



TPAS
CONSULTANCY

Final Report Landlord Accreditation for North Lincolnshire Homes

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Outcome

North Lincolnshire Homes have been awarded the TPAS Landlord Accreditation Kite Mark in Resident Involvement on May 14th 2010 for three years.

Overview

TPAS Consultancy was commissioned by North Lincolnshire Homes in December 2009 to assess the quality of the Resident Involvement (RI) arrangements of the organisation.

The TPAS Team who carried out the Landlord Accreditation included Gillian McLaren – TPAS Northern Consultancy Manager

Background:-

North Lincolnshire is situated on the South Side of the Humber estuary and covers an area of 85,000 hectares of which 89% is agricultural land. Scunthorpe is a substantial urban area with 69,110 residents. North Lincolnshire population is 157,050 there are fewer 15 – 44 year olds than nationally but more people over the age of 45. People from a BME community make up about 3.95% of the population. The main ethnic groups are Asian or British Asian, but the Iraqi Kurdish community is increasing.

North Lincolnshire Homes is an established Large Scale Voluntary transfer organisation. The organisation including low, mid and high rise accommodation, sheltered housing schemes, homes suited to people with disabilities and general needs housing. North Lincolnshire Homes is a Registered Social Landlord (RSL) that currently owns and maintains almost 10,000 homes across the whole of the North Lincolnshire region. As a registered charity, and a company limited by guarantee, the organisation does not trade for profit; meaning that all income must be reinvested into the organisation to maintain homes, improve services and finance new builds.

North Lincolnshire Homes formed in February 2007 following the transfer of homes from North Lincolnshire Council and currently employs in excess of 290 dedicated members of staff; including a strong team of trade workers in the Technical Services department.

Managing North Lincolnshire Homes

The Board has overall legal responsibility for governing North Lincolnshire Homes. All Board Members are volunteers and do not get paid (other than for claiming out-of-pocket expenses). The Board is made up of fifteen seats; five for tenant volunteers, five for independent members and five for North Lincolnshire Council nominees. Underneath the Board there are three committees – Operations committee, Resources committee, and the audit and Risk Committee.

The main Board of management includes:

- Five Board positions are for Councillors
- Five Board positions are for Tenant (max of 1 leaseholder tenant)
- Five Board positions are for Independents

The process for appointment is by means of nomination for Council Directors, by recruitment and selection process for Independent Directors. Tenant Directors are selected by a recruitment panel where applicants have met the Board criteria as is the case for all members of the Board of Directors. Opportunities are advertised in local press, via the website and posted in local area housing offices as well as featured in newsletters. Tenant Board members complete an application form and if shortlisted are interviewed by members from the community voice and staff. All applicants who get short listed through this process are then voted for by ordinary members of North Lincolnshire Homes

North Lincolnshire Homes Chief Executive, the Executive Team and their staff are paid to manage the organisation on a day-to-day basis.

The organisations vision is to be at the heart of our neighbourhoods, working with communities. How customers, staff and other organisations feel about North Lincolnshire Homes is very important.

The North Lincolnshire Homes' Vision is:

'North Lincolnshire Homes vision is much wider than being a provider of affordable homes. Our vision is to be at the heart of our neighbourhoods, working with communities.'

The Core Values of the organisation are: the key principles governing how NLH will operate and what they believe in:

- Keeping Promises
- Giving prompt, reliable and friendly service
- Getting the job done – properly
- Treating people fairly
- Listening and taking notice
- Giving value for money
- Looking out for people who are at risk
- Always looking for better ways of doing things
- Encouraging people and communities to take pride in their homes and neighbourhoods
- Thinking ahead and planning for future generations.

Corporate Objectives

- Delivering excellent services and decent homes
- Working in partnership to develop sustainable communities
- Managing the Business
- Organisational development and capacity building
- Customers at the heart of our business

Within the RI strategy, the organisation highlights a number of influences that have set the way that the organisation wishes to develop resident involvement as a key part of the culture and these include:-

- Stock Transfer consultation document
- The TSA
- Audit commissions Key lines of enquiry
- Residents Aspirations

NLH identifies the importance of partnership working on page 4 and states ‘A key priority is to establish NLH as a key player in regeneration activities in North Lincolnshire. We will work with existing stakeholders and forge new relationships... We aim over time to become central to supporting the Council’s strategic activities that underpin sustainable neighbourhoods throughout North Lincolnshire’. Activities that have been identified to ensure that this happens includes:-

- Working with the Local Strategic Partnership and to enable stronger communities, promote and create community cohesion and work with and support the voluntary sector.
- NLH is a key member of the council’s ‘Community Engagement Co-ordination group’ and has with other members been able to influence the production of the ‘Stronger Communities Plan’
- NLH has employed a Community Investment Co-ordinator whose remit is to generate events and schemes wider than housing activities. The purpose of this role is to engage with communities and help build community capacity and cohesion.

Profiling information breakdown (held by NLH)

- For gender = 100%
- For disability / ethnic origin / age) = 98.33%
- The organisation does not currently hold information on sexual orientation, transgender or religion. However, the organisation is in the process of sending out the brand new Customer Profile Forms to all tenants and leaseholders now

TPAS Reality Checking Programme

The reality checks involved a series of one to one interviews (in person and on the telephone) with Board Members, Staff, involved tenants and uninformed tenants. Focus groups were undertaken, two with staff and one with involved tenants and one with uninformed tenants.

Staff Interviewed included:-

- Acting Chief Exec
- Head of Housing Management
- Head of Business Improvement
- Customer Access and Allocations Manager
- Director of Housing
- Head of HR
- Resident Involvement & Community Development Manager
- Policy and Performance Manager (E and D)

Active tenants interviewed (8) included tenant board members.

We observed Resident Involvement activities including:

- Diversity Working Group
- Tenants Conference
- Resident Involvement Working Group
- Tenant Inspectors
- Tenant Scrutiny Panel training
- Community Voice

The contents of this report have been agreed with North Lincolnshire Homes and have been presented to the scrutiny panel which was convened by TPAS Consultancy on May 14th 2010.

The scrutiny panel has confirmed that the rigorous methodology to complete a successful landlord accreditation has been followed and that North Lincolnshire Homes have been awarded the TPAS landlord accreditation kite mark for three years until May 2013.

A TPAS Consultancy Lead Manager has been in continual contact with Karen Cowan and the Resident Involvement Team throughout the assessment and there have been several progress meetings to ensure stringent quality standards were achieved.

TPAS Consultancy would like to thank all of the tenants and residents at North Lincolnshire Homes who took part in the reality checking process and a large

number of staff and Board members, without their support the assessment could not have been undertaken so thoroughly. Particular thanks must go to Karen Cowan and her team for their time and energy in supporting the process.

TPAS would advise that final recommendations should be implemented within 12 months; TPAS Consultancy believes there are minor weaknesses in existing arrangements that still need to be addressed. Each recommendation is highlighted in the recommendations of this report.

A completed matrix, showing the detailed assessment of each stage of the landlord accreditation process is provided by TPAS Consultancy as an appendix to this report.

Theme 1: Strategic commitment to Resident involvement

Unit 1.1: The landlord draws its resident involvement approach from its corporate aims and clearly responds to the views of residents while setting those aims.

Standard Expected for Accreditation	Indicative Evidence
<p>The organisations key document relating to resident involvement (Involvement Strategy and/or TP Compact) has a clear link to the Business Strategy and Corporate aims of the landlord.</p>	<p>Yes:- The organisational documentation has the golden thread of RI involvement running through them. The RI strategy is clearly linked to the business strategy and corporate aims of the organisation. On the contents page of the RI strategy there is a key – with different colours to show how the RI strategy links to the RI statement, links to corporate plan, links to operational plan, links to service plans, links to team plans, links to menu of options, volunteers code of conduct – This is good practice. These colours are used throughout the document. The RI document goes through the organisations commitment to RI, the influences, developing culture, partnership working, Involvement principles, priorities and objectives. On Page one it states that Resident involvement is driven by and underpins ‘our vision, core values and corporate objectives as set out in the business plan’. NLH vision is:- To be at the heart of our neighbourhoods, working with communities’. The RI strategy is also underpinned through a RI statement. NLH clearly sets out its vision and six strategic objectives and values in its corporate plan 2009/2010. A comprehensive business plan for 2010/2015 is reviewing the ‘way forward’ for the organisation over the coming years. The board set the strategic direction for this on an ‘away day’ NLH sends out a comprehensive annual report to tenants and leaseholders.</p>
<p>There is demonstrable resident influence over landlord strategic aims</p>	<p>Yes:- Within the RI strategy there is a very detailed diagram about how all of the RI framework fits together pg11 and then in Appendix two – there is the menu of involvement that includes time commitment, activity, residents involved and role and purpose these indicate the ways that residents can influence strategic aims. The Board is responsible for overall strategic direction and one third of board members are residents. There is also a tenant scrutiny panel that sits next to the NLH Board which is very new but will take on the role of independent scrutiny of services. There is also the ‘Community Voice’ which is made up of representatives from all TARa groups and people for the specialist forums that sits just</p>

	<p>beneath the SMT and thus the board. Again this group are involved in helping to make changes to any new policies and procedures as well as strategic direction of the organisation. Further evidence was gathered through TPAS reality checking and observations of the Community Voice meeting, tenant Inspectors meeting and the tenants conference which demonstrated resident influence beyond consultation – it felt very much like a partnership with the organisation moving forward.</p>
<p>The Business Plan and key policy documents (e.g. Equality and diversity, ASB, tenant handbook) show that they have been subject to resident influence</p>	<p>Yes:- The organisation has built an embedded framework to ensure that residents are involved and have influence within all key policy documents. This was evidenced by all Strategies & Policies go to Board for approval. The template Board Report contains a section for managers to identify the impact on residents and how residents have been involved / consulted.</p> <p>The organisation also has a strategy and policy writing guide for staff that identifies how residents have been involved in the process.</p> <ul style="list-style-type: none"> • Blank policy and strategy template for managers contain prompts to resident involvement. • Strategy & Policy Writing Guide refers strategy/policy writers to the Resident Involvement Team for guidance on how to involve and consult with residents • Policy and Strategy writers' record resident feedback on draft policies and the resulting changes made to documents. <p>Documentary evidence of focus groups and working groups that influence strategic direction, i.e. Service Standards, ASB focus groups, Equality & Diversity working group, Service Plan Review workshop, Asset Mgmt workshop VFM.</p> <p>Tenant involvement in Environmental Panels to influence Business Plan expenditure on environmental works.</p> <p>Reality checking through the involved Focus groups of tenants and the Tenant Inspectors showed how tenants had been involved in the changes to key documentation e.g. Vulnerable peoples policy, void property standards through the TI group (changes to cleaning standards of void properties etc</p>
<p>There is a clear Corporate commitment to involving a broad diversity of</p>	<p>Yes:- Within the RI Strategy in the section on equal opportunities NHL indicates a commitment to broadening RI diversity.</p>

<p>residents</p>	<p>And within the RI Statement states the aim, “Continue to monitor the levels of people from minority groups taking part in our involvement activities and encourage more people from these groups to participate. NHL actively does a Diversity breakdown of resident involvement structures which are reviewed regularly and action plans to address shortcomings where identified. RI Organisational Chart shows the wide range of involvement methods used including ‘need to reach panels’ :- sheltered housing panel, leaseholder panel, a diversity working group, BME special interest group Community Voice constitution gives a clear commitment to attracting a broad diversity of representatives and includes places for people who are leaseholders, from a BME background, younger person etc. The organisation has an RI working group of staff that identifies staff ‘champions’ from each department to ensure that RI is embedded within the organisation. The RI strategy and action plan is monitored through the impact assessment framework that includes Tenants and residents within the monitoring and setting of RI priorities. The organisation also has a E and D policy and community cohesion strategy and a diversity working group that includes both staff and tenants to help to embed E and D throughout the organisation and within the work it carries out. This group was observed as part of the reality checking process and included the diversity Service improvement plan progress, Diversity SIP outstanding actions and the self assessment of compliance with CRE.</p>
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Criteria Score: Pass
Scrutiny Panel: Pass

Good Practice: Resident Involvement strategy
Resident Involvement working group

Unit 1.2: The Landlord has clear aims for its approach to Resident Involvement and these aims are influenced by resident's priorities and aspirations.

Standard Expected for Accreditation	Indicative Evidence
<p>The main resident involvement strategy sets out the organisations core aims in involving its residents</p>	<p>Yes These are set out in the Resident Involvement Strategy and statement. Each of the Involvement principles and key priorities is identified in detail. The Strategy Action Plan details tasks by the appropriate strategic aims and was developed in line with the results of the full status survey 2008, from estate plans, and from all existing feedback including the community voice. The Action Plan includes details of responsibilities, timescales (priority – low medium, high) and planned outcomes and impacts against each task. However, this action plan should include resources required to ensure that all of the actions identified can be planned for within budgets. This area of work is now being included within the 'Value for money' workshops with community voice.</p>
<p>Resident feedback influences resident involvement activities and priorities. This influence is reflected in the main strategy document relating to resident involvement</p>	<p>Yes :- Residents influenced the strategy document following in depth consultation via Community Voice, all resident involvement volunteers, article in Key News inviting consultation on the draft document, consultation draft on the website, staff Core Brief and Intranet. All the written feedback and resulting changes to the draft document were captured on Consultation Record. This was seen as evidence and was a record of feedback from tenant sand how this had influenced the final RI strategy (Good Practice) RI Strategy states, "resident involvement will be developed in line with the aspirations identified in the results of the status survey, from estate plans and from all other existing feedback mechanisms. RI Strategy monitoring group in place. Also residents are involved in monitoring the successful delivery of the strategy through the resident involvement annual impact assessment process, resident scrutiny and the performance management framework and benchmarking</p>
<p>The landlord adopts a flexible approach to Resident Involvement which allows it to respond to local circumstances or need</p>	<p>Yes:- Under the section methods of involvement within the RI strategy – it talks about both collective and individual involvement – On an individual level tenants can become tenant board members or participate within a focus group as part of the customer access review – on a collective level – being part of a residents association or the homes improvement panel.</p>

	<p>Within the residents Involvement menu- there is a wide range of both formal and informal ways of being involved also a good selection of involvement that does not require 'attending meetings'- the organisation identifies time commitment for the different activities and these include everything from tenant inspectors, specialist panels, internet group, estate inspections, e mail quick response panel, focus groups, surveys, tenant board members etc</p> <p>An example of NLH having a flexible approach to resident involvement, e.g. scheme meeting where not everyone turned up, followed by door knock survey re communal heating options, young persons' door knock survey and written questionnaire re the best way to meet with them (at Burger King, at the football ground or at NLH), website consultation on policies.</p> <ul style="list-style-type: none"> • Evidence of informal meetings with local minority group structures such as Lindsey Blind, Chinese Community Association. • Evidence of where tenant feedback at a local level has influenced changes to service delivery e.g. the option to have a cat flap fitted as standard to the new rear door. • Consultation over closure of area offices and location of new office. <p>There is also a range of service specific involvement options including the sheltered housing panel, leaseholder panel, BME special interest group. Reality checking with residents found that the extent and quality of response from NLH staff was really good and that the tenants and residents from the focus groups both involved and uninvolved felt that they were satisfied with NLH staff both centrally and out on the estates. Tenants identified that staff would 'go the extra mile' to ensure that they were helpful at first contact. NLH also has a menu of options database which is made up of tenants and residents who can be called upon for one off focus groups or areas of work by the organisation.</p>
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Criteria Score: PASS
Scrutiny Panel;- PASS

Unit 1.3: The landlord is clear about the scope of involvement

Standard Expected for Accreditation	Indicative Evidence
<p>There are transparent standards for recognition of representative groups (e.g. TRAs)</p>	<p>Yes:- The organisation has a Recognition Criteria for Resident Associations' Policy which is widely distributed and consistently applied. Evidence of this was supplied. This covers all aspects of being a TARA – including recognition criteria which includes a commitment to equality and Diversity, what support is available for New Associations including grants with details in the expenses policy, support available for established residents associations, benefits of NLH recognition – which include automatic membership to the community voice, monitoring and support through available other documentation i.e. the resident involvement handbook, menu of options, RI strategy and statement and volunteers expenses policy.</p> <p>The RI Strategy signposts to the NLH Volunteers Code of Conduct.</p> <p>The RA Recognition Criteria is stated within the RI Strategy Action Plan (part of main Strategy document).</p> <p>The Recognition Criteria contains clear expectations in terms of equality & diversity. The RI Statement states the aim of, “working to ensure Community Voice is representative of the tenant population and proactively develop it as the main representative group of NLH residents”.</p> <p>The standards for recognition are reviewed regularly by the resident involvement team. Reality checking evidence supported the role of the Resident Involvement team who support local TARA groups and help them establish annual action plans. Tenants identified that the RI team always ‘go the extra mile’ and will help with all aspects of support.</p>
<p>There is a statement of the role of residents in the governance of the organisation</p>	<p>Yes:- The RI strategy includes membership of the board to the tenants having 5 seats on the Board. The Appendix to the Strategy – NLH Involvement Organisational Chart shows how residents' can be involved in governance of the organisation.</p> <p>Resident Involvement Statement contains a commitment to promote opportunities and benefits to become Board Members. Residents are encouraged to become Ordinary Members of the company and through this can vote in the election of tenant board members.</p> <p>NLH is now in the process of establishing its</p>

