

# Resident and Community Engagement (RCE) Strategy

## 1. Introduction

- 1.1 This strategy sets out the commitment of Bolton at Home to Resident and Community Engagement as an essential aspect of our approach to delivering housing and community services to residents and tenants of Bolton at Home properties.
- 1.2 This strategy demonstrates how Bolton at Home will engage and work in partnership with its Residents to set the strategic direction of the business as well as helping shape and deliver high quality services and value for money.
- 1.3 Bolton at Home has a long established commitment to engaging with its residents and recognises its responsibility to involve residents in the issues that affect them. This will be done in a way that offers choice and flexibility for people to become involved by offering a number of different engagement and influencing opportunities.
- 1.4 Bolton at Home recognises the importance of offering engagement opportunities to residents in all areas where we have properties, including areas outside Bolton. Therefore the scope of this strategy also includes access to and influence of Ucan and Community Investment initiatives across all our neighbourhoods.

## 2. Purpose/ Scope /Vision

- 2.1 The vision for the 2019 -2023 Resident and Community Engagement Strategy has been developed in conjunction with the following:
  - Tenants and Residents
  - Community Groups,
  - Stakeholders and Partners.
  - Bolton at Home Scrutiny Group
  - Bolton at Home Operations Committee
  - Recommendations from the Advisory Review of Tenant Involvement within BH . (see Appendix 1)
- 2.2 This strategy supports the BH vision ***“to provide homes as a bedrock for strong places and to support people and their communities to flourish and deliver ‘Homes & neighbourhoods we can all be proud of’”***

- 2.3 Bolton at Home does not consider Resident Engagement/ involvement as an add-on to the business but rather as golden thread that runs through all its business operations.

This strategy sets out an engagement structure that seeks to balance engagement, value for money and continuous improvement.

### **3. Drivers / Objectives**

3.1 The Overall Aim of this Strategy is threefold.

- To create a framework which encourages a variety of Tenants and Residents to actively be involved in shaping, improving and scrutinising our services.
- Make sure all tenants and residents, who want to, have the opportunity to participate.
- To offer opportunities within our communities to enable Tenants and Residents to become more independent and our communities to flourish.

The key drivers for this strategy are:

- a. Create and embed a culture for engagement and adopt one approach across our organisation.
- b. To set out the ways in which we will enable and encourage residents to be actively involved in the organisation and in our communities.
- c. To demonstrate that residents are part of our continuous improvement approach.
- d. To ensure residents are enabled and empowered to fully participate in identifying improvements and setting standards in BH services.
- e. To develop pathways whereby residents living outside Bolton can still fully participate in influencing the services and resources they receive.
- f. To ensure we meet and exceed our regulatory requirements, particularly those specified within the Regulators of Social Housing's Tenant Involvement and Empowerment Standard and the emerging requirements arising from the Green Paper.
- g. To provide a wide range of opportunities for people living in all our communities to enable them to prosper, promote resident agency and enhance community cohesion.

### **4. Definitions**

4.1 Resident and Community Engagement can mean different things to different people at different times; therefore the strategy adopts two specific approaches to engagement:

- a. Residents/Tenants who directly influence BH services through research, consultation, evaluation, operations or scrutiny membership.*
- b. Residents and Stakeholders who contribute to the development of our communities through local action and /or self development.*

4.2 Within the strategy we are defining Residents as:

- Tenants, their families and everyone who lives in our neighbourhoods in Bolton and in other areas of the Northwest.
- Shared ownership customers and leaseholders.
- Partners and Stakeholders.
- Any other service user (Careline etc.)

4.3 Residents directly influence BH.

Residents who directly influence BH services and BH Policy include:

a. Operations Committee Members (50% BH Tenants)

- Monitoring and scrutinising performance and KPIs on a quarterly basis.
- Reviewing quality of services and standards including considering resident feed back.
- Ensuring statutory and regulatory compliance.
- Contributing to the VFM Strategy for the Organisation.

b. Scrutiny Group Members (Majority Tenants)

- To ensure there is scrutiny of housing services with the aim of making improvements.
- To act as a critical friend, providing constructive, evidenced feedback to Bolton at Home (BH).
- To ensure housing services are accessible and meet the needs of all customers.
- To promote value for money and identify areas of waste.

c. Voices Programme

This programme will focus on using customer insight and intelligence to support scrutiny, improve service standards and support business improvement.

