



Tenant and Leaseholder Engagement Strategy 2022 to 2025

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Nottingham
City Council

Housing
Services

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1. Introduction

1.1 Nottingham City Council Housing Services (NCCHS)

Our vision is to create homes and places where people want to live. NCCHS manages all Nottingham City Council homes. We provide a range of services to support people in the communities we serve. Around 26,500 homes are under our management, and a fifth of Nottingham households live in our homes.

The Government's Social Housing White Paper, 'A New Charter for Tenants', seeks to make sure that tenants and leaseholders play an important role in the way social housing is delivered. This strategy is set in the context of the White Paper's objectives of making sure that tenants and leaseholders are empowered, engaged and communicated with effectively, and that stigma associated with those who live in social housing is robustly challenged. Meeting those objectives is at the heart of this strategy. The Grenfell Tower tragedy, and the subsequent Public Inquiry, has focussed attention on the important role that tenants, and leaseholders play in making sure that quality services are provided, and in helping landlords deliver services that meet diverse and individual needs.

We aim to provide excellent housing management services, be a leading innovator in tenant and leaseholder engagement in social housing and deliver an excellent fit for the future range of services in the eyes of our tenants and leaseholders. Communication with, and listening to, our residents is at the heart of this.

1.2 Keeping tenants at the heart of everything we do

This strategy, along with our co-written Resident Engagement in Building Safety (High-rise Living) Strategy, sets out our vision to make sure that our tenants and leaseholders are truly at the heart of everything we do, and underpins the Tenants' Charter:

- To be safe in your home.
- To have a good quality home and neighbourhood to live in.
- To have a home you can afford.
- To have your voice heard and to be treated with respect.
- To know how we are performing.
- To have your complaints dealt with promptly and fairly.

Our tenants and leaseholders are our partners, not just customers or service users. Tenant and leaseholder engagement is critical, and we have built a strong reputation for delivery, performance and most importantly putting them at the heart of everything we do. We need to continue to develop and provide accessible, inclusive, innovative and engaging opportunities for them to get involved in to help shape and improve services across the company, support the development of thriving communities and to help us provide homes and places where people want to live.

We want to make a positive difference to our tenants and leaseholders' lives and to empower and support them to help improve the lives of others in any way they can no matter how big or small. We will also seek to work closely with tenants and leaseholders to help them with challenges that they face, such as the impact of the government's welfare reform programme and the cost of living crisis, which has a significant consequence for household incomes, personal finance and matters with a direct consequence for NCCHS, such as rent payment. We will continue to demonstrate our commitment to delivering fit for the future engagement and learning from sector best practice, as accredited members of national organisations such as TPAS.

This strategy sets out how we will:

- provide inclusive, accessible and rewarding opportunities for all our tenants and leaseholders to have a voice and be listened to and be empowered and supported to get involved at all levels of the business, across all services and in their local neighbourhoods
- champion our tenants and leaseholders and the local communities we serve
- support our tenants and leaseholders as individuals to have the best quality of life they can
- support and empower all colleagues across all service areas to be ambassadors of resident involvement, engagement, consultation and individual support and to develop an even better understanding of the benefits for our tenants and leaseholders.

2. Developing this strategy

This strategy has been developed in accordance with the NCH Corporate Plan 2021-2024 and seeks to help deliver the objectives set out in that plan.

We have consulted on our future priorities and invited a wide range of residents, partners, colleagues and stakeholders to comment on the development of this strategy:

- Building Safety Residents Forum
- Tenant Engagement Pool
- Tenant Repairs Group
- Tenant Damp and Mould Group
- Customer Excellence Panel
- Street and Block Champions
- STAR Survey consultation
- Communication via social media and NCH News
- Corporate Plan 2021-2024 Consultation – NCH Tenants' Charter
- Tenant and leaseholder engagement newsletter
- Tenant and Residents Associations (TRAs) and Community Groups survey
- Local events and grassroots involvement
- Nottingham City Council
- NCH staff consultation
- Consultation with the NCH Tenant Board.

The feedback gathered from all the above consultation and engagement activity has helped to shape this strategy, identify key themes and priorities and inform how we will measure the strategy (see Appendix 1).

Due to the transition back to NCC and the potential impact of this change, this strategy will be dynamic and flexible in its approach and reviewed on a regular basis during the lifetime of the action plan and strategy.

3. National and local context

3.1 National context

The Government's social housing White Paper 'The Charter for Social Housing Residents', published in 2020¹, has been driving key aspects of policy in the run up to the publication of this strategy. Developing the themes set out in 2018's Green Paper on social housing, produced in the wake of the Grenfell Tower fire, the White Paper places a new and renewed focus on tenant and resident empowerment to drive improved service quality and standards for social housing. This is underpinned by new regulatory powers, given legislative force by the Social Housing Regulation Bill 2022, with a significantly enhanced role for the Regulator of Social Housing (RSH) and the Housing Ombudsman.

We have been preparing for these changes to make sure that services are delivered appropriately by, for example, adopting and implementing good practice guidance provided by the Regulator and the Ombudsman. NCH, now NCCHS, introduced a Tenants' Charter which is in line with these national objectives. NCCHS complies with the Tenant Involvement and Empowerment Standard², as specified by The Regulator of Social Housing, which is one of the Consumer Standards that apply to the sector.

This strategy aims to help make sure our customers have the opportunities, skills, knowledge, and enthusiasm to be involved, as well as being empowered to be involved in ways that suit them. This can help make sure that residents are well informed about their landlord and its performance, how to challenge their landlord where necessary, and help ensure NCCHS provides high quality, customer focussed services through resident engagement and involvement in decision making.

The White Paper makes some clear commitments relevant to this strategy that social landlords will be expected to comply with, with Government stating:

- We will expect the Regulator of Social Housing to require landlords to show how they have sought out and considered ways to improve tenant engagement.
- We will commit to ongoing ministerial engagement to continue to listen to residents and enable them to have their voices heard.
- To support residents to engage effectively, we will deliver a new opportunities and empowerment programme open to all social housing residents, to support their effective engagement with landlords.

