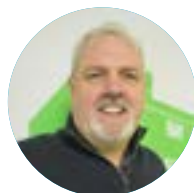




TENANT **ENGAGEMENT** STRATEGY 2019-2022

FOREWORD:



Liam Kelch
Tenant Board Member



Dawn Barnes
Tenant Board Member



James Smith
Chair, Tenant Panel

Collectively we have all been involved with GCH for a number of years, as tenants, chairs of residents groups and members of previous tenant forums. From our experience we would say that GCH has a very proactive approach to Tenant Engagement, actively seeking engagement at all levels in the organisation and anyone looking to get involved will find it a rewarding experience. It has helped us to develop new skills and grow in confidence. GCH are to be commended for their continual efforts to encourage and develop their Tenant Involvement opportunities since their launch in 2005 and for their ongoing commitment to ensuring Tenants are at the heart of the organisation. We encourage our fellow tenants to consider getting involved to enable us to play our part in making GCH the best Landlord it can possibly be.

The Roles of Tenant Board and Tenant Panel member provide tenants with opportunities to work closely with GCH for the benefit of all their tenants and residents. We firmly believe that the strategy outlined below will continue to ensure a strong focus on Tenants needs and clearly sets out how GCH will support and grow tenant engagement over the next three years.

We look forward to a continuing positive working relationship with GCH.



Welcome to GCH's Tenant Engagement Strategy covering the period 2019 - 2022.

We are delighted to introduce our vision for tenant engagement and the associated Action Plan for the next 3 years. This Strategy outlines how GCH intends to engage and consult with tenants and demonstrates how we will support you to get involved with us.

Genuine engagement with our tenants is vital for the successful delivery of our services. We are committed to putting tenants at the heart of everything we do and ensure that you are involved in helping shape the future of GCH and the communities in which you live.

We look forward to continuing to work in partnership with tenants to improve our services and make a positive difference to you and the wider community.



Asif Bhatti
Chair of GCH Board



Ashley Green
Chief Executive, GCH

INTRODUCTION:



GCH has a strong track record of ensuring that tenants are at the heart of what we do and are empowered to challenge, develop and improve our services. We are a community-based housing organisation, highly visible within our neighbourhoods, delivering valued housing services to 5,000 residents in over 4,450 homes



We are committed to ensuring that our residents' voices are heard throughout the organisation via a number of channels, including; strong representation on our Board, effective challenge through our Tenant Panel and Challenge and Change scrutiny reviews, ongoing transactional customer surveys, online surveys and focus groups, community roadshows, community investment in existing groups and venues, social media platforms and the day to day interactions between our frontline staff and customers.

Our Tenant Engagement Strategy 2019 -2022 sets out how we will work with our tenants over the next three years to achieve our shared aims. In developing this strategy we have taken account of the views and comments of over 500 residents, staff and stakeholders, gathered over the last two years via community roadshows, surveys and focus groups. We have also worked closely with our Tenant Panel and TPAS to review best practice, agree priorities and develop a challenging action plan.

PRIDE:

■ Taking pride in everything we do

QUALITY:

■ Continually improving by challenging, listening and learning.

INTEGRITY:

■ Being fair, objective and accountable.

INNOVATION:

■ Creating opportunities to change and grow.

CONTEXT:



This strategy is based on our eight stock transfer promises to our tenants agreed with them in 2015, more specifically;

PROMISE 4 – Involving, engaging and empowering tenants

We will provide a wide range of support; training and development opportunities which will allow tenants to carry on influencing the way services are provided and monitored. We will make sure that you have the ability to engage and influence at a local level, making communities greater places for everyone to live and work together.

PROMISE 8 – Investing in you and your community

We will provide opportunities for tenants to access training and jobs through apprenticeships, volunteering and creating opportunities for developing skills and employment.

The Regulator of Social Housing has identified within its Tenant Engagement and Empowerment Standard four areas for housing associations like ourself to comply with, these include;

- Customer service, choice and complaints
- Involvement and empowerment
- Understanding and responding to the diverse needs of tenants
- Provision of accessible, relevant and timely information about services, standards, progress and responsibilities
- Involvement and empowerment

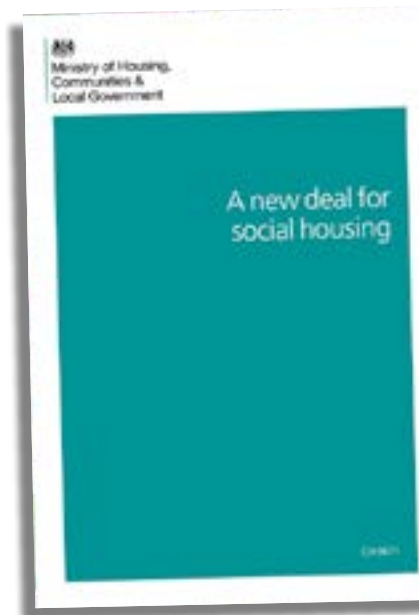
Compliance against the standard is reviewed annually by both the Tenant Panel and GCH Board and is published on the GCH website, with the Regulator only reviewing and intervening where failure to meet any of the standards has caused, or could have caused, serious harm to tenants.



