

# **Newydd**

## **TENANT INVOLVEMENT STRATEGY**

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**Version 3 - October 2009**

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## **INTRODUCTION**

Newydd Housing Association's vision for tenant involvement is to ensure tenants are involved to the level they wish to be throughout every aspect of the Association.

The Tenant Involvement Strategy is produced to ensure tenant involvement remains at the heart of Newydd Housing Association's services. The Association clearly recognises that tenant involvement is an important service improvement tool and aims to ensure that improvement through involvement is integrated into all the landlord functions.

A plain English version of this strategy will be available as a Service Information Leaflet along with details of how to obtain information about services and the landlord function of the Association.

The strategy will be reviewed annually through the Community Panel, the Board Champion for Tenant Involvement and the Newydd Board to assess how close to reaching the aims of the strategy the Association is.

This Tenant Involvement Strategy supercedes the Tenant Involvement Strategy v.2 which ran from September 2008 to October 2009.

Newydd Housing Association (1974) Ltd has adopted the following statement as its fundamental objectives:

**“Sustainable Communities, Affordable Homes, Successful Partnerships”**

The measure of Newydd's success in achieving these objectives cannot be monitored without the involvement of tenants. Newydd aims to create a culture that allows the Association to work in partnership with tenants to ensure future success and fulfilment for both partners.

It is recognised that the most effective route to encouraging the widest involvement of tenants is to offer the widest range of involvement choices. For this reason, the Association will continue to develop new and innovative approaches to participation to ensure every tenant who wants to participate, can participate.

### **How this Strategy was Developed**

Version 1 of this Strategy was developed in September 2007 by officers of the Association in close consultation with the Community Panels and the Board Champion for involvement.

Version 2 was developed with feedback from the Community Panels, the Board Champion, Tenant Survey feedback, Newydd 90 feedback and good practice in September 2008.

Version 3 (this version) was developed with feedback from the Community Panel, the Task & Finish Group and the Tenants Survey 2009. TPAS Cymru also reviewed all Registered Social Landlord's Tenant Involvement Strategies in Wales and gave feedback in September 2009. This feedback has been incorporated into Version 3.

### **Legal / Regulatory Requirements**

The policy will comply with the Housing Acts 1988 and 1996, Tenant Participation Compacts for Local Authorities in Wales (extended to Housing Associations in 2001) and Welsh Assembly Government's Regulatory Code, in particular:

2.2.1. Associations should provide readily accessible, clear and accurate information and advice for tenants

2.2.2. Associations should be answerable to tenants for the quality of services provided

2.2.3 Associations should ask for, listen to, and take account of the views of tenants

2.2.4 Associations should encourage tenant involvement

Other documents that were used for the development of this strategy are:

- The Welsh Assembly Government's National Tenant Participation Strategy for Wales (and Guidance)
- Evaluating Tenant Participation in Housing Management & Design
- Newydd Housing Association's BME Strategy

### **Welsh Language / Equal Opportunity Implications**

The Newydd Housing Association will ensure that there is no unfair discrimination on the basis of race, sex, marital status, disability, religion or belief, age or sexual orientation in the provision of housing, services or employment.

There is a risk that minority groups may be unable to get their voices heard and therefore, in conjunction with the Association's BME Strategy, actions will be developed to continue to attempt to engage with minority groups and to ensure that participation by those groups is not lost amongst the participation from majority groups. The Association will also monitor the involvement of minority groups to ensure there is equal access to the service. There are specific measures within this strategy to ensure that any barriers to involvement are addressed.

In accordance with the Association's Welsh Language Scheme this strategy is not a published document. However, a summary will be published for tenants and will comply with the Association's Welsh Language Scheme requirements.

### **Risk Assessment**

The implications of this policy will be assessed in accordance with the Group's Risk Management Policy.

