

Resident and Community Engagement Strategy

1. Introduction

- 1.1 Bolton At Home Group has changed. Since becoming an Registered Provider (RP) Group, with Arcon joining BH, further development of our approach to community and resident engagement has been required. As a large-scale place-based organisation BH has developed a unique offer to its customers and Bolton residents through the UCAN service and Community Investment work, and through this has developed multiple pathways for customer engagement. BH also have a direct link for this work into the governance of the organisation through its Operations Committees, Board and scrutiny functions.
- 1.2 Prior to the merger Arcon's approach was based largely on the Tenant Scrutiny function combined with the importance of a very direct relationship between front facing staff and their tenants. Since the merger BH and Arcon have made considerable progress through the community investment work that has been undertaken with Arcon tenants and residents. Through this strategy BH and Arcon, as a Group, now need to develop an approach to resident engagement that is inclusive for all regardless of where they live.
- 1.3 We are now a place-based organisation that has an increasing number of tenants and customers that do not live in Bolton and this strategy sets out how we are going to develop our delivery model on Community Investment and Engagement to reflect this change.
- 1.4 This strategy sets out the commitment of the Bolton at Home Group 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 Group (inclusive of Arcon) properties.
- 1.5 This strategy demonstrates how Bolton at Home Group 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.
- 1.6 Bolton at Home Group (BHG) 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.
- 1.7 BHG recognises the importance of offering engagement opportunities to residents in all areas where we have properties. Therefore, this strategy develops our Community Involvement and Investment approach for all the neighbourhoods we serve which includes addressing stigma and promoting positives within our communities.

2. Purpose/ Scope /Vision

- 2.1 The vision for the 2021-2025 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 Bolton at Home
 - Reviewed with Arcon leadership team
 - To be reviewed by Arcon Scrutiny Group.
 - To be reviewed with tenants and residents of Arcon/BHG over Quarter 3 2021.
- 2.2 This strategy supports the BHG 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 BHG considers resident engagement/involvement as an intrinsic element of its business that should run through all its operations as a golden thread.
- 2.4 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.
- 1)** To create a framework which encourages a variety of tenants and residents to actively be involved in shaping, improving and scrutinising our services across multiple geographies as well as Bolton.
 - 2)** To make sure all tenants and residents, who want to, have the opportunity to actively engage with BHG on issues that are important to them, through a wide variety of methods, as appropriate.
 - 3)** 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) To create and embed a culture for engagement and adopt one framework across our group.
- b) To set out the ways in which we will enable and encourage tenants and residents to be actively involved in the organisation and in our communities.
- c) To demonstrate that tenants and residents are part of our continuous improvement approach.
- d) To ensure tenants and residents are enabled and empowered to fully participate in identifying improvements and setting standards in BHG services.
- e) To develop pathways to ensure that tenants and residents can fully participate in influencing the services and resources they receive irrespective of where they live.

- 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 requirements arising from the Social Housing White Paper published 17th November 2020.
- g) To provide a wide range of opportunities for people living in all our communities to enable them to prosper, promote resident connectivity and enhance community cohesion.
- h) To ensure all BHG tenants and Residents (inclusive of Arcon tenants and residents). A non-area specific model is being developed and implemented for BHG tenants and residents who live outside out of Bolton and for Arcon residents. This will ensure tenants and residents outside Bolton will have access to opportunities through the RVC and wider community engagement.

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) Tenants/ residents who directly influence Bolton at Home Group services through research, consultation, evaluation, operations or scrutiny membership.
- b) Tenants, residents and stakeholders who contribute or benefit from 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
- Shared ownership customers and leaseholders.
- Partners and Stakeholders.
- Any other service user (Careline etc.)

4.3 Residents who influence Bolton at Home Group Services.

Residents who directly influence Bolton at Home Group services and resident facing policies include:

BH Operations committee members (50% BHG Tenants)

- Monitoring and scrutinising performance and KPIs on a quarterly basis.
- Reviewing quality of services and standards including considering resident feedback.
- Ensuring statutory and regulatory compliance.
- Contributing to the Value For Money strategy for the organisation.