However approaches to the regulation of consumer standards are currently being reviewed following the Grenfell Tower tragedy in June 2017, and the Government's responding Housing Green Paper "A New Deal for Social Housing", which seeks to address the lessons learned and provides a wide-ranging review of social housing focusing on safety issues, service management and tenants' rights through 5 themes:

1. Tackling stigma and celebrating thriving communities
2. Expanding supply and supporting home ownership
3. Effective resolution of complaints
4. Empowering residents and strengthening the regulator
5. Ensuring homes are safe and decent

The proposals include; increased tenant empowerment and engagement requirements and a strengthening of the Regulators role in relation to the Consumer standards. Tenant focused organisations, including TPAS, Taroe Trust and Shelter have responded positively to the proposals particularly in relation to the rebalancing of the relationship between housing associations and their tenants, reiterating that the tenant voice needs to be heard through governance and scrutiny arrangements, that Tenants should be at the centre of designing the systems and processes that exist for them



and that Tenants should have the tools to hold their landlords to account.

GCH has welcomed the report as we have always actively encouraged our tenants to have a strong say

in the way deliver our services. Building on this we have recently introduced a package of further measures to support our tenants getting involved in both our Tenant Panel and Challenge and Change programme, alongside a range of actions to improve our customer journey and tenant satisfaction to make sure our tenants continue to have a strong voice in improving service delivery and our performance.

As part of our continued commitment to ensuring Tenants are at the heart of what we do, GCH, together with a number of Housing Associations, is currently working with the National Housing Federation's 'Together with Tenants' action plan which is intended to support the development of stronger relationships between landlords and their tenants.

Still in draft format, the four proposed actions are;

- A new requirement in the NHF Code of Governance for boards to be accountable to their tenants and residents
- A new Together with Tenants Charter setting out what tenants and residents can expect from their housing association landlord
- Tenant and resident oversight and scrutiny of the charter, with a report on how their landlord is doing against the charter commitments
- A closer link with regulation

The proposed action plan includes a draft 'Tenants Charter'. This has been reviewed with Tenant Panel to ensure that the key principles have been embedded into this strategy and are included in this year's programme of community consultation.

GCH has a strong and positive track record around our approach to H&S and we recognise that tenants have an important role to play in maintaining and developing this. This is a key focus of the national tenant consultation which has informed the green paper and which is currently the subject of further discussion.



Consequently we have committed to working with the Social Sector (Building Safety) Engagement Best Practice Group to ensure that our tenants and residents have the opportunity to influence the debate and that we share best practice and learn from others.

In the light of local and national learning we have recently reviewed our Customer Service Standards with Tenants and staff and Tenant Panel approved the new standards in March 2019. Our commitment is to continue to provide our customers with a good quality, professional customer service, treating them with respect, responding to their enquiries in a timely and clear manner, encouraging constructive feedback and engagement with us to help us continually improve our services.

EFFECTIVENESS OF CURRENT APPROACHES:



GCH has traditionally used the Biennial Star survey as a measure to track tenant satisfaction with opportunities for engagement and GCH's ability to listen and act upon their feedback. The 2017 survey saw satisfaction increase slightly to 67.5% (5.7% since the 2015 survey), compared to a top quartile position of 77.93% across the sector.

Whilst the biennial Star survey provided a snap shot of tenant satisfaction across a number of GCH services it didn't provide real time feedback and so working with Tenant Panel we have introduced a range of transactional text and telephone surveys, which are undertaken immediately following service delivery by an independent organisation. The results of these surveys are monitored by Tenant Panel on a monthly basis, who have set a target of increasing tenant satisfaction with opportunities for engagement and that their views are listened to and acted upon to 85% by 2022.

Over the last twelve months we have been talking to tenants and residents across all of our neighbourhoods about a range of GCH services, including engagement opportunities and our ability to listen and take on board tenant and residents views. The outcomes of these conversations will be formally fed into our Neighbourhood Priority and Community Investment plans, which together with feedback from transaction surveys and complaints analysis provide valuable insight into what motivates our tenants to engage with us and how we can grow and develop the breadth and depth of engagement, including;

- The ability to influence is what matters most and all levels of involvement and engagement need to include this as well as measureable outcomes – tenants and residents want to know that their involvement makes a difference.
- Involving tenants in how we improve their customer journeys will improve their satisfaction levels.

- Regularly promoting the impact and value tenant engagement has on tenants experience of our service delivery will encourage more engagement and show tenants that we value their input.
- Recognising that there is a place for both traditional and digital methods of engagement and that we need to offer choice and flexibility, particularly if we want to hear from traditionally hard to reach groups.
- Whilst there are different motivating factors that attract engagement for most tenants the 'what's in it for me' needs to be upfront and clear and as well as publicising the impact, we need to reward their time appropriately.

