



Metropolitan Housing Partnerships

National Residents Group

Business Plan 2008/09



The NRG 19 January 2008 with MHP's CEO Bill Payne, MHP's Resident Board Member Sheree Russell and Director of Policy and Performance Kate Russell

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Chairs report

It has been another busy year for the MHP National Residents Group.

Early in 2007 we welcomed Francis Brazil, Resident Involvement Strategy Manager, into the Partnership. We have worked closely with Francis to achieve the ambitious objectives laid out in our 2007/08 business plan, which you can read more about in our Annual Report. In addition, we have successfully carried out a thorough internal review and are proud to be presenting our new Terms of Reference in this publication.

We were delighted to be joined by representatives from Clapham Park Homes and Granta Housing Society onto the NRG this year, as well as 3 new delegates from MHT London. My sincere thanks to departing members, Ron Padley and Vibert Betton, for all their hard work during their time with the NRG and wish them all the best for the future.

At the start of the year we spent some considerable time working with staff on the proposed merger with Hyde. Although this was not progressed, we have learned a great deal from the experience and are continuing to work on a set of agreed standards for involving residents in mergers.

NRG members each have special areas of responsibility called portfolios, covering topics like Asset Management, Customer Service and Diversity. We act as a point of contact for staff developing policies and services, and can give feedback from a resident's perspective. We're also there to check that residents are being involved as much as possible in the areas we oversee. This year has seen lots of portfolio-related activity and most of us have been involved in meetings and email exchanges with staff and other residents in between our regular NRG sessions. As Chair, I would like to thank my colleagues for all the time and effort they have put into performing this role.

One initiative that has involved all NRG members at one time or another through our portfolios is the ACE programme. As part of ACE, lots of important projects are taking place to help MHP achieve the excellent standards set down by residents and staff during consultation in 2006-7. We are impressed with the progress that has been made this year and proud to have been a part of it.

We encourage members to undertake training to support their resident involvement work and this year we have covered topics ranging from housing association finance to resident involvement in the development of new homes. Two members have also signed up to study for the Chartered Institute of Housing's National Certificate in Housing over the next 12 months.

On behalf of the National Residents Group, I would like to welcome the new CEO, Bill Payne, as he takes up his role within the organisation. I also wish to thank all the Board members and staff for the help and assistance given to us over the last year. As we head into 2008-9 we look forward to working together in a strong and productive

relationship to bring about improvements for all customers and staff of Metropolitan Housing Partnership.



Ken Peachey
Chair, MHP National Residents Group

Celebrating our Achievements in 2007-8

Representing MHP residents in national debate

- Audit Commission – Short notice inspection – At their June meeting the NRG debated the AC's proposal for a Short Notice Inspections regime. Under this Housing Associations will be given 5 days notice of an inspection on 3 housing management issues. MHP agreed that the NRG response was similar to the MHP Boards own thoughts and that it was professional enough to submit as the MHP response overall.
- Communities and Local Government – Tenant Empowerment – At the August meeting the group debated this consultation document which included a number of important RI issues including from the Cave and Hill reports. The NRG gave a very thoughtful and thorough response to this.

Representing MHP residents in decisions about MHP

- Mergers & acquisitions – During 2007, MHP and Hyde Housing Association planned to merge and NRG members were consulted from the very beginning. This was a fine example of Partnership working between senior management and residents. The merger did not take place but the healthy debate about MHP's development will go on. The group looks forward to continued partnership working as it strives to set the pace in the Social Housing industry.
- Consumer Advisory Panel – The NRG and MHP have been in discussions about the possible creation of a new panel to research and give feedback to the MHP board on services provided to residents and service users. This would be an exciting innovation, providing speedy feedback from residents and boosting the drive towards top-class services.
- Achieving Excellence (ACE) – In the last 2 years or so, a radical overhaul has been taking place within Metropolitan Housing Partnership. The reason for this is

to improve all services within MHP and its member organisations. NRG representatives have been involved from the start and recently attended a meeting in London with MHP's Procurement Director to look at the 'Value for Money' aspect of ACE. The meeting discussed some of ways that resident feedback is used to ensure value for money in services. For example, satisfaction surveys help MHP to assess whether repairs are completed properly.

