



Weaver Vale Housing Trust Annual Customer Engagement Impact Report 18/19



What is an Impact Assessment?

An impact assessment measures and evaluates the difference made to services by involving customers. Impact assessments focus on the outcomes of activities – that is, what has changed as a result of customer engagement. For each activity that we have delivered, we have completed an impact assessment about that activity and the outcomes achieved. This helps us to analyse the outcomes. In this document we will explain:

- **Type of Involvement**

This explains the type of involvement activity delivered, the purpose of the activity and, where possible, who was involved.

- **What has happened**

This section explains what we did, and any outputs delivered.

- **Achievements**

This section explains what the outcomes were, achievements made and evaluating the difference that this has made to services for customers.

- **Value For Money**

In this report we take into consideration the cost and value for money provided by each activity. Value for Money means achieving the best result from the resources available taking into consideration the financial cost of delivering each activity and officer time.

Why do we produce this report?

We produce this report for the following reasons:

- To support compliance and regulatory standards on Tenant Involvement and Empowerment
- To give assurance to EMT and Board that customer voices are being listened to and are being acted upon to improve service delivery.
- Customer Voice Panel to give assurance of changes and improvements to service delivery that have been made as a direct result of customer engagement.
- Evaluate services that have benefitted from customer engagement as well as looking at ways in which we can learn from these activities to enable us to improve how we engage with customers.
- To demonstrate the benefits of partnership working, good practice and show how working together can make improvements to the services we provide.
- To supplement the annual reports produced independently by both the Customer Voice and Scrutiny Panels.

What will be covered in this report?

Section 1: External Assurance

Section 2: The Customer Voice

Section 3: Community Engagement

Section 4: Engagement through Customer Communications

Section 5: Social Value

Section 6: Summary

Section 1: External Assurance

Tenant Participation Advisory Service



TENANT ENGAGEMENT EXPERTS



In March 2019 we received external assurance and recognition from the Tenant Participation Advisory Service (TPAS) winning the national award for Excellence in Customer Engagement (Smaller Housing Association Category) 2019. The content for the nomination included the changes to role of the Governance framework to include and strengthen the customer voice across the Trust, joint customer board meetings, the strengthened role of the Customer Voice Panel, continued achievements made by the Scrutiny Panel, E-Voice and Tenant Partners, alongside the continued partnership working in the community, for example the successful Holiday Hunger Project in Crook Lane and the GGO partnership in Greenfields.

In November 2018 the Trust became members of the Tenant Participation Advisory Service, who are leaders in tenant engagement in England. This enables staff and involved customers to access learning resources, up to date best practise in and around customer engagement to support the continuous learning and development of the service as we strive to deliver excellence in engagement to our customers.

The Trust will complete a TPAS Smart Review of the Customer Engagement Service in 2020/2021.

Northern Housing Consortium



The Tenant Partners received recognition from the Northern Housing Consortium through an invitation to and the delivery of a presentation at the annual residents conference which show cased their approach in supporting the Trust to obtain feedback form other customers and the support they gave the Trust in other areas of service delivery, for example inspecting void properties to ensure standards were maintained.

Section 2: The Customer Voice

1. Customer Voice Panel

The Customer Voice Panel provide a customer voice directly to Board. To do this the Group meet on a monthly basis and meet with Board twice a year. The Chair of the Voice Panel meets the Chair of the Board quarterly. The key role of the CVP is to ensure all customer facing policies have received adequate customer engagement during the review or development process of that policy and to provide a customer assurance that the Trust meets our regulators requirements as set out by the consumer standards.

Current number of members of the CVP is 13 and they represent 3,204 properties over 10 out of our 63 neighbourhoods.

Activity Type	Achievements	Impact	Learning Points
<p>Approving/Rejecting Customer Facing Policies Reviewed by the Customer Voice Panel</p> 	<p>The following policies were approved by the Panel in 18/19:-</p> <ul style="list-style-type: none"> • Customer Engagement Policy • Adaptations Policy • Mobility Scooter Policy • Shared Ownership Policy • Domestic Abuse Policy • Lettings Policy • Tree Policy <p>March'19 the Panel listened to a detailed update about the Maintenance Policy Review and a detailed report outlining the customer engagement used as part of the review process. This was in preparation for the reviewed policy</p>	<ul style="list-style-type: none"> • The CVP ensured that all seven Policies approved by the CVP involved customers and obtained customer feedback as part of the review process. The Customer Voice Panel will reject any policy review that they feel has not involved adequate customer feedback & engagement. • CVP initially rejected the Adaptations Policy based on the amount of customer engagement completed. This rejection resulted in an increase customer feedback to support the review of the Adaptations Policy, ensuring the customer voice was part of the decision-making process and challenged and asked for more information to support their decision in approving the policy. • The CVP approved the Mobility Scooter Policy feeling that this policy was essential to safeguard the health and safety of vulnerable customers. The challenged and asked questions around the delivery of this policy which will be taken on board 	<p>A more definitive process and a covering report template is required for staff to follow when presenting a policy review to the Panel. This should include a clear summary around the customer engagement that has taken place as part of the review. The aim of this will be to ensure the panel receive all relevant information in advance of the panel to be able to read the documents in time.</p> <p>The CVP will benefit from being able to access policy & other documents once they receive their IT devices in July 2019.</p>

	<p>being presented to the Panel in April'19.</p> <p>October '18 the CVP ensured their voice was heard during the review of the customer engagement policy, by providing feedback as individual members.</p> 	<p>when it is delivered.</p> <ul style="list-style-type: none"> • The CVP approved the review of the Customer Engagement Policy, giving assurance the Policy was in line with the previous changes to the customer voice and the governance framework. The CVP approved the Trust's approach to customer engagement and supported the approach to reviewing this policy in 12 months time once the organisational re-structure has been completed. • The Tree and Domestic Abuse Policies were approved with no challenge but practical questions asked about the policies and their delivery. • The CVP approved the Shared Ownership Policy following an in-depth challenge to a range of elements in this policy, including calculation of the rent element and the fairness of this policy to customer. Once the information had been provided by the presenting officer they were able to approve the policy. • CVP felt assured that the changes made by the Lettings Policy was a benefit to customers and approved it and on the basis that they will receive further updates on the impact of the policy. <p>The Group have adapted to their new role and have become stronger and more confident in challenging staff and asking pertinent questions to gain the reassurance they need to ensure the customer voice is heard.</p>	
<p>HCA Consumer Standards</p>	<p>June '18 the CVP was presented with the final Consumer Standards Report</p>	<p>The CVP felt that overall the report reflected actual service delivery in 2017/18, giving assurance from a</p>	<p>A process needs to be developed outlining the</p>

