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Report

Subject : Tenant Participation Strategy
Report to : The Cabinet
Date : Wednesday 28 January 2009
Report of : Head of Housing Management
Author : Derek Streek
Cabinet Member for Housing: Councillor Ian Tomes

EXECUTIVE SUMMARY

The report assesses our tenant participation arrangements against current best practice and recommends an improved tenant participation strategy including an action plan from 2009-2012 based around the Key Lines on Enquiry (KLOE) that would be used in any inspection of the service.

1. Background:

- 1.1 One of the priorities for this administration has been to improve tenant participation. To assist us with this task and to ensure that we took account of current and emerging best practice an experienced consultant in this field was employed, Harpreet Kaur. She has worked with officers to review our current practices, and consulted with members tenants and leaseholders to produce a Tenant Participation Strategy entitled "Your Homes, Your Say" (attached as Appendix A) with an action plan based around the Key Lines of Enquiry (KLOE) that would be used in any inspection of this aspect of the service.

2. Key Aims of the Strategy:

- 2.1 To provide the widest possible range of ways for residents to get involved which meet a wide range of needs, interests and aspirations
- 2.2 To provide training and development which builds individual and community skills
- 2.3 To offer participation activities that lead to organisational change and improvements in services
- 2.4 To increase tenant satisfaction with opportunities for participation in improving the quality of life in their neighbourhoods.



Awarded in:
Housing Services
Waste and Recycling Services



3. Key Measures Included in the Strategy:

- 3.1 New resident involvement initiatives including
- Bringing in young people through offering a wide range of e-communication, activities and events which will inspire them to come forward
 - A big change to the opportunities for being closely involved in the 'business end' of what we do – such as service review panels; contract boards to manage agreements with external contractors; staff recruitment; tenant groups to review best practice in resident involvement around the country
 - Incentive schemes – to reward people for giving up their time on an informal basis, and also for people with additional responsibilities on our panels and partnerships
 - An Annual Resident Involvement Awards scheme – for those who have done the most for tenant participation in the district
 - An 'involvement register' – so everyone who wants to have a voice is registered and we know what they want to be involved in.
- 3.2 Increasing resources to implement these initiatives including initially the recruitment of a Tenant Community Development Worker, a 50% increase in budget for tenant participation activities and linking with other organisations involved in this type of work.
- 3.3 Providing resident skills training and development
- 3.4 Improving equality and diversity

4. Recommendations:

4.1 It is recommended that:

- The Strategy and Action Plan "Your Homes, Your Say" attached as Appendix A is approved
- The additional funding of approximately £50k including the recruitment of a Tenant Community Development Worker be approved.

5. Implications:

Financial:	The increased budget of £50k can be taken from the contingencies in the HRA of £233k
Legal:	None.
Human Rights:	The human rights relating to this issue have been considered and any potential interference is considered proportionate to the legitimate end to be achieved.
Personnel:	The recruitment of additional members of staff will be subject to Wilts County Council procedures and terms and conditions
Environmental:	None
Council's Core Values:	this is a political priority.
Wards:	All



Your Homes, Your Say.

**Tenant Participation Strategy and
Action Plan 2009-2012**

Foreword

Salisbury District Council has been operating a successful Housing Department with over 5000 properties that are rented to tenants. The Council strives to provide an excellent service to all its customers. Over the next year our target is to continue the improvement of services to residents and to achieve a standard from the Audit Commission, reflecting the provision of “excellent” services.

The development of a revised tenant participation strategy reflects our commitment to involve tenants in improving the quality of services and deciding how services will be developed. A robust approach to tenant participation will ensure that all tenants have the opportunity to have their say in what matters to them. This will lead to the development of services shaped to the needs of residents and reflecting their needs and preferences. The key rationale for developing this revised tenant participation strategy is to ensure that involving tenants is a central consideration to all activities undertaken by Salisbury District Council and to broaden our approach to involve people as widely as possible.

I would like to take this opportunity to thank you all for reading our Tenant participation Strategy. Efforts were made in preparation of this strategy to take account of the views of tenant and other interested parties. We look forward to working in partnership with you, in the future, in our joint attempts to support tenant participation.



Councillor Paul Sample
Leader of the Council

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Introduction

We need help. Your help.

As tenants, you invest time in your homes. You work on them and in them. You raise families and care for people there. You spend time building relationships and interests in the community around where you live.

You do all the same things that private home-owners do. So you have every right to the same kinds of expectations. It doesn't matter that the council manages your home – what matters is that you get the services you deserve, and a say in how those services are provided.

And those services aren't just about receiving repairs and maintenance. Sometimes it's easy to forget that tenants don't only receive housing services. You pay for and receive all the other services the Council has to offer. So we should be involving you in how we deliver those too. This could include working with you on transport issues, for example, or new planning policies, or how schools should develop in the area.

Salisbury Council wants you to work with us in developing homes, neighbourhoods and services fit for the future. In this strategy we set out how we want to open up other avenues for you to influence how we manage where you live. This could include working with us to choose new maintenance contractors, reviewing standards of performance and services and a whole range of other things besides.

We are serious about this pledge. We want all our tenants, leaseholders and their families – whatever your age, background or abilities – to be as excited as we are about what greater involvement can offer. In a few weeks or months from now, you could be on a committee alongside countywide agencies and contributing to decisions that will shape peoples' lives into the future. You could be part of a group helping the Council in letting a large maintenance contract. Or you could choose to do something in your local community, such as volunteer to help less able people with shopping, or start up a young tenants' website.

We have not forgotten our leaseholders – those people who have exercised their 'Right to Buy' on flats around the district. We want to use this strategy to bring both tenants and leaseholders into our decision-making processes. The way it is written is therefore focused on all of you, tenants and residents together.

The emerging new structures in our part of the new unitary authority of Wiltshire Council, will offer possibilities for resident involvement that haven't existed before now. The new Area Boards and Community Area Partnerships (CAPs) will provide forums for local decision making at different levels. Some residents could choose to involve themselves with their local CAP as a way to get their voice heard about local improvements. Working in partnership with Housing and others, local tenant/resident groups might be able to apply to their CAP for funds for a neighbourhood improvement project.

There are lots of changes and opportunities ahead. Only you can help us get things right. Let's make things better together. It's your home, so have your say.

About this strategy

What it's about

This strategy 'Your Homes, Your Say' is about how you can contribute to getting good quality homes and services for Salisbury's approximately 5,800 tenants and leaseholders. It is a long term and systematic plan of action that is designed to achieve particular results.

You are our 'residents' and we will use that term in this strategy where it is appropriate to show that we are including everyone who has an interest in our housing.

What you can expect to find here includes:

- some background about the area, our residents and our housing
- what we've already done to involve tenants
- what we want to achieve in the future
- some of our most important activities in the next few years, and
- how we are going to gear up for the challenges ahead

Recognising the Need

Why have we produced this strategy? Well, we recognised that we don't involve residents as much as we would like to in the issues which affect them. And that means we don't get the best results we could from the way we manage our services.

There's more about this in the main body of the document.

Key Principles

This strategy is based on a number of key principles;

- That we actively encourage and support resident involvement
- That all Salisbury District Council services should be open to resident involvement
- That resident involvement should be available in a wide range of ways to everyone, and not just those in formal structures, such as the Tenants Panel
- That we will keep residents fully informed of the outcomes of their involvement
- That we will keep things simple

How we put it together

In addition to this document we also have a detailed plan showing everything we would like to do to put residents at the heart of our service. This is the plan of action that will help the council set priorities and plan the work programme sensibly for each of the three years of the strategy.

These are the things we did to put the strategy together



The action plan

Then we used all the information to put together the detailed action plan. This action plan uses the way Audit Commission inspectors ask questions about how tenant participation is managed. The action plan will help us to measure ourselves against national standards that apply to all Local Authority and Housing Association landlords.

Read on to find out more.



About Salisbury district



The District

The district covers an area of 389 square miles in the south of Wiltshire, around 90 miles west of London and 30 miles from the south coast. It is a mostly rural area.

Over half of the district is classed as an area of outstanding natural beauty. The Stonehenge world heritage site, Avebury Stone Circle, Salisbury Cathedral and the Wiltshire Downs all draw in tourists from all over the world.

It's a great place to live and work, but there are issues to overcome, just like anywhere else. These issues are highlighted below.

The People

About 115,000 people live here. However one third lives in the city of Salisbury itself, with the rest in smaller towns and villages. This means that in the rural areas, people are very spread out. There are only 295 people per square mile over the whole district, compared to 538 in the south west region of England and 978 nationally.

The attractiveness of the area means that more people have chosen to live here. The number of people has gone up by 8% since 1991. In the UK the population has gone up by only 3%. This has put pressure on all services but especially affected local people trying to find a home.

Just under a quarter of the population is made up of dependent children (24%) and about the same are over 60 years (23%). There is a military presence, with around 4,000 military personnel stationed here.

Each of these factors place additional pressure on housing and other services.

Ethnicity

We don't have a large number of ethnic minority communities. Only about 3.6% of our people are from black and ethnic groups, compared to 4.6% for the South West and 13% nationally.

There are around

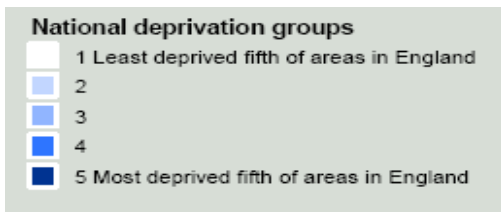
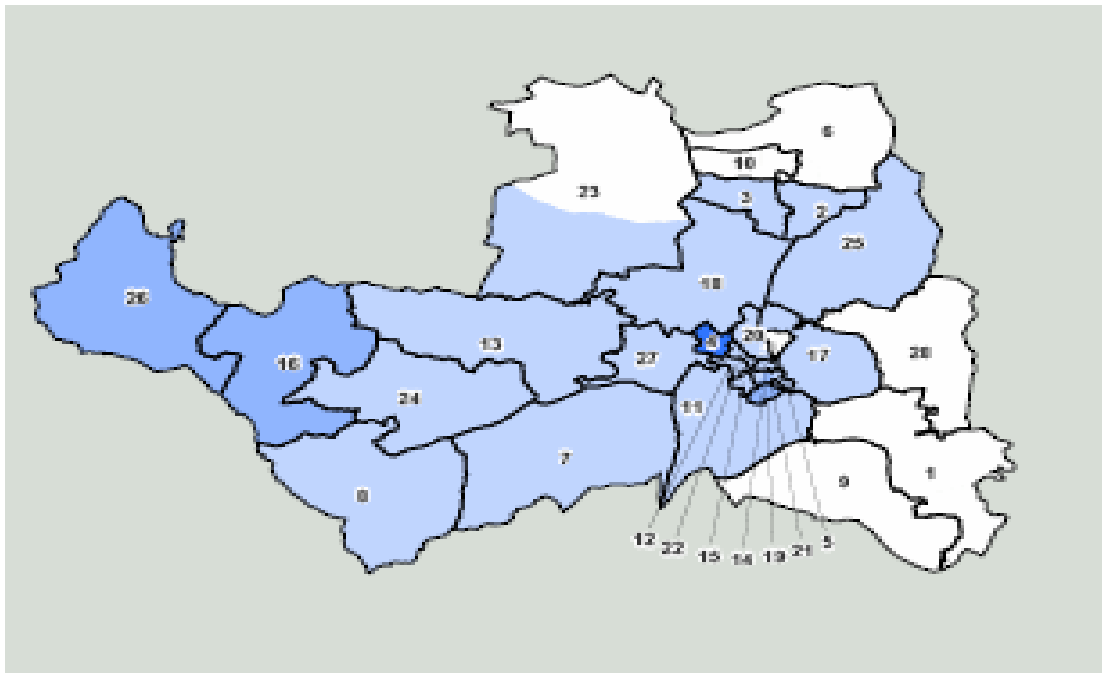
- 650 people of mixed heritage,
- 350 from Asia,
- 150 Black British, Caribbean or Black African,
- 200 Chinese people and
- 200 people from other nationalities.

