

## TPAS Recognition of NLH Good Practice

Red – Highlighted as good practice in Section summary.

Blue – Highlighted as good practice within report but not mentioned in Section summary.

Black – Not highlighted as good practice but recognised as excellent work within report.

Section	Theme	TPAS Comments
1.1	<b>Resident Involvement Strategy</b>  <b>Resident Involvement Working Group</b>	Different colours to show how the strategy links to the RI statement, links to the Corporate Plan, links to operations plans, menu of options etc. This document is good practice that TPAS will be measuring other organisations against.
1.2	<b>Resident Involvement Strategy</b>	Good Practice – sections' covering the core aims of why NLH involves its residents; these are within the involvement principles section, the key involvement priorities section and the involvement objectives section.
1.2	<b>Consultation Feedback Record</b>	Feedback and resulting changes to draft documents captured on Consultation Record – good practice.
1.3	<b>Resident Involvement Team</b>	Tenants advised that the RI team always 'go the extra mile' and will help with all aspects of support. 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.
1.5	<b>'You said we did' spreadsheet</b>	The organisation has an excellent spreadsheet that records evidence where residents' views have influenced changes to services.
1.7	<b>The landlord works with residents to decide which involvement techniques to employ for any given task.</b>  <b>The Digital TV Initiative</b>	This whole unit is one of excellence.
1.8	<b>Code of Conduct for Contractors</b>  <b>Equality &amp; Diversity targets for resident association committees</b>  <b>The landlord is taking</b>	This is an area that NLH does well.

	<b>action to ensure under-represented groups can access RI</b>	
1.9	<p><b>Resident Involvement Strategy</b></p> <p><b>Community Investment Co-ordinator's role</b></p> <p><b>Resident Association Action Plans</b></p>	<p>The RI Strategy provides clear details of support available to tenants. This states the 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 issues. Based on documentary evidence this is another area of good work.</p> <p>The addition of the Community Investment Co-ordinator's role has enhanced involvement work especially around developing local partnerships with third sector organisations and wider funding opportunities.</p> <p>The RI team work with RAs to produce annual action plans of activities and also put together monthly reports of all RAs that is monitored through the RI team.</p>
2.3	<b>Tenant Inspector Open Door initiative</b>	The open door TI is an excellent model for tenants being involved in reviewing the way services are delivered and making independent recommendations to the organisation.
3.1	<p><b>Website</b></p> <p><b>Young Persons' Information Leaflet</b></p>	<p>Very comprehensive website.</p> <p>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 young peoples' focus group – good practice.</p>
3.2	<p><b>Resident Involvement Working Group</b></p> <p><b>Your Handy Directory</b></p>	<p>'Handy Directory' available to all staff to assist them in signposting customers to other support agencies and advice available (good practice).</p>
3.3	<p><b>Community Voice</b></p> <p><b>Tenant Performance Workshop</b></p> <p><b>Spotlight Reports</b></p>	<p>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 persons' etc.</p> <p>Good practice.</p>
3.7	<b>External Learning Log</b>	The organisation has a robust system for learning from other

	<p><b>Volunteers Training Calendar, Grants for RAs, Tenant Scrutiny</b></p> <p><b>The landlord considers joint procurement of services</b></p>	<p>organisations and references all this information within their external learning and benefit to service user log. This is seen as good practice.</p> <p>There are numerous examples of good practice identified, adapted and adopted by NLH.</p> <p>Again this is an area of strength through its involvement of the meetings of the Humber Tenants Forward (networking group of NLH, Shoreline, Hull CC &amp; E.Riding) they have considered joint training opportunities, cross boundary peer reviews etc. joint presentation of TP Tracker.</p>
4.1	<p><b>The landlord and residents negotiate the level of support to localised (bottom up) community led initiatives</b></p> <p><b>The landlord corporate priorities for its own community investment are negotiated with residents</b></p> <p><b>Both support for community led initiatives and top down initiatives seek to promote community cohesion</b></p> <p><b>Community Development part of the website</b></p> <p><b>Vast array of Community Development projects</b></p>	<p>This whole unit is an area of strength for the organisation and very much fits in with the overall ethos of NLH.</p> <p>NLH has a very comprehensive Community Cohesion Strategy and Action Plan.</p> <p>Again this is an area of strength.</p>
4.2	<p><b>Wider Partnership Working</b></p>	
4.3	<p><b>The landlord seeks resident support for partnerships or new ventures</b></p> <p><b>Community Voice</b></p>	<p>Another area of strength.</p>

	<b>Tenant Scrutiny Panel</b>	
6.1	<b>The landlord provides training to staff on resident involvement.</b>	The Resident Involvement Working Group is seen as good practice.
6.1	<b>RA Satisfaction Survey Forms</b>	This is an area of good practice.
6.2	<b>Skills Audit template</b>  <b>Volunteers Training Calendar and its accessibility from the web</b>  <b>The landlord provides training on broader community issues and/or signposts and supports residents to external sources of this training</b>	Skills audit template used for CV Officers – good practice.  Again this is an area of strength.
6.3	<b>Recognition Criteria for Resident Associations</b>  <b>Collective resident involvement is financial supported</b>	Very comprehensive recognition criteria.  Again, another area of strength of the organisation.