BH Scrutiny Group members (majority tenants)

Arcon Scrutiny Group Members (majority tenants)

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

Special Interest Groups

To ensure the tenant/ resident voice is at the centre of all that BHG do, we are developing two interest groups to better hear the customer voice, to fully comply with statutory requirements and provide a forum for tenant/resident led change. These are:

- **Complex Building Health and Safety Group.** This group will include tenants and residents who live in buildings of at least 7 storeys. The group will influence developments within the building and ensure building safety legislation is met, and ensure the work undertaken in these buildings by BHG contributes towards making residents and tenants feel safe and secure in their property. The aim is to fully ensure residents feel safe, can confidently raise safety issues and be confident of responses, and clarity of advice given.

This may also be applied to other buildings over the period of the strategy such as extra care homes and sheltered accommodation.

Findings from this group/s will be fed into the Customer Safety Group, who will in turn report to Operations Committee.

- **Community Environmental Group:** this group is being developed to support and enhance the environmental projects undertaken. This will include recommendations for land development for community use, food growing sites, community gardens and outdoor leisure spaces.

The framework for both groups will be launched in January 2022, both groups will be established and ready to operate by April 1st 2022.

Resident Voice Channel

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

- To increase the volume and diversity of tenants and customers influencing Bolton at Home Group services, we have developed the 'Resident Voice Channel. This is a database of tenants and customers who act as a 'sounding board' for the organisation.
- Tenants and Residents will be able to choose the way in which they participate and which areas of the organisation they want to be involved in.
- Tenants and Residents are recruited onto the RVC through a variety of formats including (not comprehensive):
 - New Tenancy sign ups
 - Community events sign up
 - Action days on estates
 - Community group participation
 - Receipt of BHG small grants

4.4 Residents who indirectly influence Bolton at Home and Arcon (BHG)

Community Investment and Ucan Services

The Bolton at Home Group currently has a Community Investment Team of Community Development Officers, Arts Officers, Community Investment and involvement officers and Peer Navigators. Bolton at Home Group also has 6 Ucan Centres staffed by Ucan managers and officers. Currently the Ucans are all located within Bolton; however, we are developing an alternative Ucan model nondependent upon buildings, which will mean a wide range of services offered through the Ucan model can be delivered across the Group neighbourhoods. This will include access to:

- Employment services
- Debt support Services
- Training
- Counselling and other health-based services

We use these resources to support tenant and resident involvement in our services and activity and development within our communities. Tenants and residents have the opportunity to influence BHG services directly through our governance arrangements and through participation in community/ place-based activities such as: Action Groups, Tenant and resident Groups and special interest groups (environmental, Men's Health etc).

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

- Peer Navigator Programme*
- Operations Committee
- Scrutiny Group
- Resident Voice Channel
- Apprenticeships
- Work placements
- 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.
- Community events
- Small grants
- Stakeholder and local charity grants

By building the capacity of tenants, residents and communities through place based initiatives and opportunities we know that tenants and residents feel more engaged with the organisation and feel better able and more confident to contribute to influencing BHG services and improving their own lives and those of the wider community. This promotes tenancy sustainability and thriving communities and helps address many of the issues impacting our communities.

5. Our approach to resident and community engagement

5.1 Our approach to resident and community engagement is informed by the key principle that:

Bolton at Home Group residents, tenants and communities can improve Bolton at Home Group services if they are given the opportunity: Bolton at Home Group will support tenants and residents to actively influence its services through its Resident Involvement and Community Engagement 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 scrutinising our services.	Recruit tenants and residents to Scrutiny Groups and Operations Committees. Provide support, training and development opportunities. Provide a programme of service areas, policies and strategies to be informed and influenced by scrutiny and operations.	Governance team and Community Investment Team
Make sure all tenants and residents, who want to, have the opportunity to actively engage with the issues and services they care about and are interested in.	Develop the RVC programme to ensure wider residents can influence services through a variety of means, including all social media and more traditional methodologies. *	Business intelligence and Community Investment Teams
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. (Bolton Only) 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*.	Community Investment Team and Ucan service.
To offer opportunities within our communities to enable tenants and residents to become more independent and our communities to flourish (outside Bolton)	To provide Ucan type services for Arcon residents and Tenants in partnership with other service providers operating within common places/neighbourhoods. This would include access to: Employment support services, Debt support Money skills Training Health related activities. 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.	Community Investment Team and Ucan Service.
*Appendix 1 RVC Approach		
* Appendix 2 Action Plan		

As much of the work undertaken in communities is place based, the marketing / branding of any projects and/or engagement activities will be branded appropriately for either BH, Arcon or BHG.

