



**west
north
west**
homes leads

Customer Involvement Strategy

2009 – 2013

Putting Customers First

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1. Introduction and Summary

West North West homes Leeds (WNWHL) is committed to placing customers at the heart of our business, enabling customers to influence and shape our services and achieve other positive outcomes for their communities.

The successful implementation of the 2008-09 Customer Involvement Strategy delivered some excellent results for WNWHL and our customers.

This updated Customer Involvement Strategy seeks to strengthen our achievements and to give clear direction as we strive towards becoming an excellent provider of services, able to meet the challenges of the emerging national customer involvement and empowerment agenda.

The Customer Involvement Framework supports the Management Agreement with our strategic landlord, Leeds City Council. The current Framework consists of :

- Customer Involvement Strategy
- Customer Involvement Policy
- Customer Involvement Service Standards
- Customer Involvement Compact
- Customer Involvement Performance Indicators

Customer involvement is the responsibility of all members of staff and is embedded across all four business divisions of West North West Homes Leeds.

- Business Improvement
- Customer Services
- Property Investment
- Finance and Corporate Services

The Customer Involvement Strategy has close links with many key strategies including Access to Services, Customer Satisfaction, Communications and Marketing and Cohesion and Diversity.

Key staff from across the divisions provide specialist support or deliver specific involvement functions relating to these key strategies.

2. Position Statement

West North West homes Leeds has reviewed our progress with delivery of the previous 2008 – 2009 Customer Involvement Strategy. We have delivered the following objectives:

External Audit

- Achieved the Landlord Accreditation Quality Mark from the Tenant Participation Advisory Services (TPAS).
- Resident involvement reported by the Audit Commission Housing Inspection as an area with “positive outcomes and where strengths outweigh weakness”.

Strategic

- Embedded a Customer Involvement Audit Trail across the organisation to collect costs and outcomes of customer involvement.
- Established a Customer Involvement Key Lines Of Enquiry Board
- Established a Customer Involvement Network Executive Committee
- Launched a Customer Involvement Agreement (Compact)
- Developed and implemented a Customer Satisfaction Strategy
- Appointed a Board Director champion for Customer Involvement
- Customers involved in Leeds ALMO procurement strategy

Performance

- 87% of involved tenant believed their involvement had ‘made a difference’ and 82% of involved tenants were satisfied with the support provided for them to get involved. (WNWHL survey 2008)
- 97% of customers were satisfied with their home improvements.
- 98% of customers were satisfied with the repairs service
- 78% of WNWHL’s tenants were satisfied with the overall service provided, which was highest amongst the Leeds ALMOs (Leeds City Council’s STATUS survey January 2009)

Active Customer Impact

Customers have played an active role in monitoring service delivery at local and strategic level, and in shaping policy and strategy. Examples of this include:

- Area Panels have monitored the delivery of local services and spent a delegated budget of over £600,000 on community involvement, environmental and community safety projects.
- Tenant Inspectors have monitored key services such as estate management, voids and repairs.

- Customer Sounding Boards and Service Improvement Groups have reviewed service standards, performance, policies and strategies in several key services areas, including Environmental services, Access to Services and Asset Management.
- Customers have been involved in products selection, including shower and kitchen products.
- Area Panel bidding process has been reviewed with stakeholders and changes implemented.

Increased Involvement and under –represented communities

- We have increased the number and widened the diversity of customers involved in formal structures. For example:
21% of regularly involved customers are under 45 years old;
31% of members on the Home Consultation Panel under 45 years .
A young person has been appointed to the Customer Involvement Network Executive Committee
- Working with external partner organisations, we have delivered innovative projects to increase engagement with under-represented customers, particularly those from younger and black and minority groups. Examples include:
 - Dreamschemes have been established for the Fairfields and Wyther estates. The Fairfield Dreamscheme won two awards at the Leeds Community and City Pride awards.
 - English for Speakers of Other Languages course took place in Little London for tenants.
 - Cooking Around the World project was trialled in Little London and featured food from Russia, Gambia, Iraq and Tanzania.
 - Held a Fusion Event - celebrating diversity through fashion, dance and music. A diverse audience of 150 attended to see a fashion show (with customers as models), chinese dancers, DAZL youth entertainers, Sitar and Tabla music and Latin dancing. Almost £1500 was raised for two local charities
 - A Worker of the Week project has been undertaken at Cobden, Hawksworth Wood and Little London primary schools
 - A volunteer reading scheme has been successfully implemented with Kirkstall Valley Primary School and World of Work mentoring at Hawksworth Wood.