## AIMS & OBJECTIVES OF THE STRATEGY

This strategy aims to achieve a number of key objectives:

- To integrate tenant involvement to an extent that tenants fully understand the performance of the Association and are able to take action to direct improvements in areas of concern. This will ensure that we provide a service that is consistently responsive to the changing needs of our tenants.
- To increase the involvement and impact of under-represented groups, particularly in the Vale of Glamorgan/outlying areas. Involvement from these groups will increase satisfaction of those tenants most likely to be isolated and will help us achieve our aim of creating cohesive sustainable communities.
- To increase involvement in analysing the performance of the Association allowing the Association to identify where services are not meeting tenant's needs and improve services with feedback from tenants.
- Fully embed the improvements made through the previous Residents Involvement Strategies, ensuring that the current impacts and levels of involvement are maintained.
- To broaden involvement to increase the percentage of involved tenants to 5% (currently 2.5%) so that changes to services are fully understood by tenants allowing their feedback to be taken into account to continue to improve services.
- To improve communication to keep the tenants informed to ensure that satisfaction is above 90% (currently 88%) so that changes to services are fully understood by tenants allowing their feedback to be taken into account to continue to improve services. and to involve tenants in this process
- To provide a tailored involvement service relevant to local requirements rather than a "one size fits all" approach ensuring the differing needs of our communities are met making them sustainable and increasingly pleasant areas to live.
- To continue to identify and remove the barriers to involvement
- To develop both new and innovative methods and existing methods of involving tenants to ensure that the widest possible number of tenants are involved, offering a broad structure of involvement rather than just focusing on the views of those who are involved in formal structure
- To set out the way that Tenants Groups are encouraged, assisted, developed and funded and to clarify the way in which the association will assist in ensuring that these groups are managed in an accountable way
- To ensure that support and training are available to empower tenants to participate fully in the associations business
- To continually review the impact of these measures against our strategy outcomes

## SCOPE OF THE STRATEGY

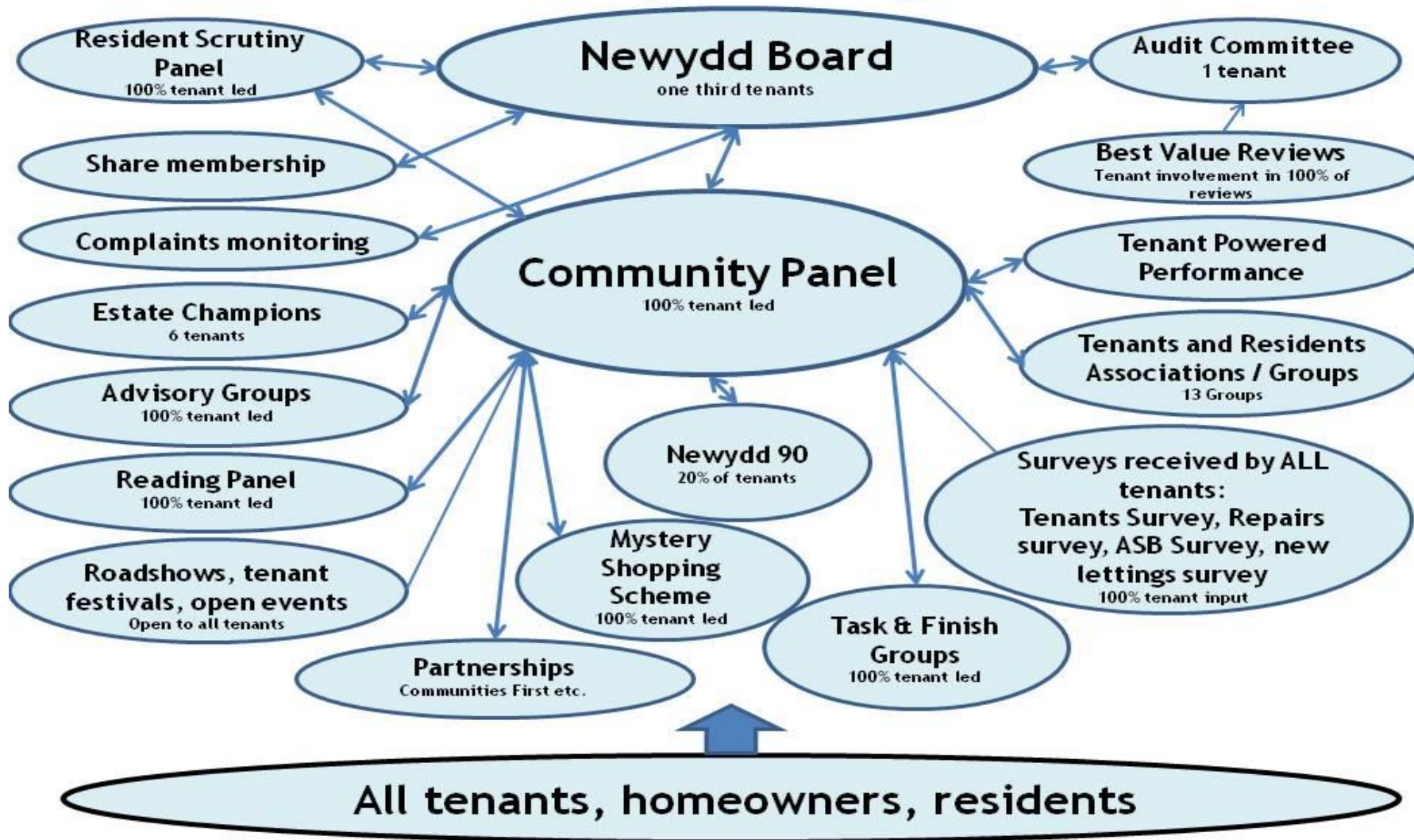
Newydd Housing Association is committed to tenant involvement and ensuring that all tenants have the opportunity to participate in a meaningful way, and that the involvement of tenants affects ALL of the Association's landlord services.

