

Investing in Involvement

An accessible framework for identifying
the benefits of tenant involvement



Tenants Leading Change

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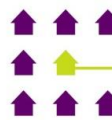
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Involving tenants is part of a good landlord's core business. If it is done well, it can produce considerable business benefits. At a time when landlords are considering how to reduce costs, bringing tenants closer to landlords through tenant involvement can make a landlord more effective.

Investing in Involvement provides an accessible framework for tenants and employees in landlords¹ to identify the benefits deriving from involving tenants, service users and other stakeholders.

It comes after the publication of two Government funded Tenants Leading Change reports². Both reports identified that investing in tenant involvement can produce financial, service, social and community benefits. *An Investment not a Cost* also identified that "the housing sector needs to be doing much more to identify and publicise the business and other benefits that derive from involvement". A widespread lack of clear understanding of what is being delivered through tenant involvement was identified in the programme, with many respondents referring to processes as outcomes. This lack of clarity may be hampering tenants and landlords from maximising potential benefits. Across the housing sector, a lack of a focused narrative about involvement benefits means that some sector stakeholders do not understand the potential available.

There is now more need than ever that potential benefits are clear. Since the publication of the two reports, the Government has signaled its intention that landlords reduce their rents over the next four years. The consequent potential need to reduce budgets mean that there is both a need to ensure that involvement resources effectively deliver outcomes and to involve tenants and other service users in what may be difficult decisions about priorities for the services they receive. Where tenant involvement produces beneficial business outcomes, cuts to involvement resources may be counter-productive and may cost landlords more in the long term.

In dissemination discussions from *An Investment not a Cost*, some participants identified that:

- a) there is a need for an accessible and common method of assessing and stating the benefits of tenant involvement
- b) a key reason why they had not identified benefits was because of the time necessary to do so and the complexity of available models

¹ Investing in Involvement Statements are relevant to Registered Provider landlords – landlords registered by the Government regulator to provide social housing. Throughout the framework document, the word *landlord* refers to Registered Provider landlords.

² *An Investment not a Cost* – Bliss, Lambert, Halfacre, Bell, Mullins – produced by the National Tenant Organisations and the University of Birmingham and *Success, Satisfaction and Scrutiny* – Dodsworth and Manzi – produced by AmicusHorizon and the University of Westminster. Both published in 2015 with funding from the Department of Communities & Local Government.

- c) an accessible and commonly accepted statement of benefits would be helpful in convincing a variety of stakeholders that there are good business reasons to involve tenants in service delivery, value for money discussions and other activities.

It is these needs that Investing in Involvement seeks to address.

Who is Investing in Involvement aimed at?

Investing in Involvement is about tenants and employees in landlords producing Investing in Involvement Statements that state the resources used and outcomes generated from involvement activities. It is about assessing the value of the full spectrum of involvement activities in a landlord over a given period. Some parts of the Investing in Involvement process could potentially be used for individual elements of tenant involvement, although it is anticipated that impact assessment methodology for individual elements will already exist. Investing in Involvement is aimed at:

Stakeholder	How Investing in Involvement will help
Involved tenants and employees	Producing Investing in Involvement Statements will help involved tenants and employees identify and understand involvement outcomes and benefits
Governing body members	Investing in Involvement Statements will help those in governance and who make decisions about budgets to understand what resources invested in involvement are delivering
Senior employees	Investing in Involvement Statements will help senior employees understand how involvement fits in with the delivery of corporate strategies and why they need to involve tenants in carrying out their roles
Delivery and operational employees	Investing in Involvement Statements will help delivery and operational employees understand the reasons why they need to work with tenants in delivering services
Tenants and other service users	Investing in Involvement Statements will help tenants and other service users understand what could result from their involvement
The housing sector	It is intended that landlords producing Investing in Involvement Statements will encourage all landlords to produce statements and enable peer learning
The Government, MPs, local councils and the regulator	The Government, MPs and local councils will be able to learn from Investing in Involvement the good work that tenants are doing; the regulator will be able to review Investing in Involvement Statements alongside Value for Money Statements to understand how tenants have been involved in planning and delivering Value for Money.

