



Group Tenant and Leaseholder Involvement Strategy 2016-19

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This is a Nottingham City Homes Group wide policy/strategy and its contents apply to any subsidiary company within the Nottingham City Homes Group, incorporating but not exclusive to Nottingham City Homes Registered Provider Limited (NCH RP), a company limited by guarantee which is Registered Provider and is regulated by the Regulator; and Nottingham City Homes Enterprises Limited (NCH Enterprises), a company limited by shares.

Introduction

Our Tenant and Leaseholder Involvement Strategy will run from April 2016 to March 2019 providing new and innovative opportunities to further develop our strategic and operational approach to customer Involvement in consultation with our tenants and leaseholders.

Our previous strategy has been reviewed in conjunction with our customers and with external and independent support from the Tenant Participation Advisory Service (TPAS). This strategy will build on the positive involvement structures and initiatives already underway at Nottingham City Homes (NCH) and then strive to drive forward continuous service improvement, creating new opportunities to contribute to our vision of “**creating homes and places where people want to live**”.

Social housing is experiencing unprecedented challenges in 2016. The Welfare Reform and Work Act and the Housing and Planning Bill proposes to place significant restrictions on the Council and its tenants for example: lifetime tenancies will be abolished; tenant households earning £30k plus will have to pay market rents; new tenants will be subject to Local Housing Allowance caps on their housing benefit disproportionately affecting younger single people and the reduction in rent levels will significantly reduce investment in current and new homes.

Against this challenging backdrop, it's even more important that customers are at the forefront of service design to ensure cost effective, modern and responsive services and to further strengthen our commitment that by working together in true partnership with our customers **we really can make a difference** to services and local communities. Co-regulation and tenant scrutiny will also remain an integral part of our involvement strategy and we will ensure that our processes are strengthened, our customers are empowered and direct dialogue is guaranteed with the Boards of the Group.

It's also an exciting time for the Nottingham City Homes group; we are working with Nottingham City Council to create hundreds of new council homes as well as developing new homes owned by Nottingham City Homes through our registered provider and market rent subsidiary. This Strategy applies to subsidiary companies within the Nottingham City Homes group, including Nottingham City Council stock managed by NCH and stock developed through our registered provider and where appropriate also to the market rent subsidiary.

Key Involvement Strategy Achievements 2012 – 2015

- ✓ Successfully implemented the new Tenant & Leaseholder Involvement structure creating a raft of new and wider reaching opportunities for customers to get involved.
- ✓ Established the Tenant Academy which has trained over 500 customers through a variety of different training courses. In 2015 the Academy celebrated its first graduation ceremony for tenants and leaseholders. The satisfaction performance figures for the Academy stands at 89.7% which greatly exceeds the current target of 80%.
- ✓ The Customer Excellence Panel has completed four service reviews with all recommendations being accepted by the Board.
- ✓ The development of a fully trained ACE inspector team to deliver the Neighbourhood Assessment programme, Void inspections, Judging the NCH Garden Competition and work commissioned by the Customer Excellence Panel and other customer panels.
- ✓ Successfully merged Area Panels into the Area Committee structure with representation from NCH tenants and leaseholders now at an area level.
- ✓ Successfully re-designed the more formal 'Conference' style approach by delivering two annual customer involvement activities;
 - the Tenant and Leaseholder Awards, attracting over 180 customers and providing the opportunity to showcase the great work they do in their local communities and;
 - the Tenant Fun Day which attracts over 700+ people and reaches a more diverse range of customers.
- ✓ Increased our community based activities by introducing Tenant & Leaseholder Involvement roadshows – *taking involvement out into the community*.
- ✓ Developed and delivered strong 'themed' involvement activity including an award winning Equality and Diversity project; innovative youth projects; improved garden competition and successful delivery of the Groundwork/green space project.
- ✓ The alignment of funding opportunities e.g. Efficiency East Midlands, NCH Ten Years Anniversary, Just Grow and wider external funding to maximise the positive impact for our customers.
- ✓ Successfully securing just under £500k in a 3 year partnership with the city council to deliver the Fit in the Community project for NCH customers.
- ✓ Helped tenants to have their say on the Housing and Planning Bill.

