



Involvement Strategy

September 2018

Date of Approval	24 September 2018
Responsible Director	Jacque Allen, Executive Director of Housing
Strategy Monitoring Body	Group Board
Resident Input into Strategy	Tenant Committee, Customer Panel Panel, Tenant Chairs Group, Involvement away Day, TARAs, open days.
Dates for Strategy Review	September 2021
Linked Strategies	Community Investment Strategy, Equality and Diversity Strategy, Complaints Policy, Customer Access Strategy, Value for Money Self-Assessment, Involvement and Expenses Policy.
Statutory and Legal Framework	Tenant Involvement and Empowerment Standard
Version	Version 1

1. Introduction

- 1.1 Wythenshawe Community Housing Group was formed on 1st April 2013 and has always regarded tenant involvement as a priority area and central to all that we do. This document sets out our priorities for our Resident Involvement Strategy 2018 – 2021 and will give direction of how residents will be involved with the business over the next three years.
- 1.2 WCHG's Vision is 'to create a community in which people choose to live and work, having pride in their homes and services'. It is therefore important we allow residents access to influence our services, in order to ensure they are fit for purpose and tailored to their needs. WCHG has a "place based" approach to managing our neighbourhoods, and recognises that no two areas are the same and will need a tailored approach. WCHG has been working closely with Manchester City Council and other partners to embed the "Our Manchester" way of working and this is complimented by our involvement strategy.
- 1.3 Involvement is directly linked into WCHG's Strategic Plan, "Towards 2020" via the following strategic aims:
 - **Growth.** In order to grow the business and remain appropriate to local need, it is vital that we take tenants views into account on our services.
 - **Services.** Allowing tenants to influence how our services are implemented, allows us to tailor services locally.
 - **Partnerships.** Our tenant body is one of our most important partnerships and our biggest stakeholder. It is important to encourage synergy between landlord and tenants, in order to help improve services at WCHG.
- 1.4 WCHG aims to embed this vision into the Involvement Service. We operate with a formal meeting based structure that allows tenants to be involved, give input and hold the business hate this phrase, can we use something else? How about be involved to the level they choose, and influence and steer our business across front line services? to account across all our front line services. Underpinning this, we involve residents externally on our estates and neighbourhoods through Tenants and Residents Associations (TARAs) and Everyday Voice.
- 1.5 The strategy will set out exactly how WCHG tenants and residents can be involved to influence service improvements and what outcomes will be achieved as a result.

2. Context

National Context

- 2.1 Whilst it is no longer a regulatory requirement under the Tenant Involvement and Empowerment Regulatory Standard to involve residents, WCHG still considers this to be an important part of our infrastructure.

- 2.2 Whilst at the time of writing the Green Paper is yet to be published, we know through briefings from organisations such as the National Housing Federation and TPAS, that an increased focus on tenant involvement and the formation of a “National Tenants Body” will be part of the Green Paper. It will be of vital importance for this to become part of our Resident Involvement Strategy.

Local Context

- 2.3 Wythenshawe is a relatively small area with a high concentration of social housing. Whilst part of the City of Manchester, it is fair to say Wythenshawe has a unique character and often faces issues locally to the area itself.
- 2.4 Wythenshawe has always retained a high level of social housing stock and enjoys a rich history of community engagement. Long before either subsidiary was established, Wythenshawe has always been at trailblazer of tenant involvement. Newall Green Tenants and Residents Association (TARA) is the oldest of its type in Manchester. Wythenshawe was also the first area in the city to hold a forum for multiple community groups in the Combined Association of Wythenshawe Tenants (CAWT). This ability to ensure residents’ voices are heard still exists in Wythenshawe today.
- 2.5 Whilst huge improvements have been made to the regeneration of Wythenshawe as a whole, the area still suffers some pockets of deprivation and issues related to this. Some of our neighbourhoods experience areas of multiple and generational poverty and unemployment. These have been further impacted in recent years by factors such as welfare reforms and food poverty. Our place based working has generated exciting projects in integrated neighbourhood services, working closely with partners to develop an improved approach to complex cases.
- 2.6 It is imperative that we have robust Resident Involvement mechanisms in place in order to allow all Wythenshawe residents to have a voice, including the most vulnerable.
- 2.7 On a more positive note, in many respects Wythenshawe is flourishing and is a desirable place to live. The organisation has delivered Village 135 which provides Extra Care accommodation across all tenure types, and provides high quality spacious 2 bedroom apartments to 135 households. Furthermore, WCHG is currently in the middle of delivering its largest ever housebuilding programme and we are now offering a modern suite of housing products for residents. Over the coming years, our portfolio of outright sale, shared ownership and leaseholders, together with market rent will all grow significantly. Resident Involvement at WCHG must ensure that we are inclusive to these new types of customers and allow them to have a voice and influence over their services.
- 2.8 Demand for social and other types of housing in Wythenshawe is at an all-time high, and all areas are popular with customers. We also know that we have new incoming

