

Northampton Partnership Homes



“Residents First”

Resident Involvement Strategy

2019-2024



Document Management Control

DOCUMENT MANAGEMENT

Approved by: Board of Directors/ Executive Management Team

Date of approval: 6th March 2019

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Date of creation:

REVISION HISTORY

Revision date	Previous revision date	Summary of Changes	Changes marked	Version

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1.0 Executive Summary

The Northampton Partnership Homes Residents First Involvement Strategy is one of the company's most important and significant strategies. The strategy recognises our Vision:

“To Provide Homes which enable people to live happy and healthy lives in enriched communities”

This vision was developed with tenants at the time NPH was created and recognises that we cannot achieve this without the support, advice and contribution from our most valuable stakeholders – the people who live in the properties that we manage.

Our involved tenants have shown great enthusiasm and support for NPH on our journey so far. This Strategy aims to build on those foundations and expand our involvement service, providing new and additional ways of ensuring that we hear as many voices as possible.

NPH has evolved and matured since its formation, and so has our understanding of and our relationship with those we house. We recognise that tenants want their voice to be heard in different ways and that we must find different ways to listen, engage and empower tenants.

We have established a wholly owned social enterprise subsidiary – “Happy To Help”, a Community Interest Company (CIC), as a vehicle for empowering tenants to engage and deliver community investment. There are clear synergies between involvement and empowerment; we believe that by bringing these two strands of work together in one place, we will provide the maximum benefit for our residents. This sits at the core of our strategic approach to involvement.

Through the implementation of this involvement strategy we aim to:

- Make it easy for as many people as possible to have their say
- Ensure that our services are informed by a variety of voices
- Retain the skills, experience and knowledge of those already involved
- Deliver greater empowerment opportunities through our social enterprise
- Focus on providing feedback on how involvement has made a difference

This strategy and the actions taken to deliver it will contribute to the ‘future proofing’ of Northampton Partnership Homes’ Involvement Service and support our journey to become a top-quartile performing organisation.

2.0 Introduction: Context and Aims

Context

We believe the service to residents is the first and principle purpose of NPH. We want to get our services right and believe our residents should have a voice on how services are delivered and are best placed to help us improve in a way which demonstrates our transparency, accountability and responsible expenditure.

We believe that every contact with residents is an opportunity to gather feedback and improve the resident experience. Combined with our new Customer Service Strategy we anticipate that resident insight will form one of the many tools we have to engage and act on the views and wishes of our residents.

Since the establishment of NPH, both the world and the Housing sector have changed and we recognise will continue to change. Accessing services digitally and at a time to suit people's lifestyles have become the norm and people are increasingly seeking the most convenient way to give their feedback.

We have seen a renewed interest from Government in how residents are engaged in the governance of Housing organisations and we anticipate an expectation of increased transparency around compliance with legislation.

This Strategy will address these key themes and has been produced following consultation with residents, staff and Board Members. It represents an exciting future for our partnership between residents and Northampton Partnership Homes (NPH).

It's important to acknowledge the role of the 'Tenant Involvement & Empowerment Strategy' (TIES) document which this strategy replaces. TIES helped engagement with NPH to get off to a sound start, providing a foundation for how we involve people in face-to-face formal settings. More importantly, TIES helped us to build a positive working relationship with those tenants who have volunteered their time and energy to get involved with us.

The commitment shown by our current involved tenants to working with NPH is highly valued and we acknowledge the contribution that they have made and really hope that they will continue to be involved with NPH on our journey.

The time however has now come for us to develop and grow our engagement service, to ensure that we hear the full spectrum of resident voices in as many ways as we can.

We will do this by:

- Providing broad and extensive ways for residents to have their voice heard and to engage with us.
- Listening and acting on the views of residents through clear connectivity to our governance structure
- Delivering an inclusive approach, enabling residents – regardless of tenure - to share their opinion on services which impact on them
- Engaging with a larger and more diverse group of residents
- Developing digital and social media options to capture the views of residents, through insight-gathering and task-and-finish activities
- Enabling a clear voice to come from those residents who might be reluctant or unconfident to engage with us
- Ensuring our engagement is transparent and accountable, outcome-led and evidenced to demonstrate we have acted on and/or considered resident opinion in all resident-facing services

This strategy provides a refreshed direction for resident engagement. It supports NPH to build on, target and modernise what already works with face-to-face engagement and increase the impact and effectiveness of resident feedback on our business and services. This strategy will provide a range of ways for NPH to engage residents in our service development, future plans and challenges.

We will demonstrate that we really are focused on our residents, whoever they are and wherever they live, aiming to show that we try to do the right thing, learn from our mistakes and pick up on ideas that residents share with us.

Measures for the delivery of engagement objectives will be reviewed annually, to secure our promises to put residents first. Our annual Resident Involvement Action Plan will be measured and monitored through our performance structure, the Resident Advisory Panel and the Operations Committee.

Following the publication of the Housing Green Paper and the Hackitt Report into Building Safety, we have anticipated changes in consumer regulation and legislation and new expectations for resident influence, information and feedback in this strategy. However, the strategy action plan, can be adjusted to incorporate any unanticipated specific requirements should they arise.

In developing this strategy we have consulted with our involved residents. However, we have also gone back to basics and offered every single NPH tenant and leaseholder through a questionnaire a say in how they would like to be involved in what we do.

Their voices have helped shape this strategy and we look forward to continuing this dialogue over the coming years.

Aims

We will strive to be the best we can be at resident involvement, being transparent and accountable in our actions, resulting from insight and feedback. We'll do this by:

- Ensuring the voice of residents is heard in our governance, planning and decision making
- Capturing the feedback and insight of residents to make our business resilient, more successful and demonstrate our accountability
- Branding and promoting our involvement strategy inspirationally, demonstrating by re-acting quickly that we have listened and acted, or are acting on resident feedback
- Making our engagement methods fit for the future, developing new ways to engage - digitally and by social media, based on an informed understanding of how our residents prefer to give feedback
- Always recording and feeding back to residents who have taken the time to volunteer, evidencing that we value and appreciate their contribution
- Making formal involvement more attractive, lifting the commitment burden of some of regular diarised meetings for our formal face-to-face involvement, moving them to task-and-finish meetings and digital/social media options. Equally, those who can commit their time and energy on a regular basis will continue to have involvement options available,
- Targeting interest in resident involvement with localised, campaigns aimed at those demographics who are underrepresented in our feedback and engagement activity
- Empowering our formal resident groups to make recommendations, capturing their views fairly; developing their ideas on services; addressing underperformance and enhancing our learning
- Complying with and exceeding guidance from the Government and Regulator of Social Housing on involvement, engagement and empowerment.

- Supporting volunteers to develop and grow by equipping involved residents to build their capacity, whilst promoting self-help. Each Formal Resident Panel will be resourced to support their influence
- Aiming to increase the numbers of residents engaged (as a percentage of heads of household), for every year of this strategy
- Deliver an involvement service which reaches out to all residents equally and inclusively
- Provide an update on activity and successes delivered through the implementation of this strategy in an annual Involvement report made available to all NPH residents.

3.0 NPH Mission, Vision and Values

This strategy contributes towards the organisation achieving its aim and objectives;

Our Vision:

- NPH provides homes which enable people to live happy and healthy lives in enriched communities

Our Mission is:

- We improve lives by sharing a common purpose
- We improve and maintain the quality of our homes.
- We provide services which endeavour to meet the needs and aspirations of all tenants and residents.
- We will provide the opportunity for people to influence the immediate and long term futures for themselves and their communities.

Our Values are:

- Open and Strong
- Listen and Respond
- Achieving more with others
- Aim High and Deliver

Our Culture:

We want NPH to be:

- A great place to work, with a clear sense of direction, shared by all, and ambitious to succeed on behalf of our customers.
- A place where people work as one team, where people believe in the values of the company and go the extra mile to deliver homes and places where our customers want to live.
- A place where colleagues are kept well informed, are listened to and whose views are respected; where colleagues are encouraged to learn and develop; where talent is nurtured; a place which has the courage to try things differently; where people are empowered to perform and individual performance is well managed; where success is celebrated and where we are proud to let others know about our success.
- Widely respected as an efficient, professional organisation, demonstrably fair and honest, which respects the individual and reflects the diverse communities we serve.
- An organisation with a strong, confident image that does what it says it will do.

4.0 Regulation and Governance

Resident Involvement can easily exist in its own bubble, self-referential and with a limited voice and impact across an organisation. Recognising the importance NPH have placed on getting our approach to involvement right, it's helpful to place our engagement framework in a wider context.

NPH was established to exercise Northampton Borough Council's housing management functions. Within the management agreement (Schedule 1, E1 & E2) are a description of the expectations of how we will involve tenants and a number of expected outputs, these include:

- Regular monitoring of satisfaction through a mixture of methods
- Reviewing how we measure customer satisfaction
- Monitoring and reporting on service standards
- Providing training to residents
- Consulting with tenants to identify priorities and make recommendations for improvement
- Conducting a bi-annual tenant survey

These are a solid set of expectations. However, having experienced the passion and commitment of our involved residents to date, we know that they, and we, are ambitious to do more. Additionally, these expected outputs expose a disconnect between the dry delivery and checking of services and the spirit of a locally-rooted housing organisation focussed on fostering a real partnership with residents.