6. Delivering the strategy

6.1 The strategy will be delivered through the action plan (Appendix 2) which will be monitored and reviewed by members of BHG Operations/Scrutiny Groups, timescales for the delivery of the action plan will be agreed and monitored with these groups.

7. Resources

7.1 To demonstrate our commitment to Tenants and Resident engagement The Bolton at Home Group have invested in the following:

- Six custom built (or refurbished) Ucan buildings
- 20 Ucan and Employment Staff to support the delivery of Ucan and employment services.
- 20 Community Centres
- 19 Community Development/ Arts staff
- 1 Apprentice
- 14 Peer Navigators (tenants/ residents working in their own community to support their community).
- Budget allocation to support Grass roots activities and local charities
- £35K small grants budget.
- £10K Tenant and resident training budget
- The equivalent of 1.5 Community Development Officers are allocated to Arcon neighbourhoods exclusively.

7.2 Performance and Impact

Performance measures in the form of KPIs are used to ensure tenants and residents are influencing strategy and delivery across the group. These include:

- Number of Tenants/ resident Voices
- Volunteer hours in the community
- Volunteer opportunities
- External funding brought in for community groups
- External funding brought in for BH projects.
- Case Studies are also undertaken once a month to demonstrate the impact of the BHG engagement activities.
- Satisfaction surveys and tenant satisfaction measures.

Furthermore, incentive schemes will be used to encourage more Tenants and residents to have a say in the way Bolton at Home Group delivers services.

7.3 Training will be provided for all residents new to resident engagement activities to ensure they benefit from working with Bolton at Home Group to improve their services and make them fully resident focussed. A full training package is available to residents, an enhanced package is being developed for members of BHG scrutiny and operations. (Appendix 3).

8. Equality analysis

8.1 The Equality analysis was completed 09/04/2019.

9. Responsibility

9.1 The Deputy Group Chief Executive of Bolton at Home Group and Head of Community Investment will ensure this strategy is successful, with staff across Bolton at Home and Arcon having individual and collective responsibility to implement the actions and adhere to this strategy. This will be reviewed by members of BH and Arcon scrutiny and operations committees at quarterly intervals.

10. Consultation

10.1 Bolton at Home Group has consulted widely on this strategy, with 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', 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.
- BH 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 Bolton at Home delivers for customers.' (February 2019)
- Group Leadership Group approved the strategy subject to approval from Operations Committee (Feb 2019)
- BH 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.
- As a key and major partner of Bolton at Home Group, Bolton Council were consulted on the strategy in January 2019.
- BH and Arcon tenants and residents consulted on aspects of the updated strategy November 2021
- Arcon Board for approval of the Strategy November 2021
- Ongoing consultation with BH and Arcon tenants on the action plan which will deliver this strategy.

11. GDPR & Data Protection Act 2018

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

12. Monitoring, review and evaluation

12.1 The strategy will be monitored quarterly by volunteer members of the Operations Committee and Scrutiny Groups on a quarterly basis.

Date approved	Operations Committee 19 October 2021 Arcon Board 09 November 2021
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Appendix 1

Resident Voice Channel

Extensive research and benchmarking with other organisations found that the RVC has potential to enable BHG to strengthen its approach in the area of resident involvement and empowerment. To achieve this, a dedicated resource was allocated to enable a representative group of customers to be created to consult with and fully utilise the opportunities that having a Resident Voice channel 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 the Bolton at Home Group. The data base will include tenants and residents located both within and without Bolton, both Arcon Tenants and BH tenants.

A pool of diverse residents will be invited to share their views and experience on a variety of services on a regular basis. Bolton at Home Group RVC 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.