At the same time we have engaged with TPAS (Tenant Engagement experts) to provide support on the recruitment to and development of GCH's Tenant Panel, and to undertake a best practice review of options for growing resident engagement and empowerment from Community to Board. As a result, working with Tenant Panel and using wider community feedback we have;

- Developed an attractive rewards package for Tenant Panel and Challenge and Change Scrutiny review.
- Reviewed our engagement branding and publicity.
- Adopted TPAS's Tenant Engagement Standards as a framework for evaluation and improvement.
- Reviewed our formal and informal engagement structure and refreshed our current menu of engagement opportunities.
- Simplified and publicised our current co-regulation and engagement structure.
- Developed a challenging action plan to review and implement outcomes of the best practice review and community feedback. A key part of this has been agreeing where we are now and where we want to be.

TPAS – TENANT ENGAGEMENT STANDARDS:



The TPAS Tenant Engagement Standards and the principles underpinning the standards provide a blueprint to enable us to improve tenant engagement, drive service improvement and ensure value in our community investment approaches.

Working with TPAS and Tenant Panel we have undertaken an initial evaluation of where we are in relation to the standards and this has provided a focus for the development of the resulting action plan and for effective ongoing evaluation of progress by Tenant Panel and the Board. It also provides the building blocks of our vision;



OUR VISION FOR TENANT ENGAGEMENT AT GCH:



An Engagement Strategy and supporting activity which informs and delivers our Corporate Plan Objectives – by ensuring that there is a golden thread connecting our informal engagement and planned co-regulation structures from tenant and community level to Board. Ensuring our business objectives, service improvement plans and day to day operational delivery are all informed by our tenant voice and engagement is highly valued by tenants, residents, staff and Board.

An approach to engagement which ensures that we have the right resources in place for effective and meaningful engagement

– by ensuring that our frontline teams are appropriately trained and encouraged to utilise every customer interaction as an engagement opportunity and that this is supported by a specialist focus and effective digital systems. Tenants, residents and community members are provided with appropriate levels of support and training to be effectively engaged from providing feedback on services to scrutinising and co-designing services.

An approach to engagement which ensures the development and use of accurate and up to date customer information and insight so that we;

- Understand preferred channels of engagement and use this to inform and develop our digital inclusion strategy.
- Identify the most appropriate engagement methods and resource requirements to gather the right information about customer opinions, needs and wants.
- Gain insight to influence services and approaches so that they reflect tenant, residents and community profiles and preferences.
- Effectively evaluate the outcomes of engagement and use this to inform future plans and ensure value for money



An approach to engagement which ensures Tenants can scrutinise and influence appropriately

– by ensuring that all influence and scrutiny engagement is outcome focused and is designed to improve services and communities as well as provide area based accountability, value for money and transparency. GCH has a framework for engagement in place that holds us to account through collaborative yet independent tenant led scrutiny approaches and there is transparency in understanding, resolving and learning from complaints.

An approach to engagement that ensures our Community Engagement is planned, monitored and measured

– by ensuring that it meets identified needs and achieves the social, environmental and economic outcomes identified within GCH's corporate plan and our Community Investment commitment. This also approach also ensures that we develop and utilise the existing strength and resources of our communities and residents by developing confidence, skills and knowledge and through this approach contributing to long term community cohesion.

An approach to engagement which clearly identifies how we value engagement – by ensuring that all our engagement activities have clear aims, objectives and measured outcomes which are agreed, monitored and evaluated with our stakeholders. Resulting in learning and changes for the benefit of GCH and our tenants and residents.

ENSURING INCLUSIVITY:

GCH is committed to treating people equally and fairly and ensuring that our services are accessible to all, irrespective of a person's disability, gender, age, race, faith or sexual orientation. As a consequence we are committed to developing engagement activity which is inclusive and actively seeks to remove or mitigate barriers to involvement.

We will achieve this by; working collaboratively with our tenants and residents, developing our customer insight knowledge and using this to tailor involvement activities. We will take a Digital by Choice approach to service delivery and engagement activities, ensuring that we understand and use tenant's communication preferences. We will support and develop innovative informal and formal opportunities for engagement ensuring these are both transparent and meaningful.



ENSURING VALUE FOR MONEY:

It is essential that we deliver value for money for our tenants. We will seek to achieve this by;

- Taking an outcome focused approach to engagement and scrutiny so we can capture where improvements have been made as a result of tenant engagement and any associated costs or savings.
- Shaping our annual service improvement plans using our tenants' priorities to allocate our resources and deliver key tenant priorities.