Regulatory guidance is currently light, focussing on the Consumer Standards. Following the Government's 'green paper' consultation in 2018, it is expected that regulatory expectations will be raised. This is something that we welcome as it goes further that the expectations placed on us by our parent body and chimes with how we see the potential of our Involvement service:

- Ensuring that the voice of residents is heard more fully and not just in our formal involvement activity
- Using satisfaction surveys for more than measuring the temperature of whether we're getting things right – or wrong, by taking the insight that they give us to inform the dialogue with our involved residents
- Reaching out beyond a formal, programmed set of panels and involving residents in an agile, pro-active way and capturing what they've told us
- Using Involvement as a way of strengthening our support for and connection with our neighbourhoods
- Creating a level playing field, empowering residents to play their part in being an active protagonist in their community, by delivering a range of opportunities to enrich their lives: training, volunteering, and further opportunities for involvement in governance

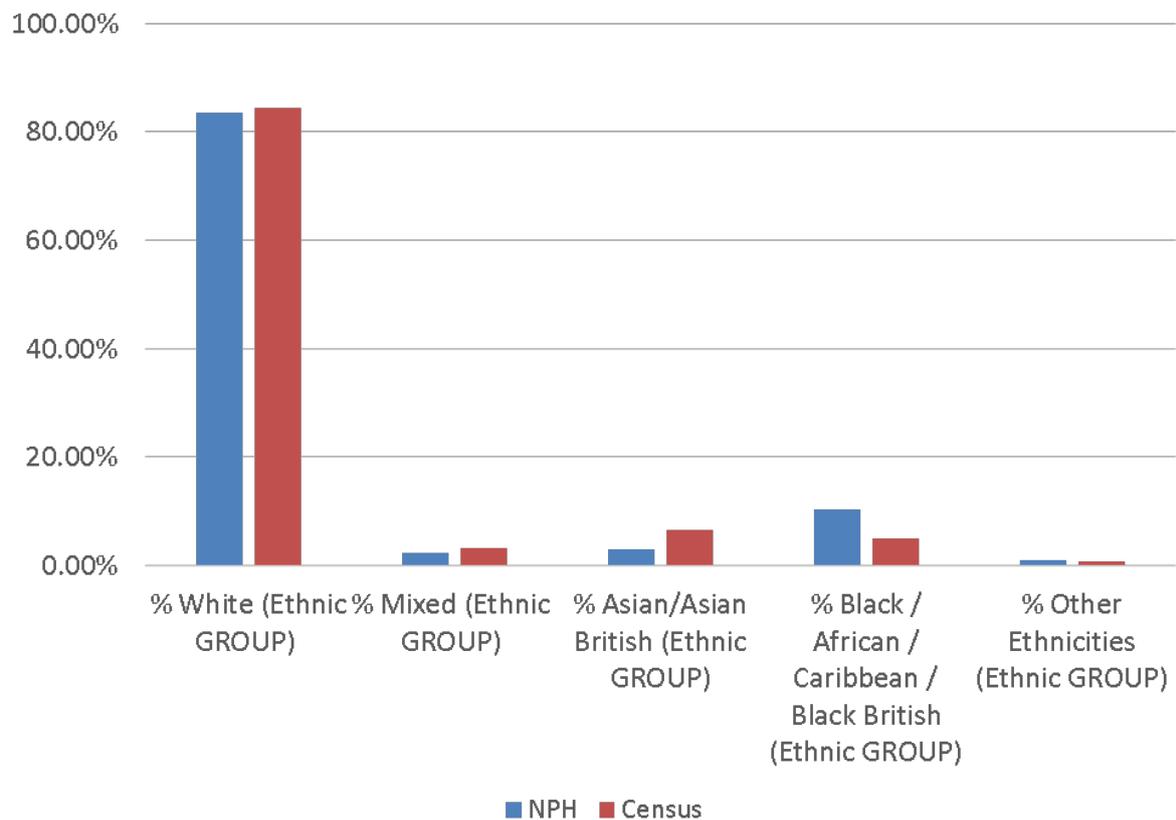
5.0 Our Residents

Diversity Considerations

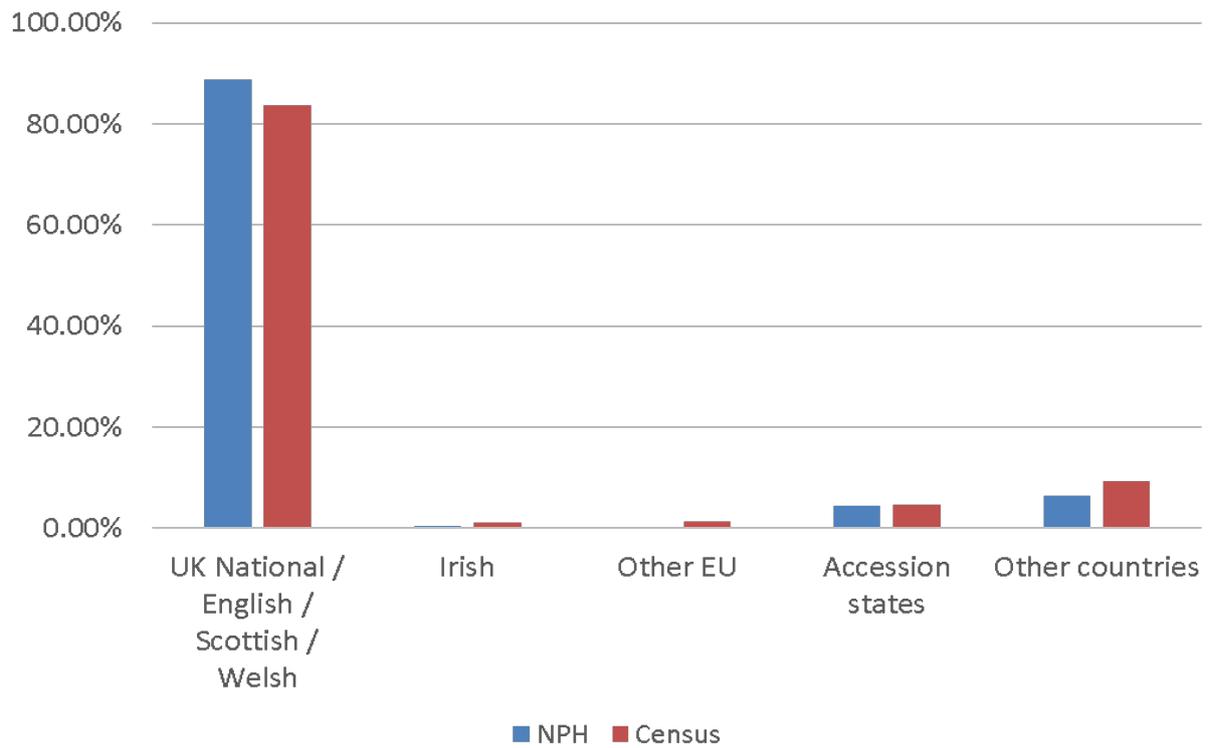
We are indebted to those who engage with us when views are required to improve and shape services. These people generously volunteer their time and energy to be our 'critical friends'. While the format of our involvement structure will change through the implementation of this strategy, we fully intend to continue the relationships with our current base of involved residents within our new Involvement panels & groups structure.

However, we also need to expand and build on this foundation by providing new ways for people to have their say on our services and recruiting those who are not represented in the current involvement activities.

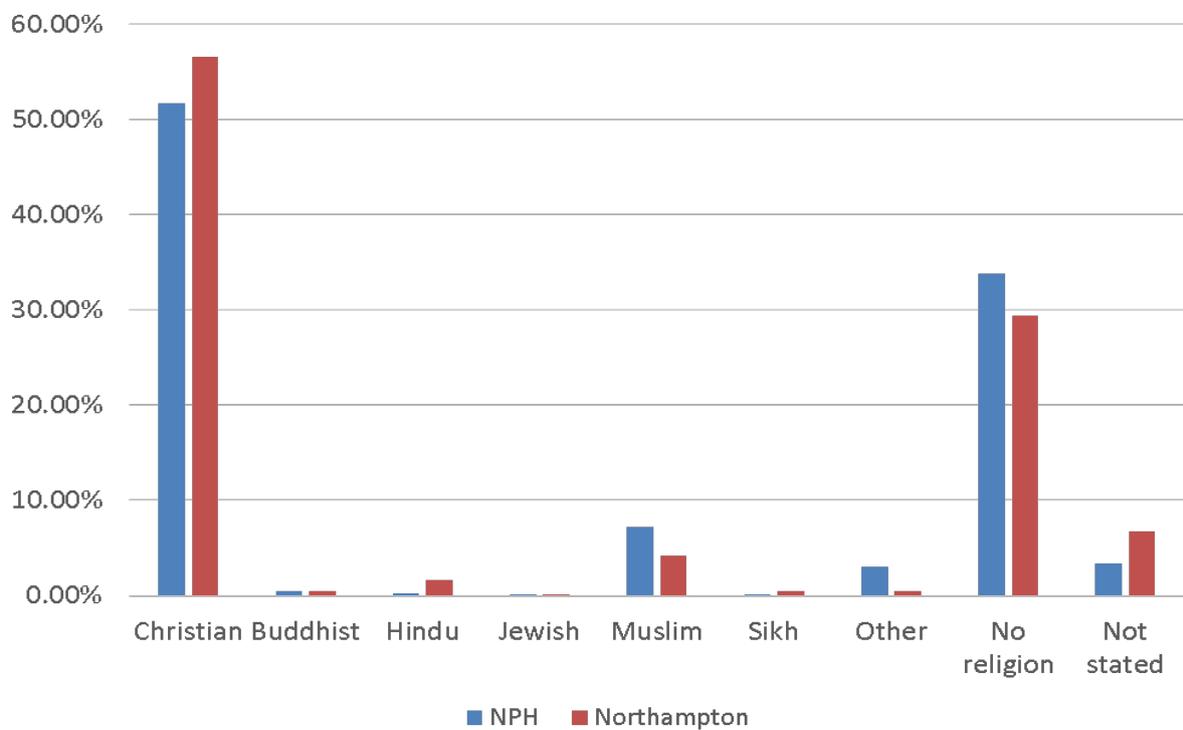
The following table shows NPH tenants by ethnicity (2017)



The following table demonstrates NPH tenants by nationality (2017):



And the table below shows the diversity by religion (2017)



The majority of our residents are white UK nationals. However, we also have significant diversity, in terms of nationalities, religions and ethnic groupings. This needs to be considered if we are to ensure that equality is built in to how we deliver an engagement service going forward. The potential requirement to overcome cultural barriers or reluctance to engage adds to the argument for a change of approach based on out-reach rather than a framework based on formal meetings alone.

