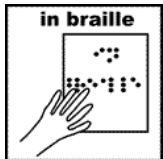













**Involvement and
Empowerment Strategy
2011-14**

Tenants at the Heart

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Coastline Housing Ltd
Involvement and Empowerment Strategy 2011-14
Tenants at the Heart

Executive Summary

This three year involvement and empowerment strategy sets out how we will widen and strengthen the opportunities for tenants to be involved from a very local, individual level through to high level strategic decision-making and how we will continue to develop a diverse range of opportunities for you to be involved, if you wish, on your own terms. The strategy supports the objectives of our Corporate Plan 2010-2014 and the Local and Coastline Offers that have been developed in partnership with you.

In developing the strategy, we have consulted with you, examined the external environment and looked at best practice in involvement and empowerment nationally. We have also considered information provided in the STATUS and satisfaction surveys and through tenant profiling.

Whilst looking forward to the next three years of involvement and empowerment at Coastline Housing, the strategy also reflects on the achievements made during the delivery of the neighbourhood involvement strategy 2009-10.

The strategy details why it is vital for us to involve you, the ways in which we involve you and what you can become involved in. The strategy also identifies how we will support your effective involvement.

The strategy is built around four key aims which have been developed in consultation with you. The aims are:

1. *To provide excellent services*
2. *To increase the number of involved tenants*
3. *To further develop involvement in communities*
4. *To ensure that Sounding Boards are tenant led*

Each of the aims is accompanied by an action plan which sets out how the aims will be achieved during the delivery of the strategy over the next three years, and in particular highlighting milestones and tenant outcomes.

The strategy is a living document and will be monitored for its impact and effectiveness regularly, reviewed at the involvement days every six months with you and improved as necessary to ensure it remains relevant and fit for purpose.

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1. Mission Statement

Great homes, great services, great people.

Our Involvement and Empowerment Strategy is designed to support and compliment our mission: ***Great homes, great services, great people.***

2. Our Values

We have five core values which influence everything we do and helped shape the Involvement and Empowerment Strategy. These are:

- *Put our customers first*
- *Be open honest and accountable*
- *Nurture innovation and creativity*
- *Respect peoples differences and be sensitive to their needs*
- *Respect and protect the environment*

3. Our Objectives

We have four core objectives which were developed in consultation with you and which are key to the Involvement and Empowerment Strategy. These are:

- *Provide excellent services to our customers*
- *Maintain our homes and neighbourhoods to high standards*
- *Develop new homes in partnership with local communities*
- *Make our business financially stronger for the future*

4. We have now successfully developed Local and Coastline Offers in partnership with you. The offers which relate to this strategy are:

- *We will always take tenants' views into account*
- *We will increase the number of involved tenants and will support and empower them to get involved*
- *We will contact new involved tenants within 10 working days*
- *We will monitor and report involvement by diversity*
- *We will offer an agreed menu of ways for tenants to get involved with us*
- *We will develop an annual training programme with tenants*
- *We will assess the impact of tenant involvement in our services and feedback the results*
- *We will promote involvement in all external communications*

- *We will support the development of Resident Associations in our communities*
- *We will attend every recognised Resident Associations annual general meeting.*

5. Introduction

In 2009 we launched our one year Neighbourhood and Involvement Strategy developed in partnership with you, our tenants. By learning and developing from the one year strategy we have now developed a three year Involvement and Empowerment Strategy.

We want to deliver the highest quality services to your and we believe the best way to achieve this is to involve you in every step of the way.

This three year strategy sets out how we will widen and strengthen the opportunities for you to be involved from a very local, individual level through to high level strategic decision-making, and continue to develop a diverse range of opportunities to encourage and support all tenants to be involved, if they wish, on their own terms.

We need and value your input, and this strategy outlines how you can play a vital part in influencing our decisions, shaping our future and improving our services.

In developing this strategy, we have consulted with you, examined the external environment and looked at best practice in involvement and empowerment nationally. We have also considered information which provided in the STATUS and satisfaction surveys and tenant profiling forms.

6. Definition of tenant

Throughout this document references to the term 'tenant' is used to encompass all tenants, leaseholders, shared-owners, clients and customers of Coastline Housing Ltd. Where specified in the context of wider community initiatives this term also includes other people living in the neighbourhoods we operate in.