This strategy will seek to play a part in making sure NCCHS and our tenants and leaseholders can engage with these commitments.

The wider national context includes such matters as the dramatic impact of things like the post pandemic challenges faced by residents, and the significant problems created by the cost-of-living crisis that has accelerated in the recent period – with inflationary pressures on fuel and food that have not been seen for a generation, and which fall particularly hard on low-income households. Such households make up the majority of residents in social housing.

1 Social Housing White Paper: <https://www.gov.uk/government/publications/the-charter-for-social-housing-residents-social-housing-white-paper>

2 <https://www.gov.uk/government/publications/tenant-involvement-and-empowerment-standard>

3.2 Local context

3.2.1 Transition of housing services to Nottingham City Council

NCCHS supports the strategic objectives for the city of Nottingham as a key partner to a range of other public, private and voluntary sector bodies.

Of significance to this strategy was the Government's decision to commission a 'non-statutory review' of Nottingham City Council to "provide assurance to the Secretary of State on governance and commercial and investment issues" with terms of reference that requested the review team examine such matters as the Council's governance, culture, service quality and financial stability. That review made recommendations to the Council, one of which included carrying out reviews of the wholly owned companies in the Council's portfolio.

As a consequence, Nottingham City Council published its Recovery and Improvement Plan 2021-2024 in January 2021 which included the intention to review the Nottingham City Homes Group. As a result of this, in April 2022, Nottingham City Council's Executive Board approved the decision to move housing services back into direct management by the council.

Nottingham City Council have committed to making sure that quality services are maintained for tenants and residents, and that it is 'business as usual' following transition. We are determined to continue to do the best for the residents we serve in the run up to and during this process of transition. We will continue to implement the commitments detailed in the NCH Corporate Plan, with its focus on safe, decent homes and quality services, while supporting staff and residents as we work with the council to ensure an orderly service transition.

3.2.2 Citizen engagement

The Council's strategic direction is set out in the Strategic Council Plan 2021-2023³, which sets out what the council aims to deliver over the Plan's life, with specific relevance to the post Covid-19 pandemic that Nottingham residents and businesses live and work in. Citizen engagement is a Plan priority.

In relation to this strategy, it includes the following relevant statements:

- Nottingham is a city with strong, vibrant and diverse communities, where people have a sense of belonging in the place they live and get on well together. People are proud of where they live and play an active role in their local community.
- Engage with local people, partners and interested stakeholders on how we are performing and listen to your feedback on where we are doing well and what we can do better.

How these improvements will be measured:

- Number of people who feel there is a strong sense of community.
- Number of activities and events in neighbourhoods to promote social integration and create opportunities for engagement.

This strategy is a key part of NCH's contribution to helping meet these objectives.

3 <https://www.nottinghamcity.gov.uk/your-council/strategic-council-plan-2021-23/>

3.2.3 Emerging Housing Strategy

The Council Plan is supported by a variety of strategies, including the emerging Housing Strategy that will start in 2023. This strategy is currently under development, with the new strategy having three underpinning principles:

- **Improving the health, wellbeing, and quality of life of citizens through the home ...** *by delivering quality housing and services that meet the diverse needs of the city's residents.*
- **Tackling the climate emergency ...** *through the delivery of more energy efficient and affordable to run homes.*
- **Supporting the economic growth of the city ...** *by maximising housing delivery and investment that also supports opportunities for local employment, innovation, and wider economic growth.*

Supported by three themes:

1. Enabling new-build housing growth and regeneration for a green and prosperous Nottingham.
2. Meeting the city's diverse housing needs and aspirations.
3. Driving excellent standards and services in the city's existing housing stock, across all tenures.

Tenant and resident engagement will help those who live in the council's housing engage with these principles.

4. NCH Corporate Plan 2021 to 2024

4.1 How the strategy will meet the NCH Group corporate objectives

Embedded within the NCH Corporate Plan, tenant and leaseholder engagement is intrinsically part of all areas of service delivery across the company and this will progress during the life of this strategy. We're fully committed to putting our residents at the heart of everything we do. This golden thread runs through NCCHS, placing tenants in the driving seat to help us deliver our core mission and goals:

Our mission

To listen to our tenants, to provide top quality management and maintenance of our existing homes and estates, keeping our residents safe, and to invest in our homes to help residents live fulfilling lives. We seek to grow our services in a sustainable way, doing all we can to meet the demand for affordable housing – and to manage our business as an exemplar of good governance and organisational culture.

Our goals

- To deliver the NCH Tenants' Charter:
 - To be safe in your home.
 - To have a good quality home and neighbourhood to live in.
 - To have a home you can afford.
 - To have your voice heard and to be treated with respect.
 - To know how we are performing.
 - To have your complaints dealt with promptly and fairly.
- To diversify and grow.
- To pursue organisational excellence.

Our values

We endeavour to embed our values in everything we do. We:

- are passionate about delivering outstanding services
- respect our colleagues, our residents and our communities
- always looking for ways to improve
- provide great value for money
- work effectively with each other, our residents and our partners.

Our Tenant and Leaseholder Engagement Strategy supports engagement at all levels, with residents taking on roles from Street and Block Champions to Tenant Board Members. Residents are also actively involved in scrutinising our services through our Customer Excellence Panel and themed tenant led groups.

The work of community volunteers in our neighbourhoods cannot be underestimated. It is through the tireless work of volunteers that communities thrive and become great places to live. This has never been more apparent than during the coronavirus pandemic, which has really shone a light on the strong sense of community that exists in many of our neighbourhoods and communities.

We will positively promote our neighbourhoods, supporting people who live on our estates and the valuable contributions they make, challenging conventions and negative stereotypes about social housing, addressing the stigma that residents told the government some people associate with social housing. NCHS and our residents know that there is much to be proud of, and we are proud to say it.

