# Customer Involvement Strategy 2017

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Introduction

# Overview

The Customer Involvement Strategy sets out ISHA’s plans to develop and carry out customer insight & involvement in order to drive service improvement.

This strategy is intended to establish a balanced approach to Customer Involvement, meeting both the needs of the customer to influence ISHA and the neighbourhoods they live in, and the desire of ISHA to improve its services and set business priorities. The desire of customers to hold ISHA to account for service failure is also an important part of any Customer Involvement Strategy.

This strategy accepts that no one involvement method can reach all customers. In order to meaningfully engage with our customer base, it is necessary to understand the diversity of our customers and how they would like to engage with us.

Where ISHA is mentioned is this strategy, it can be read to mean “ISHA Group” and includes Lien Viet.

# Governance & Regulatory Considerations

## ISHA’s Current Governance Structure

Housing Services
Sub Committee

Residents’ Forum

ISHA is governed by the ISHA Board and a range of standing subcommittees, one of which is the Housing Services Sub Committee. The Residents’ Forum is not a formal part of ISHA’s governance structure but the Residents’ Forum Chair sits on the Housing Services Sub Committee.

## Strategic Plan 2015-2020

ISHA’s Strategic Plan for 2015-2020, Speaking up for Housing, outlines four core objectives for the organisation. These objectives inform all the work ISHA undertakes including this strategy. Key goals detailed in the plan that relate to customer involvement include:

* Residents are key contributors to the scrutiny of key service workflows
* Resident engagement in building new homes
* Resident engagement in maintaining and improving homes
* Procurement of contracts includes customer scrutiny and involvement

The implementation of this Customer Involvement Strategy will assist in achieving these goals.

## Tenant Involvement and Empowerment Standard

The Homes and Communities Agency (HCA) publishes regulatory standards that registered social landlords like ISHA must meet. One of these standards relates specifically to tenant involvement and empowerment.

Key points from this standard include that housing associations like ISHA must:

* Provide customers a wide range of opportunities to influence housing policies and services
* Respond to the needs and suggestions of diverse groups of customers
* Make arrangements for customer scrutiny of the organisation
* Provide opportunities for involvement at the local/area level

ISHA is compliant with these standards. For full information, see [Tenant Involvement and Empowerment Standard](https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/422709/Tenant_I_and_E_Standard_2015.pdf).

## Value for Money

The HCA also sets out a [Value for Money Standard](https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/419202/Value_for_Money_Standard_2015.pdf). In order to comply with this standard, ISHA must demonstrate to stakeholders – including customers – that it utilises resources strategically in order to meet organisational objectives.

In the context of customer involvement, this means that ISHA will only undertake involvement or insight projects if it can lead to meaningful results for customers. ISHA will also demonstrate the value of customer involvement to all stakeholders to justify expenditures.

# Background

### Challenges of Current Approach

ISHA currently channels a significant part of its customer involvement resources to the Residents’ Forum. The Residents’ Forum is expected to fulfil ISHA’s customer scrutiny requirements.

While the Residents’ Forum has led to service improvements in the past, the inconsistency of membership has meant that in-depth scrutiny on a particular topic is difficult if not impossible. In addition, the open nature of the forum means that some customers misinterpret its purpose and bring up individual service issues, which distracts from debate on service development or scrutiny.

A key goal of this strategy is to redistribute the resources currently going to the Residents’ Forum in order to better support meaningful customer scrutiny. This will include working with customers currently involved in the Residents’ Forum in order to channel their skills and energies to other forms of involvement. We will also provide dedicated opportunities for customers to discuss individual service issues.

### Method for Drafting Strategy

This strategy has been developed with significant input from customers through both the Residents’ Forum and the Customer Involvement Steering Group.

The Residents’ Forum discussed a draft of the Customer Involvement Strategy at the 8 October 2016 Resident’ Forum AGM as well as at the 1 December 2016 Residents’ Forum. At the 2 February 2017 Residents’ Forum customers discussed an updated version of the draft strategy, informed by the Customer Involvement Steering Group’s meetings.

At this most recent meeting, some Residents’ Forum members expressed concerns that the creation of different panels and groups will make it difficult for customers to discuss shared issues and hold ISHA to account. It was agreed that an informal group of customers could continue to meet twice annually, led by customers, to receive updates on customer-led service improvement and to discuss shared issues – for more details, see **Customer Catch-Up** below. Minutes from Residents’ Forum meetings can be found on the [Residents’ Forum site](https://www.isha.co.uk/resident_forum).

