

Annexes

Engaging and empowering
tenants in council-owned
housing





Annex 1

List of organisations that have participated in this study - also tenants from these organisations participated in this study

A1 Housing	Leeds City Council
ARCH (Assoc. of Retained Council Housing)	Lewisham Council
Ashford Borough Council	London Borough of Barnet
Babergh & Mid Suffolk District Councils	London Borough of Hounslow
Barnet Homes	Newark & Sherwood Homes
Barnsley Metropolitan Borough Council	Newcastle City Council
Basildon Borough Council	Northwards Housing
Berneslai Homes	Nottingham City Homes
Birmingham City Council	Oxford City Council
Blackpool Coastal Housing	Rotherham Metropolitan Borough Council
Bolsover District Council	Sedgemoor District Council
Bradford Council	Selby District Council
Brighton Hove Council	Sheffield City Council
Central Bedfordshire Council	Solihull Community Housing
City of London	South Cambridgeshire District Council
City of Wolverhampton	South Derbyshire District Council
City of York Council	South Worcestershire Council
CityWest Homes	Southampton City Council
Colchester Borough Homes	St Leger Homes of Doncaster
CWAG (councils with ALMOs)	Stockport Homes
Dartford Borough Council	Swindon Borough Council

Annex 2

What participants wanted to see in the report

- Easily understandable and no jargon
- Case studies should include the journey, the obstacles, what worked, outcomes and profile of the organisation including:
 - young people involvement and using digital platforms
 - how to keep the momentum going
 - show where involvement has made a difference
 - face to face engagement with older people
 - general needs tenants
 - independent living centres/sheltered housing
 - diverse groups
- Needs to include regional and national good practice
- Needs to include digital engagement good practice
- KPIs/targets and how they were set, how got to them and how they are monitored – at a glance benchmarking
- Needs to cover the principles of engagement
- Need to link to the Housing Green paper and to 'Benefits to Society' paper
- Needs to cover different challenges for different settings but also cover some universal issues.

Participants wanted a number of inclusions in this report and while outside the scope of this review the following additional information can be found from other sources.

- Local Government Association Comms Hub
- Tpas Resource Hub
- Case studies about tenants' achievements rather than the housing provider – we have done this if provided – please also see Tpas tenants view – www.tpas.org.uk and B2S www.benefittosociety.co.uk

Annex 3

Surveys

Tpas and LGA: Resident Engagement Survey – staff version

1. Your name
2. Job title/position
3. Organisation name
4. Where is your organisation based?
5. Size of housing stock/tenants/homes managed
6. What is the political leadership at your council?
7. Does your organisation have a tenant engagement strategy?
8. What is the recent satisfaction with views into account?
9. Do you have any other KPI's for tenant engagement?
10. What examples of good practice do you have in your organisation to ensure greater impact as a result of tenant engagement?
11. Do you have any case studies or reports you would like to share with us?
12. What would improve your approach to tenant engagement?
13. What are your resources for delivering tenant engagement?
14. Do you carry out benchmarking and/or networking with other organisations?
15. Do you have a tenant led scrutiny group?
16. Do you have any of the following strategies in place?
Community, financial inclusion, digital inclusion, social value
17. Do you regularly complete impact assessments for tenant and community engagement and involvement?
18. Would you be interested in attending one of the roundtable events?
19. Would you be happy for us to contact you for follow up discussion?

Tpas and LGA: Resident Engagement Survey – tenant/resident version

1. Your name
2. Which local authority/council is your landlord?
3. Are you an involved tenant?
4. If yes, can you tell us what activities you are involved in?
5. If no, are you aware of the opportunities to be involved?
6. Are you aware of any community projects your landlord is involved in?
7. Do you have any information/insight on what you think your landlord does well?
8. We might like to follow up some of your answers to this survey with you, would you be happy for us to contact you?
9. If yes, please provide your email address and phone number
10. Would you be interested in attending one of the roundtable events?
11. Would you be happy for us to contact you for follow up discussion?