	<p>for 17/18, prior to going to Board.</p> <p>CVP received two quarterly Consumer Standard reports in 2018/19 in relation to the current year's performance. These were</p> <ul style="list-style-type: none"> • Home • Tenant Involvement and Empowerment <p>The CVP continue to hear from staff from various departments throughout the year providing the panel with the information they need to give the assurance required prior to the quarterly report being presented to them.</p>	<p>customer perspective that the Trust met the standards.</p> <p>CVP felt that the two quarterly reports received met the actual service standards. The Panel corrected an mistake on the report which was subsequently amended.</p>	<p>information required by the CVP from managers when providing updates in advance of the quarterly report. This will ensure the CVP has a structure to this process and that managers provide all information in a timely manner.</p> <p>The CVP should be able to decide the service areas they would like to hear from per annum through their annual planning process, potentially on an exception basis, in the future to enable them to focus on specific areas of interest or concern annually.</p>
<p>Governance</p>	<p>Two Joint Customer Board Meetings held in 18/19.</p>	<p>The CVP agreed to a pledge from Board to the CVP that the Board will consult with the CVP around a number of key organisation changes.</p> <p>The Group inputted into and agreed to the dispute resolution policy between Board and the CVP linked to the pledge to the Board.</p> <p>The CVP feel that the customer/Board partnership has grown from strength to strength as a result of these meetings. This will facilitate and ensure the customer voice can be heard at Board level.</p> <p>CVP members feel that the Customer Voice is now</p>	

		<p>listened to at Board and senior management level, as a direct result of these joint meetings which makes them feel they are making a difference to the Trust as result of the role they have within the governance framework.</p>	
<p>Strategic Influence</p>	<p>CVP attended and actively gave informative feedback at the Fit for the Future Customer Event in June 2018 and the refresh event January 2019.</p> 	<p>The CVP had the opportunity to understand and input into the Trusts new corporate plan and future projects during the event in June 2018. They were provided with detailed information to enable them to build their knowledge and understanding of the plan to empower them to effectively challenge us.</p> <p>During the event in January 2019 the CVP received updates on changes and progress in delivering the Our Future Corporate Plan through the key five strategies. They also had the opportunity to input and provide the Trust with feedback into the plan.</p> <p>One of the key outcomes of these events was the simplification of the language used in the plan and the supporting strategies and the production of another version used in Your Home magazine.</p>	
<p>Corporate Projects</p>	<p>CVP received updates on the following corporate projects:-</p> <ul style="list-style-type: none"> • Lettings Pilot • Customer Working Group • Shared Ownership and Development 	<p>The CVP had the opportunity to feedback on three important corporate projects that are and have been delivered and the improvements to services provided to our customers.</p>	

<p>National Policy Influences</p> 	<p>Attended two national consultation events prior to the launch of the Green Paper in 2018. During these events they Inputted into the Social Housing Green Paper Consultation, providing feedback to a range of questions, participating in discussions with other representatives from other housing providers and raising questions to the Housing Minister.</p> <p>Input into National Housing Fed Together with Tenants Standards through completing the online national survey.</p>	<p>These events enabled seven CVP members to input into the National Social Housing Green Paper Consultation exercise, ensuring the voice of the our customers could influence and shape wider national housing policy and future legislation.</p> <p>Three CVP members provided feedback and input into National Housing Federation Together with Tenants Standard consultation, ensuring that our customer’s voices can be heard and involved in shaping this new standard.</p> <p>The CVP also supported the Trust’s decision to become an early adopter of the Together with Tenants Standard (Charter). The CVP will be part of a wider discussion about this during the joint customer board in July 2019.</p> <p>Our customer’s voices have been heard at a national level with their input into both of these national consultation events.</p>	
<p>Supporting executive and board management recruitment.</p>	<p>Six CVP members participated in the interviews for new Board members and the Head of Customer Experience.</p>	<p>Directly involvement in the recruitment of board members the head of customer experience to ensure the customer voice and perspective was able to influence decision making in the recruitment of these key roles.</p>	
<p>Logistical activities</p>	<p>The Group piloted holding meetings in the community.</p>	<p>The Group felt that it brought them closer to the communities that they are representing and will be repeating this for a minimum of 4 meetings per year.</p>	<p>Suitable venues with appropriate seating are required.</p>

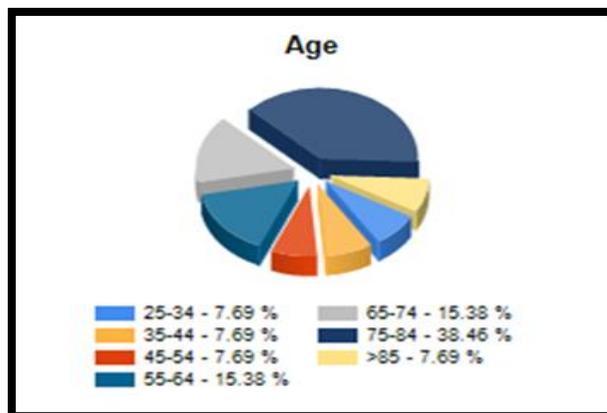
Customer Voice Panel Costs, Resources Used & Value for Money

Total Cost: £6,401 ● Staff time used to support the delivery of the CVP: 832 hrs ● Resident time volunteered support the CVP : 560 hrs ● Trust Resources Used to support the delivery of the CVP: Board Room, Greenfields Community Bungalow, Tenant Resource Room, two laptops given to Chair & Vice Chair & printing facilities ● Value for Money: it costs an average of £581* per meeting to deliver the CVP, which includes all volunteer training, transportation & volunteer expenses, room booking fees and refreshment costs. ● Overall the amount of staff & volunteer time and costs represents value for money to ensure the Trust meets our regulatory requirements as set out in the Tenant Involvement and Empowerment Standard.