The Customer Involvement Steering Group is a small group of customers formed to discuss the strategy specifically. This group has met four times and has taken on topics specific to customer involvement, including local involvement, barriers to involvement, and scrutiny. Notes on these meetings can be found on the [Customer Involvement Steering Group site](https://www.isha.co.uk/your_home/get_involved/customer-involvement-steering-group.html).

# Objectives & Guiding Principles

## Why would customers “get involved”?

Our customers live complex and busy lives and we know that for most people, their housing association is not their top priority. In general, it only becomes a priority when something goes wrong; and then what they want is simply for it to be fixed.

Our goal will never be to get every ISHA customer to attend a meeting or join an ISHA-authorised group. We believe it should not be necessary for someone to attend a meeting for us to be a great landlord for them. To this end, in this strategy we also outline ways for ISHA to improve services without actively engaging customers.

Based on our experiences and the research of other housing associations, we know it is wrong to assume that those who show up for meetings or join groups are representative of our entire customer population. The customers who attend our meetings provide invaluable knowledge and scrutiny of our services; but more information is needed to paint a full picture of the customer experience. This is why we need formal involvement to be complemented by insight of all customer interactions and feedback. *All types of engagement are necessary and all types are included in this strategy.*

## Customer Involvement Principles

Based on conversations with customers, particularly at the 2016 Residents’ Forum AGM, we developed customer involvement principles to guide all involvement and insight work we undertake.

Customer involvement should be…

1. **Meaningful and results-driven**
* We will only involve customers when their feedback has the ability to truly impact service delivery.
* We will ensure involvement opportunities have clear benefits and measurable outcomes for both customers and ISHA, and that customers are made aware of these outcomes.
1. **Customer-guided and collaborative**
* We will encourage customers to shape the involvement opportunities we offer.
* We will ensure buy-in and collaboration from relevant members of staff for all customer involvement opportunities to improve ISHA’s accountability and maximise service improvement.
1. **Flexible and varied**
* We will provide a range of opportunities at different levels of time commitment to involve a larger number of customers.
* We will adapt our involvement and insight to changing circumstances.
1. **Local and accessible**
* We will provide opportunities for customers to get involved at the area or property level, including supporting social groups and estate involvement projects, as well as signposting customers to other community-based opportunities.
* We will organise events and activities with the aim of making them accessible and convenient for the largest number of customers.

# Review of Strategy

This strategy should be reviewed every three years with significant input from customers, particularly customers who are currently involved. The next version of the Customer Involvement Strategy should be launched in the 2020-2021 financial year.

Customer Involvement Framework

# Overview

All involvement, consultation and insight form part of a cycle that drives service improvement. Some methods of engagement will impact service improvement more directly, such as the Scrutiny Panel; other methods, like local involvement, will have indirect or less frequent impact on service improvement.

Combined, the many opportunities for involvement and insight combined will lead to a full picture of ISHA customers’ experiences and needs, which will be used to continually inform the work ISHA does.

Some of the main structures for involvement and insight are outlined below; however, customer involvement and insight should be embedded throughout ISHA. Other opportunities to involve customers in particular areas of service should be encouraged.

ISHA’s Customer Involvement Expenses Policy outlines the out-of-pocket expenses that ISHA will reimburse for involved customers, as well as the situations in which ISHA will provide incentives or training for involved customers. This policy applies to all methods of engagement listed below.

# Function/Task-Based Involvement

Function/task-based involvement works in tandem with ISHA staff and the Housing Services Subcommittee to influence and improve ISHA’s services and policies. It includes things such as the Scrutiny Panel and Contractor Working Groups. These types of involvement typically involve a higher level of commitment, but can also lead to significant skill development for customers.

## Scrutiny Panel

#### Objectives

Housing Services
Sub Committee

Scrutiny Panel

* To independently monitor ISHA’s performance
* To carry out reviews of key service areas, focussing on the customer experience

#### Structure

The Scrutiny Panel will consist of a group of up to eight customers. At the beginning of a scrutiny cycle, the panel will meet to review summarised performance information, provided by ISHA, and to independently determine a specific topic of scrutiny (e.g. repairs communications).

During the information gathering process members of the Scrutiny Panel can request more information from ISHA and perform independent research, such as interviewing staff. Where appropriate, they can also request that mysteryshopping or a customer survey be undertaken.

