

**Resident
Engagement &
Community
Investment
Strategy 2024
-2026**

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1 Aims

1. Jigsaw Homes is committed to completing meaningful engagement with residents, ensuring we meet the diverse needs of our customers and create opportunity for everyone to engage effectively in helping improve and shape our performance and services. During the period of the strategy, we will:
 - Deliver, and promote a variety of accessible involvement opportunities where everyone has an opportunity to participate
 - Provide a range of communication methods based on our customer needs
 - Ensure we meet the regulatory standards and legislation on engaging and listening to residents & continually improve customer satisfaction
 - Effectively communicate the safety controls in our higher risk buildings
 - Be transparent and accountable by sharing feedback with residents
 - Use tenant voice to shape our services.

2 Scope

2. This strategy applies to anyone living in a home owned or managed by Jigsaw Homes Group which includes Tenants, Leaseholders, Shared owners, and Licensees.

3 Strategy Statement

3.1. Current Context

3. Jigsaw Homes has a responsibility to our residents and our communities, and we fulfil this responsibility through a range of engagement and investment opportunities and activities. These opportunities and activities are designed to support our residents, in addition to our core business of providing homes.
4. We give residents a choice about how they wish to be involved based on individual preference. This ranges from completing consultations on our Jigsaw Rewards portal, to being a member of our Board.
5. Our Jigsaw Rewards portal provides opportunity for tenants to participate their views on our services, through survey completion and tenant scrutiny. During the life of the previous strategy we have grown the membership of the platform which currently stands at 9% of our tenant base.
6. In-person Resident Involvement is led by the Neighbourhoods teams, ranging from activities to support individuals in tenancy sustainment to creating improvements to neighbourhoods and communities through our Neighbourhood Plans model.

7. Our Jigsaw Support team provide individual, intense support for complex needs through several services, to help tackle individual obstacles and enable tenancy sustainment.
8. The impact and success of our Resident Involvement is measured through both the Tenant Satisfaction Measures (TSM) and ad-hoc surveys. The current results from the TSM survey highlights 69.5% satisfaction with the service provided by Jigsaw Homes.
9. This strategy aims to improve this level of satisfaction over the next two years.

4 Resident Engagement

4.1. Communication and Data

10. We use a range of techniques to ensure we give timely information to residents. The options include digital, in person, through literature, social media, messaging and by phone.
11. We recognise the challenge of digital literacy and accessibility in our communities and have a range of assistance measures, including access to data SIMs schemes, IT training courses, access to the internet through our work-clubs and customer hub and the completion of survey consultation through postal options. Our Jigsaw Rewards portal contains accessibility features, such as translation, readout, and colour changes to enable access for all.
12. We ensure all communication is in plain English and the translation of literature is available. Communication online will fulfil Website Content Accessibility Guidelines.
13. Resident consultation has recently shown that not all individuals are aware of all the opportunities available to get involved. This will be addressed during the strategy through:
 - A review of our communication methods, across all mediums, to ensure we are engaging with a wide and diverse cross section of our customer base.

4.2. Equality & Diversity

14. We are committed to equality, diversity, and inclusion of all and ensure our resident engagement strategy represents, and is inclusive of, our diverse communities. Ensuring we value and respect individuals, understand individual need and tackle any form of discrimination.
15. During the 22/24 Resident Engagement Strategy we have:
 - Completed surveys of our Jigsaw Rewards membership, which have illustrated that user demographics are representative of our customer base.
 - Ensured we have made events and involvement opportunities accessible by using accessible venues and giving a range of timings to enable inclusion for all.

- Enabled customers without digital technology to access our Jigsaw Rewards programme through postal questionnaires
- Completed scrutiny programmes online to enable wider involvement
- Engaged minority communities with provision of English lessons for speakers of other languages

16. During the period of this strategy, in relation to intersectionality we will:

- Target underrepresented groups where appropriate to gather their views on relevant issues

4.3. Safety Commitment to Our Higher Risk Buildings.

17. Our commitment to building safety is about ensuring residents feel safe in their home and that their views and concerns are listened to and acted upon.

