



# **Tenant and Leaseholder Involvement Strategy 2019 to 2022**



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# Introduction

Nottingham City Homes is a group of housing companies that work together to deliver on the vision of creating homes and places where people want to live. The group comprises Nottingham City Homes, NCH Registered Provider and NCH Enterprises Ltd.

The Group manages homes on behalf of Nottingham City Council, as well as its own homes and homes owned by other landlords. It also provides a range of services to support people in the communities it serves. Around 27,500 homes are under the Group's management, and a fifth of Nottingham households live in NCH Group homes.

The Government's recent Social Housing Green Paper, 'A New Deal for Social Housing', seeks to ensure that tenants play an important role in the way social housing is delivered. This Strategy is set in the context of the Green Paper's objectives, which seeks to ensure tenants and residents are empowered and engaged, and that stigma associated with those who live in social housing is robustly challenged. Meeting those objectives is at the heart of this Strategy. The tragic fire at Grenfell Tower in London, and the subsequent Public Inquiry, has focussed attention on the important role that residents play in ensuring that quality services are provided, and in helping landlords deliver services that meet their needs.

One hundred years on from the Addison Act, we are ambitious for Nottingham City Homes. We want to be recognised as one of the best housing organisations, a leading innovator in social housing, whilst delivering an excellent range of services in the eyes of our tenants and leaseholders. Listening to our residents is at the heart of this.

This strategy sets out our vision to ensure that our residents are at the heart of everything we do and underpins the NCH Corporate Plan goals:

- To listen to our tenants and provide an excellent service
- To make all our estates great places to live
- To build high quality affordable new homes for local people
- To diversify our services, re-investing in our communities
- To be a great place to work

Our tenants and residents are partners in our organisation, not just customers or service users. Tenant and resident involvement is critical and Nottingham City Homes have built a reputation for delivery, performance and most importantly putting our tenants and leaseholders at the heart of everything we do. We need to continue to develop and provide accessible, innovative and engaging opportunities for our tenants and leaseholders to get involved to help shape and improve services across the company and to help us provide homes and places where people want to live. Nottingham City Homes wants to make a positive difference to our residents' lives and to empower and support them to help improve the lives of others in any way they can no matter how big or small. We will also seek to work closely with residents to help them with challenges that they face, such as the impact of the government's welfare reform programme, which has a significant consequences for household incomes, personal finance and matters with a direct consequence for NCH, such as rent payment.

This strategy sets out how we will create opportunities to listen to, empower, involve, develop and champion our residents and local communities and to ensure our services are shaped and delivered to meet their diverse needs.

## **TLI Achievements 2016-2019**

- We are honoured to have been awarded UKHA Winner of Outstanding Approach to Tenant Involvement and TPAS Winner of Excellence in Tenant Engagement 2018.
- We have continued to identify, recruit and develop tenant Board members who have undertaken an active strategic role and represented the business at numerous local, national and regional events including the Social Housing Green Paper consultation events with the Housing Minister.
- Delivered consultation events in response to the Social Housing Green Paper which saw more than 150 customers attend to make their views heard and culminated in a combined and powerful tenants response to the Housing Minister which was hand delivered by a tenant Board member.
- Reacted swiftly, within 2 weeks, to Grenfell disaster and delivered reassurance sessions at 13 high rise buildings to inform and engage with our residents about Fire Safety in their homes.
- Delivered annual fire safety events at all our 13 high-rise buildings.
- Resident satisfaction NCH takes their views into account remains high at 80%
- Tenant satisfaction with opportunities to get involved remains on target at 70%
- 881 people took part in a variety of needs led Tenant Academy courses during 2018/2019, this is 462 more people than the previous year – a 110% increase.
- Satisfaction with Tenant Academy courses meeting the expectation of delegates remains at 100%
- We delivered our annual Tenant Fun Day which has continued to attract more tenants and leaseholders every year and in 2018 attracted over 1600 people, reaching increasingly more diverse range of customers
- We continued to deliver the annual Tenant Awards event, which recognises the hard work, commitment and passion of some of our most enthusiastic tenants and local community groups. Overall customer satisfaction with the celebration event remains high at 94%
- Recruited and trained over 100 Street and Block Champions who are doing a variety of things to make a difference for their neighbours or neighbourhood
- Customer Excellence Panel has completed 6 insight led service scrutiny reviews including Fencing and Boundaries and Independent Living - all recommendations being accepted by Board.
- The Communications Panel have recruited new members through the Street and Block Champion initiative and have continued to provide robust scrutiny of customer facing communication material such as the Street and Block Champion handbook, NCH News refresh and the NCH website.
- The Complaints Panel have recruited additional members through Street and Block Champion initiative and have provided a robust and timely complaint appeals process.
- Further developed and recruited to the ACE Inspector team to deliver the Neighbourhood Assessment programme assessing the quality of our estates to the new and more challenging 5 star estate quality standard; judging the NCH Garden Competition and involvement at Tenant Fun Day and other local events and community clean-ups including Big Spring Clean
- Recruited Sourcing Champions who will get involved in sourcing and procurement of contractors to work with NCH. Their role will be to ensure a commitment to corporate social responsibility and resident engagement in all contracts awarded and that contractors deliver on their promises.
- In addition to the £100k Ten Year Anniversary funding, £50k Make a Difference funding has been provided for community groups and tenants and residents associations to deliver projects and initiatives that make a real difference for our residents including projects aimed at improving health and wellbeing and reducing loneliness and isolation. These have been delivered by established and developing community groups such as Bulwell Forest Garden and STOPTRA.
- In response to NCH achieving UKHA Landlord of the Year, as a big 'thank you', we held a celebration lunch served by senior managers and NCH Board members at the Council House for residents and volunteers
- We have continued to deliver the annual Garden Competition which continues to be valued by keen gardeners and judges alike.
- We have supported the delivery of the 'Just Grow' initiative across 4 separate community gardens including bespoke outreach work across the City. 250 local residents got involved.
- We have launched the Garden Club and have identified a number of tenants who would like to get involved and help others with their garden and gardening skills. This initiative is also supported by the Garden Tool Loan scheme
- We have continued to deliver 'pop-up' engagement activities by working alongside our active community groups and TRAs.
- We have developed an Engaging Young People Action Plan and have started work with external partners to use creative ways to engage our young residents.