- Quality & Accountability Committee – Representatives from the NRG attend this important committee which scrutinises the work of all businesses in the Partnership. In some ways it also works as a think-tank and the NRG is pleased that its ideas are taken on board. The group anticipates that this type of partnership working will be extended quite soon, giving residents an even stronger voice.
- Housing Management Team – This influential body is very much at the sharp end of the work of MHP. Senior executives meet regularly with NRG delegates to discuss performance throughout the partnership on all key areas. These include repairs, complaints, Anti-Social Behaviour and call handling. The group's scope is not restricted London; the Housing Management Team represents every landlord within the partnership and their decisions have a direct impact on the service that residents experience. NRG members value the opportunity to play their part.
- Procurement – The NRG's Asset Management portfolio holders have been very involved in discussions about procurement this year. MHP has been looking into the possibility of joining forces with a number of other housing organisations through a "procurement club" in order to make significant savings on components such as kitchen fittings, boilers, central heating etc. The NRG has helped to shape the way that MHP residents can be involved in setting standards and selecting contractors.
- Equality & Diversity – The NRG's portfolio-holders have attended regular meetings of the partnership-wide Diversity Group, which is chaired by the Chief Executive. The group has overseen the development of the Diversity Strategy for 2008-11 and a major resident profiling project. This is a comprehensive survey of residents to find out important information such as their ethnicity and age group. The NRG have had 3 visits from MHP's Diversity Strategy Manager this year, to keep them up to date with progress. Discussions covered the Equality Impact Assessments and the MHT Diversity Strategy 2008-11. NRG members were invited to respond to consultation on the strategy, which will be published in June 2008.
- Resident Involvement Working Group – This is a forum for the staff across Metropolitan Housing Partnership who are responsible for developing resident and service user involvement. It is the place where policies and procedures for resident and service user involvement are shaped, and where initiatives such as

the training programme for residents are developed and monitored. Residents are represented on this group via the National Residents Group who send 2 delegates to each bi-monthly meeting. Through this forum the NRG have contributed to a new online Customer Service Toolkit for staff, compulsory staff training on resident involvement, the MHP Resident Involvement Strategy for 2008-11, checking residents' satisfaction with involvement activities and policies including Recognition Criteria for Tenants & Residents Associations, to name just a few.

Promoting Resident Involvement

- Conferences in Metropolitan Housing Trust – During the summer of 2007 the NRG was invited to take part in the MHT South Thames Residents Conference and the MHT North Thames Fun Day. At each event it had a stall giving information about the group and its role. The stand was visited by lots of people interested in the NRG's work. At the South Thames event, two NRG members spoke to the audience about the NRG and what it stands for. The response from the staff and residents present was very positive.
- Speaking at meetings and events – NRG representatives attended a conference for staff involved in the Repairs service and gave a presentation. They talked about residents' expectations and experiences, explaining the importance of good customer service. The main message was that residents expect a high quality service that is good value for money.
- Articles in Everyone magazine – The NRG has now established a regular presence in Everyone magazine. Since April 2007, the NRG have published a "Who's who" of the National Residents Group as well as articles on resident involvement in repairs and the importance taking care of your home.
- NRG website – the group has continued to share news about the NRG's activities with residents via its website this year. They also been working behind the scenes to prepare a brand new site, which is due to launch in April 2008. This aims to be more user-friendly and will include lots of useful information like minutes. Five members have received training in Dreamweaver, which is the software used to insert details in the website, and soon will start editing and bringing exciting information to MHP residents.
- The group agreed a number of policies and procedures including the Freeholder Policy, TRA Criteria Policy, Guidance for staff working with the NRG and Conference Booking Procedure.

Improving the group's skills and knowledge

- Development of new homes – The heads of development for MHT and Spiritra visited the NRG to explain the development process and how residents are able to influence it.

- Community Investment – The MHP Community Investment Manager attended a NRG meeting and talked about the work MHP is doing to help develop sustainable communities. The NRG heard about the training & development grants available to help to improve the communities in which MHP residents live and is keen to encourage residents to take up these opportunities.
- Several conferences were attended by NRG delegates during 2007-8, covering a wide range of topics, which are listed here: Residents & Citizens; Housing Association Finance; The Housing Green Paper; New Build; Social Housing providers & financial inclusion; Comprehensive Spending Review; 3 stars for diversity; Strategic Housing finance; Delivering Housing Services; TAROE (Tenants & Residents Of England) annual conference.
- Members have individually attended training to enable them to be more effective in their roles. Training attended is as follows: Comfy Chair; Complaints; Achieving Excellence through Customer Involvement; Recruitment & Selection
- Throughout the year the NRG have had several presentations on government housing policy including the Caves Review of Social Housing, Hills 'Ends and Means – the future of social housing in England' and the housing element of the Comprehensive spending Review 2007.

Statement of NRG-Related Expenditure 2007-8

Travel	8,728.33
Venues & accommodation	24,814.60
Subsistence	34.28
Childcare	885.00
Stationery	2,830.49
Internet & telephone	2,391.66
Delegate fees / training	2,149.54
Other	1,132.55
TOTAL	42,966.45

TOTAL NRG-RELATED EXPENDITURE FOR 2007-8: £42,966.45*

*May be subject to minor adjustment pending final figures for March

The Year Ahead: Planning for 2008-9

It's an exciting time for the NRG with selection of a new group taking place in the first half of 2008. There will then be a new two year term starting with a revived and updated Constitution and a brand new Terms of Reference so that all parties are clear about what is to be achieved and how.