7. Achievements so far

This strategy develops on the Neighbourhood and Involvement Strategy 2009/10, and some of the achievements during the delivery of that strategy were:

- Receiving the TPAS resident involvement accreditation. To achieve the accreditation we had to:
 - Demonstrate a clear strategic commitment to tenant involvement;
 - Demonstrate knowledge of tenants and their aspirations;

- Have clear aims, measures and feed back outcomes to you, our tenants;
 - Work in partnership to achieve consistent, efficient and effective involvement;
 - Have successfully embedded tenant involvement across the Company;
 - Have a commitment to training, development and support tenant involvement; and
 - Have tenants involved in the governance of the Company.
- The development of sounding boards and core groups to enable you to monitor specific services;
 - Further development of the Monitoring and Review Panel and its role in scrutinising services;
 - The development of the Coastline Resident Action Feedback Team (CRAFT) to inspect and mystery shop services;
 - The introduction of the 'Tracker' computer database suite which enables us to profile, measure and impact assess tenant involvement;
 - The development of a range of Local and Coastline offers in partnership with you;
 - The introduction of 'You Said, We Did' to demonstrate learning from your feedback;
 - The development of an annual training programme for you, which includes joint tenant/staff sessions;
 - Tenant led community development grant funding;
 - Tenant led Annual Involvement Day;
 - Six monthly strategy consultation events to monitor and review the neighbourhood and involvement strategy;
 - The development of a Dream Scheme in partnership with other agencies to engage with young people;
 - To support and develop Resident Associations;
 - To support Area Panels; and
 - To deliver the Community Cohesion Strategy.

8. Why we involve you

We recognise that gaining your views is vital for us to understand your needs and aspirations and to enable us to continually enhance and improve services.

The benefits of involving you include:

- Increased satisfaction;

- Ensuring that services meet your needs;
- Continuous improvement in service delivery;
- Improving communities and the environment;
- Empowering and capacity building tenants and the community; and
- Achieving value for money.

To ensure that your involvement continues to be at the heart of everything we do we will:

- **Involve** you in the delivery of our services and support you at whatever level you wish to be involved;
- **Listen** and take in to consideration what you have to say;
- **Take action**, showing you what we have done and where action is not possible, explain why; and
- **Feedback** how your involvement has helped improve services, celebrate successes and thank you for getting involved.

9. How we involve you

In partnership with you, we have developed a formal structure of involvement to ensure that ‘tenants are at the heart’ of decision making, and have the opportunity to influence services in the way that most interests them.

The formal ways in which you can get involved are through:

- The Board – three places are available for tenants;
- The Monitoring and Review Panel;
- Sounding Boards;
- Action Teams;
- CRAFT;
- Area Panels; and
- Resident associations.

We have also developed a range of informal ways for you to get involved and be informed:

- The annual involvement day;
- Tenant reach;
- Neighbourhood inspections;
- Neighbourhood walkabouts;
- Dream Cards;
- CoastLines magazine;
- Fun days and local community activities;

- Surveys;
- Letters; and
- The Coastline Housing website - www.coastlinehousing.co.uk

10. What we involve you in

In order to ensure that you, our tenants are at the heart of the Company, it is important that you are involved in all aspects of the business. With this in mind, we have ensured that you are involved in and influence the following:

- Governance of Coastline Housing;
- Co-regulating us, which is the way in which you are able to scrutinise services and hold us to account;
- Developing, monitoring and shaping efficient services that provide value for money;
- Setting and monitoring Local and Coastline Offers;
- Reviewing and developing our policies and strategies;
- Developing and reviewing the Neighbourhood Standard and Cohesion Strategy;
- Helping us in the development of new homes; and
- Recruitment of front line staff.

11. How we support effective involvement

It is important that your involvement is effective and that the services delivered to you are as effective and relevant as they can be. We will therefore ensure:

- We listen to you at every opportunity and use what we learn to make improvements;
- We continue to ensure that information we receive from you is acted upon;
- We continue to develop and encourage a 'you said; we did' philosophy towards feedback. Our staff will:
 - Be expected to report the outcomes of all consultation directly to those tenants concerned; and
 - Promote outcomes through the CoastLines Newsletter and our website;
- Outcomes from involvement will be regularly presented to tenants, through:
 - CoastLines;
 - Our website; and
 - At the 6 Monthly Strategy Consultation events;

- Summaries of all CRAFT reports and quarterly updates from the Monitoring and Review Panel will be published in CoastLines;
- We continue to provide you with expenses to ensure that getting involved does not put you out of pocket;
- That venues are accessible to all and meet all your diverse needs;
- We offer you training and development;
- We are clear with you about what you are being asked to be involved with and how your views will be used;
- We continue to support involvement through our Neighbourhood and Involvement Team; and
- Continue to offer the community development fund which provides funding for community groups and projects.