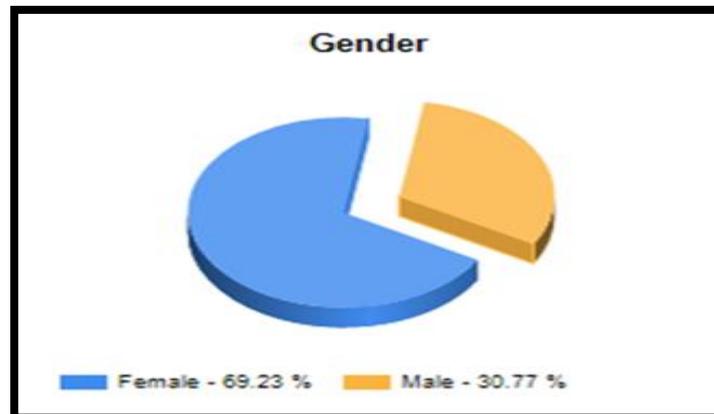
*excluding the cost of staff time

Age and Gender Profiles of the Customer Voice Panel

Age Profile



Gender Profile



2. Scrutiny Panel

The Scrutiny Panel currently meet monthly to monitor and review the Trust's performance. The panel will analyse key performance indicator data, STAR results, complaints data and Customer Voice Panel minutes. The key role of the Group is to identify areas of the business that need investigating by Scrutiny and make recommendations that will improve service delivery and customer satisfaction for our customers.

Current Membership is five but has fluctuated during the year and they have represented 1,702 properties that cover 6 of our 63 neighbourhoods.

Activity Type	Achievements	Impact	Learning Points
<p>Scrutiny completed one investigation in 2018/2019.</p> 	<p>In 2018/19 Scrutiny investigated:</p> <ul style="list-style-type: none"> • Property Services Complaints classified as communication breakdown <p>They made 14 recommendations for improvements to property services to ensure the issues raised by customers through these complaints don't arise again and to prevent future complaints.</p>	<p>The Scrutiny Panel recommendations following their scrutiny onto property services complaints were:-</p> <ul style="list-style-type: none"> • Update the phone system • Phone customers to provide repairs updates • Update QL • Record informal complaints • Trust should ask questions about communications in repairs as part of STAR • Streamlining methods of feedback • Discontinue tenant acknowledgement cards • Identify preferred methods of contact • Operatives should use PDAs to obtain feedback at the time of the repair • PR & comms plan to promote property services • Consider purchasing a diagnostic repairs tool • Consider the use of a mobile app. • Review supplier contract • Replacing staff when absent from work due to sickness 	<p>The Group will benefit from receiving laptops and access to the internet which will enable them to adopt a more agile approach to their investigations along with improving communications between members.</p> <p>The new members have been on a journey over the last number of months developing their bond as a group and strengthening their ability to act as a critical friend to the Trust.</p>

		<p>A number of these recommendations have been actioned. For example, recording of informal complaints on QL. Some will be actioned as part of the Customer First Project.</p>	
<p>Governance</p>	<p>Two Joint Customer Board Meetings held in 18/19.</p> <p>Four quarterly reports submitted to the Group Audit and Assurance Committee (GAAC) during 2018/19.</p> <p>Attendance at four GAAC meetings in 2018/19</p>	<p>The Scrutiny Panel feel that the customer/Board partnership has grown from strength to strength as a result of these meetings. This will facilitate and ensure the customer voice can be heard at Board level.</p> <p>Involving Scrutiny in the Joint Customer Board meetings ensures a varied representation of customers at these meetings, facilitating a strong customer voice can be heard at this level.</p> <p>Attendance at GAAC ensures the work that the group does for the Trust is recognised and valued at that level. The group also receive assurance that the work they do is inline with GAAC.</p>	
<p>National Policy Influences</p>	<p>Attended a national consultation events prior to the launch of the Green Paper in 2018. During these events they Inputted into the Social Housing Green Paper Consultation, providing feedback to a range of questions, participating in discussions with other representatives from other housing providers and raising</p>	<p>This event enabled two CVP members to input into the National Social Housing Green Paper Consultation exercise, ensuring the voice of the our customers could influence and shape wider national housing policy and future legislation.</p>	

	questions to the Housing Minister.		
Strategic Influence	Scrutiny attended and actively gave informative feedback at the Fit for the Future Customer Event in June 2018 and the refresh event January 2019.	<p>Scrutiny have had the opportunity to understand and input into the Trusts new corporate plan and future projects during the event in June 2018. They were provided with detailed information to enable them to build their knowledge and understanding of the plan to empower them to effectively challenge us.</p> <p>During the event in January 2019 the Scrutiny received updates on changes and progress in delivering the Our Future Corporate Plan through the key five strategies. They also had the opportunity to input and provide the Trust with feedback into the plan.</p> <p>One of the key outcomes of these events was the simplification of the language used in the plan and the supporting strategies and the production of another version used in Your Home magazine.</p>	

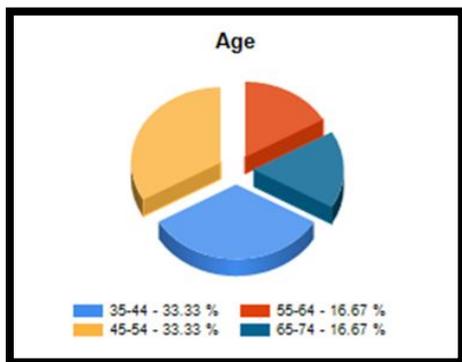
Scrutiny Panel Costs, Resources Used & Value for Money

Total Cost: £1,061* ● Staff time utilised to facilitate the delivery of Scrutiny: 520 hrs ● Resident time volunteered to support the Panel: 439 hrs ● Trust Resources Utilised: IT devices, Printing Facilities, Tenant Room & Greenbank Community Hub ● Value for Money: it costs an average of £98 per meeting to deliver Scrutiny, which includes all training, transportation & volunteer expenses and refreshment costs. ● Overall the amount of staff & volunteer time and costs represents value for money to ensure the Trust meets our regulatory requirements as set out in the Tenant Involvement and Empowerment Standard.