To increase the volume and diversity of tenants and customers influencing BH Services, we will develop the 'BH Voices'. This will be a database of tenants and customers who will act as a 'sounding board' for the organisation. Tenants and customer will be able to choose the way in which they participate and which areas of the organisation they want to be involved in.

#### 4.4 Residents who indirectly influence BH

##### d. Community Investment and Ucans

Bolton at Home currently has a Community Investment Team of Community Development Officers and Arts Officers, BH also has 6 Ucan Centres. We use these resources to support resident activity and development within our communities. Residents involved in place based activities will have the opportunity to influence BH services through participation in Community activities.

Activities and Development opportunities open to our residents include (but is not restricted to) the following: (*not a comprehensive list*)

- Employment Support
- Training and education
- Access to new skills and certification
- Food Growing Support
- Women's Groups
- Men in Sheds
- Health and Well-being initiatives
- Arts activities
- Physical activities
- Tenants and Residents Groups
- Action Groups
- Special Interest Groups
- Cohesion and Integration activities.

By building the capacity of residents and communities through locally based initiatives and opportunities we know that residents feel more engaged with the organisation and feel better able and more confident to contribute to influencing BH services and improving their own lives and those of the wider community.

## 5. Our Approach to RCE

5.1 Our approach to Resident and Community Engagement is informed by the key principle that:

**BH Residents, Tenants and Communities can improve BH services if they are given the opportunity: BH will support residents to actively influence its services through its RCE strategic aims:**

RCE Strategic Aim	Action	Service
To create a framework which encourages a variety of Tenants and Residents to actively be involved in shaping, improving and	Recruit tenants and residents to Scrutiny Group and Operations Committee. Provide support and development opportunities.	<b>Governance Team and CI Team and Voices Coordinator.</b>

scrutinising our services.	Provide a programme of service areas, policies and strategies to be informed and influenced by scrutiny and operations.	
Make sure all tenants and residents, who want to, have the opportunity to participate.	Develop the 'Voices' programme to ensure wider residents can influence services through a variety of means, including all social media and more traditional methodologies.*	<b>Business Intelligence and CI Teams</b>
To offer opportunities within our communities to enable Tenants and Residents to become more independent and our communities to flourish.	To provide a full Ucan service for our residents to support access to employment, benefits and training. To provide opportunities through community development and Arts services to enable residents to participate wholly in their communities and become more active, less isolated and promote community cohesion*.	<b>CI Team and Ucan Service.</b>
*Appendix 2 Voices Approach		
* Appendix 3 Action Plan		

## 6. Delivering the Strategy

The Strategy will be delivered through the Action Plan (Appendix 3) which will be monitored and reviewed by a resident and officers group which will be formed for this specific purpose.

## 7. Resources

- 7.1 This strategy sets out that the resident engagement will run through mainstream services. For example members of scrutiny and operations committee and wider customer will be invited to oversee the implementation and delivery of this strategy.
- 7.2 Performance measures will be developed to ensure customers are influencing strategy and delivery across the organisation. Furthermore incentives schemes will be used to encourage more residents to have a say in the way BH delivers services.
- 7.3 Training will be provided for all residents new to resident engagement activities to ensure they benefit from working with BH to improve their services and make them fully resident focussed.

## 8. Equality analysis

The Equality Analysis has been completed.

## **9. Responsibility**

The Deputy Chief Executive of BH and Head of Community Investment will ensure this strategy is successful, with staff across Bolton at Home having individual and collective responsibility to implement the actions and adhere to this strategy. This will be reviewed at the strategic steering group made up of officers and residents.

## **10. Consultation**

Following the BH has consulted widely on this strategy, the following groups and individuals have had an opportunity to influence this strategy:

- Community and Action Groups supported by Community Investment Team, including representatives from 'Men in Sheds' community groups, 'Women's Groups', Local Residents and Tenants Associations and members of the community attending events such as Willow Hey Festival and Litter Picking groups. Consultation took place between August 2018 and January 2019.
- Scrutiny Group was consulted on the Strategy and commented that ' we are pleased that customer engagement forms a golden thread that runs through everything that BH delivers for customers.' (February 2019)
- Leadership Group approved the Strategy subject to approval from Operations Committee (Feb 2019)
- Operations Committee consulted on the Strategy and asked for additional information to be detailed in this Strategy. This is the updated version based on Feedback from Operations Committee.
- Bolton Council, as a key and major partner of BH, Bolton Council were consulted on the Strategy in January 2019.

## **11. GDPR & Data Protection Act 2018**

This strategy does not involve the processing of personal data either by Bolton at Home or by a third party on behalf of Bolton at Home.