Annex 4

Learn from others - more examples

Firm foundations: 1

Dacorum Borough Council 'Get Involved Tenant Involvement Strategy 2016-2020' sets out:

- the definition 'the involvement of tenants and leaseholders in the management, design and delivery of our services'
- sets out 4 outcome based commitments for tenant involvement
 - Commitment 1: All Dacorum tenants and leaseholders have the opportunity to 'Get involved'
 - Commitment 2: Dacorum Borough Council works in partnership to ensure the housing service is shaped by the needs of our tenants
 - Commitment 3: Young people within Dacorum's tenant population have a voice and a positive influence in their local communities
 - Commitment 4: Dacorum Borough Council's housing service is accountable to our tenants and leaseholders

- clearly sets out that achievement of the strategy achieves the corporate vision '...working in partnership to create a borough that enables Dacorum's communities to thrive and prosper'
- sets out a framework across 3 levels.

Level 1 'Our Tenants' is about creating conversations and building relationships between the council's housing service and the whole tenant population. Using a range of communication channels such as social media and getting out and about in the community we can keep our tenants informed, share the benefits tenant involvement has for them and begin to build a network of people who want to 'Get involved'

Level 2 'Service Shapers' then uses a variety of engagement activities to build up a picture of our tenants needs. Within this level of involvement activities such as 'burst groups' we can introduce topics of interest and capture tenants and leaseholders' thoughts and experiences. The information and insight captured at level two then informs the development of key documents or decisions.

Level 3 'Official involvement' is the top level of involvement and requires the most commitment from our tenants and leaseholders. It brings together tenant and leaseholder representatives, local professionals, councillors and the council's housing staff to regulate, scrutinise and

challenge the housing service. This level of involvement includes a Tenant and Leaseholder Committee and Tenant and Leaseholder Scrutiny Panel

The Tenant and Leaseholder Committee, Supported Housing Forum and the Housing and Communities Overview and Scrutiny Committee monitor achievement of commitments in the strategy. All other service strategies and policies clearly set out the levels of service residents can expect, there is good use of journey mapping and continuous improvement is driven by a Quality Management Framework that incorporates tenant feedback. This approach is a good demonstration of a tenant centred holistic approach.

Contact:
tenant.involvement@dacorum.gov.uk



Firm foundations: 2

Hull City Council has a key document relating to resident involvement and empowerment – ‘The Key to our Future – Hull City Council Tenant Compact and Involvement Strategy’.

Tenants work in partnership at Hull City Council across all services. The Key to our Future, developed with tenants, sets out key principles:

1. Open information.

Tenants receive regular newsletters and ensure people to have the information they need to give fully informed views on the service they receive.

2. Tenants decide their own depth and degree of involvement.

Tenants are involved at all levels, and in everything we do.

3. Everything in housing is open to influence.

There are no topics or services that are off limits. While we have a specialist tenant participation team, all sections and staff in the housing service have important roles in the partnership with tenants.

4. Early enough influence.

We aim to start talking together before issues have been decided. Members of the tenants' forum will have the opportunity to influence issues at the earliest stage, before any formal decisions are made.

5. Getting everyone involved.

We want everyone to have a chance to take part and take steps to encourage people, who, so far, are not properly represented amongst the people currently involved. We want to remove barriers that can slow or prevent the participation of:

- young people
- young families
- gay or lesbian couples
- transgender people
- members of black or minority ethnic and faith communities
- people with disabilities or with caring responsibilities.

Demonstrating that everyone's views have been taken into account and providing feedback.

6. Local people need to know what happens next. We provide feedback in various formats.

7. Planning for successful involvement – and keeping plans on track.

Tenants and the housing service make and monitor joint plans. We want involvement to have an impact. Volunteers must feel their time and efforts are usefully spent.

Contact:
tenant.resident@hullcc.gov.uk



Positive tenant centred culture: 1

Homes in Sedgemoor (ALMO – Sedgemoor District Council) established in April 2007 and manage 4,200 properties.