communities that are choosing to make Wythenshawe their new home, and we are committed to working with these communities to ensure they have a voice and access to services.

3. Strategy Definition and Scope

- 3.1 There is a direct link between tenant involvement and WCHG's vision, "a Community where people choose to live and work, having pride in their homes and services". Working in partnership with customers allows us to increase our understanding of their needs and tailor services accordingly.
- 3.2 We will enable a voice to all tenants, leaseholders and residents, in order to help improve service delivery across the business and within our neighbourhoods.
- 3.3 We will ensure involvement is fully accessible to our resident profile. We will carry out specific targeted recruitment across the nine Protected Characteristics and our neighbourhoods. This will help us achieve an appropriate demographic and geographic representation of our wider tenant body.
- 3.4 We will specifically target a younger age profile of our involved tenants. We will also ensure involvement is key for niche client groups such as residents of V135 or residents with disabilities or care and support needs.
- 3.5 Through our involvement structure, we will engage front line services within the group so that we can increase our engagement with tenants and collect their views.
- 3.6 We will offer a range of Involvement methods that provides our tenants and residents a variety of ways in which to be involved.
- 3.7 We will offer support to involved tenants and residents who wish to progress through the involvement structure. We will do this by using practical support, financial assistance, formal training and informal coaching and mentoring.
- 3.8 We will empower residents with the ability to set local estate based priorities and have clear input into localised plans.
- 3.9 We will support Tenants and Residents Associations (TARAs) to help feed into localised plans and empower them to make positive changes to the neighbourhoods they represent.
- 3.10 We will review the service in line with any outcomes or recommendations from the Government's "Green Paper" for social housing. This was published in August 2018 and we expect to see an increase in resident involvement in performance management and complaints.

4. Key Objectives

4.1 We will continue to deliver the strategy by focussing on objectives across three levels. These levels relate to the different levels residents can become involved with us, based on the level of strategic influence within our business. That is not to say that any levels are considered less important than others, as input is vital at all levels. The three levels of involvement at WCHG are explained in the table below:

Level of involvement	Strategic Link	Our offer to tenants
Involvement in Governance	WCHG Strategic link: - Services. - Partnerships. - Viability TPAS National Standards: - Influencing Scrutiny. - Valuing engagement.	<ul style="list-style-type: none"> • We will operate a formal structure of Involvement that will play a prominent role in the Governance of the Organisation (including Board Membership). • We will review the functions of both our Tenant Committee and Service Review Group • Our Tenant Committee will be responsible for the “Tenant Approval” of all Policy and Strategy that affect our tenants. • Tenant Committee Members will represent individual service areas in their role as “Champions”. • We will ensure young people in Wythenshawe are represented by Tenant Committee. • The Service Review Group will constantly review specific areas of the business in order to drive strategic tenant improvements across our services. • We will improve our tenants’ influence our approach to VFM. • Our Resident Involvement Offer will be robust against any recommendations within the Social Housing Green Paper. • WCHG will have representation or a formal relationship with the National Tenant Body which is expected to be formed within 2019. • A service which will comply with government legislation or recommendations from the Green Paper.
Making your voice heard	WCHG Strategic link: - Services. - Partnerships. - Community Investment TPAS National Standards: - Influencing Scrutiny. - Information and	<ul style="list-style-type: none"> • We will continue to refine the “Everyday Voice” concept which helps us collect feedback from the “uninvolved tenant” • We will review the function of each individual Panel at WCHG, ensuring all are fit for purpose. • We will empower the Local Performance Panel to Govern Neighbourhood Plans by taking a strategic lead in developing and monitoring plans. • We will facilitate Panels across the front line that allows tenants to influence policy at an early stage. These panels will also help tenants to monitor our performance. • Continue to conduct reality checking exercises across the front line of our services, including the use of Service Inspectors.