4.2 Corporate Plan and team plan performance

The previous Tenant and Leaseholder Involvement Strategy 2019-2022 and annual team delivery plans were performance managed through our electronic performance management system Pentana.

The following performance measure has been monitored on a quarterly and annual basis. As at Q4 2021 to 2022, the performance outcome was as follows:

Corporate Plan – key performance measure	Current target	Current performance	NCH Corporate Plan target 2024
Satisfaction with opportunities to participate (STAR Survey)	91%	93%	95%

4.3 Our diverse customers

Like the population of Nottingham, our residents are a diverse group of people. There is no such thing as a typical tenant. We house working families, older people, people with disabilities and long-term health conditions. Children and young people grow up in our homes. An equally wide variety of people seek the accommodation we provide with more than 63,000 people living in our homes

Tenant data indicates that:

- 52% of tenants and household members are female
- 34.6% of people living in our homes are aged under 24
- 13.3% are 65 years of age or older
- 26% of customers are from black or minority ethnic backgrounds.
- 8.2% declared themselves to be disabled.

The Government's Social Housing White Paper recognises that social housing residents are more likely to be living alone, or to be lone parents, than those in other tenures. Therefore, they may face more challenges in combating loneliness.

Nottingham is a deprived city, ranking 11th most deprived of the 317 council areas in England. 56 of the city's 182 'Lower Super Output Areas', or small neighbourhood areas, fall within the 10% most deprived areas in the country, 104 fall in the 20% most deprived. Significant numbers of the homes NCCHS manage are in these neighbourhoods, which face substantial challenges that include health inequality, low incomes and low levels of skills and educational qualifications. Clearly these concentrations of deprivation magnify the difficulties faced in the city.

Nationally 3.6 million children are still living in poverty in the UK⁴, with single female and BAME households experiencing costs that are 50% higher than their male and white counterparts as a portion of their income⁵. While research by Resident Voice Index⁶ found that 68% of social housing residents survey were worried about being able to meet normal monthly living expenses all or most of the time. Therefore, a key challenge we face is to support our tenants through the detrimental economic circumstances facing many as the UK seeks to recover from the devastating impact of the coronavirus pandemic as well as the escalating cost-of-living crisis.

We are committed to playing our role in helping Nottingham City meet the challenges it faces, giving everyone the opportunity to flourish through initiatives such as the Government's levelling up agenda and potential combined East Midlands Devolution agreement.

4 End Child Poverty Coalition

5 New Economics Foundation

6 Resident Voice Index 2022

5. Key priorities

Tenant and staff-led consultation done as part of the strategy identified three prominent themes that are addressed within the vision and associated action plan:

5.1 Developing a culture of tenant engagement

To demonstrate our clear commitment to the Social Housing White Paper effective and meaningful tenant engagement will be valued across the whole organisation, supported and embedded through training, resources and organisational champions. A process of continuous improvement will be adopted with successful projects celebrated and learning drawn from all opportunities in order to implement an effective incremental improvement cycle.

5.2 Removing barriers to tenant engagement

NCCHS recognises that tenant engagement can lead to real, positive outcomes for tenants, communities and the organisation itself. Benefits include services that reflect tenant's needs, improved services, increased tenant satisfaction, enhanced community spirit and a better quality of life for tenants.

Tenant engagement requires a commitment of time and resources from both NCCHS and its tenants.

NCCHS is committed to offering practical solutions to make tenants involvement a viable option to as many tenants as possible by:

1. Providing needs-led training and support through our Tenant Academy programme.
2. Covering financial costs incurred by tenants in carrying out their roles.
3. Offering a wide-range of accessible and inclusive involvement activities to suit all lifestyles and preferred level of involvement.
4. Arranging meetings at times and locations most accessible to our involved tenants.
5. Providing practical and financial support to establish resident groups.
6. Recognising the contribution of involving tenants through celebration events, for example the Tenant and Leaseholder awards and Garden Competition.

5.3 Addressing place-based community priorities

Tenants and Residents Association and Community Group consultation identified the cost-of-living crisis, mental health, isolation and loneliness, physical health and youth provision as the key priority issues facing communities. We will strive to learn and share best practice about how as a housing provider we can support tenants and leaseholders, particularly those isolated and financially vulnerable, through our community partnerships and networks.

6. Our tenant engagement vision

The overarching vision of our Tenant and Leaseholder Engagement Strategy is:

To make sure our tenants and leaseholders are truly at the heart of everything we do

To achieve this vision, the **four themes** below will provide a framework for delivery:



- 1. Voice:** Having your voice heard and being treated with respect, and supporting continuous service improvement
To support our Tenants' Charter to make sure our tenants have access to wide range of opportunities to have their voice heard and respected, as well as be involved in governance, decision making, service improvement and scrutiny.
- 2. Participation:** Providing accessible and inclusive opportunities for tenant engagement
Proactively removing barriers to engagement and improving the way we engage with social housing tenants and leaseholders through a variety of accessible and inclusive engagement opportunities.
- 3. Place:** Creating places where people want to live
Inspire, empower and support active involvement of tenants and leaseholders and community groups to help make a positive difference for their local neighbourhoods and foster a strong sense of community.
- 4. People:** Fulfilling individual potential
Equip our tenants and leaseholders with the knowledge, skills and resources to meet their individual needs and provide them with an accessible and inclusive variety of opportunities to ensure they can have the best quality of life possible.

7. Delivering the strategy

We are extremely proud of the strong voice our tenants and leaseholders already have at NCCHS, locally, regionally and nationally and we want to support them to be champions of social housing. We aim to make sure our tenants and leaseholders have the opportunity to be listened to and are responded to in a way that meets their needs.

Over the lifetime of this strategy our residents will continue to be provided with a variety of inclusive and accessible opportunities, across these four themes, to enable them to have their say to help us improve our services and their homes and neighbourhoods.