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1 Resources used and outcomes achieved

In this guide, we have referred to resources used and outcomes achieved and these are what Investing in Involvement Statements are meant to record. The terminology is explained in the table below:

Terminology	Explanation
Resources used	Also known as <i>inputs</i> . Resources used means the financial, employee, volunteer and other resources that go into making tenant involvement work
Outcomes achieved	Outcomes achieved are the benefits of tenant involvement. They are what has happened or changed as a result of tenant involvement. They are the things that make a difference for tenants – either directly because a service has been improved or indirectly because the landlord has become more efficient and effective and is in a position to deliver a better service. The categories of outcomes achieved set out in this guide are examples of outcomes.
Outputs and processes	Outputs of projects and processes are what help to achieve outcomes. But of themselves, they are not benefits to tenants or the landlord. Outputs should not be recorded on an Investing in Involvement Statement.

For the avoidance of doubt, the following are outputs and processes and are not outcomes of tenant involvement:

- **setting up a scrutiny panel, a scrutiny panel producing recommendations, and the governing body accepting those recommendations** All of these things may be good things – but they are processes and outputs, not outcomes. The related outcome would be what has changed as a result of scrutiny panel recommendations being accepted and implemented.
- **receiving awards** Again – this is a good thing, but it is an output rather than an outcome. Of itself, it doesn't change the service that tenants received. The related outcome would be what has changed that led to the award being received.

2 Investing in Involvement Statements Summary

The questions below are a summary of what an Investing in Involvement Statement responds to. Further information on producing an Investing in Involvement Statement is set out in the next section.

1 **Introduction** (see page 8)

- What are the general aims of involving tenants in the landlord? Why does the landlord involve tenants? What are the intended outcomes?
- What are the keys ways that the landlord involves tenants?
- What is the purpose of the Investing in Involvement Statement? Who is it aimed at? How has the statement been produced?

2 **The period covered by the statement** (see page 8)

- What is the period covered by the statement?
- Does the period relate to specific changes that were made to tenant involvement or other changes in the landlord?

3 **A statement of the resources used** (see page 9)

- What resources are used to support tenant involvement?

4 **A statement of the outcomes achieved** – (see page 10) - outcome questions are grouped as follows:

Benefits of involvement	Questions
Areas	As a result of involvement, what ...
Cost savings	... cost savings have been made?
Tenant satisfaction	... what improvements have there been to tenant satisfaction?
Service improvements	... what services have been improved?
Social dividend and community benefits	... what wider social and community benefits have been developed?
Individual benefits	... benefits have there been for the individuals involved?
Benefits for employees	... what benefits have there been for employees as a result of involvement?

5 **What has been learnt? What might change?** (see page 15)

- What has been learnt from producing the Statement?
- As a result of it, what areas of tenant involvement, if any, will be changed to make sure that resources input deliver more benefits for tenants, employees and the landlord?
- How will the Investing in Involvement Statement be used?

3 Components of an Investing in Involvement Statement

This section analyses each section of the Investing in Involvement Statement, setting out what is expected and what could be included in relation to the questions asked and considers what evidence might support each element of the statement.

The introduction

The introduction could include:

- a general statement about the approach to tenant involvement (eg. a statement affirming partnership between tenants and employees)
- a general explanation why the landlord invests resources in involvement (eg. perhaps with a view to producing tenant orientated and more accountable value for money decisions, leading to improved services and assisting in meeting the needs and aspirations of tenants and other service users)
- a brief summary of the key ways that tenants are involved in the landlord
- an explanation that the Investing in Involvement Statement considers the resources input to involvement and the outcomes achieved with those resources
- a brief summary of the methods used to produce the Investing in Involvement Statement, particularly how the findings were considered by different stakeholders
- an analysis of who the Investing in Involvement Statement is aimed at

The period covered by the statement

The statement will identify the period covered. It would be good governance that the statement would usually be produced annually, but a statement might cover between one and three years.

