

The Highland Council
Community Services Committee
4 June 2015

Agenda Item	14
Report No	COM 27/15

Tenant and Customer Engagement Strategy 2015 - 2020

Report by Director of Community Services

Summary

This report provides details of the regulatory requirements to develop and publish a Tenant and Customer Engagement Strategy. It also summarises the impact of the Scottish Social Housing Charter in relation to tenant participation and self-assessment arrangements. It sets out the process followed to co-produce the strategy with tenant involvement, and includes the draft strategy called 'Getting Involved'. The report also includes the Action Plan designed to support delivery of the strategy outcomes over the period 2015 – 2020.

1. Background

- 1.1 The Housing (Scotland) Act 2001 sets out the duties for social landlords to develop and publish a tenant participation strategy in collaboration with tenants.
- 1.2 Since this time the Housing (Scotland) Act 2010 has placed additional duties on social landlords to involve tenants (and other customers) in housing and housing related services, regulated by the Scottish Social Housing Charter through the independent Scottish Housing Regulator.
- 1.3 The Charter outcomes are supported by a performance framework of 37 Charter indicators, including satisfaction measures and a range of contextual data. These are reported through an Annual Return on the Charter (ARC).
- 1.4 The Charter requires tenant involvement across all areas of housing service delivery with 2 additional and specific outcomes for tenant participation:
 - Tenants and other customers find it easy to communicate with their landlord and get the information they need about their landlord, how and why it makes decisions and the services it provides.
 - Tenants and other customers find it easy to participate in and influence their landlord's decisions at a level they feel comfortable with.
- 1.5 This report summarises the draft revised tenant participation strategy. The title has been revised to 'The Tenant and Customer Engagement Strategy' and will be promoted to tenants as '**Getting Involved**'. A full copy of the strategy is attached at **Appendix 1**.

2. The process to develop the Tenant and Customer Engagement Strategy

- 2.1 The strategy was developed by a review group consisting of tenant activists in collaboration with staff. Terms of reference for the time limited group included volunteer role descriptions and a timetable of workshops aimed at promoting awareness and understanding of Charter expectations to help inform the direction, content and outcomes of the revised strategy.
- 2.2 The group convened between March 2014 and April 2015. The process commenced with a review of strategies of other social landlords to help identify innovative and good practice approaches that could be translated to the Highland context.
- 2.3 Subsequently, the group attended internal and external workshop, consultation and training events to develop knowledge and understanding critical to the Charter agenda. This included sessions about tenant scrutiny and the relationship between tenant participation and landlord self-assessment.
- 2.4 This approach resulted in a revised strategy which met the terms of reference to produce a strategy which:
 - reflects legal and regulatory expectations to support and promote tenant involvement in housing and housing related services
 - offers a structured approach to volunteering opportunities for tenants across all areas of housing service delivery
 - connects tenant volunteering opportunities with tasks and activities related to landlord self-assessment, performance management and scrutiny arrangements
 - commits to identifying and developing formal structures for representative tenant involvement in decision making
- 2.5 This review process helped build tenant capability in terms of the Charter's intentions around tenant scrutiny. In particular, the group was supported by staff to co-produce the Council's first performance report to tenants in October 2014. This report, called 'Housing Matters', was posted to all tenants in Highland, and was reported to Community Services Committee in November 2014 in the Annual Report on the Scottish Social Housing Charter.
- 2.6 The Charter requires that social landlords involve tenants in the content and design of annual customer performance reports, to be published by 31 October each year. The strategy review group will continue with this role under the auspices of a Tenant Scrutiny Group, in terms of co-production of the 'Housing Matters' report for 2014/2015 and subsequent years.