BHG had wanted to utilise a range of consultation methods that reflected the way in which tenants and residents said they want to be involved, these included 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. However, due to the pandemic the focus has been on digital communication rather than face to face. In the future, we will develop methodologies that reflect residents' requirements for engagement and involvement.

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 that 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 RVC database into our existing website 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 RVC will provide incentives for residents to participate, the exact nature of the incentive's consultation on this over summer 2021.

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 organisation's 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 BHG Board and other BHG Committees.

BHG Resident and Community Engagement Strategy Action Plan

Ref	We will...	
1.	Resident engagement in governance	
	BH and Arcon Tenants and Residents within Bolton.	Arcon Tenants and Residents and Residents outside Bolton
1.1	Support tenants and residents to participate in BHG Groups and Committees, through:	
	<ul style="list-style-type: none"> • Training: this will be offered to all members of BHG groups and Committees, to ensure they are confident and able to contribute to the development of BH services. • Support: will be offered to all members of BHG groups and committees to ensure they are able to attend meetings, away-days, one off sessions etc. as appropriate to their role. • Development: personal and professional development will be offered to all BHG groups and Committees as relevant to their role within that group/committee. 	All training support and development opportunities as for Bolton.
1.2	Support the development and maintenance of a BHG Scrutiny groups by: <ul style="list-style-type: none"> • Providing opportunities for BHG tenants and residents to play an active role in the scrutiny of our services. • Publicise Scrutiny role opportunities across communities • Offer remuneration for residents scrutinising services. • Develop personalised training package (including accreditation) for members of scrutiny groups. 	Similar opportunities offered both within and outside Bolton.
1.3	Support the development and maintenance of BHG Operations Committees by: <ul style="list-style-type: none"> • Providing opportunities for BHG tenants to play an active role in operations within BHG. • Publicise across communities' opportunities in Operations Committees roles. • An attractive Remuneration package for members of Operations Committees • Develop personalised training package (including accreditation) for members of Operations Committees. 	Similar opportunities offered both within and outside Bolton.
2.	Resident and community engagement through the Resident Voice Channel.	
	BH and Arcon Tenants and Residents within Bolton.	Arcon Tenants and Residents and Residents outside Bolton

2.1	<p>Support wider resident involvement in BHG services through the development of the Resident Voice Channel. And provide multiple ways and encouragement for residents to influence services:</p> <ul style="list-style-type: none"> Recruit from across our communities tenants and residents who want the opportunity to influence BHG Services. Develop a RVC Profile to ensure all residents are represented in the Voices Programme. Target gaps in our 'RVC' profile as and when necessary. Recruit an officer to support the development of the RVC programme Publicise across the Group the establishment of the 'RVC' programme. Produce '<i>You said: We did</i>' communications to ensure residents know the outcomes of their input. 	Similar opportunities offered both within and outside Bolton.
2.2	<p>Ensure that customers/tenants/residents can scrutinise, influence and shape policy and service delivery by:</p> <ul style="list-style-type: none"> Developing with senior managers a programme of resident consultation/influence. Providing training and one-off sessions to enable residents to effectively contribute. Ensuring resources and budgets are put in place to facilitate resident influence. 	Similar opportunities offered both within and outside Bolton.
3. Resident engagement in neighbourhoods (Environment)		
BH and Arcon Tenants and Residents within Bolton.		Arcon Tenants and Residents and Residents outside Bolton
3.1	<p>Deliver and Support a wide variety of environmental projects across our neighbourhoods for the benefit of tenants and communities including:</p> <ul style="list-style-type: none"> A. Food growing sites B. Community 'take-over' spaces C. Men in Sheds groups and networks D. Small land redevelopment sites E. Free fruit access and wildflower sites 	<p>Development of Men and Sheds programme.</p> <p>Link in with other RP's to pursue other environmental opportunities for Tenants and Residents.</p>
A.	<p>Food growing sites</p> <ul style="list-style-type: none"> Support and enable residents to grow food in their own gardens. Further Development of Willow Hey Community Growing site as a flagship site. Support and increase wider food growing sites across all our neighbourhoods. 	We will link with partners in relevant areas to develop opportunities in this area for Arcon and other out of Bolton tenants and residents.