18. This follows legislation and guidance from The Fire Safety Act 2021, Building Safety Act 2022, and Fire Safety (England) Regulations.

19. During the 22/24 Resident Engagement Strategy we have:

- Introduced an annual information pack to residents reminding them what to do in the event of a fire in their building
- Commenced drafting Resident Engagement Strategies for all of our higher risk buildings

20. During the period of this strategy, we will ensure we:

- Consult with residents on a Resident Engagement Strategy for their building including an opportunity to meet in person to discuss the fire safety controls in place
- Issue every resident with an information pack detailing what we do to make their building safe, alongside their responsibilities and what to do in the event of a fire
- Are consulting with residents and documenting decisions around replacing fire doors, replacing flat front entrance doors, or other fire safety improvements
- Introduce a Mandatory Occurrence Reporting Procedure to make it easy for residents to suggest improvements or raise concerns, through resident meetings, through an online reporting tool, in person to members of staff or by calling Connect.
- Produce a Building Safety Case for every higher risk building and update it when any improvement works have been completed

4.4. Involvement Opportunities

21. Opportunities to become involved are promoted through our Group Website, at our community offices, through social media platforms, via partner organisations, at events and through literature. The list below are examples.

Jigsaw Rewards

22. Jigsaw Rewards is our online resident engagement platform which lets residents give regular feedback on our services and plans.
23. All residents are encouraged to register on the portal and participate in consultation surveys, mystery shopping activities or give feedback on service improvements and strategies. This is incentivised through awarding points, which can be exchanged for gift vouchers or credits to rent accounts.
24. Participation in the platform is open to all, regardless of geographical location or being digitally active. Those without internet access can register by telephone and take part in postal surveys.
25. Feedback on completed activities is publicised on the news section of the group website, under 'you said, we did.' This enables residents to see how their views have impacted on our services.
26. We will continuously promote membership and the use of Jigsaw Rewards, which is currently 9%. Working with registered members we will do targeted communications to increase the number that are active on the platform, making improvements to the platform to make it as easy as possible for the end user.
27. During the period of the 2022/24 strategy, we have:
 - Grown membership of Jigsaw Rewards to 9%
 - Completed 92 Jigsaw Reward surveys
 - Published 25 'You said, We did' articles
28. During the period of this strategy, we will:
 - Identify and increase the number of active users of Jigsaw Rewards by 50% through directed communications to members

Resident-Led Scrutiny

29. We will work together with residents to shape our priorities through our resident-led scrutiny programme, completing two scrutiny projects per year, both topics will continue to be selected by Jigsaw Rewards members.
30. This programme, which is completed digitally to enable maximum participation, enables residents to participate in reviewing and challenging our services, through

deciding the scope of the investigation, taking part in the investigating, reviewing current processes, and making recommendations for improvement.

31. Recommendations made by the Scrutiny panel help us improve our services for all residents. Findings and recommendations are presented to the Executive Management Team and the Risk and Audit Committee for approval. Once approved, reports are shared on our group websites.
32. During the 22/24 Resident Engagement Strategy we have completed scrutiny topics on:
 - Empty homes rent loss
 - Data Protection
 - Cost of Living
 - Damp and Mould
 - Responsive Repairs

Board Membership

33. Ensuring tenants have the opportunity to influence through Board membership is important. Over the previous strategy, we have identified that customer awareness of this opportunity is low. We will encourage this participation on our customer facing Boards by advertising opportunities on our website.
34. We are currently in the process of conducting a Governance review, from which the outcomes will be published along with any recommendations.
35. Tenants are also asked if they would like to express interest in becoming a Board member when they register for Jigsaw Rewards.
36. During the strategy we will adopt the recommendations of the current governance review

5 Community Investment

5.1. Jigsaw Foundation Community Fund

37. Each year we will set aside £450,000 for local groups, organisations and initiatives to bid for, with the majority of money awarded through resident decision on the Jigsaw Rewards Portal.
38. We will work with funded groups to support them to ensure success of their projects and that our residents have benefited.
39. During the 22/24 Community investment Strategy we have funded 217 projects across the Group, with beneficiaries including residents, residents' children, and other household members. This work has included 125 projects which focus on health,

wellbeing, and social inclusion, 47 projects on employment, individual capacity building, enterprise, and training, 19 projects on environment and sustainability and 26 projects on financial wellbeing.

