becoming a part of Phoenix and having a say in how we are run.'

Being a member means you can:

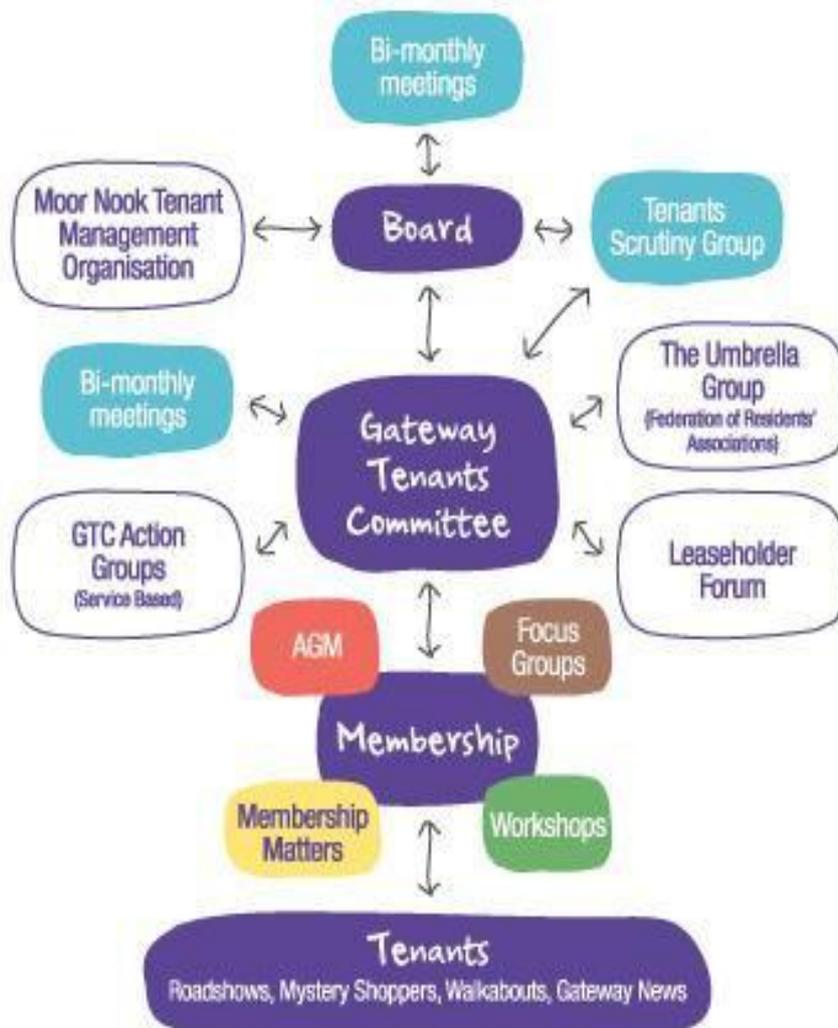
- Stand for election to the Board
- Vote for residents who stand for elections
- Vote at the Annual General Meeting of the organisation

3. Preston Community Gateway

Delivers TP through the gateway model. All tenants are members of the organisation. Local people are represented on the board, on the Gateway Tenants' Committee, in neighbourhood groups and through on going, direct contact with staff and other residents.

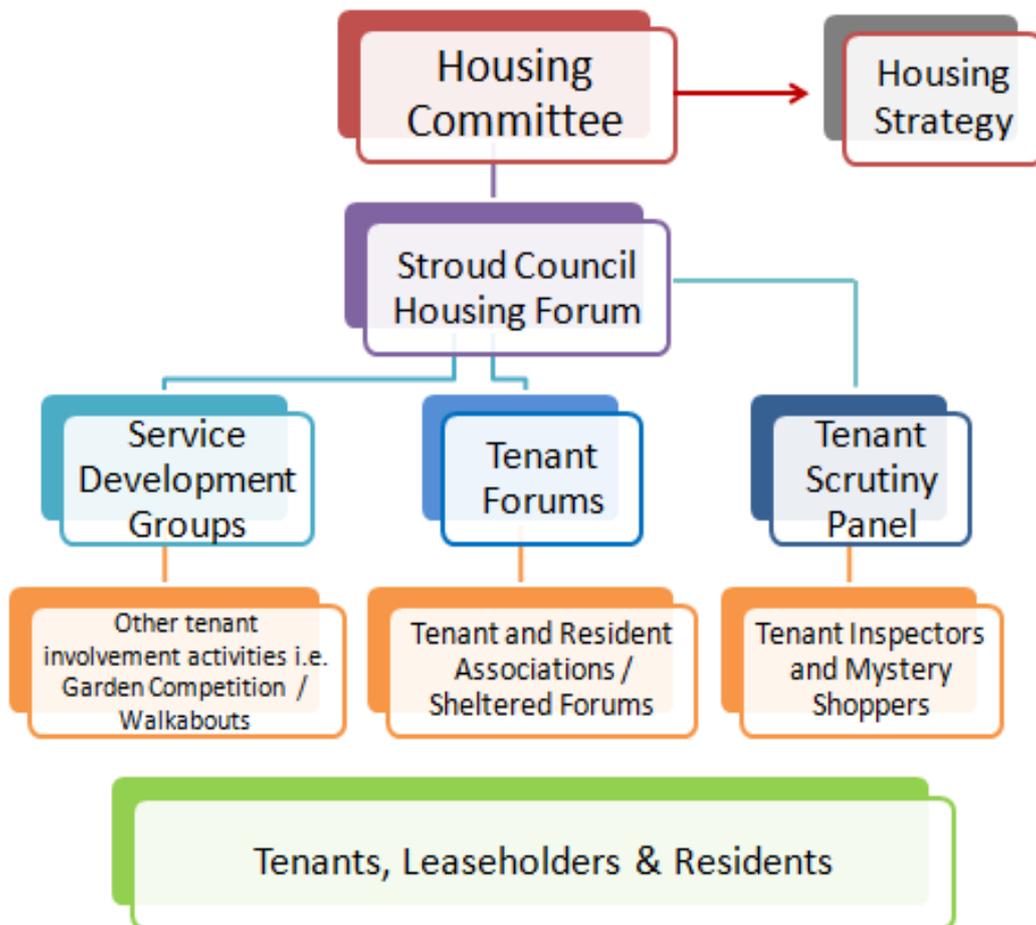
'The board's decisions rely heavily on input and feedback from local residents. The Community Gateway approach commits the organisation to building a network of neighbourhood decision-makers. The most important thing is that residents can get involved in issues that are important to them, at levels where they feel confident.'

Our Reporting Structure



4. Stroud Council

Tenant engagement is delivered through a range of activities which all link into the housing forum. This approach enables a wide range of involvement activity to feed up into the overarching body. Customers can get involved in activities which best meet their available commitment and these are linked to local community activities and allows feedback and involvement from informal and operational levels to feed into decision-making. This structure aims to make defined use of the work done by tenants on estate walkabouts, at contract partnering meetings and through service development groups. Tenant forums and service development groups have representatives in the housing forum and there are clear terms of reference for each group.



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