## **Developing this strategy**

This Strategy has been developed in accordance with our Corporate Plan and seeks to help deliver the objectives set out in that plan. We have consulted on our future priorities, and invited a wide range of residents, local and national partners, NCH colleagues and stakeholders to comment on the development of this strategy.

We have engaged with our residents about what they would like to see included in the new TLI strategy in the following ways:

- Annual Tenant Fun Day – September 2018 (1,600 attendees)
- Bespoke events at the Council House for up to 130 residents in August and October 2018 (over 200 residents involved) to discuss the Housing Green Paper and debate and agree what our residents expect and need from us
- Customer surveys have been made accessible to all residents to have their say through digital and non-digital channels including questions about the Housing Green Paper and the future of resident involvement
- Engagement through local events, grass roots involvement with TRAs and Community Groups, our Street and Block Champions and all other involved volunteers including all our involved residents and NCH champions.
- Consulted with tenant Board members

The findings of this consultation activity have shaped this strategy.

## **Context**

### **National context**

The Government's Green Paper on social housing<sup>1</sup> A New Deal for Social Housing, published in summer 2018, has had a significant influence on this Strategy. Following the tragic fire at Grenfell Tower in London, in 2017, a debate about wider issues relating to social housing quickly emerged. This debate encompassed issues much wider than fire safety, including the way tenants and residents perceived that they were viewed, and the influence that they had over the services provided and decision made by their landlord.

The Green Paper includes important sections on empowering residents, tackling stigma, and celebrating thriving communities, as well as other sections on safety, quality, complaints handling, regulation and new housing supply.

The Green Paper sets out a number of challenges that this Strategy has particular relevance to. NCH has always sought to put tenants, leaseholders and their families at the heart of everything we do. This Strategy aims to help ensure our customers have the opportunities, skills, knowledge, and enthusiasm to be involved, as well as being empowered to be involved in ways that suit them. We believe that this is in line with the Green Paper's objectives, both to help ensure that residents are well informed about their landlord and its performance, how to challenge their landlord where necessary, and help ensure NCH provides high quality, customer focussed services through resident involvement in decision making.

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<sup>1</sup> Social Housing Green Paper, CM 9671:

[https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment\\_data/file/733605/A\\_new\\_deal\\_for\\_social\\_housing\\_web\\_accessible.pdf](https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/733605/A_new_deal_for_social_housing_web_accessible.pdf)

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The Independent Review of Building Regulations and Fire Safety<sup>2</sup> (the ‘Hackitt review’), commissioned following the fire at Grenfell Tower in London, also made clear recommendations about resident involvement in decision making and the role of residents’ associations and tenant panels. Those recommendations are pertinent to this Strategy.

The Government’s Welfare Reform programme continues to impact on residents and their families, with significant alterations to social security benefits and how they are paid. NCH is committed to helping residents through this process of change, seeking to maximise income as well as opportunities for training, gaining skills and accessing employment.