3. 'Getting Involved' : Tenant and Customer Engagement Strategy 2015 - 2018

- 3.1 The revised strategy attached at **Appendix 1** is in a summary format to help make it more accessible. It is therefore significantly shorter and less formal than previous tenant participation strategy documents, and is intended to be designed for publication in a promotional magazine style including photos and graphics.
- 3.2 The strategy group were keen to provide definitions of the range of formal language used around tenant participation. There is therefore a section clarifying the meaning and expectations of the terms used within the national tenant participation policy agenda.
- 3.3 The Charter emphasis on tenant involvement is underpinned by a need to increase and grow tenant capacity to support tenant involvement in landlord services and performance monitoring. For this reason the main focus of the strategy is on promoting opportunities for individual tenants to be involved as volunteers in activities or tasks relating to housing and related services.
- 3.4 Many volunteer opportunities set out in the strategy are aligned to performance management arrangements and build on the models of tenant participation in service reviews that have been tested by staff over the last 2 years.
- 3.5 There are 4 categories of volunteering opportunities covering different levels and types of involvement from one-off informal opportunities to take part, to more active and longer term roles that may involve support or training from staff as well as access to accredited qualifications in resident involvement.
- 3.6 The aim is to offer opportunities that suit a wide range of interests, motivations and abilities, and to help support and develop capabilities where that interest is expressed. The strategy provides examples of the type of volunteering on offer at each level, with a summary menu of volunteering options.
- 3.7 Increased tenant volunteer involvement in satisfaction measurement, monitoring and reviewing will provide the qualitative data to ensure a robust Annual Return on the Charter (ARC), as well as evidence for any thematic inspection reports required by the Scottish Housing Regulator in terms of their Charter monitoring role.
- 3.8 The strategy also sets out the continued commitment to supporting organised tenant and resident groups. There are currently 20 groups registered with the Council at different stages of development. There are opportunities to work with groups to enable and support them to take on a more active role in service delivery locally.
- 3.9 The strategy includes a short section on Planning for Change. This sets out the themes identified in the review process. These themes have been used as headings in an Action Plan with associated actions designed to provide direction for the revised strategy, as well as a monitoring framework.

4. Action Plan : Tenant and Customer Engagement Strategy 2015 - 2020

4.1 This Action Plan is attached at **Appendix 2**. It will be made available on request to any tenant or customer, and is intended to be monitored by the service management team and the Tenant Scrutiny Group.

4.2 The Action Plan themes are:

- Organisational Change
- Performance and Scrutiny
- Information and Communication
- Volunteering
- Resources and Support

4.3 The intention of the revised strategy and action plan is to help shift the organisational culture to be more tenant and customer focussed and therefore Charter compliant.

4.4 In relation to Performance and Scrutiny, it is recommended that the Council joins the Scottish Government's national 'Stepping Up to Scrutiny Programme'. This programme is aimed at building organisational capacity for tenant scrutiny and offers training and workshops for up to 16 tenants, staff and elected members.

4.5 Delivery of the programme costs £6,700. Of this the Scottish Government will contribute £3,350 which covers all tenant training costs. The cost to the Council for staff and member participation in this training and learning programme is therefore £3,350.

4.6 There is an opportunity to consider extending the proposed new practice approach to tenant and customer engagement within Community Services more generally.

4.7 The Committee is also asked to consider nominating an elected member 'champion' for tenant and customer engagement in the context of community empowerment more generally, to help promote and give status to tenant participation rights in particular.

4.8 The Action Plan also sets out a commitment to undertake a comprehensive tenant satisfaction survey. There is a regulatory requirement to conduct comprehensive surveys at least once every three years. The survey has been budgeted in 2015/2016 revenue estimates at a cost of £15k.

5. Implications

5.1 **Resource:** There are HRA investment implications in relation to delivering the revised strategy. The Scottish Social Housing Charter applies to other customers of housing services, specifically: homeless people, factored owners

and Gypsy/Travellers. There is therefore a potential resource implication for the General Fund and this will be monitored. Financial implications will be considered and reported through the budget setting and monitoring process for both the HRA and non-HRA.

Legal: The revised strategy seeks to meet the legal and regulatory requirements of the Housing (Scotland) Act 2001 and of the Housing (Scotland) Act 2010 in terms of the Scottish Social Housing Charter.

Equalities: The Charter introduced outcomes for other customers of housing services, specifically: homeless people, factored owners and Gypsy/Travellers. There are no equality impacts in the scope of the revised strategy.

Climate Change/Carbon Clever: There are no implications arising from this report.

Risk: Charter indicators. Tenants and other customers have new rights under the Housing (Scotland) Act 2010 to report significant performance failures to the Scottish Housing Regulator.

Gaelic and Rural implications : There are no implications arising from this report

Recommendations

Members are invited to:

- (i) Approve the Tenant and Customer Engagement Strategy and Action Plan 2015 – 2020;
- (ii) Approve the Council's participation in the Scottish Government's national 'Stepping up to Scrutiny' programme as set out in the Action Plan;
- (iii) Note that we will undertake a comprehensive survey of tenant satisfaction this year;
- (iv) Note that resource implications will be reported through future HRA revenue monitoring reports; and
- (v) Consider identifying elected member "champion" for tenant and customer engagement.