There are a number of projects that the present group will complete and there are also a number that will continue into the new group's term. However, the NRG will commit to completing the following with the next year:

- Develop a NRG training programme - After reviewing the group last year there now needs to be an annual programme of training and development for NRG members to achieve the best from the group. The programme will consist of modules on personal and group development, business practices and government housing policy.
- Scrutinising role – Develop the idea of scrutiner role for the group and take on issues that the Consumer Advisory Committee was to. This will include ensuring that each resident has equal opportunity to get involved in shaping policies, procedures and strategy, as well as the day-to-day management of homes, and overall RI strategic processes.
- Develop external relationships and be involve in the 'Tenants Voice' from an early stage – Join groups such as TAROE and get more involved in national RI policy. As soon as practical get involved with the working of the 'Tenants Voice' if it is a membership organisation.
- Residents Quality Mark – work with the Resident Involvement staff within the Policy and Performance team to investigate the implementation of a scheme where a residents panel approve MHP publications before circulation. It is hoped that this will be achieved in stages with simple documents being approved within this year and a plan for more complicated ones in future years.
- Continue to develop Compacts, Policies and Procedures – to work with the Policy and Performance team to develop ways of working together. This will include defining a Merger Compact and setting standards for future consultation with residents.
- Partnership – continue to develop relationships with the RI structures with in the partnership businesses, working together and make RI activity within MHP excellent and the resident key.

Appendix 1 – Terms of Reference



Metropolitan Housing Partnership (MHP)

National Residents Group (NRG)

Terms of Reference

16 February 2008

1. Vision

The NRG's vision is to continuously improve services provided to residents ('resident' is used as a general term to describe all our customers including tenants, leaseholders, service users, intermediate renters etc.) by MHP. It will do this by working in partnership with MHP to increase involvement, involvement activities and access to involvement activities. The Group will also be actively involved in improving housing management both through policy input and through their portfolio work.

2. Objectives

The Groups objectives are to:

- Work in partnership with MHP and all its individual landlords and be the voice of residents;
- Have links with Resident Involvement (RI) structures within each landlord and help achieve good working relations between each landlord and its RI structure;
- Have links with and involve other parts of MHP e.g. Community Investment;
- Ensure that each resident has equal opportunity to get involved in shaping policies, procedures and strategy, as well as the day-to-day management of homes, and overall RI strategic processes;
- Assist MHP and its staff in the formulation of policies, service delivery, strategies and other appropriate activity;
- Consider reports and recommendations with regard to MHP service provision and respond if appropriate;
- Have a scrutinising role over MHP's involvement activities and structures;
- Reply to RI consultation from the government and any other relevant bodies;
- Have links to other national residents groups;
- Affiliate and assist the new tenants body, the 'National Tenants Voice'

3. Scope

The Group is to be involved in assisting and scrutinising any RI activities in MHP and its landlords and helping to improve housing management activity. This is to be done in co-operation with staff within the Partnership. Guidance and advice will be provided by the Resident Involvement Strategy Manager and Resident Involvement Policy Officer based in Policy and Performance.

4. Stakeholders

- All residents who live in a MHP property;
- Metropolitan Housing Partnership board, staff and relevant committees;
- Residents Groups, Board members, Committee members and staff of MHP and its partner landlord businesses

5. Resources

The Group will receive an annual grant from MHP to carry out its activities and reimburse members expenses. The Resident Involvement Strategy Manager will apply for outside grants for other activities that the group may wish to take up.

MHP will provide an annual training programme based on individual's identified learning needs and those of the whole Group.

The MHP Resident Involvement Strategy Manager will provide support and advice, facilitate meetings and keep the Group informed about developments in the national resident involvement arena.

6. Meetings, reports, minutes and agendas

- The Group shall meet six times a year bi-monthly. The meeting shall be split into 3 parts – Part 1 Sub Groups, Part 2 the main NRG meeting and Part 3 Training or an information session;
- Where needed the group will meet on an extra date;
- The Secretary of the Group will be responsible for taking the minutes and actions and sending to all attendees within 2 weeks of the meeting;
- The agendas will be set by the Chair and Resident Involvement Strategy Manager at least 2 weeks prior to each meeting. The agenda items will be informed by the NRG members as a group from the previous meeting, suggestions from individual NRG members in between meetings, requests from RI structures within partner businesses, MHP's requests and government activity;
- Reports will be written in good time and if possible sent out with the meetings notice and paperwork;
- The mail-out for meetings will be done 7 days prior to it and will be done in co-ordination of the Groups Officers, the Resident Involvement Strategy Manager and Officer.

7. Roles

The NRG members work together as a group and the main role is to speak with one voice. However in order to cover all the necessary elements that make up the modern housing movement each member will have a role within the group whether that of an officer or representing the groups views and lead on a housing/service theme. The table below sets out what these are:

Officers	Portfolio's	Internal Rep.	External Rep.
Chair	ASB/Respect	RIWG	<i>Tenants Voice</i>

Secretary	Customer Services – and reports/feedback	Q&A	TAROE
Treasurer	MHP Communications and Residents Quality Mark	HMT/NRG	Other
	Housing Management and Housing Policy (incl. Sheltered)		
	Resident Involvement – holistic		
	RI in Development		
	Diversity		
	Achieving Excellence		
	Sheltered/Supported Housing		

To do this it is necessary to have a job description and although members are volunteers it is vital to recognise that there is an important function to each role and why it is important to fulfil. Set here is universal attributes for each role and all responsibilities will be set out in full job description documents:

General Job Description:

- Maintain good working relationships with:
 - MHP and partner boards and staff, in particular the RI staff
 - Resident Involvement Strategy Manager and Policy Officer
 - RI structures in the partner businesses and its members
 - External resident bodies that the group may get involved with
 - Each other
- Develop role:
 - Get to know the Policy and Performance staff member who is related to your role and develop a mentor/partner relationship. Do the same if there is a relevant staff member in any partner business
 - Where it exists, attend relevant focus/or other meetings e.g. Diversity Strategy Group
 - Develop relevant contact with residents who have expressed an interest in your theme and who have no other route for this interest. This may include creating a sub-group or an e-mail corresponding group.
 - Read relevant publications and source and attend training/conferences on the subject
 - Enhance the role to become an expert from the point of view of MHP residents
- Businesslike:
 - Read reports and prepare for NRG and other meetings
 - Prepare anything you need to report to the group in good time and ensure it is sent to the RI staff for mail-out 7 days prior to a meeting
 - Report back to your RI structure NRG relevant issues and in turn report relevant issues from your RI structure to the NRG
 - Follow the Code of Conduct and other governance rules
 - Attend training with the NRG and take part
- Ad hoc

- Help your colleagues in their role and work as a group

8. Knowledge and Competencies

The NRG is an important part of the RI/governance structure relationship of MHP and as such members need to have skills and knowledge to reflect their role. MHP will support residents to achieve the required standard and a training programme will be developed both for resident's generally and members of the NRG. The following knowledge and competencies are required for residents working at this level within the organisation:

(E: Essential L: Prepared to learn D: Desirable)

Skills and Knowledge:

- Social Housing

Up to date on Social housing & proposals for future	L
What is the role and remit of Has	E
Historic perspective	D
History of MHP and how the partnership works	L

- IT and written

Be able to use Microsoft office, in particular word	E
Able to send and receive emails	E
Be able to write fluent and concise reports	E
Be able to read and understand written reports	E

- Working in groups

Group processes and how they form / Dynamics	L
Ability to work with group members and staff avoiding conflict	L
Roles of officers (Chair, Secretary, treasurer)	L
Committee skills	L
How the Local Committees and other groups fit in and their role	L
Meet with & work alongside other groups i.e. Local Committees, other resident groups, the Board etc	L
Able to represent the group both to the Landlord and others i.e. TPAS	D
Ability to become a representative for the group i.e. HMT/NRG rep	D

- Training – See Appendix 1

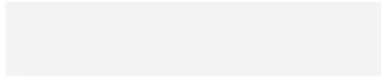
Prepared to take training where required	E
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Competencies (all essential) – See Appendix 2

- Professional and Ethical Practice
- Customer focus
- Teamwork
- Effective communication and influence
- Commitment and Drive
- Planning and Organising
- Confidence and Judgement

Appendix 2 – Training Programme

Personal Development	How MHP Works	External Impacts
<i>Communication Skills</i>	<i>Partnership</i>	<i>Overall</i>
Listening	Businesses in the partnership – boards etc	Political climate
Effective Meetings	RI structure in the businesses	Economic Climate
<i>Team Working</i>	The NRG ‘fit’	History of Social Housing
Effective Meetings	<i>Housing Management</i>	Housing finance
Personal Contribution	Repairs and Maintenance	Housing legislation
Group Processes	Housing Management Allocations and Lettings	
Time Management	ASB policy/procedures	
Prioritising		
<i>Governance</i>	Capital Programme	<i>Business Concepts</i>
Role of the area committee	Decent Homes	TPAS and other wider organisations
Role of Officers		Best Value
Committee Skills	<i>Support Services</i>	Budgets
Nature of governance	MSN Office – Word	
Relationships	E-mail	
Resident Involvement	WWW	
Community Investment		
Role of Partner Landlord board member v Area committee	Writing and reading reports	Business planning and setting objectives
Accountability		
Conduct		



Appendix 3 – Competencies in detail

Professional and ethical practice

Working to the highest professional and ethical standards in order to provide an excellent service

What you should do in any NRG role

1. Take responsibility for your work

- Take ownership for delivery of your own work
- Take responsibility for all your actions
- Own up to your mistakes and learn from them
- Assess your own performance, acting on feedback from others
- Make the effort to continually learn and develop new skills

2. Treat others with respect

- Treat people as individuals, with fairness, objectivity and equity
- Respect diversity
- Be aware of your own prejudices and learn how to minimise them
- Be discrete and keep personal information confidential
- Give credit where credit is due

3. Be dependable and trustworthy

- Be punctual, reliable and trustworthy
- Only promise what you can deliver and keep your promises

4. Behave ethically

- Challenge unethical or dishonest behaviour
- Declare any interests you may have
- Find out about your responsibilities in legislation governing anti discriminatory practice and fulfil them

What you should not do in any NRG role

- Break your promises
- Focus only on your own needs and interests
- Cover up mistakes to save your back
- Gossip about others' private lives (customers or colleagues)
- Criticise the organisation openly to outside agencies and customers
- Take credit for success without acknowledging others