The first statement will be retrospective, assessing the period before the Investing in Involvement Statement. The period covered could perhaps date from when significant changes have been made in how tenant involvement is carried out. There may be some difficulties gathering data and evidence for a retrospective statement. However, asking the questions about the inputs and outcomes of tenant involvement now will inform what data and evidence may be desirable for future statements.

A statement of the resources used

The resources that might go to supporting tenant involvement are as follows:

Resources used	Quantifying resources used
Participation by voluntary tenants and other service users	This is an important resource that should not be undervalued. Some have estimated the amount of time that volunteers contribute.
Participation by staff across the landlord in tenant involvement activities	Ensuring engagement of staff at all levels in involvement is an important resource without which involvement could not be successful. The amount of staff time that contributes to involvement should not be overlooked.
Tenant involvement budget	The tenant involvement budget might include costs of meetings and events, costs for tenants to attend conferences, travel and other expenses, tenant newsletters, affiliation to tenant organisations and other costs. It would be expected that some scrutiny should take place in the organisation that assesses the value of each item of expenditure.
The costs of employing specific tenant involvement staff	Costs for employing tenant involvement staff may be easily identifiable, but it is also possible that involvement staff may have other roles, and/or that their costs are wrapped up in other budgets.
Any fees paid to tenants	This might include any fees paid to tenant inspectors or scrutiny panel members (including independent mentors)
Any consultancy costs, including any external training and support	This may relate to external organisations who have carried out training, reviews or other activities during the period.
Costs and resources relating to customer insight	It is now commonly accepted that surveying and information gathered through digital means are an important part of involvement. But it is unlikely that there would be a discrete budget that relates solely to involvement.
Other costs	There may be additional costs relating to providing some services that relate to involvement (such as support in sheltered schemes; or involvement activities relating to planned maintenance).

The purpose in the Investing in Involvement Statement is to identify and have some understanding that resources support involvement. The extent to which each organisation is definitive and provides exact figures about the resources used will need to be decided locally.

A statement of the outcomes achieved

Each outcome area should be considered by stakeholders agreeing the Statement. Each outcome area is considered below.

Cost savings

Landlord work to produce Value for Money statements may have identified areas where the landlord has made cost savings during the period. The Investing in Involvement Statement is particularly interested in savings that may have come about as a result of proposals, recommendations, involvement or actions of tenants. If definitive information is not available regarding cost savings, it is suggested that estimates are made.

It is important not to undervalue cost savings that can be made as a result of involvement. *An Investment not a Cost* identified a total of £6.64 million annual cost savings across twenty landlords, ranging from £1,000 savings in one landlord to £2 million in another. This represented reported annual savings of about £29 per property. If such savings were made across the social housing sector, this would result in savings of about £118 million.

Making cost savings is unlikely to be the primary reason to involve tenants, and even more unlikely that this is the reason why tenants get involved. However, experience suggests that tenants usually want to see their landlords using tenants' rents wisely and that they will usually make efficiency suggestions and proposals. Involving tenants can also ensure that necessary cost savings least effect services that tenants particularly value, and can help tenants to understand the reasons why cost savings need to be made. Not seeking to quantify – even on a broad estimated basis, the cost savings from involvement misses out on a key benefit that can derive from involvement.