Nationally recognised best practice and standards have also been used to inform this Strategy. For example TPAS’ National Engagement Standards and the National Pilot for Resident Engagement in Building Safety. NCH will support the objectives set out by A Voice for Tenants, which seeks to provide a unified voice for tenant representatives to influence both government and housing providers.

**Benefit to Society #See the Person** - Common misrepresentations of social housing tenants in the local and national media often include inaccurate perceptions such as tenants being associated with exploiting the benefit system and living in run down estates. These misrepresentations are damaging and drive the public to have a typically negative stereotypical view of social housing tenants.

Nationally tenants have come together to launch a high profile campaign about the benefits that social housing residents bring to the communities they live in and wider society. Nottingham City Homes will actively support the “**See the Person**” campaign that will challenge the way the public think, and tackle the stigma associated with social housing tenants.

NCH complies with the Tenant Involvement and Empowerment Standard, as specified by The Regulator of Social Housing, which is one of the Consumer Standards that apply to the sector.

## **Local context**

NCH works to support the strategic objectives for the City of Nottingham as a key partner to a range of other public, private and voluntary sector bodies. The Nottingham Plan to 2020<sup>3</sup> sets out the strategic direction for the city. The Plan identified the need for greater citizen engagement as a strategic challenge facing the city, and notes that “as part of the work to transform neighbourhoods, we are seeking to empower communities and citizens to have more control over their lives, services and neighbourhoods”. This Strategy is a key part of NCH’s contribution to that helping meet that objective.

Quality Homes For All is Nottingham’s 2018-2021 housing strategy<sup>4</sup>. This sets out the city’s overall housing strategy and recognises that strengthening communities, improving services and transforming neighbourhoods requires more than housing and physical development. NCH is committed to supporting the Housing Strategy’s objectives, and its fifth theme ‘*Housing’s role in strong local communities*’ is particularly relevant to this

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<sup>2</sup> Independent Review of Building Regulations and Fire Safety: Final Report, May 2018, Dame Judith Hackitt DBE FREng. Cm 9607

<https://www.gov.uk/government/publications/independent-review-of-building-regulations-and-fire-safety-final-report>

<sup>3</sup> [http://www.onenottingham.org.uk/?page\\_id=4198](http://www.onenottingham.org.uk/?page_id=4198)

<sup>4</sup> <https://www.nottinghamcity.gov.uk/housing/strategic-housing/the-citys-housing-strategy/>

Strategy. This Tenant and Leaseholder Involvement Strategy helps support the objective of creating strong, healthy and prosperous communities in the city. This includes work to promote physical activity and good health.

## NCH Governance Review

The NCH Governance Review will make recommendations regarding governance arrangements for the NCH Group. This is likely to involve the creation of a tenant led ALMO Board, responsible for oversight of all resident engagement activity - currently subject to consultation and final approval.

## How the strategy meets the NCH Group objectives

NCH's Corporate Plan sets out our Vision to create homes and places where people want to live, and our five goals:

1. To listen to our tenants and deliver an excellent housing service
2. To make all our estates great places to live
3. To build high quality, affordable new homes for local people
4. To diversify our services, re-investing in our communities
5. To be a great place to work

The Corporate Plan identifies various areas of activity that TLI are actively engaged with, and will progress during the life of this Strategy. This includes exploring the potential to create a charitable arm for the benefit of our residents, with the objective of accessing and raising funds to support residents and resident groups to help improve estates and provide new opportunities for people.

The Plan also commits to providing prospective residents with a pre-tenancy course before being allocated a property to rent. This aims to help ensure people have the skills to maintain their tenancy and to help them manage their finances in the face of challenges like the impact of Welfare Reform and the roll out of Universal Credit.

## Corporate Plan and Team Plan Performance

The TLI Strategy 2016-19 and TLI annual team plans have been performance managed through our electronic performance management system Pentana. The following performance measures have been monitored on a monthly and annual basis. As at Q3 2018/19 the performance outcomes are as follows:

Corporate Goal	Corporate Plan Performance Measures	Q3 2018/19
To listen to our residents and deliver an excellent housing service	Resident Satisfaction NCH takes their views into account (STAR survey 018)	80%
	Overall Satisfaction with services provided by NCH (STAR)	92%
To make all our estates great places to live	Satisfaction with opportunities to participate (STAR)	70%
	Resident satisfaction with neighbourhood as a place to live (STAR)	87%