	<ul style="list-style-type: none"> • Donate surplus produce from growing sites to pantries and local community. • Link with partners to develop food growing near parks. • Identify land suitable for food growing to help address food poverty. 	
B.	<p>Community 'Take Over' spaces.</p> <ul style="list-style-type: none"> • Supporting local communities and groups to take over small pieces of land to develop to encourage wildlife. • Provide budgets to support the maintenance of take over spaces • Develop local communities to enable them to access funding for 'take over' spaces • Identifying land suitable for 'take over' spaces. 	Not currently applicable, however plans are in place to develop this in 2022.
C.	<p>Men in Sheds</p> <ul style="list-style-type: none"> • Maintain and support the current network of Men in Sheds groups. • Increase the number of Men in Sheds groups. • Work with local people to identify locations and venues to host Men in Sheds groups as needed. 	CDO will initiate the development of a MIS group
D.	<p>Small land redevelopment sites</p> <ul style="list-style-type: none"> • Support the maintenance of current sites such as Daisy Dell and Mossfield Meadows with the local community. • Identify other enclosed land which could be redeveloped with the local community both inside and outside Bolton. • Continue accessing external funding to support this in partnership with residents. 	Not currently applicable, however we will be exploring this an option in 2022 in partnership with other Registered providers.
E.	<p>Free fruit access and wildflower sites.</p> <ul style="list-style-type: none"> • Continue to plant fruit trees, bushes and herbs in open locations enabling local people to come together and access free fruit and herbs throughout the year (seasonal). • Continue to work in partnership to identify and plant wildflower fields to enhance the look of our neighbourhoods. 	Not currently applicable, however we will be exploring this an option in 2022 in partnership with other Registered providers.
4.	Resident engagement in neighbourhoods (Arts Service)	
	BH and Arcon Tenants and Residents within Bolton.	Arcon Tenants and Residents and Residents outside Bolton
4.1	<p>Arts Officers</p> <ul style="list-style-type: none"> • Provide Arts Officers to support people to access the Arts in Bolton and across our neighbourhoods outside Bolton • Ensure Arts officers are working across all our neighbourhoods 	Create new partnerships across other localities to enable residents in areas such as Gorton, Blackley, other GM areas to access the arts.

	<ul style="list-style-type: none"> • Continue our partnership with Bolton Octagon, Bolton Libraries and other partners in and out of the Borough. • Work with partners to develop socially engaged arts practice 	<p>Allocate percentage of Arts officer time to projects outside Bolton.</p>
4.2	<p>Creative Services</p> <ul style="list-style-type: none"> • Work with local artists, communities, partners and stakeholders to engage local people in the arts. • Support the development of local and emerging artists • Contribute to local, regional and international festivals and campaigns, such as the Bolton Light Festival, Manchester Day Parade and 16 Days of Activism Against Gender Violence. • In partnership with arts organisations such as Bolton Octagon deliver Access to free/ subsidised arts-based events. 	<p>Develop links with Arts organisations outside Bolton (Lowry, Palace theatre etc) to enable tenants and residents outside Bolton to access the Arts easily.</p> <p>Provide opportunities for T&Rs outside Bolton to contribute and participate in regional events such as Manchester Day Parade.</p>
4.3	<p>Creative Projects</p> <p>In partnership with local residents, community groups, partners and other stakeholders, develop and support the delivery of a variety of creative projects to address issues affecting our residents. To include:</p> <ul style="list-style-type: none"> • arts in health & wellbeing (e.g. arts on prescription) • art in the public realm - arts projects designed to enhance the physical environment (temporary or permanent) • capacity building projects (e.g. confidence building, transferable skills development) • celebratory and awareness raising projects (festivals and campaigns) • arts based consultation • any appropriate new or traditional creative medium including, but not limited to, the following: visual arts (painting, printmaking, drawing); digital arts and broadcast media (film, photography, radio); performance (music, drama, dance, costume-making); crafts and design (ceramics, jewellery, woodwork, textiles, graffiti); creative writing (scriptwriting; poetry); public & environmental art and installations (physical site specific artwork & sculpture, natural materials, sound, light, pyrotechnics); mixed media and multi-disciplinary arts 	<p>Any appropriate new or traditional creative medium including, but not limited to, the following: visual arts (painting, printmaking, drawing); digital arts and broadcast media (film, photography, radio); performance (music, drama, dance, costume-making); crafts and design (ceramics, jewellery, woodwork, textiles, graffiti); creative writing (scriptwriting; poetry); public & environmental art and installations (physical site specific artwork & sculpture, natural materials, sound, light, pyrotechnics); mixed media and multi-disciplinary arts</p>