40. This work reflects an investment of £886,158 on projects delivered directly to our communities across the current strategy
41. During the period of this strategy, we will continue to and promote Jigsaw Foundation to encourage applications from a wide variety of initiatives, using residents votes on projects requesting amounts below £24,999 and our Operations Directors to decide on projects requesting £25,000 and over.
42. We will continue to maximise the full take-up of the funds, ensuring projects benefit our residents and communities. This will be done via effective communications, liaison with key community groups and organisations and the ongoing evaluation of initiatives.
43. During the period we will:
 - Explore the opportunities to support initiatives directly supporting diverse communities within our neighbourhoods.

5.2. Neighbourhood Plans

44. We will continue to ensure we dedicate resources through a range of projects and activities, in conjunction with residents and partner organisations, to the neighbourhoods most in need.
45. Our Neighbourhood Plans model uses both internal and external data on Employment, Skills and Training, Financial Wellbeing and Health and Wellbeing to identify the main challenges and priorities in our neighbourhoods.
46. The activities and projects used to tackle low performance include:

Employment, Skills, and Training

47. Helping people into employment through job search and assistance through work club provision. Providing volunteering and work experience opportunities, delivering accredited and non-accredited training, providing business set-up advice and financial support, and providing financial support via the Foundation for partner initiatives targeting employment, skills, and training.

Financial Wellbeing

48. Providing low-cost food provision through food clubs and community initiatives. Providing energy advice to help reduce fuel bills. Delivering cooking on a budget courses, provision of winter warmer packs and warm hubs. Signposting to cost-of-living and money advice to individuals in immediate and significant financial hardship.

Health and Wellbeing

49. Providing local physical exercise activities, facilitating memory cafes, supporting community gardening, and growing projects and community clean-up days, delivering recycling awareness campaigns and environmental projects. Encouraging residents to achieve their community aims through recognising and financially supporting Resident Associations.
50. During the 22/24 Community investment Strategy we have:
- Reduced the number of Neighbourhood Plans to 20 to enable concentration on those areas most in need and to foster a longer-term relationship with residents and partners to ensure the success and impact of projects.
 - Grown our Jigsaw Employment team, supporting 2,286 residents with employment support, 36 with business start-up advice and 1,566 with training opportunities.
 - To aid residents with the cost-of-living, we have introduced warm hubs, provided 536 winter warmer packs, increased our low-cost food provision through the introduction of additional food pantries, introduced cost-of-living advice pages to our website and created an internal cost-of-living partnership meeting to share good practice.
 - We allocated £200,000 to help residents struggling with their finances with energy fund vouchers
51. During the period of this strategy, we will:
- Extend the work of the Jigsaw Employment team, ensuring we work in partnership with Jigsaw Support programmes and partnership initiatives to maximise individual support and avoid duplication in provision.
 - Work to achieve our internal targets on the Neighbourhood Plan model, including:
 - Supporting at least 770 people towards employment through job search and assistance
 - Hosting and delivering work-clubs to serve 7 priority neighbourhoods or partner existing provision
 - Providing low cost food provision through support and delivery of at least 4 food pantries and community initiatives
 - Providing 7 warm hubs within our neighbourhood plan areas
 - Improving a minimum of 5 community green spaces
 - Delivering a minimum of 7 community clean-up/environmental awareness days
52. We will continue to review the neighbourhood plans every three years through resident consultation.