	<p>tenant led scrutiny panel that will sit alongside the board however will be independent of the board and will compliment the RI framework in ensuring that the organisation will continuously develop through independent scrutiny reviews of the organisations services etc. This scrutiny panel will be able to access all of the other ‘tenant led’ evidence gathering structures from within the RI framework – e.g. Tenant Inspectors – open door approach, mystery shoppers, estate inspections etc. Again this was evidenced through the observation of the scrutiny panel training</p> <p>Involved tenants and residents advised TPAS of the support provided by the RI team to help them understand their role and develop skills in identifying routes to improvement.</p>
<p>Residents and staff understand the scope of involvement, and expectations are ‘managed’</p>	<p>Yes:- The RI Strategy indicates, “We will be clear to our stakeholders about the boundaries when we are informing, consulting or requesting actual participation. (good practice)</p> <p>Terms of reference seen as evidence for Working Groups which indicate the scope of the group, timescale etc.</p> <p>Tenants are informed of feedback cut off dates when consulting. Reality checking evidence with staff identified that they are kept up to date with the scope of involvement, through the staff intranet, through team meeting briefings from the RI team, through the resident involvement handbook (toolkit for staff), and through volunteering to play a part in RI activities e.g. tenants conference.</p> <p>The RI strategy includes an action plan identifying tasks, responsibilities and timescales, impact assessments are carried out against these actions and evaluate achievements against planned outcomes. These include tenants throughout the process and this was highlighted through reality checking stage. Reports are routinely done for the community voice who then get involved in the annual impact assessment review of all activities that also includes ‘value for money’. The RI action plan is monitored through the Community voice every quarter.</p> <p>The RI working group is made up of staff from across departments within the organisation who act as champions for RI – this group was observed as part of the reality checking process and staff within the focus groups felt that this group had enabled RI to be</p>

	<p>embedded throughout the whole of the organisation.</p>
<p>The landlord has established a process for resolution of collective disputes</p>	<p>Yes:- The Corporate Complaints procedure sets out the processes for resolution of disputes and the use of independent mediation is an option within this process. It is a three stage process. The community voice has a role to play in the monitoring of the learning log. It will also consider the merits of customer comments and make awards for the best ideas and consider the staff annual 'extra mile' award. Performance against targets on customer feedback is also monitored and the performance report goes to the customer voice and the board which includes performance against targets. NLH has service standards in relation to customer complaints. The complaints policy is reviewed annually. Within section 3 of the complaints procedure (3.6) there is a paragraph that states when a complaint is received from a group of customers or by petition – the manager will arrange a meeting with an appointed rep/ reps to hear first hand what the complaint is all about and how they would like to see it resolved.</p>

Criteria Score: PASS
Scrutiny Panel: PASS

Good Practice:- Resident Involvement Team

Unit 1.4: The landlord is positive about the principles of resident management

Standard Expected for Accreditation	Indicative Evidence
<p>The landlord provides good quality, resident friendly information about Resident Management and supports those residents that wish to investigate it.</p>	<p>Yes:- Within the RI strategy- within the Involvement objectives – there is one that states ‘promoting the opportunities for tenant management’</p> <p>Evidence also provided of an article on the Tenant Empowerment programme within the organisations newsletter- community voice August 09 which is provided to all residents associations</p> <p>The organisation also provides tenants with right to manage information through posters and leaflets at information point. Evidence provided of the Instep leaflet about a series of TMO workshops in 2010. The organisation also has right to manage information on its website.</p> <p>Tenant Management Information is also given to staff, i.e. discussions at Resident Involvement Working Group – evidence of minutes seen – Nov 2009 – with staff being given background information to what tenant management is all about</p>
<p>The landlord sees resident management as part of a continuum.</p>	<p>Yes:- From the evidence above, NLH does support resident management and ensures that tenants have good up to date information about this and would support them if they wanted to consider this as an option. To enhance the work that the organisation is already doing there needs to be more information about the range of devolved power options available to residents including, neighbourhood agreements, local management agreements, trigger point agreements etc. I also would advise that resident management information and discussions are actively taken up by the organisation at the very least annually so that tenants could identify that this was a real option for them</p>
<p>(Alternatively) there is an agreed rationale for not undertaking resident management activities</p>	

Criteria Score: PASS
Scrutiny Panel: PASS

Unit 1.5: The landlord involves residents in strategic decision making across a wide range of methods.

Standard Expected for Accreditation	Indicative Evidence
<p>There are quality processes for sampling customer views which feed into strategic decisions</p>	<p>Yes:- The organisation has a process in place to ensure that customer views are feed into strategic decisions. Evidence provided of the Status survey and follow up focus groups to progress action plan</p> <p>There is also a process in place to analyse complaints that involves the customer voice. Evidence provided of the service review programme that was proposed by the community voice and taken up by the organisation which highlights when service reviews will take place and placed tenants at the heart of the review process</p> <p>The organisation has an excellent spreadsheet that records evidence where residents views have influenced changes to services. The organisation also carries out numerous written and telephone surveys, focus groups and other structures of involvement, i.e. random telephone quality check of tenants views on issues of Key News. NLH also has trained Tenant inspectors who carry out – telephone, face to face, Mystery Shops, website, visits, Open Door inspections which feed into strategic decision making. The open door inspections involve the TI given the organisation 24 hours to come in and carry out any inspection they want to within a service area – Observation of this meeting took place and also was backed up through evidence from tenant interviews – Feedback from TI reports takes place at the TI meeting that includes staff from key service areas. Full reports form part of service reviews and then information goes to the Community Voice</p> <p>Evidence provided of the Policy & Strategy writing guide ensures resident feedback is taken into account when developing strategies. The influence of customer views and consultation in shaping specific policies and strategies is specified when seeking approval from the Board or its sub committees and results of satisfaction surveys are used to set annual satisfaction targets for the company.</p> <p>Tenant Inspectors and tenants involved in surveys were able to refer to surveys and statistical information that formed part of their recommendations for the final strategies e.g. ASB, CBL, void cleaning standard</p>

<p>The landlord employs 'informal' methods for residents to influence the strategic direction of the organisation</p>	<p>Yes:- Within the RI strategy at appendix 2 is the resident involvement opportunities and this identifies the following informal mechanisms that can influence the organisation and includes:- RAs, Menu of Options database & Stakeholders:</p> <ul style="list-style-type: none"> Complaints feedback Comments/suggestions/complaints Website consultation Generic resident involvement email address Focus Groups Working Groups Surveys Tenant inspectors Open Door inspections Email quick response panel Individual consultation Estate walk abouts Tenants conference.
<p>There are a range of ways for residents to be formally involved in strategic decision making including the review of corporate and departmental strategy and service reviews</p>	<p>Yes:- NLH have a good range of ways that residents can formally be involved in strategic decisions making some Examples given were the</p> <ul style="list-style-type: none"> • 5 year service review programme. • Service review methodology. • Constitution of Community Voice shows how RAs and reps for hard to reach groups can be involved. • The Repairs Stakeholder Panel terms of reference indicates exactly what types and numbers of resident's involved, i.e. one leaseholder, 3 community voice reps, 3 menu of options... • There is an effective framework to enable tenants to become board members. <p>The Menu of Options enables tenants to register their interests to participate in strategic and service reviews</p> <p>The RI strategy is explicit in the role and purpose of each of the involvement methods, within the resident involvement opportunities there is a column that outlines the involvement methods role and purpose and time commitment that ensures that people have a real understanding and choice of what they want to get involved in and how this influences the organisation. E.g. Community voice – set up to work in partnership with NLH to influence improvements to policies and services.</p>
<p>Core departmental strategies refer to</p>	<p>Yes:- NLH has a framework for development</p>

<p>the role of Resident Involvement in their planned service reviews and changes.</p>	<p>of their service reviews and has produced the following for staff:-</p> <ul style="list-style-type: none"> • The strategy & policy writing guide document and service review methodology prompts to resident involvement. • The blank policy template and blank strategy template prompt to resident involvement. <p>Examples of strategies referring to resident involvement are Asset Mgmt Strategy, Community Cohesion Strategy – this was seen as evidence- at section 8.5 Resident Involvement it sets out its aims and objectives. The RI toolkit for staff helps them to understand and enable them to involve tenants in any service reviews. Staff participating in the focus groups were very pro active in being able to identify the positive benefits that this brings to the organisation and felt that they were able to work with the RI team if they needed any help or support in this area of work.</p> <p>A sub committee of the Community Voice was established to help set service review programme and set guidelines for tenant involvement. It was agreed that at least one tenant had to be involved on a service review group and involved and non involved tenants had to be involved in focus groups</p>
<p>The views of residents in local neighbourhoods are sought, and that they can influence strategic policy</p>	<p>Yes:- Within the RI strategy there are localized involvement methods, so that local voices can influence strategic direction including tenant inspectors, community voice, local residents associations home improvement panel, estate inspections, scheme panels, focus groups and individual consultation. Examples given by NLH were:-</p> <ul style="list-style-type: none"> • Focus group in Haxey to establish aspirations in relation to affordable housing in the village/area. • Customer views at a localized level are captured and used to influence Estate Plans. • Resident involvement in Environmental Panels (prioritizing works and expenditure). <p>Scheme Panels in an area where improvement works are planned / undertaken. Tenants identified Community Voice members could bring local views to strategic involvement opportunities through their</p>

	meetings and sometimes direct to members of staff.
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Criteria Score: PASS
Scrutiny Panel: PASS

Unit 1.6: The landlord devolves decision making power to allow meaningful influence over local or area services.

Standard Expected for Accreditation	Indicative Evidence
<p>There are a good range of opportunities for residents to take or influence decisions that effect neighbourhood or community-specific service provision</p>	<p>Yes :- There is a good range of opportunities for residents to influence local neighbourhood or community specific service provision these include the following and evidence was provided:-</p> <ul style="list-style-type: none"> • Action Plans developed between resident associations and NLH, i.e. the GND RA to develop use of resource centre. • Priorities highlighted by resident associations and evidence of where they have been assisted to achieve their aims via NLH action, signposting to external funding opportunities or partnership working with other agencies. • Feedback from residents on their localised priorities fed through to Estate Plans. • Environmental Panels established to empower localized decision making with devolved budgets. (15m) • Disabled Adaptations Panel containing representatives that have recent experience of adaptations work undertaken. • Resident involvement in Neighbourhood Action Teams (NATs) that are led by the police and the council. <p>This was backed up through interview evidence with tenants who identified that most recently they had been involved in the Environmental panels that have been established as part of the promises made in the stock transfer consultation documentation once most of their decent homes work had been carried out. Tenants felt that they were involved right at the beginning of this process to find out what local estates needed doing from an environmental perspective and then looking at some possible projects to establish priorities for each of the areas</p>
<p>The landlord and residents have considered setting out formal local agreements or 'community of interest' agreements as a means to improve local accountability.</p>	<p>Yes:- NLH does have some formalized agreements in place Examples with evidence seen are the Sheltered Panel Agreement produced in partnership with the Sheltered Tenants Panel. Agreement is actively promoted within each sheltered scheme and is on display on the NLH website. This was</p>

	<p>backed up through interview evidence with tenants involved in this panel.</p> <ul style="list-style-type: none"> • Caistor Rd RA Multi Agency Agreement in partnership with NLH, Sanctuary Housing, Local Police, Viking resource centre, youth service, youth offending team, victim support, Barton child centre outreach service.
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Criteria Score: PASS

Scrutiny Panel: PASS

Unit 1.7: The landlord employs a broad 'menu of involvement'.

Standard Expected for Accreditation	Indicative Evidence
<p>The landlord employs a wide range of both 'formal' and 'informal' techniques to enable resident influence</p>	<p>Yes:- NLH has a very good range of both formal and informal ways to enable resident influence these are included in the RI strategy - in the section on the resident involvement opportunities and include the following:</p> <ul style="list-style-type: none"> • Specific stakeholder focus groups, i.e. young persons. • Involvement of stakeholders in working groups, i.e. Disabled Adaptations Working Group repairs focus group, etc • Rural Voice Questionnaire Group. • Email Quick Response Panel. • Interactive consultation on the NLH website. • Leaseholder Panel. • Community Fun Days. • Housing Surgeries. • Door knock surveys. • Tenant Inspectors / mystery shops. • RAs / Community Voice. • Rolling rota of visits to BME and other hard to reach community groups. • Meetings held with hard to reach tenants, i.e. young persons' focus group. • Links to other support providers, i.e. council's BME Support Officer, Roof (for young people). <p>The development of the Digi TV initiative whereby all information about North Lincolnshire Homes will be accessible via peoples TV's so they do not need access to the internet.</p> <ul style="list-style-type: none"> • Sheltered Housing panel • Diversity working group • BME special interest group. <p>The Resident Involvement strategy documents a broad range of options including at the highest level – Board and committees,</p>

	<p>Community Voice, Tenants scrutiny panel. Interviews and focus groups and observations conducted during the reality checking process identified that residents are actively involved in – Reviewing and monitoring services through the service specific focus groups and the community voice, estate walk about's, by means of satisfaction surveys and part of events to set priorities e.g. Tenants conference that was looking at priorities for local standards (offers), At a neighbourhood level through TARA's, themed local events – fun days, that bring together service providers and local community groups and residents to exchange information and views, and the newly established environmental panels that are based on management areas.</p> <p>Membership of project or themed groups to review or develop policies and communication for residents such as the BME special interest group, Home Improvement panel, Key news group, internet group e mail quick response group. By means of the Resident Involvement menu of options database or by engaging in discussions with NLH about the website – e mail quick response group.</p> <p>An overall engagement and Governance structure is in place to ensure that tenants and residents can engage at all levels.</p>
<p>The use, skills required, and time commitments of each form of involvement is well communicated</p>	<p>Yes:- Within the RI strategy there is an organizational diagram that shows how all the different involvement framework fits together and thus the influence they have on the organisation. Also within the menu of options – it gives people an understanding of their time commitment, residents involved (if leaseholders can get involved etc) and also the role and purpose of the involvement methodology.</p> <p>Evidence seen of Terms of References / Constitutions of groups.</p> <p>Adverts for involvement structures, i.e. web advert for Tenant Scrutiny Panel members.</p> <p>Evidence from reality checking showed that tenants were very happy with the overall progress in involvement and felt that they fully understood their roles and responsibilities and identified that now felt 'partners' with NLH which they had never felt when they were council tenants.</p>
<p>The landlord works with residents to decide which involvement techniques to employ for any given task</p>	<p>Yes :- This whole unit is one of excellence and NHL provided evidence for the following examples.</p>

	<ul style="list-style-type: none"> • Community Voice agenda items for sub group vacancies. • Working Groups decide, i.e. special meeting with Community Voice to establish involvement techniques / requirements for establishment of the Repairs Stakeholder Panel. • Impact Assessment Workshop with tenants to evaluate VFM of involvement structures and to identify changes in involvement techniques required. • Work with BME reps and organisations to decide involvement techniques for BME communities. • Door knocking surveys of our younger tenants and follow up focus groups to establish how consultation should be undertaken for younger people and what their priorities are. <p>Observation of the Diversity working group showed that they considered and identified different techniques to working with different minority groups e.g. BME special interest group.</p>
<p>The landlord clearly differentiates between different ‘types’ of resident</p>	<p>Yes :- Within the RI strategy under methods of involvement it clearly differentiates between different residents i.e. tenants, residents, leaseholders etc. This is also backed up through the resident involvement opportunities menu that has a column that looks at Resident Involved – i.e. Tenants that live in NLH properties, leaseholders etc.</p> <p>1. Terms of reference / constitutions for groups map out specific involvement, of tenant, leaseholder, stakeholder, i.e. Community Voice Constitution.</p> <p>Different types of residents are inclusively encouraged to be part of the involvement framework.</p> <p>Accountability arrangements are in place to ensure equality of opportunity within TARA’s e.g. tenants from other HA or homes owners etc</p> <p>The NLH Resident Involvement structure diagram shows clearly the levels of involvement from grass routes through consultation methods, performance and joint decision making at the Board and the newly established scrutiny panel.</p>

Criteria Score: PASS
Scrutiny Panel: PASS
Good Practice:- The digital TV initiative

Unit 1.8: The main strategy document communicates the landlords' approach to delivering equality of access, involving 'hard to reach' groups.