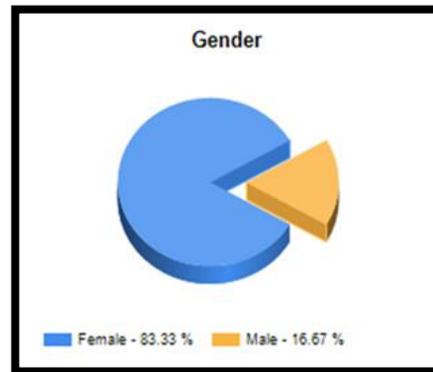
*excluding the cost of staff time

Age and Gender Profiles of the Scrutiny Panel

Age Profile



Gender Profile



3. Tenant Partners

The Tenant Partners are a group of customers who work with the Scrutiny Group, Customer Voice Panel and colleagues across the Trust. They also work in partnership with many teams across the Trust to obtain customer feedback on a range of services and issues. The Group meet weekly or as and when required. Feedback obtained by the Group will be fed back to the team or group requesting it with a view to using the information to change and influence service delivery. Current membership is one but has fluctuated during the year.

Current Membership is one but has fluctuated to five members during the year and they have represented 2,133 properties over 4 neighbourhoods out of 63 neighbourhoods.

Activity Type	Achievements	Impact	Learning Points
<p>Supporting Team and Corporate Projects</p>	<p>Participating in the Garden Standards Project to support the effective delivery of the new garden standards across our neighbourhoods.</p> <p>The Involvement of the Tenant Partners in this project was a continuation of the changes made by the Customer Voice Panel in 2017/18, to ensure that Garden Standards would be effectively enforced in line with the revised tenancy standards.</p>	<p>The Tenant Partners involvement in this project ensured that customers had the opportunity to change garden service standards. Their feedback was sought during the development of this project, with their opinion were reflected in final service design.</p>	<p>The Tenant Partners have faced a number of challenges this year.</p> <p>However, in 2019/20 we are going to ensure the Tenant Partners play a central role in neighbourhood walkabouts and other ways of gathering feedback from customers within in the community.</p>
<p>Governance,</p>	<p>The Tenant Partners have been invited to attend Joint Customer Board</p>	<p>As former members were also members of the CVP the outcome of this section will be accounted for in</p>	



Strategic Influence, and National Policy Influences

meetings, all strategic events in the same way that CVP and Scrutiny Panel members have.

the CVP section.

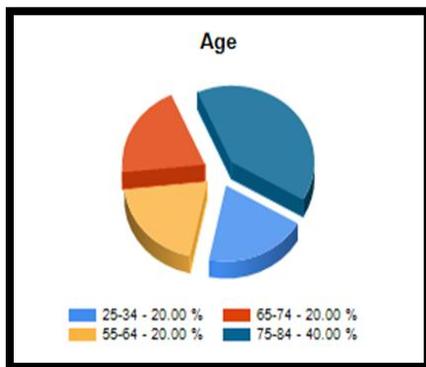
Tenant Partner Costs, Resources Used & Value for Money

Total Cost: £571 ● Staff Time to Support the Delivery of the Tenant Partners : 75 hrs ● Resident Time Volunteered to Support the Tenant Partners: 234 hrs ● Resources: Use of tenant resource room, computer & two telephones ● Value for Money: it costs an average of £12 per meeting to deliver Tenant Partners, which includes all training, transportation & volunteer expenses and refreshment costs. ● Overall the amount of staff & volunteer time and costs represents value for money to ensure the Trust meets our regulatory requirements as set out in the Tenant Involvement and Empowerment Standard.

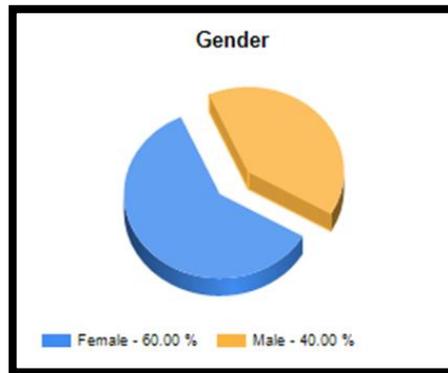
*excluding the cost of staff time

Age and Gender Profiles of the Tenant Partners

Age Profile



Gender Profile



4. E-Voice

E-voice is a group of customers who wish to be involved in shaping our services and policies through the completion of online surveys.

Total number of customers who are currently registered with E-Voice: 150. E-Voice members represent 5,609 properties in 33 out of our 63 neighbourhoods.

Activity Type	Achievements	Impact	Learning Points
<p>Six surveys emailed to E-Voice members for completion in 2018/19.</p> <p>Surveys completed for the following policies:</p> <ul style="list-style-type: none"> • E-Voice Review • Customer Engagement policy • Maintenance Policy • Adaptions Policy • Mobility Scooter Policy • Garden Standards 	<p>167 completed surveys via E-Voice.</p> <p>Increasing E-Voice membership to 150 despite the issues faced as a result of GDPR.</p> 	<p>E-Voice members can voice their opinion and suggest changes to service provision without the need for attending daytime meetings.</p> <p>E-voice feedback has mirrored other feedback obtained from other consultative work and as a result changes to service delivery made include: -</p> <ul style="list-style-type: none"> • Changes to repairs appointment times • Piloting different volunteering opportunities • Raising challenging questions about adaptations and use of mobility scooters which needed to be addressed prior to the policies being presented to the Customer Voice Panel • An additional 2 sections were added into the Garden Standard. • Feedback around issues that could prevent customers reaching the garden standard will form an element of phase 2 of the project. 	<p>We have identified the need for more promotion to colleagues and facilitate more colleagues to access the E-Voice group to obtain feedback from customers.</p> <p>We will achieve this when we roll out new guidance to staff around customer engagement in August 2019 alongside other communication activities with colleagues.</p>