Theme 1: Voice

Have your voice heard and be treated with respect and support continuous service improvement

1a) Building Safety: Through the co-development and delivery of our Resident Engagement in Building Safety Strategy and respective action plans, we will provide tenants and leaseholders with direct access to have their voice heard and responded to, and to participate in building safety and raise any building safety concerns. We will continually review, support and monitor the delivery of the Resident Engagement in Building Safety Strategy and associated tenant led Building Safety Residents Forum.

1b) Consultation: Support the Tenants' Charter and Customer Excellence Standards by seeking to consult with tenants in a timely manner before making any significant service changes, for example making sure our tenants' voices are heard among decision makers during the City Council transition, support residents to engage with local and national decision-makers in government and tenant facing process changes such as procurement.

1c) Culture: Embed and support the implementation of a consistent and positive tenant engagement and customer excellence culture across the organisation, by providing internal support, guidance and development opportunities for meaningful resident engagement, consultation and cocreation for all areas across the business.

1d) Governance and scrutiny: Support residents be involved in decision making, service improvement and scrutiny by holding us to account through our governance and involvement structure, including increasing the numbers and the diversity of those involved within our Tenant Board and Customer Excellence Panel (CEP).

1e) TPAS: Secure Tenant Participation Advisory Service (TPAS) accreditation to develop a strong culture of involvement and drive business improvement with tenants and customers, drawing guidance from the National Tenant Engagement Standards.

Theme 2: Participation

Provide accessible and inclusive opportunities for tenant engagement

2a) Communication and engagement opportunities: Promote opportunities to participate to NCCHS tenants and leaseholders through timely, appropriate and clear and understandable marketing and communications, utilising and maximising on customer insights. Promote, recruit, support and provide flexible and meaningful engagement opportunities within the NCCHS Engagement Structure (see Appendix 2), and where possible, removing and mitigating potential barriers to tenant engagement.

2b) Impact: Develop a framework to measure the outcomes and impact of community working to the local community.

2c) Loneliness and isolation: Support the Government's commitment to tackling loneliness and isolation by identifying and taking positive action to encourage social interaction and activity that helps address social isolation and loneliness, for example through constructive partnerships with community organisations to aid tenants requiring additional support.

2d) Partnerships: Develop new and maintain existing working relationships with a variety of key external partners across the city widening and enhancing tenant engagement opportunities for tenants.

2e) Tackling stigma: Challenge and take action to tackle negative stigma associated with social housing wherever we encounter it and positively promote our neighbourhoods, supporting people who live on our estates and the valuable contributions they make.

Theme 3: Place

Creating places where people want to live

3a) Community funding and support: Address localised and citywide priorities through the development of new, and the nurturing of existing community groups and Tenant and Resident Associations, relationships across the city through support and partnerships. Providing financial assistance to address social, economic and physical and mental wellbeing issues and inequalities affecting tenants through funding streams, such as NCCHS' Make a Difference Fund⁷.

3b) Crime and anti-social behaviour: Working in partnership with others we will help address crime and anti-social behaviour, strengthening engagement with voluntary and community sector organisations to engage with hard-to-reach groups in the community. Exploring options to promote, develop and deliver behavioural change through the Community Mediation service, an Anti-Social Behaviour Service Improvement Group, youth-based activities and needs led Tenant Academy training.

3c) Decent Neighbourhoods: Provide support and guidance for resident engagement and consultation to the Decent Neighbourhoods Team, encouraging tenant engagement in Decent Neighbourhoods project delivery, to improve the safety, attractiveness and design of estates.

3d) Garden Competition: Deliver and promote the annual Garden Competition to recognise the pride that residents who live on our estates take in their gardens and communal greenspaces.

⁷ Make Difference funding of £200 to £2000 to support local community groups to 'make a difference' through the delivery of creative and innovative projects,

3e) Neighbourhood Improvement projects: Support tenants' groups to draw down external funding for community led neighbourhood improvement projects.

3f) Open spaces: Encourage tenants to get involved in open space projects on our estates to improve open spaces, support residents who want to create Pocket Parks and Community Gardens and, where appropriate, support new and existing submissions for Green Flag status.

3g) Place-based communities: Respond to local needs by supporting a place-based and collaborative approach to building thriving communities within defined geographical locations, for example through the delivery of BIG Spring Clean, Days of Action and inspections on our estates.

3h) Street and Block Champions: Continue to support and inspire residents to get involved as Street and Block Champions acting as the eyes and ears of their local communities, reporting issues and sharing information within their communities.

Theme 4: People

Fulfilling individual potential

4a) Recognition: Showcase and celebrate positive role models and examples of best practice by supporting nominations for local, regional and national awards for resident engagement and volunteering.

4b) Tenant Academy: Continue to provide free, needs-led training for residents to help improve their knowledge, skills, pride and quality of life through the Tenant Academy. Use the Tenant Academy as a vehicle to support tenants through the cost-of-living crisis through cross organisational and external partnerships, for example by supporting financial resilience through employment opportunities and training, IT training to help bridge the digital divide and basic DIY skills training.

4c) Tenant and Leaseholder Awards: Recognise and thank residents for their achievements and contribution to thriving neighbourhoods and communities through the delivery of the annual Tenant and Leaseholder Awards.

4d) Young people: Nurture and support the positive impact that young people have in their neighbourhoods, through partnerships with schools, youth groups and community groups.

4e) Health and wellbeing: Contribute to improving the health, wellbeing and quality of life of tenants through effective partnership working including representation and contribution to the Eating and Moving for Good Health workstream within the Nottingham Joint Health and Wellbeing Strategy 2022 to 2025⁸.

⁸ nottm-city-joint-health-and-wellbeing-strategy-2022-25.pdf (nottinghamcity.gov.uk)

8. Resources

Tenant and Leaseholder Engagement is integral to the work of all service areas in NCCHS. To support this, we have a dedicated Tenant and Leaseholder Involvement Team specifically resourced to support service areas to further embed tenant and leaseholder engagement and consultation as part of their everyday service delivery, review and improvement.