West North West Homes Leeds has a partnership agreement with Groundwork Leeds which delivers community and youth engagement

- In addition, we have provided funding for:
 - Farnley Eagles and West Leeds Sports and Social clubs for kits and equipment for 8 - 18 year olds
 - Armley Juniors for youth workers provision.
 - An urban art project for young people Little London
 - A Sierra Leonean Women's Group and an Afro-Caribbean music group

Tenants and Residents Associations (TRAs) and Area Representatives

- Recognised and supported 43 TRAs and 9 Area Representatives. representing approximately 45% of Council properties
- Reviewed the recognition and funding of Tenant and Resident Associations in consultation with all stakeholders.
- Undertaken Annual Support Visits to identify governance needs and promote diversity issues amongst resident group Committees.

Customer Involvement Training

- Provided an Information Pack for Tenants and Residents Associations
- 85 customers have participated in customer involvement training and conferences, ranging from IT skills to Tenant Inspector training.
- 190 staff have received training on customer involvement delivered to new staff at induction, team meetings and specific customer involvement training sessions.

Access and support

- Provided free taxis as an incentive to enable customers to get involved.
- Offered a women-only taxi service in response to customer request.
- Set up a budget to enable customers to claim mileage expenses.
- Translated materials into other languages and formats, including a Residents Groups AGM poster and a survey for priorities with the Community Participation Agreements.

Publicity and Promotion of Customer Involvement

- Produced and widely distributed the How To Get Involved Leaflet
- Published news items and features in Buzz, the tenants newsletter and on the West North West Homes Leeds website
- Posters and leaflets reporting performance against service standards issued to attendees of Customer Involvement Network Forum.
- Attended community events to promote involvement.

Customer Involvement Benchmarking

- We have benchmarked our costs and performance using the national online Resident Involvement Benchmarking database.
- We are participating in two Regional Benchmarking Clubs.
Yorkshire and Humber Resident Involvement Champions Network
Reality Checking Best Practice Group

Leaseholders

In partnership with strategic landlord:

- Leaseholders were involved in selecting leasehold insurance company.
- Leaseholder handbook produced in partnership with the Council.

3. Key Aims

- to place customers at the heart of our business, enabling customers to genuinely influence and shape our services and policies, and achieve other positive outcomes for their communities.
- to use customer involvement as a means to achieve continuous service improvement, to increase customer satisfaction and to build greater understanding and respect between ourselves and customers.
- to recognise that an effective customer involvement service can contribute towards successful, sustainable communities and help promote good citizenship and community cohesion.
- to provide and effectively promote a range of formal and informal involvement activities which are inclusive of our diverse population; and which provide support to encourage and enable a greater number of customers to participate.
- to tailor involvement approaches which meet the support needs and interests of our diverse communities, as identified using the customer profile.
- to utilise the customer involvement service to listen to, and better understand, the needs and aspirations of our customers. This could identify gaps in service provision.
- to work together with local statutory and voluntary sector partners to improve engagement with our under-represented customers, including identifying opportunities for joint funding bids and delivery.
- to empower customers through the provision of skills and capacity training, to enable them to provide real challenge and impact on services etc.
- to provide additional support for involved tenants and their structures as identified through customer consultation.
- to collate evidence as to how customer involvement is making a real difference and to publicise this widely to customers.
- to monitor the value for money of customer involvement services by evaluating their cost and impact - and benchmark this against emerging 'good practice' amongst regional and national housing providers.
- to identify and provide the training and support needed by staff and Directors to deliver the customer involvement strategy, ensuring that it is an integrated service.

- to provide funding to support for formal involvement structures such as dedicated hospitality budget and annual support grants to Residents Groups.
- to increase accountability to our customers and improve decision-making.
- to monitor customer satisfaction with key service areas, including customer involvement.
- to work with other statutory and voluntary sector service providers to provide a coordinated approach to problem solving.
- to work in partnership with our customers and their formal representatives, whilst recognising their right to self-determination and independence.