Designation: Director of Community Services

Date: 21 May 2015

Author: Lyn Kilpatrick, Housing Policy Officer

Background Papers:

- [The Scottish Social Housing Charter](#) (Scottish Government 2012)
- [Monitoring the Scottish Social Housing Charter](#) (SHR 2012)
- [Scottish Housing Regulator : Landlord Report Highland Council 2013/2014](#)
- [Housing Matters – Highland Council Customer Report 2013/2014](#)
- [Stepping Up to Scrutiny : national scrutiny and learning programme](#)

draft

Tenant and Customer Engagement Strategy 2015 - 2020

Getting Involved

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1. 'Getting Involved' – what's it all about?

National research tells us that two of the things most closely associated with overall tenant satisfaction with housing services are:

- landlords keeping tenants informed about their services and decisions
- tenants having opportunities to participate

Community Services has worked with tenant volunteers to produce our Getting Involved Strategy. **Getting Involved** sets out the approach we are taking to achieve our ambition of making it easier for tenants to get involved. We want to change how we work, placing tenant and customer involvement at the centre of our service activities and standards.

We value the opinions of tenants and other customers about the housing services we provide, and working together we hope to learn more about what we are doing well, and not so well, to help us focus our activities during 2015 - 2020.

We want to:

- ✓ improve the information we provide about housing services and show how tenant feedback and involvement is being used to help inform our service planning.
- ✓ improve the opportunities for routine customer feedback on the services we deliver to make this part of our formal approach to how we do our business.
- ✓ develop opportunities, structures and capability for improved tenant and customer involvement in our scrutiny arrangements.
- ✓ build on the success that tenant volunteering is bringing to Highland communities by increasing our support for individual volunteering and continuing our support to organised voluntary tenant groups.
- ✓ promote and support tenant and other customer involvement in other services provided by the Council's Community Services teams, and strengthen the links with wider social, health, community and voluntary sector initiatives.

A full copy of the actions we will take to work toward our commitments on tenant and customer engagement for 2015 – 2020 is available from community.services@highland.gov.uk

2. What do we mean when we say ‘Tenant... participation, engagement, involvement, empowerment and scrutiny’?

The use of terminology and jargon can often be a barrier to tenants with an interest in getting involved.

There can be some confusion over what we mean by the terms ‘tenant participation’, ‘tenant involvement’, ‘tenant engagement’, ‘tenant empowerment’, ‘tenant scrutiny’ and ‘tenant volunteer’ - particularly as some terms are often used inter-changeably.

Don't be put off by this. Each of these terms has the same general sense, which is that social landlords must provide tenants (and other customers) with opportunities for participation in the decisions that affect them.

Here's what we mean we say:

Term	What we mean
Tenant involvement	Include tenants when considering issues affecting housing services. Support or encourage tenants to participate in an activity or event.
Tenant engagement	Attract tenants' interest or attention to housing services. Involve tenants in a conversation or discussion about housing services. Enable tenants to participate more closely in housing services. Establish a meaningful contact or connection with tenants in relation to housing services.
Tenant participation	Tenant participation is about tenants taking part in decision making processes and influencing decisions about housing policies, housing conditions, housing and related services. <i>This is a two way process which involves the sharing of information, ideas and power. Its aim is to improve the standard of housing conditions and services.</i>
Tenant scrutiny	To support and provide arrangements for tenants to be involved in examining services carefully.
Tenant empowerment	Give tenants the status and capability to influence the design and delivery housing services.
Tenant ‘Volunteer’	A volunteer is someone who freely offers to take part in or undertake a task.

Getting Involved is the title of our ‘Tenant and Customer Engagement Strategy’. Our aim is to improve how we do all of these things in the delivery and planning of housing services.

3. How to get involved?

We have dedicated tenant and customer engagement staff who work directly with individual volunteers and voluntary tenant and resident organisations. You can contact them for more information or to arrange an informal chat at tenant.participation@highland.gov.uk

You can also speak to any of our staff that you might be in contact with, and they can help to put you in touch with our specialist workers.

There is a wide range of ways for you to get involved in housing services as a volunteer. Our staff can provide you with more information about our volunteer roles and our timetable of events and activities. Many of the volunteer options are one-off and some can be carried out from home. Others offer a longer term commitment for tenants with a keen interest in making a difference in their communities or more specifically on social housing services and issues.