5. Resident engagement in neighbourhoods (Cohesion and Integration)		
	BH and Arcon Tenants and Residents within Bolton.	Arcon Tenants and Residents and Residents outside Bolton
5.1	<ul style="list-style-type: none"> • Support communities to integrate • Support Communities to challenge intolerance and increase resilience • Support communities to promote cohesion and inclusion 	
5.2	<p>Integration</p> <ul style="list-style-type: none"> • Community Events, locally based • Social eating projects across age ranges supported by Ambition for Ageing • Identify resources and external funding to support local integration • Support activities such as Pride through staff, community and budgets. • Provide access to ESOL and Community English classes 	Offer similar to that provided in Bolton.
5.3	<p>Resilience</p> <ul style="list-style-type: none"> • Support communities to become more resilient through the provision or training and shared spaces. • Work with communities to spread tolerance through local (micro) initiatives. • Provide training for community leaders • Provide training for staff • Work in partnership with Equalities organisations to enable residents to access the support and services needed. 	<p>Offer similar to that provided in Bolton. Training open to all BHG residents and tenants.</p> <p>Specific publicity will be developed for the out of Bolton offer.</p>
5.4	<p>Cohesion and inclusion</p> <ul style="list-style-type: none"> • Sign up to the Migrant Support Pledge • Develop initiatives with our residents to promote cohesion and inclusion such as Carers Support Network, inter-generational action groups. • Work with tenants and residents to explode myths surrounding refugees and migrants • Identify areas of isolation especially for older tenants and support them to become included within their community. 	Offer similar to that provided in Bolton.
6. Resident engagement in neighbourhoods (Health and Wellbeing)		
	BH and Arcon Tenants and Residents within Bolton.	Arcon Tenants and Residents and Residents outside Bolton
6.1	<p>Covid 19 has made the promotion of Health and well-being within our communities even more important, as we begin to rebuild our communities, we will Co-design with residents a health and wellbeing agenda for our neighbourhoods which will include the 5 steps to Wellbeing:</p> <ul style="list-style-type: none"> • Connect • Be Active 	

	<ul style="list-style-type: none"> • Take Notice • Learn • Give 	
6.2	<p>Connect</p> <ul style="list-style-type: none"> • We will support residents to connect to their communities through, events, activities and projects in a safe and manageable way. • 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 using safe practices. • We will encourage residents to connect to local services including Bolton at Home Group to influence the way services (including BHG) are delivered. • We will provide venues, grants and activities to enable residents to connect within their communities. • We will continue to co-design projects to bring people from differing communities together under a common goal, aim or vision. 	<p>Small grants available CDO and Arts officer support available.</p> <p>We will develop a directory activities across GM (relevant to out of Bolton tenants and residents). The directory will be available by April 2022</p>
6.3	<p>Be Active</p> <ul style="list-style-type: none"> • Provide opportunities for activity within the local neighbourhood including physical activities, creative activities and age specific activities. • We will provide training to enable people to deliver activities in their own communities. • 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. 	<p>Small grants available CDO and Arts officer support available.</p> <p>We will develop a directory activities across GM (relevant to out of Bolton tenants and residents).</p>
6.4	<p>Take notice</p> <ul style="list-style-type: none"> • We will continue to provide opportunities for residents to notice and take notice of all the wonderful activities in our communities through the Stars of the Community Awards. • 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. • We will increase the opportunities for residents to find time for themselves and to reflect through training in mindfulness, yoga etc. 	<p>Offer similar to that provided in Bolton.</p>
6.5	<p>Learn</p> <ul style="list-style-type: none"> • We will increase the amount of community English (ESOL) for local residents from 6 currently to 10 by the end of the strategy period. • We will work with learning providers to provide a variety of education opportunities in a wide variety of subjects. • We will provide access for residents wanting to learn more about housing or any other public services 	<p>To be developed through partnership work with GMHP to ensure that out of Bolton Residents and tenants have access to learning, employment and enterprise opportunities.</p> <p>We will work with tenants and residents to access their employment and educational</p>