Once research has been completed, the Scrutiny Panel will create a report to present to ISHA’s Housing Services Sub Committee, with assistance from ISHA staff as needed. After a report is discussed, the Panel will work with ISHA staff to develop an implementation plan and will support staff in delivering changes.

The Scrutiny Panel is not a decision-making body but is intended to assist ISHA in providing great services for customers. The Housing Service Sub Committee will support the Scrutiny Panel by ensuring that recommendations are taken seriously by staff and by reviewing staff progress against recommendations.

Customers on the Scrutiny Panel must meet a role specification to ensure they can carry out the tasks necessary for scrutiny. Panel members will be expected to commit to a minimum of one year of involvement. They will be given training on interpreting performance data and scrutinising service delivery.

This role requires a commitment to participate in all aspects of the scrutiny process, which involves attending meetings as well as communicating virtually and conducting work independently.

ISHA staff are responsible for supporting the Scrutiny Panel by arranging training, providing resources and organising meetings when needed. In addition, staff relevant to a particular topic of scrutiny are expected to cooperate with the Scrutiny Panel’s research process within reason.

## Contractor Working Groups (Core Groups)

#### Objectives

* To hold contractors to account against contractual promises
* To ensure that customers’ experiences of services are key to contract management

#### Structure

One or two customers with experience or interest in a particular area of service (e.g. repairs) will be invited to be members of a Contractor Working Group that includes ISHA staff and representatives from the contractor.

Potential Contractor Working Groups include:

* Responsive Repairs
* Cleaning & Ground Maintenance
* Parking

These customers will be responsible for holding the contractor to account, speaking from a customer’s perspective. While these groups feed into ISHA’s internal staff processes rather than into the scrutiny structure, from time to time they may be asked to work with the Scrutiny Panel on a relevant project.

Customers on Contractor Working Groups will attend regular meetings at ISHA’s office. Customers will be asked to commit to a minimum of a one-year term, with the option to extend. Customers will receive training and will be provided performance information on the contractor’s service ahead of the meeting.

ISHA staff who manage a particular contractor are responsible for supporting customers involved in Contractor Working Groups. They will ensure the customer receives the information and skills necessary to participate fully in meetings.

## Customers on Board & Subcommittees

#### Objectives

* To involve customers at the highest level of ISHA’s governance
* To facilitate collaboration between customer panels (i.e. Scrutiny Panel) and the Board and its subcommittees

#### Structure

There is currently one customer on each of the following: ISHA’s Board, the Housing Services Subcommittee, the Finances and Resources Subcommittee, the Governance Subcommittee and the Development Subcommittee. This should be maintained as the minimum level of customer involvement in the Board and its subcommittees. Customers involved in this way should receive support if needed and are expected to act not as representatives of all customers, but as expert service-users.

## Sounding Board

#### Objectives

* To ensure that all communications to customers are clear and concise
* To review ISHA literature & policies and make recommendations

#### Structure

The Sounding Board’s reviews will largely be held online or via post. A group of customer volunteers will be sent ISHA policies/literature (pamphlets, website content) and will be asked to comment on content and its implications for customers.

The frequency of reviews conducted by the Sounding Board will depend on the needs of the organisation. Customers who are not comfortable communicating online may request to receive information via post and to communicate suggestions either by post or over the phone.

Recommendations from each Sounding Board review will be reflected in reports to the Housing Services Sub Committee. Relevant staff will be expected to take these recommendations seriously when finalising literature/policies. Changes as a result of Sounding Board reviews will be communicated to members of the Sounding Board as well as to the general customer population.

## Start/Finish Groups

#### Objectives

* To collaborate with ISHA staff on major service reviews or projects
* To provide customer input to shape ISHA’s key policies and strategies

#### Structure

There will be no permanent Start/Finish Group. A group may be created to address major service reviews or other projects that would benefit from customer input, such as the tendering of a major contract. A Start/Finish Group may also be created when ISHA is reviewing existing policies or strategies.

The size and structure of a Start/Finish Group will depend on the issue it is formed to address. A Start/Finish Group will typically be composed of both customers and staff and will involve commitment for a short period of time.

Customers who want to participate in start/finish groups may be provided with training, if needed. Customers who have participated in a completed Start/Finish Group may wish to continue their involvement with ISHA by joining a Contractor Working Group, the Sounding Board, or another form of involvement.