- They have a 'Customer First' model that sets out a clear mission, vision and values.
- The board includes 2 tenants.
- The corporate strategy clearly emphasises 'customer first' culture and ways they will achieve and celebrate it.
- They ensure people are well-informed, involved and that staff have a voice developing a culture that is transparent and inclusive.
- They measure regularly the 'pulse' of the organisations culture and address any issues if they occur.
- They actively promote tenant involvement across the whole organisation by adopting a one-team model, members from different services form a team and meet regularly to target and work on activities with tenants in communities.

Contact:
community.engagement@homesinsedgemoor.org



Positive tenant centred culture: 2

Dartford Borough Council – the culture of tenant engagement is embedded throughout this local authority.

- Has a Housing Service Customer Charter that sets out:
 - standards of accessibility and information
 - standards across all services.
- Has a resident involvement agreement – a partnership model between the council and tenants and leaseholders setting out involvement in design, delivery, monitoring and review.
- Tenants are involved in everything – every step of the way tenants state that they feel valued and listened to.
- Tenants attend leadership meetings and the leader of the council knows tenants names and will stop and talk to them if he sees them in the street.
- Other teams speak highly of our tenants and will talk to the resident engagement officer when they need to consult tenants for support.
- Culture of resident engagement is embedded.

Contact: Louise Gray
rio@dartford.gov.uk

DARTFORD
BOROUGH COUNCIL

Positive tenant centred culture: 3

Birmingham City Council

- Has a resident involvement mission statement that sets out clearly their mission and objectives for involving tenants.
- The approach is clear about devolving decisions to local district committees and improve accountability.
- Consultation influenced the existing framework.
- Has a central tenant engagement team but also work across other service areas to ensure maximum tenant involvement and outcomes. One example is a sub-group developed in response to welfare reform that has worked with the council's financial inclusion team to put on events. Over 800 attendees and a significant amount of money saved on bills has been reported.

Contact:
residentinvolvement@birmingham.gov.uk



Positive tenant centred culture: 4

Leeds City Council

- The voice of involved tenants across Leeds (VITAL) has meetings that are attended by senior staff and councillors; tenants from this group are also part of the strategy board. The group oversee all community and resident engagement.

Contact:
housinginvolvement@leeds.gov.uk



Positive tenant centred culture: 5

Dacorum Borough Council

Work Stream Review – together with tenants they identify six areas that are not performing. Dacorum are open and honest about the challenges they face in each area and what the parameters are for them – then ask tenants what they think the council should do. There has been a total culture change towards tenant engagement. Staff, residents and councillors can identify the influence and impacts achieved as a result of planned tenant engagement. Staff, residents and councillors report a strong collaborative working culture. Training and promotions demonstrated a supportive environment.

Team meetings help to ensure engagement is embedded help service areas to put forward tenant views and hear about issues that may impact on services. Staff have been honest in that they used to perceive participation as ‘fluffy’ and as an interference – now they can talk about the benefits it brings to them, their services and the organisation. There is a clear ambition here to listen and respond, while also planning and focusing on tenant’s needs and priorities. Corporate objectives include a commitment to broadening engagement diversity and sets targets to be achieved Dacorum offer Valuing You workshops to staff and residents.

Contact:
tenant.involvement@dacorum.gov.uk



Training and support: 1

Dacorum Borough Council Tenant Academy was established with a number of stakeholders to offer a wide range of free courses, including practical skills, fun, leisure and exercise. The opportunities are to:

- develop new skills
- improve health and wellbeing
- prepare for college, university, employment or volunteering.

The council ensure that all staff embrace their culture and receive induction training focused on resident involvement and engagement, with resident engagement featuring regularly in team briefings. The Dacorum Way is a set of four behaviours very focused on a developing culture and empowering staff. Staff we spoke to as part of this review were able to discuss the corporate objectives for involvement and engagement and clearly aware of many examples across the organisation. New appraisals and an induction programme have been developed to compliment this new approach. Dacorum Borough Council is the first local authority to develop an in-house e-learning platform – a compulsory induction programme for Involvement.

Contact:
tenant.involvement@dacorum.gov.uk



Training and support: 2

Hull City Council – Housing Academy was developed to give customers a broad insight into how the housing service in Hull functions to give tenants and residents the confidence, knowledge and skills to be able to effectively participate and influence housing decisions. Topics include:

- housing law
- housing finance
- dealing with antisocial behaviour
- lettings policy and practice
- equalities and customer service.