Crucially, NPH are now on a journey to understand better how the majority of our residents want to engage and be involved with us. We therefore need to create capacity to allow our new Engagement framework to expand or contract where any increase or decrease in demand is created and to test new ways of engaging in order to see what works for NPH and our diverse population.

Tenancy Turnover and demographic considerations

A comparison of our involved residents highlights a mismatch between those people getting involved and our wider resident population:

We have a diverse tenant and leaseholder population, with over 15.5% of our residents reported as non-white British, and all ethnicities in Northampton reflected within our tenant base. Those currently involved do not reflect this ethnic diversity.

While it's clear that we need to strive for some representation in the voices that we hear, we are not only concerned with ensuring that our involved residents reflect those that we house already.

The table below shows the tenancy terminations for 2017/2018:

Top 10 reasons for properties becoming void 2017/18	No.	%
Deceased	168	22.31%
Transfer to sheltered accommodation	75	9.96%
Transfer – general	61	8.10%
Residential care home	59	7.84%
Evicted	55	7.30%
To live with family	40	5.31%
Moved to other housing association – general needs	34	4.52%
General needs tenancy – LA	27	3.59%
Property abandoned	26	3.45%
Moved out of area	21	2.79%

This presents us with two points for consideration:

- (a) Who our residents 'are', constantly changes to the tune of nearly 600 households per year
- (b) With 40% of households changing annually due to death, we can assume that generally, the incoming tenant is younger than the one before

From this we can assume that we will always need to review our assumptions around how we engage - in terms of language preferences, digital preferences and any assumptions on cultural context for a reluctance to engage.

In terms of the age of our residents, it could be argued that at present our involved residents (having an average age of 61) are not that different from the average age of our resident population which is 51.

The table below shows the age of our tenants (as a snapshot in mid-2017):

Age	Tenants	Tenants %	Northampton Mid-Year Estimate 2017
18 to 24	563	4.24%	11.90%
25 to 44	4555	34.27%	37.21%
45 to 64	4797	36.09%	31.32%
65 to 84	2825	21.26%	17.00%
85+	407	3.06%	2.57%
Age unknown	143	1.08%	N/A
55+	5382	40.50%	NOT KNOWN

However, the average age of an applicant (live application A / Emergency) is 39.5. The largest age group on the housing register is aged 25 – 44 group (at 48%) and nearly 18% of the list is made up of 18-24 year olds.

We can therefore safely assume that with a tenancy turnover of circa 600 properties per year, the demographic of who we house will become increasingly younger in the following years. With a younger population will come increased expectations of giving and receiving feedback quickly, an assumption that their voice needs to be heard and an expectation that this can be done on-line.

We firmly understand that some residents will always want and need face to face, personal contact with the engagement service (and their fellow involved residents) on a regular basis. We appreciate and welcome this. However, the data on both our lettings and the demographics of who we let to, tell us that we need to build new ways of involving people if we are to hear their voices.

We will target aspects of our Involvement activity towards underrepresented groups, to ensure our resident involvement represents our overall population. By this, we do

not mean simply targeting our involvement offer at demographic groups (although this will be one of our tools).

We will also be reaching out to those who do not usually think about getting involved because they do not expect us to want to hear from them – new tenants in receipt of support, those with work and family commitments without the time and energy to commit due to the demands of their lifestyle

We will look to re-inforce the neighbourhoods engagement that has been kick-started by our Housing teams, involving people informally where they live, but ensuring that we record that involvement, capture what has been said and feedback where we can.

We will seek to expand our engagement by reviewing how and when we meet and how younger, working households can participate in influencing our services. This may include more out of office hours' meetings, events and activities, and/or more on-line activities where resident can give their views at their own convenience.

As our resident profile information increases, we will seek to use this to target our engagement offers by 'segment' to ensure that we are capturing the views of the broad spectrum of our resident base.

NPH will set annual targets for recruitment to our Involvement activity and monitor our progress or success through the new Resident Advisory Panel.

Annually we will review the progress of this strategy and growth of our involvement activities in our end of year report which will be presented back to all residents

The need to continue to grow our Tenant Empowerment Offer

Empowerment, as defined and delivered under our previous strategy, focused mainly on the provision of training. We fully intend to maintain (and grow) our commitment to training provision, and will work with partners to maximise value for money, reduce duplication in delivery and expand the training offer for our residents.

Having already recognised that to truly empower our residents there is much more that we need to do.

The Index of Multiple Deprivation measures relative deprivation in England along seven key lines:

- Income
- Employment
- Health
- Education, training, qualifications and English language proficiency

- Crime rates
- Barriers to housing and services
- Living environment

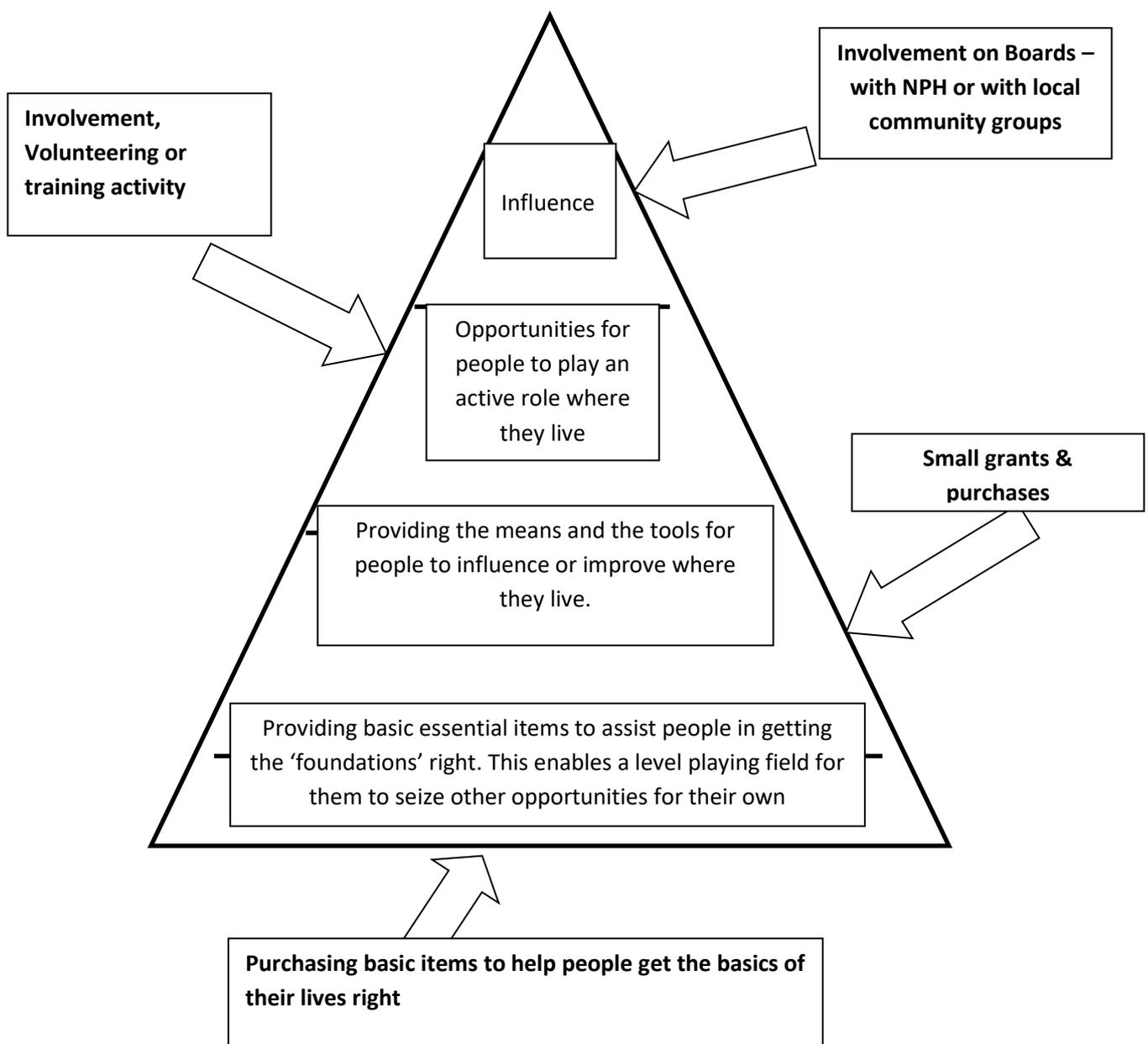
Using these metrics, out of the 133 'Lower layer super output areas' (geographic areas for the reporting of small area statistics), in Northampton, 36 are in the 20% most deprived in the country.