Vision and Corporate Goals 2015 - 2018

Tenant and leaseholder involvement is central to our vision “***Creating homes and places where people want to live***,” This strategy describes how NCH will continue to achieve its vision and meet its corporate goals through listening to tenants and leaseholders and involving them in all aspects of decision making. NCH has four corporate goals as set out in the Corporate Plan 2015-18:

- 1. To be a first class housing organisation in the eyes of our tenants and leaseholders.**
- 2. To be a major player in transforming the quality of life in our neighbourhoods.**
- 3. To be a great place to work, widely respected as an efficient and professional organisation.**
- 4. To generate new business, securing additional income to reinvest in Nottingham and our communities.**

Achieving these goals requires the delivery of excellent services that are defined and monitored by our customers and which satisfy their needs and aspirations. Tenant and leaseholder involvement is fundamental to our business and to achieving these goals successfully. Placing customers at the very heart of what we do is the best way to improve our services, deliver customer-led regulation and create pride and confidence in our communities.

In consultation on the development of our Corporate Plan, the message from our tenants and leaseholders is very clear: What matters most is repairs and maintenance to the home, efficient services delivering value for money, tackling anti-social behaviour, making homes more energy efficient, and neighbourhoods. Meaningful customer engagement and involvement is essential to deliver on these priorities.

Strategy outcomes

We are passionate about providing a ‘four star’ tenant and leaseholder involvement service that delivers our vision and corporate goals. To achieve this we will work in partnership with our customers to ensure involvement is inclusive, meaningful and empowers them to make a difference to service delivery and to their neighbourhoods. We will provide our customers with the knowledge, skills and tools to empower them to do so and through a method that suits them best. To achieve this, we have developed six outcomes to deliver an excellent tenant and leaseholder involvement service:

- 1) To ensure our tenants and leaseholders are well informed.**

- 2) **To ensure tenants and leaseholders are at the heart of what we do; setting service standards, monitoring performance and holding the organisation to account; at all levels of decision making, from local communities through to Board level.**
- 3) **To create new and innovative involvement opportunities to increase the numbers of tenants and leaseholders involved ensuring all opportunities reflect the needs and aspirations of our diverse customers.**
- 4) **To inspire and empower tenants and leaseholders to make a difference in their neighbourhoods.**
- 5) **To strengthen the Tenant Academy.**
- 6) **To give tenants and leaseholders a voice; ensuring that their views are heard and that they are able to influence what happens within their neighbourhoods and at a regional and national level.**

Delivering on our Outcomes

There are a number of key actions we will take over the next three years to achieve our tenant and leaseholder involvement outcomes which will be delivered by the annual Tenant and Leaseholder Team plans. The involvement structure is outlined in Appendix 1.

Outcome one: To ensure our tenants and leaseholders are well informed.

We are committed to communicating effectively with all our tenants and leaseholders. We will make sure our customers have access to the right information and opportunities to get involved by the most appropriate methods and mechanisms that suits them.

Our customers have told us that they want effective communications, to be kept informed about the things that matter to them most, and to be listened to – so they can be confident their views are heard and acted upon. We are committed to providing feedback to our customers – evidencing clearly where our customers have ***made a difference***.

We currently use a number of methods to communicate to our customer including the new and improved NCH website and NCH newsletter; the Tenant and Leaseholder Involvement handbook; local and city wide events e.g. Tenant Fun day and social media including Facebook, Twitter and blogs to encourage tenants and leaseholders to get involved in new ways including the recent introduction of #I'm Involved! on our social media sites.

We will continue to:

- Build on our successful use of use of social media to support customer involvement.

- Ensure all tenant involvement opportunities are promoted effectively, increasing the score for tenant satisfaction with opportunities to get involved.
- Make tenant involvement a key theme of NCH News, with each edition featuring articles on how tenants have made a difference.
- Work with our most involved tenants and leaseholders to promote and showcase the opportunities and benefits of involvement.
- Ensure local communication to tenants and leaseholders about projects in their area and opportunities to get involved.

We will:

- Develop and implement a new Marketing and Communications Strategy to support the delivery of the involvement outcomes of this strategy.
- Review the Tenant and Leaseholder Involvement handbook and make this available online.
- Make full use of CRM to identify individual interests and prepare bespoke communications.

Outcome 2: To ensure tenants and leaseholders are at the heart of what we do; setting service standards, monitoring performance and holding the organisation to account; at all levels of decision making, from local communities through to Board level.

The foundation of co-regulation is accountability through a ‘customer centred approach’ for services delivered and ensuring effective processes are in place for dealing with issues or problems that may arise. NCH welcomes the opportunity to take a robust approach that includes evidence based self-assessment, external challenge and regular reporting to customers.