Standard Expected for Accreditation	Indicative Evidence
<p>Clear consideration has been given to using techniques that increase diversity in resident involvement</p>	<p>Yes:- The RI strategy provides stated aims and principles addressing diversity and inclusion. It makes specific reference to this on page 8 and details the diversity monitoring group (that includes tenants and CV reps, Board members and staff)) to oversee related equality and diversity and inclusion issues and initiatives. It states that 'arrangements are in place on all existing and new policies and services to carry out equality and diversity impact assessments' and outcomes from these will be fed back to the diversity working group who will identify areas for improvement, put in place action plans to address the shortcomings and champion the whole ethos of diversity. Observation of this meeting took place as part of the reality checking and tenants interviewed through the field interviews identified that this group was working well and was an excellent mechanism to ensure Equality and Diversity within RI and within the organisation. An outcome from this group was also the code of conduct for contractors – Good practice NLH staff and tenants are attending training around Transgender over the next couple of months.</p> <p>NLH offers a wide variety of involvement mechanisms that offer opportunities to get involved at what ever level people want to and also opportunities that do not necessarily include having to attend meetings – e.g. internet group. There are also a range of special forums that help to increase the diversity of RI including the sheltered housing panel, leaseholder panel, BME special interest group. There is also the Diversity Working Group whose aim is to ensure that all NLH customers are treated fairly and equally and have access to services and involvement. The BME Special Interest Group – were set up to discuss their specific requirements in terms of culture, tradition, religious beliefs and language. NLH also gives consideration of individual needs so that all residents' are enabled to participate where desired. For example:</p> <ul style="list-style-type: none"> • Those individuals that are more comfortable participating from within their own home can participate via Email / the web, letter or phone. • Some BME individuals prefer us to tap into their usual community groups rather than attending specific consultation sessions that we have developed, others wish to join our existing structures (such as our BME reps on Community Voice). • Holding special meetings with tenants with learning disabilities and their carers/support mechanisms.

<p>The landlord understands which groups are under-represented and seeks to find out why these groups are under-represented</p>	<p>Yes :- Resident Involvement Strategy makes reference to people who can be marginalized, i.e. BME, older people, refugees, people with complex needs. Evidence seen of the Outcomes of Equality & Diversity Impact Assessments.</p> <ul style="list-style-type: none"> • Equality & Diversity representation audits of RAs and Community Voice structures. • Consultation with special interest groups and hard to reach individuals to identify why they may be under represented. <p>The RI strategy states that it will' monitor the diversity profile of all RI structures developing actions and targets where required to address any areas of under representation identified. Within the RI team there is a member of the team responsible for involvement of BME communities and younger people. There is also the community Investment officer who is responsible for wider community initiatives.</p> <p>Currently the work of E and D is being directed by the staff diversity champion and another member of staff who has taken on the day to day mantle for Equality and Diversity.</p>
<p>The landlord is taking action to ensure that under-represented groups can access resident involvement</p>	<p>Yes:- This is an area that NLH does well and it includes as evidence a rolling programme of visits / contacts with Hard to Reach community groups, i.e. Lindsey Blind, South Humber Racial Equality Council.</p> <ul style="list-style-type: none"> • Equality and Diversity representation action plans for specific RAs and for Community Voice. • Actively promoting and seeking underrepresented minority group individuals, i.e. personal phone calls to BME tenants to invite them to attend meetings, linking into agencies that assist / support minority groups. • There are members from the LGB community on several of the organisations key involvement working groups • Every 6 months the organisation holds a special interest forum which includes members and organisations from the different equality and diversity strands including Scunthorpe Gay Men and Women Group.
<p>The landlord has a clear rationale for involving under-represented groups and considers the impacts of different involvement approaches</p>	<p>Partial:- The organisation takes positive action taken to ensure RAs and Community Voice are representative of the tenant population of the boundaries served via equality and diversity audits and resulting action plans.</p> <ul style="list-style-type: none"> • Understanding gained that some BME communities don't want to participate in the organisations usual structures, but would instead prefer a visit in their usual community groups, so NLH staff have been pro active in taking this approach. • BME Special interest Group meeting identified that NLH leaflets should not be produced in

	<p>different languages as a standard, but instead should be available upon request. The rationale being that few can read in their own language. Again this will be strengthened when the organisation has the results from the new profiling survey</p>
<p>The landlord has consulted with all sections of the community to determine the best way of achieving involvement of a diverse range of residents</p>	<p>Partial:- NLH produced a lot of evidence around this and these are some examples of the work it has been doing:-</p> <p>Work with BME reps to establish the best way forward.</p> <ul style="list-style-type: none"> • Consultation with young people (door knocks, questionnaires, focus groups, links to agencies such as Roof). • Consultation with Community Voice. • Rural Voice questionnaires. • Rolling programme of visits / contact with special interest community groups. • Special Interest Forum held every 6 months which includes people from BME community, LGBT community, etc <p>This work will be enhanced once the organisation has got its profiling information up to the 80% for the full 7 Equality and Diversity strands.</p>
<p>There are methods within the menu of involvement that allow for 'diversity balanced' sampling of resident views</p>	<p>Yes :- This can be seen through the menu of involvement and documentary examples given. Evidence also supplied was the E &D targets for RA committees – this is seen as good practice, also Volunteers training plan showed that E&D training was delivered in Jan 2009 and 11 people attended.</p> <p>Rural Voice Questionnaire Group. Email Consultation Group. Special interest Groups. Disabled Adaptations Group. Focus Groups.</p> <p>Work has been established with Gender Shift – a Hull based organisation to look at NLH policies - with regards to gender issues. Staff and tenants are attending Transgender training over the next couple of months</p> <p>The organisation is implementing a new IT system in summer 2010 that will allow all staff to have access to all profiling information. Work has been done around hate crime.</p> <p>This work will be enhanced once the organisation has got its profiling information up to the 80% for the full 7 Equality and Diversity strands.</p>
<p>There is a clear response to discrimination including core standards of behaviour for staff, individual residents and TRAs</p>	<p>Yes:- NLH has a Equality and Diversity policy that covers core standards of behaviour for staff and all customers of the organisation this is reinforced within the RI strategy.</p> <ul style="list-style-type: none"> • Equality & Diversity training for staff. • Equality & Diversity training for volunteers. • NLH Equality & Diversity Policy. • NLH Employees Code of Conduct.

	<ul style="list-style-type: none"> • NLH Volunteers Code of Conduct. • Resident Involvement Strategy. • Resident Involvement Statement. • Commitment to equality & diversity in all RA Constitutions / Community Voice Constitution / Terms of Reference for involvement structures. <p>Currently the organisation has worked with a group of tenants from the diversity working group to establish another profiling survey that looks at all the strands of E and D – this is currently being used to collect further profiling information.</p> <p>A guide for staff has been established around developing model answers for frequently asked questions around sexuality – this could be seen to be good practice if it helps the organisation to ensure that this information is collected and used effectively.</p>
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Criteria Score: PARTIAL
Scrutiny Panel: PARTIAL
Good Practice: Code of conduct for contractors

Unit 1.9: The landlord provides a range of measures to support residents who engage and effectively communicates the support available.

Standard Expected for Accreditation	Indicative Evidence
<p>The landlord is committed to ensuring that residents have access to the appropriate information, training, individual and group financial support to empower them to exercise influence</p>	<p>Yes :- The RI strategy provides clear details of the support available to tenants. This states its commitment to training for residents, funding and administrative support for groups and resources that can be accessed, and help in ascertaining wider funding for community initiatives.</p> <p>Based on the documentary evidence this is another area of good work. The RI strategy lays out the organisations involvement principles, the key involvement priorities and involvement objectives that show its commitment to ensuring residents have access to appropriate training, financial support etc</p> <p>Other documentary evidence that backs this up is through the following</p> <ul style="list-style-type: none"> • Resident Involvement Handbook. • Volunteers Expenses Policy and Leaflet. • Resident Association Recognition Criteria Policy. • Volunteers 6 Monthly Training Calendar. • Ad hoc External Seminars and Training Opportunities. • Devolved budget to Community Voice. • Support for Networking via Humber Tenants Forward, TPAS Conferences, bus trip to CIOH at Harrogate etc. • In House Mentoring, i.e. producing agenda's, leaflets and newsletters. • Development grants available to groups. • Funding of first years membership to Voluntary Action North Lincolnshire for new RAs to enable them to tap into additional / independent support. • Financial Inclusion awareness training provided to RAs. <p>Reality checking with tenant and resident association representatives and other tenants confirmed that organisations are well advised and supported by the resident involvement team and local officers to access opportunities for support in terms of funding, information and capacity building. Tenants were extremely complimentary of the RI team saying that they had full access to all members of the team and anything they required in the form of support was produced for them. Staff from the RI team support the local</p>

	TARA's by attending meetings and admin support if required.
The landlord informs residents that it will assist resident groups to deliver their wider local aspirations	<p>Yes:- within the Resident Involvement Strategy on page four there is a section on partnership working and identifies that a key priority is to establish NLH as a key player in regeneration activities in North Lincolnshire - 'supporting the councils strategic activity that underpin 'sustainable neighbourhoods'. The organisation is involved with the LSP and is a key member of the councils' community engagement co-ordination group'. NLH has also employed a community investment co-coordinator whose remit is to generate events and schemes wider than housing activities. The purpose of this role is to engage with communities and to help build community capacity and cohesion. Other examples of documentary evidence include:-</p> <ul style="list-style-type: none"> • Resident Involvement Statement. • Resident Involvement Handbook. • Resident Association Starter Pack. • Evidence of assistance and signposting to access external funding to achieve aims and objectives. • Start up and annual grants to Resident Associations. • Development Grants available to constituted groups to bid for. <p>Evidence of assistance to achieve wider than housing aspirations, i.e. financial inclusion awareness presentations to groups, establishment of youth activities on estates, safety in the home initiatives, capacity building of individuals via training opportunities, community cohesion and support via coffee mornings. With the addition of the Community Investment Co-ordinator this has enhanced this part of the involvement work especially around developing local partnerships with third sector organisations and wider funding opportunities. Interviews with partner organisations including the third sector were extremely complimentary of the wider than housing work that NLH gets involved in e.g. local recycling furniture project. They identified that NLH is a very active partner and supports projects that look at the wider tenants aspirations. E.g. joint work on a neighbourhood management project. The RI team work with the TARA to produce annual action plans of activities and also put together monthly reports on all TARA's that is monitored through the RI team and Community Voice – this is seen as good</p>

	practice
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Criteria Score: PASS
Scrutiny Panel: PASS
Good Practice: Community Investment Co-ordinators role

Theme 2 The Landlord knows its residents and their aspirations

2.1 The landlord has systems in place to survey its residents

Standard Expected for Accreditation	Indicative Evidence
<p>The landlord is committed to undertake a regular (at least once every two years) survey of all its residents</p>	<p>Yes :- NLH provided evidence that it undertakes a status survey every two years. The last one was completed Standard Status Survey undertaken Nov 08. Evidence of this was supplied.</p> <ul style="list-style-type: none"> • Status Survey extended to include full census of all leaseholders and samples of general needs and sheltered housing tenants. • Commitment to undertake on a 2 yearly cycle. • Census of BME tenants planned to address low response rate via previous Status Survey. • Focus groups held to develop action plans to address areas of low satisfaction. <p>Evidence produced of the status survey action plan which identified that the status survey will be carried out more regularly</p>
<p>(Alternatively) there is a clear reason and/or rationale for not having undertaken such a survey</p>	
<p>The landlord has an active approach to sampling residents' views</p>	<p>Yes :- NLH has an active approach to sampling residents views through a variety of ways including:- Focus Groups, i.e. Status Survey Staff Focus Groups, Status Survey Tenant focus Group.</p> <p>Surveys, i.e. new tenancies, ASB, repairs, complaints, improvement works undertaken.</p> <p>Quality Checks, i.e. Tenant Inspector Satisfaction Checks, Mystery Shops, Open Door Inspections.</p> <p>Workshops, i.e. Caretaking Workshop with residents' and staff.</p> <p>The first tenants conference Jan 2010</p> <p>The 'you've told us and we've listened' column in the Key News magazine feeds back to the wider tenant community feed back on actions taken as a result of issues raised.</p> <p>A newsletter was produced about the first annual conference which fed back on the issues raised around setting local standards this was distributed to all those who had attended as well as a summary in the Key News magazine.</p> <p>Reports on surveys outcomes are produced in useful and easy to read formats. This was</p>

	<p>backed up through interview evidence with active tenants.</p> <p>Tenants from the rural villages can choose to get involved in either postal or an e mail questionnaire – this is known as the Rural Voice. Tenants can register to receive a quarterly Homes questionnaire or survey.</p>
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Criteria Score: PASS

Scrutiny Panel: PASS

THEME 2: The landlord knows its residents and their aspirations

Unit 2.2: The landlord 'diversity proofs' its research and has a clear view of its resident profile.

Standard Expected for Accreditation	Indicative Evidence
<p>The landlord can profile its residents</p>	<p>Partial</p> <ul style="list-style-type: none"> • For gender the organisation holds 100% • For others (disability / ethnic origin / age) the organisation holds 98.33% • The organisation does not currently hold information on sexual orientation, transgender or religion. However, evidence provided of the brand new Customer Profile Forms that will go out to all tenants and leaseholders that will be used to collect the rest of the profiling information and to update the profiling information that the organisation currently holds. This will be complimented by the new IT system that will ensure that all information about a household is keep in the same place, that the information will be able to be used to target individuals as well as groups and will be able to be broken down into the different equality strands and be available to staff. The current IT system holds information in two separate systems so is not easily accessible by staff. • Front line staff are also being given hand held computers so that profiling information etc will be available to them out of the office. <p>Evidence provided of the new profiling survey form ' getting to know you' – which asks for information not just on the tenant but the other household members, it includes information on nationality/ethnicity/ religious beliefs, sexual orientation, disability/support needs, any adaptations to the house, communications, employment status, improving homes and services.</p> <p>Recommendation:- A project plan time table needs to be established for the survey to ensure that as much information can be collected as soon as possible, and identifies staff roles within this, timescales.</p>
<p>The landlord interprets differences in satisfaction levels in different communities</p>	<p>Partial:- Satisfaction is broken down using profiling data that the organisation currently has E.g.</p> <ul style="list-style-type: none"> • Status Survey results. • ASB Closed Cases. • Complaints Handling.

	<p>Evidence provided of further investigation through a door to door survey with tenants from a BME background However this is area of work is still limited because of the lack of comprehensive profiling data. This will be enhanced through the new profiling survey results and the new IT system.</p>
<p>The landlord uses its profiling data to measure effectiveness of its resident involvement activities and targets resources to areas of perceived weakness</p>	<p>Partial:- The resident Involvement team routinely measure the</p> <ul style="list-style-type: none"> • Information 'About You' surveys routinely issued to Volunteers. • Equality & Diversity representation audits of all RAs and Community Voice structures in relation to the boundaries that they represent. • Equality & Diversity representation Action Plans in place for specific involvement group structures. <p>To enable the organisation as a whole to be able to demonstrate that all customers have a fair access to its housing and services – the organisation needs to ensure that its customer profile is up to date to ensure effectiveness of its RI activities and thus can target resources in areas of perceived weakness. This work needs to take priority once the profiling information is collated around the 6 strands and the new IT system will allow staff to further interrogate areas of perceived weaknesses.</p>

Criteria Score: PARTIAL
Scrutiny Panel: PARTIAL

Unit 2.3: The landlord uses both profiling and survey data to influence its approach to Resident Involvement to assist in targeting resources & sets its research programme with reference to resident views

Standard Expected for Accreditation	Indicative Evidence
<p>There is a clear link between survey responses (and other intelligence gathered from residents) and the landlords approach to resident involvement and priorities for action</p>	<p>Yes :- NLH can clearly show the link between survey responses and its approach to RI and priorities for action. This was clearly demonstrated through the RI strategy delivery plan and the Status survey action plan. Other Examples that show this are:-</p> <ul style="list-style-type: none"> • Where satisfaction was low on improvement work written questionnaire responses, Tenant Inspectors targeted the area by door knocking to establish the reasons for dissatisfaction. • Feedback from satisfaction surveys on grounds maintenance resulted in the formation of a Grounds Maintenance Monitoring Group, with a tenant rep from this group taking part in the monthly monitoring meetings with the SLA provider. • Status Survey action plan. <p>A sub committee of the Community Voice was established to help set service review programme and set guidelines for tenant involvement. It was agreed that at least one tenant had to be involved on a service review group and involved and non involved tenants had to be involved in focus groups</p>
<p>There is a clear link between profiling data and the landlords approach to resident involvement and priorities for action</p>	<p>Yes :- Because of the organisation having 99% of its profiling information around 4 of the equality strands, it can clearly show the link between this and its priorities for RI.</p> <ul style="list-style-type: none"> • Profiling data is used to target underrepresented groups to take up resident involvement opportunities, i.e. personal invite to all BME tenants to attend a meeting. • Profiling data used to identify young tenants who were then targeted via door knocking and written surveys to establish the best way to communicate /consult with them in the future. This work then resulted in a focus group and the recruitment of two young people to act as young persons' representatives on Community Voice.