5.3. Resident Inclusion

53. It is recognised that social inclusion and loneliness disproportionately affects the older population and can have a negative impact on physical and mental health. The Over 55s Inclusion Officers' role is to tackle this issue by creating opportunities for residents to get involved in meaningful activities in their schemes and local communities.
54. During the period of this strategy, we will:
 - Complete consultation with residents aimed at understanding and improving social isolation.
 - We will ensure awareness of local partner activities through mapping exercises to enable signposting to residents.

5.4. Giving Time Back

55. Giving opportunities to Jigsaw employees to 'give time back,' by taking part in initiatives to improve our environments is open to all employees and residents annually. These activities are advertised locally to enable maximum participation.

6 Jigsaw Support

56. Jigsaw Support delivers supported accommodation and community outreach services for the most vulnerable members of society. We help people to overcome challenges they face, enabling them to live better lives.

6.1. Wellbeing and Tenancy Sustainment

57. We recognise the challenges that many tenants face and during 23/24, we expanded our Tenancy Sustainment and Wellbeing Navigator services. The Tenancy sustainment team supported over 160 tenants during the year helping tenants to reduce arrears and maintain their tenancies.
58. Our Wellbeing Navigators supported over 400 tenants and Jigsaw Support customers across Greater Manchester by offering tailored support to those struggling with low level mental health and wellbeing issues. We help them improve their confidence, relationships, nutrition, activity, and routines.
59. Residents accessing these services self-reported improvement in their circumstance in the following areas
 - 93% in their housing situation
 - 91% in their mental health
 - 93% in their physical health

- 86% reduced dependency (alcohol, drugs, gambling)
- 80% accessed specialist support service
- 86% in Rent and Affordability
- 67% in employability

60. Initially these services were available to residents in Tameside but have been expanded in 24/25 through the investment of additional resources to support our tenants across the Northwest and East Midlands.

6.2. Employability

61. During 23/24 we secured £500k from the Department for Work and Pensions (DWP) and invested £250k of our reserves allowing us to continue to deliver our award winning Motiv8 programme across Greater Manchester.

62. We supported 573 people with 1-1 keyworker support to overcome multiple barriers and progress towards job search training and employment. Those accessing Motiv8 reported improvements in their wellbeing, confidence, and their finances.

63. Motiv8 participants self-report the following outcomes

- 82% improved mental health.
- 76% improved housing situation.
- 77% reduction in substance misuse.
- 87% reduction in domestic abuse.

“Motiv8 has been absolutely amazing, and I don’t know if I could have got through this without you.” Leanne, Motiv8 participant

64. With Motiv8’s support we helped 89 people find employment and supported a further 232 residents access training and further learning.

65. Through our partnership with Manchester Athena, we secured a contract to deliver Multiply and supported 30 people to become more confident with numeracy skills through courses such as budgeting, nutrition, and healthy choices.

66. We also secured funding to deliver Support to Succeed helping economically inactive people in Greater Manchester move towards employment.

67. Between January 2024 and September 2024 280 residents in Tameside and Wigan have accessed the service.

68. We will continue to deliver Motiv8, Multiply and Support to Succeed throughout 24/25.

6.3. Supported Accommodation

69. We manage over 300 supported housing units across Tameside and Wigan providing temporary accommodation with support for vulnerable and homeless people.
70. We also have over 500 agency managed tenancies, including 29 different support agencies across 11 Local Authority areas.
71. Using trauma informed approaches our key workers help people overcome a wide range of challenges. Through 1-1 and group support we support people to reach their personal goals, improving their circumstances, building confidence and resilience, and helping them become tenancy ready.
72. Jigsaw Support is guided by the Jigsaw Support Strategy 23-25.

7 Partnership Working

73. Partnership work, in both external and internal projects, is actively pursued.
74. This enables a joined-up approach to targeting issues and is particularly evident in supporting residents with the cost-of-living and wellbeing activities.
75. Working with residents and local groups is encouraged through our Neighbourhood Engagement teams, who actively support, and fund constituted resident groups.