- **Board.** We are very proud of the involvement our tenants and leaseholders have at the centre of the Company’s decision making forum, the Board. Tenants and leaseholders are the majority group on the Board and the current Chair of the Board is also a tenant. We are committed to ensuring that tenants and leaseholders are at the heart of the highest level of decision making in the Company.

We will continue to:

- Ensure that there is good succession planning in place to ensure that the Board remains fresh and new tenants and leaseholders are fully equipped to take up Board member roles.

We will:

- Broaden the Tenant Academy programme to play a key role in developing new tenant and leaseholder talent.
- **Customer Excellence Panel (CEP).** CEP is the customer panel who proactively reviews

and challenges our work to ensure the delivery of corporate goals and objectives; ensures that tenant and leaseholders are involved in our decision making processes; and that our strategic direction in service delivery reflects customer needs and aspirations. The CEP work to an agreed six stage process and deliver an annual programme of service reviews based on three key work streams 'Your Home,' 'Your Neighbourhood,' 'Your Service' (see appendix 2). Furthermore, NCH has recently changed governance arrangements opening up an exciting opportunity for CEP to take a leading role in scrutinising company performance

We will continue to:

- Further develop the role of CEP to set challenging service standards through service reviews and monitor our performance against those; benchmark our services against similar organisations as well as learning from national good practice.
- Drive forward the clear linkages between the annual service review programme and the key findings from other customer panels and communicate these effectively to tenants and leaseholders.

We will:

- Support CEP to have the new responsibility for the independent monitoring and scrutiny of detailed quarterly performance reports and establishing a CEP representative to provide feedback to Board.
- **ACE Inspectors.** "Achieving Customer Excellence" Inspectors ("ACE") are an integral part of the NCH four star promises concept, providing an independent assessment of service standards on our estates, blocks of flats and Independent Living Schemes, as well as assessing the levels of partnership working and active customer involvement. As a panel of well-trained tenants, ACE carry out 20 full neighbourhood assessments, a programme of mini assessments, take a lead role in judging the annual NCH Best Garden Competition and undertake an annual void inspections programme.

We will continue to:

- Drive up the standards of our neighbourhoods and the aspirations of our customers by revising our neighbourhood assessment framework to ensure that the assessment is much more challenging. In addition we can use this to identify opportunities for neighbourhood improvement driven by local communities.

We will:

- Develop opportunities for ACE and wider tenants and leaseholders to lead on community based customer consultations.
- Involve ACE inspectors as 'critical friends' on our large-scale projects e.g. 'capital projects and new build projects ensuring quality services for customers by working with NCH and alongside our major contractors.
- **Customer Complaints Panel** acts as a review panel for tenant and leaseholder complaints and provides regular reports to the Customer Excellence Panel on NCH

complaints management. The Customer Complaint Panel is responsible for reviewing complaints that have been through the NCH '3c's' process and provide the 'customer's perspective' during complaint reviews ensuring that learning from complaints is identified and implemented as service improvements. The Panel also has a role in referring complaints to the Single Housing Ombudsman.

We will:

- Strengthen and develop further the role of the Customer Complaints Panel by ensuring specific focus is placed on complaint patterns or trends so when identified, they are followed through with recommendations for more in depth service reviews.
- The Communications Panel is responsible for reviewing all publications and information sent to tenants and leaseholders and ensuring they are jargon-free and in Plain English. They ensure information is relevant and delivered in the most appropriate formats. In reviewing this strategy, communication has been raised as a key barrier to involvement.

We will continue to:

- Strengthen and develop the role of the Communication Panel and promote the valuable work the Panel does.

We will:

- Introduce new methods for customer involvement in the Communications Panel to ensure that members of the Panel can be involved in ways that best suits them.
- Tenant Equality Panel supports NCH to ensure that our services and working practices meet the needs of our diverse communities and are able to raise concerns to the Customer Excellence Panel with a recommendation for more in depth service reviews if necessary. The Equality and Diversity Steering Group are responsible for ensuring effective and co-ordinated actions to reduce inequalities and promote equality and diversity, oversee the delivery of actions in the Equality and Diversity Action Plan and ensure that recommendations arising from the SHEF peer review are implemented.

We will continue to:

- Support the Tenant Equality Panel to review, comment on, and contribute to equality impact assessments.
- Support the Tenant Equality Panel to review performance and progress on equality and diversity issues and to make challenging recommendations to Nottingham City Homes for improvements to policies and services.
- Support tenant representation on the Equality and Diversity Steering Group.

We will:

- Develop the panel to be more reflective in terms of age, gender and ethnicity to even better reflect our current tenant profile.