	<p>This has been changed to a YES by the scrutiny panel with a strong recommendation about further collection of profiling information so that the organisations holds at least 85% profiling information against the equality and Diversity strands</p>
<p>The landlord has investigated opportunities for using residents as interviewers in market research surveys</p>	<p>Yes:- As part of its involvement framework there are tenant inspectors who undertake interviews as part of research surveys and these can be face to face or telephone interviews – see below.</p> <p>Also through Rural Voice:- tenants from rural villages can choose to be either involved in quarterly postal; or e mail Homes questionnaire or survey.</p> <p>NLH has now established ‘Community Ambassadors’ evidence provided of an ambassador established for the Barton area.</p>
<p>The landlord runs ‘resident led surveying’ projects</p>	<p>Yes :- From the documentary evidence NLH have gone the extra stage with their tenant inspectors who are involved in deciding on questions for surveys used, choose what they want to inspect etc.</p> <p>Examples given</p> <ul style="list-style-type: none"> • Residents’ are assisted to become effective Tenant Inspectors via mentoring, training etc. • Tenant Inspectors come up with ideas of surveys that they would like to undertake. • Tenant Inspectors work with Officers to develop customer satisfaction surveys. <p>3 Tenant Inspectors choose what they want to inspect, and when – Open Door Inspections.</p> <p>4 Disabled Adaptations Working Group developing satisfaction survey to deal with the whole of the process from first applying to satisfaction with works.</p> <p>5 BME reps assist in developing and running surveys.</p> <p>TPAS reality checking through interviews and observations of TI meetings backed up the documentary evidence from the organisation.</p> <p>Good Practice:- The open door TI are an excellent model for tenants being involved in reviewing the way services are delivered and making independent recommendations to the</p>

	organisation.
(Alternatively) where the landlord does not undertake resident led surveying there is a clear rationale for this choice	

Criteria Score: PARTIAL
Scrutiny Panel: YES
Good Practice: Tenant Inspectors- Open Door framework

Theme 3 The Landlord has clear aims, measures and feeds back outcomes

3.1 The landlord provides core resident focussed documents which provide information about and enable RI

Standard Expected for Accreditation	Indicative Evidence
<p>There is a regular resident newsletter that is subject to resident influence</p>	<p>Yes:- The organisation produces three newsletters:-</p> <ul style="list-style-type: none"> - Community Voice – all about up dating customers about Resident Involvement – this is quarterly. - Then there is the organisations news letter – Key News - and the new Leaseholder News – which is produced twice a year. Evidence seen of all of the newsletters - Minutes of meeting of Key News Group seen as evidence <ul style="list-style-type: none"> • Residents sit on the Key News Group (Key News is the NLH quarterly tenant newsletter). The group helps to identify articles required, Plain English checks draft articles and agrees overall style and content. • Telephone quality checks carried out with tenants following each issue. • Leaseholder Newsletter. • Community Voice Newsletter (NLH resident umbrella group structure). <p>TPAS reality checking found that a tenant’s editorial group – the key news group takes an active part in agreeing the content and quality of the newsletter. Interview evidence identified that there is a good level of involvement in the process and that tenants actively influence the content and decisions related to the presentation of information.</p> <p>Also the organisaton has an e mail quick response group that also looks at documentation by the organisation to check for jargon/ plain English.</p> <p>Examples produced of evidence of more localised newsletters that are going to be produced for local management areas through Housing Officers to ensure that localised information goes out to all tenants within a management area. These will include local</p>

	<p>performance information that is broken down this will give more accountability for local management areas against service standards. Evidence provided of the Tenants Conference Newsletter that was produced after the conference and gave all the highlights from the conference – this was distributed to all attendees and available in housing outlets and a summary is going into the Key News letter and on the web site</p> <p>The Readers Panel looks at standard documentation for plain English / jargon. An area that would enhance this area of work would be the development of a Tenants Approved Logo that could be used on documentation that had been approved.</p>
<p>There is a comprehensive website detailing involvement</p>	<p>Yes:- Very comprehensive website and the internet group identify improvements that can be made to the website.</p> <ul style="list-style-type: none"> • Comprehensive Get Involved section on the website. • Interactive Menu of Options available on the web. • Consultation of documents posted on web. • Key News – available on the website • Getting involved section has all relevant policies and strategies on it including all minutes of meetings of the key involvement meetings e.g. sheltered housing forum • Grass cutting check list – this can be completed by any tenant or residents and e mailed or posted back to the organisation. • Publications – under other there are the estate walk about timetables for 2010 – which show when they are taking place and were to meet. <p>The website could be enhanced if it also contained a list of tenants and residents associations with contact details across the areas.</p>
<p>There is a comprehensive and accessible tenants' handbook that has been subject to resident influence</p>	<p>Yes:-Evidence produced of tenant involvement in the initial production of the style and contents of the handbook. This was evidenced through minutes and interview evidence from tenants</p> <ul style="list-style-type: none"> • Email Response Panel consulted on recent updates to the leaflets within the handbook. <p>Tenant Inspectors undertaken Public</p>

	<p>Information Checks of customer access points.</p> <ul style="list-style-type: none"> • The Tenants' Handbook is given to all tenants and is available on the website and at customer access points. • Within the Website in the my homes' section this contains all the different sections that could be found within the handbook including an excellent leaflet aimed at 16-25 year olds who just are or will be moving into their first home – this outlines all of the information in a very simple easy to read way for younger people. It was written in conjunction with younger peoples focus group – the leaflet includes information around preparing budgets, applying for loans, accessing support services, maintaining tenancies etc. (Good Practice) • There is also a leaseholder handbook that is also available on the website <p>With the introduction of the new DIGI TV project all of the website information will also be available from tenants TV so that people without internet access will still be able to access all of NLH information.</p>
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Criteria Score: PASS
Scrutiny Panel: PASS
Good Practice: Younger Person's leaflet

3.2 The landlords' policies, service standards and other information are easily accessible by residents. The landlord does not rely on entirely on its newsletter and tenancy handbook to inform residents.

Standard Expected for Accreditation	Indicative Evidence
The landlord has service standards, set in negotiation with residents	<p>Yes:- Evidence provided of the organisations service standards document – Setting the standards (also available from the website) – that is very comprehensive and was developed in partnership with residents. The document goes through each of the different services and identifies 'what a good service would look like' 'our responsibilities' and 'your responsibilities' 'joint responsibilities' what the organisation will do and how it will deliver it. Included within this document is</p>

	<p>standards around Resident Involvement. Against each of the services – if you need further help – there is an identified member of staff with a telephone contact number. The service standard document also includes a section on special needs and older people and the leaseholder service.</p> <p>Evidence provided of minutes of meetings showing tenants involved in helping to set the service standards e.g.</p> <ul style="list-style-type: none"> • ASB workshop • Leaseholder Panel used to influence service standards. • Community Voice input. • Standards scheduled for review Dec 09. Resident working group involved in this <p>Evidence of a core brief that is sent to all staff to keep them updated with any new changes etc – this is produced on a monthly basis. Interview evidence with tenants showed that these service standards are used in conjunction with tenant inspections that are carried out to ensure that when an inspection is taking place that the service is meeting the service standards set. The TI template forms include reference to service standard.</p>
<p>'Core' policies are easy to obtain</p>	<p>Yes;- Core policies are available via:</p> <ul style="list-style-type: none"> • Full policies available on the website. • Summary leaflets on display in housing offices and on the interactive digital TV site • Full copies of policies are available on request. • Full copies of policies are available via telephone to the contact centre, by visiting the new office in the town centre (one stop shop) or by calling at any of the local NLH surgeries held in the local council offices in the rural areas. By downloading them from the website or contacting the organisation via e mail. • Any new updated policies are always highlighted in the Key News. <p>Interview evidence with both involved and uninvolved tenants and residents identified that the Key news was an excellent source of information and a good way to keep updated of what's going on. They also felt that NLH was excellent in keeping them informed of changes, outcomes from events, local information etc.</p>
<p>Core policies are available in full by resident request</p>	

	This includes translated documents and documents in different formats
Staff are well informed regarding the provision of information about the landlords policies and service standards	<p>Yes:- The Resident Involvement Working Group is a central group of staff from across all service areas that lead on championing RI within the organisation. Any new policies etc would go through this group and the expectation is that members from this group would ensure that this was raised during team meetings. Staff interviewed identified that this group was an excellent way of embedding RI and also felt that communication within the organisation was very good.</p> <p>There are also Working groups to develop policies.</p> <ul style="list-style-type: none"> • All staff advised of draft policies for consultation purposes via Core Brief (and on Intranet). • Staff advised of approved policies and service standards via Core Brief. • All policy documents posted on Intranet for staff reference • Policy training carried out with new staff and when new policies are introduced <p>Staff also identified that the RI handbook was an excellent resource especially for more back room staff – staff who work out on the estates also identified that this was a useful resource. However some staff working out on the estates had not seen the handbook and were going to get themselves a copy.</p> <p>TPAS reality checking with tenants and staff focus groups confirmed that access to core policies is easy for tenants to obtain. Tenants identified that new policies references were put in the Key news and on the website to help develop wider tenant awareness.</p>
The landlord 'signposts' other sources of support and advice	<p>Yes :- 'Your Handy Directory' available to all staff to assist them in signposting customers to other support agencies and advice available. (GOOD PRACTICE)</p> <ul style="list-style-type: none"> • Resident Involvement Officers signpost volunteers to other support agencies, i.e. Voluntary Action North Lincs (VANL). • New RAs have their first year's membership to VANL paid by NLH. • Potential tenants assisted in accessing housing benefits and

	<p>signposted to other support available.</p> <ul style="list-style-type: none"> • ASB victims signposted to appropriate support. • RAs receive financial inclusion advice and signposting. • Financial inclusion seminar and workshops. <p>TPAS reality checking process identified that partner agencies were included in the tenants conference e.g. CAB, energy savings Trust etc. Tenants could identify partnership working at a local level with the police, fire brigade etc. This area of work is complimented by the new post in the RI Team of Community Investment Co-ordinator whose role is very much to work wider in the local community.</p>
<p>The landlord ensures that residents have timely access to information to allow them to be involved</p>	<p>Yes:- The NLH Policy & Strategy Review Schedule plans policy development to enable timely consultation and involvement.</p> <ul style="list-style-type: none"> • Customers were involved in identifying their priorities, resulting in the 5 year service review programme. • Consultation Planner assists in identifying consultation required in advance. <p>TPAS reality checking process identified that involved residents always get their appropriate paperwork and agendas in a timely manner – this was seen at all of the meetings and events attended, the meetings were very well organised, with agenda’s and minutes of previous meetings sent out in advance. I was impressed by the agenda’s especially for the community voice where agenda items are highlighted as either – for information, consultation etc so that members had a real understanding of what the agenda item would encompass and what their role needed to be. This then enables people to be prepared as much as possible for the meeting/event.</p>
<p>Information is provided in accessible formats</p>	<p>Yes :- This information is provided on all of the standard publications that are produced by the organisation</p> <ol style="list-style-type: none"> a) Available upon request – audio, Braille, tape, larger print, translations etc. b) Website print size can be adjusted by users and audio versions accessed. c) Wherever possible, where profiling dictates, tenants will automatically receive their requested format – this was evidenced through reality checking of the diversity working

	<p>group</p> <p>d) Alternative formats available upon request.</p> <p>Evidence both documentary and interview evidence shows that information is available and accessible in a range of formats to meet the range of languages and literacy needs of the tenants according to profiling information held by the organisation</p>
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Criteria Score: PASS

Scrutiny Panel: PASS

Good Practice: Resident Involvement working group, the ‘your handy directory’ to help to sign post staff to other agencies

Unit 3.3: The landlord involves residents in setting performance indicators, widely reports on its performance and provides comparative performance data.

Standard Expected for Accreditation	Indicative Evidence
<p>The landlord has in place effective processes that enable residents to negotiate both organisation wide and local performance indicators</p>	<p>Yes:- Organisation performance indicators are set by the Board which is made up of a third of tenants. The organisation uses balanced score cards to assess performance. Evidence provided. The use of different coloured faces I.e green smiley face, amber or red unhappy face is easy to understand</p> <ul style="list-style-type: none"> • Residents' identified their priorities for performance information via a Tenant Focused Performance Workshop. Evidence provided of work with the community voice firstly to understand what performance management is and then to decide on what performance management information they would like to see. GOOD Practice • Community Voice receives monthly performance data and can request spotlight reports where further information may be required. • Home Improvement Panel will debate needs for specific indicators and will review performance. • Local performance indicators influenced via working groups, i.e. Resident Involvement Strategy Action Plan. • Tenant Inspectors will request performance information where required. • NLH has a comprehensive performance framework structure diagram that shows how and when performance is reported from Board level to monthly one to ones etc. <p>Organisational:- Performance is reported and monitored at Community Voice monthly and evidence of this was observed at the community voice meeting TPAS attended. Evidence provided of challenge to performance information where performance has deteriorated and a further 'spot light' report is produced. This is further analysis of the performance around a service, and the report includes benchmarking information and what actions are being taken to improve it and recommendations. Tenants are also involved in performance management through Complaints and Compliments focus group – quarterly, Tenant Inspectors – bi-monthly, service improvement working groups – monthly, Equality and Diversity Working Group – E&D performance reports – quarterly, Value for Money Working Group monthly.</p> <p>Local Evidence gathered through interviews and focus group sessions has confirmed documentary evidence</p>

	<p>of activities where tenants have been able to identify priorities and timescales for actions through methods including:-</p> <ul style="list-style-type: none"> • Estate Inspections:- follow a standard format and findings are sent to the Tenant Inspectors meeting. The operations committee receive a quarterly report • TARA Meetings – through Housing Officers local report on performance • Involvement in meetings with contractors to review and agree performance standards and targets • Sheltered Housing Panel • Tenant Inspectors • Complaints / Compliments • Grass Cutting Survey Form – against standards <p>However this area of work – Performance and performance management will be enhanced through the new IT system that is due to go on line in Summer 2010</p>
<p>The landlord employs a process for comparing its performance with its peers</p>	<p>Yes:- NLH are members of Housemark – annual benchmarking of service costs and quality. Also benchmarking of Status results. Operational managers are members of service specific benchmarking groups.</p> <ul style="list-style-type: none"> • Subscribe to HQN where good practice and benchmarking is available. • Balanced Scorecard information includes benchmarking data. • Networking groups, i.e. Resident Involvement Officers Group, TP Workers Email Group (TPAS) • Tenants encouraged to identify benchmarking performance independently e.g. via their networking opportunities (TPAS conferences...). <p>And being part of a sub regional resident forum called Humber Tenants Forward group (made up from tenants from NLH, Shoreline, Hull and East Riding) where both staff and tenants share good practice, ideas and look at benchmarking information This was evidenced through reality checking with active tenants who had been involved in these meetings</p> <p>Recommendation:- Further development of the role of tenants in performance comparison activities which include review and use of benchmarking information and consideration of the results of other landlord organisations.</p>
<p>The landlord feeds back its performance to the resident population</p>	<p>Yes :- Regular performance updates via Key News, posters, Community Voice and Resident Associations, and on TV in the main reception points</p> <ul style="list-style-type: none"> • NLH Annual Report. • Equality & Diversity Annual Report.

	<ul style="list-style-type: none"> • Performance section on the web. • Status Survey results shared with Partners, e.g. Council. <p>TPAS reality checking showed that both involved and uninvolved tenants could point to performance information especially within the Key News. Involved tenants as part of the Community Voice get regular updates on performance and can and do challenge the organisation and request 'spot light' reports on areas where performance is not reaching targets set.</p>
<p>The landlord feeds back on deteriorating services and celebrates service success (all households or neighbourhood based)</p>	<p>Yes:- There is evidence that the landlord acknowledges when services are under pressure and communicates the actions being taken to resolve issues. There is also evidence that the landlord communicates when services are performing well. E.g. the Status survey results identified good and poor satisfaction levels. All performance was shared with stakeholders. This was seen through a report in the Key News</p> <ul style="list-style-type: none"> • Annual performance information stated in Key News identified good performance and also poor performance and actions identified for improvements. • Balanced views of performance information provided at each Community Voice meeting.