Staff will provide support for involved customers and will organise meetings of Start/Finish Groups. Staff will also ensure that customer participants are kept updated of the results of their involvement.

## Neighbourhood Improvement Panel

## *Objectives*

* To support initiatives to improve ISHA properties and local communities
* To provide a link between community initiatives, customers and ISHA

#### Structure

**Bid for Better**

Bid for Better is a fund held by the Neighbourhood Improvement Panel. Customers can submit applications to receive up to £1500 for a project to improve the communal areas of their estate. The criteria for Bid for Better applications will be reviewed soon. For more information, see [Bid for Better](https://www.isha.co.uk/resident_forum/bid_for_better.html).

The Neighbourhood Improvement Panel (NIP) will strive to include customers from each of ISHA’s main boroughs (Hackney, Islington and Waltham Forest). This small group of customers will meet quarterly to discuss issues relevant to the communities where ISHA operates.

A crucial function of the NIP is to vote on and oversee Bid for Better applications, as well as applications for Social Inclusion Grants. The NIP will also support partnerships between ISHA customers and community organisations.

Customers on the NIP are expected to commit for one year of involvement, with the option to extend. Customers may receive training to maximise their ability to participate.

**Social Inclusion Grant**

Customers can submit an application to receive a grant to start a social inclusion group or initiative in their local area. Projects can include estate coffee meetups, kids’ activities or sustainability initiatives.

Staff will support the NIP in maintaining the Bid for Better and Social Inclusion Grant budgets and in organising meetings. Staff may also attend meetings when requested by the NIP and will assist in carrying out recommendations.

# Local or Casual Involvement

## Service Roadshows

#### Objectives

* To allow customers to speak to staff in person about housing-related issues
* To provide information about ISHA and community services in an informal and convenient setting

#### Structure

Service Roadshows are informal market-style events held for customers in a particular area. ISHA will hold two Service Roadshows per year in each of the following areas:

* Hackney
* Islington & Camden
* Waltham Forest & Haringey

Customers can drop in any time during a Service Roadshow to speak to ISHA staff, receive information about ISHA services or report housing-related issues. Service Roadshows also encourage customers to meet their neighbours and to consider ways to improve their local communities.

Service Roadshows will be used to gather feedback and data which will be presented to staff and customer groups to act on, when needed.

## Customer Conference

#### Objectives

* To thank customers for their feedback and involvement
* To provide all customers with a fun day where they can meet each other, learn about ISHA’s services and interact with ISHA staff

#### Structure

The Customer Conference is an annual event intended to thank customers for their feedback and involvement throughout the year. This event will give customers a chance to speak to each other and to ISHA staff. Customers will also have the option to participate in workshops or trainings and to sign up for upcoming involvement opportunities with ISHA.

## Customer Catch-Up

#### Objectives

* To provide a space for all customers to discuss shared issues
* To give all interested customers an update on the progress of other methods of involvement

#### Structure

The Customer Catch-Up is an open customer-led meeting to be held twice annually, with organising support from ISHA staff. This will provide a comfortable space for customers to discuss shared service issues. It is also intended to encourage other customer panels (i.e. Scrutiny Panel, Neighbourhood Improvement Panel) to share their progress and to work together where appropriate.

This meeting is not meant to sort out customers’ individual service issues; Service Roadshows are the appropriate space for these queries.

One customer will be designated to report back to ISHA staff on the results of each meeting. Where appropriate, the findings from Customer Catch-Ups will be brought to the Scrutiny Panel to potentially inform a topic of scrutiny.

## Residents’ Associations

#### Objectives

* To support customers in discussing local estate concerns
* To provide customers the chance to represent the views of their communities

#### Structure

Residents’ Associations are independent groups intended to represent the views of customers on their estates. Recognised Residents’ Associations must have their constitutions approved by ISHA.

Customers who wish to form a recognised Residents’ Association may be eligible for a £100 start-up grant from ISHA. Residents’ Associations that follow complete constitutions and have active bank accounts may receive an additional £50 per year to cover expenses.

## Lien Viet Residents’ Group

#### Objectives

* To hear and respond to the concerns of Lien Viet customers
* To create community among Lien Viet customers

#### Structure

The Lien Viet Residents’ Group provides Lien Viet customers the opportunity to speak to Lien Viet staff about their housing issues. The group also participates in fun activities to help customers meet each other and become acquainted with their neighbourhoods.

