

Pentland Housing Group

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Pentland Housing Association Ltd
Tenant Participation Strategy Policy

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Pentland Housing Association Ltd

Tenant Participation Strategy Policy

1 Introduction

1.1 An Introduction to Tenant Participation

Customer participation is about tenants being at the very heart of our organisation and being given the chance to make decisions about their homes and their communities. Without tenants there would be no Pentland Housing Association, we believe that working with tenants will make us a better and stronger organisation.

This strategy is intended to put the Association's tenant participation plans into action. The strategy is to ensure that there are opportunities for Pentland Housing Association tenants to participate in the management of their homes now and in the future. It is therefore of major importance that the development and ongoing review of this strategy is influenced by tenants.

This strategy lays down Pentland Housing Associations plans for encouraging participation and the opportunities for tenants to develop the services they receive; in addition we want to support tenants to get involved in decision about their communities.

The Housing (Scotland) Act 2001 has enhanced the individual and collective rights of tenants. This has been further reinforced by the introduction of the Scottish Social Housing Charter. This strategy is intended to ensure that Pentland Housing Association not only meets, but goes further than the statutory minimum created by the Act and the Charter.

- 1.2 **Who is the Strategy for?** - This strategy is for our tenants who live in our homes, but we hope that tenants of other landlords such as Highland Council and customers of our subsidiary company Pentland Community Enterprises, will use the strategy in issues which affect them and their communities

2 Background to Pentland Housing Association

- 2.1 Pentland Housing Association was formed as a result of the purchase of housing stock within the Pennyland and Mount Vernon estates in Thurso from UKAEA in 1993 by the tenants and residents of these schemes. The Association that was formed is an independent non-profit making organisation. Its aims are to help meet housing needs within the district of Caithness by providing affordable rented accommodation and low cost home ownership options. The Association also carries out the management of its housing and contributes to the wider social and economic environment via Scottish Government Initiatives.

The Association is run by a voluntary Board of Directors which employs a team of paid staff to carry out the day to day running of the Association from our Traill Street offices in Thurso. As well as providing affordable housing and contributing to the social, environmental and cultural well being of Caithness we also operate the Care and Repair scheme and Handyperson Service on behalf of the Highland Council. In addition we also are the parent company for our subsidiary, Pentland Community Enterprises.

3 Aims and Objectives

3.1 Our Aims

In partnership with customers we aim to

- Empower our customers to take an active role, long or short term, in the design, delivery and improvement of their housing and associated services.
- Recognise that for our customers to be empowered they must have knowledge, information, skills, authority and choice.
- Commit to increasing user involvement, democracy and encourage our customers to be in a position to have a key role in our decision making process, with the choice to influence on both an individual or collective level.
- Sustaining and developing local communities through a range of participation initiatives.
- Encourage equal opportunities by ensuring that customers are not excluded from actively participating on the basis of limited mobility, age, political opinion, race, colour, gender, sexual orientation or impairment.

3.2 Our Objectives

To support participation we will ensure customers have

- Access to high quality information about our Housing Service and any proposals that significantly affect them.
- Regular opportunities to be consulted on a range of issues, through:-
 - Surveys
 - Meetings
 - Information events
- Opportunities and support to join our Board of Directors.
- Opportunities and support to join the Tenant Review Group
- Clear information, opportunities and support to set up Registered Tenants Organisations (RTOs).
- A clear understanding of how Pentland Housing Association works, how it makes decisions and how customers can influence our decisions.

3.3 Background to the Strategy

The Housing Scotland Act 2001 and the Charter lays down a number of key tasks for landlords in relation to participation.

Any participation strategy must be developed with tenants, it should include

- What and how tenants will be informed and involved.
- Opportunities for tenants to take part in decision.
- Resources have to be assessed and committed – including grants, staff time.
- A public register of Registered Tenants Organisations.
- How groups can get registered.

The Charter contains 16 standards that social landlords are expected to conform to. These relate to :

- Equalities
- Communication
- Participation
- Quality of Housing
- Repairs, Maintenance and Improvements
- Estate Management, anti social behaviour, neighbour nuisance and tenancy disputes
- Housing Options
- Access to Social Housing
- Tenancy Sustainment
- Homeless People
- Value for money
- Rents and Service Charges
- Gypsy Travellers

This strategy complies with the requirements of both the Housing (Scotland) Act 2001 and the Scottish Social Housing Charter.

This strategy was last reviewed in 2013. however the original strategy is based on the work that was carried out in 2008.. when the Tenant Participation Advisory Service (TPAS) were appointed to help with the a review. TPAS spoke to customers, the Board of Directors, staff and surveyed tenants to find out how tenants and customers want to participate with us. This strategy is still based on the views of this group of people.

4 Communicating with Tenants and Customers

4.1 We recognise that good communication is fundamental to the services we provide and is a key feature in good customer and tenant participation.