- Provide more 'Communications' specification training via the Tenant Academy to create a stronger and more empowered Communications Panel.

Outcome three: To create new and innovative involvement opportunities to increase the numbers of tenants and leaseholders involved ensuring all opportunities reflect the needs and aspirations of our diverse customers.

We have a vibrant tenant and leaseholder customer base and a great track record of involving a diverse range of tenants and leaseholders. We have also seen some positive successes where some of our most involved tenants have successfully gone on to gain employment having gained the necessary skills, knowledge and confidence as a volunteer at NCH so it is therefore paramount that we continually renew our pool of involved tenants who are involved in activities and who can bring a wide range of perspectives and diversity to the role. We also know from experience that we need to be creative in the way we engage and involve our customers and move away from more formal forums.

- **To maximise the use of our technology:**

We will continue to:

- Use TP Tracker to develop tenant and leaseholder Involvement Profiles to determine who is involved and whether this is representative of our community demographics. TP tracker will also help us to target specific projects and involvement opportunities to those they will appeal to most and in which areas of the city.

We will:

- Explore opportunities for our new Corporate CRM system to capture and manage involvement data.
- Customer Insight - Not only do we want to know the demographic makeup of our customers but about their experiences, beliefs, needs or desires – what makes them tick! Customer insight is more than just data or research; it will help us to answer the question 'but what's in it for me'? We will link closely with NCH's Customer Insight Strategy which sets out how we make use of information about our customers and the views that they have on our services to help us deliver and improve the way we work. We will seek to continue to broaden the diversity of the customers who get involved in this way, and increase the numbers involved too.
- Social Media – We will take our use of social media to the next level to support customer involvement. We will develop a virtual social media 'Shout Out' platform for tenant involvement using Facebook, Twitter and blogs to encourage tenants and leaseholders to get involved in new ways including #I'm Involved! This virtual platform will provide us with a snap shot of opinions from a wide range of customers on topics that are current and important to them.

- **Deliver customer driven 'Pop up' events:**

We will continue to:

- Develop further our Problem solving events to respond to specific issues or problems affecting our customers. This has been tried and tested in pilots at Sherwood, and the Woodlands and the model has proved to be a successful way of gaining tenant's views and importantly, their ideas.
- Deliver creative TLI Roadshows which were introduced to take involvement out into the community, particularly targeting areas with little or no involvement activity. We will build on the great successes we have achieved so far - many new people are now involved with customer panels, the take up of Academy courses and we've seen the development of new tenants groups.

We will:

- Develop and deliver a NCH 'Involvement Week' campaign – this will be a focused approach to raising awareness of involvement and the important role it plays. We will promote our range of involvement activities and ask our customers for their ideas for new activities or approaches, to ensure there is something for everyone. Involvement week will be linked to the national Volunteer's Campaign and have an emphasis on building confidence and skills.
- We will target recruitment and involvement activities towards under-represented groups. We have made great strides over the last 3 years to improve the engagement and involvement of previously under represented group i.e. young people, families and those of working age by developing and delivering activities for young people; taking a new approach to our annual conference by developing the Annual Tenant Fun day; introduced stronger profiling of tenant involvement activities. But, we also know that more work still needs to be done.

We will continue to:

- Continue to work closely with our partners to identify where they are already engaging with harder to reach groups to encourage involvement with NCH activities.

We will:

- Investigate different and innovative ways including better use of TP tracker and CRM.
- Develop a number of projects to **engage young people** including arts and science projects; working with the British Olympic Association on the Get Set for the Community project and investigate other programme we can link closely with.

Outcome four: To inspire and empower tenants and leaseholders to make a difference in their neighbourhoods.

This strategy will place an increased importance of involvement at a local level. Tenants and Residents Associations (TRAs), community groups, Block Champions and Community Champions play a pivotal role in transforming the quality of life in our neighbourhoods and in developing thriving communities by holding services to account at a local level, taking

ownership of their neighbourhoods and driving up standards and aspirations.

We will continue to:

- Help new TRAs to set up.
- Support our customers to get involved with wider cultural activities and community projects such as the Nottingham carnival, MELA and Nottingham Pride events.
- Collaborate with our frontline Independent Living Services staff to further develop our intergenerational work.
- Empower TRA's and community organisations to develop local projects that will make a lasting difference to the quality of lives in their neighbourhoods. We have seen great successes for community groups working with NCH to access funding opportunities via Efficiency East Midlands, NCH's 10 year Anniversary Funding, WREN and more specific pots such as support from contractors and local businesses. This is something NCH is committed to develop further in the next 3 years of this strategy.
- Work with local TRA's and wider community groups to link with or set up Neighbourhood Watch schemes working alongside local partners including the Police and Neighbourhood Watch teams.