4. West North West homes Leeds' Core Values

Our values are clear in everything we do, and how we operate. We expect our Board and employees to follow our core values; these serve as guidelines for our conduct and behaviour as we work toward our vision. WNWhL will ensure that all our customers, stakeholders and partners are aware of our core values so that they can judge our performance against them. Our core values are:

Values	How
Putting the customer first	We will ensure we understand our customers, tailor our services to meet expectations and gather intelligence to help us get a better understanding of their wants and needs.
Integrity	We will be professional, open, honest and transparent and deliver on our promises.
To be excellent	We will place our customers, leaseholders, employees and partners at the centre of everything we do. In doing so we will strive to listen and be accountable for everything we do.
Get it right first time	A total quality management approach will be taken to delivery of service
Learning organisation	By responding to internal and external pressures, our experiences will help us to evolve. We will learn from feedback and celebrate success.
Embrace Equality and Diversity	Our strength is rooted in the diverse contributions from our Board Directors, staff and customers. These will define who we are.
To be innovative	We will inspire our staff to continually seek new and sustainable ways to grow our business. We will operate a 'no-blame' culture. We will challenge ideas and concepts and strive to be leaders of change rather than followers.
Socially responsible and accountable	We will seek to provide (amongst other things) local employment opportunities for the community we serve, through partnership working. We will be accountable to our Stakeholders.
To be a good employer	We will seek to be an employer of first choice, providing a safe and happy working environment with a healthy work life balance.

We will apply our values consistently to our services so that every communication or encounter with our customers, stakeholders and partners is the best it can be. WNWhL will ensure that customers remain at the heart of its services and ethos.

5. West North West homes Leeds' Strategic Objectives

This Strategy supports the following Strategic Objectives:

- **Customers**

We will demonstrate our commitment to customers by striving to get things “right first time” and by increasing customer satisfaction. We will tailor our services to meet the individual needs of customers, delivering excellence in service delivery to meet customers agreed expectations.

- **Communities & Neighbourhoods**

We will become recognised as an organisation that drives and enables the creating of safe, clean, attractive, successful, sustainable and cohesive communities and neighbourhoods that work.

- **Business & People**

We will become an effective, efficient, economic and enterprising organisation, providing professional and expert advice and service and we will inspire staff to seek new and innovative ways to develop our business.

- **Homes**

We will become recognised as a provider of quality homes in neighbourhoods that people want to live in, meeting and exceeding basic decency levels. We will become a housing provider of choice.

Therefore customer involvement is central to the majority of our policies and strategies; especially Access to Services, Customer Satisfaction, Communications and Marketing, Cohesion and Diversity, Community Safety (Respect Agenda) and Worklessness.

Wider Corporate Priorities

The Customer Involvement Strategy supports the Leeds City Council Business Plan through our involvement with customers and communities.

The strategy also supports Leeds City Council in delivering its corporate strategic objectives. Examples of this in 2008/09 are:

Cultural Life: Fusion cultural charity event

Learning: Supporting tenants to learn new skills and increase their capacity.
Worker of the Week project in primary schools

Environment: Community Partnership Agreements
Groundwork partnership.
Involving customers in the Respect Agenda

Health and Wellbeing: Cooking around the world project

6. Customer Involvement Service Objectives for 2009 - 2013

.. customers genuinely influence and shape our services..

Contribute to an annual report which demonstrates how West North West Homes Leeds, on behalf of Leeds City Council, complies with the Tenant Services Authorities (TSA's) regulatory framework.

Develop a strategic methodology for monitoring how WNWHL is complying with all the TSA national and local standards – particularly the tenant involvement and empowerment standard.

To produce an annual report, following consultation with customers and staff, on the effective implementation of the Customer Involvement Framework.

Evaluate the outcomes of Area Panel bids to determine if community priorities are being identified and effectively addressed.

.. evaluating the costs and impact of involvement activities

Monitor customer involvement costs and performance information from a variety of sources and benchmark with other service providers. Use learning to inform action planning.