Other training is available on:

- equalities awareness
- chairing a meeting
- minute taking
- presentation skills
- asylum seekers and refugees – myth busting

All expenses incurred are covered.

Contact:
tenant.resident@hullcc.gov.uk



Training and support: 3

St. Leger Homes (Doncaster) opens up training to the whole community through:

- Apprentice scheme – training to level 3 NVQ
- WOW – World of work academy – tenants or family members get work place experience to help with individual CVs
- Work in Schools – junior apprentice scheme – focusing on budgeting skills and constructing dream homes
- ‘Learn my way’ is a programme that includes money madness – make it work for you, shopping on a shoestring, family meals for less than a fiver, simple book keeping, level 2 food safety.

Contact:
customerinvolvement@stlegerhomes.co.uk



Knowing who lives in your homes: 1

Colchester Borough Homes (CBH), as part of their tenancy audit policy, carry out regular tenancy audits funded by Colchester Council.

The policy was developed with a task and finish group of tenants.

The audits identify residents who need support, dangerous works that needed to be put right, tenancy fraud and empty homes.

Get to see and talk to people we don't normally see. The cost for a three year audit included 2.5 staff and resulted in:

- 29 referrals to support
- improved communication with residents
- reduction in under occupation/ overcrowded
- reduction in rent arrears of £177,000.

Tenants said “it was what they would expect any good landlord to do”, “really appreciated the visit and advice, it's nice to see that CBH care about us in the small village”

The Scrutiny panel recommended that tenancy audits continue.



Knowing who lives in your homes: 2

Gedling Borough Council decided to strengthen its face-to-face engagement with residents to help teams develop more customer-centred service plans and get a deeper insight into the needs of local people analysing the content of residents' letters, complaints and compliments to better understand the issues affecting our communities.

We also run a biennial residents' satisfaction survey that we host online and post to every home in the borough. This data is hugely important for developing our strategies and understanding what our residents think and need, but we wanted to develop this work further and create more opportunities for face-to-face communication. Ultimately the aim is to improve resident satisfaction.

The 'Gedling Conversation' is a yearly campaign that provides face to face opportunities for questions and solutions. They went from 200-300 responses via on line activity to 2,500 responses and then 3,422 after getting more 'local'. They report this helped staff teams understand communities more building relationships and confidence. The project was supported by the chief executive officer, leader and service leads from across the organisation.

Contact:
housingservices@gedling.gov.uk



Having a range of activities: 1

Kirklees Neighbourhood Housing

Starting again with a blank canvas Kirklees developed a new tenant engagement strategy with a focus on hearing the voice of many and not just the few right up to formal decision-making, key objective is to ensure tenant engagement is a core business service.

A number of activities include:

- support to find work, training and volunteering opportunities
- surveys
- virtual estate inspector – sending photos and comments in on line
- focus groups
- estate inspections
- TARAs and community voices
- neighbourhood forum
- service improvement and challenge panel – scrutiny
- tenant and leaseholder panel.

Contact:
community.engagement@knh.org.uk



Having a range of activities: 2

Hull City Council

- Has specific project groups attached to services for example repairs and maintenance, as part of this tenants carry out benchmarking and go on inspections with councillors.
- Has task and finish groups which are attended by the head of housing.
- Has seven TRAs which are community groups and apply for external funding as well as support from Hull City Council.
- Has digital champions that do mentoring sessions with people in community centres and also go into job centre plus offices and help with job searches.
- Has a tenant's forum that partners and staff attend.
- Carry out peer reviews where they go and measure the services of other landlords using Housemark indicators.
- Do city bus tours to take tenants out to view blocks and high rises.