We offer support and training to volunteers and cover out of pocket expenses.

4. What can I get involved in?

Types of volunteering roles

Our volunteering roles fit into 4 main categories and there is a good range of opportunities in each category. Some roles require skills and/or experience. We offer support and training to help volunteers develop the skills and experience needed for these for roles.

a. Information, communication and feedback about our services

- Under this category the type of volunteering roles include getting involved in the tenant web-site 'Highland Tenant Voice', Facebook or our [newsletter](#), either as a contributor, administrator, editor, or by supplying photos. You might want some help and support to organise and produce a local community newsletter and we can help with that too.
- This category also includes volunteer roles in helping with phone surveys, or community surveys that will help us understand more about what other tenants think about our service or service standards. Tenants talking to tenants in this way is a consultation approach that we value.
- You might want to get better informed about housing services by becoming a member of a local housing forum where tenants and staff meet to consider housing and community issues. You could develop your role in the forum if you wanted, to take on a role supporting or helping organise the forums or any special events or workshops that the forum agrees – such as networking trips to meet other tenants in Highland or invitations to speakers or projects or organisations that local forum members are interested in.
- There are also opportunities to take part in national tenant conferences where you represent Highland Tenants and produce a short report to feedback your experience and highlight issues of interest and national importance for the social housing tenant movement.

b. Monitoring, reviewing and scrutiny of our services

- There are opportunities under this category for more interested or active tenants who want to develop a more detailed knowledge of housing services and want to use their experience as a customer to work with staff to help improve how we do things.
- The volunteering roles include taking part in Focus, Review or Working groups on specific topics, such as repairs, council house-building, rent setting, estate management or any other area of service. Some groups are for one off consultations, while others last longer as part of a full service standard review.
- Under this category there are also opportunities to monitor service standards by being a volunteer mystery shopper. We aim to develop and test this method as part of our new strategy and will be offering training to volunteers specifically designed for tenant mystery shoppers. This is a useful way to help us check that we are doing what we say, to help us highlight and promote good practice, and to recognise and reward staff who are providing an excellent service.
- We have opportunities for tenants to work with us in the design and content of our annual performance report to tenants. We produced our first annual report [Housing Matters](#) in 2014. Volunteers for this role can also promote Housing Matters at events and workshops designed to provide information to tenants on how the Council is performing in its landlord role.
- Under our Getting Involved Strategy we will be joining a national programme called [‘Stepping up to Scrutiny’](#). There are opportunities for tenants to work with the Council on this programme, and test out how tenants and the Council can deliver this in practice as part of our approach to tenant involvement in our services. This role can include gaining an accredited qualification in resident involvement for those with an interest in taking their volunteering to another level.
- We will be developing volunteer opportunities in complaints scrutiny. This is a highly specialist area of volunteering which will require particular competencies and a commitment to training and learning.

c. Activities and tasks relating to events, forums, workshops and conferences

- These roles include more social and fun activities, and are often informal. They can range from helping organise meetings, get-togethers, lunches, or speakers – or just taking part in these kind of events for the chance to meet old and new friends or find out more and feedback about what's happening in your community.
- We can offer other opportunities, such as photographer to help record and promote what's going on, or as volunteer driver to help other people take part in the events. Some tenant volunteers help with writing articles for local or Highland wide newsletters sharing and promoting what they've been involved in.
- These type of events can include healthy eating projects with a chance to develop a 'come dine with us' group, or light exercise sessions such as Otago or carpet bowls.
- We can also organise sessions to help people improve their use of technology or social media, and we have opportunities for tenant volunteers to share these new skills.

d. Activities and tasks relating to wider community events and initiatives

- Many volunteers are part of organised tenant groups, and many of these groups are registered tenant and resident organisations. We provide support to groups to help them achieve their aims, which range from environmental and landscape improvement projects, to children's play schemes, estate management initiatives and much more.
- There are opportunities to form groups in your street or community, to develop your skills as a committee member, minute taker, secretary or treasurer. If there's already a group in your area there are opportunities to attend to promote other things you might be involved in.
- Many groups carry out consultations with the local community, so there are opportunities to help out, as well as more practical roles like taking part in estate walkabouts, or helping out at open days or events.
- Many groups have successfully applied for grant funding to meet their ambitions. You can develop your skills in making grant applications and find out more about wider voluntary sector grants that might help you and your neighbours achieve ambitions you have for your neighbourhood.
- You can find out more about the type of benefits that organised tenant groups can achieve through our regular newsletter as many tenant volunteers promote their activities in this way. Or you can get details or find out how to get organised in this way from our staff.