	Northampton rank	National decile	National rank
Bellinge : Fieldmill Road area, Billing Aquadrome	1	1	180
Town Centre : Rail Station, St James Retail Park, St Peter's Way, Drapery	2	1	256
Kings Heath : Park Drive, West Oval	3	1	854
Semilong & Barrack Rd : Marriot Street, St George's Street, Deal Street, Sheep Street	4	1	1060
Blackthorn : Blackthorn Primary School, Pikemead Ct, Hopmead Ct	5	1	1082
Briar Hill : Ringway, Southwood Hill	6	1	1103
Dallington : Dallington Road, Merthyr Road	7	1	1488
Eastfield Park, Grange Road	8	1	1605
Kingsthorpe St Davids : Auckland Close, Kingsland Avenue, Whilton Road	9	1	2177
Thorplands : Holmecross Road, Waterpump Court	10	1	2466
Gladstone Road Industrial Estate, Earl Spencer Primary School	11	1	2843
Ecton Brook (W/S) : Ecton Brook Road (S), Pennycress Place, Primary School	12	1	2906
Lumbertubs : Penistone Road, Tonmead Road	13	1	2924
Quorn Way, Spring Lane, Lower Bath Street (west of town centre)	14	1	2928
Goldings/ Overstone Lodge/ Blackthorn	15	1	2942
Weston Favell Shopping Centre, Lumbertubs Primary School	16	1	3179
Kings Heath : Nene Drive, Severn Drive	17	2	3726
Spencer : Countess Road, Symington Street	18	2	3931
Kingsthorpe St Davids : St David's Road, Nursery Lane	19	2	3937
Abington : Danefield Road, Briton Road	20	2	3950

Clearly, the playing field for many of our residents is not always level. An expectation that they will get involved with us or engage in training where often their lives do not have firm, stable foundations is unrealistic.

For this reason, our social enterprise, Happy To Help CIC aims to provide empowerment opportunities on a number of levels (see the diagram below).

There are clear synergies between empowering our residents and involving them in what we do. Levelling the playing field through the work that NPH and our social enterprise is the right thing to do. The additional benefit should be increased and sustained levels of resident involvement in our organisation. The following diagram, (developed from the Maslow's Hierarchy of Needs theory) depicts our approach:



6.0 Our Engagement Menu

Previously, our approach to engagement was very much based on a 'Citizenship' model, relying solely on the time commitment of a number of volunteers with a desire to be part of something. Moving forward, we will retain a place for this style of Involvement as it feels beneficial to both our involved residents and the business. Indeed, this approach is vital to extending our engagement in neighbourhoods and to establish our volunteering opportunities via Happy To Help.

We are also building in more Involvement options that can be viewed as more transactional including completing online surveys, taking part in focus and task-and-finish groups. These involvement methods do not require a heavy time commitment from the resident.

Some involvement activities clearly require more commitment or are closer to the decision making process. This does not diminish the importance of other activities.

Rather than concentrate on 'connecting lines' and remits of each activity, our new approach is one of ensuring that the resident voice is heard within the business and that feedback is given as a result of those interactions.

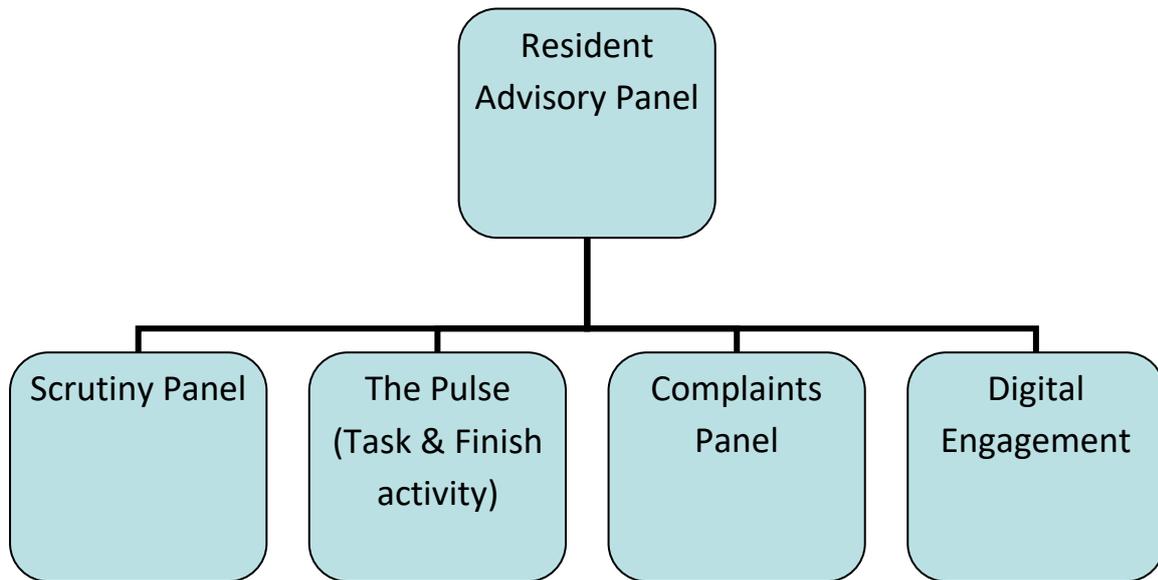
Within our new approach there are broadly three different focuses of activity and each will have its own hierarchy:

- **Scrutiny & Insight:** the (mostly formal) work of our panels and activities closely connected to service design and decision making, with our Resident Advisory Panel at its core
- **Neighbourhoods:** a mostly informal selection of groups and activities, where our Involvement team will take a facilitative rather than leading role and may be more about providing information rather than decision making. Our Residents Forum plays a central part in this activity
- **Empowerment:** work most closely associated with our social enterprise subsidiary including training, volunteering and support for our communities and community hubs. The Board of our CIC will be the key driver for this work.

Further information including levels of formality and inter-connections between groups can be found in Appendix 2.

A summary and simplified structure for each of the three areas of activity are as follows.

Scrutiny & Insight



The Resident Advisory Panel is chaired by a resident member (elected annually) by the group and will

- Support NPH by examining compliance with existing and new standards of consumer regulation and our own service standards
- Review information and dissemination of information to residents on risk assessments and health and safety and advise on resident responsibilities for themselves and others
- Be programmed on a six-weekly cycle to enable timely dialogue, feedback and updates between itself, the Residents Forum and governance of NPH and Happy To Help
- Support NPH to deliver against any new housing legislation and regulation requirements which impacts on residents
- Review all resident facing services key performance and satisfaction indicators/surveys, compare performance with other landlords and suggest ideas for improvement
- Review any future KPIs suggested for good management in the Green Paper and suggest how they can both review and compare this performance to support improvement in services and standards
- Commission the support of other Panels, in particular our Pulse “task and finish” and our Scrutiny Panels to support them in that work
- Receive information updates from other Involvement groups and activities to enable it to monitor the delivery of this new Involvement strategy

The Scrutiny Panel will:

- Assist NPH by doing a 'deep dive' review in individual service areas which require improvement or are underperforming against target

The Pulse groups will:

- Help us to review resident-facing service standards, policies and procedures to ensure a resident focus
- Consider feedback and satisfaction data in their approach to any review
- Be deployed on time-limited activity such as procurements, interviewing or issue-specific focus groups

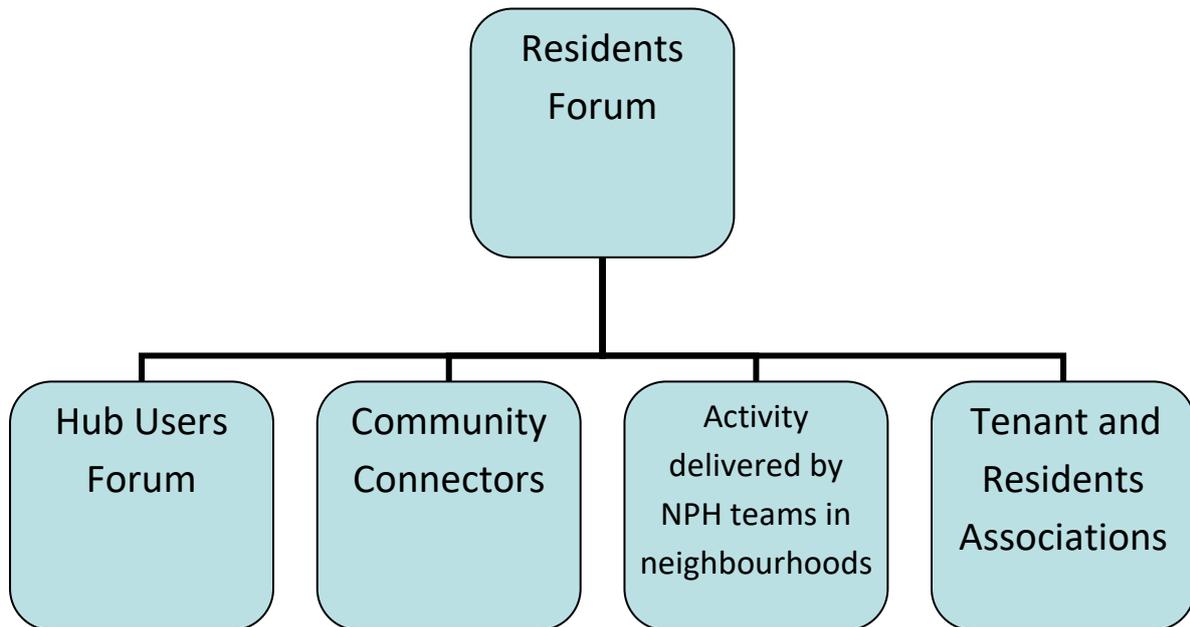
The Complaints Panel will:

- Review complaints handling, outcomes, speed and escalation of issues and seek assurance that any learning from complaints is embedded in the organisation
- Provide a 'pool' of volunteers to assist in hearing stage 3 complaints

Digital Engagement will:

- Provide a means of hearing the resident voice for those unable or unwilling to engage face-to-face
- Provide an involvement option at a time to suit the individual
- Start a dialogue or consultation that's informed by feedback
- Use methods and platforms appropriate to the tone of the conversation or issue (social media, quick surveys, video content)

Neighbourhoods



Residents Forum is chaired by a member of the Resident Advisory Panel (nominated annually by that Panel) and will have a standing format consisting of:

- Updates from resident-facing services including Involvement
- Updates from the board of NPH and Happy To Help CIC
- Information from relevant partners or agencies
- Access to the NPH Executive Management Team

It will be programmed on a six-weekly cycle to enable timely dialogue, feedback and updates between itself, the Resident Advisory Panel and the governance of NPH and Happy To Help.

Hub Users Forum will:

- Provide a place for a two way dialogue between NPH and those using our community hubs
- Strengthen the connection between NPH and those individuals and groups volunteering in our community
- Provide a means by which hub users can access additional support from NPH or Happy To Help

Community Connectors will:

- Feed issues of concern in a neighbourhood or block from residents to NPH staff
- Listen and engage with neighbours on their opinions on NPH services
- Assist NPH with contract management by feeding in information on the quality of communal services
- Be involved in neighbourhood walkabouts organised or attended by NPH
- Promote the availability of housing surgeries to their neighbours
- Be aware of actions that NPH are taking as a result of their reports and feed this back to the community

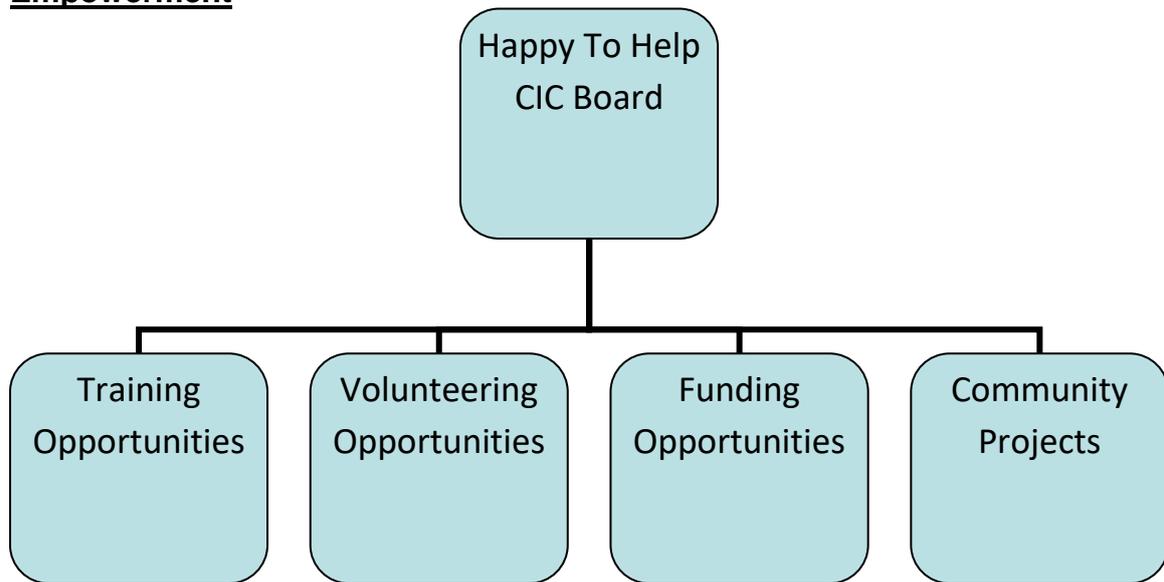
Examples of activity delivered by NPH teams in neighbourhoods are:

- User groups created around specific services
- Neighbourhood walkabouts
- Housing surgeries
- Pre-planning consultations/open-day events
- Consultations held at community events/fun-days

Support for tenant and residents associations will

- Strengthen the connection between NPH and local groups
- Provide an route to raise issues where NPH have a stake in a neighbourhood

Empowerment



Happy To Help Board will:

- Provide opportunities for NPH residents to gain governance experience
- Provide NPH residents with opportunities to make decisions that have a positive impact on communities

Training Opportunities will:

- Provide skills and knowledge to help NPH residents to reach their potential
- Provide vocational/accredited training opportunities
- Provide opportunities to grow skills and confidence
- Provide access to training that benefits and supports community groups

Volunteering Opportunities will:

- Provide a range of benefits in terms of skills and confidence
- Assist with reducing social exclusion, improving wellbeing
- Provide access to additional training provided by NPH
- Provide additional ways for individuals to help their community

Funding Opportunities will

- Provide grant funding that supports community groups to be sustainable and successful
- Strengthen the connection between NPH and those groups that are part of the fabric of our communities
- Provide the means for residents to bring positive change where they live

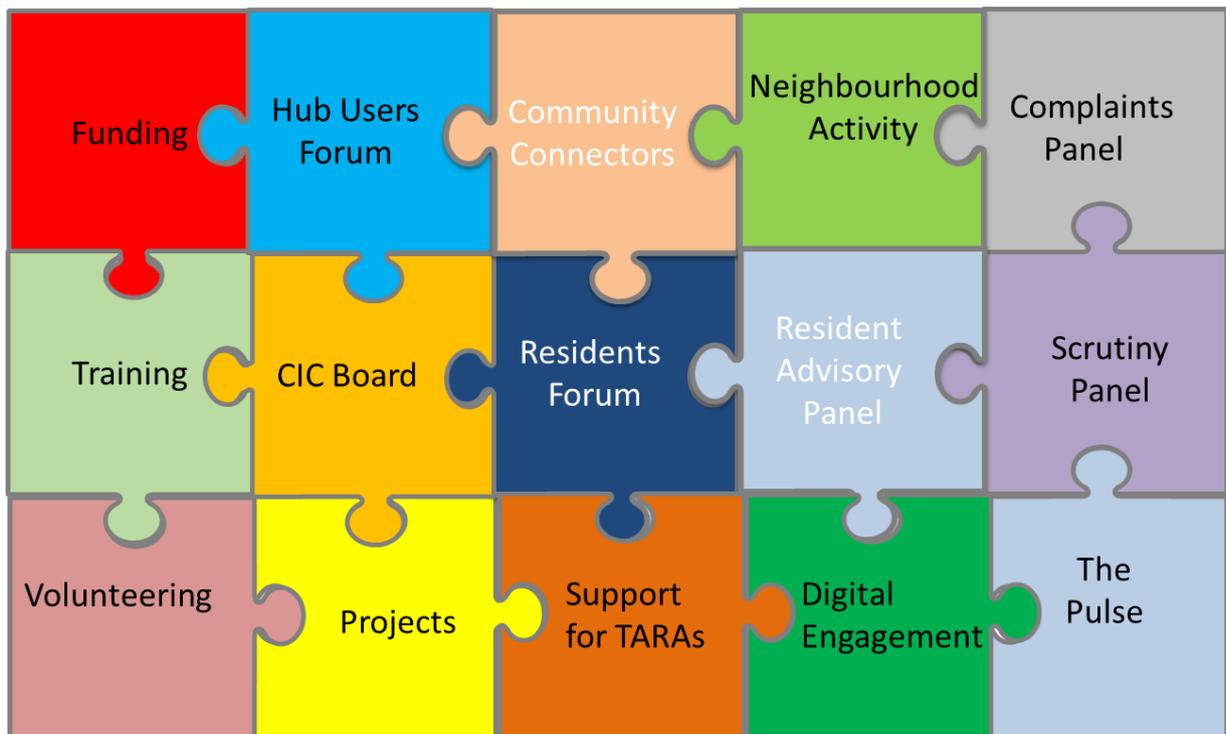
Community Projects will:

- Provide informal opportunities for volunteering and influencing
- Create opportunities to reduce isolation and assist with health and wellbeing
- Contribute towards community cohesion

Communicating the menu to residents

Breaking our Involvement activity down into its 'strands' is helpful to provide clarity on the three points of focus, however, each has specific value and there are no hierarchies.

We will strive to make involvement as attractive as possible, emphasising that it's not how someone gets involved, it's that the involvement option is right for the individual and enables them to get out of it what they need. For some, this may be about having strategic influence in an organisation; for others it may simply be about having influence on one's own life. The key message is that it's a 'pick & mix' set of options:



7.0 Resources and Support

Delivery of the strategy will be resourced and supported by NPH in many ways including:

Dedicated staff team and budget

We will continue to provide traditional, formal ways of getting involved but will expand and focus our staff resource in a way that does two things: delivering the less formal options that will often take place out in the community or online, plus dedicated staff to deliver empowerment activity and support the work of our social enterprise.

A dedicated budget is provided to deliver against the strategy.