(South Wiltshire Diversity Partnership 2006)

Deprivation and Health

Overall the borough compares well to the UK but there are pockets of deprivation. Most of the district falls within the least deprived or second least deprived areas of the UK.

Deprivation 2007 (Association of Public Health Authorities)



The health of people in Salisbury is generally better than the England average. Children’s health is good, with lower obesity and higher physical activity. Rates of smoking and binge drinking are lower, with physical activity and healthy eating generally better. The number of people killed or seriously injured on the roads is high, with 114 deaths and serious injuries each year. This relates to our high traffic volumes and congestion, partly due to visitor numbers.

Unfortunately there are also challenges with

- ensuring access to healthcare services for rural and some other communities.
- an estimated 30% of people with an illness which limits their life chances

The Economy

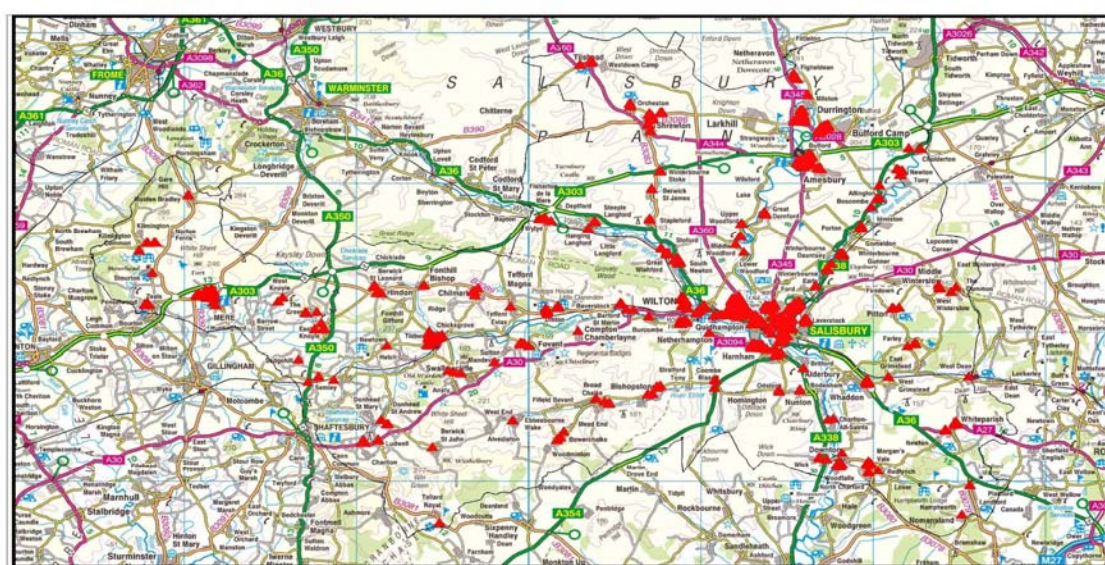
Salisbury district overall has had a relatively strong economy. 68% of the people ‘of working age’ (up to 74 years) are classed as economically active. This includes working full time, part-time or self employed.

Unemployment is only 1%, compared to 1.7% in the region and 2.6% for the UK as a whole. (Wiltshire & Swindon Intelligence Network 2008)

However, the rural nature of the economy and reliance on tourism means wages in the area are well below the national average. This means that as well as people who are unemployed and part-time employed, many who are in full time employment are also living near the poverty level.

About our Housing

What we own



Salisbury District Council Owned Housing Stock

SCALE: 1:223000
DATE: October 2008
DEPARTMENT: Legal and Property

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In Salisbury district, the council owns about 12% (or nearly 6000) of all homes. It also owns and leases five shops. It has approximately 5,400 registered tenants (their name is the principal one on the property), and about 450 leaseholders.

In total, our housing and shops serve a population of around 13,800 people

Housing Associations have around 4% of all social housing in the district and other private rented housing accounts for around 17%. There are a very small number of houses in shared ownership. The rest of the properties in the district (66%) are privately owned.

Our housing stock is made up of

- 97 flats and maisonettes
- 3,209 'starter and young family' homes with 1-2 bedrooms
- 2,073 family homes with 3 bedrooms or more
- 5 Shops

The biggest concentration of what we own is located within Salisbury, on the Bemerton Heath estate. This estate makes up about 18 % (1114) of all our properties. However we also have quite a lot of properties at other locations. In Amesbury we have 520 properties, in Bishopdown 398, St Martin 397 and in Harnham there are 333. The rest are scattered around the district in smaller and rural locations. In some cases there may be around 100 or 200 in the area, but not necessarily all in proximity to each other. In other places there are only between 30 – 50 of our homes, or even fewer than ten council properties at one site.

Most of our homes were built between 1940 – 1974 (3,626 or over 60%). We have a few (699) that were built before 1939 and 1,054 built after 1974. In the 2007/08 financial year we spent £1,423,772.00 on repairs and £2,620,701 planned maintenance.

Our waiting list

We presently have 2895 people on our waiting list.

During the financial year of 2007/08, we accepted 1,342 applications onto our waiting list and 322 requests for transfers. During the same period 670 of our homes become available for letting. Of these, 235 were allocated to existing tenants needing to move to different areas or to increase or reduce the size of their home. The remaining 435 of our own homes were allocated to new tenants from our waiting list and from the homeless register.

We also work with local Housing Associations, where we sell our land to developers and Housing Associations to create mixed developments. Some of these new homes are set aside for us to use 'nomination rights', so we can offer people on our waiting list a Housing Association property.

Our Housing Challenges

These are some of our key housing challenges in the district, and in relation to increasing resident participation:

- Low wages and high house prices means intense pressure on our housing stock. We work with Housing Associations and developers, but finding land for new housing is not always easy.
- Our stock is also often quite spread out – and nearly 20% of people in the district don't have access to a car. This means they have difficulty getting about, especially in the remote rural areas. That creates problems for us allocating suitable homes, but also in finding ways to get residents to meetings and events.
- It can be a challenge to provide services to rural areas, where transport links are limited. Communities are dispersed and therefore may not identify strongly with the rest of the district. It is more difficult for residents to become involved when the distance between even the nearest settlements can be considerable and any sense of 'neighbourhood' may not apply.
- Because we have a large area to cover, the council has to pay more to get services to rural areas. It also means we need more people to deliver participation work, so we can properly reach out into our communities.
- We don't have many black and minority ethnic communities: this can mean their needs can be easily overlooked.
- 20% of children under 16 live in low-income households. This means working with you to get affordable homes in the right places.
- Although there is a high level of internet access around the district, with 58% of the population overall being online, a survey of our tenants showed only about 25% having internet access.
- Finding ways of involving our younger residents in housing decisions and services is a challenge. We don't get young people coming forward to participate in the issues that will shape their future lives in the district.

Where do we want to be in our resident involvement?

We want to be amongst the best performing landlords at involving tenants and leaseholders.

As we said in the introduction, we need help, Your help. Residents' views are what will make our housing services work at their best, for you, your children, your friends and your community.

So we need to find a whole range of new ways for people to get involved and work with us to make our services as customer-friendly as they can be.

Why are we doing this?

Because it makes good sense for you to have a real say in the running of your homes, shops and estates.

'Tenant empowerment is at the heart of the Government's drive to ensure that decent homes are available to all who rent from social housing landlords. Ministers expect tenants to have meaningful opportunities to participate in the day to day management of their properties and to be involved in their landlords' strategic decision making processes.'

Department of Communities and Local Government....

As we re-organise our services by merging with Wiltshire County Council, we have a great opportunity to create something new and fresh.

Resident involvement will help us create quality homes and great communities. It will make our council more modern and forward-looking, especially if we can really engage with a cross section of all our residents. It should stop us providing things people don't want and only provide what they do want. That could save us money, or mean we can invest more in different housing projects.

And we are doing it because it meets the council's own objectives.

Here are some of the ways that the council has made public commitments to involving people, especially tenants and leaseholders, in the way it delivers services:

In 2008/9:-

- Undertake a review of tenant participation, leading to a new tenant participation strategy and Compact

In 2009 and Beyond :-

- Ensure the Decent Homes Standard is met
- Increase housing choices for those accessing services through the Council
- Develop landlord services that are 'best-in-class'
- Provide new and better opportunities for residents to get involved in setting service standards and monitoring our performance
- Develop working relationships based on trust and openness
- Work for the benefit of our local communities and encourage them to take pride in the area

- Improve residents' satisfaction with our work and make it easier for them to take part in making decisions
- Meet the needs and priorities of residents
- Promote fairness and equal opportunity for all
- Communicate, especially listening and responding

Who are we doing it with?

We are doing it with the tenants and leaseholders, of course. However, we want to make sure that participation also includes everyone who lives in the district, and spreads out much wider than just Housing Services and Elected Members of the Council.

It's important that other council departments also involve you more. We will be working hard to get everyone in the Council to think about involving residents, from when they start something, not at the end. We want the Council to take account of your voices and views.

By the end of this strategy (2012) we hope that everyone will understand the benefits that working with residents of our housing areas can offer to a whole range of services beyond the Housing department.

We also work in a wide range of partnerships with other agencies. Examples of these are:

- South Wiltshire Strategic Alliance ⁽¹⁾
- South Wiltshire Diversity Partnership
- South Wiltshire Economic Partnership
- South Wiltshire Community Safety Partnership

We will create opportunities for you to be represented at these partnerships, and other key project groups, for issues that affect your lives. We will discuss with you the possibilities for setting up local, district-wide and county-wide tenant/resident bodies, and having representation on regional and national residents' groups, so that Salisbury residents have a voice more widely.

(1) The Alliance is the Local Strategic Partnership for the south Wiltshire district. It comprises elements of the public, private, voluntary and community sectors. Its aim is to improve the quality of life of local people by promoting joined-up working at a local level. The Alliance was set up in 1998 and produced its first community plans for the area in 2000. A second generation of community plans was produced in 2005.

What does resident participation look like?

Levels of participation

Tenant & resident participation can be thought of as happening at three different levels:

- **Council gives Information** - (Level 1)
Where residents are provided with information on what we do and the services we provide.

At this level the council gives out information usually after decisions have been made. Changes can be made after this, but often the decisions are not easy to undo. We want to increase the quality and range of information you receive, and make it useful.

- **Residents have Influence** – (Level 2)
Where residents can actively change what happens through responding to consultation, or actively taking part in events and discussions.

We do a lot of consultation during the year, often by paper surveys, or focus groups and meetings. These do change how we act, how we prioritise work and spend money on services. However, we want to radically expand the ways you can influence what goes on in your area.

- **Residents can intervene directly** – (Level 3)
This is where residents actually **take control** of their homes and services.

Residents groups in other councils have taken over maintaining play areas, managing community halls and even formed their own housing management companies. They've been given training and budgets to do this well. We would like to see similar opportunities in Salisbury district.



Formal and informal opportunities to participate

Participation can be in very many different ways, but they tend to group under two types – formal and informal.

Formal - anything which involves a regular commitment of time, and has set rules about its business and ways of operating.