	Number of Green Flag awards achieved on NCH managed land	6
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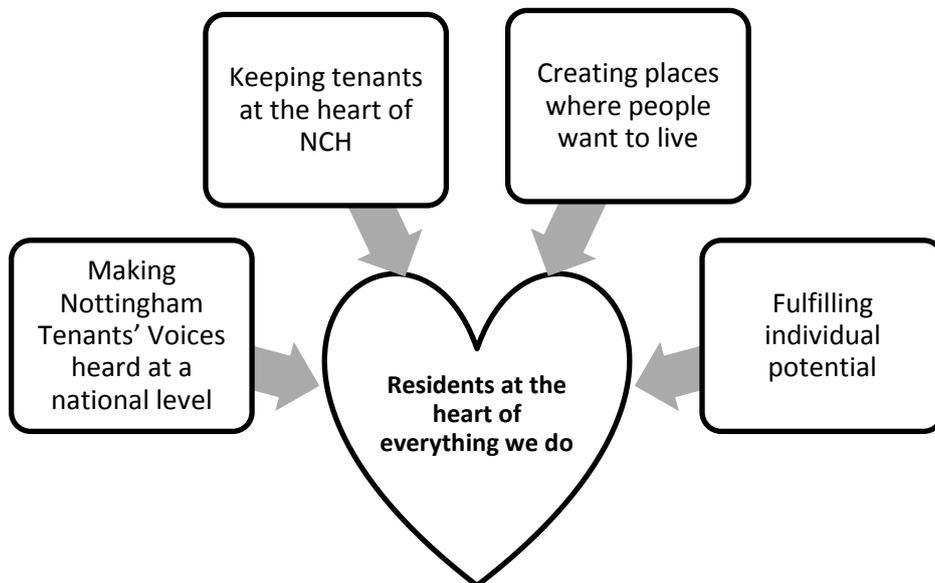
Corporate Goal	TLI Team Plan Performance Measures	Q3 2018/19
To listen to our residents and deliver an excellent housing service	Satisfaction with Tenant Academy training courses meeting expectation	100%
	Satisfaction with Tenant Fun Day	94%
	Satisfaction with Tenant and Leaseholder Awards	95% (2018)

## Vision

The overarching vision of our Tenant and Leaseholder Involvement Strategy is:

**To ensure that our residents are truly at the heart of everything we do**

To achieve this vision we have developed the following **four themed outcomes**, which provide a framework for delivery:



## Delivering the strategy

We are extremely proud of the strong voice our residents already have at Nottingham City Homes, locally, regionally and nationally and we want to support them to be champions of social housing. We want to make sure our residents are listened to and responded to. Over the lifetime of this strategy our residents will continue to be provided with a variety of inclusive and accessible opportunities to enable them to have their say to help us improve our services and neighbourhoods.

A detailed action plan will be developed to underpin the delivery of the strategy.

## Delivering on our four themed outcomes:

### 1. Making Nottingham Tenants' Voices heard at a national level

and tackle the negative stigma of Social Housing residents #seetheperson #AV4T

#### We will continue to:

- **Work collaboratively with** Tenant Participation Advisory Service, MHCLG, East Midlands Tenants Participation Forum and other **national bodies, regional organisations and local partners.**
- **Empower our residents to play a key role on national and regional panels or forums** which will help drive positive change for Social Housing residents across the Country.
- **Ensure our residents have access to a range of opportunities to have a voice** and are fully engaged and involved in the development of national policies, co-regulation and delivering best practice in resident involvement.
- Work with our involved residents, community groups and colleagues across the company to **develop case studies to celebrate the positive difference our volunteers make for their neighbours and neighbourhoods.**
- Maximise the opportunity to **promote a positive image and tackle any negative stigma associated with social housing tenants** throughout the delivery of annual involvement events – the Tenant Fun Day, the Tenant and Leaseholder Awards and the Garden Competition through celebrating and showcasing our residents.
- Support the **recognition of significant voluntary contribution of involved residents and local community groups** through nominations for National, Regional and Local awards.

#### We will:

- **Strengthen the voice of our residents** through our response to the recommendations included in the Social Housing Green Paper to help **tackle negative stigma of social housing residents.**
- **Support the establishment of a national body in England** to speak on behalf of social housing tenants – inspire NCH residents to get involved in supporting the **A Voice for Tenants (AV4T) steering group**, initiatives and events.
- Support the development and delivery of the **National Housing Federation 'Together with Tenants' plan**, which outlines work needed to strengthen the relationship between housing associations and their tenants and residents.
- Work in partnership with the our involved residents and the Communications and Marketing team to **actively support, embrace and promote the "See the Person" campaign.**
- Support the delivery of activities to **celebrate 100 years of council housing** through **ensuring our residents and communities are involved** and at the heart of the celebrations.