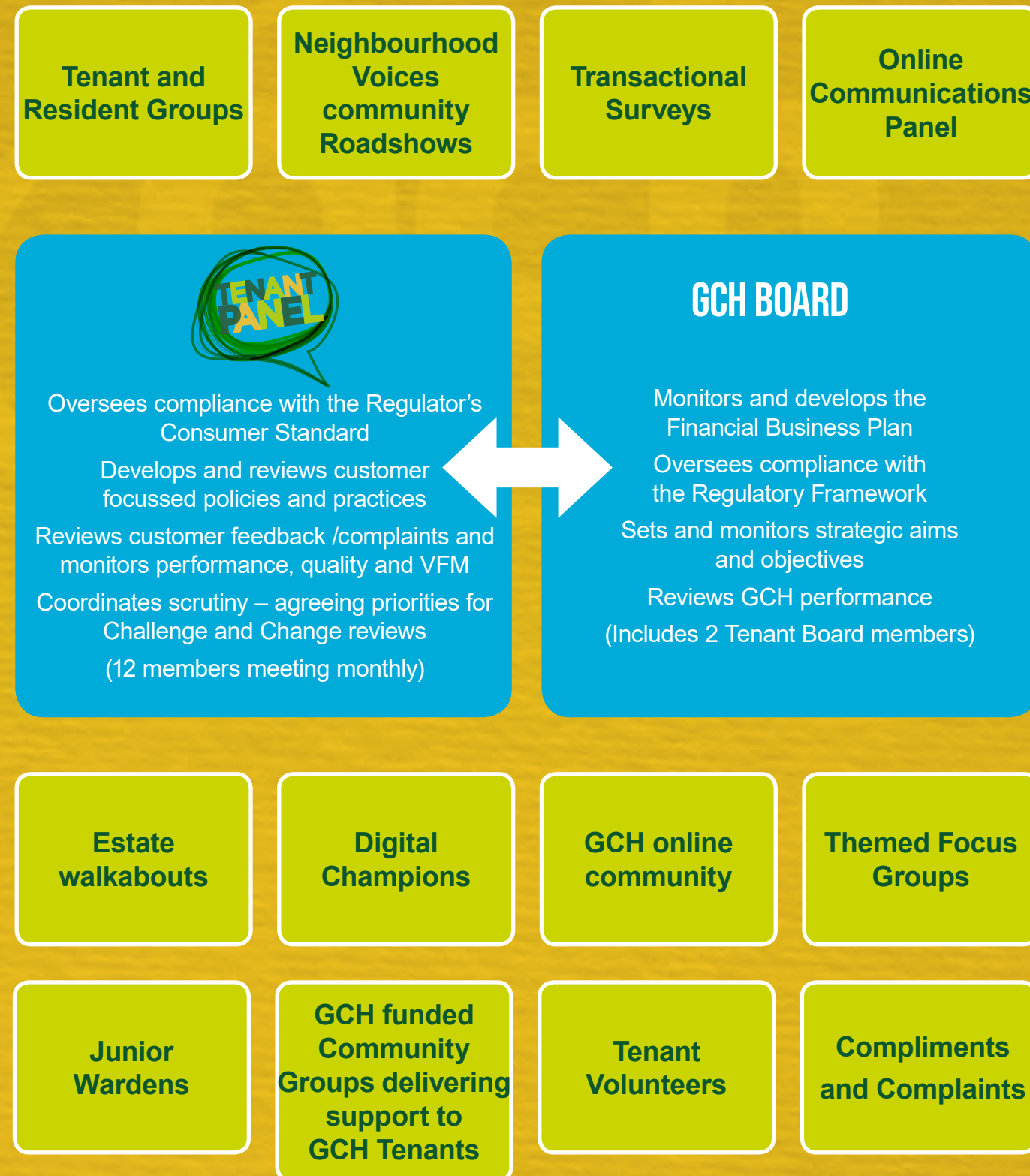
We will work with our tenants to identify more efficient ways of working, including enhancing and developing our digital channels, enabling us to maximise the resources available.

MONITORING THE STRATEGY:

The strategy action plan will be monitored by Tenant Panel on a quarterly basis and published on the GCH website.

An annual review will be included in the Tenant's annual report and slippage against the targets will be reported to Board by exception as part of the quarterly performance review.

TENANT ENGAGEMENT STRUCTURE:



MENU OF ENGAGEMENT AND INVOLVEMENT:



TENANT BOARD MEMBERS

Gloucester City Homes is managed by a Board of Directors who are responsible for setting the strategies of the organisation and overseeing the running of the company. There are two Tenant Board members on the Board, who alongside, Council nominees and independent members, bring a wide range of skills and experience to the organisation, ensuring that GCH delivers its strategic objectives and places tenants at the heart of the organisation.

TENANT PANEL

Tenant Panel provides strong links between GCH Board, staff and tenants. The group meet monthly and co-ordinates Challenge and Change reviews, consults with tenants at events, reviews complaints and challenges performance as well as developing and improving policies and services for the benefit of all tenants. Members of the panel are provided with accredited training and a reward package which recognises the contribution they make.

CHALLENGE AND CHANGE REVIEWS

Sometimes referred to as Scrutiny reviews, Challenge and Change reviews are focused, time bound, working groups. They come together as and when required and are made up of 2 or 3 members of the Tenant Panel and individual tenants and residents who have expressed an interest or 'passion' in a particular service area or issue. As well as including tenants who have previously expressed an interest in being involved in this way we also publicise these opportunities via our social media platforms and encourage a wide range of tenants to get involved. As with Tenant Panel attendees are recognised for the contribution they make.