8 Monitoring and Delivery

76. Jigsaw Boards set targets annually for Jigsaw Rewards membership. Jigsaw Foundation, and Neighbourhood Plans progress and receive quarterly performance reports. Commentary on the Neighbourhood Plans is available to board members on the performance dashboards and Risk and Audit Committee receives reports on tenant scrutiny.
77. Tenant Satisfaction measures will be reported to the Housing Regulator and published on the Group website annually. Where the measure is calculated using our performance information, this is based on annual performance between 1st April and 31st March. Where the measure is based on customer feedback, this is conducted through telephone surveys conducted by independent companies.
78. Bench marking exercises with other RSLs will also be used to establish areas for improvement and best practice.
79. The use of mystery shoppers will be engaged to test the customer experience across their interactions with the Group.
80. A summary of Resident Engagement activity is included in the Tenants Annual Report.

9 Legislation and Regulation

- The Housing Ombudsman Complaint Handling Code

- The Fire Safety Act 2021
- Fire Safety (England) Regulations
- Building Safety Act 2022
- The Charter for Social Housing Residents - Social Housing White paper.
- Data Protection Act 2018.
- Housing Regulator Consumer Standards
- The Landlord and Tenant Act 1985 (Section 20)
- The Commonhold & Reform Act 2002 (Section 151)
- The Service Charges (Consultation Requirements) (England) Regulations 2003

10 Related Policies and Procedures

- Data Quality Strategy
- Equality, Diversity, and Inclusion Policy
- Complaints Policy
- Service Adjustment Policy
- Over 55s Strategy
- Customer Contact Strategy
- Jigsaw Support Strategy

11 Resourcing the Strategy

81. The major resource requirements of the strategy will be:

82. Assistant Director of Neighbourhoods, Head of Neighbourhoods, Jigsaw Foundation Manager, Neighbourhood Engagement Manager, Neighbourhood Engagement Officers, and administrative staff.

	Jigsaw Rewards		Circa £22,700
	Scrutiny		Circa £3,600
	Jigsaw Foundation		Circa £450,000
85.	Hardship fund	86.	Circa £100,000
	Neighbourhood Plans		Circa £310,000

12 Document Control

Responsible Officer/s:	88.	Ivan Wright, Operational Director of Neighbourhoods Sue Cox, Assistant Director of Neighbourhoods
Date of Approval:		28 November 2024
Approved by:		Group Board
To be Reviewed Every:		Two years

Appendices

A Strategy Action Plan

A.1. Communication and Data

- A review of our communication methods, across all mediums, to ensure we are engaging with a wide and diverse cross-section of our customer base.

A.2. Equality & Diversity

- Target underrepresented groups where appropriate to gather their views on relevant issues

A.3. Safety Commitment to Our High-Rise Blocks.

- Consult with residents on a Resident Engagement Strategy for their building
- Issue every resident with an information pack detailing what we do to make their building safe, alongside their responsibilities and what to do in the event of a fire
- Consulting with residents and documenting decisions around replacing fire doors, replacing flat front entrance doors, or other fire safety improvements
- Introduce a Mandatory Occurrence Reporting Procedure to make it easy for residents to suggest improvements or raise concerns, through resident meetings, through an online reporting tool, in person to members of staff or by calling Connect.
- Produce a Building Safety Case for every higher risk building and update it when any improvement works have been completed

A.4. Jigsaw Rewards

- Identify and increase the number of active users of Jigsaw Rewards by 50% through directed communications to members

A.5. Jigsaw Foundation Community Fund

- Explore the opportunities to support initiatives directly supporting diverse communities within our neighbourhoods.

A.6. Neighbourhood Plans

- Extend the work of the Jigsaw Employment team, ensuring we work in partnership with Jigsaw Support programmes and partnership initiatives to maximise individual support and avoid duplication in provision

A.7. Resident Inclusion

- Complete consultation with residents aimed at understanding and improving social isolation
- We will ensure awareness of local partner activities through mapping exercises to enable signposting to residents



Creating homes. Building lives.

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