Contact:

tenant.resident@hullccgov.uk



Having a range of activities: 3

Rotherham Metropolitan Borough Council

- Carried out a review of tenant engagement with tenants and staff that produced a Tenant Engagement Strategy. Led to buy in from all to tenant engagement.
- Tenants part of Strategic Housing Panel.
- Got an under represented group. Rotherfed did consultation. Now engaging with young people and their recommendations go into an action plan.
- Reaching all tenants through staff, contractors and Rotherfed.
- The council promotes good quality, resident friendly information about tenant management and supports those residents that wish to investigate it.
- Those focused on management of community facilities have been more successful across the borough with two examples now operational. Staff and residents confirmed use of the Right to Asset Transfer as a positive process and being successful. The role of Rotherfed was indicated as pivotal to successful delivery of these initiatives.



Having a range of activities: 4

A1 Housing

- Very rural.
- Six tenants and residents associations in the towns.
- Tenants voices meet monthly and feed into BANTRA (Bassetlaw tenants and residents association).
- A1 Hundred club hold four meetings a year. Invite speakers, look at performance and are consulted on services.
- Hold annual tenants conference.
- Hold meet the team events.
- Do an annual impact assessment report – includes the social impact.



Involvement needs to be representative: 1

South Tyneside Metropolitan Council used participatory appraisal as an approach for neighbourhood planning in response to the National Strategy for Neighbourhood Renewal. The council formed an area action team to develop its approach with the objectives of:

- improve coordination of services and partnership working by encouraging cross-service approaches
- improve the quality of decision making by using the skills and expert knowledge of the people who know the neighbourhood
- provide targeted services that are based on the different needs within neighbourhoods rather than a 'one size fits all' approach
- help focus on those neighbourhoods that require most attention
- increase value for money by pooling resources, reducing duplication and promoting greater cost effectiveness.

Participatory appraisal

The pilot programme was based on the principles and practice of participatory appraisal. This is one of a growing family of participatory approaches recognised as taking a 'whole community approach' to action research. It has been widely used in the southern hemisphere for working with rural communities in developing countries. In the northeast, participatory appraisal has been used to look at issues including:

- drugs
- crime
- barriers to employment
- graffiti
- financial inclusion
- education.

Participatory appraisal starts from the position that people are experts in their own lives. Developments should respond to the needs and preferences of the people changes will affect. The end point is putting into action a set of solutions identified by local people.

So participatory appraisal moves away from the problem frame – how bad it is for the community – to the solution frame – how the community would like it to be. This approach produces more motivation and desire for change.

Participatory appraisal uses visual and flexible tools such as maps, spider diagrams and charts. The process is interactive which enables people from all backgrounds and abilities to get involved.

The pilots involved recruiting, training and supporting teams of people who were predominantly residents. In each neighbourhood

the team undertook a community appraisal. They worked with other stakeholders to develop a neighbourhood action plan.

Participatory appraisal has proved to be a powerful methodology for engaging residents in neighbourhood appraisal and action planning. Residents have gained in confidence and their ability and skills to participate in neighbourhood renewal. Residents from the pilot areas are now helping the council to encourage residents in other areas.

The project engaged with:

- two existing residents' groups
- a number of residents experiencing worklessness and social exclusion such as single parents, asylum seekers
- older people and people suffering from poor health.

In the first year of the project 36 people took part in the training.

Contact:
connect2@southtynesidehomes.org.uk



South Tyneside Council

Scrutiny: 1

Swindon Borough Council has a panel of five tenant members who decide which areas they think suitable for scrutiny, using data provided from Managers then use a six-stage process of review. They aim to ensure services provide value for money without compromising quality.

What has happened as a result:

- resident focussed literature to show the effect of rent arrears and a graph to show the call centre's busiest times
- gas checks booked in when tenants request repairs
- staff training after several changes to internal practices
- Scrutiny Panel now part of the complaints process as their impartiality is valued.

Recommendations made for:

- housing staff and call centre staff to spend time with each other to get a reciprocal view of both roles
- out of hours operatives are trained as locksmiths to reduce costs
- a pilot scheme to triage repair enquiries to reduce wasted visits and make sure operatives have the right equipment
- all new tenants are given a laminated copy of boiler instructions to self-diagnose repair issues.