Identify good practice and shared learning from housing providers and other service industries through research and participation in benchmarking clubs or conferences.

Survey involved and uninvolved customers to monitor satisfaction with customer involvement services.

.. increase the number of involved customers and tailor involvement approaches which are inclusive of our diverse community

Increase the number of customers, especially diverse and under-represented tenants, who participate in formal activities.

Develop and sustain new initiatives to involve diverse and under-represented communities particularly through partnerships with local government, voluntary, community and faith sectors.

Update Community Partnership Agreements in consultation with key stakeholders including customers, voluntary, faith and community groups.

Work with Tenants and Residents Associations' to improve Committee engagement with the wide diversity of residents they represent.

Develop a new customer involvement database to improve monitoring and management of involved customer activity – incorporating customer profile data.

Further develop the use of information and communication technology to engage with customers.

.. to empower customers through the provision of training and support

Undertake a review of the customer training programme and develop and publish a regular customer skills and training programme which meets both customer and WNWHL's strategic involvement needs.

Assess the usefulness and effectiveness of involvement support mechanisms for individual customers and for formal and informal group structures.

.. to effectively publicise customer involvement opportunities, training, outcomes and impact

Develop and implement a plan to coordinate the effective marketing of customer involvement using various media and by working with staff teams and community and partner organisations. This links to the WNWHL Communications Strategy.

.. to further embed customer involvement across the organisation

Identify staff training needs in relation to customer involvement and deliver, or facilitate, relevant training.

Provide Board Directors and Area Panel members with customer involvement briefings/updates as required.

Provide advice and support to Service Managers and teams to ensure the most appropriate and effective use of involvement mechanisms.

Seek agreement to include responsibility for customer involvement into all staffs' job description.

7. Background

This strategy has been reviewed taking account of the following

- Customer consultation and involvement (see below)
- Audit Commission Inspection Report 2009
- Recommendations from the Tenant Participation Advisory Service 2008
- Performance against service standards and indicators 2008/9
- Tenant Services Authority regulatory framework
- Staff consultation
- Outcomes from the Customer Involvement Audit Trail
- Research into good practice

Customer Involvement

Customers have been consulted on or influenced this strategy as follows:

- Two Customer Focus Groups of involved customers
- Survey of Disabled Forum attendees
- Survey of Leaseholder Forum attendees
- Workshop with *Chit-Chat Group*
- Customer Involvement KLOE Board
- Access to Services Sounding Board
- Customer Involvement Network Executive Committee,
- Leeds City Council Leeds ALMOs STATUS survey results 2009

Policy Context

Tenant Services Authority (TSA)

From 1st April 2010, the TSA will regulate all housing providers under the new regulatory framework. West North West Homes Leeds will not be registered with the TSA. Instead Leeds City Council, as the local authority provider, will have legal responsibility for ensuring compliance with the regulatory framework.

The draft regulatory framework currently under consultation is based on a combination of national and local standards. One of the six national standards is *Tenant involvement and Empowerment* which also include customer services and choice, and complaints. The TSA expects that registered providers should offer opportunities for resident involvement and that they should support and build residents' capacity to shape services in meaningful ways.

National Tenants Voice

Once established, the National Tenants Voice aims to enable tenants to influence national and regional policy development and management.

8. Who Are Our Customers?

The Customer Involvement Strategy defines customers as:

- Leeds City Council tenants within the West North West area
- Family or household member of tenant
- Leeds City Council Leaseholders within the West North West area
- Members of the Leeds Housing Register
- Other residents living near to Council properties

All customers should have an opportunity to get involved through one of the many involvement mechanisms.

We will monitor which customers are regularly involved by diversity strands: age, gender, ethnicity, disability, sexuality and religion; and by the geographic Panel area in which they live.

We will also record the communication needs of involved customers.

We will use customer profile data to better understand the changing profile of our customers and to assess whether involved customers are representative of the wider community.

Together with our customers and partners we will develop new initiatives to support and engage with our diverse communities and we will set targets to monitor progress.

9. Monitoring and Review

To produce an annual report, following consultation with customers and staff, on the effective implementation of the Customer Involvement Framework – including an equality impact assessment.