Customer focus

Providing an excellent service to customers inside and outside MHP

What you should do in any NRG role

1. Treat all customers with respect

- Identify yourself
- Listen actively to all customers, arranging for an interpreter if necessary
- Communicate clearly and courteously with all customers, taking into account their diverse needs and circumstances
- Deal with all customers fairly and equitably
- Respond to all enquiries promptly, in a positive and helpful manner, with a “can do” attitude
- Try to see things from the customer’s point of view
- Keep customers informed
- Keep appointments or inform customers promptly if you become unable to attend a meeting
- Keep customer information confidential, in accordance with policy
- Apologise for any mistakes or delays

2. Deal proactively with customer needs and problems

- Anticipate and monitor customer needs
- Adapt to the varying circumstances and needs of customers
- Take responsibility for responding to customer needs and solving customer problems, only referring them to others when it is genuinely appropriate
- Involve staff and/or services when this will benefit the customer
- Accept the customer’s right to complain and deal with complaints professionally

What you should also do, if applicable to your NRG role

3. Seek and act upon customer feedback

- Listen to customers’ views and respond to them
- Actively request customer feedback
- Act constructively on both positive and negative feedback

4. Continually improve customer service

- Develop ideas about how to improve policies, procedures and service delivery
- Work with others to put into practice agreed improvements

What you should not do in any NRG role

- Treat customers disrespectfully
- Make assumptions about customers rather than finding out their needs
- Use jargon, bureaucracy and red tape
- Make promises to customers that cannot be delivered

- ❑ Ignore customer feedback and take negative feedback personally

Teamwork

Working cooperatively and supportively with all colleagues

What you should do in any NRG role

1. Cooperate with others

- ❑ Treat all NRG members with courtesy, tact and diplomacy, respecting their differences and feelings
- ❑ Build effective working relationships with all NRG members
- ❑ Pull your weight, putting in extra effort to share the load willingly
- ❑ Work with others to ensure projects and tasks are completed on time
- ❑ Identify what others need to know and keep them informed

2. Offer support

- ❑ Help out when others need it
- ❑ Create time to think through issues with others, using their skills and making them feel valued
- ❑ Proactively share your knowledge, expertise and ideas with others

3. Work to improve NRG effectiveness

- ❑ Take a “can do” approach to achieving NRG goals
- ❑ Speak positively of others
- ❑ Give praise and credit when due
- ❑ Proactively give and receive feedback to improve performance
- ❑ Help to resolve conflict and disagreements

What you should also do, if applicable to your NRG role

4. Contribute effectively to cross-functional teams

- ❑ Regularly maintain networks and contacts
- ❑ Work cooperatively with others across organisational boundaries
- ❑ Initiate meetings with colleagues and partners to share information
- ❑ Contribute knowledge, expertise and ideas to cross-functional team meetings

What you should not do in any NRG role

- ❑ Avoid doing your fair share or helping others
- ❑ Be cynical and damage NRG morale
- ❑ Be only interested in the NRG
- ❑ Make negative comments about others
- ❑ Cooperate selectively in accordance with your own personal interests or objectives
- ❑ See yourself as better than others and fail to respect their contribution

Effective **Communication and influence**

Communicating clearly and persuasively with people inside and outside MHP

What you should do in any NRG role

1. Communicate clearly and concisely

- Speak clearly, without using jargon
- Write clearly and concisely
- Listen actively
- Check that you have been understood
- Use humour appropriately

2. Adapt your approach

- Present yourself appropriately for the occasion or situation (e.g. dress)
- Use the most appropriate method of communicating for the audience and occasion
- Respect, and take into account, cultural differences
- Take into account others views and needs

What you should also do, if applicable to your NRG role

3. Negotiate win/wins

- Produce supportive evidence and accurate information to support your case
- Explain and justify your point of view and objectively discuss options
- Anticipate counter arguments and obstacles
- Emphasise the benefits of proposals

4. Exert influence inside and outside the partnership

- Build productive working relationships with people inside and outside the organisation, if appropriate to your NRG role
- Network with counterparts in other organisations, if appropriate to your NRG role

What you should not do in any NRG role

- Use only one style or approach
- Listen without hearing
- Present information in an unclear way
- Consider compromise as losing
- Give in too easily

Commitment and drive

Striving for excellence in everything you do

What you should do in any NRG role

1. Work conscientiously

- ❑ Plan and organise your work and meet deadlines
- ❑ Set and achieve high standards
- ❑ Make sure you understand NRG objectives and targets
- ❑ Focus on targets and do whatever needs to be done to achieve them

2. Take the initiative

- ❑ Anticipate problems and take action to avert them
- ❑ Accept ownership of problems and take action without having to be asked
- ❑ Take personal responsibility for seeing things through

3. Work dynamically and energetically

- ❑ Take things forward with a “can do” attitude
- ❑ Switch from project to project and be engaged in each one
- ❑ Seek opportunities to continually develop your skills and knowledge

What you should also do, if applicable to your NRG role

4. Set and meet challenging goals

- ❑ Question the status quo in order to identify better ways of doing things
- ❑ Take an interest in new ideas
- ❑ Embrace and adapt to change
- ❑ Look out for the impact of change on others and support them through it
- ❑ Help to identify barriers to change and seek ways to overcome them