Such as:

- Membership of a tenants group that meets at regular intervals
- Being on a district-wide or county partnership
- Agreeing to have your name put on a ‘residents’ survey panel’ to be regularly consulted on your opinions
- Membership of a board that manages a maintenance contracts

Informal – it happens when it’s needed, can be unstructured, time limited or one-off

Such as:

- Submitting a photo or an article for Housing Matters magazine
- Volunteering locally (e.g. litter pick group)
- Turning up to open meetings
- Mystery shopping (random checks on service quality)
- Responding to a web-based survey
- Joining an estate ‘walk-about’

Where we are now

All three of these levels are happening in Salisbury, but we are **mostly at Level 1 with some aspects of Level 2.**

We have formal and informal processes for consulting and involving residents. These are longstanding, are valued and do achieve some change. However, we need to take a whole new look at how we make tenant participation far more effective and more representative of the whole community.

Our formal structures

Tenant Panels

The Tenants’ Panels

- Represent the views of council tenants and leaseholders
- Campaign to improve services
- Are consulted on improvement programmes and other major issues

We have a Tenants’ Panel, a Leaseholders’ Panel and a Sheltered Housing Forum, each of which serves the whole district. They all meet regularly to discuss matters concerning those tenants who they are representing. The work of these panels is supported by the Tenant Participation Officer and Leasehold and Sales Manager.

However, they only have a maximum total membership of about 40 tenants for all three groups, plus some councillors. The diversity of our population is not represented in several respects, including age range, ethnic origin, and family composition.

Our current formal structures for tenant involvement need to be more representative of all ages, communities and backgrounds

Tenants' Satisfaction Survey

The council has a regular tenants' satisfaction survey. The results are reported back to the council and the Government. If you get one, it's really important for you to complete it, as it provides us with a lot of useful information on how things are going.

The most recent survey was completed in spring 2008 with a response from 25% of tenants. (This survey doesn't apply to our leaseholders). The results this year showed 77.54% of tenants who responded are satisfied with Housing services overall.

Previously this survey has led to changes in how we respond to reports of anti-social behaviour. It has also prompted changes in what we prioritise in the programme for the planned maintenance of properties. The review of the strategy for Tenant Participation, which has led to this report, was also in response to low levels of satisfaction regarding tenant participation.

We need to find ways of surveying leaseholder satisfaction too.

Complaints and comments

Complaints are another way in which residents' comments feed into our services. Trends identified in stage one and two complaints are reported to our management teams. They make sure that lessons are learnt and improvements put in place where necessary.

Our current formal structures for tenant participation are not as complete or effective as we need them to be. We will be expanding the opportunities for regular involvement in our business.

Our informal structures

Focus groups

Focus Groups have also provided an opportunity for residents to inform the decisions we make. For example:

- In March 2006 focus groups were held to consult on Salisbury's customer commitments/service standards. This led to extra staff located at public access points to reduce waiting times.
- A focus group was also used to consult on the efficiency review of Customer Access. Residents' ideas were used to inform the review.

However our work so far has shown that there is a huge range of informal methods of getting people involved which we've not used. Many other authorities use methods like:

- A young tenants website
- Interactive web-based discussion boards and Big Brother style video diaries
- Mystery shoppers
- Resident volunteer schemes
- Moped loan for residents without adequate transport
- Open meetings and surgeries on issues including setting the housing budget
- Creation of tenant-led drama groups who take the issues and participation message out to the whole community
- Incentive schemes such as providing a full hot meal after meetings to encourage attendance
- Inter generational local improvement activity, e.g. litter picks, making hanging flower baskets, 'Dreamschemes' (where credits are earned by community improvement work and rewarded e.g. with adventure or camping weekend).

Our current informal structures need to be much more creative, especially if we are to get young people and working parents involved. We also need to make sure our BME tenants are included, and that our approaches are accessible to and understandable for everyone who wants to take part.

Our Participation Survey

We carried out a survey in July-August 2008, supported with some face to face interviews. We surveyed a total of 99 tenants with the following age profile:

- | | |
|------------------|----------|
| • Under 18 years | None |
| • 18 to 30 | 13% (13) |
| • 31 to 45 | 30% (30) |
| • 46 to 60 | 23% (23) |
| • 60 and over | 33% (33) |

We recognise that this profile has a high representation in the older age groups, and which is likely to have had an effect on the outcomes. We are also missing the 18 and under age group who do live in our homes but aren't actually the holder of the tenancy. These age groups are much more likely to be interested in electronic forms of communication. It will be important to ensure that future surveys are more representative of everyone who lives in our housing.

However, the survey is a useful start and showed the following main outcomes:

- One third wanted to be contacted and give responses by e-mail or text, and one quarter said they would be interested in e-discussion groups
- 40% said they would be interested in 'mystery shopping'
- 49% were interested in local working groups, and 34% in a 'Neighbourhood Voices' scheme. (This is where one tenant is elected to collect their neighbours' opinions and acts as the liaison with the council. Support and resources are provided. It can also be done as a 'job-share'.)
- Over half were keen on mobile involvement units for isolated pockets of houses, and incentive schemes or local funds to support tenant involvement
- Only 25% wanted a young tenants site (probably reflecting the age profile), and
- Over half were happy to be contacted by the Tenant Participation Officer about developing their involvement.

Key barriers to effective participation were shortage of time (46 people), not liking meetings (19 people) and childcare issues (12 people). 33 others cited mostly work-related reasons such as night work and shift work.

It is clear that there are quite a number of residents interested in becoming involved in different ways. We need to ensure that we offer as many formal and informal ways of being involved as possible, and that we publicise them in places and in ways that will reach all our tenants. We have drawn up a list of these at Appendix B.

Our vision and aims for resident involvement

Vision

We will offer high quality opportunities for participation, so that everyone who wants to be involved, is involved, in ways that meet their needs, supported by training and development

Key Aims

We have four key aims:

1. To provide the widest possible range of ways for residents to get involved which meet a wide range of needs, interests and aspirations
2. To provide training and development which builds individual and community skills
3. To offer participation activities that lead to organisational change and improvements in services
4. To increase tenants' satisfaction with opportunities for participation in improving the quality of life in their neighbourhoods

The strategy has specific actions attached to it to achieve its objectives and is aiming for results that are measurable. The details of these are set out in the Resident Involvement Action Plan (Appendix 1)

What we want to achieve; how and by when we want to achieve it

We want to show that participation makes a difference. The following are the changes we will make to enable more residents to be involved:-

1. We will introduce a comprehensive resident involvement register with an increase from the present level of 2.4% (140) of our residents listed, up to 3% (175) during 2009/10; to 4% during 2010/11; to 5% (230) during 2011/12
2. When we have established the present number (our 'baseline') of residents, we will increase by 5% each year of this strategy:
 - those who feel well informed about the range of opportunities available ¹
 - those who say there are one or more opportunities to become involved, which meet their individual needs and are accessible and appropriate to their circumstances, (whether or not they actually do get involved) ²
 - those who say they have been actively involved in formal or informal participation during any 12 month period – and most were satisfied or very satisfied with the arrangements ³
3. When 75% of residents who respond to our surveys report high satisfaction with the range and variety of choices for ways to participate
4. When tenants and leaseholders feel they have been involved in the decision-making process relating to the housing management process
5. We will aim to help start up one new tenant/resident forum in each of two additional wards/localities each year of this strategy, where there is sufficient level of interest for sustainable activity
6. When at least 10% (580) of our residents have been involved in a participation structure by the end of this strategy
7. When 90% of those involved in both informal and formal participation report they are satisfied or very satisfied with their support, training and development opportunities
8. When 50% of those surveyed can give examples of participation leading to change for the better (either in the way the council operates or their quality of life) by 2012
9. When staff at all levels & Members have received awareness training about the significance of resident involvement for Audit inspections, cross-department input and budgetary implications.

¹ Knowledge of the range of participation choices has not been measured in previous years

² Appropriateness of participation choices to individual needs has not previously been measured

³ Levels of involvement in decision making has not previously been measured

New Resident Involvement Initiatives

We want to reach out to a much wider range of our tenants. This includes the younger age group who may themselves be our future tenants. We need to make sure that leaseholders and sheltered scheme tenants have a range of opportunities for being involved. This means offering a much wider choice of activities and we've listed all of these in Appendix B. Some of the big changes include:

- Bringing in young people through offering a wide range of e-communication, activities and events which will inspire them to come forward
- A big change to the opportunities for being closely involved in the 'business end' of what we do – such as service review panels; contract boards to manage agreements with external contractors; staff recruitment; tenant groups to review best practice in resident involvement around the country
- Incentive schemes – to reward people for giving up their time on an informal basis, and also for people with additional responsibilities on our panels and partnerships
- An Annual Resident Involvement Awards scheme – for those who have done the most for tenant participation in the district
- An 'involvement register' – so everyone who wants to have a voice is registered and we know what they want to be involved in.

Local Community Groups

Some of our residents may have an interest in joining with their neighbours to tackle a local issue or improve their local environment. We will listen out for tenants and leaseholders individually voicing opinions on local issues that could be suitable projects for collective action. We will help residents with a common interest of this sort to come together, to form themselves into a group and to plan and resource their chosen activity. We will encourage them in developing local networks and partnerships and in increasing their skills and knowledge. We will have an agreed method for increasing the number of such local groups around the district and agreed measures to help them remain viable over time. We will join tenants up with relevant projects and services being run by other council departments and external statutory and voluntary agencies, (such as community development, health and family support work).

Involvement Register

The Involvement Register will record residents who are interested in being consulted or want to be involved directly in the way their homes or areas are managed. Anyone who lives in one of our properties will be eligible. This includes a leaseholder of a flat (through Right to Buy) or of a shop unit

We will be doing a lot of publicity about the Involvement Register and will ask you to tell us what you're interested in. For example some residents might want to be involved in a specific topic, such as the environment. Others they might want to be on a survey panel,

that is, agree to be contacted once or twice a year to be asked for an opinion on different matters.

We will also be using the Involvement Register to build new relationships. We have already mentioned wanting to involve more young people. However we will use the involvement register to develop participation also for black and minority ethnic people, people with disabilities, parents and working people who have limited time to spare.

As we go along, the range of issues that residents can contribute to will expand, as we are able to increase our resources to form new groups or ways of participating.

Resident Involvement Awards

We want to introduce Resident Involvement Awards.

These awards will be given to residents or groups that make an outstanding impact on local participation. We will publicise the awards and residents will be able to nominate in person, phone, e-mail, write or text their nominations to us. We will set up a Board which will include residents to consider the nominations.

An award ceremony will be held at an annual residents' conference followed by widespread media coverage, including our own website and publicity in Housing Matters.

Leaseholder Involvement

Leaseholders now form approximately 8% (454) of the population living in Council properties. We expect this will increase in the coming years. Leaseholders have the same right to participate as tenants do.

As part of this strategy, we intend that leaseholders are invited to be part of all the participation activities on offer just like any of our other residents. Some choices for resident involvement may be more attractive to leaseholders than others: we will make sure that there are opportunities relevant to their interests as well as to tenants' interests.

Resources

Becoming excellent at tenant participation will not be easy and will need to evolve over a period of time. It is difficult to compare resources for this activity with other housing providers because of the different funding arrangements for funding, different geography and differing priorities etc. However, it is fair to say that our research has shown that far less resource are devoted to this activity in this authority than neighbouring housing organisations of a similar size.

Becoming excellent at tenant participation will not be easy. We have a long way to go. It is now compulsory under the inspection regimes of the Audit Commission that all Local Authorities providing a housing function work towards meeting the Key Lines of Enquiry (KLOE's) for tenant participation. The KLOE's outline how tenant participation should

be delivered within a good and excellent authority and the Council must produce evidence to demonstrate that it is meeting those requirements. Depending on what evidence is produced the Audit Commission will give a score to the Council and make recommendations for areas of improvement.

Current Position

We currently employ one Tenant Participation Officer with a budget of £20,000 to cover the expenses of publishing Housing Matters and running the Tenant's Panel and related activity. The role of Tenant Participation Officer is quite wide ranging but tends to involve a lot of administration rather than community development work.