Criteria Score:

PASS

Scrutiny Panel:

PASS

Good Practice:

**Working in partnership with Community Voice on Performance Information
Spot light performance reports**

Unit 3.4: The landlord supports resident scrutiny

Standard Expected for Accreditation	Indicative Evidence
<p>There is a clear process for scrutiny of performance (below Board level)</p>	<p>Yes</p> <p>There is evidence of the existence of resident led scrutiny outside of Board and Committees. Scrutiny of performance takes place at the Community Voice level and is documented in the Terms of Reference. Evidence through reality checking confirmed this happens</p> <p>There is evidence in Community Voice meeting minutes of items where issues raised by Community Voice members have been referred to the Board for consideration as part of strategic decision-making.</p> <p>The make up of Community Voice is two representatives from all of the 26 TARA groups, minority groups and different geographical areas who work together to influence improvements to North Lincolnshire Homes' policies and services, with the aim of creating a better quality of life for all North Lincolnshire Homes' residents. The Community Voice has its own newsletter – also available on the website.</p> <p>Community Voice meetings usually take place on a monthly basis in a formal meeting setting. From time to time sub groups of community voice are created to work on specific topics. These include for example:</p> <p>The Resident Involvement Statement Group North Lincolnshire Homes, in partnership with residents, have produced an agreement setting out how residents will be involved, consulted and informed, and how this will be resourced, measured, monitored and reviewed.</p> <p>The Key News Sub Group This group gives its opinions of what could go in future editions of Key News, as well as commenting on past editions and articles to appear in the future. It meets with the editorial team of Key News before it is printed and has a direct input in its content.</p> <p>NLH has a clear process for scrutiny below board level through the Community Voice who receive performance information to scrutinize. This can clearly be seen on the Resident Involvement Organizational Chart. The organisation also has a comprehensive Tenant Inspector process that has a direct link to the board and presents its findings reports direct to the board.</p> <p>NLH is currently establishing a Tenant Scrutiny Panel which will sit alongside the board although is independent from the board it will have direct links to the board and to tenants and leaseholders. Evidence seen of the advert for scrutiny panel members, applications received, interviews.</p>

	<p>TPAS reality checking observed a training session for the new tenant scrutiny panel members which included senior staff and the acting chief exec. NLH have shown a real commitment to tenant led scrutiny as another way to independently scrutinise the organisation. We see this as an excellent model that will help the organisation develop into a further learning organisation with real tenant challenge. The organisation already has in place a lot of mechanisms that the scrutiny panel will be able to access to gather evidence e.g. Tenant inspectors, tenant inspector 24 hour open door inspections, estate walk abouts, etc</p>
<p>There is a clear process for local representative groups (or nominated individuals) to receive feedback on scrutiny and to trigger scrutiny where they are concerned about serious or persistent failure</p>	<p>Yes</p> <p>There is a clear structure which outlines the scrutiny role of the Community Voice. This includes a framework that draws on information and feedback from tenants at area level and empowers the Community Voice to refer items to the Executive Management Team (who attend the meetings) as well as the Board</p> <ul style="list-style-type: none"> • Community Voice routinely receives performance information, can request a more detailed breakdown of a topic area, additional information to be provided and / or additional surveys, investigations to be undertaken. • Tenant Inspectors will receive and discuss all inspection information collated during the period and will trigger additional scrutiny where applicable. • As a standard, Officers provide a Housing Management Report to RA meetings. This report includes updates on actions identified at previous meetings; local performance information relating to the boundary represented and may include other information such as numbers of crimes reported during the period. • Other groups, e.g. Homes Improvement Panel can trigger further scrutiny if they have concerns about failures in service delivery. <p>This area of triggering scrutiny will be further enhanced with the development of the tenant led scrutiny panel – this will then form the framework for development of more formalised local triggers for scrutiny up to the scrutiny panel and formalised feedback from the scrutiny panel about their findings</p>
<p>The landlord has investigated achieving organisational objectives and improved performance and excellence through a process of resident led self regulation</p>	<p>Yes:- NLH has currently recruited four tenants to a tenant led scrutiny panel. The recruitment process was through interview and was very rigorous to ensure that scrutiny panel members had the skills to carry out their role. The scrutiny panel members have been through the TPAS training :- ‘scrutiny development’ and are currently working on their terms of reference and communications framework with the board and staff within the organisation. Evidence seen of Board minutes that tenant led scrutiny is the way forward for</p>

	<p>NLH so that there is that independent challenge for the organisation that has a direct link into the Board. I was extremely impressed with the commitment of the senior staff and chief exec to this whole process and felt that they thought it would help the organisation to develop and learn.</p> <p>The Chair of the Tenant Inspectors presents a report on findings of inspections to the Operations Committee.</p> <ul style="list-style-type: none"> • Tenant Scrutiny opportunities investigated via information from, and visits to, other organisations, examples of different ways of working, courses undertaken and papers to Board. Approval obtained and Tenant Scrutiny Panel process now being progressed.
<p>The landlord undertakes resident scrutiny activities</p>	<p>Yes:- There is evidence that the landlord and its tenants undertake some scrutiny activities such as tenant inspectors who conduct their own telephone surveys with other tenants to assess satisfaction with the service – results are fed back to service managers. As part of the improvement programme – TI also conduct face to face surveys with tenants following improvement works. This is done with the RI team. Results are fed back to the contractors and the investment team</p>

Criteria Score: PASS
Scrutiny Panel: PASS

Unit 3.5: The landlord has robust processes to ensure its accountability to residents for services.

Standard Expected for Accreditation	Indicative Evidence
<p>The Landlord has processes by which residents can hold the landlord accountable for local (neighbourhood or area) performance</p>	<p>Yes</p> <p>The Terms of Reference for the Community Voice shows the role, responsibility and requirements relating to formal accountability.</p> <p>These refer to the process for Community Voice responsibilities for local consultation and representation and their role in accelerating local issues to the Executive Management Team and/or Board levels where appropriate.</p> <p>The Terms of Reference are comprehensive and set out clearly the boundaries and responsibilities including activity related to performance, feedback, governance, operational and strategic reporting and monitoring.</p> <p>TPAS reality checking asked all those interviewed about boundaries to involvement and how these are communicated. Most pointed to terms of reference documents, work between NLH RI team and residents to agree the roles and responsibilities</p> <p>Other processes have been evidenced and referred to during the reality checking with residents and officers such as walkabouts, estate inspections, TARA meetings and project reviews where the performance of service delivery or practice of staff can be raised and feedback sought by residents.</p> <p>From the evidence provided there seems to be a robust framework in place to hold NLH to account for local performance. Evidence seen of the Community Voice action plan – 14th Sept 2009 – which had a column for reporting back on progress and this was completed with actions that had been taken against the issues raised. Again evidence of minutes of Martins Close Scheme panel meeting and Swinburne RA public meeting – minutes showed a standard agenda item – ‘Housing Report’ which included actions taken against issues and also feedback from estate walkabouts. Other processes that identified that NLH was being held to account included:-</p> <ul style="list-style-type: none"> • Complaints process. • Housing surgeries in rural areas. • Public meetings. • RA meetings. • Scheme Panels. • Estate Inspections. • Multi Agency Agreements. • Neighbourhood Action Teams (NATs) • Service standards leaflet.

	<p>Documentary evidence also seen of the tenant focused performance measures that the Community Voice were involved in setting with NLH.</p> <p>Local TARA meetings are presented with a report by the housing officer around local performance of services. This framework of reporting is checked by feedback forms from the TARA group to the RI team to ensure local accountability. This will now be complimented by the Housing Officers newsletters which they will be producing quarterly for all tenants in that management area. All TARA have their own TOR and code of conduct</p> <p>Estate inspections are conducted monthly and the programme is advertised in Key News, the CV newsletter and the web site. The inspections follow a standard format and findings are sent to the TI meeting and the operations committee on a quarterly basis.</p>
<p>Local service issues raised by residents are resolved quickly or a reasonable explanation is given</p>	<p>Yes</p> <p>Walkabout events at local area have been identified as an effective means of raising issues and getting these resolved quickly. Estate inspections are conducted monthly and the programme is advertised in Key News, the CV newsletter and the web site. The inspections follow a standard format and findings are sent to the TI meeting and the operations committee on a quarterly basis.</p> <p>Residents interviewed in a Focus Group provided very good experiences to a swift response to issues e.g. cleaning up of rubbish, graffiti removal etc</p> <p>There is a robust framework in place for staff attending local TARA meetings which includes both HO and a member of the RI team if required. There is a standard report that is presented at all meetings which includes feedback from estate inspections, local performance information etc</p> <p>Staff identified that they will endeavour to address the issue as soon as it is raised and could point to some examples of where this had happened</p>
<p>There is a process that ensures that residents (collectively) can hold the landlord to account for its general performance and behaviour</p>	<p>Yes</p> <p>NLH has a robust resident involvement framework that can hold the organisation to account through its menu of options:- TARA's, Estate Inspections, Tenant Inspectors, forums of interest, the Community Voice. The process for collective complaints is detailed within the Complaints Policy..</p> <p>The terms of reference including the Community Voice terms of reference show clearly the process of accountability and challenge.</p> <p>Recommendation The Resident Involvement strategy should include details of</p>

	<p>how residents can instigate collective complaints or sign post to the complaints procedure.</p>
<p>The landlord ensures that frontline officers have the authority to resolve estate and community related problems quickly</p>	<p>Yes Officers interviewed were able to point to a wide range of examples where they had been able to respond quickly to issues.</p> <ul style="list-style-type: none"> • Local empowerment to front line officers via the allocation of small environmental budgets to react quickly to resolve problems identified. • Empowerment to influence the planned environmental works via the Environmental Panels. • Front line staff identified that they felt able to work in partnership with both tenants and other partners within the local community to help resolve any issues raised
<p>The landlord, frontline staff and residents are clear about the limits of the power and authority of front line officers</p>	<p>Yes:- The organisation has in place a framework of constitutions and terms of reference for its tenants and residents methodologies of involvement.</p> <ul style="list-style-type: none"> • Constitutions and Terms of Reference for groups give details of the limits of power and authority. • Frank debates take place with residents to re-iterate any limits to power / authority. • Equality and Diversity Policy <p>During the tenants focus groups participants were clear about the power and authority of front line staff and clearly felt that staff 'went the extra mile' but would explain if they did not have the authority to carry out a certain role or would voice if the issue needed to be taken to another member of staff. Tenants also felt that they received feedback in a timely manner.</p> <p>During the staff focus groups more front line staff had a really good understanding their role and also the limits of their role being able to give many examples of being involved in. They cited the Intranet and the Core Briefs as a good communication framework to ensure that staff understood not only their role and its boundaries but also the roles of other staff. They were also extremely complimentary of the RI team whom they felt offered an excellent support mechanism to them whereby attending their team meetings, RI Tool Kit for staff were all identified as excellent sources of information and support in their job roles</p>

Criteria Score: PASS
Scrutiny Panel: PASS

Unit 3.6: The landlord uses resident evidence to target its involvement projects. Its projects have identified outcomes and are assessed against these outcomes

Standard Expected for Accreditation	Indicative Evidence
The landlord produces an action plan for its resident involvement	<p>Yes</p> <p>There is documentary evidence that the landlord produces a resident involvement action plan that is reviewed at least annually. This relates directly to the business priorities of North Lincolnshire Homes. There is a resident Involvement strategy action plan which is an appendix to the Resident involvement strategy</p> <p>The resident Involvement team have an agreed action plan that is based on the service plan. This is a detailed tool for the monitoring and delivery of resident involvement.</p> <p>Because Resident Involvement is one of the principles underpinning NLH operations, internal plans identify where and how residents will be involved in the review and monitoring of service delivery.</p> <p>Documentary evidence seen of the organisation wide service improvement plan that contains a specific section on RI. The plan pulls together all of the different action plans within the organisation including the RI strategy, RI statement, etc.</p> <ul style="list-style-type: none"> • The Service Improvement Programme is a living document which is continually updated and added to. • Contained within the RI strategy is the RI strategy action plan that includes objectives, and benefits and outcomes. • Resident Involvement Monitoring Group – which involves tenants are the group that monitor the Resident Involvement action plan. This is through the annual impact assessment process
Resident involvement action plan is communicated to residents and subject to resident negotiation	<p>Yes</p> <p>The RI Strategy was based on wide tenant consultation particularly with the Community Voice members and then subject to an event to agree priorities and development of the Action Plan. Within the strategy it highlights that the Resident Involvement Strategy has been developed in line with the aspirations identified in the 2008 results of the status survey, from estate plans and from all other existing feedback mechanisms</p> <p>:- From documentary evidence it would seem that there is a robust framework in place that ensures that the RI action plan is communicated and subject to</p>

	<p>resident negotiation.</p> <ul style="list-style-type: none"> • The Service Improvement Plan is shared with Community Voice. Evidence seen of minutes of meetings • Residents' influence the contents of the action plans via participation in various working groups, e.g. RI Strategy Workshop. • Residents' assist in the monitoring of action plans via participation in specific monitoring groups, e.g. RI Strategy Monitoring Group. • Resident Involvement Strategy, including Action Plan available to view on the web. <p>Monthly resident involvement reports are produced by the RI team that highlight and pull together all RI activities and outcomes – this is fed into Community voice</p> <p>Resident Involvement Working Group has copies of all involvement action plans and helps to develop them. This is a staff group from across the organisation who act as RI champions</p> <p>The Key News Magazine (magazine for all tenants) provides articles on up and coming involvement opportunities in addition to articles from groups and their own organised events, activities and updates on performance. The website has the Involvement Calendar which identifies all the different meetings and events over a 6 monthly basis</p> <p>TPAS reality checking with residents also provided evidence of involvement in the process of developing and agreeing the Strategy and actions.</p>
<p>Action plan is monitored by a resident led group and tasks have measurable performance outcomes, have processes for monitoring progress and have identified impacts at completion. (.i.e. Tasks are based on SMART targets)</p>	<p>Yes</p> <p>Resident Involvement Strategy Monitoring Group is the main group that monitors the RI strategy and action plan – this is made up of tenants from Community Voice and menu of options</p> <p>All actions within the Service Improvement Plan have benefits/outcomes detailed.</p> <p>Covalent IT system is used to assist in the collation of performance data. This data is used by the various working groups to assist in the monitoring of action plans.</p>
<p>Action plan tasks apply basic cost/benefit assessment</p>	<p>Yes:- Evidence seen of the Community Voice report on RI Impact Assessments. Members from the Community Voice were involved in the process of identifying the annual impact assessment framework which looks at resources put in and the outcomes of each of the permanent resident involvement structures. Each structure was then considered for value for money and plotted against the impact assessment resource matrix.</p>

	<p>Outcomes from this exercise included the conclusion to continue with the current structures of involvement but implement the following:-</p> <ul style="list-style-type: none"> • to do a survey with all existing BME tenants to see how they want to be consulted and get BME tenants to be involved in the design of the survey. • the Home Improvement Panel – to meet as and when required instead of quarterly. • Community Voice – due to costs of meeting room hire to investigate other venues. • Tenant Inspectors to develop a rota of inspections for each individual inspector. • Sheltered Housing Panel – travel costs high with relatively low outcomes. Consideration to be given to a newsletter targeted for this group also the format of meetings to change to facilitate more in depth discussions. • Other value for money saving ideas included target the reduction of travel costs (especially taxi hire) by encouraging car sharing. <p>All NLH involvement activities are measured in terms of costs and planned outcome assessments. This information is linked to the organisational Value for Money Strategy</p>
<p>NB: Although TPAS expects that the planning of Resident Involvement projects is currently under-developed it also considers this a crucial area of work. It will not be possible to achieve a yes assessment of this unit without documentary evidence that each project has been planned and has clear outcomes that are communicated to residents.</p>	

Criteria Score: PASS
Scrutiny Panel: PASS

Unit 3.7: The landlord has a clear focus on impact and efficiency.

Standard Expected for Accreditation	Indicative Evidence
<p>The landlord regularly reviews the impact of its services and involves residents in the review process</p>	<p>Yes:- Evidence provided of impact monitoring/cost benefit analysis data collection has been provided for RI activities. These are recorded in a log system See 3.6 – Community Voice report on RI Impact Assessment The organizational service improvement plan brings together all of the different service plans including Resident Involvement and does measure benefits and outcomes It does have a very robust system for ensuring that residents are involved in the review process and this includes</p> <ul style="list-style-type: none"> • Status Survey and follow up action plan and focus groups with residents. • Service Review Methodology. • Monitoring of Promises to Tenants (Offer Document promises). • 5 year Service Review Programme produced in partnership with residents. • Residents involved in specific service area reviews. <p>Value for money is seen as a cross cutting theme throughout NLH performance management framework. VFM is reported at the Resources Committee and is included at every monitoring level e.g balanced score cards</p> <p>Through the reality checking TPAS found that Tenants identified that they had been involved in the impact assessment process and had been involved in challenging the organisation about some of the involvement methods that seemed to create a high cost with low impacts</p>
<p>The landlord agrees efficiency targets with residents</p>	<p>Yes:- NLH does have resident representation on the Value for Money Working Group. The VFM Working Group discussed and agreed targets for the VFM Action Plan. Value for money is now starting to become embedded within the organisation</p> <p>Evidence seen of the Resident Involvement and value for money report which showed that the RI budget for 2009/2010 was £28,624 exc salaries and £206,776 inc salaries. A Breakdown was also given of the cost for RI exc. salaries annual cost per tenancy was £2.43 and annual cost per property is £2.90. When including salaries – annual cost per tenancy is £17.52, annual cost per property is £20.97.</p>
<p>The landlord benchmarks with and learns from other providers</p>	<p>Yes:- The organisation has a robust system for learning from other organisations and references all of this information within their external learning and benefit to service user log. This is seen as good practice. The log is broken down into service areas, and then identifies, the external organisation, the learning and the benefit to the</p>

	<p>service user. There are numerous examples of good practice identified, adapted and adopted by NLH, e.g.:</p> <ul style="list-style-type: none"> • Volunteers Training Calendar. • Grants for RAs. • Tenant Scrutiny. <p>The organisation can evidence all of the providers it has worked with around benchmarking and learning and this includes for RI, Shoreline, Erimus, TPAS, Paul Johnson associates, Arena Partnership to name a few.</p>
<p>The landlord considers joint procurement of services</p>	<p>Yes:- Again this is another area of strength – through its involvement of the meetings of the Humber Tenants Forward (networking group of NLH, Shoreline, Hull CC & E.Riding) they have considered joint training opportunities, cross boundary peer reviews etc., joint presentation of TP Tracker.</p> <ul style="list-style-type: none"> • Joint working between Humber Officers Group (NLH, Shoreline, Hull CC & East Riding), e.g. joint TSA Conversation Events.
<p>The landlord seeks external funding and resources to support resident involvement activities</p>	<p>Yes:- NLH has a log of all of the external funding and resources it has acquired to help support RI. This log was seen as evidence. Some examples from the log include</p> <ul style="list-style-type: none"> • £50k Barclays fund available for financial inclusion projects. • £250 donation from Parish Council to purchase a printer and install broadband for a RA. • £500 donation from Unison to pay for CRB checks for volunteers at a RA. • £100 from Micron for RA to put towards fun day for consultation on re-developing the play area. • Donations of decorating materials from Dulux for the RA to be able to decorate the main room and kitchen of their resource centre (one of the 3 RAs provided with their own resource centre at a peppercorn rent). <p>The Resident Involvement team now sits in the Business Improvement Unit rather than within the housing department. This is to ensure that RI is embedded throughout the organisation and not just seen as a housing issue. As part of the team – a Community Investment Co-ordinator has been employed whose remit is to generate events and schemes wider than housing activities – e.g furniture recycling scheme and to access more external funding for TARA wider than housing projects</p>
<p>NB: In recognition of the fact that the efficiency agenda is not yet well developed provision of <i>interview</i> evidence alone will be sufficient to achieve a <i>partial</i> assessment.</p>	

Criteria Score: PASS
Scrutiny Panel: PASS
Good Practice: External learning and benefit to service user log.