Staff support

Resident Involvement is a key service for NPH with a dedicated team to lead the majority of the activity. To ensure that it is embedded in the culture of the organisation, Involvement is 'everybody's business'.

Our aim is to empower, therefore in many activities, the Involvement Team have a facilitative rather than take leading role, for example, supporting consultations or working with Housing teams to support neighbourhood activities.

In some aspects of NPH operations, other staff teams may not require support. In those instances, those teams will be able to support the Involvement Team by monitoring who is getting involved, evidencing levels of involvement, capturing the resident voice and ensuring that feedback is provided following activity.

Happy To Help CIC

Our social enterprise subsidiary will play a key role in delivering some of the options for empowerment and involvement at several levels – volunteering opportunities in the delivery of services and projects, providing funding opportunities for those who wish to be more active in their community and opportunities for involvement in governance.

Partners

We recognise that it is not just about NPH but that all of our partners and contractors that we employ have a key role to play. Will therefore ensure that we secure and utilise the support of contracting partners and third parties to maximize the value for money and benefit for residents, for example, using partners to deliver training courses for which they have already secured funding rather than paying for the

training ourselves; diverting corporate social responsibility payments towards the community via the work of the CIC.

Community Hubs

These spaces will continue to provide a place for our involved residents to meet and for community groups to thrive.

The NPH Community "Bus".

When NPH was formed the council transferred a bus to use with the decent homes contracts. This bus has been revitalised as a community bus which we will use to ensure NPH get out and about in as many communities as possible and take the NPH offer direct to tenants and communities.

8.0 Monitoring and Performance

Annually we will review the actions that bring this strategy to life, adjusting as required to ensure that the involvement meets the needs and aspirations that we have for the service.

We will discontinue activity which does not add value to residents and/or our business. Equally, we will increase activity that adds value and pilot new activity that we believe may prove beneficial.

We will take a number of steps to monitor progress and performance against this strategy and will develop the following metrics for reporting and evidencing:

- The number of residents registering an interest in Involvement
- The number of residents new to Involvement
- The number of residents involved by activity and in total
- Total annual hours of Involvement/Volunteering
- The number of residents taking up offers of training
- Involvement outcomes and impact as appropriate to the activity or area of focus

Progress with our Involvement service will be included in any operational updates to NPH's Operations & Resources Committee.

At every board meeting the chair of Happy To Help CIC will present a report to the NPH board.

We will develop an annual report to residents with Involvement progress, performance and outcomes at its core.

Appendix 1: Action Plan to deliver against the strategy

The list of 'headline' actions to deliver against the strategy are:

Target/Action	Target date
Launch the new Involvement options at the April Tenants Conference	April 2019
Restructure the engagement team and secure staffing resource for delivery and align existing staff to the new focus Recruit to vacancies and induct new staff	May 2019
Recruit existing involved residents to new activities	April 2019
Recruit new involved residents to new activities	April 2019/ongoing
Develop any terms of reference/new ways of working for the new new groups and activities	April 2019
Working jointly with the Residents Advisory Panel create and deliver a plan for recruiting to vacant positions on the panel	May 2019
Working jointly with the Residents Advisory Panel create a forward plan of work for the Resident Advisory Panel	June 2019
Review key resident-focused performance indicators, and compare with other appropriate comparison landlords and commissioning task and finish "Pulse" opinion where improvement may be identified	July 2019
Annually review performance on inclusiveness and equalities in resident involvement.	March 2020/annually
Communicate the new approach to residents and the business	April 2019
Close down 'old' activities (SIPs and Tenants Panel) and convene new activities (Resident Advisory Panel and Residents Forum) with new formats	March/April 2019
Create dedicated database to manage membership pools	March 2019
Explore purchase of module or software to manage a database of involved residents, ensure ease of reporting and managing performance plus compliance with GDPR.	March 2020

Work with Communications and Engagement staff team to develop on-line engagement tools and ways of working	June 2019
Working with Housing and Involvement teams to begin recruiting to the Community Connectors pool and ensure activities are coordinated	May 2019
Working with the Community Connectors pool agree and put in place key objectives/targets.	July 2019
Work with service leads to identify an indicative plan for where/when they need residents involved during the coming year (eg. Policy consultations, target setting, service standard reviews, procurements, interviews...)	June 2019
Work with the Involvement staff team to implement a case-work approach to staying in contact with those registering an interest in being involved and recruiting them to activity that interests them	March 2019
Following a review of our Community Hubs, look to refresh and re-brand these spaces to make them modern and inviting to residents	Ongoing
Agree a plan to support engagement initiatives using the "Bus" to take resident involvement to the tenants.	May 2019

Appendix 2: Full description of Involvement Options

Our options 'menu' comprises Governance, Formal and Informal Involvement.

Governance

Residents on the NPH Board

NPH Board and Committees engage in setting and monitoring the NPH Resident Involvement Strategy through receipt of information on achievements, performance and compliance. They agree action plans annually and manage risk and financial impact within plans set by Board.

NPH holds a third of Board positions for tenants. These are advertised openly to all tenants who are recruited for their interest, skills and experience. Those interested in membership will share our passion for resident involvement and good governance.

The NPH Board receive updates on Involvement activity (included in operational updates provided by Executive Management Team), 6-monthly via the Operations committee and at each meeting on the activity of Happy To Help via updates from its Chair.

Residents on the Board of Happy To Help CIC

NPH has established a wholly-owned subsidiary company with a remit to deliver community investment and greater opportunities for empowerment.

Four of the seven positions on the CIC Board are held for residents, to ensure that their voice is heard loudly in our approach to bringing positive change to our communities.

The Board make the strategic decisions on as well as assessing applications for funding from community groups. Board receive regular operational updates which will include information on volunteering and training and progress with community projects that it has agreed to fund.

Formal Involvement

Comprising of our Resident Advisory Panel, Scrutiny Panel and Complaints Panel.

Resident Advisory Panel

The Resident Advisory Panel is our empowered consultative panel and delivers important assurance that this strategy is active and effective.

Minutes will be available for all residents and Board to review on the website and comments sent out through social media and the Resident magazine.

They will:

- Be consulted on and comment on NPH's delivery against the consumer regulatory standards reviewing evidence compliance from officers.
- Receive annual updates on our Resident involvement Strategy action plan
- Review and offer comment on the content of the annual report to residents
- Engage in the delivery of NPH Corporate Plan objectives making resident focused recommendations for priorities based on evidenced opinion
- Give their opinion on new regulations or legislation which impact on residents, including the outcome of the Hackitt Review, expected changes to RSH Consumer Standards
- Review key resident-focused performance indicators, seeking additional information for assurance where this is available
- Review how resident service KPIs compare with other appropriate comparison landlords and commissioning task and finish "Pulse" opinion where improvement may be identified
- Annually review performance on inclusiveness and equalities in resident involvement
- Review the added value of resident involvement and the delivery of objectives and outcomes in this strategy
- Ensure active engagement in the procurement of resident-facing services
- Ensure active engagement in any recruitment to resident-facing staff roles
- Support staff development by ensuring front line staff are invited to observe a resident meeting, as part of their personal development
- Annually receive a report from the Complaints Panel on lessons learnt, including how residents have influenced change in resident-facing services
- Develop with NPH, the receipt of comments and concerns (which do not become complaints), demonstrating how resident voices are heard and acted upon
- Report on its work to the Resident Forum and through social media/resident magazine and website

They will also provide an annual update to the Operations Committee with their view on:

- The implementation of any changes in consumer regulation and resident-facing legislation
- Progress and outcomes of the Resident Involvement Strategy
- The quality of consultation on matters related to resident-facing services

- Actions taken as a result of testing resident opinion such as surveys, feedback and task-and-finish activity
- Performance concerns and commendations raised in relation to KPIs

Scrutiny Panel

The Scrutiny Panel review services in depth, concentrating on the opinion of residents of services and making recommendation to the Executive Management Team for improvement.

The Scrutiny Panel will:

- Delve deeply into specific services at the request of other formal Resident Involvement groups, service leads, Executive Management team or Board/Committees
- Deliver 2-3 service reports per year
- Agree a scope for their review with service leads sharing this information with the Resident Advisory Panel
- Deploy appropriate methods to review services and to hear and act on the input/opinion of the wider resident base. These will be agreed and supported by the Involvement Team and may include using the Pulse (task and finish), digital surveys, social media, Community Connectors, performance and transactional data
- Look outside at what other landlords are delivering to pick up benchmarked and service-based best practice
- The Panel will present the report with recommendations to the Executive Management Team who will work with the Panel to develop an action plan to deliver their recommendations. Progress with the recommendations will be monitored by the Resident Advisory Panel.

Complaints Panel

Panel members are individually involved in the decision making on Stage 3 complaints, sharing their resident perspective with Board members and officers.

The Complaints Panel will:

- Review NPH performance on complaint resolution by receiving reports on complaints made and concerns expressed and responded to within timescales.
- Examine the quality of complaint responses and outcomes, assisted by the viewing of complaint case correspondence (with information redacted to protect anonymity)
- Look at lessons learnt as a result of complaints being made to receive assurance that NPH are listening and acting on concerns and complaints

- Request that the Resident Advisory Panel commission a piece of work by the Pulse or Scrutiny Panel as appropriate to dig deeper into a specific issue.
- Provide an annual update on its activity to the Residents Advisory Panel

Informal Involvement

This part of the menu includes the following options:

- Residents Forum
- Community Connectors
- The Pulse
- Digital Involvement
- Hub User Forum
- Neighbourhood Involvement Activity
- Tenant and Residents Associations
- Training
- Volunteering
- Accessing Funding

Residents Forum

The role of the Forum is to provide assurance of NPH transparency and accountability for those residents who do not wish to be involved in a more formal or governance setting. It also provides a bridge from our formal to informal involvement groups.