## **12. BH Related policies**

The following Bolton at Home strategies/policies will be considered alongside the CRE Strategy.

- Digital Inclusion Policy
- Social Value Policy
- Anti-Poverty Strategy
- Housing Green Paper
- Integration Green paper

### **13. Monitoring, Review and Evaluation**

The strategy will be monitored quarterly by a group of officers and residents. Residents from Operations Committee, Scrutiny Group and wider community members will be invited to sit on this group.

<b>Date approved</b>	20 June 2019
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## **Appendix 1**

Recommendations from the Advisory Review of Tenant Involvement within BH (attachment)

## **Appendix 2**

### **BH Voices Programme**

Extensive research and benchmarking with other organisations found that the voices database has potential to enable BH to strengthen its approach in the area of resident involvement and empowerment but needs resources dedicated to it to enable a representative group of customers to be created to consult with and fully utilise the opportunities that having a voices panel offers. Increasing the number of 'voices' and keeping them engaged is likely to take time (and significant effort) and therefore resources have been identified to carry out this work for an initial 2 year period.

In that time a new database of tenants and residents will be developed who will influence all services across Bolton at Home.

A pool of diverse residents will be invited to share their views and experience on a variety of services on a regular basis. BH Voices will be dynamic and able to flex to meet the needs of how tenants and residents may want to share their views in the future. It will also support the organisation as it develops more sophisticated ways to engage.

We will utilise a range of consultation methods that reflect the way in which tenants and residents say how they want to be involved, these include task and finish groups, on-line, telephone and other surveys and we will embrace the aspiration to engage with residents more digitally through virtual forums.

### **Technology and Digital Inclusion**

We need to optimise digital functionality for those customers who do use it but recognise that there will need to be a transitional phase to increase the numbers of tenants and customers using these channels and recognise that for some channel shift may never be a reality. Therefore, residents will also be given the opportunity to influence services in more traditional ways.

We will however, provide tenants and residents the opportunity to get involved and have their say via their computer and smart phone so that they don't have to travel or commit lots of time. To achieve this we plan to integrate the BH Voices database into our existing website and create a bespoke portal for this activity so that tenants and customers can fill in surveys and communicate with us in a way that suits them.

We will ensure that future involvement opportunities are efficient, provide good value for money and are outcome focused. We will achieve value for money by reviewing what we do every year, being clear about what we will stop, start and/or continue. The voices programme will provide incentives for residents to participate, the exact nature of the incentives will be agreed by the Officer / resident overseeing group.

We will also publish how tenant and resident involvement has led to improved services and made efficiencies, through a '**You Said, We Did**' programme.



We will take steps to integrate involvement into the organisations forward plan so that we seek the views of tenant and residents in a timely way, reflecting their views into future service improvements before they go to Board and other BH Committees.

### **Appendix 3**

#### **Action Plan**

## Resident and Community Engagement Strategy Action Plan

### 1. Resident Engagement in Governance

Ref	We will...	Lead	PI, comments, actions, frequency.
1.1	<p>Support tenants and residents to participate in BH Groups and Committees, through:</p> <ul style="list-style-type: none"> <li>a. Training: this will be offered to all members of BH groups and Committees, to ensure they are confident and able to contribute to the development of BH services.</li> <li>b. Support: will be offered to all members of BH groups and committees to ensure they are able to attend meetings, away-days, one off sessions etc. as appropriate to their role.</li> <li>c. Development : personal and professional development will be offered to all BH groups and Committees as relevant to their role within that group/ committee.</li> </ul>	TC/TB	Support as needed from any other teams including CI and UCans
1.2	<p>Support the development and maintenance of a BH Scrutiny group by:</p> <ul style="list-style-type: none"> <li>a. Providing opportunities for BH tenants to play an active roll in the scrutiny of our services.</li> <li>b. Publicise across communities opportunities in Scrutiny roles</li> </ul>	TC/TB PR	
1.3	<p>Support the development and maintenance of BH Operations Committee by:</p> <ul style="list-style-type: none"> <li>a. Providing opportunities for BH tenants to play an active roll in operations within BH.</li> <li>b. Publicise across communities opportunities in Operations roles</li> </ul>	TC/ TB PR	