What you should not do in any NRG role

- ❑ Walk away from problems
- ❑ Accept low standards from yourself or others
- ❑ Go through the motions
- ❑ Be unenthusiastic or negative
- ❑ Show no interest in learning about the organisation’s work outside of your own area
- ❑ Be inflexible and resistant to change
- ❑ Undermine new ways of doing things

Planning and organising

Defining priorities and organising yourself so that you can deliver them

What you should do in any NRG role

1. Organise yourself

- ❑ Ensure that your records are up to date and accurate
- ❑ Know where information is and how to find it
- ❑ Make time to regularly organise your paperwork and computer files
- ❑ Read all meeting papers before attending

- ❑ Be punctual for all appointments
- ❑ Aim to get things right first time

2. Set priorities

- ❑ Make sure you are clear about your NRG priorities
- ❑ Regularly review and update priorities in the light of new demands and your NRG work

3. Plan your day to day NRG tasks

- ❑ Focus on priorities
- ❑ Do the most difficult tasks first
- ❑ Try to control interruptions

What you should not do in any NRG role

- ❑ Be unable to find anything
- ❑ Work from day to day with no overall plan or focus
- ❑ Allow yourself to be interrupted constantly
- ❑ Produce rushed, poor quality work as you have not set aside enough time to do it properly
- ❑ Be regularly late and unprepared for appointments
- ❑ Focus on the immediate, easy tasks, putting off those that are more difficult

Confidence and judgement

Making clear decisions and dealing positively with challenges

What you should do in any NRG role

1. Focus on the positive

- ❑ Look to solve problems rather than create them
- ❑ Be flexible in your approach
- ❑ Be open to suggestions and new ideas

2. Make clear decisions

- ❑ Make clear decisions at appropriate times and stand by them
- ❑ Give yourself time to identify possible options when making a decision
- ❑ Know when you must consult with others
- ❑ Refer a matter to someone else when they will be able to handle it better than you
- ❑ Ask for advice when you are not sure what action to take

3. Manage feelings

- ❑ Stay calm and in control
- ❑ Absorb others' feelings and anxieties
- ❑ Express doubts and concerns
- ❑ Know when to stop and be able to switch off

4. Manage conflict and setbacks

- ❑ Deal with conflict constructively
- ❑ Stand by difficult decisions
- ❑ Anticipate problems and plan for how you will deal with them

What you should not do in any job role

- ❑ Get defensive or aggressive
- ❑ Dither about what action to take
- ❑ Rush into making a decision just to get the problem out of the way
- ❑ Avoid asking for help when you need it
- ❑ Ignore conflict and hope that it will go away
- ❑ Work beyond your limits and make errors of judgment out of tiredness

Metropolitan Housing Partnership (MHP) National Residents Group (NRG)



Appendix 4 - Constitution

1. NAME

The name of the group is the MHP's National Resident Group (resident includes tenants and leaseholders)

2. AIMS

- a) To represent residents who live in a MHP Property and whose landlord is Metropolitan Housing Trust (MHT), Spirita, Granta, Clapham Park Homes (CPH), a regeneration project and service users who receive services from Metropolitan Support Trust (MST);
- b) To work in partnership with MHP to ensure that residents have adequate and meaningful opportunities to shape and improve the services they receive from MHP
- c) To promote the exercise of residents' rights in resident involvement activity, both statutory and any other that MHP provides. To include a scrutinising role of landlord resident involvement structures and activity;
- d) To encourage resident involvement activities both nationally and locally which will be open to all residents;
- e) To uphold equal opportunities and work for good relations amongst all residents within MHP.

3. MEMBERSHIP

- a) Membership of the Group shall be open to all residents and leaseholders living in MHP as stated in 2.a, with only 1 member from each household;
- b) There will be 16 representatives/members consisting of: 3 from MHT, 3 from Spirita, 2 from CPH, 2 from Granta, 2 from MST, 2 from regeneration projects (maximum 1 from any 1 and where there are more than 2 applicants interviews will take place) and 2 selected members to fill any resident profile or knowledge shortage in the group;
- c) Individual landlord Resident Involvement structures will select or elect their representatives using competencies and skills requirements set for the group and based on the diversity of MHP's residents. This will be done in time for the start of the Groups 2 year term;
- d) Membership will be for one 2 year term and each representative must subject themselves to re-election/selection if they want to stay on the Group. No member can stay on the group for more than two continuous 2 year terms;
- e) All Group members must attend the training programme provided each year;
- f) Any member of the group can be suspended by a relevant MHP member of staff where they are being investigated for breaches of tenancy, anti-social behaviour, breaking the law or suspected misbehaviour within the group. This suspension can be as long as the investigation;
- g) Membership will cease if a member; gives up or loses their tenancy, is in breach of tenancy including rent arrears, resigns, fails to attend meetings or training without sufficient reason, they become a member of MHP's, Spirita's, CPH's or Granta's board or an employee of MHP;
- h) If vacancies occur the Group shall ask that member's landlord resident involvement structure to fill the place for the remainder of that Group year;
- i) In view of the potential conflict of interest no staff member of MHP or board member of MHP, MHT, Spirita, CPH, Granta or MST shall be a member of the Group.