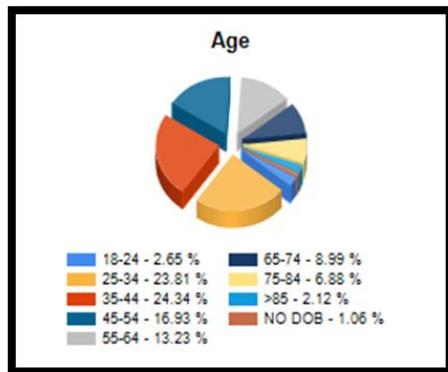
E-Voice Costs, Resources Used & Value for Money

Total Cost: £300 ● Staff Time to Support the Delivery of the E-Voice : 208 hrs ● Resident Time Volunteered to Support E-Voice: 84hrs ● Resources: None ● Value for Money: it costs an average of £1.70 per completed and returned survey ● Overall the amount of staff & volunteer time and costs represents value for money to ensure the Trust meets our regulatory requirements as set out in the Tenant Involvement and Empowerment Standard.

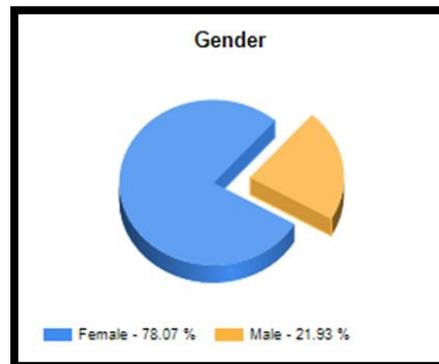
*excluding the cost of staff time

Age and Gender Profiles of E-Voice

Age Profile



Gender Profile



5. Green Inspectors

The Green Inspectors are a group of customers who provide our eyes and ears on our neighbourhoods. They help us to monitor our green spaces, ensuring our grounds maintenance contractors deliver excellent service. They do this by returning completed score cards. Current membership is 14. The Group represent 3,018 properties in 11 of our 63 neighbourhoods.

Activity Type	Achievements	Impact	Learning Points
Open Space Inspections	108 inspections completed. 	9 actions/issues raised and forward to our contractor to complete. Ensuring our contractor is meeting standards and keeping our green spaces well maintained.	We are disappointed that the numbers have dropped this year we will work with the team to develop this group as part of the wider review of the receipt of all customer feedback within the Customer First Project.

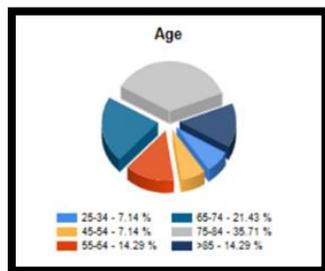
Green Inspector Costs, Resources Used & Value for Money

Total Cost: £0 ● Staff Time to Support the Delivery of the Tenant Partners : 12 hrs ● Resident Time Volunteered: Unknown ● Resources: None ●

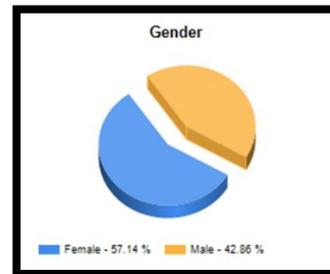
Overall the amount of staff & volunteer time and costs represents value for money to ensure the Trust meets our regulatory requirements as set out in the Tenant Involvement and Empowerment Standard. *excluding the cost of staff time

Age and Gender Profiles of Green Inspectors

Age Profile



Gender Profile



6. Customer Voice Facilitated by The Customer Engagement Team

The Customer Engagement Team are responsible for obtaining feedback from our customers and consulting with customers to support policy reviews and new policy design. We also support teams to obtain feedback in other situations, for example to support development of new homes, reviewing services, obtaining feedback to change the way we work, improve service delivery and to support the delivery of corporate projects, for example Customer Journey Mapping.

The Team are also responsible for supporting the running and functionality of the four main involved customer groups and supporting the volunteers that participate in those activities.

In 2018/19 we delivered the new 'business partner approach' to customer engagement instead of Customer Involvement Groups. This approach facilitated direct customer consultation through focus groups, door to door consultations, E-Voice and social media surveys, and events in the community.

Activity Type	Achievements	Impact	Learning Points
<p>Customer Consultation and Obtaining Feedback</p>	<p>The Customer Engagement Team have supported the following policy reviews by obtaining customer feedback:-</p> <ul style="list-style-type: none"> • Adaptions Policy Review • Customer Engagement Policy Review • Mobility Scooter Policy (New) • Maintenance Policy review • Allostock Development Site Customer Consultation <p>As a result of this new approach we increased the number of customers that were consulted from approx. 123 customers in 2017/18 to approx. 159 in 2018/19.</p> <p>Number of customers consulted:</p>	<p>Increasing the amount of feedback obtained has led to 21 changes being made across the Trust, for example repairs appointment times.</p> <p>This has led to an increase in customers who have been given the opportunity to influence changes to service delivery and improvements to customer service and delivery.</p>	<p>The delivery of the new approach to engagement in 2018/19 has led to the identification of the following learning points:-</p> <ul style="list-style-type: none"> • Review how we record customer feedback • Review how we record changes made as a result of the feedback received • Update the process of sending policies to the CVP for approval • The need to develop more guidance for staff and volunteers • How we promote the team

	<ul style="list-style-type: none"> • Maintenance Policy: 128 • Customer Engagement Policy: 79 • Mobility Scooter: 77 • Adaptions Policy: 48 		across the Trust needs to be reviewed and increased.
Other Engagement	Careline Closure Customer Engagement with customers affected by the closure.	Ensuring vulnerable customers affected by the closure receive the right information and support during this difficult time.	
Other Activities Delivered by the Customer Engagement Team	Delivered two Customers Events in 2018/19 in June 2018 and January 2019.	Empowering all involved customers and non involved customers have the opportunity to influence and input strategy and corporate projects.	
Supporting all three involved customer groups	<p>100% volunteers received an appraisal in 2018/19</p> <p>64 training sessions accessed by volunteers in 2018/19</p>	<p>Trained and knowledgeable volunteers able to fulfil their role as a volunteer for the Trust, supporting the delivery of the governance framework of the Trust.</p> <p>The support provided by the engagement team ensures these groups continue to function and support the governance of the Trust. This approach ensures we meet the Tenant Involvement and Empowerment Standards as set out by the regulator.</p>	<p>In 2018/19 we have identified the following improvements that need to be made in order to increase the we provide support to our volunteers:-</p> <p>Review volunteer management procedures to bring them in line with staff procedures.</p> <p>Ensure volunteers have access</p>