TENANT PROCUREMENT CHAMPIONS

Tenant representatives are invited to join GCH tender panels for the procurement of customer facing services. They are provided with training and support and recognised for the contribution that they make.

TENANTS AND RESIDENTS GROUPS

GCH has a long history of supporting Tenant and Resident groups which meet to discuss local issues and identify ways to improve their local community. Dedicated and hard-working tenant and resident volunteers run the groups, which are open to everyone living in the area. Whatever your local group focuses on, it is a fantastic way for tenants to have a collective voice, arrange social events and build a great community spirit. There are currently tenants and residents groups in Matson & Robinswood, Tuffley, Tredworth, White City and Westgate. GCH provides access to funding and support to set up and help sustain them.

NEIGHBOURHOOD WALKABOUTS

We undertake a series of Estate Inspections on a quarterly basis across all of our neighbourhoods. We promote and publicise the programme of Estate Inspections on our website and social media platforms as an opportunity to meet with customers and other stakeholders at a community level and monitor service delivery such as grounds maintenance and contract cleaning. During the inspections we're able to identify issues such as untidy gardens and fly tipping and take the necessary action to resolve these concerns including referring customers to partner agencies if they need additional support.

The neighbourhood walkabouts increase our visibility in our communities and enables GCH to talk to customers about what matters to them in their neighbourhoods. This feedback helps to shape potential

MENU OF ENGAGEMENT AND INVOLVEMENT:



Environmental Improvement projects such as redesigning bin store and recycling areas. We refer to these estate improvements as 'You Said We Did'.

TENANT DIGITAL CHAMPIONS

We are currently developing our digital by choice offer, working directly with a group of tenants who already use online services and are willing to help us develop this area. As well as helping to improve digital services for all tenants this has provided valuable work experience and the development of new skills for those involved.

TRANSACTIONAL SURVEYS

Following the receipt of a specific service we carry out a survey, using an independent company, to fully understand the customer experience of that service and quickly pick up and resolve any issues. The survey is undertaken via text, email or telephone and identified concerns are followed up immediately by a member of Customer Services or the relevant manager. Results of the surveys are reviewed by Tenant Panel on a monthly basis and are used to identify service improvements.

THEMED FOCUS GROUPS

Alongside challenge and Change reviews we will hold a range of focus groups throughout the year to ensure we are listening and responding to tenant's priorities and views and to provide opportunities for the co-creation of services and approaches. Recent examples include satisfaction with our repairs service and a review of our approach to re-letting new properties.

COMMUNITY ROADSHOWS

GCH is a very community focused organisation and we use opportunities to engage with tenants and residents directly in their own neighbourhoods on at least an annual basis. Either by attending and supporting community organised events or by holding our own. These provide an opportunity for us to talk to our tenants about their priorities, issues that they want us to address and future aspirations. Feedback from these events, together with a range of feedback gathered throughout the year, is fed into the Neighbourhood Priorities and Community Investment Plans for each area.

ANNUAL REPORT FOR TENANTS

Working with Tenant Panel we produce an annual report setting out our performance and achievements for the previous 12 months, how we have delivered against our tenant promises and commitments and an overview of the work of Tenant Panel.

MEET YOUR TENANT PANEL & TENANT BOARD MEMBERS EVENTS

There is a slot on both the Board and Tenant Panel agenda's for Tenants to ask questions or raise concerns either in writing or by attending the beginning of the meeting. Additionally Tenant Panel members will often be present at GCH community events to talk directly to tenants about their priorities and concerns. We also hold an annual meet your Tenant Board and Tenant Panel member's event, alongside the Tenant Panel AGM, where Tenants can hear what they have been up to on tenant's behalf for the last 12 months and ask any questions. Feedback at these events will often form the focus for future Challenge and change reviews.

NEIGHBOURHOOD VOICES

We are working with a growing group of tenants living across our communities who want to provide

MENU OF ENGAGEMENT AND INVOLVEMENT:



regular feedback on issues within their neighbourhood but don't want to or can't attend regular meetings. Feedback is currently provided via email and text although we are developing an online feedback platform. Informal meetings are also held quarterly to review feedback provided and the resulting outcomes.

ON-LINE COMMUNICATIONS PANEL

Recognising that not everyone wants or can come to a meeting, however informal, we have a group of tenants who provide feedback on both our written and on line communications. Ensuring that it is tenant friendly, up to date and appropriate. This includes regularly reviewing content and design of information on our website and newsletters.

JUNIOR WARDENS

The Junior Warden Scheme is aimed at encouraging children in the last year of Primary school to become more involved in their community and take pride in the environment in which they live. They are encouraged to show respect for themselves, their community and their environment. By being part of the scheme they become community ambassadors who then encourage friends and families to take care of the community they live in. Currently there are Junior Warden groups at 5 schools.