The agenda will be shared prior to the meeting with those on the NPH Resident Involvement database who have expressed an interest in the Forum.

Access to the NPH Executive Management Team, members of the Happy To Help Board and Residents Advisory Panel will provide a route for residents to raise issues or concerns to NPH

At each meeting of the Forum, residents will receive

- Updates from the board of NPH by the Chief Executive
- Updates from a resident Board Member on activity undertaken by Happy To Help

- Updates on Resident Involvement activity from a member of the Resident Advisory Panel
- Updates on engagement activity in neighbourhoods alongside information from resident-facing services and relevant partners or agencies
- Updates from NPH service leads on activity in their service area when appropriate

The Forum will provide an annual update on its activity and attendance to the Residents Advisory Panel.

Community Connectors

Community Connectors are recruited from residents who are interested in engaging to improve their local community or area. Connectors are not required to attend meetings, but will be twinned with a Housing Officer for their voluntary work.

They may represent a street, neighbourhood, block of flats or a collective of residents with a common trait/interest. Following a short induction, Connectors will work with the Involvement Team to:

NPH Connectors work with the Housing Officers to:

- Feed up issues of concern in the neighbourhood from residents, including fly tipping and tenancy issues
- Listen and engage with their neighbours (where they feel safe to do so) on their opinions on NPH services
- Assist with contract management by feeding up information on the quality of communal services like gardening and cleaning
- Feed in information about events and activities in their locality and at Community Hubs to NPH staff for NPH Voice, website and social media
- Undertake walkabouts with NPH staff (where they are prepared to do this and physically able)
- Be aware of the actions which NPH are taking as a result of their reports and feed this back in the community
- Be introduced to any new housing officer working in their area as soon as practicable when the post holder takes up their position
- Share information on involvement opportunities, meetings and events with local people

The activities of the Community Connectors will be shared with the Resident Forum and Resident Advisory Panel.

The Pulse

The Pulse is our 'umbrella' name for task-and-finish Involvement activity. It comprises activity such as focus and user groups, involvement in procurement and interviewing or taking part in surveys or consultations. It may also involve reviewing documents and policies that have an impact on resident-facing services.

We will use the Pulse 'umbrella' to convene Leasehold user groups to help us develop our service to this group of residents.

NPH service leads will use them to consult on plans for their services on an annual basis and to conduct work on an agile basis if they feel it may bring value.

Resident-facing policies, service standards, procurements and recruitment will be actioned with the involvement of recent service users or involved residents drawn from the Pulse.

We will develop a bank of volunteers who will be recruited due to their very recent experience of using a service or their interest in specific areas of service delivery.

All Volunteers invited to participate in a Pulse group/activity will be invited to participate in a project and be clear of the aims and breadth of the project when agreeing to participate. We will also make it clear how they can expect feedback after the activity.

We will contact interested residents to invite them to be involved in activity relevant to their experience or interest.

To convert interest to active involvement we will ensure that we make regular contact with those on our database.

Pulse activity will be reported annually to the Residents Advisory Panel.

Digital Involvement

Our digital involvement offer will be a 'pick & mix' of options dependent on the most suitable medium for engagement.

The Involvement team will work with the Communications team to develop our online Involvement options and build up expertise in digital resident involvement.

NPH will explore the feasibility of using dedicated resident involvement database software to generate text surveys to those wishing to participate using this method.

We will also capture residents' thoughts and feedback by issuing surveys by email, on the website and social media platforms with support from Communications

We will use infographics and videos to present ideas for feedback and consultation, to ensure that we circumvent literacy issues.

We will provide a report on our digital provision and take-up to the Residents Advisory Panel on an annual basis.

Hub User Forum

This will be a quarterly space for a two way dialogue between NPH and those using our community hubs. It will provide:

- A way of forging greater links between NPH and those individuals and groups volunteering in our community
- Additional assistance for NPH in managing these community spaces
- A means by which hub users can access additional support from NPH

We will also seek to join up the work of our hub volunteers with that of our Community Connectors and funding opportunities created by Happy To Help.

Neighbourhood Involvement Activity

Activity delivered by NPH teams in neighbourhoods will consist of:

- User groups created around specific services
- Neighbourhood walkabouts
- Housing surgeries
- Pre-planning consultations/open-day events
- Consultations held at community events/fun-days

This is very much a 'pick & mix' of approaches that will be driven by:

- The appetite of residents to be involved
- Demand in a local area created by the challenges that a neighbourhood faces
- NPH business demands – consultation where physical improvements are being considered prior to submission of planning applications
- Partners (eg. The Police) consulting on services where we are in attendance as a relevant agency.

Tenant and Residents Associations (TARAs)

These groups, while not managed or delivered by NPH are often very informed and active in their community. There should be a clear thread running from NPH's engagement in neighbourhoods and the work of these groups.

We will look to reach out and offer (at the least), attendance by NPH staff at the monthly meetings where NPH are a stakeholder. This already happens in some neighbourhoods but we will:

- Make this a visible offer of support
- Connect these groups up with the work of our CIC and Community Connectors to offer additional benefit
- Promote TARAs to residents in our Community Hubs and our Involvement groups

Volunteering

The NCVO define volunteering as

“activity that involves spending time, unpaid, doing something that aims to benefit the environment or someone (individuals or groups) other than, or in addition to, close relatives. Central to this definition is the fact that volunteering must be a choice freely made by each individual. This can include formal activity undertaken through public, private and voluntary organisations as well as informal community participation and social action”.

Using this definition, NPH provide a wealth of volunteering opportunities:

- Roles that support the delivery of services by Happy To Help
- Involvement in the governance of NPH and Happy To Help
- Involvement in any of the NPH activities that help us improve services to the ultimate benefit of residents.

Therefore, we consider the Involved Residents who give up their time to help us improve, deliver services or help run the business as volunteers.

Training

The training that we deliver to residents takes two forms: (a) building capacity for involvement with NPH (eg. Governance, meeting skills) and (b) growing confidence

and skills to enable people to reach their potential, including moving people nearer to employment, education or regular volunteering in their community.

Our training offer will also be a blend of:

- In-house training delivered by NPH staff
- Contracted delivery (where NPH or Happy To Help fund training to be delivered by a third party)
- Partnered delivery, where we work with an organisation that's funded to deliver training, to promote courses of benefit to our residents
- Courses delivered elsewhere to which we promote or signpost our residents

We will actively promote our training offer to residents, monitoring the interest and take-up of places available.

We will also report on the outcomes of our training courses – on the positive impact that training has on the lives of residents.

Funding

One of the founding ideas for Happy To Help CIC is the provision of a Community Ideas Fund, to enable community groups, residents groups or groups of neighbours to access low level funding. The fund is deliberately easy to access and will purchase and gift items where groups are not constituted.

Access to the grant fund provides a way to bring multiple positive benefits to neighbourhoods. It can also provide a springboard to:

- Empower people to make a positive difference where they live
- Build a stronger relationship between NPH and community groups
- Bring more residents into 'formal' involvement with NPH
- Grow the culture of volunteering in neighbourhoods where project delivery requires local support, or through awareness of community groups being raised by promotion of the funding.

We will report on all of our informal Involvement activity to the Residents Advisory Panel on an annual basis.

Appendix 3: Code of Conduct for Involved Residents

Organisations like ours, that receive public funds, must demonstrate that we carry out our business to the highest standards. Our customers, anyone we work with and members of the public must be able to trust and rely on us and those people we work with, to work to these standards in everything that we do.

At NPH we aim to make sure that residents who get involved in our Involvement activities do so in an environment which engages, empowers and encourages. To support this aim we have four values which describe what we are about and how we wish to provide a high quality service. These are:

- Open and Strong
- Listen and Respond
- Achieving More with Others
- Aim High and Deliver

To make these values real we need to be sure that all our involved residents, and anyone representing NPH are clear about the standards expected of them when they become involved as both our and their reputations are at stake.

This code of conduct sets out those standards and provides guidance to protect you from taking part in decisions or taking actions that might leave you or NPH open to misunderstanding, criticism or legal challenge.

1. Why have a code of conduct?

This code of conduct is in place as it aims to protect those residents involved in NPH activities and ensure their experience is positive and valued.

It also reflects the principles of openness and honesty which NPH supports and expects its involved residents to hold and value. In return we will demonstrate these principles in the way we conduct our business.

2. How to use this code

This code of conduct sets out the general standards of behaviour expected from you. In some cases there is more detail about a standard set out in a particular policy: where that is the case it is important that you ask a member of the Involvement Team or the member of staff whom you are working with for advice or a copy of that policy (or procedure).

If you are in any doubt about what is expected of you then ask the member of staff that you are working with for advice and guidance first of all. You can also ask for advice from a member of NPH's Governance Team where relevant.

Failure to follow this code of conduct may damage your and/or NPH's reputation and could lead to you being asked to leave or be excluded from any activity that you are involved in.

If you become aware that this code is being broken, or if there is something else that you think is inappropriate or wrong, you should report this to the Involvement Team, a manager or a senior manager.