We will:

- Place an increased emphasis to support and empower recognised community groups and TRA's with funding and training opportunities.
- Actively involve and support tenants and leaseholders in the design and delivery of our Grander Designs and Decent Neighbourhoods programme and support tenant groups to add additional elements to these projects through external funding.
- Develop a new far reaching initiative, the Street Rep and Block Rep programme providing tenants with a flexible but supported structure to be involved with the upkeep of their street or block, look out for their neighbours and be a recognised contact for NCH ensuring valuable two way communication.

Outcome five: Strengthen the Tenant Academy.

Underpinning our involvement structure is the Tenant Academy. The Academy is open to all our customers providing free training and support for their own individual learning journey – see appendix 3.

The Tenant Academy produces a 'core' training programme that is distributed widely and offers a raft of training courses to meet the varying needs of our customers. It also creates bespoke packages to support and empower our customer panel members, ACE inspectors, TRA's and community groups.

A key aim of the Tenant Academy under the 'Your Work Way' avenue is to tackle worklessness and to develop the confidence, skills and knowledge for those looking to gain meaningful employment by creating more accredited training opportunities linked to our Employability Strategy.

The Tenants Academy has a key role to play in developing new talent and ensuring tenant Board members develop their skills through targeted training and accreditation. We will ensure that good succession planning is in place to ensure that the Board remains fresh and skilled and that tenants and leaseholders are fully equipped to take up Board member roles.

The Academy positively reacts to national influences and provides support and training to customers. For example, the introduction and roll out of Welfare Reform - Academy training package are being developed and delivered, focussing on those most affected by the changes.

We will continue to:

- Strengthen the Employability focus of the Tenant Academy and fully utilise this as an engagement tool to support the tenant's journey into work.
- Encourage further partnership working with Nottingham City Council and key partners by offering the Tenant Academy as a platform to coordinate support for tenants that are accessing other employability provision.
- Explore further opportunities to support our tenants/resident in becoming self-employed and starting their own business.

We will:

- Review and update our Tenant Academy Communication plan ensuring effective and innovative ways to advertise and promote the training courses and the support that's available to customers.
- Develop a dedicated Tenant Academy learning portal on the NCH website to guide customers on their learning journey linking in with the NCH 'learning zone and 'My worksearch' programmes.
- Ensure robust succession planning is in place to offer support for budding and potential Tenant Board members.
- Ensure that the training we provide meets the needs of our customers and is of a high standard by developing and implementing a robust evaluation process. We will also ensure all courses have a positive impact for our customers and are value for money.
- Explore the opportunity to widen the Tenant Academy offer to other housing providers spread the benefit and generate income for the Tenant Academy.

Outcome six: To give tenants and leaseholders a voice; ensuring that their views are heard and that they are able to influence what happens within their neighbourhoods and at a regional and national level.

We are committed to ensuring that our customers are at the heart of all that we do, within our own organisation and in our partnership working. It is crucial that the views of our customers are heard and influence outcomes.

Partnership working is an essential and integral part of our work and is crosscutting all six themes within this strategy. We recognise that NCH is one of many organisations that provide services to our tenants and leaseholders and that it's important that we ensure our customers are recognised and have a strong voice to influence other partners in the delivery of their services. By working together we can maximise the benefit to tenants and leaseholders, avoid duplication as well as consultation overload - many of our partners' key audiences for consultation and involvement are our tenants and leaseholders.

We will continue to:

- Embed 'Involvement' within the culture of the Group and with frontline staff that play a key role in promoting and encouraging customer involvement through their daily interactions, building on the great steps already taken.
- Build on our successes and strengthen the relationship with our existing key partners to develop more opportunities for our customers and their neighbourhoods.
- Support tenant representation on Area Committees, ensuring they are representing their neighbourhoods effectively and feeding back.
- Use our communication networks with tenants as a conduit for other agencies to consult with our residents; and to promote events activities and volunteering opportunities for our tenants.
- Ensure that our tenants and leaseholders views are heard and influence policy at a national and regional level through membership and participation with the East Midlands Tenant Participation Forum and the Tenant Participation Advisory Service.