2. Resident and Community Engagement through 'The Voices' programme.			
Ref	We will...		
2.1	<p>Support wider resident involvement in BH services through the development of the 'Voices' programme. And provide multiple ways and encouragement for residents to influence services:</p> <ul style="list-style-type: none"> <li>a. Recruit from across our community base tenants and residents who want the opportunity to influence BH Services.</li> <li>b. Develop a 'Voices' Profile to ensure all residents are represented in the Voices Programme including those living outside Bolton.</li> <li>c. Target gaps in our voices profile as and when necessary.</li> <li>d. Recruit an officer to support the development of the Voices programme</li> <li>e. Publicise across the organisation the establishment of the Voices programme.</li> <li>f. Produce a '<i>You said: We did</i>' communications to ensure residents know the outcome of their input.</li> </ul>	TC/CF/S M	<p>500 voices 01.04.20</p> <p>You said we did launch Sept.19</p>
2.2	<p>Ensure that customers/tenant/residents can scrutinise, influence and shape policy and service delivery by:</p> <ul style="list-style-type: none"> <li>a. Develop with senior managers a programme of resident consultation/ influence.</li> <li>b. Provide training and one off sessions to enable residents to effectively contribute.</li> <li>c. Ensure resources and budgets are put in place to facilitate resident influence.</li> <li>d. Co-design an incentive scheme with residents to encourage a wider range of tenants to contribute.</li> </ul>	TC/CF	<p>Six Consultations per year.</p> <p>Sept 19 to coincide with Launch</p>

### 3. Resident Engagement in Neighbourhoods (Environment)

Ref	We will...		
3.1	<p>Deliver and Support a wide variety of environmental projects across our neighbourhoods for the benefits of tenants and communities including:</p> <ul style="list-style-type: none"> <li>a. Food Growing sites</li> <li>b. Community 'take-over' spaces</li> <li>c. Men in Sheds groups and networks</li> <li>d. Small land redevelopment sites</li> <li>e. Free fruit access and wild flower sites</li> </ul>	NS/ SM CW	
3.2	<p>Food Growing Sites</p> <ul style="list-style-type: none"> <li>a. Support and enable residents to grow food in their own gardens.</li> <li>b. Further Development of Willow Hey Community Growing site as a Flag ship site.</li> <li>c. Support and increase wider food growing sites across all our neighbourhoods.</li> <li>d. Donating surplus produce from growing sites to Pantries and local community.</li> <li>e. Linking with partners to develop food growing near parks.</li> <li>f. Identifying land suitable for food growing to help address food poverty.</li> </ul>	NS/ SM CW	
3.3	<p>Community 'Take Over' spaces.</p> <ul style="list-style-type: none"> <li>a. Supporting local communities and groups to take over small pieces of land to develop to encourage wildlife.</li> <li>b. Provide budgets to support the maintenance of take over spaces</li> <li>c. Develop local communities to enable them to access funding for 'take over' spaces</li> <li>d. Identifying land suitable for 'take over' spaces.</li> </ul>	NS/SM CW	

3.4	<p>Men in Sheds</p> <ul style="list-style-type: none"> <li>a. Maintain and support the current network of Men in Sheds groups.</li> <li>b. Increase the number of men in sheds groups.</li> <li>c. Work with local people to identify locations and venues to host Men in Sheds groups as needed.</li> </ul>	<p>NS/SM CW</p>	
3.5	<p>Small Land Redevelopment Sites</p> <ul style="list-style-type: none"> <li>a. Support the maintenance of current sites such as Daisy Dell and Mossfield Meadows with the local community.</li> <li>b. Identify other enclosed land which could be redeveloped with the local community both inside and outside Bolton.</li> <li>c. Continue accessing external funding to support this in partnership with residents.</li> </ul>	<p>NS/SM CW</p>	
3.6	<p>Free fruit access and wild flower sites.</p> <ul style="list-style-type: none"> <li>a. Continue to plant fruit trees and bushes and herbs in open locations enabling local people to come together and access free fruit and herbs throughout the year (seasonal).</li> <li>b. Continue to work in partnership to identify and plant Wild flower fields to enhance the look of our neighbourhoods.</li> </ul>	<p>NS/SM CW</p>	