TENANT AND RESIDENT VOLUNTEER PROGRAMME

Working across all teams at GCH and with our community partners, we are able to provide a wide range of short and long term work experience and volunteer placements. The programme is supported by our Community Investment team who undertake an initial discussion to match aspirations with available opportunities and provide ongoing coaching and support. We can also provide bursaries for specific training linked to longer term employment opportunities.

COMMUNITY INVESTMENT - SUPPORTING COMMUNITY GROUPS

Each year we ring-fence a sum of money to support specific projects and events linked to supporting our tenants. The fund is aimed at supporting the work of Tenant and Resident groups, local charities, voluntary and community groups and organisations who operate in our areas to develop projects and activities that deliver outcomes to benefit GCH tenants and the communities where they live. Our priorities for investing in the community are;

- Developing Financial Inclusion
- Providing opportunities to access employment and develop relevant skills
- Supporting access to training and apprenticeships
- Promoting health and well-being
- Encouraging and supporting digital inclusion.

Since 2016 we have invested over £150K in our tenants communities through this approach.

SHINE EMPLOYMENT AND TRAINING SUPPORT

Shine Employment & Training Support is a GCH service where tenants and residents can get help and support to identify and work towards their employment and career goals. GCH is committed to supporting tenants achieve their potential and take advantage of employment opportunities. Working with tenants directly or through a GCH funded partner to develop a tailored packages or training and support.

OUR VISION FOR TENANT ENGAGEMENT AT GCH:



An Engagement Strategy and supporting engagement activity which informs and delivers our Corporate Plan Objectives			
AIMS	ACTIONS	WHO'S INVOLVED	DEADLINE
There is an effective co regulation structure in place which is regularly reviewed and understood by tenants and residents.	<ul style="list-style-type: none"> Ensure effective induction process and ongoing training and support for Tenant Board and Tenant Panel members Develop an online C&C scrutiny reviews support pack and identify and support at least 3 C&C scrutiny reviews annually Publicise the work of Tenant Board members, Tenant Panel and outcomes/impact of C&C reviews Review reporting mechanism between Board and Tenant panel to ensure effective joint focus on consumer standards in line with NFH recommendations 	Board Tenant Panel Marketing & Comms team Co-regulation support team	May 2019 and ongoing
There is a golden thread connecting our informal engagement as well as planned co regulation structures from tenant and community level to Board.	<ul style="list-style-type: none"> Strengthen Tenants and Residents annual report development and content to ensure it is tenant led and highlights impact of tenant feedback on services and approaches Launch of Neighbourhood Priorities and Community Investment plans Identified priorities and agreed plans are reflected in GCH's Corporate Plan 	Marketing & Comms Team Tenant Panel NP project Team Board Co-regulation support team ELT	October 2019 and ongoing
GCH business objectives, service improvement plans and day to day operational delivery are clearly informed by tenant and resident priorities.	<ul style="list-style-type: none"> To build on recently improved approaches to accessing and using tenant feedback Increase involvement of tenants in service design via focus groups/on line surveys Effectively publicise outcomes and links between Tenant feedback and service delivery improvements Effectively publicise details of Community Investment and outcomes/deliverables 	Marketing & Comms Team Tenant Panel Co-regulation support team Community Investment Team	October 2019 and Ongoing

OUR VISION FOR TENANT ENGAGEMENT AT GCH:



An approach to engagement which ensures that we have the right resources in place for effective and meaningful engagement			
AIMS	ACTIONS	WHO'S INVOLVED	DEADLINE
Sufficient resources are in place to plan and deliver effective engagement and resulting outcomes.	<ul style="list-style-type: none"> Ensure all aspects of the 2018 TPAS review are fully embedded Review Jd's/Job based outcome targets of front line staff to ensure a focus on engagement Provide on-going training and awareness raising on GCH's approach to engagement to all staff ensuring that every interaction is seen as an opportunity for engagement by all staff Improve and further develop online opportunities to develop customer insight information and receive customer feedback as easily and as efficiently as possible 	Tenant Panel Co-regulation Support Team HR team TPAS Marketing & Comms Team IT support	June 2019 and on-going
There is a focus on engagement outcomes with the development of formal reports following engagement activity.	<ul style="list-style-type: none"> Development with Tenant Panel of GCH's evaluation tool kit (based on HACT model but which allows easy evaluation of both formal and informal engagement methods.) Development of online evaluation training module Provision of HACT training to all members of Community Investment Team and Tenant Panel champion 	Tenant Panel Co-regulation Support Team Community Investment Team External trainer	October 2019 and ongoing
Tenants and residents involved in co regulation and more informal engagement opportunities are provided with appropriate levels of training and support to ensure they can influence, co design and scrutinise effectively.	<ul style="list-style-type: none"> A 2 day co-regulation and scrutiny training course is being provided for Tenant Panel and Tenants Board members, Tenants who have expressed an interest in C&C scrutiny review and supporting staff in May 2019 Together with members of Tenant Panel GCH staff will be attending consultation events on the NFH 'Together with Tenants' action plan over the next few months Work with TPAS and tenants to develop an engagement tool kit and publicity pack which explains the purpose of various engagement activities and provides clear pathways of how these influence and scrutinise our services. To be used by both GCH staff, engaged tenants and community stakeholders Develop an on-line training module (including video clips) to support this Develop and run a series of co-design workshops/focus groups to support C&C scrutiny reviews 	Tenant Panel Co-regulation support Community Investment Team Tenants Community stakeholders TPAS	May 2019 - March 2020