Contact:

customerservices@swindon.gov.uk



Complaints: 1

Homes in Sedgemoor (HiS)

HiS won an award at the UK Complaint Handling Awards 2017 for the innovative and proactive approach it had taken to manage complaints.

Prior to 2017 HiS had high complaint numbers and low satisfaction scores; customer feedback was getting lost in a complex three stage complaints' process. As a result customers were not feeling listened to and performance indicators were not being met.

A customer focus officer was employed in 2015 who became the central focus for all feedback. The role was widely publicised so that a face-to-a-name approach could be used. The officer wrote an open letter to customers asking them to get in touch with their thoughts. A key part was acknowledging the negative press and feedback, and demonstrating that the organisation was going to listen to it, learn from it and make a change based on it.

A complaint management review was undertaken, looking at how best to rebuild trust with customers, and provide a flexible and user friendly complaints process. Actions which came from this included the remodelling of the complaint process, policies and procedures; introduction of a new learning outcome process; introduction of 'better because you told us' articles relating to complaints learning, complaints workshops and a complaints text message service (a 'rant and rave' text messaging service).

Following this, a 'Customers First' programme was introduced which put the customer back at the heart of everything the organisation did. This is a bespoke training package created for HiS by an external provider for all staff from the chief

executive to business administration apprentices. Ten customers first champions were introduced in place to drive forward initiatives to make improvements and raise standards.

Complaints in 2015/2016 fell by 63 per cent and continue to fall with customer satisfaction indicators significantly improving.

HiS now receive more compliments than complaints. Performance Indicators continue to be met and customers know who to contact if they have an issue, the customer focus officer works with them to resolve any issues quickly. A complaints learning workshop is held each quarter to ensure that all colleagues understand the importance of feedback. Results are shared with all customers in terms of how the organisation is performing, along with case studies and lessons.

Contact:
community.engagement@homesinsedgemoor.org



In the community: 1

Northwards – changing lives in north Manchester.

Northward's independent living officer (ILO) has been working with the community, helping to ease pressure on the NHS. The role was created in partnership with Manchester Health and Care Commissioning (MHCC) and Northwards Housing.

The aim is to engage with residents who are frequent re-attendees in hospital or A&E departments, and those identified as vulnerable, isolated or lonely. To date this post holder has helped 155 people improve their way of life. Referrals come from various sources, including GPs and the North West Ambulance Service. Of 79 clients referred by the crisis response team just five of these clients are still in need of support.

“Often the people I see are very lonely, with nobody to talk to at home. Going somewhere new and trying new activities can be extremely daunting”.

“I just hold their hand; it could be something simple like taking someone to their first lunch club”.

Northwards Independent Living Officer

One resident, aged 85, was referred to the ILO via North Manchester General Hospital. After a fall, staff were concerned that he would struggle to manage at home. When the ILO made contact she discovered he was living on the ground floor of his two-storey property. As well as his mobility issues, he was lonely and isolated and often sat outside his home and would chat to passers-by, which could potentially put him in a vulnerable situation. Alternative accommodation was found.

“This flat is much better for me. This summer has been brilliant, I’ve spent most of it sitting in the lovely garden. Getting to the shops is much easier for me, so I’m getting out and about a lot more.”

Resident

Councillor Bev Craig, Manchester City Council's Executive Member for Adult Health and Wellbeing, said: "Manchester is never afraid to try anything new and welcomes innovative projects like this that help to keep people well and socially connected where they live."

Contact:
info@northwardshousing.co.uk



In the community: 2

Dacorum Borough Council has a Community Engagement Plan that is aligned to landlords strategic objectives (business plan) helping them to monitor and measure change and report on social, environmental and economic planned outcomes.

Dacorum ensure that Social, Economic and Environmental outcomes are embedded into any contracts held with external partners through social Value as outlined in the corporate plan.

All of these contracts required bidders to demonstrate how they would deliver social value against corporate objectives. They have a set amount which must be ring-fenced to supporting tenants or support the wider housing need within the borough. These contracts were created in consultation with service users.