- Identify, **celebrate and communicate effectively positive case studies** and good news stories highlighting the positive contribution, life stories and achievements of our residents' **#seetheperson**.
- **Get involved in National Volunteering Week** with co-ordinated activities across the Company which will involve a week of engagement with residents including face to face and digital opportunities.
- Deliver **bespoke events** in partnership with our residents **to celebrate the positive contribution of our involved resident volunteers and community groups**.
- Learn from best practice of other local, regional and national social housing providers.

## 2. Keeping tenants at the heart of NCH

Provide numerous accessible opportunities for our residents **to be involved in governance, the making of decisions which affect them**, service scrutiny and improvement at every level of the Business

### We will continue to:

- **Ensure consistent succession planning is in place to identify, recruit, develop and empower residents to play an active role in the governance of our organisation** at all levels, the scrutiny and improvement of our services and performance assessments.
- **Work with all service areas across the business to ensure residents are provided with a variety of accessible opportunities** which will enable them to get involved in service scrutiny and performance review in a way that suits them.
- Recruit, **empower and develop ACE Inspectors to support the business with 5 star estate inspections**, the inspection of void properties, the engagement of young people including the Young Inspectors programme and other key events and initiatives including the Garden Competition, Green Flag development sites and Fun Day etc.
- **Develop the use of nudge theory and pop-up engagement** as well as a wider variety of social media platforms to innovatively involve, communicate and engage with our residents.
- **Investigate and respond to all 3cs feedback, complaints and STAR survey responses** to make sure we monitor and share how we are listening to our residents.
- Monitor, record and share outcomes of how **NCH have demonstrated across the organisation that we have listened to our residents and acted on what they have told us - "You Said, We Did"**.

## **We will:**

- We will put in place new governance structures that will empower and enhance the role of tenants and leaseholders in all aspects of the governance of the company but **particularly in the decision making and scrutiny relating to the management of the housing stock and surrounding areas.**
- Support tenants and leaseholders to be effective in their role in governance structures through the **identification, recruitment and development of new and existing members for the proposed Group Board and the tenant led ALMO Board.**
- Develop and grow an 'Involvement Pool' to **support the delivery of the new Governance structure** and facilitate a flexible approach to service scrutiny and improvement. (see appendix 2).
- Identify and **support residents to get involved in sourcing and procurement of contracts** throughout the process to ensure resident engagement and corporate social responsibility and resident involvement is firmly embedded as a commitment within all contracts.
- Work in partnership with the Procurement and Employability teams to **track and monitor social value commitments to be delivered by NCH contractors.**
- Empower and support **residents to assist with or lead on the delivery of Resident Involvement training** for NCH staff.
- **Recruit and empower TLI Champions from across all service areas** within Nottingham City Homes to help further embed the culture of resident involvement
- **Through the development and use of customer insight establish a clear understanding of** and continually monitor and record **the skills profile of our pool of involved resident volunteers**, which can be shared across the company **to help match volunteers to opportunities.**
- **Support the delivery of the new Equality and Diversity Strategy** by attracting and engaging a more diverse pool of actively involved residents who are representative of the communities we serve.
- **Use behavioural insight to increase the numbers and diversity of residents involved and retained and achieve a more representative residents' voice** – this will include involvement in the **TPAS Engagement Maximiser Trailblazer** behavioural insight pilot project in collaboration with other social housing organisations.
- Research and take positive learning from excellence and **best practice in customer engagement in private sector service provision.**
- Research and **pilot new and innovative approaches to resident engagement.**

### 3. Creating places where people want to live

Inspire, empower and support active involvement of residents and community groups to make a positive difference in their local neighbourhoods

#### We will continue to:

- Empower and support local community groups and residents to engage with and **support their neighbours to get involved in activities and projects that will make a positive difference on the estates** where they live.
- Identify and **access external funding opportunities** wherever possible, and support local community groups to identify and apply for funding that NCH cannot access directly to **make a positive difference** for their local communities.
- **Recruit a pool of involved resident volunteers (Involvement Pool), through refocusing our efforts on grass roots involvement** and the further development of Street and Block Champion initiative. The growth and development of an Involvement Pool will **support the delivery of a new Governance structure** and facilitate a flexible approach to service scrutiny and improvement.
- Increase the **recruitment and retention of a more diverse and representative range of active volunteers** across our neighbourhoods.
- Build stronger relationships with residents, local community groups and community gardens to ensure they are involved in the development and maintenance of green spaces and gardens, **helping us achieve Green Flag Estates status.**
- Develop and support initiatives for volunteers, involved residents and community groups to **support other households who are unable to maintain their own garden or communal green space.**
- Work in collaboration with community groups and local partners to **engage with harder to reach groups.**
- Continue to **support and encourage colleague and resident involvement in key cultural events** such as the Caribbean Carnival and Nottinghamshire Pride.