We will:

- Seek out new and creative partnerships to respond to emerging issues and the needs of our customers.
- Develop a 'team specific' ambassador role within all NCH staff teams to empower frontline staff e.g. Caretakers, Operatives, Rent Account Managers etc. to get involved with involvement!

Resourcing the Strategy

Tenant and leaseholder involvement a cross cutting responsibility and is integral to the work of many 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 'Customer Involvement' and help to deliver tenant and leaseholder involvement activities across the city and to give customers the opportunity to shape service delivery. The team has a dedicated annual budget for this purpose including the opportunities delivered through the Tenants Academy.

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.

We will:

- Working closely with key partners to achieve common objectives, preventing duplication and maximising resources for customers.
- Access external funding opportunities. At a national level significant resource has been dedicated to supporting local community groups and third sector organisations to make improvements, as part of the localism agenda. Whilst NCH cannot directly receive this funding, we will support our tenants and leaseholders to access these opportunities to **make a positive difference** in their communities.
- Utilise external funding to support the Tenant Academy. NCH already utilises external training to support customer development and have already successfully levered in many courses free of charge. We will continue to work with local and national colleges and training organisations to identify these opportunities to maximise the training and employment available to tenants and leaseholders.

Value for Money and Financial Implications

Involving tenants and leaseholders delivers excellent 'value for money' to the Company and for our customers. Effective involvement enables us to identify what services tenants and leaseholders view as priorities, where they think the gaps in those services are and what can be done to make improvements. Customers can feel more of a sense of belonging and ownership and are happier with the organisation. This will have a huge impact on customer satisfaction and our reputation.

Working alongside the Chartered Institute of Housing we have developed an effective, in-house model to capture and evidence the cost/benefit and social impact of tenant and leaseholder involvement. The model will be used to measure the cost and benefits of NCH's customer involvement activities for both the customer and the Group and provide evidence to support decisions on whether an activity should be continued, be modified or discontinued.

Equality and Diversity Implications

This strategy has strong links to our Equality and Diversity Strategy which is committed to promoting equality and embracing and celebrating the diversity of our customers and employees. This strategy will contribute to our Equality objectives to:

- To achieve excellent status in the *Social Housing Equality Framework*.
- To build a network of partnerships with community organisations that helps us meet the needs of minority and vulnerable tenants.
- To equalise satisfaction levels for tenants and employees in protected groups.

An Equality Impact Assessment (EIA) has been completed for this strategy, in partnership with our tenants. The EIA has considered the impact of this strategy on all protected characteristics of our tenants and leaseholders.

Risks to delivering the Strategy

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"> • Regular review of progress through Covalent. • Tenant and Company/Board support for the outcomes. • Active training programme for tenants and leaseholders; Board members; and employees.
New involvement activities are not fully developed.	<ul style="list-style-type: none"> • There is a dedicated team in place and dedicated resources that will focus on embedding the new strategy. • Lead areas have been identified across each of the Tenant and Community Involvement Managers. These require specific skills sets to ensure that new involvement activities will be delivered successfully. • Delivery of this strategy will be monitored via TLI team plan and Covalent.
Tenant and leaseholder involvement including the role of scrutiny, is not embedded across NCH.	<ul style="list-style-type: none"> • Involvement is now part of the company induction course ensuring buy-in from the start. • Training for staff will be provided to ensure that involvement is embedded. • All areas of the business have been allocated to each of the Tenant and Community Involvement Managers to act as their key contact and support. • The scrutiny function will be supported by several teams that cut across the organisation to ensure that responsibility is shared.
Narrow profile of customers involved.	<ul style="list-style-type: none"> • We will develop Tenant and Leaseholder Involvement Profiles against each activity to demonstrate whether they are representative of local communities. • We will use existing and develop new partnerships to engage with harder to reach groups. • We will develop a wide range of methods to get involved to suit different needs. • We will develop a new communication plan to support this strategy and to ensure that we attract a wide and diverse range of involved tenants.
Low number of customers involved.	<ul style="list-style-type: none"> • We will develop a new and effective communication plan to ensure that we attract a wide and diverse range of involved tenants. • We will train and support tenants and leaseholders through the Tenant Academy and encourage them to become involved with other NCH areas in different ways once their training has been completed. • We will work with frontline staff to identify interested tenants and leaseholders and encourage them to become involved.

Risk to delivery of this strategy	Actions to be taken to mitigate
	<ul style="list-style-type: none"> • We will develop a wide range of methods to getting involved to suit different needs. • We will work closely with our involved tenants to sustain involvement and provide a menu of involvement options.