Proposed Resources

To 'kick-start' the programme outlined in the rest of the report, it is proposed that a full-time Tenant Community Development Officer be employed alongside the Tenant Participation Officer posts at an additional cost of around £30k.

Initially I would also propose increasing the Tenant Participation budget to 30k to get the various initiatives proposed in the report underway. We would expect to contain these extra resources within efficiency savings in the HRA Business Plan.

The amount of resources required in future years will be reviewed on an annual basis. If the initiatives are successful, it is quite possible that over a period of 3-5 years the level of resources will need to be doubled subject to the conditions within the Business Plan at that time.

We need to think outside the traditional approach of creating and appointing new council-funded permanent tenant participation posts. The staff structure mentioned above will be considered alongside other options such as:

- Offering secondments, or re-arranging people's roles so they can integrate participation into what they already do on a part-time basis (ie half time participation, half time their other work). In this case the FTE might be provided by 6 or 8 people not all of whom would be in Housing, to spread the participation message more widely into the organisation
- Linking with voluntary groups– there may be voluntary sector bodies who already work with our existing or potential tenants, who would be interested in collaborating with us, e.g. Alabare, child poverty organisations; Trussell Trust; advocacy groups.
- Jointly funded posts with other public sector organisations such as Housing Associations, the health service, police and fire service for example, who might also be looking at increasing opportunities for participation
- Opportunities for linking participation with wider equality and diversity work and with community development and community partnership staff

- Bidding and securing external funding to pay for the increase in the people doing this work.
- Creating New Deal posts via JobCentre Plus, which are eligible for a 6-month subsidy. These could be Assistant level roles recruited from our tenant population to act as catalysts for neighbourhood level activity

Monitoring

Formal structures

We will set up an overall Resident Participation **Steering Group** including tenants and leaseholders, to manage the programme of work. The Chairs of Tenants and Leaseholders Panels and of the sheltered scheme Forum, the Housing Portfolio Holder, the Head of Housing and the Tenant Participation Officer will be on this group. Wide-ranging council officer and member composition for the group will be drawn up. However chairmanship will be decided by the group as a whole, and will not necessarily be a council officer.

The Steering Group will:

- Collect views & experiences of all involved in new participation activities (residents, staff, Members) to use in evaluation of progress towards the results being aimed for.
- Formally report action plan progress to the Service Directorate of the new unitary authority, Wiltshire Council and the Local Strategic Partnership at least every 6 months.
- Report relevant aspects of the work and discuss results with any other appropriate strategic partnership for the area, as the issues arise.
- Take reports to the corporate management team and cabinet on a topic-by-topic basis.
- Take reports back to residents groups, area and open meetings, as well as publicise results widely through as many means as possible (see the action plan and Appendix B)

Other reports and processes

We will review how we currently monitor resident participation and change our processes to show how the new participation activities are making a difference. This will depend on having Resident Participation staff in place to deliver the work and monitor the results.

Resident Skills Training and development

The development of new skills and knowledge is very important for all of us. No-one can be expected to be as confident or skillful at a task when they first start as when they have been doing it for a while. We don't expect tenants, leaseholders and other residents to set up or join residents' groups and automatically feel completely confident from the very start. That's why we will have a wide programme of training and development opportunities.

We will do a skills audit of the people who want to be part of our formal structures and set up a yearly training programme to meet their needs.

We have set ourselves goals to give residents more say, and help them participate in other services as well as Housing. This means that the choice of training opportunities needs to be much broader than just courses on effective meetings or housing issues. For example, if residents are going to be on maintenance contract boards then they may need training such as 'How to Procure and Manage Contracts'. Or if they want to be involved on the Community Safety Partnership they will need the right background training for that.

Not only that, but we will train and develop people who want to progress their participation 'career' with us. So whether one of our residents wants to become more skillful in chairing a high profile group or to be active more locally with their own neighbours, we will do our best to make the right courses available to them.

We will work out the best ways to publicize, evaluate, monitor take-up of training and to give recognition for tenants' increasing their skills. We will agree with tenants a fair and realistic policy for funding and subsidising tenant development opportunities.

We have drawn up a possible list of training courses as Appendix C. This list will be developed as the participation work progresses.

Equality and Diversity

This strategy is about opportunities for everyone to become involved, if they want to. That means changing the way we work and the way we think about our community. We have tried to ensure that this strategy will open up participation opportunities to everyone, whatever their background.

We will need to make sure that the opportunities we offer people don't create new barriers.

This means things like:

- Investigating the possibility of providing easy read formats for residents with learning impairments, and spoken word software for blind and visually impaired people who want to use our website
- having meetings space which disabled people can get into and with enough space to bring their carers
- providing interpreters, or facilities and space for people to bring relatives and people who can translate for them

- trying to locate activities and events within easy reach of all forms of transport – quite a challenge in our rural area – or laying on transport to get people there
- providing information and publicising opportunities in as many ways, languages and locations as possible.
- Identifying issues and matters of interest to our different communities

That's a big task! Part of this will be to do an assessment of how what we do now has an impact on our equality standards, and what we should do to include more groups. This 'impact assessment' will probably be on a large scale (over the whole service). However, we will need to screen each event and opportunity before we set it all up to make sure we are catering for everyone we should include.

Introduction to the action plan

We've put together a detailed action plan, which shows all the activities we need if we are going to become excellent at resident participation. It names who will be responsible for each action and when it will be completed. It also shows how often the plan will be reviewed and by whom, and how we will use the information from the review.

The action plan is set out according to the way the Audit Commission inspects tenant participation, using a method called 'Key Lines of Enquiry' (KLOE). It outlines what tenant participation in an excellent authority would look like. Our actions are designed so we can also be excellent.

Closing remarks

We hope this strategy has been useful in explaining how we are developing resident participation across Salisbury district. If you have any comments, please contact us.

Contact Us

This strategy is available on our website www.salisbury.gov.uk under the section on Tenant Participation (www.salisbury.gov.uk/housingandbenefits/tenantparticipation)

You can also see a hard copy at the following places:

Location	Address	Telephone
Amesbury Information Point	The library, Smithfield St. SP4 7AL.	01980 622833 / 623255
Amesbury Citizens Advice Bureau	The Health Centre, Smithfield St.	01980 622696
Mere Information Point	The library, Barton Lane, Mere BA12 6JA.	01747 861211
Mere Citizens Advice Bureau	The Library. Barton Lane.	01747 860030
Salisbury library	Market Place, Salisbury SP1 1BL	
Citizens Advice Bureaux	18 College St; Salisbury	01722 327222
The Surgery	Park Rd; Tisbury (first Thursday of every month 1pm – 4pm)	
Bemerton Heath Housing Estate Office	151A Gainsborough Close, Bemerton Heath Salisbury SP2 9HB	
Friary Housing Estate Office	Whitefriars Rd; Salisbury SP1 2HR	
Housing Management Services	26 Endless St; Salisbury SP1 1DR	
Housing Office, Pennyfarthing House	18 Pennyfarthing St; Salisbury SP1 1HJ	01722 434222
Bemerton Heath Neighbourhood Centre	60 Pinewood Way. Bemerton Heath Salisbury SP2 9HU	01722 349271 / 416885 / 340182
The Friary Estate Community Hall	Carmelite Way Salisbury SP1 2HW	
NCH Wessex Family Centre Website: http://www.nch.org.uk	The St Martins Centre St Martins Church Street Salisbury SP1 2HY	01722 411178 or Mobile: 07974 819639. Fax: 01722 411178

For more information on this strategy, or to have it provided in different languages and formats, please contact the person listed below:

Tenant Participation Officer. 26 Endless St. Salisbury SP1 2DR
Tel: 01722 434 4490 Fax: 01722 434 386 Email: hsgmail@salisbury.gov.uk

Housing Tenant Participation -Features of an Excellent Authority	Actions for SDC (Needed / Suggested)	Priority H/M/L	Performance Indicators and Outcome Measures (as relevant)	By When? (date)	By Whom?
SECTION 1					
KLOE - Access, customer care & user focus					
<ul style="list-style-type: none"> • How effectively does the organisation communicate and consult with its service users and stakeholders about resident involvement? • How easily do service users access the service? • How clear and comprehensive are service standards from a service user’s perspective? • How does the organisation respond to service users? • What service user satisfaction has been achieved with this service area? • Does the organisation comply with the statutory requirements and good practice in resident involvement? 					
<p><i>Access to services is a major theme within the current equality/diversity agenda and within all inspection regimes. This is about making all services accessible to all people by using the means and channels which people want to/prefer to use, including developing online services, more mobile services and extending/being far more flexible about hours of business. If the organisation does not have a wide ranging Access to Services Strategy it should be producing one</i></p>					
<p>1.1 Provides a range of ways for service users to contact them (the service) – by telephone, in person or electronically – all of which are dealt with efficiently and effectively.</p> <p><i>Altering website pages a quick win, can be done relatively easily. Monitoring systems higher priority but will take</i></p>	<p>Corporate action – ensure corporate website, any interest specific websites and all pages on these are in line with RNIB ‘See It Right’ guidelines for visually impaired (font size/colour schemes) and offers ‘spoken word’ service and automatic translation into other languages.</p> <p>Restructure Housing Website Contact Page to include</p> <ul style="list-style-type: none"> • Generic contact information including interactive map for main council offices • Details and contacts for Housing, Tenant participation and other relevant officers, including at information points • Details/services and maps of each information points 				

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<p>more time.</p>	<p>on one page</p> <ul style="list-style-type: none"> • Input form facility for general e-mail contact, (eg name, e-mail, address, phone number, nature of issue and comments/question boxes) as some people only have internet service provider webmail, not MS Outlook • A link to a dedicated tenant participation webpage <p>Create a new tenant participation webpage to include some basic features and information such as:</p> <ul style="list-style-type: none"> • What tenant participation is all about • Why it is important • A bit about the housing stock and tenant profile • Some of the ways of getting involved • Contact details for tenant participation • A link to specific tenant participation websites such as (1) an overall site itself with links to (2) a Young People 12+ site and (3) a children up to 12 site <p>Update website to provide for each relevant housing and tenant participation officer (including senior officers/managers)</p> <ul style="list-style-type: none"> • Name, job title, brief job profile (3-4 lines max), • Location address/neighbourhood office/ area of responsibility • Direct line telephone number – office and mobile where supplied 				

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	<ul style="list-style-type: none"> • Direct e-mail address • Direct fax number <p>Generic information</p> <ul style="list-style-type: none"> • Retain generic postal address • Retain generic council phone number but make clear it is <u>council reception</u>, not Housing • Introduce new generic Housing Advice one-stop phone number • Retain generic housing advice e-mail address • Introduce generic SMS/text messaging facility for contacting housing advice • Introduce new generic tenant participation e-mail address • Introduce generic SMS/text messaging facility for contacting tenant participation officers <p>Information points (Amesbury/Mere)</p> <ul style="list-style-type: none"> • Introduce e-mail address and e-mail direct input form for each individual information point • Introduce SMS/text messaging for each individual information point • Ensure information on services and contacts at each information point is all on one page (ref above) <p>Investigate, pilot and assess the potential of</p> <ul style="list-style-type: none"> • Video conferencing/videophone/sending direct 				

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	<p>'video' facility</p> <ul style="list-style-type: none"> • Social networking site profiles (eg Facebook and YouTube) with appropriate contact details • Interactive Sounding/Message/Discussion Board on key Housing and Tenant Participation issues (with appropriate moderation) <p>Establish visitor counter for website and if possible reports on count activity (peak/troughs/busy days or times)</p> <p>Ensure all generic forms of contact (ie not specific officer e-mails but addresses like tenantparticipation@salisbury.gov.uk) have an automatic 'thankyou' response which states how quickly the user should expect a reply from an officer directly.</p> <p>Set up monitoring systems for all means of access implemented, with SMART information and targets such as recording numbers, time for contact to be answered/accessed, timeliness of final response and tenant satisfaction with response.</p> <p>Periodically report on usage, performance and satisfaction with methods of contact and responses.</p> <p>Include these performance indicators in all relevant staff appraisals and development plans.</p>				