4. Resident Engagement In Neighbourhoods (Arts Service)			
Ref	We will...		
4.1	<p>Arts Officers</p> <ul style="list-style-type: none"> <li>a. Provide Arts officers to support people to access the Arts in Bolton and across our neighbourhoods outside Bolton</li> <li>b. Ensure Arts officers are working across all our neighbourhoods</li> <li>c. Continue our partnership with Bolton Octagon, Bolton Libraries and other creative partners in the Borough.</li> <li>d. Create new partnerships across other localities to enable residents in areas such as Wigan, Leigh and Skelsmerdale to access the arts.</li> </ul>	NS/SM DYO	
4.2	<p>Creative Services</p> <ul style="list-style-type: none"> <li>a. Work with local artists to engage local people in the arts of their choice.</li> <li>b. Contribute to the Bolton wide Light Festival annually and ensure residents in BH neighbourhoods can access, influence and contribute to this festival.</li> <li>c. In partnership with Bolton Octagon deliver 1500 free or significantly reduced price tickets (£3.00) to the theatre for BH residents.</li> <li>d. Provide venues and spaces for local artists.</li> </ul>	NS/SM DYO	
4.3	<p>Creative Projects</p> <ul style="list-style-type: none"> <li>a. In partnership with local residents develop and support the delivery of a variety of creative projects to address issues affecting our residents: to include <ul style="list-style-type: none"> <li>1. Youth Drama Projects (Shakespeare on the street)</li> <li>2. Creative Writing</li> <li>3. Drama identifying current social issues (Domestic Violence)</li> <li>4. Drug and alcohol creative projects</li> <li>5. Film and photography</li> <li>6. Choirs and Dancing initiatives</li> <li>7. Older peoples co-design creative projects</li> </ul> </li> </ul>	NS/SM DYO	

5. Resident Engagement In Neighbourhoods (Cohesion and Integration)			
Ref	We will...		
5.1	<ul style="list-style-type: none"> <li>a. Support communities to integrate</li> <li>b. Support Communities to challenge intolerance and increase resilience</li> <li>c. Support communities to promote cohesion and inclusion</li> </ul>	NS/SM DYO	
5.2	<p>Integration</p> <ul style="list-style-type: none"> <li>a. Community Events, locally based</li> <li>b. Social eating projects across age ranges supported by Ambition for Ageing</li> <li>c. Identify resources and external funding to support local integration</li> <li>d. Support activities such as Pride through staff, community and budgets.</li> <li>e. Provide access to ESOL and Community English classes</li> </ul>	NS/SM DYO	
5.3	<p>Resilience</p> <ul style="list-style-type: none"> <li>a. Support communities to become more resilient through the provision or training and shared spaces.</li> <li>b. Work with communities to spread tolerance through local (micro) initiatives.</li> <li>c. Provide training for community leaders</li> <li>d. Provide training for staff</li> <li>e. Work in partnership with Equalities organisations to enable residents to access the support and services needed.</li> </ul>	NS/SM DYO	
5.4	<p>Cohesion and Inclusion</p> <ul style="list-style-type: none"> <li>a. Sign up to the Migrant Support Pledge</li> <li>b. Develop initiatives with our residents to promote cohesion and inclusion such as Carers Support Network, inter-generational action groups.</li> <li>c. Work with tenants and residents to explode myths surrounding refugees and migrants</li> <li>d. Develop a welcome package for new tenants to introduce them to their community.</li> <li>e. Identify areas of isolation especially for older tenants and support them to become included within their community.</li> </ul>	NS/SM DYO	

6 Resident Engagement In Neighbourhoods (Health and Well Being)			
Ref	We will...		
6.1	<p>Co-design with residents a health and well being agenda for our neighbourhoods which will include the 5 steps to Well-being:</p> <ul style="list-style-type: none"> <li>a. Connect</li> <li>b. Be Active</li> <li>c. Take Notice</li> <li>d. Learn</li> <li>e. Give</li> </ul>	NS/SM PR	
6.2	<p>Connect</p> <ul style="list-style-type: none"> <li>a. We will continue to support residents to connect to their communities through, events, activities and projects.</li> <li>b. We will enable residents to welcome new families to their communities through the development of welcoming committees in neighbourhoods and welcome hampers that include lists of activities going on locally.</li> <li>c. We will encourage residents to connect to local services including Bolton at Home to influence the way services (including BH ) are delivered.</li> <li>d. We will provide venues, grants and activities to enable residents to connect within their communities.</li> <li>e. We will continue to co-design projects to bring people from differing communities together under a common goal, aim or vision.</li> </ul>	NS/SM PR	
6.3	<p>Be Active</p> <ul style="list-style-type: none"> <li>a. Provide opportunities for activity within the local neighbourhood including physical activities, creative activities and age specific activities.</li> <li>b. We will provide training to enable people to deliver activities in their own communities.</li> <li>c. We will continue (in partnership with CVS) to provide grants to enable people to develop and design their own activities to reflect very local need.</li> </ul>	NS/SM PR	
6.4	<p>Take Notice</p> <ul style="list-style-type: none"> <li>a. We will continue to provide opportunities for residents to notice and take notice of all the wonderful activities in our communities through the Stars in the Community awards.</li> </ul>	NS/SM PR	