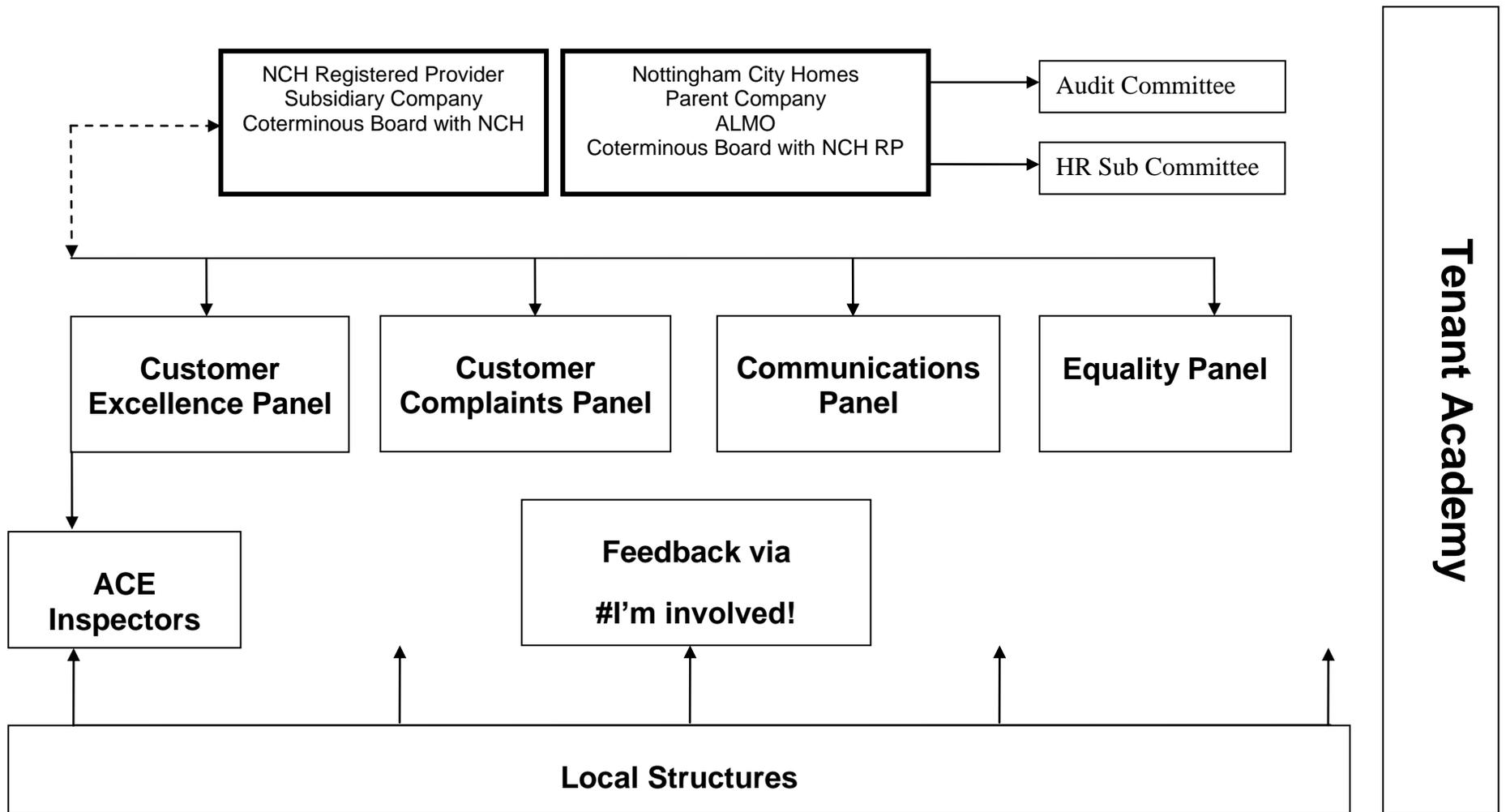
Monitoring and reviewing the strategy

The Tenant and Leaseholder Involvement team plan will support the delivery of this strategy which will be performance managed through our electronic performance system Covalent to ensure that targets and actions are completed on time. It will be monitored regularly and reviewed on an annual basis with our customers.