OUR VISION FOR TENANT ENGAGEMENT AT GCH:



An approach to engagement which ensures the development and use of accurate and up to date Customer insight information

AIMS	ACTIONS	WHO'S INVOLVED	DEADLINE
Accurate, up to date and relevant customer information and insight is developed and used to inform engagement activities and resource requirements.	<ul style="list-style-type: none"> Develop our 'golden data set' to ensure we are gathering the right data Develop our Customer Relationship Management (CRM) system to ensure customer insight data is up to date, accurate and easily accessed for planning, engagement and evaluation purposes Ensure all staff update, evaluate and make use of Customer insight information Actively track tenant interaction with engagement opportunities and communications 	CRM team All GCH staff Community Investment Team Marketing and Comms Team	April 2019 and ongoing
GCH understands preferred channels of engagement and uses this in developing our approach to digital communications and services.	<ul style="list-style-type: none"> Ensure all staff gather and update communication preference details (ensure JD's and job based outcome targets support this) Use current customer insight information and feedback from focus groups and surveys to inform our marketing and communications strategy and ensure this is reviewed and developed on an ongoing basis as our customer insight knowledge develops Work with Tenant Panel to review and respond to the outcomes of the current communications C&C scrutiny review Work with Tenant digital champions, GCH staff digital champions and community partners to develop our on line platforms and use of social media Ensure ongoing tenant involvement in the development of our online engagement and communications via focus groups, surveys etc. 	HR Team Marketing and Comms Team Social Comms Tenant Panel C&C involved tenants Tenant Digital Champions Community partners Tenants	June 2019 and ongoing
There is clarity on how customer insight and engagement feedback influences service improvements and approaches.	<ul style="list-style-type: none"> Neighbourhood plans must clearly evidence links between tenant and resident feedback and investment priorities The impact of Tenant Panel and C&C scrutiny reviews on service improvements and approaches needs to be widely publicised Outcomes of transaction surveys and complaints which impact on service improvements and approaches must be more widely publicised 	Tenant Panel Marketing & Comms Team Community Investment Team NP project team	October 2019 and ongoing

Learning from other organisations and the changes brought about through engagement are evaluated and shared with all stakeholders.

- Include information on learning from other organisations and engagement events in feedback to tenants and residents via online and hard copy information
- Work with Tenant Panel to undertake an annual overview of engagement activity across a range of organisations as part of the ongoing evaluation of our engagement model
- Ensure access to engagement learning to a wide range of stakeholders via shared on line information and workshops

Tenant Panel
Community Engagement Team

October 2019 and ongoing

An approach to engagement which ensures Tenants can scrutinise and influence appropriately

AIMS	ACTIONS	WHO'S INVOLVED	DEADLINE
There is a framework for engagement that holds GCH to account through collaborative yet independent tenant led scrutiny approaches and this is understood and supported by the Board and ELT	<ul style="list-style-type: none"> Board and Tenant Panel endorsement of GCH Tenant Engagement Strategy and menu of engagement At least 3 C&C Scrutiny reviews are carried out every 12 months, with outcomes reported to Tenant Panel and the Board Formal and informal engagement activities provide opportunities for tenants and residents to develop skills and experience to support robust challenge and change scrutiny reviews and provide succession opportunities for Tenant Panel and Board 	GCH Board Tenant Panel Co-regulation support Leadership Team	April 2019 and ongoing
Scrutiny engagement is outcome focused and designed to improve services and communities as well as provide VFM and transparency	<ul style="list-style-type: none"> Provision of scrutiny training and support for Tenant Panel and engaged tenants Develop TOR for C&C scrutiny reviews to ensure a stronger focus on VFM Agree future scrutiny reviews with Tenant Panel, publicise and invite engaged and non- engaged tenants to participate Ensure at least 3 reviews are carried out in a 12 month period Effective publication of scrutiny activity and outcomes 	Tenant Panel Co-regulation support Community Investment Team Tenants and Residents TPAS	September 2019 and ongoing
Tenants are engaged in understanding, resolving and learning from complaints and ensuring that the process is simple, clear and accessible	<ul style="list-style-type: none"> Develop complaints support pack and training for Tenant Board members Tenant Panel and members of the Tenant communications panel to review on line and hard copy communication regarding the complaints process to ensure it is clear and accessible. We will work with Tenant Panel to agree how learning from complaints and the resulting outcomes could be shared with tenants and residents. GCH & Tenant Panel to host a regional TPAS masterclass on complaints in June 2019 	Tenant Panel Tenants and Residents Comms panel Co-regulation support Marketing & Comms team	September 2019 and ongoing