## Meet Your Neighbour

#### Objectives

* To give customers in new developments the chance to socialise with each other
* To help customers in new developments learn about ISHA’s services, as well as opportunities to get involved with ISHA

#### Structure

A Meet Your Neighbour event will be held within one year of the handover of a new development. These events are intended to be casual and fun, and will be held at venues convenient to the developments. Several representatives from ISHA will be there to help orient customers to ISHA’s services and involvement opportunities.

## Estate Inspections

#### Objectives

* To allow customers to bring up issues that concern the condition of their estates
* To facilitate collaboration between ISHA staff and customers in maintaining estates

#### Structure

Estate inspections occur monthly at each ISHA property, led by Neighbourhood Officers. Customers are encouraged to join monthly inspections; dates can be found on property noticeboards.

# Insight & Consultation

## Survey Programme

#### Objectives

* To identify service areas for improvement to be carried out by staff
* To benchmark customer satisfaction throughout changes in ISHA’s customer services

#### Structure

ISHA consistently surveys customers to monitor customer satisfaction with services, such as repairs and cleaning. ISHA currently commissions an external contractor to conduct an independent survey, which allows customers to speak freely and anonymously about their experiences with ISHA. Other surveys may also be undertaken as needed.

The results of customer satisfaction surveys are discussed monthly at ISHA’s Risk & Business Planning Group. Results are also circulated to managers in order to inform service improvement.

## Customer Inspectors

#### Objectives

* To provide customer-led quality assurance of ISHA’s services
* To provide customer input on the condition of estates

#### Structure

Customer Inspectors will anonymously inspect ISHA’s services and estates will and report on their observations. Customers who wish to become Customer Inspectors will be provided training. Customers will receive vouchers based on the number of inspections completed (see Customer Involvement Expenses Policy).

An inspection will typically occur at the recommendation of the Scrutiny Panel or other customer panel, subject to available resources.

## Focus Groups & One-Off Consultations

#### Objectives

* To receive targeted feedback from a select group of customers
* To provide concerned customers the opportunity to have their say on the services and projects that impact them

#### Structure

Focus groups and consultations will occur periodically, either at the request of ISHA staff or customer panels (i.e. Scrutiny Panel). A consultation or focus group can be on a number of topics, including the service charges for a particular estate, planned major works and overall customer satisfaction.

## Suggestions, Complaints and Compliments

#### Objectives

* To utilise all customer feedback to inform service improvement
* To respond to customer complaints in meaningful ways

#### Structure

ISHA regularly receives and responds to suggestions, complaints and compliments from customers. These interactions are tracked and can be used by both staff and customer panels to drive service improvement and policy change.

Specifically, ISHA has an officer responsible for reporting on complaint trends; when trends are identified, staff use complaint information to inform improvements. Complaint information is also regularly reported to the Housing Services Sub Committee.

## Other Data-Driven Insight

#### Objectives

* To maximise Value for Money by using all customer data to inform service improvement
* To monitor changes in customer interactions and respond with policy or service changes when necessary

#### Structure

ISHA receives data on our customers every day through the interactions customers make with us. Indirect insight involves analysing interaction data (e.g. customer phone calls) to better understand our customers’ needs.

This insight is then reported to staff in the form of Key Performance Indicators (KPIs) and will also be reported to the Scrutiny Panel and other customer panels where relevant.

# Implementation Roadmap

Strategy decided on by Housing Services Sub Committee

Report to HSSC and to Customer Catch-Up on progress of Strategy

**Autumn 2017**

**19 August 2017**

Active recruitment for involvement opportunities

**June 2017**

Summer Newsletter promotes involvement opportunities

**September 2017**

First scrutiny review begins

Summer customer event promotes ongoing involvement; first “Customer Catch-Up” held

Training and preparation for Scrutiny Panel, NIP etc.

Residents’ Forum discusses approved Strategy and plans for transition to “Customer Catch-Up”

**March 2017**

Staff develop terms of reference and role profiles to complement strategy

**15 March 2017**

**July – August 2017**

**6 May 2017**

**April – June 2017**

# Customer Involvement Expenses Policy

# 1.0 Introduction

The purpose of this policy is to clarify the expenses and incentives that ISHA will and will not provide for involved customers. These costs are incurred by ISHA not as a form of payment, but as a way to thank customers for volunteering their time to improve our services and policies.