In the Osborne Contract there are the following indicators:

- **KS13:** Tenant Involvement in operational and service improvement activities including meetings, workshops, customer satisfaction surveys and monitoring of corrective actions arising from complaints
- **KS14:** Delivery of community investments to support the ambitions of the councils economic environmental and social sustainability agenda.

The Osborne contract is a good example of procuring additional social economic benefit and managed through the legacy document and reporting. An update is set out in the annual report that states Osborne supported over 82 community initiatives in Dacorum of which over 5401 local people benefit from. See more on Northend Community Orchard below. Love your

Neighbourhood is an initiative developed by the Dacorum Communities team. It is a one stop shop to tackle issues of deprivation and has supported over 1000 local people. Outcomes are measured against love your:

- health
- communities
- finances
- future.

This example is a really positive and holistic approach to improving communities.

Dacorum Borough Council monitoring of resident intelligence gathered provides statistically balanced data reflective of the resident profile as a result they developed 'tartan rugs' (maps) for all wards with properties in as a ward profile exercise to identify intervention in response to the link of highest number of hospital admissions for emergency hip fractures. Interventions include a shopmobility contract and digital skills training so residents at the scheme could do on line shopping, Age UK are also involved in reducing the negative outcomes and the voluntary sector involved in ensure increase social inclusion and reducing isolation.

Target maps set out data against IMD, employment, up skilling, health and wellbeing and sets out the data compared to Dacorum and national averages - it is visually colour coded cells which look like a target rug hence the name. Be good to see sustainability actions plans developed across all key areas in the future – one area to watch.

High-rise: 1

Dacorum District Council Multi-Story Living Group (MSLG), members of which all live in the city's 28 high rise blocks or 453 low rise flats, has had a profound effect on improving both services and the quality of life for residents.

MSLG was set up nine years ago by the Tenants' Forum to right a perceived wrong – ie when two tenants found they were paying the same charges for different levels of service. Looking into this discrepancy MSLG developed a scheme for inspections and discovered inconsistencies in cleaning and maintenance standards across the city. The group have then continued to work in partnership with the Council their focus being to benchmark and ensure consistency and value for money from service levels citywide.

To date MSLG has:

- Carried out approximately 350 inspections of high and low rise blocks of flats per year. This performance data is analysed at both the monthly MSGL meeting and by the senior management team.
- Negotiated a new Service Level Agreement (SLA), an outcome from their cleaning inspections, agreeing standards and yearly targets. Through the SLA, MSLG reconfigured the service to improve standards without increasing the service charge.
- Improved standards to caretaking, which has saved the council an average £200k a year. The group are continuing to review the caretaker service and are presently a key part of the working group redesigning the full service.
- Worked in partnership with grounds maintenance management to improve the external environment.

- Organised monthly focus groups to discuss performance and related matters. These meetings are attended by various officers providing information on safety and maintenance plans and other housing management issues.
- Reviewed laundry services provided in some of the flats, ensuring that the service is viable. Some members of the group are now on the procurement panel for a cashless system.
- Attended on-site Health and safety Fire training, which is also delivered to housing officers, so there is a consistency across the service.

Significantly, a much stronger working relationship, a more open transparency and mutual trust has developed between the MSLG volunteers, other residents, council officers and representatives from partner agencies. Testimony of this includes their role in reassuring residents following the Grenfell Tower tragedy. Also, the volunteers themselves have grown in confidence as their work with MSLG has developed and they have seen the tangible influence it has on shaping council services.

Contact:
tenant.involvement@dacorum.gov.uk



Annex 5

Useful organisations who can help

There are a number of organisations who specialise and support community involvement, development and investment.