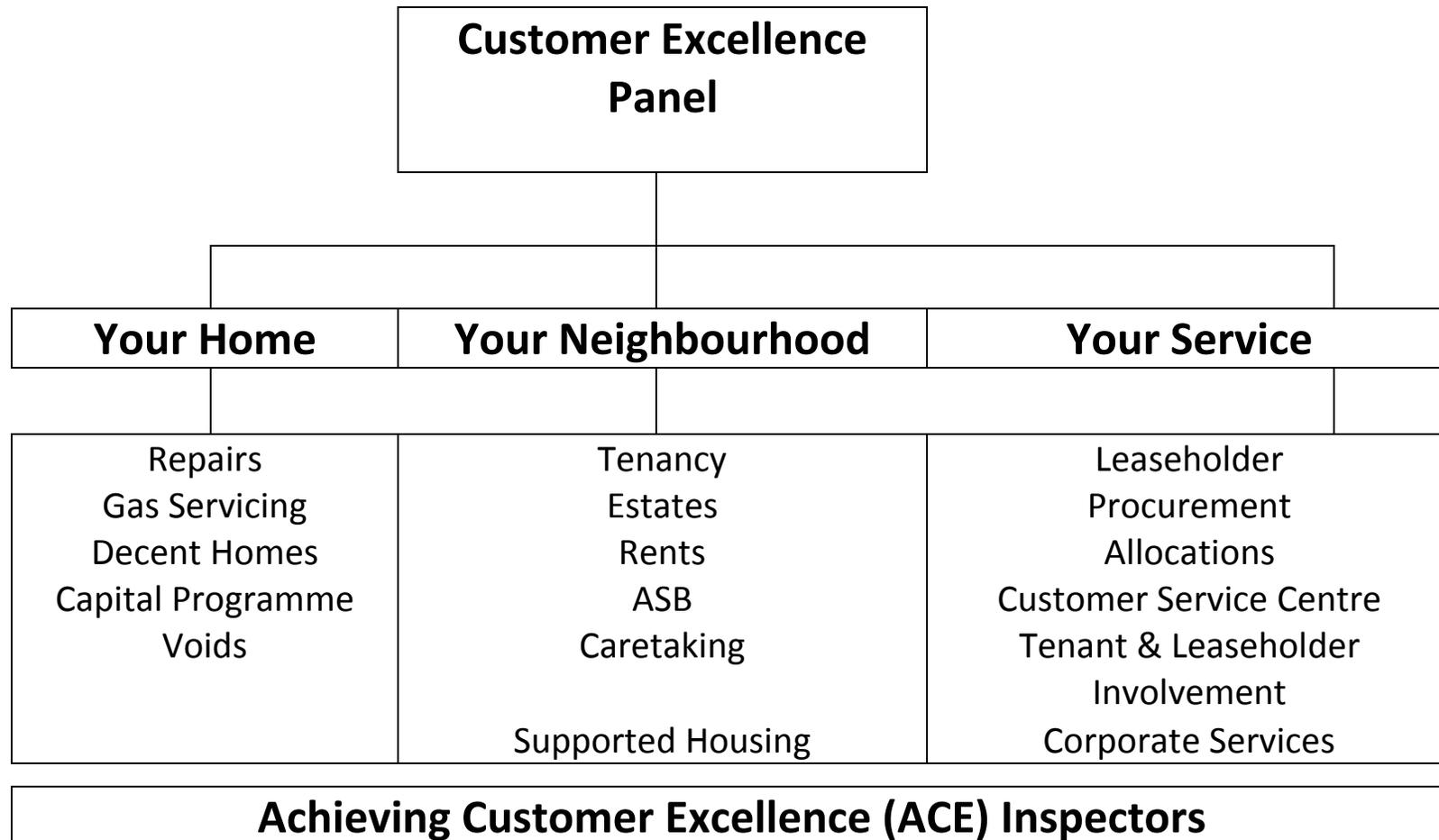
Regular reports will be produced to demonstrate how the strategy's key outcomes are being met.

Corporate Goal	Performance Measures	2014/15 actual	2018 target
To be a first class housing organisation in the eyes of our tenants and leaseholders.	Tenant satisfaction that NCH takes their views into account and acts on them.	74.8%	81%
	Satisfaction with the involvement opportunities offered by NCH.	68.84%	85%
	Tenant satisfaction with training course meeting their expectations.	New target	85%
	Overall satisfaction with the experience of the 'Annual Tenant and Leaseholder Awards'.	New target	95%
To be a major player in transforming the quality of life in our neighbourhoods.	% of neighbourhood assessments meeting 4 star ACE inspector rating.	90%	100%

Appendix 1 the Tenant & Leaseholder Involvement Structure



Appendix 2: Customer Excellence Panel Work Streams



Appendix 3: Tenant Academy – ways to get involved