It is suggested that Investing in Involvement Statements consider costs savings under the following headings:

Activity	Detail
Tenant led scrutiny reviews and co-regulation	Recommendations made through scrutiny reviews and other co-regulatory activity that may have led to cost savings through direct cost reductions or through better use of resources
Other reviews tenants were involved in	Tenants may have also participated in other service reviews resulting in resource savings
Tendering for new contractors that involves tenants	Tenants may have participated in tendering for new contracts and their input may have resulted in better value for money results

Activity	Detail
Efficiency suggestions from tenants	Tenants may have made suggestions that have resulted in cost savings being made – eg. practical suggestions about how services are provided locally; local identification of repairs or other issues that enable the landlord to address them before they become more expensive problems; efficiency suggestions to change the way that the landlord communicates with tenants
Tenants carrying out activities that otherwise would have been carried out by staff or consultants	Tenants may carry out inspections, scrutiny or other activities that otherwise the landlord might have previously employed staff or consultants to carry out. As well as this, in tenant controlled organisations, some tenant volunteers may be involved in service delivery or other activities that otherwise would have to be paid for.

Examples of each of the above activity are shown in *An Investment not a Cost*. AmicusHorizon have particularly developed a methodology for identifying cost savings³ that may be appropriate for some landlords to use.

A key issue to consider in relation to cost savings is the extent to which tenant input led to the difference. Would the cost savings have come about anyway whether tenants had been involved or not? Or were tenants asking particularly critical questions or identifying particular issues that may not have occurred to employees, or that employees were not in a position to ask?

Most tenant involvement is about tenants and employees working in partnership, and it is suggested that cost savings are weighted as follows:

Weighting	Tenant involvement
25% of cost saving	where tenants have participated in activities that have largely been led by employees
50% of cost saving	where tenants have participated in activities that were intended as tenants and employees working together and where it was clear that tenant input was significant
75% of cost saving	where tenant-led scrutiny or other co-regulatory activities have led to recommendations that have made significant differences
100% of cost saving	where tenants have made particular proposals without employee input; where tenants have carried out activities that otherwise would be delivered by staff or consultants; where in tenant controlled organisations, tenants carry out service delivery

³ AmicusHorizon's cost savings methodology, which aims particularly to cost employee hours saved through tenant recommendations, is briefly described in *An Investment not a Cost* and in more detail in *Success, Satisfaction and Scrutiny* and its associated toolkit

Tenant satisfaction

Tenant satisfaction rates are often difficult to understand and interpret. They can go up and down as a result of a variety of factors – some of which may be beyond the ability of the landlord to control. As well as this, it is next to impossible to quantify how much tenant satisfaction changes have come about as a result of tenant involvement.

It would be expected that an Investing in Involvement Statement would identify:

- tenant satisfaction statistics and trends over the period – particularly in relation to key overall satisfaction statistics, satisfaction in the repairs service and satisfaction that the landlord is listening to tenants' views.
- any known particular reasons why trends of tenant satisfaction may have changed, and specific activities that may have happened that could have resulted in changes
- specific tenant involvement activities that could have resulted in tenant satisfaction trends, including tenant involvement in any known reasons why tenant satisfaction has changed.

It is anticipated that tenant satisfaction statistics will be based on industry norms of statistical reliability. In some cases, the importance of tenant satisfaction statistics may be that they have not gone down as a result of cost savings having been made.

Service improvements

There may be many service improvements that have come about as a result of tenant involvement. Some of them may have also been identified as producing cost savings or tenant satisfaction. Service improvements could be large or small changes. They can come about through the personal knowledge of tenants. They can be related to tenants raising issues that otherwise would not have come up. They can be about tenants raising matters that employees can't. And of course many service improvements can come about as a result of tenant scrutiny, tenant inspections, mystery shopping, tenant research or equivalent exercises.