HACT www.hact.org.uk

Tpas www.tpas.org.uk

National Federation of ALMOs www.almos.org.uk

ARCH www.arch-housing.org.uk

LGA www.local.gov.uk

Annex 6

Comparison organisations and KPIs

Organisation name	Stock size	Do you have any KPIs for tenant engagement?	What is the KPI?	KPI Performance
Barnet Homes	15,000	Yes.	Internal KPIs only.	To achieve 100% in supporting service areas to ensure customers are fully involved and consulted on service changes, reviews etc.
Basildon District Council	11,000	Yes.	Only low level indicators on no. of Tenant Reps registered, no. of new reps recruited in the quarter, no. of reps attending training in the quarter.	
Berneslai Homes	18,500	Yes.	Opportunities to make views known – range of KPIs around our Customer Panel, range of KPIs around scrutiny.	Opportunities to make views known 75% Range of KPIs around our Customer Panel Range of KPIs around scrutiny
City of London	2,000	Yes.	Not specific KPIs – we have project related outcomes and commitments to engage with residents in various programmes.	
Colchester Borough Homes	5,700	Yes.	Satisfaction with neighbourhood, engagement in budget setting and review.	
Dacorum Borough Council	10,000	Yes.	Quarterly – total number of participants for Tenant Academy. Monthly – total number of times the service has engaged with tenants (not social media). Monthly – Total number of interactions on social media. Annual – overall spend on engagement activity per property.	

Organisation name	Stock size	Do you have any KPIs for tenant engagement?	What is the KPI?	KPI Performance
Derby Homes	13,000	Yes.	We have performance targets reported to the Derby City Council that we monitor.	Number of tenants engaging with Derby Homes is 4,425. 84.8% of respondents satisfied with their neighbourhoods as a place to live. 91% tenant satisfaction with the landlord. 79% tenant satisfaction with views taken into account. 92.2% satisfied with the way ASB cases were handled.
Homes in Sedgemoor	4,200	Yes.		Overall Service Provided 83%. Overall Quality of Home 79%. Neighbourhood as a place to live 82%. Tenants satisfied with training organised by HIS. Tenants satisfied with tenant events organised by HIS.
Housing Leeds	56,000	Yes.	Contact and communication	
Kirklees Neighbourhood Housing	23,000	Yes.	We have developed 10 service based PIs for tenant involvement. Three of these are corporate KPIs: New accounts set up on tenant involvement online platform, households engaged in tenant involvement activities and number of active tenants and residents associations.	
Leeds City Council	56,000	Yes.	We have some internal measures but none that are customer facing. Rather we have a broad tenant engagement framework that sets out the tools and partners we can work with on an issue by issue or place by place basis. We'd then try and capture the outcomes – but these are many and varied and will change depending on the nature of the engagement.	

Organisation name	Stock size	Do you have any KPIs for tenant engagement?	What is the KPI?	KPI Performance
London Borough of Barnet	9,500	Yes.	Delegated through ALMO.	
South Cambridgeshire District Council	5,700	Yes.	Number of hours volunteering in the year set out in to the different engagement areas and we are working on number of customer contacts in the year.	
South Derbyshire District Council	3,100	No.	Currently under review.	
St Leger Homes of Doncaster	20,500	No.	Not KPIs but we do measure productivity and outputs and report on these quarterly via our governance structure	
Stockport Homes	12,000	Yes.	Percentage of participants who rated customer training events as 'good' or 'excellent'. Percentage of customers who attended (non-training) customer events and rated them as 'good' or 'excellent'. Total Number of Young People Involved under 30. Percentage of people who have experienced a reduction in their social isolation as a result of their engagement. Percentage of customers who have completed an employment programme and went on to further training, education, employment or volunteering. Percentage of customers who have completed a health and wellbeing programme and have started a new physical or leisure activity.	

Organisation name	Stock size	Do you have any KPIs for tenant engagement?	What is the KPI?	KPI Performance
Wellingborough Homes	4,700	Yes.	OPI's.	Number of residents undertaking Training funded by the organisation in the last 12 months. Number of services changes during the last 12 months as a result of resident involvement. Number of tenants actively involved in panels. Percentage of successful investment referrals. Percentage of successful involvement referrals.
Your Homes Newcastle	26,500	Yes.	Targets are set within our Engagement Strategy.	Overall customer satisfaction will have risen to at least 85% by 2021. At least 70% of customers will feel like we listen and act upon their views by 2021. Our new Community Investment Fund will ensure that for every £1 invested we will receive £5 return on investment from our activities by 2021. We will have an informed approach to community investment and communities will be empowered to strengthen their own community by March 2018.



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