#### We will:

- Provide new ways to engage with and get more young people involved with Nottingham City Homes to help shape and scrutinise our services through the eyes of young people through the. **Deliver the NCH Engaging Young People Action Plan** which is driven by five themed objectives:
  - **To develop a stronger focus on young people across the company**
  - **To engage with and support young people from our estates to get involved in their local community**
  - **To target specific Tenant and Leaseholder Involvement activity towards children and young people in the city**
  - **To work collaboratively with local partners to develop skills and knowledge in young people that supports their personal development and helps raise their aspirations**

- **To work in partnership with local and national, youth specialist agencies to adopt a joined up and consistent approach to working on issues that impact young people in the city**
- **Refresh the Young Inspector Programme** to further develop their role during estate inspections to include organised and promoted activities such as litter picks, gardening and green space improvements etc.
- Support the delivery of the Tackling Anti-Social Behaviour and Crime Strategy 2019-2022 by **identifying and signposting potential resident volunteer Community Mediators** and **providing bespoke training on ASB for residents and Street and Block Champions.**
- Support with the further development of the 'Eyes Wide Open' initiative which will explore the opportunity to roll out externally to **Street and Block Champions and residents.**
- **Support the Safer Neighbourhoods team** with the identification of external funding and community groups to get involved in the **delivery of community based projects to tackle crime and anti-social behaviour.**
- Refresh and **simplify access to NCH grant funding.**
- Work with the Independent Living Team to **ensure best use of communal facilities at Independent Living Schemes** to deliver community and resident involvement activities and events.
- Support with the feasibility study and **development of an NCH Charitable Arm as a vehicle to access external funding** for our residents, community groups and TRAs to **make a positive difference in our neighbourhoods.**
- **Develop stronger relationships with external partners** including Notts Police, Notts Fire and Rescue, Nottingham City Council, National Citizens Service, Nottingham Community Voluntary Service, for the benefit of our residents.

#### **4. Fulfilling individual potential**

Equip our residents with the knowledge, tools and skills to meet their needs and provide them with a variety of individual opportunities to enhance their quality of life

##### **We will continue to:**

- Work collaboratively with all service areas across the business to develop and deliver a diverse range of needs led **Tenant Academy** training courses for our residents.
- Support NCH tenants to **enhance and improve their employment opportunities** through access to training and involvement and volunteering opportunities.
- Build strong relationships and **work collaboratively with other training providers** including local colleges, NCVS and other local partners including other social housing providers to support the delivery a diverse range of needs led training courses.

- Wherever possible, **utilise external funding to support the Tenant Academy**. We will continue to work with our Employability Team, local and national colleges and training organisations to identify these opportunities to **maximise the training and development available to our residents**.
- Provide bespoke training for individuals and groups to **help with applications for internal and external funding**.
- **Inspire and empower our residents to lead healthier lives** through signposting, support with, and delivery of, health and wellbeing projects, initiatives and activities.

#### **We will:**

- Further develop and **make best use of customer insight and resident profile data to create opportunities** and provide support that meets the needs of our individual residents
- **Support the development of pre-tenancy training for all residents** to ensure individual training and development opportunities are identified and recorded at sign-up and that all new residents are made aware of opportunities to get involved.
- Develop and deliver training, information and communication to **equip residents to get involved in helping us achieve 5-star estate standards**.
- Empower and support **involved residents and local community groups to get involved in the delivery of Tenant Academy training courses**.
- Design and implement a robust framework to **track and monitor social value delivered by the Tenant Academy programme**.
- **Explore the potential to deliver a training programme for young people** linked to the delivery of the Engaging Young People Action Plan.
- Through the delivery of Tenant Academy training courses, Focus on Maths, English and IT training for our residents to **support those affected by the UC roll out, reduce digital isolation and the numbers of NCH apprenticeship applicants not meeting the minimum entry requirements**.

## **Resources**

Tenant and Leaseholder involvement is everyone's business and is integral to the work of all services at NCH. To support this, we have a dedicated Tenant and Leaseholder Involvement team who are specifically resourced to support all service areas to embrace Resident Involvement and Engagement. The team will support the delivery of tenant and leaseholder involvement activities across the city, to give customers the opportunity to shape and improve service delivery. The team has a dedicated annual budget for this purpose including the opportunities delivered through the Tenant Academy and Make a Difference funding.

Resources will be made available to help tenants and leaseholders effectively participate. We will cover 'out of pocket' expenses as listed in the NCH Tenant Expenses Policy ensuring no customers are disadvantaged and access is available to all customers who want to get involved with us.