			<p>to corporate training</p> <p>Review role profiles with a view to bringing them inline to introducing volunteer accountability profiles. To ensure all volunteer roles are clearly defined and everyone is clear on what they are accountable for as a volunteer.</p>
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Section 3: Community Engagement

Community Engagement

The Customer Engagement Policy covers these activities and wider engagement determinates around involvement that affect and influence the customer voice from the community and how it is heard through the wider governance structure. There is also a link between wider community engagement and resident involvement activities, as we utilise local community groups to ensure the customer voice can be heard from these communities. We also recognise the important of building the skills, knowledge and confidence from community volunteers to enable them to become successful members of our formal involved customer groups or to work with other teams, for example the Work and Enterprise Team.

Community engagement activities are delivered across three key neighbourhoods: Crook Lane, Greenbank and Greenfields. The approach in Greenbank and Greenfields has been to focus activities around the community hubs in these neighbourhoods with the long-term goal that the local groups based from the hubs will eventually manage the hubs independently. In Crook Lane the approach has been task and finish based, working on specific projects with definitive time scales to support that community.

1. Greenfields Community Bungalow, Winsford

At the heart of our work on Greenfields, is the Finsbury Walk Community Bungalow, which is the home of GGO Winsford Community Group. GGO Winsford is an independent, locally based group whose aim is to provide activities that bring about a positive change to the community. The Trust provide funding to GGO to run activities alongside, allowing the group to use the Bungalow free of charge. GGO won lottery funding of £8,071 to deliver activities in 2018/19.

Activities Delivered	Achievements	Impact	Learning Points
<ul style="list-style-type: none"> • Weekly tuck shop • Weekly knitter and knatter sessions. • Weekly bingo sessions plus a Christmas children’s bingo session • Halloween party • Summer Fair • School holiday activities 	<p>Every activity delivered by GGO is well attended by the community and as a result the bungalow is a well utilised, thriving community hub.</p> <p>Deliver all of the activities (on the left) independently with minimal support from the Trust.</p>	<p>Provision of a multi-functional community hub that can enable them to deliver a range of activities in the community</p> <p>Bringing residents together in a positive environment which facilitates community cohesion.</p>	<p>The Trust has learnt to adapt it’s approach to managing the bungalow based upon what works for both GGO and the Trust. As a result the management agreement between the Trust and GGO was amended for 2019/20.</p>

<ul style="list-style-type: none"> • Wellbeing sessions for adults - delivered by Warrington College. • Youth Club • Weekly PCSO visit • Weekly parent and toddler group • Work and Enterprise appointments • Carers Group • Foodbank referral 	<p>Achieving the requirements set out to them in their first management agreement between the group and the Trust.</p>	<p>Preventing anti social behaviour and youth nuisance during school holidays and as a result reducing the number of complaints that statutory bodies like the Police and CWAC receive.</p>	
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2. Greenbank Community Hub

The focus of our engagement approach on Greenbank is the Greenbank Community Hub. Snow Angels (Community Interest Company) rent one room in the building, Mid Cheshire Foodbank deliver a food bank from the building and the Police run a regular community surgery. The Trust is trying to engage with other community groups and local residents to make use of the building and its facilities.

There is no current community group actively operating from the Hub. The Trust is currently developing a number of new partnerships with other local organisations who are interested in working from the Hub and working with residents from the Greenbank and Northwich area from the Hub.

Activities Delivered	Achievements	Impact	Learning Points
<p>Friends of Saxons Lane Park</p>	<p>Establishing a new Friends of Saxons Lane Park resident's group to support CWAC in their delivery of the new playground on Saxons Lane.</p> <p>The provision of a new playground area for Northwich residents was an exciting new project to work on and one which provided a new volunteering opportunity</p>	<p>Volunteers who have been actively involved in the friends of group have worked together to ensure the park remains a safe and clean environment for families to visit which is a benefit to the whole community.</p>	<p>Social media as an invaluable tool to bring local residents together.</p>

	for local residents to participate in.		
<p>Snow Angels use the building as a office base for their staff who provide outreach support to the elderly.</p> <p>Snow Angels also use the Hub to run two luncheon clubs per week.</p>	<p>Both luncheon clubs are fully attended each week, providing meals to approx. 30 people per week. The meals are cooked by local school children with learning disabilities.</p>	<p>The lunch clubs have provided many local young people with a range of skills to support their development, for example practical skills like cooking, cleaning, washing up and food preparation.</p>	<p>Snow Angels agreement is in the process of being reviewed and changed to a license (legal are leading on this and we are supporting).</p>
<p>Mid Cheshire Foodbank use the building to provide a weekly food bank.</p>	<p>Continuing to provide a food bank in the Greenbank area and to maintain that partnership with the foodbank.</p> <p>The food bank provides food parcels to any person with a referral. It is staffed by food bank volunteers and staff.</p> <p>In 2018/19 129 food bank parcels were provided from Greenbank Hub.</p>	<p>Food parcel provision is invaluable to those who need it, helping to reduce food poverty across the wider Northwich area.</p> <p>The food parcels provided meals to 298 people, of which 120 were children.</p>	
<p>Monthly Police Surgery</p>	<p>Providing a regular surgery to residents who require support.</p>	<p>The surgery is used by the Police as one way to build relationships with local residents and prevent crime and anti-social behaviour.</p>	

3. Wharton Gardens & Crook Lane

The focus of our engagement approach in Wharton and Crook Lane is a varied. We also support a local community group to run a weekly youth club at Wharton library. This aims to prevent youth nuisance in this neighbourhood as well as support young people to develop skills and knowledge in a number of areas. Whilst we don't have a community hub, we do have an allocated customer engagement officer for those neighbourhoods, whose role is to engage with residents, encourage a community group, support residents to deliver activities that benefit the local community and consult with residents on local issues.