During 2009, all tenants were asked through the Tenants Survey whether they wish to be referred to as "Residents", "Tenants" or anything else. The majority (61%) responded that they wish to be referred to as "Tenants". Therefore whilst previous versions of this document have been Resident Involvement Strategies, this version is called a "Tenant Involvement Strategy" and all references are to tenants, not residents (where appropriate).

However, the Association maintains its commitment to focussing on "Communities of Interest" - that is, the local community in which Newydd has tenants. From consultation, it is clear that tenants want the Association to target its resources at the communities in which the Association's tenants live, and not try to spread the resources over a wider area which will have limited effect on the Association's communities.

Diagram Of Tenant Involvement In Newydd

## Tenant Involvement in Newydd Housing Association 2009-10



## **CURRENT ACTIVITIES TO SUPPORT TENANT INVOLVEMENT AIMS**

### **Tenant Participation Methods**

#### **Community Panel**

In 2007 consultation began with all tenants groups to form Community Panels. The Panels are solely made up of tenants, and tenants decide the format and agenda for each meeting. The aim of the Panels is to look at performance, policy, customer care, consultation and to represent views of tenants.

During 2009 the Community Panels were reviewed and one Panel spanning all the Association's stock was formed.

The outcome of involvement in the Community Panel is to ensure that all groups have a transparent and simple communication route through to officers, senior management and the Board of the Association, and to ensure tenant involvement in monitoring performance and improving services. The Panel ensures basic involvement is open to all.

#### **Advisory Groups**

There are currently Advisory Groups which report to the Community Panel on the following:

- Youth
- Equality and Disability (N.E.A.D.S.)
- Sheltered Housing
- Lesbian, Gay, and Bisexual

The purpose of the Advisory Groups is to provide a route for under-represented groups to raise their issues and ensure their voice is heard at the Community Panel. The outcome of this activity leads to wider, representative involvement in the activities of the Association.

#### **Task & Finish Groups**

Since Community Panels were formed, there have been a number of Task & Finish Groups analysing specific issues:

- Anti-Social Behaviour
- Service Charges
- Maintenance
- Review of the Community Panels
- Tenants & Residents Associations

The purpose of Task & Finish Groups is to enable specific issues raised by the Community Panel to be analysed, discussed and consulted on in depth. The outcome of this involvement is to ensure that the Association is accountable to its customers.

### **Tenant's Groups / Associations**

The Association continues to support and fund Tenants & Residents Associations (TRAs) to directly address local issues for tenants. TRAs can directly influence the Community Panel to ensure their issues are addressed.

During 2009 a Task & Finish Group set up by the Community Panel reviewed the relationship with TRAs and put in place to ensure TRAs remain independent with the level of funding required to carry out local functions.

The outcome of the Association's support of TRAs is that tenant involvement is developed on a local basis, tackling local issues.