The team will support and advise on the delivery of tenant and leaseholder engagement projects, initiatives and activities across the city, to give our tenants and leaseholders and customers the opportunity to shape new and improve existing services and the neighbourhoods in which they live. The team has a dedicated annual budget for this purpose including the opportunities delivered through grassroots involvement with Street and Block Champions, Community Groups, the Tenant Academy and Make a Difference funding.

Resources will be made available to help tenants and leaseholders effectively participate. We will cover 'out of pocket' expenses as listed in the NCCHS Tenant Expenses Policy making sure no customers are disadvantaged and access is available to all customers who want to get involved with us.

9. Monitoring performance and reviewing the strategy

The continuous improvement action plan (Appendix 1) will support and monitor the delivery of this strategy, throughout its lifetime, through detailed metrics. The strategy and action plan will be performance managed through our electronic performance management system Pentana to make sure that we continue to measure and monitor our performance, work towards achieving the targets listed below and team plan actions are completed on time. The strategy will be monitored regularly and reviewed on an annual basis with our tenants and leaseholders, customers and stakeholders.

Regular reports will be produced to demonstrate how the strategy objectives are being achieved.

9.1 Corporate Plan key performance measure

Corporate goal	Corporate Plan – key performance measure	Target 2021 to 2024
Deliver the NCH Tenants' Charter	Satisfaction with Opportunities to Participate (STAR)	93-95%

9.2 Tenant satisfaction measures (TSMs)

The Regulator of Social Housing (RSH) has finalised the new tenant satisfaction measures (TSMs) that social landlords will be judged on under new consumer standards. Throughout the delivery of this strategy, we will monitor and report on our performance against the following tenant satisfaction measures:

Respectful and helpful engagement

- Satisfaction that the landlord listens to tenant views and acts upon them.
- Satisfaction that the landlord keeps tenants informed about things that matter to them.
- Agreement that the landlord treats tenants fairly and with respect.

Responsible neighbourhood management

- Satisfaction that the landlord makes a positive contribution to neighbourhoods.

10. Key risks

A risk assessment has been done for this strategy and the team. Key risks are listed in the table below along with actions we will take to mitigate these risks.

Risk to delivery of this strategy	Actions to be taken to mitigate
Failure to deliver the key outcomes of the strategy.	<ul style="list-style-type: none"> • Regular review of progress including monthly performance monitoring and reporting. • Tenant and company / Board support for the outcomes.
Failure to identify, recruit and train Board Members and CEP members	<ul style="list-style-type: none"> • Provide flexible and accessible routes to involvement through the ongoing development of the “Engagement Pool” of resident volunteers. • Active needs led training programme for tenants and leaseholders, Board members and employees.
Failure to deliver unplanned demand and respond to changing priorities.	<ul style="list-style-type: none"> • Budget allocated to support unplanned demand, particularly in response to the Social Housing White Paper requirements and the new Building Safety Bill.
New tenant engagement activities are not fully developed	<ul style="list-style-type: none"> • A Tenant and Leaseholder Involvement Team is in place with dedicated resources that will focus on delivering the new strategy. • Lead areas have been identified across each of the members of the TLI Team. We will continue to further develop specific skill sets and knowledge to make sure that new involvement activities will be delivered successfully. • Delivery of this strategy will be monitored via TLI team plan and Pentana.

Risk to delivery of this strategy	Actions to be taken to mitigate
<p>Tenant and leaseholder engagement is not embedded as everyone's business across all NCCHS services</p>	<ul style="list-style-type: none"> • Toolkit resources and training for staff will be provided to make sure that involvement is embedded. • All areas of the business will include annual commitments within their respective team plans. • Volunteer identification, recruitment and support, including Street and Block Champions will be supported by all service areas across the business.
<p>Narrow profile of customers involved</p>	<ul style="list-style-type: none"> • We will work with existing and develop new partnerships to engage with harder to reach groups. • We will develop a wide range of flexible opportunities to get residents involved to suit different needs. • We will review our EIAs to ensure communication, engagement and consultation with residents is inclusive and accessible to make sure we recruit a wider and more diverse range of involved tenants.
<p>Low number of customers involved.</p>	<ul style="list-style-type: none"> • We will deliver a constant drip feed of communication through a variety of channels to make sure that we attract a wider and more diverse range of involved tenants. • We will train and support tenants and leaseholders through the Tenant Academy and encourage them to get involved in many different ways. • We will work with all frontline colleagues to help identify interested tenants and leaseholders and to encourage them to become involved. • We will continue to research and develop new methods to engage residents to suit different needs. • We will work closely with our involved tenants to sustain engagement and provide an interesting and timely menu of involvement options.

Appendix 1: Continuous improvement action plan

How we will do it:	How we will measure improvement:	
Theme 1: VOICE	Have your voice heard and are treated with respect and support continuous service improvement	
<p>1a) Building Safety: Continually review, support and monitor the delivery of the Resident Engagement in Building Safety Strategy and associated tenant led Building Safety Residents Forum.</p>	<ul style="list-style-type: none"> • • • • • 	<p>Support the Tenants' Charter commitment for tenants to:</p> <ul style="list-style-type: none"> • feel safe in their home. • have their voice heard and treated with respect. <p>Increased tenant participation, satisfaction and representation.</p> <p>Number of Building Safety Forum members.</p> <p>Core objectives within Resident Engagement in Building Safety Strategy:</p> <ul style="list-style-type: none"> • Listen and communicate: Communicate with our all our residents in high-risk properties in ways that meets their needs, keeping them up to date and well informed and making sure that our residents' voices are heard and acted upon. • Involve: Involve residents and empower them to play a key role in helping keep their homes and building safe, as part of this we will make sure that residents are aware of their responsibilities. • Evaluate: Continue to monitor and evaluate the effectiveness of engagement opportunities and participation so that we can continue to maintain and strengthen our relationship with residents. <p>Number of building safety action plans and completed improvements.</p>
<p>1b) Consultation: Support the Tenants' Charter and Customer Excellence Standards by seeking to consult with tenants in a timely manner before making any significant service changes, for example ensuring our tenants' voices are heard among decision makers during the City Council transition and support residents to engage with local and national decision-makers in government.</p>	<ul style="list-style-type: none"> • • • • 	<p>Support NCC's Citizen Engagement objectives number of people who feel there is a strong sense of community.</p> <p>Increased tenant participation and customer satisfaction (General tenant engagement tenant consultation / STAR survey results).</p> <p>Support the Tenants' Charter commitment for tenants to have their voice heard and treated with respect.</p> <p>Number of tenants consulted with, and tenant consultation events delivered as part of NCC transition (Autumn 2022).</p>