Activities Delivered	Achievements	Impact	Learning Points
<p>Wharton Youth Club Provision</p> 	<p>Delivery of weekly youth club sessions for young people aged 8 – 13years. Approx. 36 sessions delivered annually with an estimated 22 people attending each session.</p> <p>Various activities held at each session – e.g. healthy eating, bonfire safety, and sporting activities</p>	<p>Prevent anti-social behaviour in and around Crook Lane neighbourhood.</p> <p>Provide young people with a facility in the community where they can play and learn.</p>	<p>This agreement has not been reviewed since it's inception. A light touch review will be carried to ensure that VFM is being provided by this agreement and that there aren't any other alternatives to this provision for our residents in this neighbourhood.</p>
<p>FAST programme</p>	<p>Delivering 8 FAST sessions in partnership with Willow Wood School to 22 families, from the school.</p>	<p>Address issues affecting the community. Improve community cohesion and develop neighbourly spirit with the families that attended. This year some of the families have continued to meet with the Customer Engagement Officer and plan to deliver community events during the summer holidays.</p>	
<p>Holiday Hunger Pilot</p> <p>The Trust lead on the first holiday hunger project in Wharton. These sessions were supported by other partners that work within Wharton with the aim of</p>	<p>Delivering 5 Holiday Hunger Sessions from Willow Wood School.</p> <p>Providing 340 meals to approx. 40 families.</p> <p>Partners who initially declined inclusion in</p>	<p>Prevention of holiday hunger for the children of families likely to be affected by food poverty.</p> <p>Indirectly the provision of meals for children during the school holidays also prevents personal debt that may include rental debts.</p>	<p>The attendance at the pilot project was greater than expected and demonstrated that there is a need for a holiday hunger project in the Crook Lane neighbourhood.</p> <p>Evidence from these pilot sessions has been used in</p>

<p>developing a one team approach to address social issues.</p> <p>Food provisions for activities delivered by Cheshire Fire Service, Cheshire Police, Sure Start, Asda, The Welcome Network, Cheshire West Communities Together, Mersey Forest, DW Fitness</p>	<p>these sessions have expressed an interest in supporting an all-inclusive programme next year.</p>	<p>The activities provided during these sessions prevented anti-social behaviour</p>	<p>another partnership bid submission for Government funding available in 2019.</p>
<p>Operation Treacle/Bonfire Initiative</p> <p>Annual initiative which looks at reducing ASB and the number of reported fires in areas based on statistical information from the previous year.</p>	<p>Attendance at multi agency meeting in relation to initiative.</p> <p>CEO & PCSO's carried out daily door to door consultation with residents in relation to storage of materials that could potentially fuel fire, including refuse containers left outside the curtilage of homes.</p>	<p>Significant reduction in the number of bonfires from previous years - 4 bonfires reported to the emergency services in 2018/19</p> <p>Evidence gathered enabled Tenancy Management to gain a four-year suspended possession order against a family with high ASB concerns.</p>	<p>The success of work carried out in Wharton to support this initiative has seen a significant reduction in fire related statistics and will not be a neighbourhood of concern this year.</p> <p>Monitoring Required.</p> <p>Trust to review enforcement approach/preparation in relation to clear messages and enforcement actions against</p>

	Additional locks provided to residents with the aim of securing rear gates so that items and bins cannot be removed.		residents that build illegal bonfire on our land.
<p>Wharton Activity Programme</p> <p>Partnership project with Active Cheshire to deliver a 'Wharton Activity Programme', which aims at getting inactive residents participating in activities.</p>	<p>Developed and agreed twelve-month activity programme with feedback from local residents consultation.</p> <p>Weekly resident drop in sessions have started to take place at Wharton Library which are attended by CEO with the aim of developing a constituted residents group.</p> <p>Free Weekly 'Health & Wellbeing' sessions for residents.</p>	<p>Development of Community Facebook Page which residents have administration ownership.</p> <p>Long term impact will be centred around improving activity levels in Wharton residents but the project is in it's early stages so this</p> 	<p>Currently reviewing alternative venue options to continue with the development of this group, following a review of the usages of Wharton Library on Wednesdays.</p>

Community Engagement Costs, Resources Used & Value for Money

Total cost of delivering activities in the community and running the community hubs: £21,437* ● Income Gained from room rental and funding: £7,140 ● Staff Time to Support the Community Engagement : 926 hrs ● Resident Time Volunteered to: 280hrs ● Trust Resources Utilised: Two Community Hubs ● Current estimated rental income not collected from the two community hubs is estimated at: £10,021 * ● Value for Money: Each activity delivered in the community costs the Trust approx. £1,195 ● Overall the amount of staff & volunteer time and costs represents value for money to ensure the Trust meets our regulatory requirements as set out in the Tenant Involvement and Empowerment Standard, specifically around engaging with a diverse range of our customers in the community. Rental losses are minimised at the Community Hub at Greenbank Lane through renting office space out to the locally based community interest company.

*excluding the cost of staff time

**Rental income lost from 15 & 17 Finsbury Walk isn't technically a rental loss due to the properties being taken out of the debits. Rental Charges at 22 Greenbank Lane is based on a figure that have not been reviewed in approx. 10years.