Performance will be monitored and reported through the Service Improvement Groups, Area Panels, the Customer Involvement Network Executive Committee, the Customer Involvement KLOE Board, Senior Management Team and the Board of Directors.

Key actions to deliver the customer involvement strategy are contained in Appendix 1. Detailed tasks are currently recorded and progress monitored using the online management tool SHAIIP (Social Housing Action Improvement Planning)

10. What service areas can Customers get involved in?

- Access to Services & Customer Care (including Leeds City Council Customer Services)
- Property Repairs (planned and day to day)
- Empty Properties, including how we manage the letting of empty properties
- Home Improvements (Investment and Delivery)
- Environment and Estate Management
- Tenancy Enforcement and Community Safety
- Cohesion and Diversity
- Rent and rent arrears management (Income Management)
- Leasehold Services
- Vulnerable Tenancy Support and Sheltered Housing
- Customer Involvement

Within each of the above service areas there will be opportunities for customers to become involved. This may include:

- monitoring service delivery
- developing and monitoring service standards
- identifying service improvements
- contractor selection
- developing policy and strategy
- monitoring complaints
- establishing priorities for budgets

APPENDIX 1 ACTION PLAN

Action	Target/ Milestone	Outcome	Who	Target Date	Progress to Date
Contribute to an annual report which demonstrates how WNWHL (on behalf of Leeds City Council) complies with, or plans to comply with, the new TSA regulatory framework.	<p>WNWHL meet the six National Standards including the Tenant Involvement and Empowerment standard</p> <p>Report to include plans for consulting tenants on the need for local standards.</p> <p>Report to include Improvement plans for customer involvement</p>	Customers are placed at the heart of our business, enabling them to genuinely influence and shape our services and policies, and achieve other positive outcomes for their communities.	L. Wright	<p>2010 Leeds City Council to publish the first annual report by the 1st October 2010</p> <p>WNWHL provide information by June 2010</p> <p>Annually Leeds City Council to publish an annual report by the 1st July annually</p> <p>WNWHL provide content by 1st March annually</p>	Board have received regular updates on development of TSA.
Consult tenants on proposals to introduce local standards within the new TSA regulatory framework and, if approved, involve our tenants in their development.	Tenants are involved in the development, monitoring and scrutiny of local standards	Customers are placed at the heart of our business, enabling them to genuinely influence and shape our services and policies, and achieve other positive outcomes for their communities.	L .Wright	Leeds City Council are required to have Local Standards in place by 1st April 2011	Tenants have been involved in National/Local conversation events.

Action	Target/ Milestone	Outcome	Who	Target Date	Progress to Date
Develop a methodology for strategically assessing how WNWHL is complying with the tenant involvement and empowerment aspects of all TSA national standards	<p>Work with Service Managers and teams.</p> <p>Work with key Service Improvement Groups</p> <p>Link to key KLOE Boards</p>	<p>Tenants (including a diverse mix of tenants) have been involved in and influenced the design, delivery and scrutiny of policies and services.</p> <p>Customers are placed at the heart of our business, enabling them to genuinely influence and shape our services and policies, and achieve other positive outcomes for their communities.</p>	L. Wright	<p>Review annually each April</p> <p>Develop method by April 2010</p> <p>Commence May 2010</p>	<p>Audit Trail established and some evidence is being provided.</p> <p>Strategic Development Team currently attend SIG meetings.</p>
Produce a report following consultation with customers and staff, on the implementation of the Customer Involvement Framework.	<p>Review with customers the involvement arrangements.</p> <p>Assess the impact of themed or local Compacts.</p> <p>Update Strategy Action Plan</p>	<p>Customers are placed at the heart of our business, enabling them to genuinely influence and shape our services and policies, and achieve other positive outcomes for their communities.</p>	L. Wright	Annually	<p>Customer Involvement Framework currently comprises of: Policy, Strategy Customer Compact, Service Standards, Performance Indicators and Equality Impact Assessment</p>
Evaluate the outcome of completed Area Panel bids	Evaluation completed and achievements publicised.	<p>Customers are placed at the heart of our business, enabling them to genuinely influence and shape our services and policies, and achieve other positive outcomes for their communities.</p>	Strategic Development Team	Annually	