How we will do it:	How we will measure improvement:	
Theme 1: VOICE	Have your voice heard and are treated with respect and support continuous service improvement	
<p>1c) Culture: Embed and support the implementation of a consistent and positive tenant involvement and customer excellence culture across the organisation, by providing internal support, training and guidance for meaningful resident engagement, consultation and cocreation for all areas across the business.</p>	<ul style="list-style-type: none"> • • • • • • 	<p>Support Customer Excellence Strategy delivery outcomes:</p> <ul style="list-style-type: none"> • Improvement in customer satisfaction (STAR Survey results). • Improvement in customer enquiries resolved right first time. • Reduction in number of complaints and an increase in number of complaints resolved at the earliest stage. • Increased tenant involvement across our estates. <p>Support the Tenants' Charter commitment for tenants to have their voice heard and treated with respect.</p> <p>Number of consultations carried out in relation to service delivery changes in accordance with emerging toolkit guidelines.</p> <p>Number of tenants that took part in these consultations.</p> <p>Number of staff completing training.</p> <p>TSM: Respectful and helpful engagement and responsible neighbourhood management:</p> <ul style="list-style-type: none"> • TP06: Satisfaction that the landlord listens to tenant views and acts upon them. • TP07: Satisfaction that the landlord keeps tenants informed about things that matter to them. • TP08: Agreement that the landlord treats tenants fairly and with respect. • TP10: Satisfaction that the landlord listens to tenant views and acts upon them. • TP11: Satisfaction that the landlord makes a positive contribution to neighbourhoods.
<p>1d) Governance and scrutiny: Support residents be involved in decision making, service improvement and scrutiny by holding us to account through our governance and involvement structure, including increasing the numbers and the diversity of those involved within our Tenant Board and Customer Excellence Panel (CEP).</p>	<ul style="list-style-type: none"> • • • 	<p>Tenants have a role and voice in the decision-making process.</p> <p>Greater tenant participation and satisfaction (STAR Survey results).</p> <p>Support the Tenants' Charter commitment for tenants to:</p> <ul style="list-style-type: none"> • have their voice heard and treated with respect. • know how we are performing. • have your complaints dealt with promptly and fairly.
<p>1e) TPAS: Secure Tenant Participation Advisory Service (TPAS) accreditation to develop a strong culture of involvement and drive business improvement with tenants and customers, drawing guidance from the National Tenant Engagement Standards.</p>	<ul style="list-style-type: none"> • • • 	<p>External validation, and example of best practice, of the effective delivery of our approach to resident involvement (Completed accreditation and action plan).</p> <p>Support the Tenants' Charter commitment for tenants to have their voice heard and treated with respect.</p> <p>Completion of TPAS Accreditation action plan.</p>

How we will do it:	How we will measure improvement:	
Theme 2: Participation	Providing accessible and inclusive opportunities for tenant engagement	
<p>2a) Communication and engagement opportunities: Promote opportunities to participate to NCCHS tenants and leaseholders through timely, appropriate and clear and understandable marketing and communications, utilising and maximising on customer insights.</p> <p>Promote, recruit, support and provide flexible and meaningful engagement opportunities within the NCCHS Engagement Structure, and where possible removing and mitigating potential barriers to involvement.</p>	<ul style="list-style-type: none"> • • • • • 	<ul style="list-style-type: none"> • Number of TLE newsletter sign-ups. • Number of actively involved tenants. • Number of active Street and Block Champions. • Number of expressions of interest through STAR survey and resulting sign ups. • Number of scheduled recruitment campaigns carried out.
<p>2b) Impact: Develop a framework to measure the outcomes and impact of community working to the local community.</p>	<ul style="list-style-type: none"> • • 	<ul style="list-style-type: none"> • Maximising impact while ensuring effective value for money. • Completed and effective framework with tangible and measurable outcomes.
<p>2c) Loneliness and Isolation: Support the Government's commitment to tackling loneliness and isolation by identifying and taking positive action to encourage social interaction and activity to help address social isolation and loneliness, for example through constructive partnerships with community organisations to aid tenants requiring additional support.</p>	<ul style="list-style-type: none"> • • • • 	<ul style="list-style-type: none"> • Greater tenant awareness, participation and satisfaction (STAR survey). • Reduced feeling of isolation and loneliness. • Support NCC's Citizen engagement objectives: <ul style="list-style-type: none"> • Number of people who feel there is a strong sense of community. • Number of activities and events in neighbourhoods to promote social integration and create opportunities for engagement. • Outcomes detailed within Tackling Isolation and Loneliness action service delivery plan.
<p>2d) Partnerships: Develop new and maintain existing working relationships with a variety of key external partners across the city to extend and enhance our tenant engagement opportunities.</p>	<ul style="list-style-type: none"> • • 	<ul style="list-style-type: none"> • Support NCC's Citizen engagement objectives: <ul style="list-style-type: none"> • Number of people who feel there is a strong sense of community. • Number of activities and events in neighbourhoods to promote social integration and create opportunities for engagement. • Greater tenant awareness, participation and satisfaction (STAR survey).
<p>2e) Tackling stigma: Challenge and take action to tackle negative stigma associated with social housing wherever we encounter it and positively promote our neighbourhoods, supporting people who live on our estates and the valuable contributions they make.</p>	<ul style="list-style-type: none"> • • • 	<ul style="list-style-type: none"> • Increased tenant participation and customer satisfaction (General tenant engagement tenant consultation / STAR survey results). • Support the Tenants' Charter commitment for tenants to have their voice heard and treated with respect. • Outcomes detailed within Tackling Stigma Action Service delivery plan.