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	<p>Review preferred methods of communication with representative sample of tenants (and their children) on regular basis. Implement changes arising from review with tenants and of actual activity.</p>				
<p>1.2 Has staff who all demonstrate user focus and a commitment to resident involvement in their work, and who treat people with respect at all times</p> <p><i>Widespread corporate importance with new CAA and Use of Resources proposals plus empowerment white paper.</i></p>	<p>Implement regular satisfaction survey (one-line, postal, other) testing representative sample of tenants about the advice help received.</p> <p>Conduct a high level, full equality impact assessment of the service and act on outcomes.</p> <p>Ensure corporate user focus values and behaviours included in</p> <ul style="list-style-type: none"> • adopted staff performance/appraisal policy and process • performance management and monitoring system • satisfaction survey questions (see above) <p>All corporate, Housing, TP and closely related strategies to include commitment to customer focus and user satisfaction</p> <p>Training on customer care and user focus at all levels within Housing and TP</p> <p>Project and strategy development shows clear user</p>				

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	<p>involvement briefs at outset, with corresponding file records/audit trails for development</p> <p>Implement initiative evaluation forms which include assessing level/frequency of tenant involvement.</p>				
<p>1.3 Has front-line staff who demonstrate a wide range of knowledge about the full range of enquiries they receive or know who or how to access the necessary information to help service users</p> <p><i>Not known how much of this is already embedded into service delivery.</i></p>	<p>Implement regular satisfaction survey (one-line, postal, other) testing representative sample of tenants about the advice help received</p> <p>Conduct a skills and training audit for all Housing/TP staff including senior managers</p> <p>Set out and implement a training and development plan covering services available and monitoring enquiries (see also section 3 training and note on mandatory training)</p> <p>Include skills/development and SMART performance targets/measures in each officer's appraisal report and development plan. Act on outcomes.</p> <p>Identify and process map enquiries for related services (ie where Housing regularly receive enquiries for other related non-housing services or vice versa)</p> <p>Identify key linking departments and officers within the council, conduct skills audit and awareness training for</p>				

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	<p>providing advice/direction to Housing/TP services.</p> <p>Include advice role in job descriptions/update job descriptions as required.</p>				
<p>1.4 Has set challenging service standards in conjunction with service users and stakeholders, which are tailored to meet local need.</p> <p><i>Not known what service standards are already in place – however assumption made that needs review with tenants at heart</i></p>	<p>Consult and discuss with representative sample of tenants (and their children) current service level standards (if set) and actual services provided/satisfaction.</p> <p>Draw up new set of services to be provided, standards and SMART performance measures which stretch beyond what is currently achieved in the SDC performance management system.</p> <p>Benchmark those standards with other peer authorities and assess relative level of challenge</p> <p>Draft overall Service Level Agreement document or other service standards agreement, including SMART targets, review mechanisms and action plan for delivery.</p> <p>Re-consult with and involve tenants. Ensure consultation mechanisms encompass the widest range of opportunities for tenant participation, and cover all key equality and diversity strands/considerations.</p> <p>Establish any local service levels which are required based</p>				

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	<p>on tenant profile of agreed 'localities' (eg ward) and clearly incorporate these in the service level document</p> <p>Obtain Charter Mark for service</p>				
<p>1.5 Has a well established, effective and comprehensive compact and/ or resident involvement statement, which exceeds basic DCLG/ HC requirements. The compact/ involvement statement is up to date and relevant.</p> <p><i>Has different function to the strategy.</i></p>	<p>Produce a compact/resident involvement statement in conjunction with the tenants themselves and their representatives (such as advocacy and special interest groups) which sets out an agreement on the standards, rights, roles and responsibilities of the various parties.</p> <p>Conduct annual review of Compact/resident involvement statement and service activity with the tenants.</p> <p>Publish the compact and annual review/report widely and ensure results included in future performance management arrangements/targets.</p> <p>Establish mechanism and responsible person for keeping Compact (or equivalent) in line with current tenant requirements and government legislation. Update job description and SMART appraisal/performance targets as relevant.</p>				
<p>1.6 Provides tenancy/ lease conditions handbook and other material, which give comprehensive information on rights and</p>	<p>Consult widely with representative sample of residents on contents of ideal tenancy handbook.</p> <p>Draft and re-consult.</p>				

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<p>responsibilities and the ways in which residents can be involved in, and influence, service delivery</p> <p><i>Assumed handbook has not been designed with major tenant involvement</i></p>	<p>Detailed tenancy handbook produced, including outline of TP arrangements and ways of accessing. Produce tenancy handbook./conditions summary leaflet for prospective tenants on the waiting list</p> <p>Publish handbook and also summary in a wide range of formats</p> <ul style="list-style-type: none"> • Online summaries via webpages • Online to download in large print, easy read, different colour schemes, main alternative languages, • in hard copy for all of these plus Braille and tape/CD <p>Ensure availability of tenancy conditions and handbook through all access points and relevant officers.</p> <p>Widely publicise availability, being clear to ensure hard to reach groups and all equality groups catered for.</p>				
<p>1.7 Produces a regular newsletter to which service users make a significant contribution in terms of content and style. Its content is up to date, user focused and presented in innovative ways to promote interest.</p>	<p>Introduce</p> <ul style="list-style-type: none"> • tenant-led and edited newsletter, with appropriate officer support • young tenants newsletter (led by them) and children's newsletter, as part of main newsletter or as separate inserts/pullouts <p>Obtain expressions of interest and constitute a group or groups who wish to lead/be closely involved in a tenant</p>				

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	<p>newsletter.</p> <p>Consider and assess having separate</p> <ul style="list-style-type: none"> • youth newsletter group • children’s newsletter group <p>Consider having smaller ‘locality’ newsletters based around recognisable communities, with their own branding/logo to encourage interest and ownership</p> <p>Review opportunity for nil-cost newsletters through production paid for by external advertising (eg relevant services and facilities which tenants/young people are likely to access or want)</p> <p>Establish process and timetable for production of regular newsletter including submission dates for contributions, editing timeframes and publishing lead times/end dates. First tenant led newsletters produced.</p> <p>Newsletters available in wide range of media (see above re on-line, hard copy)</p>				
1.8 Produces information on why and how management decisions have been made, to a level of detail agreed with	<p>Produce for tenants the range of Housing management information currently produced, for the council and for them.</p> <p>Review with representative sample of tenants how and why</p>				

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<p>service users. This is widely distributed to service users in a range of formats</p> <p><i>Of major importance with CAA, empowerment and major government emphasis on equality and diversity</i></p>	<p>this does/does not meet their needs.</p> <p>Draw up a policy/ agreed document</p> <ul style="list-style-type: none"> • of Housing and TP management information which will be produced • showing the agreed formats and frequency of production for each type of information (with all equality and diversity strands catered for appropriately), and • the ways in which the information will be sent and provided to the tenants, including in person at local meetings <p>Obtain 'Crystal Mark' for all tenant participation information from the Campaign for Plain English and including the tenants handbook.</p>				
<p>1.9 Is engaging service users in significant, innovative and effective ways in meeting all national requirements</p>	<p>Test and evaluate the opportunities/utility of all the means of engaging tenants at Appendix B (with tenants).</p> <p>Draw up a programme of introducing the most popular and relevant engagement and participation methods.</p>				
<p>1.10 Has a range of mechanisms in place that allow service users to participate effectively, in a way and level that suits</p>	<p>Draw up a programme of assistance and support (such as ensuring all venues have space for carers/advocates/interpreters) which will facilitate delivering those methods.</p>				

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<p>them, in the design, management and performance of housing services</p> <p><i>Range of sources and good practice used all of which will be supplied as background</i></p>					
<p>1.11 Treats resident involvement as an integrated and important element of the service, designed for the convenience of the service user and not the organisation (CAA/empowerment importance)</p>	<p>Establish a clear vision, aims and <u>measurable objectives</u> within the tenant participation strategy or Compact, with tenant involvement and agreement.</p> <p>Commitment to tenant participation/resident involvement is included within corporate and service policies such as:</p> <ul style="list-style-type: none"> • community strategy and LSP action plan • key joint strategic partnership policies and frameworks underneath the LSP (such as health and social care, education and learning, environment and regeneration, crime and disorder reduction) • corporate plan • housing service plan • tenant participation team plan • community cohesion /community development strategy • economic regeneration policy • planning policies and frameworks • customer charter 				

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	<ul style="list-style-type: none"> • access to services strategy • corporate equality and diversity policy and strand equality and diversity policies <p>Draw up and publish a chart or table which shows how national agendas, corporate aims/priorities and local area priorities for tenant participation interact and complement each other.</p> <p>Designate Tenant Participation ‘champions’</p> <ul style="list-style-type: none"> • at senior officer (eg Director) level • at member (eg Cabinet) level • at tenant level (overall for the whole borough • at locality level eg within each ward or for each housing area <p>Establish a Tenant Participation Development Steering Group to oversee the programme of actions.</p> <p>Have a defined structure and processes for regular tenant involvement and consultation in the borough, consulted through interested tenants, to facilitate the acceptable ‘basic level’ of participation and information sharing, such as</p> <ul style="list-style-type: none"> • network of tenant champions • network of tenant groups/forums • network of interest groups 				

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	<p>Set up clear terms of reference for resident and tenant participation, including meetings</p> <p>Corporate training plan includes as mandatory for all council staff and council members</p> <ul style="list-style-type: none"> • equality and diversity • customer care and service user focus <p>Establish performance targets and embed customer care and access values/measures/outcomes into the performance management/appraisal system (see 1.2 and 1.3)</p> <p>Has a course prospectus/menu of approved training courses for tenants and a regular refresh of what is offered (see also training section 3)</p> <p>Establish job descriptions and development and training plans for key 'tenant posts' within the participation structure, and a recruitment process for these (see also training S3)</p> <p>Produce a comprehensive resident involvement start-up pack</p> <p>Establish tenants and residents 'resource rooms' or similar</p>				

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	<p>facilities at locations throughout the borough</p> <p>Introduce and operate a bidding process for grants /funding for residents groups, based on extent to which activity fulfils key corporate and local objectives.</p> <p>Introduce and carry out ‘exit surveys’ for tenants moving from onbe locality to another or out of the borough which ask about tenant participation knowledge, activities and satisfaction.</p> <p>Introduce and operate a regular non-participant surveys as part of the strategy and work plan.</p>				
<p>1.12 Can show that consultation and involvement always begins at an early stage (for example, in Tenant Compact/ involvement statement and policy development work) and that service user views are taken into account before all key decisions are made</p>	<p>Introduce the following:</p> <p>A commitment within the Compact/strategy to involve tenants at the outset of all key decisions (includes strategies, polices and changes to service delivery)</p> <p>A statement in the compact that a representative/appropriate sample of tenants will be contacted within an agreed standard timeframe of activities being identified for development (eg 3 weeks)</p> <p>A basic decision checklist (to be used by all housing staff) for use on local/small scale and non-contentious activities, which</p>				