	Insight.	<ul style="list-style-type: none"> • Develop ways for tenants to be involved outside of our core business hours. • We will make a formal involvement offer bespoke to customers accessing our other products, such as shared ownership,
Involvement in the Community	<p>WCHG Strategic link:</p> <ul style="list-style-type: none"> - Services. - Partnerships. - Community Investment <p>TPAS National Standards:</p> <ul style="list-style-type: none"> - Influencing Scrutiny. - Community engagement. - Resources for engagement 	<ul style="list-style-type: none"> • Consult residents on “bottom-up” priorities so localised Neighbourhood Plans can be developed on an estate level. • Ensure TARAs and community groups are empowered to monitor the progress of Neighbourhood Plans and monitor our performance. • Provide both financial and technical support to TARAs to be empowered and true representatives of their communities. • Increase the number of TARA groups in Wythenshawe. • Provide administrative support to Community Forums within Wythenshawe. • Support local community groups by allocating grants of up to £2,500.00. • Consult widely with the Community by conducting outreach work at our community centres. • We will work with incoming communities and use the “Chagos Model” to develop a framework to help understand the needs of residents within communities.

5. Strategy Outcomes

5.1 The work undertaken within this strategy is designed to achieve the following outcomes:

- Tenant involvement influencing the governance of our organisation.
- Improved tenant influence on front line services at WCHG.
- Improved tenant influence on WCHG’s approach to Value for Money.
- A fully accessible and inclusive involvement service.
- Influence on service levels from tenants who are not formally involved.
- A high performing involvement service, which goes beyond regulatory and best practice standards.
- A more diverse group of residents involved.
- An improved approach to neighbourhood planning and local priority setting.
- A service which will have been reviewed in line with the outcomes of the Government’s Green Paper on social housing.

5.2 Success against these outcomes will be measured in the following ways:

Performance

- A robust performance framework which demonstrates true performance of the involvement service.
- A 25% Increase in service inspection activity.

- A 20% Increase in the number of new formally involved tenants.?
- A 25% increase in the number of recognised TARAs?
- A service that ranks competitively when benchmarking with our peers.

Outputs

- Full take up of tenant memberships on Board, Tenant Committee and Service Review Group.
- All front line service areas to consult with Tenant Committee for areas of Policy and Strategy, ahead of Board submission.
- All Tenant Committee and Service Review Group Members have an annual appraisal and agree to a personal development plan.
- All front line services report performance to a Service Panel and Tenant Committee.
- At least two high quality, tenant led service reviews each year via SRG.
- A suite of robust Neighbourhood Plans that are fit for purpose.
- Increased influence of the service from uninvolved tenants.
- More residents involved via the “Everyday Voice” concept.
- Increased influence using social media.
- Increased views from younger people and others from different backgrounds.
- Implement all promises from previous “Investing in Involvement” statements.
- Completion of exercise to show compliance with new “National Tenant Engagement Standards” from TPAS.

6. Roles and Responsibilities

- 6.1 An Action Plan will be developed to support the implementation and delivery of this strategy. The Action Plan will be monitored by the Executive Director of Housing. Responsibility for delivering the Action Plan will be with the Resident Involvement Manager.
- 6.2 The delivery of the Strategy will be monitored annually by Tenant Committee and Common Board.

7. Monitoring and Review

- 7.1 As stated above, monitoring will be carried out annually by Common Board and Tenant Committee.
- 7.2 The Involvement Strategy will be reviewed in September 2021. However a “sense check” review will be conducted by the Resident Involvement Team on an annual basis.

8. Linked Documents

- Community Investment Strategy.
- Equality and Diversity Strategy.
- Customer Access Strategy.
- Value for Money Strategy.

- Involvement Expenses Policy.
- Complaints Policy.