How we will do it:	How we will measure improvement:	
Theme 3: Place	Creating places where people want to live	
<p>3a) Community funding and support: Address localised and citywide priorities through the development of new and the nurturing of existing community groups and Tenant and Resident Associations relationships across the city through support and partnerships.</p> <p>Providing financial assistance to address social, economic and physical and mental wellbeing issues and inequalities affecting tenants through funding streams, such as Make a Difference.</p>	<ul style="list-style-type: none"> • 	<p>Support NCC's Citizen engagement objectives:</p> <ul style="list-style-type: none"> • Number of people who feel there is a strong sense of community. • Number of activities and events in neighbourhoods to promote social integration and create opportunities for engagement. <ul style="list-style-type: none"> • Number of community driven and collaborative projects supported, funding provided and resulting outcomes. <ul style="list-style-type: none"> • Support Tenants' Charter Commitment 'To have a good quality home and neighbourhood to live in'. <ul style="list-style-type: none"> • Asset mapping to identify gaps in provision where resource is needed to build capacity and protect assets in the community.
<p>3b) Crime and anti-social behaviour: Work in partnership with others we will help address crime and anti-social behaviour, strengthening engagement with the voluntary and community sector organisations to engage with hard-to-reach groups in the community.</p> <p>Exploring options to promote, develop and deliver behavioural change through the Community Mediation service, an ASB Tenants' Group, youth-based activities and needs led Tenant Academy training.</p>	<ul style="list-style-type: none"> • 	<p>Support NCC's Citizen engagement objectives:</p> <ul style="list-style-type: none"> • Number of people who feel there is a strong sense of community. • Number of activities and events in neighbourhoods to promote social integration and create opportunities for engagement. <ul style="list-style-type: none"> • Number of Community Mediation volunteer and emerging ASB Service Improvement Group. <ul style="list-style-type: none"> • Support Tenants' Charter Commitment 'To have a good quality home and neighbourhood to live in'. <ul style="list-style-type: none"> • Development of youth strategy – support of local initiatives with hard to reach / NEET young people. e.g.) YHA project. <ul style="list-style-type: none"> • Support 'place making' by working to improve local pride in Bulwell through the 'One Vision' Nottingham Trent University collaborate and associated outcomes and outputs. <ul style="list-style-type: none"> • Number of projects with schools in disadvantaged communities and outcomes e.g.) work with Employability, aspiration days, support of outreach initiatives. <p>Tenant Satisfaction Measures:</p> <ul style="list-style-type: none"> • TP12: Satisfaction with the landlord's approach to handling anti-social behaviour. • TP11: Satisfaction that the landlord makes a positive contribution to neighbourhoods.
<p>3c) Decent Neighbourhoods: Provide support and guidance for resident engagement and consultation to the Decent Neighbourhoods Team, encouraging tenant involvement in Decent Neighbourhoods project delivery, to improve the safety, attractiveness and design of estates.</p>	<ul style="list-style-type: none"> • 	<p>Support NCC's Citizen engagement objectives:</p> <ul style="list-style-type: none"> • Number of people who feel there is a strong sense of community • Number of activities and events in neighbourhoods to promote social integration and create opportunities for engagement. <ul style="list-style-type: none"> • Support Tenants' Charter Commitment 'To have a good quality home and neighbourhood to live in'. <p>Tenant Satisfaction Measures:</p> <ul style="list-style-type: none"> • TP10: Satisfaction that the landlord keeps communal areas clean and well maintained • TP11: Satisfaction that the landlord makes a positive contribution to neighbourhoods • TP12: Satisfaction with the landlord's approach to handling anti-social behaviour

How we will do it:	How we will measure improvement:	
Theme 3: Place	Creating places where people want to live	
<p>3d) Garden Competition: Deliver and promote NCCHS annual Garden Competition to recognise the pride that residents who live on our estates take in their gardens and communal greenspaces</p>	<ul style="list-style-type: none"> • • • • • 	<p>Support NCC's Citizen engagement objectives:</p> <ul style="list-style-type: none"> • Number of people who feel there is a strong sense of community. • Number of activities and events in neighbourhoods to promote social integration and create opportunities for engagement. <p>Number of Garden competition entries.</p> <p>Positive PR stories.</p> <p>Support Tenants' Charter Commitment 'To have a good quality home and neighbourhood to live in'.</p> <p>Overall event satisfaction.</p>
<p>3e) Improvement projects: Support tenants' groups to draw down external funding for community led neighbourhood improvement projects.</p>	<ul style="list-style-type: none"> • • • • • 	<p>Value of funding secured.</p> <p>Support NCC's community objectives:</p> <ul style="list-style-type: none"> • Number of people who feel there is a strong sense of community. • Number of activities and events in neighbourhoods to promote social integration and create opportunities for engagement. <p>Positive PR stories.</p> <p>Support Tenants' Charter Commitment 'To have a good quality home and neighbourhood to live in'.</p> <p>Tenant Satisfaction Measures:</p> <ul style="list-style-type: none"> • TP10: Satisfaction that the landlord keeps communal areas clean and well maintained. • TP11: Satisfaction that the landlord makes a positive contribution to neighbourhoods. • TP12: Satisfaction with the landlord's approach to handling anti-social behaviour.
<p>3f) Open spaces: Encourage tenants to get involved in open space projects on our estates to improve open spaces, support residents who want to create Pocket Parks and community gardens and, where appropriate, support new and existing submissions for Green Flag status.</p>	<ul style="list-style-type: none"> • • • • • • 	<p>Number of open spaces we actively support.</p> <p>Number of successful Green Flag status.</p> <p>Number of people who feel there is a strong sense of community.</p> <p>Number of activities and events in neighbourhoods to promote social integration and create opportunities for engagement.</p> <p>Number of community and communal green spaces Garden competition entries.</p> <p>Positive PR stories.</p>
<p>3g) Place-based communities: Respond to local needs by supporting a place-based and collaborative approach to building thriving communities within defined geographical locations, for example through the delivery of BIG Spring Clean and Days of Action on our estates.</p>	<ul style="list-style-type: none"> • • • 	<p>Number of successful funding bids.</p> <p>Support NCC's Objectives:</p> <ul style="list-style-type: none"> • Number of people who feel there is a strong sense of community. • Number of activities and events in neighbourhoods to promote social integration and create opportunities for engagement. <p>Positive PR stories.</p>