### **Tenant Elected Board Members**

Newydd Housing Association currently has four tenant elected Board members on the Association's board. The Association agreed at its 2007 Annual General Meeting to reserve a third of the board member places for tenant elected members.

### **Tenant members of Audit Committee**

There is currently one tenant elected Board Member on the Association's Audit Committee.

### **Tenant Shareholders**

The Association currently has an open shareholder policy by which any tenant, in accordance with the Association's rules, can become a shareholder and vote at the Annual General Meeting.

At present there are 52 sharemembers of which only 37 are Newydd tenants. This represents 1.6% of all Newydd tenants.

### **Annual General Meeting**

In 2009 the Association held a financial inclusion based event called "Money Matters" around the Annual General Meeting. This meant that a high number of tenants attended the AGM.

The outcomes of having tenant elected Board members, tenant Board members on the Audit Committee, tenant shareholders and an open and accessible AGM is to enable tenants to access all parts of the governance system within the organisation to influence the decision making processes.

### **Tenant Involvement in Improvement Reviews (previously called Best Value)**

All of the Association's Improvement Reviews have tenants as members of the review group.

The benefit of involving tenants is to ensure that improvement reviews are relevant to the service receivers and not carried out to simply to reduce the workload.

## **Tenant Feedback Methods**

### **Newydd 90**

The Association has a questionnaire based consultation system which currently has over 450 members. With the introduction of annual tenant surveys, the relevance of Newydd 90 has reduced, however it is likely there will still be at least two Newydd 90 surveys each year. All Newydd 90 results are discussed at the Community Panel and published in "In View"

### **Reading Panel**

The Association currently has a Reading Panel made up of tenants who review the published material from the Association and suggest ways to improve its readability. All material scrutinised by the Reading Panel has the "Reading Panel Approved" logo printed on it.

### **Tenants' Events**

In 2009 the Association held a tenants event on financial exclusion in Barry called the "Money Market". The attendance at the event was lower than last year with over 60 people attending. It is proposed to consider taking the Tenants' Event in 2010 out to the estates as the geographic spread of the Association's stock makes delivering an effect large scale event in one venue very difficult. The Money Market is reviewed in the "In View" magazine.

### **Tenant's Survey**

The Association's last Tenant's Survey was carried out in 2009 and followed a STATUS based format used in England. The response rate was over 27% (585 responses) and the outcomes of the survey are directing the Association's services. A similar survey will be carried out before September 2010.

The Community Panel receives the result in October 2009 and comments on actions, particularly those made in free text. The Board receive the results in October 2009. A summary of the results is published in "In View".

The outcomes of all the current areas of tenant feedback is to ensure that the Association is fully aware of the needs of as wider range of tenants as possible and is able to take action to address those needs.

## **Other Areas of Tenant Involvement**

### **Staff Commitment**

The Association works hard to ensure that Community Involvement is not seen as a stand-alone service and that all members of the Group adopt the key principle that it is the responsibility of all. In order to achieve this, the staff:

- Receive the same information given to tenants at sign up regarding involvement opportunities be given to staff at induction

- Attend at least one tenant event per year
- Recognise and contribute to Resident & Tenant Group meetings, Community Panels and all other forms of tenant involvement through membership of the Community Involvement Staff Focus Group
- Receive one presentation per year at a Group Briefing on activities to promote and increase tenant involvement.
- Attendance at the departmental staff focus group

The outcome for improving the staff commitment to community involvement is to ensure all employees of the Association in all departments are able to encourage and promote the routes of involvement, and are able to understand the needs of tenants and why it is important to address those needs. This ensures that the Association listens, promotes and responds to tenant's requirements as much as possible.

### **Board Commitment**

The Board receives an annual presentation from the Community Involvement section on progress in respect of Tenant Involvement, and is given updates from the Community Panel every quarter.

### **Board Involvement Champion**

Newydd Board has elected one member to be the "Involvement Champion". This role involves taking a lead in Involvement activities and being involved in the development and implementation of the Tenant Involvement Strategy and monitoring its activities.

The purpose of the Involvement Champion is to ensure that tenant involvement remains a principal focus of the Association's Board and enables involvement to be at the heart of the Association's decision making processes. This develops a clear partnership between tenants, board members and staff.