	<ul style="list-style-type: none"> <li>b. We will continue to provide opportunities for residents to design and take part in new and unusual activities and events including accessing the beautiful countryside and parks.</li> <li>c. We will increase the opportunities for residents to find time for themselves and to reflect through training in mindfulness, yoga etc.</li> </ul>		
6.5	<p>Learn</p> <ul style="list-style-type: none"> <li>a. We will increase the amount of community English (ESOL) for local residents from 6 currently to 10 by the end of the strategy period.</li> <li>b. We will work with learning providers to provide a variety of education opportunities in a wide variety of subjects.</li> <li>c. We will provide access to residents wanting to learn more about housing or any other public services</li> <li>d. We will work with residents to support their employment and educational goals</li> <li>e. We will provide funding (within reason and agreed with residents) for residents to pursue education and learning unobtainable to them through lack of funding.</li> </ul>	NS/SM TC	
6.6	<p>Give</p> <ul style="list-style-type: none"> <li>a. We will increase the number of volunteer opportunities across our neighbourhoods for residents and groups.</li> <li>b. We will develop schemes whereby residents support other residents new to their community.</li> </ul>	NS/SM PR	

7. Resident Engagement In Neighbourhoods External Funding			
Ref	We will...		
7.1	Work with residents across our neighbourhoods to increase through external funding the money coming into neighbourhoods.		
7.2	<p>Small Pots up to £20K</p> <ol style="list-style-type: none"> <li>We will work with all groups to enable access to small pots of funding to sustain action and community groups and thereby promote their independence.</li> <li>We will achieve a minimum of £100K in small pots of external funding per year going straight to community groups.</li> <li>By the end of the Strategy period we will have increased small pots funding to £200K per annum for our community groups.</li> <li>We will promote the funding needs of BH residents to partners and other BH stakeholders.</li> </ol>	NS/SM	
7.3	<p>Larger Pots over £20K</p> <ul style="list-style-type: none"> <li>We will continue to work with partners and residents to access larger pots of funding to enhance the life chances of people within our neighbourhoods; these will include: <ul style="list-style-type: none"> <li>European Funding pots (until Brexit)</li> <li>Lottery Funding (where it does not conflict with local charities)</li> <li>Heritage Funding</li> <li>GM funding</li> <li>Comic Relief</li> <li>Esme Fairbain</li> <li>Veridor</li> </ul> </li> </ul>	NS/SM	
7.4	<p>Partnerships</p> <ul style="list-style-type: none"> <li>We will continue to support partners in funding bids and not compete where those bids support residents.</li> <li>We will continue to fund charitable organisations that are based in the community and reflect the needs of our residents.</li> </ul>	NS/SM	

7. Resident Engagement In Neighbourhoods External Funding			
8	Resident Engagement through The UCAN Service We will...		
8.1	Work with residents across our neighbourhood to increase footprint in our Ucans and improve life choices in neighbourhoods		
8.2	<p>Employment Support</p> <ul style="list-style-type: none"> <li>• We will work with all residents on a bespoke basis to increase their employability through <ul style="list-style-type: none"> <li>a. Barrier Busting</li> <li>b. Employment Support</li> <li>c. Training and Educational support</li> <li>d. It literacy</li> <li>e. Literacy and Numeracy</li> <li>f. Welfare support</li> <li>g. Appeals support</li> <li>h. Clothing for interviews</li> <li>i. Interview support</li> <li>j. Access to Pantries</li> <li>k. Volunteering and work placements</li> </ul> </li> </ul>	NS/TC	
8.3	<p>Access to IT and other services</p> <ul style="list-style-type: none"> <li>• We will continue to work with partners to support residents to access a wide range of services including: <ul style="list-style-type: none"> <li>• IT Training</li> <li>• Money Skills</li> <li>• Debt busting</li> <li>• Funding</li> <li>• Health care</li> <li>• Well being activities</li> </ul> </li> </ul>	NS/TC	

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|  | <ul style="list-style-type: none"><li>• <b><i>Note: this is not a full list of activities provided through our Ucan service, only those that have Resident involvement as a key component of how they operate. For further details of Ucans in Bolton please visit BH website.</i></b></li></ul> |  |  |
|--|--|--|--|