4.2 **To ensure good communication takes place: –**

- We will make sure all our letters are personalised, are written in plain language, jargon free and easy to understand.
- All literature and communications will be made available in different formats and languages on request, and will be easy to understand, jargon free and written in plain language.
- The member of staff who is responsible for dealing with your particular issue will be named in all communications.
- From time to time we will give you information on who does what in Pentland Housing Association to keep you up to date.

4.3 Give us your views - There are a number of ways you can give us your views and opinions on a range of issues through:-

- Registered Tenant Organisations.
- Tenant Review Group
- Register of Interested Tenants.
- Occasional local meetings.
- Working group meetings on a specific subject.
- Our complaints procedure.
- Surveys.
- Open days.
- Letters to the Editor of the Newsletter.

4.4 Getting in touch with us - In addition there are a range of ways you can communicate with us:-

- In person at our local offices, or to your local Property Officer.
- By telephone.
- By letter or email.
- Via our website – www.pentlandhousing.co.uk.
- By our regular surveys.
- By coming along to an event e.g. our Annual General Meeting.
- By requesting a home visit.

4.5 Seeking your views - If we are actively seeking your views on a change of policy or an area that may affect you, we will allow 1 month for you to respond, (this is not always the case for example the Scottish Government timescales do not always allow for this.) If we are reviewing a policy or looking for your views we will for example:-

- Place a notice in the newsletter – Pentland Press.
- Ask for interested customers to contact us to give your views either at a meeting or by survey, in the office, by phone or email, or small working group.
- Through the Tenant Review Group
- Through your local RTO.
- Make sure you have enough information to help you make comments.
- Gather together your views.
- Report to our Board of Directors.
- Publish the outcome in our newsletter.

Your views will be taken into account in any consultation with you. We will collect your views; report these views to our Board of Directors who will make the final decision. Any changes to our policies or proposals will be provided to you through for example a meeting or event and in our newsletter the Pentland Press.

5 Other policies and strategies

5.1 PHA recognises that participation involves a number of different policies and strategies. Participation will be directly impacted on the following policies:-

- Equal opportunities.
- Wider action.
- Customer care.
- Association Membership.
- Complaints.
- Training.
- Maintenance.
- Rent Setting.
- How we set our budgets – how we spend our money.
- Anti Social Behaviour Policy.

6 How can you participate with us?

6.1 Our invitation to you

We value your contribution to help us to develop and monitor improvements. This applies to services provided by us and includes:-

- Allocations, transfers or exchanges & homelessness.
- Tenant participation.
- Rent setting and collection.
- Rent arrears.
- Day to day maintenance, planned maintenance & major improvements.
- Dealing with crime and anti-social issues.
- Dealing with estate management issues.

6.2 How can you participate with us?

We want to make sure you can participate with us in a way that best suits you. We have a range of ways to get involved:-

- Becoming a member of the Board of Directors.
- Become a member of the Tenant Review Group
- The Register of interested tenants.
- Surveys.
- Registered Tenants Organisations/informal groups.

- As an individual tenant.
- Meetings.
- Working groups.
- When we are working in your home or area.
- As a new tenant.

The Board of Directors is our governing body. It is responsible for setting our aims and objectives and agreeing policy. The Board of Directors has space for 15 members in total. To become a member of the Board of Directors you first have to be a member of Pentland Housing Association. Information on becoming a member is available at our office and on our website. The Board of Management are voted in at our Annual General Meeting held in September.

Register of Interested Tenants– We have a list of tenants who wish to be asked their views on some or all issues. If you wish to join the list, you will be kept informed of specific consultations etc. You can specify areas of interest for example allocations, our newsletter, developing tenant participation. When we are reviewing policies we will contact you and ask for your views, for example, we may ask you to attend a meeting, or we may contact you to ask you a few questions. We will pay reasonable expenses for you to attend any meeting, or provide transport for you. To join the list of interested tenants please feel free to speak to any of our officers or Tel. 01847 892507.

Survey – To ensure you have the opportunity to comment on a variety of issues we will carry out the following surveys:-

- **Satisfaction survey** – this will be carried out every 3 or 4 years. We will seek your levels of satisfaction with our services such as housing management. The results and any actions to be taken will be published in our Newsletter, Pentland Press.
- **New build home tenants survey** – this will be carried out in new build houses after the tenant has been living there for at least 6 months. This survey will concentrate on the physical aspects such as the house design and the surrounding environment. The results and any actions will be published in Pentland Press. A further survey will be carried out within 2 years to assess improvements and general levels of satisfaction. The results will be published in our newsletter.
- **Repair survey** – we survey all tenants who have had repairs done to assess the quality of repairs, attitude of tradespersons, timescales and any additional comments. These results are published in the Pentland Press
- **New Tenant Survey** – This is carried out within 3 months of tenants moving into their tenancy and asks tenants their opinion of the tenancy signing process, allocations process and on their views of their home and neighbourhood.

Web site – the web site will be widely advertised as a means to communicate with us, to give us your views and comments go to www.pentlandhousing.co.uk.