In addition, expenses, incentives and training are provided by ISHA in order to adhere to our commitment to equal and fair treatment of all customers, as laid out in our [Equality and Diversity Statement](https://www.isha.co.uk/downloads/About_Isha/2%20Diversity%20Statement%202016.pdf) and our [Equality and Diversity Strategy](https://www.isha.co.uk/downloads/About_Isha/Equality%20and%20Diversity%20Strategy%20Dec%2016%20Digital%20Version.pdf).

# 2.0 Expenses

## 2.1 We pay qualifying expenses for…

* Attendance of ISHA & Lien Viet events, including meetings, focus groups, and training
* Carrying out duties as part of an authorised ISHA group or panel, by prior arrangement only

## 2.2 Qualifying expenses

ISHA will reimburse the following expenses incurred while performing the actions outlined in **2.1**:

* Travel expenses
* Child care/carer expenses
* Meal and refreshment costs
* Phone costs, when agreed prior

## 2.3 We will not pay expenses for…

* Loss of earnings as a result of participation
* Printing, internet, stationery, or telephone costs – where necessary, ISHA will directly provide these resources when needed for authorised ISHA groups or panels

## 2.4 How we pay expenses

In all cases, valid receipts (where possible) and a completed **Expenses Form** are necessary for ISHA to reimburse expenses. If you are unsure whether or not an expense will be reimbursable, please speak to ISHA staff prior to incurring the expense.

#### 2.4.1 Travel expenses

* **Driving:** As part of our commitment to sustainability, we encourage customers to travel to meetings and other events via public transport. However, when deemed necessary for accessibility reasons, mileage will be reimbursed at 50p per mile, paid based on direct travel (from home/work to meeting location and back).
* **Parking:** Where driving has been deemed necessary for accessibility reasons, we will also reimburse parking when receipts are provided.
* **Public transport:** We will reimburse travel via public transport when valid receipts are provided. Frequently involved customers may qualify for a customer Oyster card which will be registered, topped up, and monitored by ISHA staff.

#### 2.4.2 Child care/carer expenses

* These services should be provided by a registered childminder or carer wherever possible
* When a registered childminder or carer is not available, other arrangements should be agreed with ISHA staff prior; non-registered childminders or carers will be paid at an agreed upon rate per hour
* A receipt must be presented to ISHA staff

#### 2.4.3 Meal and refreshment costs

* In most cases, ISHA will provide refreshments at meetings and events, as well as meals when attendance is required over lunch (12:00-14:00) or dinner (18:30-20:00).
* When a meal is not provided at a conference or other ISHA-authorised event (such as a training or conference), you may be reimbursed up to £10. These claims require prior agreement from ISHA staff and receipts must be provided.

#### 2.4.4 Phone costs

* If a customer will be required to make frequent phone calls as part of their involvement, ISHA may agree to cover additional phone costs at a reasonable rate
* This must be agreed upon with ISHA staff prior to incurring the expenses and receipts must be provided

# 3.0 Incentives & Training

## When we provide incentives

* In certain cases, it may be appropriate to encourage and recognise customer involvement by providing incentives.
* Incentives will not be used as a form of payment for time volunteered.

## Types of Incentives

#### 3.2.1 Vouchers

* Incentives may be provided in the form of vouchers, which do not count as earnings and should not affect entitlement to state benefits.
* Vouchers are meant to encourage intensive involvement where it may not otherwise happen (such as focus groups with customers who are harder to reach), or to thank customers for performing more complicated, isolated tasks (such as Mystery Shopping).
* Vouchers will not be provided for regular meetings or casual events.
* ISHA reserves the right to withhold offering a voucher if a customer has failed to complete the agreed upon task.

#### 3.2.2 Local Improvement Grant

* Where appropriate, incentives may be provided in the form of a grant for estate improvement.
* In such cases, all expenditures must be for the improvement of communal areas or for social initiatives in your area.
* The grant will not be paid by ISHA up front. All expenses must be recorded and reported to appropriate ISHA staff to reclaim the expenses. Where this is not financially possible, ISHA staff will make the purchases on customers’ behalf.

## Customer Training

If ISHA determines a customer requires or would benefit from training in order to complete tasks for ISHA-authorised groups or other involvement activities, ISHA will cover the costs of the training, as well as:

* Travel to and from the training venue, as outlined in **2.4.1**;
* Childcare or carer costs necessary to enable the customer’s attendance, as outlined in **2.4.2**;
* Where not included, meals at the training, as outlined in **2.4.3**;