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	<ul style="list-style-type: none"> • includes a prompt for tenant participation activities • identifies all key tenant stakeholders and locations • identifies how they will be involved and general frequencies <p>A detailed and structured project brief, project plan and risk assessment approach (based on Prince 2) for all major projects, new strategies and changes to service delivery which includes :</p> <ul style="list-style-type: none"> • includes a prompt for tenant involvement activities • identifies all key tenant relevant stakeholders and locations • how they will be involved and the likely frequency of that involvement • How monitoring and evaluation of tenant participation will be carried <p>A monitoring process for tenant participation activities which considers</p> <ul style="list-style-type: none"> • when tenant involvement <u>actually started</u> for key decisions, policies and projects compared to when it should have started • assessment for each key decision of tenant views on whether they felt involved early enough in the process – reporting and acting on the results <p>A register of who was consulted/involved, when and how</p>				

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	they were involved (what methods were used), responses/response rates and satisfaction with the process to be appended to all key decision reports prior to approval.				
1.13 Actively canvasses the views of service users and uses them to review or improve services. Service users are consulted and involved in major decisions that affect the service	<p>See 1.12 above but also</p> <p>Introduce basic recording mechanisms for tenant involvement activities from 1.17 to 1.10 above.</p> <p>Have a structured yearly forward plan of timetabled and programmed resident involvement activities and consultation exercises, and who will carry them out/be involved.</p> <p>Publish the forward plan widely including on the websites in the newsletter, at access points and through local meetings (links also to 1.12 above)</p> <p>Active use and publish independent public opinion surveys such as MORI for key aspects of tenant participation</p> <p>Record the outputs and outcomes of all consultation exercises and publish a regular report on actual changes made (linked to each specific initiative) and why back to all tenants in a wide range of equality-friendly formats and mechanisms.</p>				

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<p>1.14 Has service users who report a high level of satisfaction with opportunities to inform management, decision-making and service delivery. Service users feel confident that their input will be valued and acted upon.</p>	<p>Establish process for monitoring satisfaction with involvement and outcomes for tenants linked to relevant aspects of Section 1 - already described.</p>				
<p>1.15 Has service users who know about, and understand, the compact/ involvement statement and are satisfied with its content and scope</p>	<p>Widely publicise the compact and avenues for tenant participation – links to previous parts of Section 1</p> <p>Implement a range of process for regular assessment of level of understanding by tenants of opportunities for involvement, eg</p> <ul style="list-style-type: none"> • MORI surveys • Surveys in the newsletter • Web polls • E-voting • Satisfaction forms after specific involvement initiatives <p>Establish baselines for</p> <ul style="list-style-type: none"> • % all tenants who know about opportunities and % involved in tenant participation (now/immediate future) • % tenants from different equality strands who know 				

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	<p>about opportunities and are actively involved</p> <p>Establish SMART targets for</p> <ul style="list-style-type: none"> • Increasing the % of tenants who know about the range of opportunities to access involvement • Increasing the % tenants who <u>are</u> actively involved • Increasing % tenants who know about opportunities and are involved across different equality strands • For equalising knowledge and involvement across equality groups with specific focus on BME communities <p>Set up systems for periodically testing and reporting back on knowledge and satisfaction, with outcomes and future actions (to be incorporated into the performance management system and service plans)</p>				
<p>1.16 Has resident board members who are aware of and/ or understand their responsibilities as directors in the case of ALMOs and housing associations</p>	<p>See training Section 3</p>				
<p>SECTION 2</p> <p>KLOE - Diversity</p> <ul style="list-style-type: none"> • How does the organisation respond to the diversity of its community to ensure that all users, or potential users, have fair and equal access to resident involvement opportunities? 					

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<i>Diversity and knowing communities is a central theme of Comprehensive Area Assessment. There will be a lot of store put on an a constantly updated borough profile by inspectors. Knock on effects for data gathering and profiling in Housing (and other departments), but also opportunities for working with others to pool resources.</i>					
2.1 Has a clear understanding of its local community using all relevant information, including the input of local partners, and knows its own service user profile, making necessary adjustments where this is out of step in meeting the needs of those that require services	<p>Corporate action – carry out and keep up to date a comprehensive borough profile (now and projected forward)</p> <p>This should include items such as:</p> <ul style="list-style-type: none"> • In/out migration – numbers and new communities and their locations • Population changes and projected changes – numbers and composition (including knowledge of the equality strands – eg designed around ethnicity, age, disability, gender, sexual orientation, faith) • School and college information on student make-up and changes, education levels and attainment, offering of vocation courses and employer training • Demographic and social make-up, including transient groups such as travellers and gypsies • Health • Economic activity including mapping of relative deprivation, % population in work, transient and migrant workers, wage levels, company types/profiles and the percentage of the working population in different job types and sectors • Development and economy– new house building and company re-location/formation, changes in planning application activity, travel to work patterns 				

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	<p>and % economically active people working outside the borough</p> <ul style="list-style-type: none"> • Transport type/usage and travel patterns • Crime and disorder, youth justice • Voluntary group numbers, new formation, membership and usage <p>Corporate action - Introduce a standard diversity profile form (covering the six strands) to be used in all recruitment activities and across all services for applications to the council for different types of assistance, as well as in any surveys, complaints and compliments, consultation and satisfaction monitoring activity.</p> <p>Corporate action – Establish a mechanism for collating the results of the diversity monitoring to ensure that this can be fed into and inform the borough profiling.</p> <p>Corporate action – review the opportunity/possibility of combining borough profiling with other officers in other public sector organisations or developing shared profiling posts.</p> <p>Corporate action – review introduction of social-demographic modelling and mapping capability</p>				

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	<p>Carry out a full tenant profiling exercise. Profiling to include:</p> <ul style="list-style-type: none"> • Recording and producing statistics on equality strands represented • Other social and demographic information such as health/long term illness/disability, working/not working and income level, number of dependants and ages, lone parents, access to internet, length of time in area • Matching housing allocation information and residency information to ensure records up to date <p>Periodically (eg annually) review housing waiting list statistics and compare with previous year.</p> <p>Produce annual report on the actual tenant profile and likely changes to the tenant profile based on the borough profile and waiting list changes. Assess how this is likely to affect services including participation and draw up plans for dealing with the outcomes.</p> <p>Map geographical location of housing and clusters of tenants (eg by equality strand, indices of deprivation etc), to inform where services should be delivered and what they should be.</p> <p>Assess possible impact on area based tenant populations from introduction of choice-based lettings (will this affect</p>				

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	<p>groupings of people/equality types as opposed to traditional way of allocating properties)</p> <p>Identify minority groups which are likely to be under-represented or hard to reach for participation, and a plan of action.</p>				
<p>2.2 Knows, records and monitors information about the ethnicity, vulnerability and disability of service users and uses it to inform service delivery and prioritise resources</p>	<p>See 2.1 plus use of corporate diversity form and monitoring arrangements.</p> <p>Assess changes, pressures and opportunities within the annual Service Plan and how that affects the future shape of the service.</p> <p>Produce an annual budget bid and final budget for Housing and Tenant Participation which</p> <ul style="list-style-type: none"> • Sets out the pressures and changes (population and new government requirements) • identifies the relative spending priorities (high, medium, low) • clearly shows the changes between years in allocation to different budget heads and geographical locations • and how those changes reflect community changes 				
<p>2.3 Provides information</p>	<p>Carry out a full equality impact assessment of current</p>				

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<p>about services and service standards in a comprehensive range of languages and formats appropriate to service users' needs eg, large print, Braille, other languages etc</p>	<p>communication and tenant participation approaches/methods, with direct tenant participation, involvement of the voluntary sector and advocacy groups.</p> <p>Include in this all forms of communication and information giving/gathering, such as all electronic means and outputs of all management and TP activities (minutes, reports etc).</p> <p>Review outcomes in light of any borough profiling.</p> <p>Draw up, budget for and implement action plan for changes across the whole range of possible communication methods.</p>				
<p>2.4 Works with its component communities to ensure fair representation and service take-up</p>	<p>Work to include:</p> <ul style="list-style-type: none"> • Map current tenant communities across the six equality strands • Gap analysis of current overall tenant participation involvement against overall tenant profile • Gap analysis of overall tenant profile against different housing service take up • Identify under-represented groups • Action plan <p>Identify and 'appoint' tenant and officer champions to work within all communities, but especially those 'hard to reach'</p> <p>Set up partnerships with voluntary and advocacy groups</p>				

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	<p>operating in the borough to work in those communities alongside officers and tenants.</p> <p>Establish regular investigation of and reports on non-users of services and non-participants, and reasons for this, with appropriate plans for development.</p> <p>Set up monitoring and reporting systems, or use systems already in place, to monitor increase in tenant participation and housing service take-up. Act on outcomes.</p>				
<p>2.5 Works alongside service users to decide the best ways of involving them depending on their circumstances.</p>	<p>Other sections already refer – see 1.11-1.15, 2.4 and 2.6</p> <p>Undertake a comprehensive tenants communication and involvement audit eg:</p> <ul style="list-style-type: none"> • Draw up comprehensive tenants survey/investigation matrix on all communication channels and activities which are used now and which could be used in the future • Ensure all diversity aspects incorporated around barriers to attending meetings and meeting time preferences and locations, plus how frequently should they be used • Draw up a representative sample of tenants balanced across diversity strands and localities, aim for 10% survey response rate (could be done with the profiling exercise for all tenants or stratified sample) • Implement representative tenants survey and assess 				

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	<p>results</p> <ul style="list-style-type: none"> • Audit/investigate with other council departments how/where tenants are involved or should be involved, and what information is needed • Review approaches with voluntary sector bodies (specifically BME representatives), advocates and carers • Use physical and in person methods of assessing what happens now, what works and does not such as focus groups, one to one interviews, networking events, facilitated or drama based sessions and any other means appropriate • Draw up communication and involvement/consultation plan with key actions, structures and milestones <p>Roll the results of what works best and preferred means of communication/involvement into the service plan and tenant participation workplan.</p>				
<p>2.6 Has mechanisms that facilitate involvement of service users that are representative of the organisation’s customer base.</p>	<p>Identify key communities of interest – eg by equality strands, income level, English language capability.</p> <p>Identify and report on successful good practice in tenant involvement from other authorities with sizeable representation of those communities – for example through Beacon authorities/CPA good or excellent authorities.</p>				

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	<p>Discuss with tenants/voluntary groups and set out a programme of pilot testing of approaches with the most support.</p> <p>Review outcomes of testing and report back to management team and tenants.</p> <p>Set up programme of rolling out successful programmes across the borough.</p>				
<p>2.7 Does not discriminate against any person or other organisation on the grounds of race, ethnic origin, disability, nationality, gender, sexuality, age, class, appearance, religion, responsibility for dependants, unrelated criminal activities, being HIV positive or having AIDS, or any other matter which causes a person to be treated with injustice</p>	<p>Use existing monitoring and new monitoring systems proposed (especially diversity monitoring) to demonstrate council’s anti-discrimination performance.</p> <p>Use mandatory customer care and equality and diversity awareness training to reinforce the council’s commitment to equality of opportunity.</p> <p>Identify and train relevant staff in delivering equality impact assessment</p> <p>All forum, compact and other tenant participation policies, partnership policies and tenant role job descriptions/competencies to include equality and diversity.</p>		<p>0 cases found against the authority by any equality regulatory or statutory body.</p> <p>Less than 10% of complaints received have discrimination as a basis.</p>		
<p>2.8 Can demonstrate how the varied methods of resident involvement have led to black</p>	<p>See also 2.3 – 2.6</p> <p>Set SMART targets and success criteria for development of</p>				

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and minority ethnic (BME) and hard-to-engage groups having an impact on the service they receive	BME and hard to reach groups into tenant participation. Specifically assess their satisfaction with involvement and services as part of monitoring systems already referred to.				
2.9 Provides a range of support to enable service users with specific needs to be involved, for example by offering travel or carers' allowances, using accessible venues for meetings, translating information, providing hearing loop systems, etc.	Actions already included within earlier sections, especially ways of achieving engagement sections 1.9-1.10				
2.10 Has a range of local compacts/ involvement statements in place and a clear plan for introducing the remainder where service users want them	Establish clear core terms of reference for tenants forums and other relevant interest groupings, mirroring the corporate Tenant participation Compact, but allowing for local differences in circumstances and composition.				