It is suggested that service improvements in Investing in Involvement Statements could be identified under the following headings:

Improvements in ...	Changes to ...
Customer service	The methods by which tenants and other service users contact and are dealt with by the landlord
Letting empty homes	The speed with which homes are let; satisfaction with letting empty homes; ensuring that less desirable homes are let; resources used
Complaints handling	Ensuring that more tenants are able to raise issues; use of issues raised; satisfaction with complaints handling; speed with which complaints handled; resources used
Managing repairs	Improvements in the day to day repairs service and planned maintenance programmes; speed with which services provided; information provided; provision of aids and adaptations; resources used to deliver service
Managing the neighbourhood	Improvements in gardening and grounds maintenance; communal services; responsiveness; resources used to deliver service
Preventing and tackling Anti-Social Behaviour	Improvements in preventing Anti-Social Behaviour in neighbourhoods; methods to resolve problems; resources used to deliver services
Communications	Effectiveness of tenant communications (newsletters, website, letters, social media etc); resources used in communications. This might particularly include tenant involvement supporting communications on welfare reform.

Identifying service improvements on an Investing in Involvement Statement involves:

- a) identifying services changes that have taken place during the period
- b) considering how tenants were involved in service changes
- c) agreeing with stakeholders which service changes that have involved tenants have led to improvements

Social dividend and community benefits

The benefits that derive from tenant involvement would not be complete without some analysis of a range of wide, but difficult to measure, social dividend and community benefits. The following table sets out areas that could be considered under this heading:

Area of benefit	Potential outcomes
Improved trust and accountability culture	Enabling effective partnership working between tenants, employees and the landlord
Improved reputation	Reputational benefits for the landlord as a result of tenants being involved
Increased tenant loyalty	Enabling a sense of identity and ownership, potentially resulting in positive behaviours and the potential for tenants to act as ambassadors
Tackling isolation	Potential benefits particularly for elderly and disabled people – providing friendships, long term health benefits and better quality of life
Involvement of diverse groups	Potential benefits relating to community harmony and inclusion
Involvement of partnership organisations	Some local involvement activity may result in partner organisation involvement
Improved neighbourhood reputations	Some local involvement may result in local neighbourhoods improving their reputation, possibly resulting in increased property values
Supporting young people	Tenant-led projects that involve young people, leading to youth inclusion
Other community activity	Community and inclusion benefits

If a landlord is measuring the above areas using social impact reporting methodology⁴, such data could feed into the Investing in Involvement Statement. However, it may be that stakeholders agree between them the benefits that have derived in each of these areas. Quotes from tenants and members of the community who have benefitted under these criteria and/or accounts of particular projects might be particularly poignant. There may be evidence of some specific projects that support some of the areas listed.

Individual benefits

Tenant involvement can have a huge transformatory effect on the individuals who get involved and these benefits also need to be captured in some way. Potential benefits in this area might include:

Area of benefit	Potential outcomes
Building individual social capital	Building skills, confidence, self-esteem and pride in achievements leading to individuals being able to transform their lives
Increased employability	Resulting in skills, experience and confidence in employment markets – potentially resulting in individuals entering or getting better work

⁴ HACT's *Measuring the Social Impact of Community Investment* – Trotter, Vine, Leach, Fujiwara 2014 – is a model being used by some landlords

Area of benefit	Potential outcomes
Development of community businesses	Resulting in potential employment and community asset infrastructure
Governance involvement	Resulting in individual capacity building and potential governance benefits
Engagement in issues wider than housing	Development of wider social capital – potentially resulting in further community benefits, including involvement in other voluntary organisations

Again, some of these benefits may be demonstrated by specific examples of them, but more general capacity building may be difficult to evidence. Again – quotes and accounts of activities may be particularly helpful.

Benefits for employees

It is possible that tenant involvement can lead to benefits for employees. The following benefits may be possible:

Area of benefit	Potential outcomes
Job satisfaction	Sense of partnership working with tenants, and being able to achieve for tenants potentially resulting in better performance and motivation
Employee control	Tenant involvement enabling employees to have more control over their work area – potentially resulting in enabling of employee initiative and development potential
Health and well being	Potentially resulting in less employee sickness

Some of these outcomes may be straightforward to measure, whilst others are more complex. The extent to which involvement activities have contributed to outcomes is likely to be difficult to assess. Tenants being involved may have no impact, but some have said that involvement cultures have had an impact particularly on job satisfaction, on employee sickness, on motivation and in other areas. This is particularly the case in the new mutual associations where tenants and employees are involved together, and such organisations may wish to also examine wider outcomes relating to employee involvement in their Investing in Involvement Statements.