### **Training for tenants**

Training is provided to tenants through various means both in-house and via external agencies. Tenants Group members are invited to attend conferences to expand their knowledge of housing services good practise and new initiatives within the field of housing. The Association makes available attendance at the TPAS Cymru conference to Community Panel members and tenants and residents groups.

The Association will carry out annual training needs assessments of tenants and residents groups to address areas where there is a skills gap. Funding for this activity is provided through the general community involvement budget. Training will be provided subject to the budgets being available.

Training will be fully assessed to ensure that tenant's knowledge and skills are increased, and that those tenants receiving training are as fully representative of the tenant profile as possible.

This ensures that barriers to involvement are minimised although it relies on clear identification of knowledge barriers.

### **Welsh Housing Quality Standard (WHQS)**

The Association recognises that tenant involvement in the delivery of the WHQS is paramount. The consultation and participation routes outlined above will form the principal mechanisms for implementing involvement. The Association will also revise its participation for WHQS in accordance with the “Tenant Capacity Building and the WHQS” document.

The outcome of this involvement is to ensure that tenants are as involved as possible in regenerating the local estates.

**Partnership Working for Participation** - The Association will consult and work with its principal partners in the delivery of service improvements through tenant participation.

- The key local authority stakeholder organisations are Vale of Glamorgan Council, Rhondda Cynon Taff CBC, Neath Port Talbot CBC and Powys County Council.
- The key tenant support organisations are Vale Housing Federation, TPAS Cymru and the Welsh Tenants Federation.
- There are numerous local groups that the Association will partner with such as Vale Council for Voluntary Services, Valleys Kids, Credit Unions and Citizens Advice Bureaux
- The Association will also partner with other organisations such as town and community councils

The outcome will be that a full partnership between the Association, its tenants, residents and stakeholders.

### **Access to Other Information About the Organisation**

In accordance with the Association’s policy on Access to Information About the Organisation, information regarding the Association is available for tenants to view and comment on.

### **Complaints**

As described in the Complaints Policy, all complaints are responded to by the Chief Executive and reported to the Board on a quarterly basis. A summary of complaints made and changes implemented due to the complaints are printed in “In View” on an annual basis.

The outcome of this is that tenants are aware of the effectiveness of the complaints procedure.

## PROPOSED ACTIVITIES TO ENHANCE TENANT INVOLVEMENT AIMS

In order to address the aims of this Strategy, clearly set out in the first section of this strategy, the following issues will be addressed during 2009-2010.

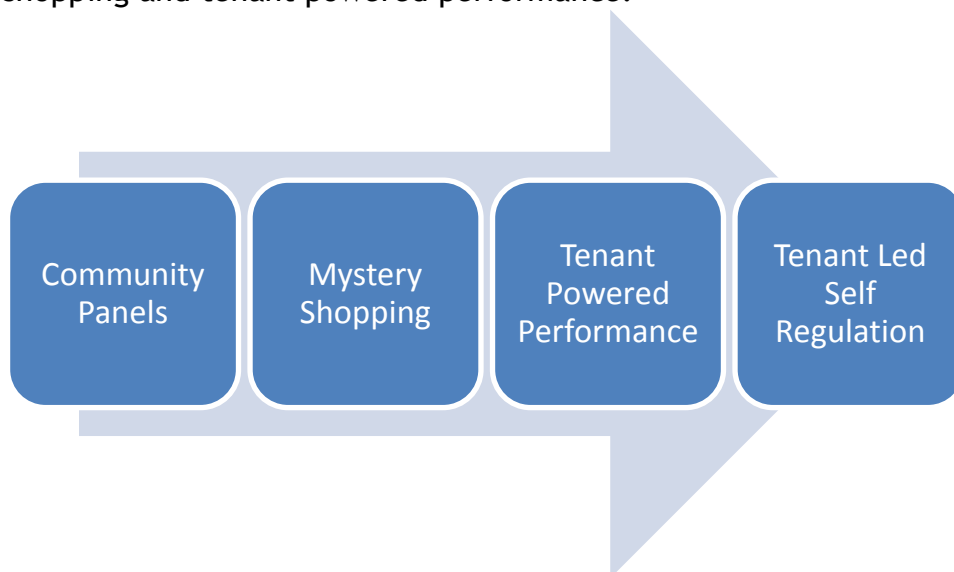
### Tenant led Mystery Shopping

The Mystery Shopping process will be expanded to address further aspects of the Service Standards and will also respond directly to issues raised by the Tenant Scrutiny Panel (see below). It is proposed to expand the Mystery Shopping scheme to include:

- Testing of specific scenarios with model answers
- Estate inspections
- Void inspections
- Post inspections of repairs
- Officer shadowing
- Office surveys (assessing officers responses to visitors to the offices)
- Complaints audit
- Email mystery shopping (assessing responses to email queries)

### Tenant Scrutiny - “Inspect”

The Association will, in conjunction with the Community Panel, develop a strategy to implement tenant scrutiny across the organisation. The development of tenant scrutiny completes a four year strategy to develop tenant involvement to an extent that tenants fully understand the performance of the Association and are able to take action to direct improvements in areas of concern. The “Inspect” programme began in 2007 with the review of the Regional Boards and has progressed through mystery shopping and tenant powered performance.



### **Staff Commitment**

To improve the staff's commitment to tenant involvement it is proposed that:

- Competencies be reviewed to include a clear competency on customer involvement, recognising that all posts play a part in customer involvement
- Appraisals be reviewed to ensure that the customer involvement competency is discussed at each appraisal

### **Mainstreaming Tenant Involvement within Newydd HA**

It is proposed that in order to ensure tenant involvement is reflected as a corporate activity, all future development of new policies and policy reviews of existing policies include a statement of how tenant involvement was used to develop/review the policy. It is proposed there are four levels of involvement used which need to be referred to on the front page of any policy. The four levels are:

- Level 1. Consultation through the Community Panel and Tenant's Groups - it is proposed that tenants are consulted on policies should have this level of consultation as a minimum
- Level 2. Consultation through Level 1 and Newydd 90 / Tenants Survey - it is proposed that major changes to current policies be tested through Newydd 90 or the Tenant's Survey to ensure there is tenant support
- Level 3. Through Level 1 and specifically arranged consultation - Fundamental changes to policies, the development of minor policies, local initiatives or capital investment programmes will need to be tested through face to face contact with groups set up specifically to discuss the policy. The group can be in the form of a Task & Finish Group, an Improvement Review Group or one of the Advisory Groups (if appropriate).
- Level 4. Through the previous levels and a mail out to all tenants - If a policy development will affect all tenants individually (such as a change to a rent setting policy), or clear consensus cannot be reached through the previous levels, then a mail shot to all tenants with an option to respond through freepost or email will be used.

### **Analysing the Local/Equality Involvement Requirements**

The Association will use the data from the Tenants Survey 2009 to analyse the involvement requirements of the eight distinct areas used for the Local Corporate Plans. A local approach will then be developed for each area to address barriers to involvement. Similarly analysis of involvement barriers specific to the equality strands will be undertaken and specific approaches can be developed to address any anomalies.

### **Development of Service Specific Sub-groups**

The Community Panel will consider setting up sub-groups directly relevant to major service areas to continually monitor performance in those areas. For 2010/11 it is proposed that those service areas will be anti-social

behaviour, maintenance and policy development. However the Community Panel will decide the specific groups required.

## PERFORMANCE MONITORING OF STRATEGY

The Association currently monitors performance in Tenant Involvement through the following means:

- Both responses to, and individual questions within annual Tenant Surveys
- Six-monthly meetings with the Board Champion to discuss progress and seek direction
- Recording the number of staff attendances at Tenant & Resident Group meetings
- Record of Community Panel meetings
- Records of Advisory Group meetings
- Records of Task & Finish Group meetings
- Records of tenant involvement in estate management
- Responses to Maintenance & Service Charge questionnaires
- Responses to Newydd 90
- Record of Community Involvement activities
- Quarterly Board reports on activities

## RESOURCES

### Community Involvement Budget

The Community Involvement Budget for 2009/10 is broken down into the following parts:

- £35,000 for funding of activities by Tenant Groups
- £35,000 for general community involvement activities (running events, travel and subsistence costs for tenants attending meetings, tenant training requirements etc.)
- £114,500 for staff costs (2 full time posts and apportionment of other staff)
- £1,500 for staff training and conferences
- £4,500 for staff travel and subsistence
- £5,000 for tenant Mystery Shopping project
- £10,000 for Tenant Powered Performance project
- £5,000 for delivering the Tenants Survey

making a total of £210,500 budget (approximately 3.5% of the total income of the Association) for Community Involvement activities.