12. Involvement and Empowerment Agreement

To support this strategy we have developed the Involvement and Empowerment Agreement which sets out all the ways in which you can get involved, and how we will support you to do so.

We will continue to work closely with tenants to regularly review the Involvement and Empowerment Agreement to ensure that we are offering the right types of involvement.

13. Aims

Our Involvement and Empowerment Strategy is built around four key aims which have been developed in consultation with you. The aims are:

1. *To provide excellent services*
2. *To increase the number of involved tenants*
3. *To further develop involvement in communities*
4. *To ensure that Sounding Boards are tenant led*

14. Aim one: To provide excellent services

It is clear from the consultation that providing excellent services is key. To enable us to provide excellent services we must involve you every step of the way. We will therefore continue to develop more opportunities for you to influence our priorities and performance and provide support, training and capacity building to enable you to get involved in ways that best suit your lifestyle.

What we will do	2011 Measure	2014 Measure	Outcome achieved
Work in partnership with tenants to challenge and review the services we provide	Achieve upper quartile overall tenant satisfaction > 87%	Maintain upper quartile overall tenant satisfaction >88%	Continuous improvement of services that meet tenants needs
Continually seek to improve the services Coastline provides by involving tenants	Achieve 2 stars (or equivalent) with promising prospects secured following any inspection	Achieve 3 stars (or equivalent) with promising prospects secured following any inspection	Modern, forward thinking value for money services delivered to tenants
Obtain and maintain up to date profiling data for tenants and aspiring tenants	85% profiling data obtained	97% profiling data obtained	Ensure our services are correctly tailored to meet tenants needs
Offer a wide range of opportunities for tenants to be involved in the services we provide, including the ability to influence strategic decisions and development of policies	launch of the Involvement & Empowerment Agreement	Involvement & Empowerment Agreement reviewed by tenants	Tenants are at the heart of everything we do
Work in partnership with tenants to develop and monitor Local and Coastline Offers	A set of Local and Coastline Offers implemented	The Offers have been reviewed with tenants to drive continuous improvement	Continuous improvement of services

15. Aim two: Increase the number of involved tenants

We want to ensure that you have the opportunity to get involved and have your say about our services. The number of tenants involved in our services has more than tripled during the last two years and we had 62 tenants regularly involved with us in 2008/09. This has grown to 221 in 2009/10, and we will continue to increase this number, enabling us to deliver excellent services.

What we will do	2011 Measure	2014 Measure	Outcome
Increase the number of involved tenants, ensuring	Over 250 involved tenants and the	Tenant led co-regulation across front line services	Broader involvement that ensures tenants

support to enable co-regulation	Monitoring & Review Panel scrutinising services	and tenants determining strategic resources into existing homes, new homes and the wider community	play a central role in shaping priorities and investment
Provide a comprehensive training programme developed in partnership with tenants	A skills assessment of involved tenants completed which shapes the training programme	Tenants are empowered to scrutinise services and influence strategic decisions	Ensures that tenants are empowered to get involved in a way that suits them. 10 places for chairing, financial awareness, equality & diversity.
Utilise profiling data to target under represented groups to engage them with involvement opportunities	Assessment carried out of profiling data to identify under represented groups and actions to engage with those groups developed	Involvement activities are representative of Coastline communities	Enable broader involvement across all communities
Assess the impact of tenant involvement and feedback the outcomes	Impact assessments carried out for all tenant involvement activities and outcomes fed back	Involvement activities are tenant led and outcome focussed	The outcomes of involvement are celebrated which encourages greater involvement
Promote and encourage involvement	Achieve upper quartile satisfaction that tenants are kept informed about things that may affect them >86%	Maintain upper quartile satisfaction that tenants are kept informed about things that may affect them >87%	Raised profile of involvement activities

16. Aim three: Further develop involvement in communities

We want to ensure that our communities are vibrant places, where people want to live and have strong sustainable communities that embrace diversity.

To enable this to happen it is vital that communities have the opportunity to influence decisions taken at a local level.

We have been working in partnership with established Resident Associations and encouraging new ones to form, as well as working closely with Area Panels.

We offer a diverse range of opportunities for all tenants to have their say about their community; for example through:

- Neighbourhood inspections and walkabouts;
- Door knocking;
- Community activities and fun days.