4. MANAGEMENT

- a) The Group will meet at least 6 times a year. The session will be divided in two, with meetings in one half and training or an information session in the other;

- b) The Group shall have a Chair, Secretary and Treasurer who will be elected by the Group at the first meeting after selection/election. Their term shall be for the same as the group, 2 years;
- c) Group members will represent residents including; representing residents at corporate and national level, work with staff to ensure continuous improvements in MHP's work in particular resident involvement, take up a 'portfolio' representing a particular business area e.g. ASB and become an expert in advising MHP staff on it from a resident perspective, sit on other relevant groups e.g. RIWG;
- d) When on NRG business, representatives must ensure any views put forward are those that have been agreed by the Group as a whole;
- e) The Group may create a sub-committee to further particular items. The sub-committee can include NRG selected individuals that are not NRG members and who have specialist knowledge in a particular area and/or from under-represented residents. These can be other residents or people with specialist knowledge and do not make up more than a quarter of the sub-group, the rest will be NRG members.

5. AFFILIATION

In agreement with MHP's Resident Involvement Strategy Manager the Group may affiliate to relevant external organisations.

6. ANNUAL GENERAL MEETINGS

The Group shall call one Annual General Meeting and invite MHP residents who are involved in resident involvement for the purposes of receiving the Annual Report or Business Plan of the Group and the statement of accounts; of accepting the resignations of the Group and its Officers at the end of a 2 year term. The meeting will take place after one and two years from election/selection and can be attached to the annual Resident Involvement conference organised by the Resident Involvement Strategy Manager.

7. CONDUCT OF BUSINESS

- a) At all meetings the Code of Conduct agreed by MHP's Resident Involvement Working Group, or an alternative Code of Conduct agreed with the Resident Involvement Strategy Manager, shall be observed. A breach could result in the removal of that member from the meeting;
- b) All decisions should be by consensus. Where this is not possible it shall be taken by a simple majority of those members present and voting;
- c) The quorum for the Groups meetings, shall be 50%;
- d) The Group must operate as a completely non-political organisation;
- e) Copies of annual accounts, annual reports, attendance lists, and minutes of meetings must be sent within two weeks of completion of paperwork or meeting, to the Resident Involvement Strategy Manager;
- f) Where a guest or staff member has been invited to a meeting, a copy of agenda and papers will be sent to them before and a copy of the minutes shall be sent after;
- g) Upon receiving a request for a copy of the Constitution the Secretary must send out a copy within seven days.
- h) Not less than 28 days notice shall be given to each member of the NRG for changes to this constitution. The proposed change/s will be put in writing and sent to each member seven days prior to the meeting. Changes shall be agreed by not less than a 2/3 majority of those attending the meeting. The constitution will be ratified at each AGM.

8. FINANCE

- a) All monies raised by or on behalf of the Group shall be applied to further the aims of the Group and for no other purpose.
- b) The Treasurer shall keep proper accounts of the finances of the Group.

- c) The Treasurer shall present to each Annual General Meeting a written account of the finances of the Association showing its income, expenditure and balances.

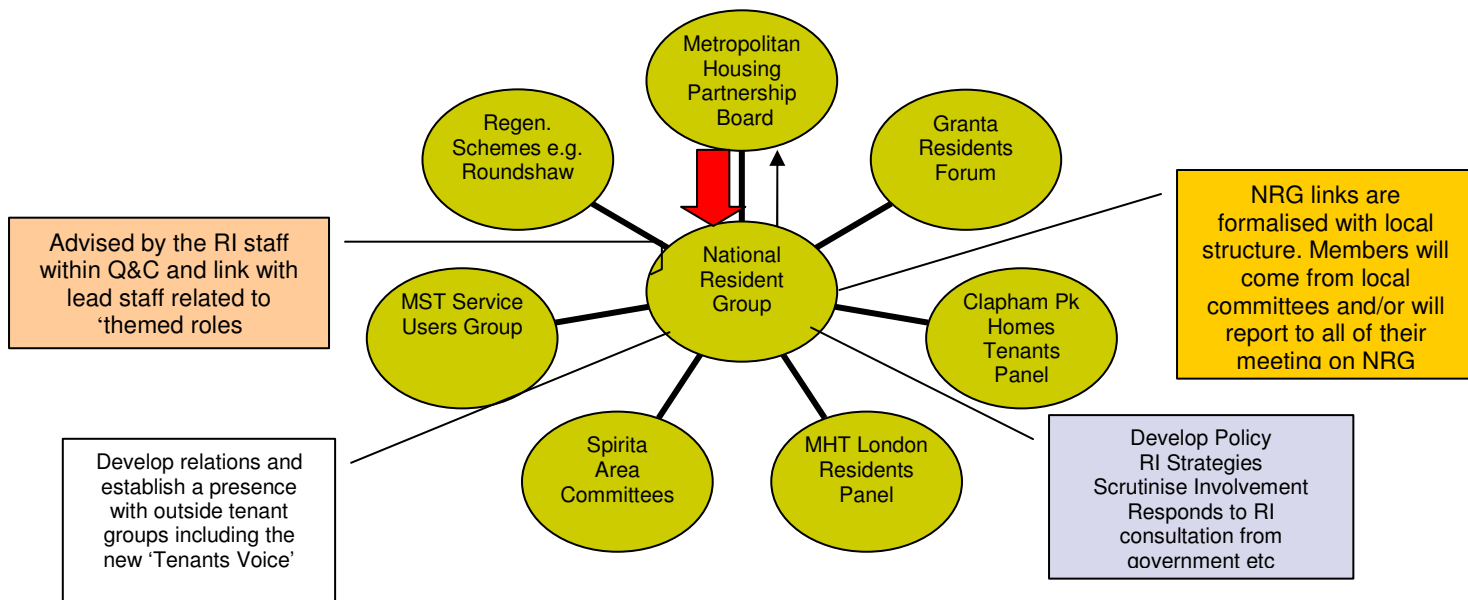
This Constitution was adopted as the Constitution of MHP's National Resident Group at a meeting held at _____ on _____ on will be reviewed each on around this date.