Unit 3.8: The landlord routinely assesses the impact of its resident involvement activities.

TPAS CONSULTANCY Evidence findings

Standard Expected for Accreditation	Indicative Evidence
The landlord routinely records its resident involvement costs	<p>YES:- Evidence provided of the RI impact resource matrix which is used to produce the annual impact assessment with residents– The matrix is used to plot the Resource Costs – low, medium, high against Impact Low medium, high of each Resident Involvement methodology. This does give the organisation some evidence about those RI methodologies that have a high cost but low impact. Evidence provided of the outcomes of this annual impact assessment with Community Voice Further evidence included routine monitoring of involvement expenditure against budgets.</p> <ul style="list-style-type: none"> • VFM impact assessments of structures of involvement. • The RI team do the impact assessments for the whole organisation – any other staff carrying out consultations etc pass this information onto the RI team who then include it in their impact assessment process and feedback outcomes • The organisation has a cross cutting value for money strategy <p>Recommendation:- To embed impact assessment across the organisation consideration might be given to getting other staff from other departments involved in this process so that the process can be owned and understood.</p>
The landlord undertakes an impact assessment of RI activities annually which involves residents who are able to influence the conclusions and subsequent actions.	<p>Yes:- Residents participate in an annual RI Impact Assessment Workshop which assesses costs/outcomes of all involvement structures. They then influence the future of these structures, i.e. discontinue, continue but change the frequency of meetings, change the format from a meeting to a newsletter. Evidence provided of the minutes of the meeting that included members of the community Voice and this was backed up through interview evidence with active tenants</p>
The landlord has a set of indicators which have been negotiated with residents that measure the impact of RI activities. The criteria used to measure impact is linked to the organisations business aims, departmental aims and its resident involvement action plan.	<p>Yes:- The Resident Involvement Working Group which is a sub group of the Community Voice were involved in setting and negotiating indicators that measure the impact of RI. The golden thread can be seen to be linked from these to the business aims, and service improvement plans of the organisation</p> <ul style="list-style-type: none"> • The indicators and framework for assessing VFM was agreed with Community Voice; i.e. inputs, outputs, outcomes and impacts. • Agreement with Community Voice to use the Impact Assessment Matrix.
The results of the impact assessment are fed back to	<p>Yes:- Evidence provided of the report of the Outcomes of the Impact Assessment Workshop which were fed</p>

<p>residents</p>	<p>back to residents via a full report to Community Voice.</p> <ul style="list-style-type: none"> • Outcomes of the Impact Assessment Workshop are available to view on the web. • The results of the impact assessment were put in Key News to ensure that tenants who cannot access the web can still access this information. • Through the Community Voice minutes to all of the local TARA groups and residents groups. • Included within the Resident Involvement statement.
<p>The landlord considers outsourcing its resident involvement projects and services.</p>	<p>Yes:- Evidence provided that NLH is open to looking at outsourcing its RI projects and services. On occasion NLH has considered whether individual projects could be more efficiently provided by an external body. E.g. Paul Johnson, 3DK Solutions Ltd was contracted to deliver specific advice and support to Community Voice to refocus the group back to its priorities and to undertake a training audit of requirements for Community Voice officers.</p> <p>Evidence provided of external training for staff and residents has been provided by a range of organisations including TPAS, and those highlighted above, also organisations that specialise in theatre based workshops and awareness raising to tackle issues relating to Equality and Diversity. This was evidenced through interviews with staff and tenants.</p>

Criteria Score: PASS
Scrutiny Panel: PASS

Theme 4 The Landlord has a partnership ethos delivering broader than housing outcomes

Unit 4.1: The landlord negotiates with resident to balance ‘community led and organisation led community development work’

Standard Expected for Accreditation	Indicative Evidence
<p>The landlord and residents negotiate the level of support to localised (‘bottom-up’) community led initiatives</p>	<p>Yes</p> <p>This whole unit is an area of strength for the organisation and very much fits in with the overall ethos of NLH – ‘Better Homes, Stronger communities. This can be seen through the Integration of the Community Investment Coordinator’s (CIC) post within the Resident Involvement Team to ensure that lines of communication between active residents groups and relevant professionals are shortened. The CIC has regularly attended resident group meetings following initial approaches from members of those groups (via Resident Involvement, Housing or Support Staff), to discuss residents’ ideas and aspirations.</p> <ul style="list-style-type: none"> • Residents are encouraged to suggest ideas via Key News, website, letter drops and local media. Negotiation and support then follows – to agree progress, actions and resources for any project or initiative. Examples of this include the Pryme Road Community Garden and the Market Hill MUGA. • NLH agrees with Community Voice and with individual RAs the level of support for community led initiatives. • Financial Inclusion Strategy. • Start Up and Annual Grants for Resident Associations. <p>There is evidence of a published scheme for development grants for any group within North Lincolnshire with charitable aims. The process and criteria allow for a broad scope on application. The maximum grant is limited to £2,000 per application. The application forms and criteria can be found on the community development grant section of the website. The decision about who gets grants is made through a panel consisting of the Resident Involvement Manager or nominee, NLH finance representative, two tenant volunteers and a member from Voluntary Action North Lincolnshire.</p> <p>There is evidence of negotiated funding approved for community led projects through the process of development grants and examples of previously funded projects are also available on the website as well as highlighted through Key News. These projects are split between community gardens, financial inclusion, Earls Walk and wildlife boxes</p>

	<p>TPAS reality checking with residents explored views on support for bottom up initiatives. Respondents felt that the level of support beyond finance is excellent through the newly appointed Community Investment Co-ordinator who sits in and works closely with the resident involvement team</p>
<p>The landlords' corporate priorities for its own community investment are negotiated with residents</p>	<p>Yes</p> <p>There is considerable evidence of resident negotiations and involvement in decisions related to corporate priorities for example, environmental budgets, Decent Homes Standard Programme, community projects</p> <p>Evidence provided includes Community Voice minutes recording decisions made to approve decisions related to consultative budgets.</p> <p>NLH has a very comprehensive Community Cohesion Strategy and Action Plan which identifies how community cohesion fits in with the organisations vision, values and objectives, it specifically goes through each of the service areas and highlights the impact that Community Cohesion can have on that service and RI is included within that. Also Partnership working around community Investment is highlighted in the RI Strategy.</p> <ul style="list-style-type: none"> • NLH works with Community Voice and other group structures to negotiate on its corporate priorities, e.g. the workshop where the 5 year service review programme was agreed. • Residents priorities captured in Estate Plans. • NLH, residents' and partner agencies make up three localized Environmental Panels. These panels influence priorities for the expenditure and planning of environmental works. <p>NLH and residents work together to develop action plans for their communities.</p>
<p>Both support for community led initiatives and 'top-down' initiatives seek to promote community cohesion</p>	<p>Yes</p> <p>Yes, Again an area of strength, documentary evidence provided.</p> <ul style="list-style-type: none"> • 'Top Down' - The Community Cohesion Action plan sets out specifics including good behaviour incentives and rewards, implementing a low demand strategy, training tenants and challenging inflammatory press coverage. • New Choice Based Lettings policy aims to promote more fairness in property allocation and a better local resident mix. • Community led initiatives are supported through the Resident Involvement Team to ensure that all initiatives are inclusive and address issues within the particular location. • Intergenerational initiatives e.g. Bird Boxes are used to bring people together and develop mutual respect. Communities are encouraged to participate fully, with a variety of engagement methods including direct leafleting, public

	<p>meetings, website and Key News.</p> <p>Links to the Local Strategic Partnership (LSP), e.g. Safer Communities, Safety in the Home.</p> <p>A wide number of examples of evidence have been provided demonstrating projects and activities designed to support and promote community cohesion.</p> <p>Community Garden at Pryme Road:- Partnership between St Hughs School children Community Payback, Friends of Hedley Road Allotment Association and NLH Community Investment Co-ordinator to improve an area of waste land into a community garden that could be used by everyone</p> <p>Wildlife Boxes This project came from the North Lincolnshire Homes Supported Housing Administration Team. The aim was to source some cost effective wildlife boxes that could be erected into tenants gardens - helping residents to enjoy outdoor wildlife in the comfort of their own home. The 7KS partnership North Lincolnshire Homes has developed a partnership with 7KS Secondary School based in Scunthorpe. The Students were briefed on the aims of the project and set upon the task of designing and building the wildlife boxes. Approximately fifty boxes were produced. The wildlife boxes were free of charge to all North Lincolnshire Homes tenants that had expressed an interest in the project - advertised through Key News. Those tenants were delivered a wildlife box and met the students who had designed and built their wildlife box.</p> <p>Financial Inclusion</p> <p>NLH identified that communities thrive best when residents are maximising their spending power - . NLH recognised that it is their responsibility to residents - and communities - to work hard in preventing tenants being financially excluded. To work towards this goal, a seminar took place in February 2009, where approximately 90 delegates were invited to have an informal day discussing all things finance. The aim of the seminar was to share information and help to:</p> <ul style="list-style-type: none"> • Inform delegates about the national drivers for this work, and • Improve delegate's knowledge of what services are doing and how we should be working together to meet residents needs <p>The event was very well received, with information and interactive sessions - including a drama by A2 Drama students from <u>John Leggott College</u> and a chance to take part in <u>Barclays MoneySkills game</u> ; as well as more traditional input from <u>PayPlan</u> , <u>Citizens Advice Bureau</u></p>
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	<p>and the <u>Chartered Institute of Housing</u> .</p> <p>A current project that is being lead by the Community Investment Co-coordinator and Community Voice is the furniture recycling scheme – evidence of this was provided at the observation of the Community Voice meeting</p> <p>Residents interviewed as part of the TPAS reality checking confirmed these and many other examples. This is an area of strength for the organisation.</p>
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Criteria Score: PASS
Scrutiny Panel: PASS
Good Practice: Community Development part of the website
Vast array of Community Development projects

Unit 4.2: The landlord enables community based solutions.

TPAS CONSULTANCY Evidence findings

Standard Expected for Accreditation	Indicative Evidence
<p>The landlord seeks ways for its involvement activity to contribute to the development of active communities</p>	<p>Yes:- This is driven from the organisations vision statement – ‘NLH is much wider than being a provider of affordable housing. The vision is to be at the heart of neighbourhoods, working in communities’ and one of its corporate aims ‘ working in partnership to develop sustainable communities’. These are the drivers for the work under this theme. Examples given included the</p> <ul style="list-style-type: none"> • Community Cohesion Strategy. • Neighbourhood Action Teams (NATs). • Action Plans have been agreed with many RAs to encourage activities that will support the association and the community. • Agreed actions include areas of fund raising, encouraging new members, engaging young people, working with other groups in the locality, tapping into external agencies and partnerships etc. <p>Training and capacity building of tenants and groups.</p> <p>See examples in 4.1. TPAS reality checking with residents explored the activities and examples of projects that lead to development of active communities and tenants and residents were able to give numerous examples of this.</p>
<p>Residents and Front line staff form effective relationships with local networks and partnerships</p>	<p>Yes: Numerous examples given of effective relationships with local networks and partnerships.</p> <ul style="list-style-type: none"> • The NLH Chief Executive is on the board of the Local Strategic Partnership (LSP). • NLH has representatives on LSP sub groups. E.g. The Resident Involvement Manager is a member of the Community Engagement Coordinators Group, the Communications Manager is on the Communications Group, and the Senior Housing Manager sits on the Safer Neighbourhoods Partnership. • NLH has representation on many thematic groups including North Lincolnshire Social Marketing Consortium, Debt and Housing Advice Network and the North Lincolnshire Council Recession Group. • Information from Estate Plans (influenced by communities) is shared with other partner agencies wherever possible. • NLH have taken part in a Local Participatory Budgeting exercise with the council, which resulted in a community cleanup of one estate.

	<ul style="list-style-type: none"> • Staff and voluntary groups, including RAs, attend the local Community Interest Group meetings (facilitated by VANL with invites to all voluntary groups and agencies). They then disseminate all local news back to RAs and to the wider tenant population via Key News where appropriate. • All constituted Resident Associations are registered with Voluntary Action North Lincolnshire (VANL) - with the first year membership fee paid by NLH. • Residents are actively involved in the management committees for a number of voluntary groups, e.g. Westcliff Drop-in, Acorns and the Viking Resource Centre. • Residents are active within Crosby Pathfinder, Crosby Community Association, Lindsey Blind Association, Humber Tenant Forward, and many Neighbourhood Watch Associations. • Neighbourhood Action Team meetings in all localities enjoy healthy support from tenants, as do Fresh Start. <p>The Community Payback Team is based in a NLH property and carries out work for resident groups.</p> <p>Reality checking evidence through telephone interviews with partner organisations including the Council and Voluntary organisations identified that NLH is a key player within North Lincolnshire and is extremely willing to get involved in wider than housing projects and is also seen as a 'leader' in developing these types of projects. Staff were able to give examples of partnership working through reality checking and the general feel from staff was this is the 'way we work' rather than 'we have to do everything ourselves'.</p>
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Criteria Score: PASS
Scrutiny Panel: PASS
Good Practce: Wider Partnership working

Unit 4.3: The landlord seeks to ensure that active citizens it works with can influence strategic decisions.

Standard Expected for Accreditation	Indicative Evidence
<p>The landlord seek resident support for partnerships or new ventures</p>	<p>Yes:- Another area of strength based on the evidence provided. Partnerships and new ventures are all discussed at Board level that includes tenant board members to gain their support. This support is also gained through its RI opportunities groups including:- Community Voice, the Email Consultation Group and relevant stakeholders are consulted on new policies.</p> <ul style="list-style-type: none"> • Relevant stakeholders are consulted on new ventures, e.g. different methods of consultation were carried out as part of the Customer Access Review – working groups, focus groups, written surveys, Key News and the website. This ensured that support was gained on difficult decisions that needed to be taken to modernize the service. <p>Resident support was gained on environmental improvements to the Caistor Rd estate due to NLH presenting its initial ideas to a public meeting, carrying out door knocking to consult further on ideas, holding regular meetings with the Residents' Association to keep them updated and establishing a Scheme Panel so that residents could monitor the performance of the works. This partnership working with residents' ensured their 'buy in' to the project.</p> <p>New Environmental Panels have been established to identify local environmental priorities for the estates they cover. This was through agreement with the Board and the Community Voice – minutes seen of meetings</p> <p>A new initiative working with the Council will be to look at the future of the Support Service – this has included the Sheltered Housing Panel representatives, Community Voice, NLH key staff and the Council</p>
<p>Formal partnerships are governed by negotiated terms of reference</p>	<p>Yes</p> <p>Evidence has been provided of Terms of Reference and protocols initiatives described. The notes of meetings provided confirm that these TORs have been negotiated and developed with residents and officers.</p> <p>Formalised groups all have constitutions and/ or terms of reference , resident involvement meeting group structures have either a formal constitution or terms of reference. Each one includes its commitment to equality & diversity requirements, e.g. RA Constitutions, Home Improvement Panel Terms of Reference.</p> <ul style="list-style-type: none"> • Other local or special interest groups have negotiated their own partnership agreements, e.g. the Sheltered Panel Agreement, the Caistor Rd RA Multi Agency Agreement.