## Monitoring and reviewing the strategy

The Tenant and Leaseholder Involvement Team Plan will support the delivery of this strategy. The strategy and team plan actions will be performance managed through our electronic performance management system Pentana to ensure that we continue to work towards achieving the targets listed below and team plan actions are completed on time. The strategy will be monitored regularly and reviewed on an annual basis with our customers.

Regular reports will be produced to demonstrate how the strategy's key outcomes are being achieved.

Corporate Goal	Corporate Plan Performance Measures	Target 2021
To listen to our residents and deliver an excellent housing service	Resident satisfaction NCH takes their views into account (STAR survey 018)	82%
	Overall satisfaction with services provided by NCH (STAR)	92.6%
To make all our estates great places to live	Satisfaction with opportunities to participate (STAR)	75%
	Resident satisfaction with neighbourhood as a place to live (STAR)	91%
	Number of Green Flag awards achieved on NCH managed land	17

Corporate Goal	TLI Team Plan Performance Measures	Q3 2018/19	Target 2021
To listen to our residents and deliver an excellent housing service	Satisfaction with Tenant Academy training courses meeting expectation	100%	90%
	Satisfaction with Tenant Fun Day	94%	94%
	Satisfaction with Tenant and Leaseholder Awards	95% (2018)	94%

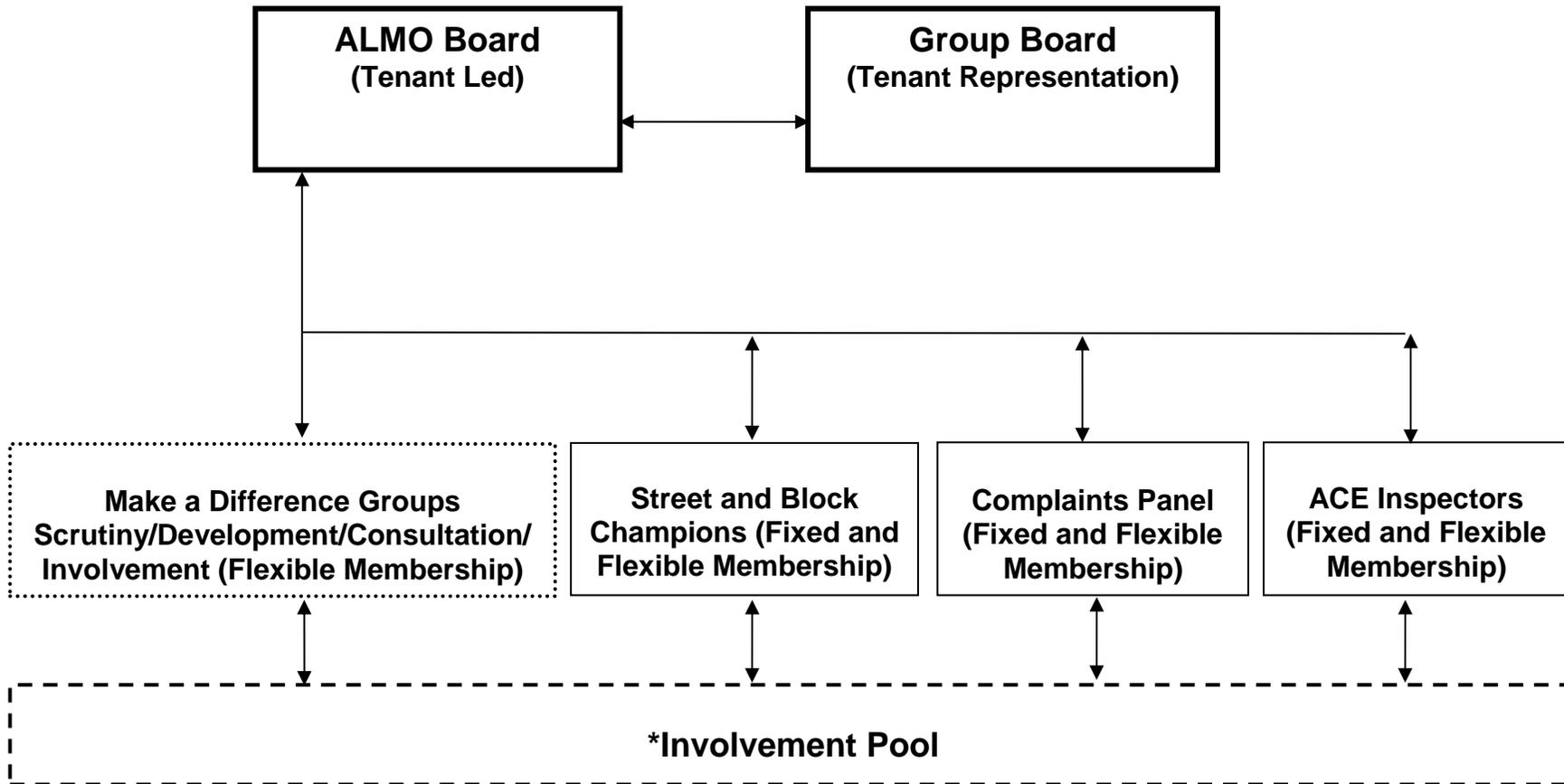
## Key risks

A risk assessment has been undertaken for this strategy and the team. Key risks are listed in the table below along with actions we will take to mitigate these risks.