Signed _____ (Chair) _____ (Secretary)

Signed _____ (MHP Resident Involvement Manager)

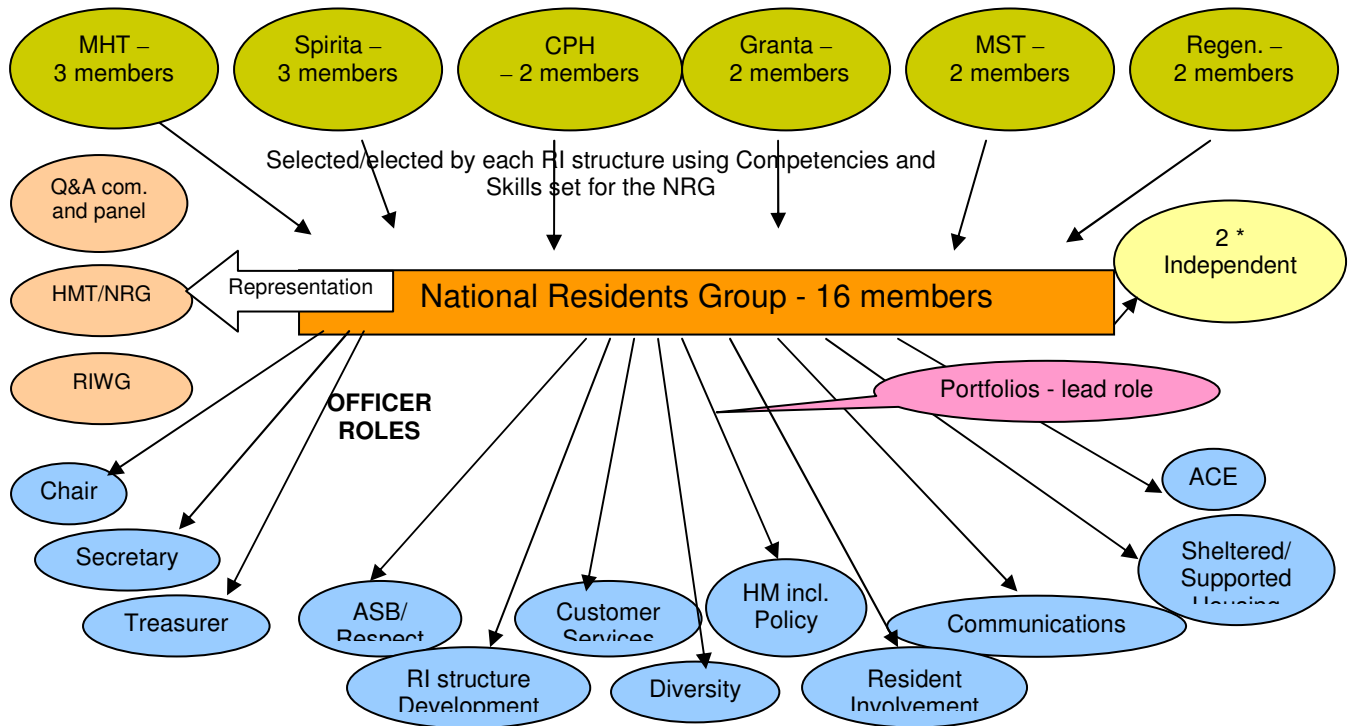
Appendix 5 - NRG Structure Charts

Role



NRG membership will be 16. The majority will come from the 4 landlords RI structure selected or elected and the rest will come from regeneration projects and service users from MST service Users Group. The last 2 members will be selected by interview to fill any gaps in customer profile or knowledge that the NRG may have. All members will be expected to have, or agree to achieve, competencies and skills requirements set for the group.

Membership source and individual roles



*To be selected through interview panel to reflect customer profiling or fill a particular role where there is a gap and one of each will come from both Spirita and MHT London's residents