	<ul style="list-style-type: none"> We will work with residents to support their employment and educational goals We will provide funding (within reason and agreed with residents) for residents to pursue education and learning unobtainable to them through lack of funding. 	goals through the development of partnerships across relevant local authorities.
6.6	<p>Give</p> <ul style="list-style-type: none"> We will increase the number of volunteer opportunities across our neighbourhoods for residents and groups. We will develop schemes whereby residents support other residents new to their community. 	Offer similar to that in Bolton.
7.	Resident engagement in neighbourhoods external funding	
	BH and Arcon Tenants and Residents within Bolton.	Arcon Tenants and Residents and Residents outside Bolton
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> <ul style="list-style-type: none"> 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. We will achieve a minimum of £100K in small pots of external funding per year going straight to community groups. By the end of the Strategy period we will have increased small pots funding to £200K per annum for community groups we support. We will promote the funding needs of BHG residents to partners and other BHG stakeholders. 	<p>We will work with groups to access external funding for community led initiatives and actions.</p> <p>We will set a target of £50K for 2022 and review at the end of the year.</p>
7.3	<p>Larger pots over £20K</p> <p>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:</p> <ul style="list-style-type: none"> Government Funding and Grants Lottery Funding (where it does not conflict with local charities) Heritage Funding GM funding Comic Relief Esme Fairbain Virador 	
7.4	<p>Partnerships</p> <p>We will continue to support partners in funding bids and not compete where those bids support residents.</p> <p>We will continue to fund charitable organisations that are based in the community and reflect the needs of our residents.</p>	

8.	Resident engagement through the UCAN Service We will...	
	BH and Arcon Tenants and Residents within Bolton.	Arcon Tenants and Residents and Residents outside Bolton
8.1 8.1b	<p>Work with residents across our neighbourhoods to increase the footprint in our Ucan and improve life choices in neighbourhoods.</p> <p>. This will include the following:</p>	<p>Work with residents and partners across all areas outside Bolton to ensure all BHG residents have access to services and resources to improve their life chances and options by April 2022</p>
8.2	<p>Employment support - We will work with all residents on a bespoke basis to increase their employability through:</p> <ul style="list-style-type: none"> • Barrier Busting • Employment Support • Training and Educational support • IT literacy • Literacy and Numeracy • Welfare support • Appeals support • Clothing for interviews • Interview support • Access to Pantries • Volunteering and work placements 	<p>We will develop online and face to face support for Arcon tenants and for tenants and residents outside Bolton.</p> <p>We will work with GMHP to develop basic access to support for any tenants / residents of RPs to access services as and when they need them.</p>
8.3	<p>Access to IT and other services - We will continue to work with partners to support residents to access a wide range of services including:</p> <ul style="list-style-type: none"> • IT Training • Money Skills • Debt busting • Funding • Health care • Wellbeing activities • Digital Inclusion • Mental health services. 	<p>All training will be available to tenants and residents both inside and outside Bolton. Publicity materials will be developed for Arcon tenants/ residents to ensure they can access training as needed.</p>
<p>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 Ucan in Bolton please visit BH website.</p>		

APPENDIX 3

Tenants and Resident Training Programme

Directly Involved Tenants and Residents.