What has been learnt? What might change?

A key aim for Investing in Involvement Statements is to enable tenants, employees and the landlord to consider how resources input into involvement are best delivering desired outcomes. The Statement should conclude by setting out key areas where change in involvement activities will be considered so as to produce more or better outcomes.

These change areas may have been discussed by stakeholders, but it is likely that further work will be done to consider, agree and implement change.

4 Producing an Investing in Involvement Statement

Producing an Investing in Involvement Statement is a balance between producing a statement that is as robust as it can be whilst not involving tenants and employees in considerable additional workload.

Producing the statement involves the following steps:

Investing in Involvement steps

Discussing the programme

Preparing data and evidence

Discussing and agreeing with stakeholders

Drafting and agreeing the Investing in Involvement Statement

Peer review, learning and publicity

Implementing learning from the Investing in Involvement Statement

The time involved in producing a statement will be different in each organisation, dependent on what information is available, how much organisations want to quantify evidence, and how the Investing in Involvement Statement is agreed. In particular, gathering data and evidence may take longer in larger organisations. Organisations can spend longer on producing a statement if they wish to. Some may particularly wish to use or develop additional methods to quantify evidence.

It would also be anticipated that the process of producing the statement will lead to further work at the end of the programme to develop and implement conclusions from the exercise.

Preparing information and evidence

It is to be hoped that a lot of the information and evidence that might inform an Investing in Involvement Statement will be already available. Some may have to be gathered and some may need to be estimated. The table below suggests an *estimate* scale – where definitive figures might be available at one end of the scale, and estimates may need to be made at the other end.

The following information and evidence might be desirable:

Information and evidence relating to the period	Scale
One star = definitive figures may be available Five stars = estimates are likely to need to be made	
Resources used	
Tenant involvement budget, including employee costs	*
Volunteer time	***
Other staff time	***
Fees paid to tenants	*
Consultancy costs	*
Customer insight costs and resources	****
Other costs	*****

Information and evidence relating to the period	Scale
One star = definitive figures may be available Five stars = estimates are likely to need to be made	
Outcomes achieved	
An analysis of activities that tenants have contributed to that have led to cost savings (and actual or estimated cost savings)	****
Tenant satisfaction data and an analysis of what may have caused trends, including tenant involvement activity	**
An analysis of service improvements that tenants have contributed to under the headings above	***
Summary information about community activity	**
Survey about social dividend outcomes (if desirable)	*****
Summary information on individual involvement benefits	***
Testimony about tenant activity relating to social dividend outcomes and individual benefits (if desirable)	*****
Information about employment, community businesses, governance involvement, involvement in other activities	**
Available data on job satisfaction and employee sickness	*
Employee testimony regarding impacts of involvement	***

Some information and evidence may be of use in other areas – particularly tenant stories about achievements. Information, data and evidence available needs to be assembled in an easy to use format and provided to stakeholders participating in agreeing the statement.

Agreeing resources and outcomes

Because many of the resources and outcomes of involvement are not measurable, an Investing in Involvement Statement will be more effective and meaningful if a range of stakeholders have participated in considering and agreeing it. Involving the following stakeholders may be useful:

Involved stakeholders	Detail and reason for inclusion
Tenants and other service users	Involved tenants drawn from a range of different involvement activities; other tenants who are not involved or who are less involved
Employees	Employees involved in supporting tenant involvement; senior employees; employees drawn from a cross section of housing functions
Governing body members	Possible inclusion of some representation from the governing body of the landlord (ie. board members from housing associations; councillors from the local authority)
Other stakeholders	Other appropriate stakeholders who may have an interest in the landlord – eg. councillors, local community representatives, local business representatives

Involved stakeholders	Detail and reason for inclusion
Challenge	It is suggested that stakeholders should aim to include a cross section of opinion, including those supportive of involvement, and those more sceptical. There may be merits in asking someone from another landlord (possibly from one of the Investing in Involvement pilots) and/or employing an independent facilitator, to provide challenge and peer review.