SECTION 3

KLOE - Resources for resident involvement

- **How does the level of resources and training for service users demonstrate the organisation's commitment to resident involvement?**

To get the required momentum behind tenant participation, the authority will need short term, high quality and immediate capacity. This will ensure progress until permanent recruitment can be funded and delivered within the new organisation. The level of assistance depends on priority for tenant

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<i>participation and how quickly SDC wishes to achieve comparable position with peer authorities.</i>					
<p>3.1 Has the funding and staff in place to make effective resident involvement happen either through dedicated staff resources or through mainstreamed resident involvement service delivery.</p>	<p>Short term</p> <ul style="list-style-type: none"> Consider immediate appointment of 1-2 high quality contractors to deliver real impetus to the tenant participation development programme and project management (12-18 months for each) <p>Long term</p> <p>Benchmarking activity:</p> <ul style="list-style-type: none"> Identify peer authorities including top 20 most appropriate CIPFA nearest neighbours, based on expected size after unitary status. Establish their long term tenant participation officer complement/FTE, services provided and budget allocation (separated into staff salaries and events/activity support costs) Identify and review TP activities, processes and outcomes in authorities of any size with excellent or good practice (ie which are CPA excellent and/or good or excellent in Housing Services) Review sources of good practice and national reports eg Audit Commission, IDeA, Local Government Information Unit etc Determine what will be priority activities and programme for TP development in 2009, 2010, 2011 etc Determine levels of TP resources needed long term – 				

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	<p>staff/salaries and other budget</p> <p>Join and participate in relevant housing/tenant participation benchmarking clubs.</p> <p>Establish job descriptions, person specifications, competencies and grades for staff complement. Consider the following:</p> <ul style="list-style-type: none"> • Opportunity for joint funding and sharing of posts with equality and diversity corporate function • Opportunity for joint funding and sharing of posts with other public sector organisations • Harnessing community development and cohesion resources in any Association for Voluntary Services to support tenant participation officers • Recruiting and developing tenants directly who can provide ‘on the ground’ part-time support for tenant participation officers • The option of a Housing or Tenant Data and Research/Admin officer post to deliver adequate profiling and community tracking work, or making this a joint corporate Data and Research post for borough profiling. • Identify the level of support tenants groups and activities will benefit from/can be allocated. • Opportunity for incentivising/mainstreaming some participation activities through Housing Officer 				

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	<p>posts (job descriptions plus training)</p> <p>Place justified growth bid and obtain budget to develop TP complement.</p> <p>Have full permanent complement of relevant tenant participation/data officers by April 2010.</p> <p>Establish a periodic, regular service review of tenant participation as a whole to re-affirm or change the level of support and competencies needed.</p>				
<p>3.2 Delivers high-quality, and ongoing, training to facilitate resident involvement in technical matters.</p>	<p>Section 1.1 actions are reproduced here as part of this section</p> <p>With tenants, design, develop, tender for (as appropriate) and establish a course prospectus/menu of approved training courses for tenants.</p> <p>Monitoring and evaluation of numbers and satisfaction for all training courses individually and collectively with relevant action.</p> <p>Annual report on training with active refresh of the training prospectus in light of customer comments.</p> <p>Ensure that job descriptions, competencies, ‘recruitment processes’ and development and training needs for key</p>				

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	<p>tenant roles are embedded within the participation and training plans</p> <p>Key tenant roles have mandatory equality and diversity training as part of their specification.</p>				
<p>3.3 Provides significant resources for resident training, which is developed with service users</p>	<p>Section 1.1 actions are reproduced here as part of this section:</p> <p>Produce a comprehensive resident involvement start-up pack and introductory course</p> <p>Establish tenants and residents ‘resource rooms’ or similar facilities at locations throughout the borough</p> <p>Encourage and facilitate access to (as appropriate)</p> <ul style="list-style-type: none"> • TAROE (Tenants and Residents Organisations of England) umbrella body meetings and resources • the Housing Corporation’s Tenant Management programme for local authority tenants and draw up a programme of training/development where appropriate for tenants groups • the National Federation of Tenant Management Organisations • The Confederation of Co-Operative Housing • TPAS – Tenant Participation and Advisory Service • Training run at low cost by voluntary and charitable 				

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	<p>organisations</p> <ul style="list-style-type: none"> • Tenant-run training companies/groups • Local colleges <p>Offered a tiered, budgeted for and tenant-agreed scheme of allowances for taking up key tenant management and participation 'posts' or roles such as neighbourhood/locality champions, tenant inspectors and mystery shoppers (modelled on the allowances scheme for Council Members).</p> <p>Establish a defined budget for supporting tenant participation training, covering the priority programme of training each year</p> <p>Introduce and operate a bidding process for grants /funding for residents groups, based on extent to which activity fulfils key corporate and local participation objectives.</p>				
3.4 Has set up training for potential service user board members to widen the scope of possible applicants.	See 3.2 above				
3.5 Makes training and support such as mentoring an integral element of being a resident board member (in	Set up job descriptions , competencies, 'recruitment processes' and development and training requirements for all key tenant roles. Establish a tenant development and career progression				

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ALMOs/ housing associations).	system for those tenants with significant skills and commitment.				
<p>SECTION 4</p> <p>KLOE - Impact of resident involvement</p> <ul style="list-style-type: none"> Is there clear evidence that resident involvement has led to improved services and outcomes for service users? <p><i>CAA and Use of Resources, plus other inspection regimes are increasingly focussed on outcomes. Authorities will have to prove that what they are doing make a difference to resident satisfaction and quality of life. Performance measures should be about impacts, not about tasks completed.</i></p>					
4.1 Is clear about the purposes of involving residents and evaluates the organisation's efforts against its resident involvement objectives.	See section 1 for relevant framework and actions to deliver this.				
4.2 Can demonstrate that service users have used training opportunities and/ or their skills and abilities to make a real impact in improving services.	Establish monitoring processes which <ul style="list-style-type: none"> Record tenant assessment of their skills before and after training Record the change in tenant participation activity, numbers and satisfaction with participation and housing services 				
4.3 Has delivered improvements to the service as a result of resident involvement.	<ul style="list-style-type: none"> Record evidence of where tenant involvement has led to a different or better outcome than what had been originally envisaged Report changes in newsletters and at meetings/publicise widely.				

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	Produce an annual report on impact of tenant participation and service improvement case studies. (Could be subsumed into other monitoring and reporting already proposed)				
4.4 Can demonstrate links between resident involvement and community development and takes part in projects that promote sustainable communities.	Set up a programme of joint and partnership projects with <ul style="list-style-type: none"> • Voluntary and charitable sector groups • Other council departments 				
<p>SECTION 5</p> <p>KLOE - Value for money</p> <ul style="list-style-type: none"> • How well does the organisation maximise the impact from its resources for resident involvement? • How effectively has the organisation established partnerships geared to achieve value for money and improving its performance to service users? • Has the organisation used procurement to achieve value for money in delivering services that benefit service users and others? <p><i>Value for money and use of resources audits/KLOE are becoming far more challenging in 2009. SDC's approach needs to be assessed with these KLOE in mind.</i></p>					
5.1 Collects accurate information on resident involvement costs and benefits and uses it to decide priorities and to strategically manage resources in the context of a formal procurement strategy.	Overall project plan for tenant participation includes an assessment of costs to deliver the programme each year. Establish a clear, corporate management team-approved financial budget for <ul style="list-style-type: none"> • tenant participation activities and events • tenant participation allowances, incentives and grants • other resources such as supply of stationary, 				

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	<p>resource rooms, laptops, software and mobile phones (including to tenants)</p> <ul style="list-style-type: none"> tenant participation staff salaries and on-costs <p>Establish the total time invested and related opportunity cost of tenant participation activities for other council staff, as part of project and programme management arrangements.</p> <p>Operate regular, periodic time-sheeting exercises, including for tenants involved in key roles, to assess actual time (and calculation of money) spent on defined tenant participation activities across Housing and related services.</p> <p>Establish monitoring of</p> <ul style="list-style-type: none"> budget expenditure and income generated. monetary benefits through changes in service delivery from tenant involvement (see sections 4.2 and 4.3) non-monetary benefits (eg increased skills, high satisfaction rates) 				
<p>5.2 Provides service users with comprehensive and accurate information on resident involvement, including costs and benefits, when presenting options for</p>	<p>Introduce cost and benefit reporting as part of the suite of monitoring and management reporting already outlined.</p> <p>Information is provided in the widest range of accessible formats through all relevant channels including reported in person, and is equality/diversity appropriate.</p>				

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improvement.					
<p>5.3 Is able to demonstrate significant cost savings and/or quality improvements through partnerships and have investigated partnerships with other organisations wishing to procure similar services (Collective Procurement) such as other housing associations/ councils/ ALMOs.</p> <p>5.4 Is aware of, and successfully bids, for appropriate additional resources to deliver resident involvement (for example, Housing Corporation grants).</p>	<p>Monitor all procurement exercises for tenant participation.</p> <p>Invest in partnership and consortium bidding, and initiative development.</p> <p>Identify all potential existing sources of funding for tenant participation and process for ensuring this list if kept up to date.</p> <p>Monitor success in bidding for resources and resources allocated (as part of financial monitoring) and bid for external sources of funding, including use of regional agencies' resources</p> <p>Operate jointly funded posts or transfer tasks where another organisation is best placed to deliver</p>				
5.5 Provides clear and well understood information on costs and how these relate to the quality of services delivered.	<p>Introduce cost benchmarking with similar authorities</p> <p>Monitoring reports show charts of cost vs quality/satisfaction</p>				
5.6 Has low overall costs and					

Housing Tenant Participation -Features of an Excellent Authority	Actions for SDC (Needed / Suggested)	Priority H/M/L	Performance Indicators and Outcome Measures (as relevant)	By When? (date)	By Whom?
unit costs for resident involvement compared to other organisations providing similar levels of services and allowing for the local context (service users may have agreed to pay more for higher quality services).					
5.7 Can demonstrate competitiveness of internal service provision when compared with external providers and has carried out a review of procurement capacity within the organisation.	<p>Establish a bank of approved contractors/companies (including any in-house suppliers) for tenant participation services which have already been through a rigorous tender or cost evaluation programme (council and partnership-approved).</p> <p>Conduct all procurement exercises according to procurement strategy, OJEU protocols and financial regulations and schemes of delegation.</p>				
5.8 Follows good practice in procurement and understands where the greatest potential benefits can be gained, internally and externally.	<p>Apply procurement strategy and financial schemes of delegation.</p> <p><i>Not enough information about SDC procurement strategy, how well this reflects good practice or how consistently it is applied to achieve VFM.</i></p>				
5.9 Consistently meets or exceeds targets specified in service standards and performance indicators on	<p>Measurable objectives and SMART targets set for overall tenant participation programme.</p> <p>Monitoring of tenant participation programme actions (this</p>				

Housing Tenant Participation -Features of an Excellent Authority	Actions for SDC (Needed / Suggested)	Priority H/M/L	Performance Indicators and Outcome Measures (as relevant)	By When? (date)	By Whom?
resident involvement.	<p>action plan) and key milestones.</p> <p>Each forum or key group to have SMART targets and measurable objectives which it assesses performance against annually.</p> <p>Make resident involvement part of key contractors terms and conditions</p> <p>Performance monitoring demonstrates achievement as part of suite of monitoring already outlined.</p> <p>Monitoring processes include and demonstrate action taken against areas of poor performance.</p>				

Test and evaluate the opportunities/utility of all of the following means of involving and engaging tenants:

Formal – Boards, Champions and Meetings etc

Opportunities for tenants to be directly involved in the business in a formal structure. These assume that all will have tenant representation and membership of the group or panel is relatively constant (but subject to change under elections or other agreed constitutions/processes for rotating membership).