5. Menu of Volunteer Options

Some of our Volunteer Roles			
Estate inspectors	Working group representative	Housing Forum member	Tenant researcher
Mystery shopper	Tenant & residents organisation member	Housing Forum representative	Volunteer promoter
Satisfaction surveyor	Housing Forum note - taker	Events photographer	Satisfaction data inputter
Focus/review group representative	Volunteer driver	Tenant- led inspection representative	Money savings - tenant expert
Conference, workshops and events planner	National Conference delegate	Village/community voice	Newsletter contributor/editorial
Tenant Facebook/ Web-site administration	Sheltered housing representative	Tenant Scrutiny Panel member	Tenant volunteer mentor
Good neighbour promoter / member	Green Dog Walker promoter / member	Junior Wardens Promoter	Other community initiatives promoter

What's in it for me?

As a tenant volunteer you have a chance to help improve services for all tenants in Highland.

On a more personal level, tenant volunteers tell us their top reasons for volunteering are:

- ✓ It's fun
- ✓ You'll make friends
- ✓ Learn how to do new things
- ✓ Make a difference to other people
- ✓ Build your confidence & self esteem
- ✓ Get a qualification
- ✓ Get unpaid work experience, and help with employment prospects
- ✓ Travel

6. Our Housing Services

Volunteers can take part in a volunteer role within any of our service areas, depending on the time they have available and what type of housing service interests or matters to them. Our service areas reflect those set out in the Scottish Social Housing Charter.

Housing Services	
Equalities	Tenancy Sustainment
Communication	Homelessness
Participation	Value for Money
Quality of Housing	Rents and Service Charges
Repairs, Maintenance and Improvements	Anti-social behaviour
Estate management	neighbour nuisance and tenancy disputes
Housing options	Gypsies and Travellers
Access to social housing and allocations	Sheltered housing

7. When can I volunteer?

You can volunteer at any time, on a one off basis, or more regularly or for a fixed period of time to tie in with your availability or your interests. You can speak to our Tenant Participation Officers about what's on offer when, and consider if there's anything you'd like to join or attend to begin with. Many of our options are light, informal and fun and are focussed on meeting new people with similar interests, finding out about or taking part in what's going on locally or Highland wide, or setting up something new that you are interested in.

For people who develop a greater interest in housing, we also have more formal volunteer opportunities which are connected to how we manage and deliver our services. There's often training involved in these opportunities, and some of them can lead to accredited qualifications. The more formal volunteering opportunities are timetabled and you can also find out more about these volunteer roles from our Tenant Participation Officers.

8. Tenants and residents association

The Council has a legal duty to promote and support organised tenant groups and to provide a publically available list of registered tenant organisations. You can find out if there is a registered group in your area by asking our staff, or checking our web-site. If there isn't a group in your area, we can arrange for you to visit an existing group and hear from other tenants about how an organised tenant's association can make a difference. If you want to set a group up in your area we can support you and other interested tenants to do just that.

Consultations

The Council and the Scottish Government consult with registered tenant organisations on any changes and proposals that relate to housing issues or housing policy, so being in a group can also help keep you more informed about the national housing agenda if you are especially interested in social housing matters.

Many tenant volunteers in Highland, including volunteers who are not in an organised group, took part in the Scottish Government's proposals to develop the Scottish Social Housing Charter which was introduced in 2012. Their feedback helped shape the standards that tenants can expect from social landlords in Scotland. Getting involved as a tenant volunteer helps take you closer to this kind of influence and decision-making.

Grants and other support for groups

We provide a range of support to organised groups, from financial help with start-up and annual running costs to:

- Training costs
- Conference attendance
- Membership costs to external tenant participation national organisations
- Travel and subsistence expenses
- Free access to council venues for meetings
- Provision of refreshments for consultative meetings
- Dedicated staff resources
- Venue hire and crèche costs
- Access to independent advice
- Assistance to organise events

9. Planning for Change

To help us achieve the aims of our Getting Involved strategy and plan for change we have developed a 5 year action plan. This plan is built around themes identified by a group of tenant activists who worked with us as part of the review and development of this strategy.