The above stakeholders could be involved in a number of ways, but it may be desirable to bring them together in a discussion forum to consider, challenge and agree information provided about resources and outcomes. The primary aim is to ensure that stakeholders agree the primary conclusions that go to make up the Investing in Involvement Statement.

A matrix of benefits and tenant impact

Organisations may wish to use the matrix of benefits shown on the next page to assist them in identifying, assessing and comparing outcomes against each other and against resources used. Given the unquantifiable nature of so many of the variables, it is important to understand that such an exercise is only intended as a tool to facilitate discussion and judgment of the respective importance of outcomes, and their value against resources used.

The matrix of benefits could be used in one of two ways.

- **a monetary comparison approach** - actual or estimated monetary values could be allocated against resources used and outcomes achieved with stakeholders agreeing the amounts of estimates. The purpose of such a monetary approach would be to enable comparison between resources and outcomes. However, this approach would be reliant on allocating monetary values to several outcomes that stakeholders may find difficult to quantify (eg. such as the value of improved trust and accountability).
- **an outcome comparison approach** - stakeholders could be asked to rank outcomes on a scale. The outcome comparison approach would enable comparison of outcomes, but not comparison with resources used.

Matrix of benefits	Value		
	Known	Estimate	Total
Resources			
Involvement budget	✓		
Volunteer hours (estimated x living wage)		✓	
Other staff hours (estimate x salaries)		✓	
Fees to tenants	✓		
Consultancy costs	✓		
Customer insight (apportioned)		✓	
Other costs (apportioned)		✓	
Total resources			
Outcomes			
Cost savings (actual/estimated savings x apportioned %)			
Scrutiny reviews	✓	✓	
Other review	✓	✓	
Tenders	✓	✓	
VFM suggestions	✓		
Tenant activities		✓	
Tenant satisfaction (amount per point increase/decrease)			
Satisfaction (amount per point increase)	✓		
Service improvements (estimated monetary value)			
Customer service		✓	
Letting empty homes		✓	
Complaints handling		✓	
Managing repairs		✓	
Managing the neighbourhood		✓	
Preventing/tackling ASB		✓	
Communications		✓	
Social dividend and community benefits (estimated monetary value)			
Improved trust and accountability		✓	
Improved reputation		✓	
Increased tenant loyalty		✓	
Tackling isolation		✓	
Involvement of diverse groups		✓	
Involvement of partner organisations		✓	
Improved neighbourhood perceptions		✓	
Other community activity		✓	
Individual benefits (estimated monetary value)			
Building individual social capital		✓	
Increased employability		✓	
Community businesses		✓	
Governance involvement		✓	
Engagement in issues wider than housing		✓	
Employee benefits (estimated monetary value x involvement input)			
Job satisfaction		✓	
Health and well being (eg. staff sickness)		✓	
Total outcomes			
Surplus/deficit			

Notes to the matrix of benefits

- 1 It is unlikely that an organisation would want to enter a rating for every item in the matrix of benefits.
- 2 Organisations may wish to use a methodology to identify specific cost savings or they may wish to estimate cost savings. Cost savings will also need to be apportioned dependent on the extent to which tenants have been involved.
- 3 Tenant satisfaction statistics may relate to a range of satisfaction indices
- 4 Potential cost savings and improved satisfaction as a result of improvements in letting empty homes would not be included under Service Improvements. Service improvement ratings would relate to the value stakeholders agree derives to the organisation as a result of service improvements. For example, a rating might be included under a service improvement heading if it was felt that improvements that tenants have been involved in had made the organisation more effective in achieving its aims and objectives.
- 5 It is likely to be particularly important to involve stakeholders in rating social dividend, community benefits and individual benefits. Ratings applied to these headings are important, but even monetary values are likely to be subjective and based on stakeholder perceptions of comparability between outcomes.
- 6 Some organisations may wish to include employee benefits as a result of tenant involvement. Some factors, such as staff sickness, will be easy to quantify, but the extent to which involvement has impacted on it will be a subjective judgement.