Action	Target/ Milestone	Outcome	Who	Target Date	Progress to Date
Collate customer involvement costs and performance information from a variety of sources and benchmark with other service providers.	<p>Update performance framework monthly.</p> <p>Produce/obtain benchmark reports using Housemark's Resident Involvement Benchmarking services.</p> <p>Findings analysed and discussed with customers and appropriate actions developed.</p>	Customers are aware of the cost of their involvement activity and are able to monitor the value for money of customer involvement services (by evaluating their cost and impact) and are able to benchmark this against emerging 'good practice' amongst regional and national housing providers.	L. Wright	<p>Update framework monthly</p> <p>Annually November</p>	<p>2009/10 Framework completed</p> <p>2009 reports produced.</p> <p>Audit Trail obtained.</p>
Identify good practice and shared learning in resident involvement.	<p>Participate in Yorkshire & Humber Resident Involvement Champions meetings. (RIC)</p> <p>Research undertaken</p>	Customers are aware of the cost of their involvement activity and are able to monitor the value for money of customer involvement services (by evaluating their cost and impact) and are able to benchmark this against emerging 'good practice' amongst regional and national housing providers.	L. Wright	<p>Four monthly</p> <p>Four monthly</p>	<p>Two RIC meetings attended.</p> <p>Good practice examples of customer involvement leaflets obtained.</p>
Survey customers to monitor satisfaction with customer involvement services.	<p>Survey completed and results analysed.</p> <p>Links also to STATUS survey</p>	Customer satisfaction with opportunities for involvement, their perceived influence, and their satisfaction with the support provided is monitored and reported.	L Wright	Six monthly	Reports to CI KLOE Board

Action	Target/ Milestone	Outcome	Who	Target Date	Progress to Date
Increase the number of customers, especially under-represented tenants, who participate in formal activities.	<p>Set targets within the Performance Framework for monitoring the involvement of younger and BME tenants.</p> <p>Utilise customer profile information to inform targeted recruitment drives.</p>	<p>There will be an increase in diverse and vulnerable customers who have become involved, which reflect our customer base.</p> <p>Support has been provided to encourage and enable a greater number of customers to participate.</p>	J. Duke	<p>Review targets each April</p> <p>Progress reported quarterly</p>	<p>Performance indicators and targets developed in consultation with Customer Involvement KLOE Board.</p> <p>Exception reporting provided to Diversity KLOE Board</p>
Develop and sustain new initiatives to involve diverse and under-represented communities particularly through partnerships with local government, voluntary, community and faith sectors.	Under-Representation project group meetings held regularly to develop and implement plans.	<p>New opportunities and initiatives will have increased the take up amongst vulnerable and diverse groups in both informal and formal involvement methods.</p> <p>Local statutory and voluntary sector partners are aware of, and able to publicise, our opportunities for engagement with our under-represented customers.</p> <p>Joint funding of bids and delivery has been developed with partners.</p>	J. Duke	<p>Review targets each April</p> <p>Progress monitored and reported quarterly</p>	<p>Under-representation Project Group set up</p> <p>New Chit Chat Group developed</p> <p>Mosque surgeries held</p> <p>BME Womens Group sustained</p> <p>Regular contact with Bramley Polish group</p> <p>Dreamscheme developed in Otley and Holt Park</p> <p>Kirkstall Valley reading volunteer scheme recommenced.</p>

Action	Target/ Milestone	Outcome	Who	Target Date	Progress to Date
Further develop the use of information and communication technologies – including social network sites.	Resources identified Research undertaken Specific projects and tasks agreed and planned	Involvement approaches are tailored to meet the support needs and interests of our diverse communities, as identified using the customer profile.	Strategic Development Team	Undertake research March 2010 Agree projects April 2010	Internet chat forum established (An Email) home consultation panel is in place.
Seek to obtain accreditation through the Investors in Diversity assessment.	Desk top assessment carried out. On site assessments completed.	Our effective customer involvement service has contributed towards successful, sustainable communities and helped promote good citizenship and community cohesion.	Monica Kaur Juliet Duke	March 2010	Preparation underway for desk top assessment.
Update Community Partnership Agreements in consultation with key stakeholders including customers, voluntary, faith and community groups in each Panel area.	Community Partnership Agreements updated to reflect the priorities of all customers – including diverse communities.	The customer involvement service has been utilised to listen to, and better understand, the needs and aspirations of our customers, including identifying gaps in service provision. Local statutory and voluntary sector partners are aware of, and able to publicise, our opportunities for engagement with our under-represented customers. Joint funding of bids and delivery has been developed with partners.	Strategic Development Team	2010 2012	Customer surveys undertaken in 2009