	<ul style="list-style-type: none"> Multi Agency Partnerships all have their own terms of reference and detail who the lead agency is, e.g. Neighbourhood Action Teams (NATs). <p>The localised Humber Tenants Forward is a regular meeting platform established to facilitate networking and to share good practice between the tenants of NLH, Shoreline, Hull CC and East Riding. Members of the meeting negotiated and agreed its Terms of Reference. Reality checking evidence showed that tenants had been involved in these discussions and tenants could point to meetings were this had occurred.</p>
<p>The landlord offers support to resident aspirations where it can have influence over strategic decisions and/or service failures</p>	<p>Yes:-</p> <ul style="list-style-type: none"> Residents' are offered networking opportunities, support, mentoring and training to enable them to participate in, and effectively influence strategic direction and decisions. Residents are encouraged to help shape service delivery. For example, a series of innovative 'Social Marketing' style workshops have been held - to gain insight from residents around Financial Inclusion issues, and to ascertain the barriers to residents seeking help. This is shaping the Financial Inclusion Action Plan for NLH and feeding into the wider Debt and Housing Advice Network. Reality checking evidence showed that Community Voice has a real influence within strategic decisions around services. <p>The Organisational Learning procedures ensure that complainants are supported throughout and changes to procedures are made where appropriate e.g. respite provision for vulnerable tenants so that improvement works can be carried out to a home.</p> <p>With the development of the newly established Tenant Scrutiny Panel – this will add a further dimension to the independent challenge to the organisation and ensures that the wider tenants and residents of NLH have a mechanism to trigger a scrutiny review around services and failure of services locally.</p>

Criteria Score: PASS
Scrutiny Panel: PASS
Good Practice: Community Voice and Tenants Scrutiny Panel

Theme 5 Landlord has effectively embedded RI

Unit 5.1: Staff are aware of the role of resident involvement, have resident involvement targets, and are positive about resident involvement

Standard Expected for Accreditation	Indicative Evidence
<p>Staff at all levels are aware of resident involvement and are supportive of its role</p>	<p>Yes</p> <p>TPAS Reality checking with staff groups and individual officers found that officers could explain the role and reasoning for involvement of residents in shaping services and organisational strategy</p> <p>Members of staff from local area offices, teams responsible for investment, policy and central services took part in focus groups and were keen to discuss how resident feedback is an important element of all planning for service delivery. Comments included the importance of the activity to “help get things right first time”, “increase tenant satisfaction”, “reduce inefficiencies” and “drive up performance” and “critical to identify where things are not right”, “helps us to identify where we might have a something that’s not working and what we need to do to put this right.</p> <p>Documentary evidence provided of the Corporate Training Programme Feb 2009 - March 2010. This programme has been developed to give all employees the skills and knowledge they need to support them in their roles and to achieve team plans and company objectives. Section 1 outlines what courses are on offer, section 2 is what staff will gain from the sessions. There is a wide variety of courses on offer however RI is not one of the Courses identified .If RI training was part of the training plan it would compliment the corporate objectives and vision for the organisation as well as embed it fully for all staff.</p> <p>Resident involvement awareness training offered to all teams this is done through the RI team who go along to team meetings – to ensure that this is embedded would recommend that this is part of any mandatory annual training plan for all teams</p> <p>Resident Involvement as part of induction programme for new employees.</p> <ul style="list-style-type: none"> Resident Involvement Working Group comprising of resident involvement ‘champions’ from each service area with the remit of mainstreaming involvement throughout the organisation. All champions supplied with a folder of core resident involvement documents to share with their teams, e.g. RI Strategy, Statement, Volunteers Expenses Policy, RI Organizational Structure Chart, Menu of Options, Community Voice Constitution. This was evidenced through the observation of this group and staff could point to

	<p>the folder and show how they had used it in their team meetings</p> <ul style="list-style-type: none"> • Staff consultation sought on all draft RI key documents via information in the Core Brief and on the Intranet, and in some instances via working group involvement. • Approved Resident Involvement Strategy and other policy documents all available on the Intranet. • A Staff Guide to Resident Involvement booklet available. However, at reality checking stage – a member of the gas fitting team had not seen this and thought it would be very useful for their team to have a copy of it • Menu of Options forms distributed to new tenants as part of sign up process. • Housing Officers provide Housing Management Reports to RAs. • Tenant Liaison Officers working on the Improvement Programme will promote resident involvement opportunities and will facilitate the setting up and running of Scheme Panels. • ASB team facilitated Stakeholder Focus Groups. • Rents team worked with tenant volunteers to review the Rent Statement. • Promotional events facilitated by different teams will promote involvement opportunities, e.g. financial inclusion road shows. • All service areas work with Tenant Inspectors when requested by them for Open Door inspections. <p>Managers looking to set up or review policies or strategies need to consider stakeholder involvement before they can present to Board. This forms part of the template used for reviewing or setting up new polices etc.</p> <p>Internal magazine for staff provides documentary evidence of how the organisations keeps staff informed and hopes to raise awareness. This includes articles by officers and positive experiences of involvement for front line staff.</p> <p>Interviews with residents confirmed that things are now much better. The move to set NLH was considered positive and some residents expressed the role for residents at Board level was the starting point for real change. One resident said “it’s not always easy to identify impacts of involvement until you look back. There were times when getting someone to listen was a big achievement, now we get listened to”. Another resident said “we’re in a much better place now, we still have a way to go but it’s a partnership these days”.</p>
<p>All staff have resident involvement targets in their work</p>	<p>Yes:- As of January 2010 all staff have RI targets as part of their annual appraisal. Documentary evidence seen of the Performance and Development Review template</p>

	<p>that includes under setting targets section – two targets identified – Resident Involvement targets and Value for Money target</p> <p>This works within a performance and development review process to ensure that objectives of the company are embedded within personal objectives. It shows the cycle of continuous improvement. A document that outlines the PDR process and how to do it is excellent to give staff a real understanding of the process. This is based on behavioural competencies and characteristics that the organisation would expect from staff. Examples of RI targets from the reality checking included front line staff having targets around involvement of new tenants within the Menu of Options.</p> <p>Central to the review process are the review meetings. In them, staff and managers talk about their performance, achievements and things that could have been done better. There will also be discussions around team objectives from the business plan and individuals contribution to these, any training needs etc. There are two review meetings in each financial year – one in April/May to look at how well the member of staff is performing against the previous years objectives and to check the PD Plan and set individual targets for the coming year. The second review meeting takes place in September/October to look at progress against current targets, identify any difficulties and check performance against PD plan.</p> <p>Documentary evidence seen of a completed PDR and a PD plan</p> <p>TPAS reality checking interviews and Focus Groups found that Officers were knowledgeable about the RI targets within their PD Plans and could point to examples from them. All PD Plans are on the staff intranet and the HR department ensures that all are completed within the timescales and can highlight any managers who have not completed them within these timescales as well.</p> <p>A new Learning and Development HR five year Strategy has been completed to date. From the PD plans HR then put together the annual staff training programme. However, the organisation encourages more informal ways of training through job shadowing – e.g joiner – shadowed a housing officer over a three month period. Management including the CEO has done back to the floor exercises with staff. One member of staff who is a caretaker was extremely complimentary of the CEO who had gone out for a day with them and had got ‘stuck into’ their work for the day to gather the understanding of the job role and had made changes to the role as a consequence of their learning experience.</p>
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	<p>Staff are also given 6 days paid leave for volunteering within the community an example here was a member of staff who was being trained as a PCSO.</p> <p>Each year every department is encouraged and given £60 to do some sort of team building exercise within the community – some examples given have been the re-furbishment and painting of a local community centre, garden makeovers, helping to do up a School, sponsored walks and the money going to a local young persons football team</p>
<p>All staff can point to positive impacts of resident involvement</p>	<p>Yes</p> <p>TPAS reality checking interviews asked staff to identify positive impacts and found that most taking part could point to benefits for both staff and tenants and residents – staff were able to identify examples of the volunteering they had been involved in and also how much they appreciated the RI taster sessions that the RI team did for each department.</p> <p>Staff identified at the annual Staff Conference last year – the main theme was around resident involvement.</p> <p>Documentary evidence provided of a log of RI activities and the positive impact they have made This is shared with staff. Evidence via NLH report that captures outcomes to service delivery as a direct impact of resident involvement. For example:</p> <ul style="list-style-type: none"> • Allocations - Amended application form, reduced from 19 to 7 pages. • ASB - Additions to the ASB Policy, i.e. Support for witnesses and victims. • Home Improvement Panel - Option to tenants of having Cat Flap fitted in new external doors. <p>Staff identified that the Resident Involvement Working Group was an excellent way of involving staff throughout the organisation to be champions within RI for their department. They felt that they were kept up to date with all policies and understood why RI was the way of 'doing things' within the organisation. Staff felt that they were now more empowered to get involved in RI projects as part of their daily work</p>

Criteria Score: PASS
Scrutiny Panel: PASS

Theme 6 The Landlord is committed to training, development and providing adequate resources for RI

Unit 6.1: Staff are skilled in resident involvement

Standard Expected for Accreditation	Indicative Evidence
<p>The landlord provides training to staff on resident involvement</p>	<p>Partial:- Evidence provided that RI is included in the Corporate Induction Programme for new employees. (see evidence in 5.1)</p> <ul style="list-style-type: none"> • Resident involvement awareness sessions are available to all staff teams. Evidence seen of the RI awareness sessions. The Resident Involvement Working Group is a way of embedding RI within the whole organisation. The group has staff representatives from all service areas. Awareness of resident involvement is gained by the representatives who act as resident involvement champions. They are then tasked with cascading the information out to their teams. Each Champion has a folder of all key information which is shared with their teams • Evidence of a series of resident involvement courses that have been provided as ‘taster’ sessions has been provided by the Resident Involvement Team. <p>Evidence of a staff training Corporate Programme to assist staff to develop a set of skills is also provided.</p> <p>Staff briefings provide evidence of support and opportunities for staff to gain skills and gain greater job satisfaction through resident involvement.</p> <p>Recommendation:- Would like to see a more comprehensive Resident Involvement training package for all staff that is included in the Corporate training programme</p>
<p>Frontline staff have received skills audits that include how to interact with and support residents and resident groups</p>	<p>Partial:- The organisation has a robust appraisal process and the twice yearly PDR’s which identify training issues in relation to performance and targets which includes resident involvement targets and performance.</p> <p>NLH provides each RAs with a satisfaction survey forms to complete following their RA meeting. The survey asks satisfaction questions in relation to the support that the association has received from its housing officer. Where poor satisfaction is highlighted, resident involvement training is delivered to the officer in question, or in certain circumstances to the team responsible. This is an area of good practice</p>

	<p>Recommendation:- I would like to see a more embedded skills audit of how staff training needs are assessed to support resident involvement activities</p>
<p>The landlord builds involvement performance into its staff appraisals</p>	<p>Yes There are currently involvement targets in all staff appraisals – RI is one of the identified target areas the other being Value for Money. Reality checking with staff identified that they were able to point to their own RI targets.</p>
<p>The landlord ensures that training is provided to equip staff with skills appropriate to resident involvement work</p>	<p>Partial:- This is partially done through the Resident Involvement team attending different department team meetings to talk through RI. However I think that this needs to be a more formalised system and included in the annual corporate training programme and encompasses a wider training programme to help develop appropriate skills of staff throughout the organisation not just around Resident Involvement but also focusing on the community development work of the organisation</p>

Criteria Score: PARTIAL
Scrutiny Panel: PARTIAL

Unit 6.2: The landlord supports the development of resident skills

Standard Expected for Accreditation	Indicative Evidence
The landlord undertakes a skills audit of resident representatives annually	<p>Yes:- Evidence seen of the confidential skills audits carried out on the committee members with roles e.g. chair, vice chair, secretary and treasurer of RA's – these skills audits look at the key tasks of each role, actions and then a score is given against each of the key tasks (0-6). The templates used for these skills audits would be seen to be good practice and should be rolled out to the other areas of RI activity.</p> <ul style="list-style-type: none"> • NLH Officers identify training requirements of volunteers on an ongoing basis. • Resident Involvement Officers offer 1:1 coaching and mentoring to volunteers wherever possible. • Skills audits are carried out on the Community voice members. • Skills audit is now built in for the Tenants Scrutiny Panel members. <p>Reality checking with tenants showed that this happens on an annual basis and helps to co-ordinate the tenants annual training plan / calendar. Tenants were very complimentary of the training opportunities that they have and felt that all they had to do was to get in touch with the RI team to discuss any other training they might want to access.</p>
The landlord provides a range of informal and 'ad hoc' training	<p>Yes:- Some good examples provided on the range of Ad Hoc Training. Examples:</p> <ul style="list-style-type: none"> • Treasurer recruited for new RA. After checking, found no formal treasurer training on offer locally or nationally at this time, therefore accountant from NLH met with the treasurer to offer guidance and mentoring. Formal training course booked for the resident for 3 months time. • Member of the resident involvement team provided 1:1 training to a volunteer on how to use email to send and receive documents. • National Housing Policy updates e.g. TSA national conversations. • Annual Tenants Conference – the theme was the new TSA framework around Local Standards/offers. • Tenants are encouraged to attend local and national conferences e.g. Blackpool, CIH Harrogate Conference and the TPAS Annual Conference to enable them to network with other tenants and to pick up good practice from other organisations.
The landlord provides a 'formal' training programme	<p>Yes:- A forward training plan is produced for volunteers – the 6 monthly Training Calendar. The calendar will always include a theme on equality and diversity. The calendar will include a mixture of in house and externally facilitated courses. The training calendar can also be accessed through the web site – Good Practice</p>

<p>The landlord provides training in broader community issues and/or signposts and supports residents to external sources of this training</p>	<p>Yes:- Again this is an area of strength. The organisation offers both in house delivery and external partners delivering training e.g. financial inclusion training to residents.</p> <ul style="list-style-type: none"> • Signposting residents to training offered by other agencies, e.g. Applying for Funding facilitated by Voluntary Action North Lincs (VANL), Safety in the Home organised by the Fire Service. • Signposted residents to free ICT training. This was evidenced through the reality checking with tenants who could point to areas of training they had been involved in.
<p>The landlord ensures that resident representatives with very responsible roles have the required skills to deliver their role</p>	<p>Yes:- NLH conducts an audit of training requirements undertaken for the four Officer positions of Community Voice to enable them to carry out their roles effectively. Development plans devised.</p> <ul style="list-style-type: none"> • Chair of Community Voice and Chair of Tenant Inspectors currently attending 3 day accredited training course in Chairing Skills. • Specific training delivered to residents via in house or external providers, e.g. Value for Money. • A small number of volunteers have received training in Interview & Selection. • Informal mentoring of residents' via the resident involvement team, e.g. managing meetings, dealing with conflict in the meeting setting. <p>Residents signposted and supported to attend external training and networking events, e.g. TPAS Regional Conferences, Tenant Management Organisations (TSA).</p> <p>Residents involved at a strategic level – Community Voice and Tenant Scrutiny Panel and Tenant Board Member level are provided with a wide range of training including options to complete CIH training.</p>
<p>The landlord monitors that its training is fairly distributed and is value for money</p>	<p>Yes- The organisation can evidence very well that the training delivered is value for money as it uses both internal and external agencies to deliver the training. The use of evaluation forms allows feedback about what participants have learnt from the training. Evidence provided of the resident association training audit that is used to capture all of the training that has been accessed by that RA and to identify any other training needs.</p> <ul style="list-style-type: none"> • In house training available. • Joint training sessions available for tenants and staff. • All volunteers given the opportunity to attend courses on the 6 monthly training calendar. • Evaluation forms used to assess in house training provided. • Evaluation forms used to assess all external training provided via the 6 monthly training calendar. • Community Voice representatives that attend

	<p>external events (TPAS annual conference etc.) are required to feedback to CV on what they have learnt. They also need to report on whether they feel the event is worthy of sending a representative to in the future, taking into account value for money considerations.</p> <ul style="list-style-type: none"> • Volunteers with special requirements are enabled to attend or participate in events / training via targeted support. E.g. Ensuring facilitators provide information in larger print on the day, or they may be asked to email information to a volunteer with sight difficulties prior to the event so that they can download it into the required font size directly onto their laptop. <p>Discussions with the Resident Involvement Manager confirmed that the Resident Involvement Team monitors the performance, value for money and equality and diversity indicators in respect of the training delivered and the attendees.</p>
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Criteria Score: **PASS**
Scrutiny Panel: **PASS**
Good Practice: Training Calendar and its accessibility from the website.