The themes of our Action Plan are:

- Organisational Change
- Performance and Scrutiny
- Information and Communication
- Volunteering
- Resources & Support

If you would like more information about the actions we will take to help change our approach to tenant involvement under the Scottish Social Housing Charter please contact us as tenant.participation@highland.gov.uk

10. Compliments, comments and complaints

We value your feedback, whether that's to tell us where we've got it right, where we could do better, or to make a complaint. Contact us at community.services@highland.gov.uk

Contact our Tenant Participation Team:

Who to get in touch with:

If you live in:	contact	Contact details
Caithness, Sutherland, Easter Ross	Lorna Simpson	07774337689 lorna.simpson@highland.gov.uk
Inverness	Wilma West	07990565755 wilma.west@highland.gov.uk
Lochaber, Badenoch, Nairn	Kate MacLennan	07557744420 kate.maclennan@highland.gov.uk
Mid and Wester Ross, Skye	Mandy Macleman	07557744413 mandy.macleman@highland.gov.uk

‘Getting Involved’ Action Plan – what we aim to do, and how we plan to do it: 2015 – 2020

What we aim to do
Promote the Scottish Social Housing Charter to staff and tenants
Promote the Council’s housing service standards to staff and tenants, and involve tenants in reviewing service standards
Mainstream customer engagement into practice, reviewing, planning and decision making
Develop and promote a culture of openness and willingness to customer engagement
Recognise and acknowledge staff who have provided excellent service
Identify staff champions to promote and help mainstream tenant and customer engagement
Identify an elected member champion to promote tenant and customer engagement

What we aim to do
Ensure compliance with legal and regulatory expectations of the Scottish Social Housing Charter by:
Developing a systematic approach to tenant and customer feedback/satisfaction measurement/complaints scrutiny using a wide range of methods
Developing a self-assessment framework that sets out a timetable for review of each Charter service area (based on ranked priorities identified by tenants and customers through the comprehensive satisfaction and routine surveys) and what methods of tenant volunteer involvement will be used for each review.
Improving connection of data collected from tenant and customer engagement methods to service improvement planning, monitoring and reviewing.
Improving communication and reporting on performance and service improvement planning (‘you said, we did’) in the annual Customer Report.
Joining the national SG Stepping Up to Scrutiny programme to help build tenant and organisational capacity, and help identify local structures for representative tenant involvement in decision-making
Set up a tenant scrutiny panel of active tenants who have participated in the Stepping Up to Scrutiny programme, to monitor progress of the ‘Getting Involved’ strategy - in collaboration with Community Services Senior Management Team.
Deploy a RAG system to monitor progress on the Getting Involved strategy - to align with service plan/performance monitoring system.

What we aim to do
Develop effective social media methods for improved 2 way communication, linking to performance and scrutiny arrangements
Work with Tenant Scrutiny Group on content, design and production of annual Customer Report
Support and promote localised communications in addition to Highland wide tenant newsletter
Have more local networking events, workshops and fun days - linking to wider public and Third sector community development initiatives and activities
Promote and support a local/village voice network of tenant volunteer champions to help cascade information and communication
Carry out comprehensive satisfaction survey to help understand tenant opinion and inform service development / improvement

What we aim to do
Improve the volunteer ‘offer’ and support through a menu of options, and use of volunteer role descriptions
Identify and align specific volunteer roles to performance and scrutiny arrangements
Develop volunteer management system and service standards
Seek to convert/grow tenant interest into volunteer recruitment across all types of volunteering roles
Develop range of promotional materials and methods to help improve reach

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Promote opportunities for and successes in skills development/employability/accredited qualifications
Review and consider other good practice approaches to incentives to participate
Improve co-ordination and delivery of volunteer training
Develop a RAG system setting out tiers of support to organised/ registered groups

What we aim to do
Continue with grant support to groups and align to proposed RAG system
Continue with other resource supports as set out in the 'Grants for Group' policy
Consider volunteer management approach to tenant and customer engagement in relation to wider Community Services, as well as other areas of community services.
Review the Tenant Participation budget and headings in context of mainstreaming customer involvement into general service delivery, performance management and self-assessment/scrutiny.
Identify resources for local estate/environmental budgets and consider the potential for a 'rate your estate' initiative to help prioritise and/or devolve budgets to organised tenant groups, where there is capacity.
Monitor that TP specialist activity is based on the strategy and action plan intentions