Any of these established should be **supported by the introduction of a tiered system of allowances to incentivise people into key posts.**

- Tenant Participation Steering Group – developing the strategy action plan and overseeing the work programme to 2011
- Tenant Supporters - Recruitment of direct support for the tenant participation officer, (ring-fenced to tenants only) working for the council several days a week in localities on a short term contract (eg 2 years), supported by appropriate training and development
- Tenant Forums – a locality structure for regular meetings as practiced now (but widened to ensure each ward is covered by at least one active group)
- Service Plan Board - Tenant involvement in developing and agreeing the annual Housing Service plan
- Budget Board – A Housing and Corporate budget review group
- Locality Champions - Establish network of tenant participation ‘champions’ in relevant localities (eg ward) – not necessarily the same as chairs or deputy chairs of forums
- ‘Super forum’ meeting twice yearly for whole authority
- Tenant mystery shoppers and programmed mystery shopper exercises targeting important or poorly performing services
- ‘Super shoppers’ – ban of tenants trained to conduct random audits of any service/facility and report back
- Service/Best value review group - Tenant involvement on programmed whole service reviews including with role as ‘volunteer inspectors’ of services

- Tenant management of small scale assets – Encouragement and training for ‘Right to manage’ combined with transfer of local, small scale assets or areas to tenant management (play areas, community halls) with appropriate devolved budget.
- Tenant management cooperatives - for blocks of appropriate housing, with appropriate training and devolved budget
- Procurement specification and contract management boards – joint tenant and officer/member participation in design specification, tendering, target setting and contract management of services, on a contract-specific or issue-specific basis
- Tenant equality groups - Range of tenant interest groups eg based on equality strands (race, disability, gender, age, sexual orientation and faith)
- Thematic Interest Groups - Other interests such as environmental matters, crime and disorder
- Area Roadshows - Regular tenant-led or joint council/tenant area and borough roadshows, including in conjunction with other partners who are also developing community engagement
- Partnership Boards - Tenant representation on key corporate/strategic /service partnerships (not just Housing related) and the Local Strategic Partnership
- Resident scrutiny panel (real (ie meets) and/or virtual – to review reports and proposals for key decisions after consultation and involvement but before they are put to Housing management team and Corporate Management team
- Complaints Review Group - Regular review and analysis of complaints and compliments service with specified terms of operation and performance targets, possibly even partially administered by tenants
- Tenant Observers – Bank of tenant ‘observers’ of council meetings who then report their views back to council
- Recruitment and Selection panels - Tenants involved in drafting/reviewing job descriptions and recruitment process/ panels for housing staff including senior management
- Local or borough wide Crime Watch network - linking with strategic partnerships on Crime and Disorder and directly with local police (crime and fear of crime consistently a key factor in a good place to live)

- Tenants (survey) panel – similar to borough-wide citizens panel, but drawn from and representative of all tenants (and equality groups, and as far as possible geographical locations) who are surveyed periodically throughout the year on a range of issues
- Best practice review group – including Beacon/charter mark visits programme taking tenants to leading authorities (or other similar excellence mentoring programme)

Informal and ad hoc

These are ways of directly engaging tenants or facilitating engagement:

- Summary Participation Strategy - Send out summary of the strategy with postage paid 'Key player' form to all households.
- Annual report summary - Send out annual report on tenant participation with pre-paid 'key player' form to all households
- Restructure of the council's website pages for TP and introducing new phone numbers and e-facilities such as mobile SMS/text and e-mail direct contacts with officers (1.1)
- 'Key player' forms – periodically send or publicise the principal ways of getting involved on a 'key player' form for tenants to mark and return if interested in specific activities or roles
- Social networking site profiles and information for the council (eg Facebook and YouTube) enabling direct e-contact
- Interactive Sounding/Message/Discussion Board on corporate website - key Housing and Tenant Participation issues (with appropriate moderation)
- Direct RSS feeds to users computers on key housing and tenant participation matters including consultation events and deadlines (e-newsletter with links)
- Tenant Participation Blog with user response facility
- Internet kiosks at appropriate/secure locations for those who do not have web access (not confined to only council-owned sites and locations)

- Specific tenant participation website
 - Overall website
 - Young Tenants (also linking to other key social and educational services)
 - Children and Young People site (up to 18?)
- Automated SMS/text and e-mail messaging for subscribers interested in progress of specific initiatives
- E-voting – electronic and text voting on key decisions, use of facilitated electronic voting at tenants meetings, website e-polling on issues with instant results displayed ('what do you think of... vote now!')
- Pre-paid Postal voting (as for elections, only for specific initiatives)
- Video conferencing at key public/meeting locations, plus possibility of videophones/users or officers/members sending direct 'video clip' facility (eg via YouTube), 'Big Brother' style video diaries
- Online consultation register for housing and other related issues (possible authority-wide consultation register) and ability to submit responses to consultations directly online through an input form specifically designed for each consultation
- Hard copy of consultation register supplied and publicised widely at public locations, information points and meetings
- Webcam facilities for meetings and boards to enable remote viewing
- Photographic exhibitions/competitions (what makes people 'mad, sad or glad' about the local area)
- Area or borough wide launch events for specific initiatives
- Offering tenants and residents resource rooms with internet and other facilities in the borough
- Resident/tenant volunteer scheme and register – helping those less able in the community with tasks such as shopping, filling in forms, access to services, transport
- Tenant-led/joint council and tenant crèche facilities to maximise involvement for single and working parents
- Venue rotation to enable widespread geographical coverage

- Each Tenants group/interest group/locality champion to be contactable by dedicated e-mail and SMS
- Incentive (direct payment) schemes for increasing participation – vouchers for shops or key services such as bus, train and taxi, library loans, time spent (payment per hour), fuel costs/mileage, prize draw quizzes and prize draws for surveys, proper meals after meetings, not just biscuits and coffee, childcare facilities
- Moped loan for rural community representatives with no access to public transport or where transport is infrequent
- All-resident, intergenerational community events designed around specific topics such as ‘Planning for Real’ – considering issues and development desires/needs for the area such as designing out crime, making the place cleaner and greener etc
- Open meetings at various localities to discuss council’s housing/corporate budget proposals, with feedback on outcomes
- Open meetings post budget allocation to review the budget for the area, discuss and agree locality-based spending priorities
- Tenant-led estate or ward based open days- tenants showcasing their local area to link with introduction and expansion of choice-based lettings
- Tenant-led door knocks and leaflet drops on activities and opportunities in the area for getting involved
- Focus groups, tenant-led, or run jointly by external facilitators (to encourage buy-in)
- Facilitating advocacy - Allow and encourage tenants to speak through advocacy and voluntary organisations where they feel more comfortable with this approach, using direct provision, grants and other direct incentives
- Bus, taxi and public transport advertising of opportunities and contacts
- Advocacy ‘on-tap’ – ensure that the council offers advocacy and specialist support including translation/interpretation for people with physical or other difficulties for local meetings

- Make some or all Tenant Participation Steering Group meetings public (see section 1.11)
- Creation of tenant led drama group(s) bringing messages on key issues to areas throughout the borough
- Regular/visible presence of TP officer or support officer at information points and key locations during the week
- Radio phone ins including using any minority radio slots such as BME/older people/youth
- Use parish council structure and meetings to deliver increased opportunities and discussion
- Use important rural and community events such as agricultural shows and village/school/college fetes
- Coffee mornings and summer days trips for older people
- Offer direct incentives for officers and other tenants to actively recruit tenant participants (ex-gratia payments, vouchers etc)
- Open forum ‘yellow sticky boards’ or ‘note drop boxes’ in defined /mobile locations for any comments people wish to make, anonymously or otherwise
- Tenant-led equality impact assessment for venues and events (supported by officers with appropriate training provided)
- Tenant-led training groups (some tenants will have skills that can be used to train others in their locality) which could also be income-earning to pay for events and facilities
- Annual resident involvement awards, for residents who are voted to have made an outstanding contribution to improving participation.
- Make resident involvement part of key contractors terms and conditions

Facilitating involvement

These are aspects of the work which are not themselves directly 'involvement' or 'participation'. However if established they will facilitate and encourage tenants to be involved

- Associated with the above – development and maintenance of a tenant involvement register
- Draw up a and assess a creative range of locations for engagement where tenants go in their daily lives, such as betting shops, supermarkets/corner shops, voluntary group offices

Training course	Designed for
General courses	
Representing the community	All
Getting Support	All – successfully bringing people into the participation network
Personal effectiveness / negotiating and influencing skills	All
Presentation skills	All
Communication Jungle	All – getting your point across effectively
Team Working	All
Resolving conflict	All
Partnership working	All
Dynamic Groups	All – how to create mixed, balanced groups and keep them vibrant
Train the Trainer	For those with a keen interest in training other residents
Effective surveys	All – basic principles of designing and carrying out surveys
Information Technology	
Using IT effectively	All
Microsoft Word	All - beginner, intermediate and advanced as required
Microsoft Excel	As above
Using the Internet	As above
Powerpoint	As above
Web design basics	Specifically aimed at residents who express interest in setting up and administering webpages
Meetings	
Effective Meetings	All
Chairing Meetings	Chairs or prospective chairs of formal structures
Successful Secretaries	People who are administering meetings
Videoconferencing for Beginners	All – the protocols of and getting effective VC meetings
Time management	All
Effective Roadshows	All
Finance and Procurement	
Balancing the Books	Finance for beginners (basic) for individual residents or groups holding funds directly
Introduction to Council Budgets	All
Sourcing and Winning External Funding	Groups who are looking for additional resources to run their services
Finance for Treasurers	Advanced training for people managing larger

Training course	Designed for
	budgets
Introduction to Procurement	All
Specification and Tendering	For those on contract boards
Contract performance management	For those on contract boards
Equality and Diversity	
Equality and Diversity awareness	All
Disability Awareness	All
Race Equality	All - exploring cultures, differences and stereotypes
Equality Impact Assessment	Those with specific interest in reviewing venues and working practices. More advanced.
Working with Difference	All - how to work effectively in meetings etc with different cultures and abilities
Recruitment and selection	
Designing job descriptions	Specifically for those involved in recruitment activities
Interviewing skills	As above
Effective selection panels	As above
Inspection	
Mystery shopping	All interested in this activity
Inspecting Your Council – Basic	An introduction to how to review services
Inspecting Your Council – Advanced	Advanced training on inspection processes – for specific purposes
Scrutiny for Beginners	Specifically for anyone on a residents’ scrutiny panel
Peer Assessor	For residents involved in peer review teams such as IDeA
Performance Management	
Plans, plans and more plans	All – information about how the council plans its activities using the Local Strategic Partnership, corporate and service plans
Best Value Reviewing	Aimed at people involved in detail of reviewing and changing service delivery
Goal setting and action planning	All involved in formal structures
Managing performance	All involved in formal structures
Managing projects	All involved in formal structures
Housing	
Dealing with anti-social behaviour	All
Repairs and maintenance	All
Allocation and lettings	All
Certificate in Community Action	
Introduction to Tenant Management	For groups who want to directly manage small-scale assets
Tenant Management Cooperatives	For groups aspiring to take over blocks of

Training course	Designed for
	housing
Where does my rent go?	All
Other courses	
Introduction to	All – Introductory courses on all the councils major service areas eg Planning, Social Care, Parking and Transport, Revenues and Benefits, Economic Development, Environment, Democratic Processes, etc
Development Control and Probity	Anyone specifically involved in the detail of Planning