3. General Standards

We expect involved residents to:

- Carry out their involvement activities in line with NPH's policies and procedures and in the spirit of our values.
- Behave in an appropriate way for the activity you are involved in. This includes showing politeness and courtesy to other residents, staff and partner organisations.
- Never to use abusive or racist language or intimidating, aggressive, bullying behaviour, whether during face-to-face contact, by phone, email or social media.
- Ensure that your own and anybody else's health and safety is not placed at risk whilst participating in Involvement activities.

Participation on NPH's panels or groups does not entitle members to preferential treatment or different access to services from other NPH residents.

Involved residents are asked to use the communication channels available (phone, email) in the same way as other residents and not attempt to use their position to gain privileged access to services.

When visiting NPH offices, involved residents are asked to observe the same etiquette as would be expected from other visitors and are asked to not wander the building unaccompanied.

We have a supplementary 'Meetings Guidance' document, which sets out the standards of behaviour expected by staff and customers attending meetings. Residents and staff are both expected to adhere to those guidelines.

Alcohol and drugs

If you participate in activities under the influence of non-prescribed drugs or alcohol you will be asked to leave the activity.

Alcohol

When participating in activities/meetings or events with NPH the consumption of alcohol is not allowed.

Financial conduct

Residents must only claim expenses in line with the Expenses Policy, which states that we reimburse out-of-pocket expenses only. Anyone who attempts to claim expenses on costs that have not been incurred will be dealt with using the sanctions within this code of conduct.

If you are given responsibility for money, or other resources you must use them for the purpose intended and in line with the law & NPH's financial regulations. You should do all you can to ensure that value for money is achieved for NPH, its residents and any public or charitable funds that NPH accesses.

NPH expects involved residents to decline any offers of gifts, loans, rewards or other benefits for their activities.

Involved residents may not show favouritism or the opposite to any person or organisation. This is particularly relevant to those involved with any procurement activity undertaken by NPH.

Social Media

We are all enjoying the way that we can communicate using social media but remember the adage "never write anything on a social media site that you wouldn't be happy to have on a large sign in your front window". While we would encourage residents to follow us on any social media platforms where we have a presence, such platforms are not a forum for dispute or for circumventing processes.

4. Relationships

Staff members

It is important to keep relationships with staff members on a professional basis. For example when you know staff because of your involvement activities you should avoid visiting them in their home, developing intimate relationships or making personal or social contact with staff when they are not on duty.

You may not receive loans from staff members or give loans to staff members of NPH.

Contractors

If you have a current or past relationship with external contractors, or possible future contractors, either business or private, you should tell your Involvement Officer. This applies whether or not you are personally involved in appointing contractors.

5. Equality & Diversity

Equality of opportunity, fair treatment and the celebration of diversity underpin the NPH values. You are expected to follow our equality and diversity policies when you are involved with NPH. This includes your behaviour towards fellow involved residents, staff members, suppliers and contractors.

6. Access to Information

From time to time (depending on the type of activity you are involved in) you may have access to personal or commercially sensitive information about other residents, staff members, contractors or prospective contractors. Personal or commercially sensitive information must be treated as strictly confidential. You can only share information outside the organisation about individuals if you have their/NPH's specific written permission.

You must never pass on any information that you have come by in the course of your involvement for your own benefit, or pass it on to anyone else for the same reasons.

NPH stores, protects and shares the information that we hold in line with the Data Protection Act 1998 and General Data Protection Regulations.

7. Tendering & Purchasing

If you are involved in procuring goods or services on behalf of NPH, any consultants, suppliers, contractors and sub- contractors should be dealt with in a fair and unbiased way. This is to ensure that all orders and contracts are awarded on merit and comply with legislation around fair competition. NPH has policies and procedures for making sure tendering and procurement processes are fair.

You should not show special favour to any business where you or your family have some personal or professional connection. You should make an NPH staff member aware of any potential conflict of interest.

If you have access to confidential information on tender costs, or other commercially sensitive information you must not give that information to any unauthorised person or organisation

Using NPH suppliers or contractors

Where possible you should avoid using suppliers, contractors or other organisations used by NPH to buy goods and services for yourself.

Sometimes this may not be possible or practical. If you do use our suppliers or contractors you must make it clear to them that this is not a business arrangement with NPH and you must not receive favourable treatment. As this may potentially create a conflict of interest, we would advise that you let your Involvement Officer know of any arrangements that you make with NPH suppliers and contractors to undertake work for you.

8. Employment at NPH

Anyone who is involved in the process of appointing NPH staff must make sure that all decisions are made, and are seen to be made, fairly and on merit. For this reason you should not be involved where the applicant is a relative or someone you have a close relationship with.

You must not try to influence fellow involved residents, NPH staff/Board members to favour someone applying for a job or get drawn in by others trying to do so.

9. Political Activity and Public Campaigning

Please let NPH know if you are standing for any public office as there may be instances where your participation as an involved resident could create conflicts of interest. For example if you were to stand as a local councillor and then became involved in a clean-up activity which we promoted, this material could then increase your public capital.

You are asked not to represent NPH in any media activity unless written permission has been given by the Head of Engagement & Experience or the Communications Manager.

10. Gifts & Hospitality

Gifts

The acceptance of any cash or gifts from fellow involved residents, staff members, suppliers, contractors, sub- contractors or consultants, goes against our Probity Policy, which you are expected to adhere to. This includes things like offers of holidays, expensive meals or other benefits instead of money. It is fine to accept very low value items such as free pens and calendars.

If you have to refuse a gift you should be polite but firm and let the person know that you are bound by this code of conduct.

Hospitality

You should decline offers of hospitality that might lead to a misunderstanding about the way that you or NPH operates. For example if you are involved in procuring

goods or services this might be particularly difficult if you were offered an expensive meal or a gift by a supplier around the time that NPH was going to agree, sign or tender a contract. It is fine to accept some types of hospitality as part of your involvement, for example cups of tea/coffee or a modest meal. If in doubt, please contact an NPH staff member for advice.

11. Declaring your Interests

You must make sure that you do not use your involvement with NPH to benefit either you directly or your family, friends or others who know you. If you cannot avoid the situation you should record the detail in NPH's Register of Interests by completing a declaration of interest form, available from the Governance team.

It will be your responsibility to record any actual or possible conflicts of interest as they arise. This may be something that affects you, your close family, friends or others that know you.

12. What happens if an involved residents breaks the Code of Conduct?

If you are worried that you have done something which is in breach of the code of conduct please notify a member of the Involvement Team or the member of staff that you are working with.

Examples of breaches of the code of conduct:

- Accepting an expensive meal or a gift from contractors.
- Trying to access services by saying you are an involved resident.
- Being rude or aggressive to NPH staff, other NPH resident, or NPH partner organisations, whether personally or in written or electronic form.
- Using intimidating or bullying language including in written or electronic form.
- Using language or terms that others may find offensive or derogatory

Any allegations that someone has breached this code of conduct will be taken seriously by NPH. An investigation will be carried out by the Involvement Team and a recommendation made to the Residents Advisory Panel.

The person concerned will be informed of the outcome of the investigation in writing within 10 working days from the date of the allegation being recorded.

Depending on the severity of the alleged breach, the involved resident may be requested not to attend involvement activity with NPH.

If the investigation goes on for longer than 10 working days then the person will be provided with the reason and any update possible.

NPH may impose the following sanctions (as appropriate and proportionate to the breach) where it is deemed that a resident has breached the code of conduct:

A verbal warning not to engage again in behaviour that breaches the code

A written warning not to engage again in behaviour that breaches the code

A time limited period where the person may not engage in involvement activities

A permanent exclusion from involvement activities with or NPH.

13. Right of Appeal

If they are dissatisfied with the outcome of the investigation, the resident may appeal the decision within 10 working days by contacting NPH's Head of Engagement & Experience, clearly stating the grounds for an appeal. A decision will be made within 10 working days of receiving the appeal.

Should the person concerned be invited to attend an appeal discussion and not attend, the right of appeal will be forfeited. The appeal decision will be final

14. Acceptance

Attendance in NPH Involvement activity is considered to be acceptance of the code of conduct.

Appendix 4: Resident Expenses Policy

NPH recognises the positive contribution that involvement can bring to improving NPH services and the communities where we work. This policy provides clarity on:

- What expenses that you can claim as a result of your involvement
- The level of reimbursement you should expect
- What evidence we need to see before reimbursing costs

Our Promise...Your Promise

As part of your involvement, you'll be able to access training and opportunities to build your confidence to help you get the most out of meetings and build skills that you can carry into your personal life, education, volunteering or employment.

We also want to ensure that no-one is out of pocket as a result of getting involved and we will reimburse all reasonable costs incurred in the course of your involvement, such as travel, subsistence, childcare and care costs. For the purposes of this policy, 'involvement' includes all activity other than Board membership or Volunteering with a specified role description (these activities are covered by separate policies).

We'll make all efforts to reimburse you on the day of your meeting or activity. In return, we ask you to consider a few things:

Travel

Mobility or vulnerability are an issue for a lot of our residents, so a taxi is often the most sensible arrangement. However, for those of us that feel more able, we need to choose the most cost effective way of travelling to a meeting. We'll reimburse mileage or bus travel (including return journeys) when you get to the meeting. To do this we'll need to know the amount of miles travelled or see your bus ticket.

Subsistence

Where a meeting or activity straddles a lunchtime, we'll arrange for lunch to be provided. On the rare occasion that this is not possible, we will reimburse your (reasonable) lunch costs with a valid receipt.

Childcare

We need to know that you've incurred costs as a result of attending a meeting. We will require evidence that a person caring for your child is a registered childminder.