Action	Target/ Milestone	Outcome	Who	Target Date	Progress to Date
Actively promote the Diverse Community Fund for Tenants and Residents Associations and Area Representatives	Funding awarded. Outcomes evaluated	Our effective customer involvement service has contributed towards successful, sustainable communities and helped promote good citizenship and community cohesion.	S. Towler	2010	Several bids awarded to date.
Offer to develop joint local action plans with recognised TRA's.	Joint local Action Plans developed.	A coordinated approach to problem solving, with other statutory and voluntary sector service providers, has been provided. Customers rights to self-determination and independence have been recognised in partnership work.	Strategic Development Team	March 2010 ongoing	
Develop a customer involvement database to improve monitoring and management of involved customer activity – incorporating customer profile data.	Resources made available in 2010/11 budget	Involvement approaches are tailored to meet the support needs and interests of our diverse communities, as identified using the customer profile.	Strategic Development Team Leeds City Council IT	November 2010	

Action	Target/ Milestone	Outcome	Who	Target Date	Progress to Date
<p>Undertake a review of the Customer Training programme with all key stakeholders.</p> <p>Link with Governance Team to include skills analysis of existing and potential Area Panel and Tenant Board members.</p>	<p>The review will consider: costs, resources, impact, delivering corporate objectives, customer needs and aspirations, customer satisfaction and external training provision and partnerships.</p>	<p>Customers are empowered through the provision of skills and capacity training, to enable them to provide real challenge and impact on services etc.</p>	<p>L. Wright</p>	<p>Complete 2010</p> <p>Complete 2012</p>	<p>2010 review commenced.</p>
<p>Develop and publish a customer skills and training programme</p>	<p>Programme published</p>	<p>Customers are empowered through the provision of skills and capacity training, to enable them to provide real challenge and impact on services etc.</p>	<p>L. Wright</p>	<p>Reviewed each April</p>	<p>2009 programme published and underway</p>
<p>Assess the usefulness and effectiveness of involvement support mechanisms for individual customers and for formal and informal group structures</p>	<p>Tenant support has been reviewed with customers.</p> <p>Support publicised</p>	<p>Customers have received additional support as identified through customer consultation.</p>	<p>Strategic Development Team</p>	<p>2010</p> <p>2012</p>	

Action	Target/ Milestone	Outcome	Who	Target Date	Progress to Date
<p>Develop and implement a plan to coordinate the effective marketing of customer involvement.</p> <p>Links to Communications Strategy.</p>	<p>Plan produced and implemented</p> <p>Regular publicity produced</p> <p>Relevant internal and external communication opportunities explored.</p>	<p>Customers, staff and partners are aware of involvement; support and training, outcomes of consultation and specific examples of how customer involvement has made a difference.</p> <p>Evidence has been collated on how customer involvement is making a real difference and to publicise this widely to customers.</p>	L. Wright	April 2010	Articles publicised in The Buzz and on the website

Action	Target/ Milestone	Outcome	Who	Target Date	Progress to Date
Identify staff training needs in relation to customer involvement and deliver, or facilitate, relevant training.	Training survey completed Training delivered	Training and support needed by staff and Directors has been identified and delivered, ensuring that customer involvement is an integrated service.	Strategic Development Team	Review June each year	2009 training survey of customer services completed and training is being delivered.
Provide Board Directors & Area Panel members with customer involvement briefings as needed.	Briefings delivered Governance capacity increased. (Links to Governance Team)	Training and support needed by staff and Directors has been identified and delivered, ensuring that customer involvement is an integrated service.	Strategic Development Team	Annually	Presentation to Board scheduled for January 2010
Provide advice and support to Service Managers and teams to ensure the most appropriate and effective use of involvement mechanisms.	Support needs identified Information and advise provided Establish a central electronic involvement diary to improve coordination and management.	Training and support needed by staff and Directors has been identified and delivered, ensuring that customer involvement is an integrated service.	Strategic Development Team	Quarterly	
Include responsibility for involvement into all staffs' job descriptions.	Updated as services are reviewed	Training and support needed by staff and Directors has been identified and delivered, ensuring that customer involvement is an integrated service.	Human Resources	Quarterly	Some completed.