In order to operate the increasing levels of tenant involvement in the organisation, it is proposed that consideration be given to employing an extra post in the Community Involvement section to carry out the administration of the various tenant involvement activities. This post, a Tenant Participation Administrator would service the Community Panel, the Advisory Groups, the Task & Finish Groups, the Mystery Shoppers and the proposed Scrutiny Group. This would increase the Community Involvement budget by approximately £25,000 per year.

This budget is monitored and discussed at the Community Panel. Further discussion around financial issues will be offered to the Panel, such as involvement in the budget setting processes and monitoring of performance against budgets.

### Funding of Activities by Tenants Groups or Individuals

Newydd Housing Association provides up to a maximum of £35,000 per year for support of the activities of Tenant's & Residents Groups and community projects.

All recognized Tenant's & Residents Groups are able to bid for a proportion £30,000 of this funding with £5,000 being available for community projects.

The community project fund will be available for informal groups, individuals (who are supported by their community) or other informal structures that benefit our tenants.

### **The Application process**

Tenants and Residents Association bids must be made to the Head of Housing for approval and will be ratified by the Newydd Board meeting each year.

Application forms must be submitted by December. Consideration will be given to bids submitted later in the financial year subject to funding.

Bids to the community project fund will initially be made to the Community Panel with a short project description. No member making a bid will be able to vote at the panel meeting and successful bids will then be assessed by the Head of Housing and the Board.

### **£250 Administration Award**

The Association will support tenants groups who wish to undertake and sustain a dialogue with Newydd Housing Association with a grant of up to £250 (not available for bids to the community project fund).

This will allow groups to hire rooms, produce leaflets and will cover the small stationary costs which would be incurred from creating and sustaining a relationship with Newydd Housing Association.

Groups who receive this funding are expected to make every effort to participate within Newydd's panels and consultations groups whenever possible. Groups will be fully supported in doing so and any requirements to ensure attendance will be provided e.g. transport, training etc.

Any funding over the £250 will be subject to a number of criteria to ensure that tenants funding is supported and beneficial to all of our communities.

### **Action Plans**

Groups should outline a clear action plan of activities which will be carried out during the year. Newydd's application form for funding gives clear and simple questions which will allow groups to easily outline their plans.

- Proposed dates should be included to ensure staff support can be provided where necessary.
- The costs and amount required from Newydd Housing Association should be given (project by project). Where Newydd will not cover the full costs of the funding other sources must be outlined, or an action plan of how this funding shall be gained must be included.
- Groups are fully accountable for all monies received from Newydd.
- Any changes in planned activities must be agreed with the Head of Housing and ratified by Board.
- Any misuse of monies will be taken very seriously by Newydd and may result in future funding being denied (money may also be reclaimed to be used for other community activities).

- It will also be taken into consideration the size of estates and capacity of groups. While Newydd supports community activity, as autonomous groups it will be the prime responsibility of the group to plan, manage and carry out any project work.

Bids should show how the group will:

- Increase (or retain if there is high levels) participation in the area. Current levels of participation should be estimated for this year and verified by Newydd's Community Involvement Officer. Details must be given in action plans of how areas of the community will be targeted, i.e. through estate walkabouts, by being youth or elderly focused, by providing transport, producing newsletters etc.

### **How Newydd will prioritise applications**

As for community projects, priority will be given to groups who:

- Are attempting to increase participation of hard to reach groups (young people, ethnic minorities, those at risk of social exclusion etc)
- Will be working in partnership to deliver community projects with other community organisations. (Projects can be carried out in partnership with other Newydd tenants groups supporting the Newydd community of interest).
- Manage to attract external funding or have clear fundraising strategy to match the allocation from Newydd
- hold events that promote financial/digital inclusion, tackle anti-social behaviour or combat labour market exclusion
- have clear publicity programs which promote the group and state the support offered by Newydd.