Unit 6.3: The landlord supports and celebrates resident involvement

Standard Expected for Accreditation	Indicative Evidence
Resident involvement is accessible	<p>Yes:- Within the RI strategy on pg 7 there is a section on support available for residents which states that ‘ there is effective and appropriate support identified and made available to residents that wish to be involved...we will adopt a flexible approach to take account of residents differing aspirations and needs’ This support includes both formal and informal training, support residents groups to become involved in wider community issues, will offer a variety of opportunities to engage with hard to reach groups, encourage groups to develop networking links into the wider social framework, assist groups in seeking information, support and funding, will agree with volunteers how they will be reimbursed for out of pocket expenses. The organisation also has a very comprehensive recognition criteria for RAs that was put together in partnership with residents.</p> <p><i>Other examples include</i></p> <ul style="list-style-type: none"> • Consideration given to the timing and venue of meetings prior to booking, e.g. Leaseholders Public Meeting arranged for the evening in a central location which is accessible in terms of DDA compliance etc. Reason is that the majority of leaseholders work during the day. • Majority of meetings with sheltered schemes held during the day as residents have stated that they don’t wish to leave their homes in the evening. • An extra meeting at a different time of day, a door knocking exercise or written consultation is often facilitated as a follow up action from a main meeting. • Meetings with BME groups usually held at Grecian Hall early evening. The timing of the meeting is to cater for those working in the restaurant industry in the town centre, and the venue is central to where the majority of the BME community lives. • Observation evidence from the Community Voice meeting where discussions took place about changing the times and dates of meetings to suit other tenants who maybe working or have child care responsibilities. <p>Reality checking with tenants found that they felt very supported when accessing any support from NLH and identified that the resident Involvement team would always ‘go the extra mile’ to ensure that everyone’s needs were taken care of especially if they needed extra support e.g. large font for meeting notes, taxi’s to get to meetings etc.</p>

<p>'Individual' resident involvement is financially supported</p>	<p>Yes :- NLH has got a variety of policies and documentation that outline the financial support for individual involvement.</p> <p>Examples given</p> <ul style="list-style-type: none"> • Resident Involvement Budget. • The NLH Expenses Policy for Resident Involvement. • Expenses & Allowances for Resident Volunteers leaflet. • Evidence of responding to local need via the arrangement with a volunteer to reimburse out of pocket expenses for travel at the actual meeting attended rather than having to wait to submit a monthly claim. • Community Voice devolved budget that includes funding to enable access to computers and mobile phones for CV Officers. <p>All residents interviewed said that they had a clear policy and system for reimbursement of expenses that works well.</p>
<p>'Collective' resident involvement is financially supported</p>	<p>Yes: Again another area of strength for the organisation. Evidence seen of the documentation that relates to collective financial support-</p> <ul style="list-style-type: none"> • The Community Voice and resident associations were consulted on the RA Recognition Criteria Policy. 1. Support is available to groups both in terms of in kind contributions and hard cash via grants. • Documentary evidence seen of the Community Voice budget and also the overall RI budget 2009/2010 • All Tenants and Residents Associations (TARA) receive both start up grants and annual grants. <p>A clear policy exists for the recognition of collective resident organisations which details the how groups can qualify for funding and how the Resident Involvement Team and the Community Voice have a role in monitoring these organisations management of finance and compliance with the criteria. This policy was developed by resident members and this is stated on the published policy document this includes:</p> <p style="padding-left: 40px;">Start up grants for new TARA's.. Annual grants..</p> <ul style="list-style-type: none"> • Community grants for Community Projects.. • Environmental priority projects.
<p>The landlord supports residents to deliver on residents' 'community development aspirations.</p>	<p>Yes;- NLH has a robust framework in place to support residents community development aspirations. An agreement is reached with individual RAs on their aspirations, e.g. some RAs wish to concentrate on social activities, and others may wish to set up / run community</p>

	<p>facilities. NLH support is tailored according to the aspirations stated. In some cases this support may be via the signposting of the RA to alternative agencies. E.g. Where a RA wishes to set up diversionary activities for youths in the area, they may be linked into the Council's youth services department or Leisure Services or other neighbourhood management organisations to influence strategic funding opportunities. Resident Involvement Team work with individual TARA to develop annual action plans which are monitored quarterly</p> <p>Evidence provided for:</p> <ul style="list-style-type: none"> • Support for TARA's is laid out in the Resident Involvement Strategy and on the website • Regular liaison meetings are held to ensure support is tailored to the needs of the individual TARA. • Support in the form of staff time and expertise to help deliver community projects e.g. Community Gardens, financial inclusion etc <p>Through resident focus groups discussion identified the support that a group at a local area can access support where they want to consider different community type projects including diversionary work with younger people through sport. An example provided included feedback from a group that had asked the landlord to help support them in setting up a football team. Further evidence given during telephone interviews told of other groups who have been supported to explore wider funding options for community projects by being sign posted to wider funding pots and supported to complete funding applications.</p>
<p>Resident involvement is celebrated in a variety of ways</p>	<p>Yes</p> <p>Articles in the Key News magazine celebrate achievements of both local and NL wide achievements. Family Fun Day at S.Killingholme, party at a sheltered scheme to launch the success of improvement works undertaken, bus trip of volunteers to the CIOH conference at Harrogate. Provision of a 'thank-you lunch for volunteers. Feedback on successes of involvement via Key News (tenants' newsletter), local media, website, Community Voice, Resident Associations. Tenant Awards at the Annual Tenants Conference – volunteer of the year and tenants group of the year – this was observed at the annual tenants conference 2010.</p> <p>There are also awards for staff at the annual awards ceremony that include staff member of the year, team of the year etc. During interviews with residents and officers all could point to celebratory events either at local and North Lincolnshire wide events. Staff based at local area were able to point to fun day, events working with TARA's and North Lincolnshire wide events where special awards are made to officers and residents.</p>

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Criteria Score: PASS
Scrutiny Panel: PASS

Theme 7 Residents are involved in the governance of the landlord

Unit 7.1: The landlord has a considered approach to resident involvement in governance and decision making

Standard Expected for Accreditation	Indicative Evidence
<p>The landlord has residents on its Board (for RSLs/ALMOS) or Scrutiny Committee (for LAs)</p>	<p>Yes Evidence has been provided showing that there are 5 places on the main Board of Directors that are identified for tenants/leaseholders. The Board has a total of 15 places according to the North Lincolnshire Homes Memorandum and Articles.</p> <p>The above information is reinforced through Memorandum and Articles, Terms of Reference documents and a range of Annual Report information sources.</p> <p>North Lincolnshire Homes Board is made up of 15 Volunteers, five tenants, five independents, and five council nominees and has overall responsibility for the organisation. The Board holds an AGM every year.</p> <p>Three committees support the Board. The Executive Management Team is led by the chief executive and three directors, supported by heads of service</p> <p>A newly established Tenant led scrutiny panel which is open to eight members is the independent Tenant Scrutiny Panel that compliments the already established governance framework. This panels TOR include being an 'independent challenge' to the organisation and also included tenant triggers – for the scrutiny panel to ensure that tenants concerns could be raised with them and could trigger off a scrutiny review of services.</p>
<p>The landlord has considered/reviewed a fair and democratic process for the selection/election of residents</p>	<p>Yes North Lincolnshire Homes Memorandum and Articles details the process. Evidence seen of the Tenant Board Member Recruitment & Selection Policy produced in consultation with Community Voice. Tenants who seek to become board members must meet the person spec, fully understand the job description of the position and agree to be</p>

	<p>governed by the Boards Code of Conduct. Equality & Diversity considerations for the makeup of the Board are highlighted and considered. Vacancies advertised widely to <u>all</u> tenants & leaseholders, e.g. to all resident involvement group structures, letters to Ordinary Members, articles in Key News (tenants newsletter) and on website, personal communications with hard to reach community groups, media coverage. Community Voice sub group act as a recruitment panel for tenant board members with assistance from NLH. Each tenant/leaseholder expressing an interest including retiring tenant board members wishing to stand for re election are sent an information pack which includes job description, person spec, code of conduct and an application form. The completed application forms are passed to the chair of the Community Voice who initiates the interview process for candidates. Members of the Community Voice who are not applying to the Board will form an interview panel and will interview prospective candidates to ensure they meet the specification. Candidates who meet this specification will then be shortlisted for inclusion in an election. The Chair of the Community Voice, invited members of the interview panel and the company secretary are responsible for counting the votes and notifying the candidates of the result. Reality checking with members from Community Voice showed that they had been part of the recruitment panel for tenant board members and had been instrumental in asking questions and assessing the potential candidates. They also identified that this gave them the confidence to fully understand the role of a tenant board member and helped them in making decisions as to thinking about this role for themselves in the future.</p>
<p>Resident Board/Scrutiny members are clear about their role</p>	<p>Yes:- Evidence provided of the following:- Standing Orders.</p> <ul style="list-style-type: none"> • Responsibilities of a Board Member. • Job Description of a Tenant Board Member. • Code of Conduct. • Annual Appraisals and Development Plans. <p>TPAS reality checking explored roles and responsibilities with Tenant Board Members and confirmed a good understanding matching those documented in governance documents. Tenant Board Members were very clear about their roles and felt fully supported by the organisation and other board members to carry out their roles to their best ability. They felt that the training and induction was very good and that by having a mentor (member of the EMT) that they could go to if they needed to was an excellent support for them.</p>
<p>Resident Board/Scrutiny members are valued and their positive contribution can be</p>	<p>Yes:- Evidence provided of the following;-</p> <ul style="list-style-type: none"> • Board Away Days with overnight team building opportunities.

<p>demonstrated</p>	<ul style="list-style-type: none"> • Refreshments and food provided prior to meetings. • Board ‘Champions’ agreed to act as leads for different projects. • Good attendance and contributions at Board, Committees and Working Groups. <p>Tenant Board Members identified that they felt that their contributions to Board meetings was as valued as all other Board member contributions and could point to examples where this was the case. They felt the organisation provided enough support especially through access to lap tops and the internet so that they were able to view documentation before attending board meetings was really valued. They identified that they were able to challenge any areas that they did not feel comfortable with.</p>
<p>There is effective and ongoing training for Board /Scrutiny members and where appropriate supplementary training is available to resident board members</p>	<p>Yes:- Evidence provided of a robust Board member induction programme. Each board member is part of the process of individual appraisals which identify Individual training and development plan agreed with each Board member. Collective training plans produced. Tenant Board Members could identify many examples of training they had been involved in for example, Equality and Diversity.</p>
<p>There is an effective and ongoing approach to succession planning, especially with reference to resident board members</p>	<p>Yes:- Community Voice can send 5 members as observers to each board meeting as part of succession planning and Community Voice members are part of the recruitment of Tenant Board Members. Community Voice members who took part in the reality checking stage confirmed that they develop an understanding of the skills required at Board by means of experience of attending board meetings, attending Community Voice meetings and feeding into these from TARA level. They confirmed that there is a training plan and also training can be delivered on demand. Unsuccessful candidates for Tenant Board Members are given feedback and are encouraged through the menu of options to get more experience through other RI mechanisms e.g. Community Voice, Tenant Inspectors, focus groups around services etc.</p>
<p>Resident Board/Scrutiny members are accountable to the wider resident body</p>	<p>Yes:- Minutes of Board meetings are accessible to all via the NLH public website and on request. Updated board information is provided to the wider community largely through newsletters, the website, and feedback through updates at Community Voice and thus then to TARA level</p> <p>Community Voice could ask for further information on Board processes and five members can attend as observers at the Board meetings and feedback information to the wider community voice and at their local TARA meetings.</p> <p>The work of the Tenant Inspectors acts as independent check on actual service delivery to customers. Their findings are also on the website and</p>

	<p>are fed into Board meetings.</p> <p>The establishment of the Tenant Scrutiny Panel will broaden the accountability of the Board and management in relation to decision making and service delivery. Within the terms of reference of the Scrutiny Panel there are organisational triggers for a scrutiny review and tenant triggers for a scrutiny review. In addition the Tenant Scrutiny Panel once more established is going to have its own web page on the NLH web site where it will include its annual forward plan of scrutiny, the scrutiny trigger forms, the outcomes from scrutiny review. This information will also be shared with Community Voice, at the Annual Tenants Conference and in the Key News magazine. This enables the Scrutiny Panel to have transparent and robust feedback mechanism to the wider resident body</p>
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Criteria Score: PASS
Scrutiny Panel: PASS

Overall Scores

Theme	Detail	Pass	Partial	Fail	ACCREDITATION Required Level of Pass/partial scores
1	Landlord demonstrates clear strategic commitment to resident involvement	8	1	0	8 Pass or Partial
2	Landlord knows its residents and their aspirations	2	1	0	
3	Landlord has clear aims, measures and feeds-back outcomes	8	0	0	8 combined
4	Landlord has partnership ethos delivering 'broader than housing' agenda	3	0	0	
5	Landlord has effectively embedded resident involvement	1	0	0	6 combined
6	Landlord committed to training, development and support resources for resident involvement	2	1	0	
7	Residents involved in governance of landlord	1	0	0	
Totals		25	3	0	

Explanatory notes:

1. Landlords must achieve a minimum of 21 pass scores across the whole test to gain full Landlord Accreditation.
2. Landlords can fail in no more than 5 units to qualify for full Landlord Accreditation
3. Across the whole assessment landlords must achieve a minimum of 8 pass or partial scores in Theme 1.

4. North Lincolnshire Homes have passed the accreditation process and this has now been confirmed by the scrutiny panel on May 14th 2010

RECOMMENDATIONS and Comments from the assessor

Strengths:-

- 2.** Resident Involvement Strategy that clearly shows the golden thread from all relevant documentation.
- 3.** The Resident Involvement Team
- 4.** The ethos of members of staff throughout the organisation
- 5.** The Tenant Inspectors – Open Door
- 6.** Wider partnership working / Community Development work
- 7.** The Community Voice
- 8.** The Tenant Scrutiny Panel
- 9.** Skills Audits and Action Plans with TARA's
- 10.** Menu of Options to broaden resident Involvement
- 11.** Digital TV project
- 12.** Resident Involvement Working Group
- 13.** Community Voice

Areas of Improvement

1. Further collection of profiling information around sexual orientation, transgender and religion.
2. The Readers Panel (and could include the e mail panel) that looks at all standard documentation that is produced by the organisation could be enhanced and show accountability of tenant input into this process through the development of a tenant approved logo.
3. More involvement of tenants in bench marking exercises.
4. Include the process for collective complaints more specifically within the Resident Involvement Strategy.
5. Impact assessments utilised by all relevant staff.
6. A More Robust system of Resident Involvement training within the corporate training plan and a skills audit of staff to assess any support needs they might have around Resident Involvement activities.

RECOMMENDATIONS and Comments from the assessor

- 1.** More work is needed to ensure profiling information is collected around sexual orientation, transgender and religion. This will ensure that NLH has consulted with all sections of the community to determine the best way of achieving involvement of a diverse range of residents. This work is currently underway with the new profiling survey that has gone out to all tenants of NLH. In addition NLH is getting a new IT system in the summer which will make it easier for staff to access this information through hand held computers. This area of work needs to be seen as a priority for the organisation.
- 2.** The development of a Tenants Approved Logo that could be used on all documentation that had been through the readers panel to show tenant influence.

- 3.** Further development of the role of tenants in performance comparison activities which include review and use of benchmarking information and consideration of the results of other landlord organisations. This will compliment the already established system of performance monitoring.
- 4.** The Resident Involvement Strategy would be strengthened if it included details of how residents can instigate collective complaints or sign post to the complaints procedure.
- 5.** To embed impact assessment processes across the organisation consideration might be given to getting other staff from other departments involved in this process so that the process can be owned and understood.
- 6.** There is a wide variety of courses on offer for staff throughout the organisation however Resident Involvement is not one of the courses identified. If RI training was part of the training plan it would compliment the corporate objectives and vision for the organisation as well as embed it more fully for all staff.
- 7.** I would like to see a more embedded skills audit of how staff training needs are assessed to support resident involvement activities.
- 8.** The organisation should hold an open day for prospective board members to ensure that any questions they might have can be answered and that there is a full understanding of the role and responsibilities so that any prospective tenant board members can make the right decision about whether the role is what they want to undertake.

RECOMMENDATIONS and Comments from the Scrutiny Panel

- Overall, the Scrutiny Panel commented that North Lincolnshire Homes' evidence was extremely strong and consistent across the seven themes of the Resident Involvement accreditation framework.
- The Scrutiny Panel were very impressed with the documentation within Theme One especially the Resident Involvement Strategy, the use of digital TV, and the website
- The Scrutiny Panel identified that the Resident Involvement Working Group was an excellent mechanism to ensure that RI was embedded throughout the organisation.
- The Scrutiny Panel were impressed with the work of the Resident Involvement Team with the added addition of the Community Investment Co-ordinator to compliment their excellent work
- The Scrutiny Panel raised the assessment marking of unit 2.3 from a partial to a PASS with a strong recommendation that the organisation continues to actively collect the profiling information against the Equality and Diversity strands
- The Scrutiny Panel were very impressed with the wider partnership work that is carried out by the organisation
- The Scrutiny Panel agreed with the assessors recommendations that there needs to be a more formalised Resident Involvement training package for staff
- The Scrutiny Panel commented on the counting of the votes for tenant board members and suggested that this could be conducted through an independent organisation to give further transparency to the process.