Section 4: Customer Communications

Customer Communications			
<p>Our PR & Comms team deliver a wide range of contacts to our customer each year which engage with them whilst capturing their imagination alongside empowering and informing them on a range of service areas and other important matters that may affect them.</p>			
Activity Type	Achievements	Impact	Learning Points
Social Media – Facebook	<p>Maintaining a hugely successful face book page</p> <p>The Trust’s face book page has 3,300 followers.</p>	<p>Reaching 3,300 customers and other people in the community ensures messages posted by the Comms team has a far reaching impact across the whole community.</p>	
DDDIY (don’t do it yourself) electrical safety social media campaign	<ul style="list-style-type: none"> • 4,300 reach • 29 comments • 1,200 clicks for more info • General comments around electrical safety, some issues reported to repairs from this post 	<p>Over 4,300 people were reached as a result of this campaign which could have provided important safety information to those people and potentially prevented accidents and saved lives.</p> <p>Engaging with customers and other social media users about an important message potentially has had more of an impact that traditional means of communication.</p> <p>Engaged with 29 people is a positive impact where we might not have engaged with those people in the past.</p>	

<p>Fly tipping Posting of a picture of fly tipping on Wharton Gardens</p>	<p>10,900 reach 167 reactions, 25 comments 2,400 clicks</p>	<p>This campaign raised the awareness of the issue of fly tipping in that area for that period of time. Reaching 10,900 people on this issue is phenomenal and a great achievement not achieved before with previous campaigns.</p> <p>We received useful feedback on around how we can improve services, self-reliance in communities, what we can do, what CW&C can do etc, very engaged post and took a lot of work from comms team, we answered a lot of these comments and good stream of debate ensued.</p>	<p>The issue of flytipping is still occurring in Wharton so we need to build on this campaign's success for 19/20 to aim to post messages with the aim of preventing fly tipping.</p>
<p>Playground Fire Information Campaign</p>	<p>6,500 reach 136 reactions 1.600 clicks</p>	<p>This post was reached by over 6,500 people and ultimately led to the identification of the perpetrator of a crime through a direct message to the Trust.</p> <p>The feedbacks received included suggestions around what we can do to stop this happening again, CCTV, what we can do, what council can do, what residents can do to prevent this from happening again in the future.</p>	
<p>Garden maintenance social media campaign</p>	<p>6,500 reach 100 reactions 1,000 clicks</p>	<p>This campaign helped to spread the message to our customers around the importance of maintaining your garden and the new garden standards. It is too early to establish if this has had a direct impact on garden standards or not yet.</p>	

		<p>As a result of the campaign feedback was received from customers around; signposting people to garden services, discussion around wider open spaces in Winsford and who can or should look after them, some asking for help with their gardens, comments around our garden services and what tenants should do about their gardens. This feedback should help customers to identify services that can support them to maintain their garden.</p>	
<p>Community Bungalow (Finsbury Walk) Break In (post on social media following the break in)</p>	<p>6,000 reach 186 reactions 3,400 clicks</p>	<p>This post really galvanised the community and we found out how important the Community Bungalow is in the Winsford area and how much it means to our customers. The community expressed their feelings in a way not seen before, they really were disgusted at how someone could break in and damage a community building.</p> <p>The direct impact of this post lead to the conviction of the perpetrator.</p>	

Customer Communications Costs, Resources Used & Value for Money

- Total Cost of all social media and Face Book campaigns: Nil
- Value for Money: Each campaign delivered has cost the Trust nil
- Overall communicating to customers to deliver important messages through social media represents excellent value for money in terms of the cost and amount of people who read and engage with the Trust on the issues raised
- This helps to ensure the Trust meets our regulatory requirements as set out in the Tenant Involvement and Empowerment Standard, specifically around engaging with a diverse range of our customers online who wouldn't engage with us through traditional means.

Section 5: Value for Money and Social Value

- This assessment has calculated the amount of staff time spent on servicing the Trust's engagement activities along with other costs attributed to delivering the activity or group.
- The cost of providing opportunities for customer to input and feedback into our service delivery and production of reports in 2018/19 was £10,054*. The cost of providing community engagement activities in our key neighbourhoods 2018/19 was £21,659*.
*both costs exclude staffing related costings.
- In 2018/19 it took 4,527hrs of staff time to deliver a range of formal engagement opportunities to our customers to enable them to feedback and engage with the Trust and to manage the two community hubs.
- The Customer Engagement Team has reduced the amount of resource allocated to the two community hubs which has enabled the team to spend more time supporting the four involved customer groups and obtaining feedback from customers to support the key policy reviews undertaken in 2018/19.
- We have used the HACT Social Value Bank Calculator to estimate the social value gained from enabling customers to attend "Resident and Community Groups" (Customer Voice Panel, Tenant Partners and the Scrutiny Panel). The calculation provides an estimated well-being valuation as a result of the volunteering undertaken by our volunteers. The valuation approach uses self-reported measures of well-being (subjective) to measure an individual's welfare, using measures such as life satisfaction.
- The HACT framework estimates that these activities had a social value impact upon well-being equivalent to a value of £57,350. After cost deductions, there was a net benefit to these activities equivalent to £49,249*.
- This calculation indicates that for every £1 invested by the Trust, £7.08 was gained in terms of social value and wellbeing .
* costs exclude staffing related costings.

Section 6: Summary

- For every **£1** invested into the Customer Voice Panel, Scrutiny Panel and Tenant Partners **£7.08** of value was gained back in well being, totalling **£57,350**
- The Trust invested **£21,659** in delivering engagement activities in our communities and **£10,054** in ensuring the customer voice can be heard
- We have invested £260,599 in staffing costs to support customer engagement across the Trust (including an Enterprise Manager, Team Leader and four Customer Engagement Officers).
- **1, 597** hours volunteered by customers to support customer engagement activities
- **4,527** hours of staff time, costing **£102,194** invested by the Trust into delivering the activities in this assessment.
- **Seven** policies approved by the CVP
- **One** policy rejected by the CVP
- **14** recommendations made by Scrutiny to improve customer service
- **326** customers were consulted with as part of four policy reviews and a development consultation
- **64** training sessions delivered to our involved customers
- **340** meals provided to **40** families during the school summer holidays in Wharton

- **1,440** elderly people receiving a lunch from Greenbank Community Hub
- **50** foodbank sessions provided from Greenbank Community Hub
- **129** food parcels given from Greenbank Community Hub which fed **298** people.
- **13** different types of activities provided by the Go Getters from the Community Bungalow at Finsbury Walk
- **22** families attended the FAST Programme at Willow Wood
- **792** children attended the Weaver Vale Housing Trust funded youth club in Wharton
- **One** suspended possession order obtained as a result of evidence gathered in Wharton as result of engaging with the community in partnership with other agencies.
- **4** bonfires reported to the emergency services during bonfire week on Crook Lane – down from **136** in previous years
- **9,400** clicks on face book posts that reached **34,200** people online
- **One** person convicted of various criminal offences as a result of evidence provided by the community following a break in at the Community Bungalow