OUR VISION FOR TENANT ENGAGEMENT AT GCH:



AIMS	ACTIONS	WHO'S INVOLVED	DEADLINE
Tenants are engaged in performance monitoring, learning from performance information and improving performance through effective challenge	<ul style="list-style-type: none"> Provision of relevant training and ongoing support to enable tenants to challenge performance effectively, including training via TPAS and access to Tenant conference and networking events Review presentation of monthly performance data with refreshed Tenant Panel cohort Review the provision of public performance information to ensure transparency and opportunities for challenge Ensure service managers attend Tenant Panel to discuss dips or improvements in performance Ensure Challenge and Change reviews include outcome and focus on relevant GCH performance 	Tenant Panel GCH leadership Team Co-regulation support Marketing & Comms Team	September 2019 and ongoing

An approach to engagement that ensures our community engagement is planned, monitored and measured

AIMS	ACTIONS	WHO'S INVOLVED	DEADLINE
Community Investment is planned, monitored and measured to achieve social, environmental and economic outcomes and clearly links to GCH's Corporate Plan objectives	<ul style="list-style-type: none"> Development of Neighbourhood Priorities and Community Investment plans which include agreed social, environmental and economic targets Improved evaluation of community investment plans and outcomes working with community stakeholders to develop a shared framework Improved promotion of our community investment activities, resulting outcomes and links to GCH corporate objectives 	Board Tenant Panel Community Investment Team Marketing & Comms team	October 2019 and ongoing
Community Investment activity objectives and plans are agreed with stakeholders to meet jointly identified needs and outcomes shared	<ul style="list-style-type: none"> Continued focus on improving the accuracy and quality of our customer insight to support more targeted investment going forward Further consultation with all key stakeholders and launch of Neighbourhood Priorities and Community Investment plans 	Tenant Panel Tenants and residents Community Investment Team IT team N'hood plan project team	September 2019 and ongoing

Community Investment activity is designed and planned with the community with the intention of developing its strengths and resources and the skills, knowledge and confidence of its members	<ul style="list-style-type: none"> Neighbourhood Priorities and Community Investment plans will include strength based approaches to improving community resilience and capacity Community investment outcomes will be evaluated and publicised on an annual basis Undertake formal and informal engagement activities which provide opportunities for tenants and residents to develop skills and experience to further develop community capacity and resilience 	Community Investment Team	September 2019 and ongoing
GCH supports community run initiatives that will contribute to long term community cohesion	As above + <ul style="list-style-type: none"> Ensure opportunities to support community run initiatives are identified and where possible progressed as part of Neighbourhood Priorities and Community Investment plans. 	Community Investment Team Marketing & Comms team Community partners/ stakeholders	September 2019 and ongoing

An approach to engagement which clearly identifies how it is valued

AIMS	ACTIONS	WHO'S INVOLVED	DEADLINE
Engagement is planned, monitored and measured and has clear aims, objectives and outcomes so that these can be clearly tracked	<ul style="list-style-type: none"> There is shared clarity on the aims of all engagement activity Methods of evaluation are planned before engagement activity is undertaken GCH's evaluation framework is reviewed and developed with relevant stakeholders 	Community Investment Team Tenant Panel TPAS Tenants & Residents Community stakeholders	October 2019 and ongoing
Engagement activities clearly result in changes for the benefit of tenant and residents, GCH, stakeholder organisations and communities. Benefits are widely publicised	<ul style="list-style-type: none"> All engagement activity is preceded by desired outcomes being clearly mapped and agreed with stakeholders and clearly communicated to tenants and residents to encourage increased buy in. There is increased publicity of the outcomes of the work of Tenant Panel and C&C scrutiny reviews Impact of tenant engagement on service delivery is included in the annual report for tenants, tenant newsletters and online communications 	Tenant Panel Marketing & Comms team Community Investment Team	October 2019 and ongoing

OUR VISION FOR TENANT ENGAGEMENT AT GCH:



AIMS	ACTIONS	WHO'S INVOLVED	DEADLINE
Engagement approaches are regularly reviewed using information on the value created and whether successful outcomes have been achieved. The resulting learning is used to improve future engagement	<ul style="list-style-type: none"> GCH engagement framework is regularly reviewed in the light of engagement evaluation, ongoing tenant feedback, regulation and best practice and forms part of the Annual Report for Tenants and future engagement activity 	Tenant Panel Community Investment Team Marketing and Comms Team	September 2019 and ongoing
There is clarity on GCH's commitment to Tenant engagement, communications and improved service delivery	<ul style="list-style-type: none"> Wide promotion of GCH's Tenant Engagement Strategy Work with Tenant Panel on the development of a GCH Tenant Charter building on the draft 'Tenants Together' charters for consultation with tenants over the summer. Regular promotion of the positive outcomes of tenant engagement and feedback via newsletters/annual reports/social media 	Tenant Panel Board Community Investment Team Marketing and Comms Team	June and ongoing



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