Peer review, learning and publicity

If you haven't already involved someone from another landlord in the Investing in Involvement Statement, or even if you have, there may be merits in asking someone external to the landlord to peer review your Statement to provide external challenge. Tenants and/or employees from one of the Investing in Involvement pilots may be prepared to help and/or you may wish to employ an external organisation to assist.

It is to be hoped that there may be dialogue between tenants and employees from landlords about Investing in Involvement Statements in order to maintain ongoing learning and cross fertilisation across the housing sector about tenant involvement.

Once organisations have produced an Investing in Involvement Statement, if it is sent to the National Tenant Organisations, it will be included on the National Tenant Organisation website. The National Tenant Organisations will not be able to endorse or validate the statement (unless you wish to employ one of them to do so), but it is hoped that including statements on the

website will demonstrate a growing body of organisations who are aiming to achieve beneficial outcomes through tenant involvement.

It is also to be hoped that Investing in Involvement Statements will generate positive stories about tenants doing things for themselves, and that organisations will publicise their statement to media and national and local politicians. The National Tenant Organisations will work with partner organisations in the future to develop national publicity.

5 Developing Investing in Involvement, pilot schemes and contacts

This guide has been produced by the National Tenant Organisations working with a Steering Group consisting of sponsors to the project and other supporters as follows:

Organisation	Steering Group member
Sponsors	
AmicusHorizon	Charles Glover Short/Alma Haq
ASRA	Kamal Dhorajia
Bushbury Hill Estate Management Board	Karen Williams
Community Gateway Association	Karen Perry
Cheltenham Borough Homes	Caroline Walker
Hull City Council	Sara Clayton
Kensington & Chelsea TMO	Robert Black
Soha Housing	Catherine Little
London Borough of Southwark	Lee Page
Wythenshawe Community Housing Group	Dean Slavin
Other stakeholders	
Association of Retained Council Housing	John Bibby
Chartered Institute of Housing	Debbie Lerner
Dept of Communities & Local Government	Barney McGhee
National Federation of ALMOs	Eamon McGoldrick
National Housing Federation	Sara Cunningham
University of Birmingham	David Mullins/Madeleine Bunker
National Tenant Organisations	
Confederation of Co-operative Housing	Nic Bliss
National Federation of TMOs	Nick Reynolds
Tenants & Residents Orgs of England	Martyn Kingsford
Tenant Participation Advisory Service	Jenny Osbourne

Example Investing in Involvement Statements have been drawn up with a number of pilot organisations. These pilot organisations are listed below, and their Investing in Involvement Statements can be found at www.nationaltenants.org

Pilot schemes	Contact
AmicusHorizon	Charles.Glover-Short@AmicusHorizon.org.uk
ASRA	Kamal.Dhorajja@asra.org.uk
Bushbury Hill EMB	karen.williams@bushburyhill.co.uk
CGA	karen.perry@communitygateway.co.uk
Cheltenham Borough Homes	caroline.walker@cheltborohomes.org
Hull City Council	Sara.Clayton@hullcc.gov.uk
Kensington & Chelsea TMO	rblack@kctmo.org.uk
Soha Housing	CLittle@soha.co.uk
London Borough of Southwark	Lee.Page@southwark.gov.uk
Wythenshawe CHG	dean.slavin@wchg.org.uk
And some more ...	

NTOs	Contact
CCH	info@cch.coop
NFTMO	chair@nftmo.co.uk
TAROE	info@taroe.org.uk
TPAS	info@tpas.org.uk