What we will do	2011 Measure	2014 Measure	Outcome
Work in partnership with tenants to design and deliver a Coastline neighbourhood standard including place by place car parking proposals	Standard determined and being delivered	>70% of our tenants happy with their neighbourhood and in particular car parking	Improved neighbourhoods immediately surrounding tenants homes
Work in partnership with tenants to create clear cohesion agreement with each community, setting out a menu of choice	Costed service charge menu created and operating for pilot areas	All communities operating service charge menu of choice	Local people determining the environmental services for their communities
Work with partner organisations to develop involvement in communities	Key partner organisations identified and links made	Partnership projects being delivered	Effective service delivery through partnership working
Continue to support and develop Resident Associations	68% of Coastline tenants have access to a Residents Association	70% of Coastline tenants have access to a Residents Association	Local people influencing decisions in their communities
Deliver a neighbourhood inspection programme involving tenants	Tenants are involved in at least 50% of neighbourhood inspections	Tenants are involved in at least 70% of neighbourhood inspections	Local people influencing the management of their communities
Deliver community development grant funding	Support the Community Development	Community groups accessing	Community led involvement supported

	Fund Action Team to award grant funding to community groups and raise awareness of the funding available	funding successfully to deliver community projects	through grant funding
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17. Aim four: Ensure that Sounding Boards are tenant led

From the consultation carried out it was clear that ensuring that Sounding Boards are tenant led is a priority. We worked closely with you during 2010 to develop the Involvement and Empowerment Agreement to ensure that tenants are at the heart of everything we do.

What we will do	2011 Measure	2014 Measure	Outcome
Launch the Involvement & Empowerment Agreement	Achieve upper quartile satisfaction that tenants views are taken into account > 69%	Maintain upper quartile satisfaction that tenants views are taken into account > 70%	Ensure that tenants are at the heart of everything we do
Provide training and development opportunities to empower tenants to undertake their roles on Sounding Boards	Sounding Board members access training and development	Sounding Board members fully empowered to undertake their roles	Ensures that tenants are empowered to get involved in a way that suits them
Work in partnership with the Sounding Boards to elect tenant Chairs and Vice Chairs	Tenant Chairs and Vice Chairs elected on Sounding Boards	Sounding Boards tenant led	Tenants have the opportunity to influence strategic decisions
Work in partnership with Sounding Boards to nominate a tenant equality & diversity representative for each Sounding Board	Tenant equality & diversity representative nominated for each Sounding Board	Equality and diversity central to all involvement activities	Services are effectively tailored to meet tenants needs
Empower Sounding Boards to work with Action Teams and the Monitoring and Review Panel to drive service improvements	Sounding Boards and Action teams established	Monitoring & Review Panel, Sounding Board and Action Teams working in partnership to drive service improvement	Continuous improvement of services

18. Equality & Diversity

The themes within this strategy provide the opportunity not only to deliver equality of access but also to identify where there are gaps in our approach which may be addressed.

We will continue to use tenant involvement and community development activities, events and literature, to help us to engage and involve tenants who are representative of the diverse communities which we serve.

We will specifically identify and actively seek to engage with under represented groups through the continuous monitoring of formal and informal involvement.

19. Value for money

The benefits of tenant involvement are significant: they impact positively on services and communities as well as providing benefits directly to you.

To ensure that value for money is central to everything we do we will:

- Monitor, measure, benchmark and report the value for money of our tenant involvement;
- Involve you in the management of the Neighbourhood & Involvement budget;
- Provide clear information on costs and consider how this relates to the quality of the service;
- Work in partnership with other organisations to reduce the cost of community led projects whilst developing sustainable communities; and
- Review and monitor the way in which tenants are able to become involved in developing our services and consider the quality of involvement.

20. Monitoring and review of strategy

This strategy is a living document and we will monitor its impact and effectiveness regularly, review it at the involvement days every six months with all involved tenants and make improvements to ensure it remains relevant. Regularly monitoring and reviewing tenant involvement is key to making sure we are getting it right.

We will also involve the Monitoring and Review Panel to ensure that the strategy is delivered effectively. We will communicate and feedback information regularly about the strategy, its progress and impact through;

- Involvement activities and groups;

- Our website;
- Your CoastLines Newsletter; and
- Through the annual Involvement and Empowerment Impact Assessment.

We will train and support staff from all parts of the organisation to deliver the Strategy and will work with our partners to ensure that they understand its strategic aims and objectives.