How we will do it:	How we will measure improvement:	
Theme 3: Place	Creating places where people want to live	
<p>3h) Street and Block Champions: Continue to support and inspire residents to get involved as Street and Block Champions acting as the eyes and ears of their local communities, reporting issues and sharing information within their communities.</p>	<ul style="list-style-type: none"> • • • • • • 	<ul style="list-style-type: none"> • Number of active Street and Block Champions. • Support NCC's community objectives: <ul style="list-style-type: none"> • Number of people who feel there is a strong sense of community. • Number of activities and events in neighbourhoods to promote social integration and create opportunities for engagement. • Number of Street and Block Champion Tenant award entries. • Positive PR stories. • Completed review with Street and Block Champion on name, role and processes to make more accessible. • Delivery of an annual Street and Block focused celebration and information event.

How we will do it:	How we will measure improvement:	
Theme 4: People	Fulfilling individual potential	
<p>4a) Recognition: Showcase and celebrate positive role models and examples of best practice by supporting nominations for local, regional and national awards for resident engagement and volunteering.</p>	<ul style="list-style-type: none"> • • 	<ul style="list-style-type: none"> • Number of entries, successful entries. • Positive related PR coverage.
<p>4b) Tenant Academy: Continue to provide free, needs-led training for residents to help improve their knowledge, skills, pride and quality of life through the Tenant Academy.</p> <p>Work alongside the Employability team to support financial resilience, employability and development opportunities, for example through IT training to help bridge the digital divide, basic DIY skills training, ongoing employability support and training and family learning.</p>	<ul style="list-style-type: none"> • • • • • • 	<ul style="list-style-type: none"> • Improved confidence, aspirations, employability levels. • Number of Tenant Academy attendees. • Number of hours of training completed. • Training attendee satisfaction ratings. • Number of tenants supported into employment. • Support Nottingham's ambition to be a child-friendly city.
<p>4c) Tenant and Leaseholder Awards: Recognise and thank residents for their achievements and contribution to thriving neighbourhoods and communities through the delivery of the annual Tenant and Leaseholder Awards.</p>	<ul style="list-style-type: none"> • • • 	<ul style="list-style-type: none"> • Number of Tenant Award entries. • Support NCC's Citizen Engagement objectives: <ul style="list-style-type: none"> • Number of people who feel there is a strong sense of community. • Number of activities and events in neighbourhoods to promote social integration and create opportunities for engagement. • Overall event satisfaction levels.
<p>4d) Young people: Nurture and support the positive impact that young people have in their neighbourhoods, through partnerships with schools, youth groups and community groups.</p>	<ul style="list-style-type: none"> • • • 	<ul style="list-style-type: none"> • Greater involvement and engagement among this hard-to-reach group, number of participants and initiatives supported. • To fulfil our Youth Strategy objectives: <ul style="list-style-type: none"> • To develop a stronger focus on young people across the company. • To engage with and support young people from our estates to get involved in their local community. • To target specific communication, engagement and involvement activity towards children and young people. • To work collaboratively with local partners to develop skills and knowledge in young people that supports their personal development and helps raise their aspirations. • To work in partnership with local and national youth specialist agencies to adopt a joined up and consistent approach to working on issues that impact young people in the city. • Support 'place making' by working to improve local pride in Bulwell through the 'One Vision' Nottingham Trent University collaborate and associated outcomes and outputs. • Number of projects with schools in disadvantaged communities and outcomes e.g.) work with Employability, aspiration days, support of outreach initiatives.

How we will do it:	How we will measure improvement:	
Theme 4: People	Fulfilling individual potential	
<p>4e) Health and wellbeing: Contribute to improving the health, wellbeing and quality of life of tenants through effective partnership working including (Health and Wellbeing) Community Champions and representation at the supporting the Eating and Moving for Good Health workstream within the Nottingham Joint Health and Wellbeing Strategy 2022 to 2025.</p>	<ul style="list-style-type: none"> • • • 	<p>Outcomes within the Moving and Eating for Good health workstream of the Joint Health and Wellbeing Strategy for Nottingham.</p> <p>Number of enrolments to the NCC Community Champion programme.</p> <p>Number of health and wellbeing themed projects funded and supported.</p>

Appendix 2: NCCHS tenant and leaseholder engagement opportunities*



*Subject to review following NCH transition back into Nottingham City Council control in April 2023.

** **Tenant Engagement Pool** – a diverse pool of volunteer NCCHS Tenants and Leaseholders who have expressed an interest in getting involved with NCCHS as and when they choose.

Volunteers are asked and insights recorded:

- What they are interested in, (i.e.) to review and scrutinise specific services
- How they would like to be engaged and communicated with
- What individual training or support needs they have.

Members of the pool will be communicated with regularly and invited to get involved in a variety of flexible opportunities and can do as much or as little as they want, at a time convenient to them.

For example – should the Decent Neighbourhoods team need to do some consultation, engagement, review or scrutiny work, we will do an initial shout out to Involvement Pool members who are interested in improving their neighbourhood. We can then set up a task and finish group or simply send out information by email or letter dependant on individual preferences and the type of engagement required.