Risk to delivery of this strategy	Actions to be taken to mitigate
Failure to deliver the key outcomes of the Strategy.	<ul style="list-style-type: none"> <li>Regular review of progress through Pentana including monthly performance monitoring and reporting.</li> <li>Tenant and Company/Board support for the outcomes.</li> </ul>

Risk to delivery of this strategy	Actions to be taken to mitigate
Failure to identify, recruit and train Board Members	<ul style="list-style-type: none"> <li>• Provide flexible and accessible routes to involvement through the development of an “Involvement Pool” of resident volunteers.</li> <li>• Active training programme for tenants and leaseholders; Board members; and employees.</li> </ul>
Failure to deliver unplanned demand and respond to changing priorities.	<ul style="list-style-type: none"> <li>• Budget allocated to support unplanned demand, particularly in response to the outcome of the Housing Green Paper.</li> </ul>
New involvement activities are not fully developed.	<ul style="list-style-type: none"> <li>• There is an Involvement Team in place with dedicated resources that will focus on delivering the new strategy.</li> <li>• Lead areas have been identified across each of the members of the TLI Team. We will continue to further develop specific skills sets and knowledge to ensure that new involvement activities will be delivered successfully.</li> <li>• Delivery of this strategy will be monitored via TLI team plan and Pentana.</li> </ul>
Tenant and leaseholder involvement is not embedded as everyone’s business across all NCH services.	<ul style="list-style-type: none"> <li>• Involvement is part of the company induction course ensuring buy-in from the start.</li> <li>• Training for staff will be provided to ensure that involvement is embedded.</li> <li>• All areas of the business will nominate Involvement Champions to help with support and empowerment of all staff.</li> <li>• Volunteer identification, recruitment and support, including Street and Block Champions will be supported by all service areas across the business.</li> </ul>
Narrow profile of customers involved.	<ul style="list-style-type: none"> <li>• We will use existing and develop new partnerships to engage with harder to reach groups.</li> <li>• We will develop a wide range of methods to get residents involved to suit different needs.</li> <li>• We will develop a communication plan to support this strategy and to ensure that we attract a wide and diverse range of involved tenants.</li> </ul>
Low number of customers involved.	<ul style="list-style-type: none"> <li>• We will deliver a constant drip feed of communication through a variety of channels to ensure that we attract a wide and diverse range of involved tenants.</li> <li>• We will train and support tenants and leaseholders through the Tenant Academy and encourage them to get involved in many different ways.</li> <li>• We will work with frontline staff to identify interested tenants and leaseholders and encourage them to become involved.</li> <li>• We will research and develop new methods to engage residents to suit different needs.</li> <li>• We will work closely with our involved tenants to sustain involvement and provide an interesting menu of involvement options.</li> </ul>

**Appendix 2 - NCH - Tenant and Leaseholder Involvement Structure (Subject to Governance Review)**



**\*Involvement Pool** – a diverse pool of volunteer NCH residents who have expressed an interest in getting involved with Nottingham City Homes. Volunteers will be asked what they are interested in, ie to review and scrutinise specific services, how they would like to be engaged and communicated with and what individual training or support needs they have – this insight will be recorded. Pool members can get involved in a variety of ways doing as much or as little as they want.

For example - should the Communications team need to do some consultation, review or scrutiny work, we will do an initial shout out to Involvement Pool members who are interested in Communications. We can then set up a 'Make a Difference' task and finish group or simply send out information by email dependant on individual preferences and the type of involvement required.

### **Fixed and flexible membership:**

**Fixed membership** means that an individual volunteer will sign up and be fully trained to have a fixed (permanent) role as part of a specific volunteer group ie Complaints, ACE Estate Inspectors or Street and Block Champion – these signed up volunteers can still get involved in other ways too should they wish to but will always remain as part of one or more of the groups they have signed up to.

**Flexible membership** means that you do not need to sign up to a fixed (permanent) role within a group but you can opt in temporarily to get involved with the group to help out as and when you are either interested or available – subject to training and skills. It may be that you would like to occasionally help out with a complaints appeal, an event at a block or with an estate inspection but you don't need sign up to be a permanent member of the group.