All groups carrying out community activities are expected to comply with health and safety, child protection, food hygiene guidelines etc. If these are not set out by regulatory bodies, arrangements must be agreed with Newydd.

Newydd will scrutinise activities ensuring that relevant volunteer checks are in place to provide safe activities for our communities. Where there is a problem, Newydd will support tenants groups to be able carry out activities.

### **Monitoring Project Outcomes and Spending**

#### **Project Outcomes**

Outcomes from this years funding must be measurable and recorded for the mid term evaluation and end of year funding evaluation. This can be shown through various means for example a register of names, feedback sheets but also efforts which may not have worked should be recorded to give a clear impression of efforts made, not only positive results. Copies of newsletters and correspondence to tenants on the estate can also be used to evidence the efforts made.

### **Spending**

To ensure that monies have been spent appropriately, at the end of the financial year, successful applicants will have to produce either:

- All receipts from their projects, or
- Annual accounts

Newydd will, where appropriate, retain monies for groups without bank accounts or those who do not wish to receive the money directly. In this case, no evidence of spend is required.

## **REVIEW OF THE STRATEGY**

The strategy will be reviewed annually in September and an updated action plan will be produced outlining the performance of the previous year. The review will be presented to Tenants and Residents Groups, Senior Management Team, Community Panel and Newydd Board. A summary will be produced for the Tenant Involvement Newsletter.

### **Measuring the Effectiveness**

The Action Plan has been developed to ensure that each action has clear ownership, a deadline and a measureable outcome. The Strategy as a whole will, as part of the annual review measure the effectiveness of the participation of the Association through strict record keeping and assessment of progress through the Action Plan.

## Tenant Involvement Strategy

### ACTION PLAN October 2009

#### General

Action	Responsibility	Deadline	Measureable Outcomes	Progress
Develop "Inspect" Strategy	Housing Director	December 2009	<ul style="list-style-type: none"> <li>• Tenants fully understand the performance of the Association and are able to take action to direct improvements in areas of concern.</li> <li>• To embed tenant involvement in the governance structure of the organisation</li> </ul>	
Develop Mystery Shopping to cover all aspects of Service Standards	Housing Director	December 2009	Tenants are able to assess the performance of the Association	
Analyse local involvement requirements	Housing Director / Community Involvement Officers	September 2010	The Association ensures that tenant involvement is tailored to the requirements of the locality	
Analyse equality aspects of involvement requirements	Housing Director / Community Involvement Officers	September 2010	The Association ensures that tenant involvement is tailored to the requirements of under-represented groups	
All policy and strategy	Chief Executive	April 2011	That tenant involvement is mainstreamed in the	

reports will refer to how tenants were involved, their views and the impact of their views			strategic operation of the Association	
Broaden involvement opportunities to increase involvement of tenants to 5%	Community Involvement Officers	September 2010	To broaden the involvement of tenants	
Encourage tenants to become employed by the Association to achieve 5% of staff who tenants of Newydd	Human Resources	September 2010	To ensure tenants needs are reflected in the services operated by the Association and ensure tenants opinions are at the heart of operations	
Review competencies to include a customer involvement competency	Human Resources Manager	April 2010	To improve staff commitment to tenant involvement	
Assess staff against customer involvement competency	All Managers	April 2010	To improve staff commitment to tenant involvement	
Review appraisals to ensure that customer involvement competency is discussed at each appraisal	All Managers	April 2010	To improve staff commitment to tenant involvement	
Review job descriptions to ensure tenant involvement is key role in all posts	All Managers, but monitored by HR	September 2010	To improve staff commitment to tenant involvement	
Assess effectiveness of	Housing	April 2010	To improve the communication between the	

Local Corporate Plans	Director		Association and the tenants	
Review the website in conjunction with tenants	Head of IS	April 2010	To improve the communication between the Association and the tenants	
Employ a Tenant Participation Administrator to service all the various involvement groups	Newydd Board	April 2010	To ensure the effective running of the Tenant Involvement Strategy	
Set up service specific sub-groups at the request of the Community Panel	Community Involvement Officers	April 2010	Enhanced scrutiny of service areas to complement the Inspect Strategy.	