### TPAS Comments on Further Evidence Found

1.1	Further evidence gathered through TPAS reality checking and observations at Community Voice meeting, Tenant Inspectors meeting and the Tenants Conference demonstrated resident influence beyond consultation – it felt very much like a partnership with the organisation moving forward.
1.3	Tenants advised that the RI team always ‘go the extra mile’ and will help with all aspects of support. 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.  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. Tenant Conference.
1.5	Staff participating in the focus groups were very pro active in being able to identify the positive benefits that resident involvement 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.
1.6	Tenants felt that they were involved right at the beginning of the process for Environmental works 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.
1.7	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 they now felt 'partners ' with NLH which they had never felt when they were council tenants.  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.
1.8	Observation of the Diversity Working Group 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.
1.9	Reality checking with 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 supports local RAs by attending meetings and admin support if required.  Interviews with partner organisation 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.
3.1	Reality checking found that 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 decision related to the presentation of information.
3.2	Interview evidence with both involved and uninvolved tenants and residents identified that the Key News was an excellent sources 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.  Staff interviewed identified that the Resident Involvement Working Group was an excellent way of embedding RI and also felt that communication within the organisation was very good.  Staff also identified that the RI handbook was an excellent resource especially for more

	<p>back room staff.</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> <p>TPAS reality checking identified that involved residents always get their appropriate paperwork and agenda 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 CV where agenda items were highlighted as either – for information, consultation or decision 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>
3.3	<p>TPAS reality checking showed that both involved and uninvolved tenants could point to performance information, especially within Key News. Involved tenants as part of CV get regular updates on performance and can and do challenge the organisation and request ‘spotlight’ reports on areas where performance is not reaching targets set.</p>
3.4	<p>Evidence seen of Board minutes that tenant led scrutiny is the way forward for NLH so that the 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>
3.5	<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>In the Focus Groups tenants also felt that they received feedback in a timely manner.</p> <p>During staff focus groups more front line staff had a really good understanding of their role and also the limits of their role being able to give many examples of being involved. 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 Toolkit for staff were all identified as excellent sources of information and support in their job roles.</p>
3.7	<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>
4.1	<p>TPAS reality checking with residents explored views on support from 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>There is considerable evidence of resident negotiations and involvement in decisions related to corporate priorities, for example, environmental budgets, Decent Homes Standard programme, and community projects.</p>
4.2	<p>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>Reality checking 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>
4.3	<p>Reality checking evidence showed that Community Voice has a real influence within strategic decisions around services.</p>
5.1	<p>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. They 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 something that's not working and what we need to do to put this right".</p> <p>Interviews with residents confirmed that things are much better now. 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>Reality checking interviews with focus groups found that officers were knowledgeable about RI targets within their PDRs and could point to examples of them.</p> <p>One member of staff who is a Caretaker, was extremely complementary 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 made changes to the role as a consequence of their learning experience.</p> <p>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 did for departments.</p>

	<p>Staff identified that the RI Working Group was an excellent way of involving staff throughout the organisation to be champions within RI for their departments. 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>
6.2	<p>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>
6.3	<p>Reality checks with tenants found that they felt very supported when accessing any support from NLH and identified that the RI 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>All resident interviewed said that they had a clear policy and system for reimbursement of expenses that works well.</p> <p>Resident focus group discussions identified that support that a group at a local level 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 sing posted to wider funding pots and supported to complete applications.</p> <p>During interviews with residents and officers, all could point to celebratory events either at local and NLH wide events. Staff based at local area were able to point to fun day, events working with RAs and NLH wide events where special awards are made to officers and residents.</p>
7.0	<p>Reality checks with CV 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>Tenant Board Members were very clear about their roles and felt fully supported by NLGH and other board members to carry out their roles to the best of their abilities. They felt that training and induction was very good and that by having a mentor (member of the EMT) that they could go to if they needed was an excellent support for them.</p> <p>Tenant Board Members identified that they felt that their contribution to Board meetings was as valued as other board members 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 meetings was really valued. They identified that they were able to challenge any areas</p>

	<p>that they didn't feel comfortable with.</p> <p>CV 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.</p>
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## Recommendations

1.4	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.
2.2	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 be a priority once the profiling information is collated around the 6 strands.
2.3	Strong recommendation about further collection of profiling information so that the organisation holds at least 85% profiling information against the equality and diversity strands.
3.1	An area that would enhance this area of work (Readers' Panel), would be the development of a Tenants Approved Logo that could be used on documentation that has been approved.
3.1	The website could be enhanced if it also contained a list of resident associations with contact details across the areas.
3.3	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.
3.5	The resident involvement strategy should include details of how residents can instigate collective complaints or sign post to the complaints procedure.
3.8	To embed impact assessments 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.
5.1	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 complement the corporate objectives and vision for the organisation as well as embed it fully for all staff.
6.1	<p>Would like to see a more comprehensive RI training package for all staff that is included in the Corporate Training Plan.</p> <p>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 ensures that training is provided to equip staff with skills appropriate to resident involvement work. This is partially done through the RI team attending different department team meetings to talk through RI. However I think there needs to be a more</p>

	formalised system and included in the Corporate Training Plan and encompasses a wider training programme to help develop appropriate skills of staff throughout the organisation not just around RI but also focussing on the community development work of the organisation.
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