- **Confidence Building** is designed for you to learn how to manage stress, anxiety and build confidence through participating in some relaxation techniques and mood boosting activities. Delivered online via Microsoft Teams. ().
- **Be Confident in Customer Service** is designed to give you the skills and confidence to deliver excellent customer service which will enhance your CV and provide you with more job opportunities. Delivered online via Microsoft Teams (4-hour course over 2 days).
- **Be Confident in Complaints and Problem Solving** will teach you how to deal with customer complaints in a professional and timely manner, which will make you more attractive to potential employers. Delivered online via Microsoft Teams (2-hour course over 1 day).
- **Be Confident with Interviews** is designed to help build your confidence for interviews to multiply your chances of getting and succeeding at your dream job. Delivered online via Microsoft Teams (3-hour course over 1 day)
- **Level 3 First Aid** could be the most important course you've ever taken. In the event of an emergency, you'll have the knowledge and confidence to deliver potentially life-saving assistance. Delivered face to face by Bright Direction Training (1-day course).
- **Level 2 Health & Safety** will give you an awareness of workplace dangers that can threaten your health and safety and will help you to reduce workplace accidents and injuries. Delivered face to face by Bright Direction Training (1-day course).
- **Transform & Achieve** is totally flexible course delivered online via Zoom. Customers can attend as many or as few sessions as they like when they like! It aims to build up the confidence of participants and help to motivate them to get a job. The topics of the workshops range from Positive Thinking and How to Sell Yourself, through to Nutrition and Interview Tips. Timetables of the workshops will be sent to all participants so they can choose which sessions to attend. (Delivered 11am-2pm on a Tuesday & Wednesday each week, 2 sessions per day) The current course ends on 4th August 2021. We are hoping to run this again from September – December 2021.
- **Effective Meeting skills-** Effective meetings can ensure that a group achieve their aims and expectations. Meetings can be complex, and attendees can face challenges during the meetings such as conflict, making a collective decision and making best use of the time available. This module gives the learner the skills that they need to be able to be an effective attendee of a meeting and how to make a meeting work well.
- **Effective committees -** Committees are important to organisations in ensuring that they can achieve an aim. BHG through its committees and scrutiny groups have ensured that we have put customers at the core of our governance structure. Understanding the scope and role of the board, our committees, and scrutiny groups is crucial to ensure that our board and committees work well together to achieve the vision and values of BHG.
- **Regulatory Standards -** The Regulator of Social Housing (RSH) regulates registered providers of social housing to promote a viable, efficient and well-governed social

housing sector to deliver homes that meet a range of needs. Meeting the requirements of the RSH is central to the responsibilities of BHG Governance structure, this module will ensure that Committee and scrutiny members understand those regulations.

- **Customer Engagement** - Following the Grenfell tragedy, housing providers were criticised for not listening to and acting on the customer voice. Our customers are our greatest asset in ensuring that services are delivered for them that have been shaped by them. This module focusses on the different ways that a housing provider can listen to and engage its customer base, including the role operations Committee, scrutiny groups and the resident voice channel.
- **Performance Standards**- Businesses have a variety of data available to them in order to identify if it is doing well or not. It is crucial to understand the data that is available to committees and how it may indicate how the business is performing. This information can inform how BHG is doing against other organisations.
- **Value for Money** - Registered Providers have an obligation to demonstrate how they achieve value for money when they spend customer's rent. Value for money (VfM) can be very tricky to measure and every organisation has their own approach to measuring VfM. It is crucial to understand what VfM is and how to apply it to a business such as BHG.
- **Scrutiny** - It is most effective to call scrutiny projects based on information that indicates that a service area might need improvement. Customer scrutiny groups are about holding the landlord to account and looking into the service area under scrutiny in depth. Scrutiny panels can really make a difference to how services are delivered both for the benefit of tenants and residents and BHG.

One to one mentoring and coaching for members of scrutiny and operations committees in terms of their own personal and professional development and to help to become effective group members.

Open to all Tenants and Residents (dependent on demand)

- **Community English**- several stages before ESOL this training introduces those with English as a second language to English within their own community setting. This includes access to other services, how to live in communities, what is expected of residents and introduction to basic English.
- **Health and Hygiene** – for those wishing to run a community café or equivalent. This ensure people are aware of all the basic requirements whilst handling food and serving others.
- **Arts based activities** – this is a wide variety of arts-based activities, from Painting through to poetry, drama, vocals, dance all the way through to script writing, craft making and sign printing.
- **First Aid (level 1)**- basic first aid for members of the community to provide confidence when organising community events etc.