APPENDIX 2 Customer Involvement Structure

➤ Receiving Information

Website (www.wnwhl.org.uk)

Providing up to date news items and service information.

The Buzz

Our quarterly tenants' magazine sent to all tenants and leaseholders.

Board Meetings or Area Panel meetings

Customers can attend as an observer.

Customer Involvement Forum.

For involved customers to network, share good practice and hear presentations on topics chosen by the Customer Involvement Network Executive Committee.

➤ Giving Views

Online Chat Forum (www.ning.org.uk)

For customers to share ideas and information and take part in discussions.

Chit-Chat Group

An informal group encouraging newer residents to share housing and community issues.

Women's Group

An informal group open to all women living in homes managed by West North West Homes. Encourages women to share opinions and take part in creative activities.

Home Consultation Panel

Panel members are invited to give their views by telephone, post, text or email.

Satisfaction Surveys

Sent out to customers post service provision or as part of a planned survey.

Compliments and complaints

An accessible procedure is in place for customers to make compliments or complaints.

Disabled Customers Forum

All disabled customers and carers are welcome to discuss specific issues of concern. e.g. aids and adaptations, disabled access.

Sheltered Housing Forum

All sheltered housing customers are welcome to discuss specific issues of concern e.g. Warden services and lettings.

Leaseholder Forum

Open to all our leaseholders, this forum meets twice a year to discuss all issues relevant to leaseholders, including service charges and repairs.

➤ **Influencing Decisions**

Key Lines of Enquiry (KLOE) Boards

Strategic groups of Board, customers and staff representatives who oversee policy and strategy implementation and monitor performance in relation to each of the Audit Commissions KLOE's. KLOE Boards have delegated authority to recommend and implement changes that improve services.

Service Improvement Groups

Service Improvement Groups develop policy, strategy and service standards; monitor service delivery; and develop detailed recommendations for service improvement specific to their service area. Attended by up to two customer representatives from the associated Customer Sounding Board and staff.

Customer Sounding Boards

Customers and staff monitor service delivery and share ideas for service improvement. Outcomes are fed into the appropriate Service Improvement Groups.

Complaints Review Panel

Customers, staff and contractors together look at customer complaints and compliments to identify shared learning or corrective actions.

Tenant Inspection Programme

Inspectors accompany a member of staff to inspect and report on a variety of services including estate issues, empty properties and communal buildings.

Mystery Shopping

Customers act as mystery shoppers to help test services and report back on their experiences.

Tenants & Residents Associations

Voluntary groups set up by tenants and residents to represent a specific area, usually with the aim of improving housing and community services.

Area Representative.

An individual customers who agrees to represent their community.

Customer Involvement Network Executive Committee.

An umbrella group of tenant and leaseholder representatives who monitor and influence customer involvement services and manage the Diverse Community Fund.

Multi-storey Flats Working Group

Residents of multi-storey flats discuss specific issues of concern e.g. communal repairs and caretaking services.

Editorial Panel

This panel discusses the content and design of the tenant newsletter, The Buzz, as well as other printed and marketing materials.

➤ **Making Decisions**

Tenant Board Directors

Tenants and leaseholders work with councillors and independent members to influence the work of the company at the highest level.

Area Panels (Inner West, Inner North West, Outer West, Outer North West)

Customers monitor the delivery of local services and manage a delegated budget for environmental, community safety and community involvement projects.

Stage 3 Complaints Panel

Customers, staff and contractors together look at customer complaints and compliments. What can we learn in order to improve performance and services?

Right To Manage

Tenants have a right to take on the responsibility for the day-to-day management of some or all of the housing services provided to their homes and estates.