Resident/tenant groups – We are keen to develop independent tenant and resident groups. Members are normally local interested tenants and/or residents who meet to discuss local issues, and put forward ideas to improve their local area. Everybody living in these areas are welcome to attend and join these groups which will be supported by us as informal groups and may, if they wish, register with us in the future to become a Registered Tenant Organisation.

Registered Tenants Organisations - were introduced as part of the 2001 (Scotland) Housing Act. To become a group recognised officially by us you need to meet registration criteria set down in the Act.

We will help you become a registered organisation with us, but if you wish not to register we will still support and work with you, as an informal residents group.

Our staff will support you through the registration process.

To register you must have a constitution which should state:-

- Anybody can join irrespective of race, creed, colour, religious beliefs, gender, disability or sexual orientation.
- The geography of the area you cover.
- You have an elected committee, normally at least 3 people.
 - How the committee will operate
 - The committee should be elected at the annual general meeting and how this will be done
- Number of public and committee meetings per year.
- You have a bank account and how you will manage your funds.
- How you will represent the people who live in the area you cover.
- How you will communicate with the people who live in the area you cover.
- Your objectives.
- How your group will reach decisions.
- How to change your constitution.
- What happens if the group no longer exists?

The Scottish Government criteria for registration is shown in **Appendix 2**.

Appeals – your group can appeal to us if we have decided:-

- Not to register your organisation.
- To remove your organisation from the register.
- Not remove your organisation from the register.

The appeal will be dealt with through our complaints policy, if you are not satisfied with the outcome of the appeal you can appeal directly to Scottish Ministers through the Scottish Housing Regulator.

Involvement as an individual – we understand that not everybody wants to become involved in more formal structures such as Registered Tenant Organisations or residents groups but we want to ensure that you can have your

say if you want. There are a number of ways as an individual you can have your say:-

- Through the newsletter.
- By the Web site.
- By letter, email or text
- By speaking to a member of our staff.
- In the office.
- By phone.
- By attending occasional meetings.
- Small working groups.
- By survey.

Tenant Review Group – Group of tenants who originally formed to assist in the development of our Health Check. Now carry out reviews and suggest improvement in all areas of our service.

Ad hoc working groups – from time to time when we want to look in depth at a particular issue or policy we will invite tenants from the interested register, ask for volunteers through the web and Pentland Press and invite Tenants who may have complained about that policy or issue. The group will meet to discuss the issue and make recommendations for improvements to the Board of Directors. Pentland Press will report on the group's progress.

Annual General meeting – the AGM is held during September every year. All Tenants and members are invited to attend; it is an excellent opportunity to find out about the year past and look to the future and to meet other Pentland Housing Association residents. We will provide transport or pay reasonable expenses provided you let us know that you need transport in advance. Feedback on the AGM will be in Pentland Press.

Local meetings – if we are planning some work in your area, or if there is an issue that will affect your area we will hold local meetings with the local tenants or RTO if one exists. We are keen to organise meetings at the request of our Tenants. To request a local meeting please feel free to speak to any member of staff or call us on Tel. 01847 892507.

Other opportunities for involvement - where we are planning to carry out work in your home or your area; we will involve you in a number of ways. We will:-

- Inform you of the outline proposals.
- Give you opportunities to meet with us to shape the proposals:-
 - By meeting with an existing local group.
 - Public meetings.
 - Assist with setting up a local group/working group.
- Keep you involved and informed throughout the process.
- Feedback at every stage.

7 Information

- 7.1 All our information will be clear, easy to read, in plain language and available in other languages and formats on request.
- 7.2 We are keen to keep you informed and up to date and see information as a key to participation.
- 7.3 We will use a variety of methods to keep you informed.
- Personal letters.
 - Email and texts.
 - The Web site.
 - Pentland Press - If you wish to contribute an article or have a suggestion for Pentland Press please contact our reception and ask to speak to one of the Pentland Press editorial team on 01847 892507.
 - Tenant's handbook.
 - Information leaflets.
 - Through the Registered Tenant Organisations, tenants & residents groups.
 - Local meetings.

8 Consulting with you

- 8.1 We want to make sure you are involved with us at a level which suits you. We will consult with groups and Tenants at the earliest stage in proposals which are likely to affect them. This will ensure our Tenants are able to influence and plans or proposals from the beginning.
- 8.2 We will ask your views by:-
- Surveys.
 - Pentland Press.
 - Local Meetings.
 - Local groups or committees.
 - Setting up specific local groups.
 - Contacting those on the Register of interested tenants.
 - At the office.
 - By telephone.
 - By letter, email or text.
- 8.3 We will consult with you on a variety of issues:-
- Any proposal to change housing management or related services policies for example repairs, allocations.
 - Any proposals to change service standards in housing management or related services.
 - Annually we will consult with you on our rent and service charge levels.

- Capital works programmes.
- Your levels of satisfaction or dissatisfaction with your home.
- Wider Action.
- Any proposals to Stock transfer.

8.4 Our decision making processes

During any consultation process we will provide information on the process and any effects of our proposals. In addition we will keep you informed on:-

- How, when and who will make the final decision.
- How the proposals and the decisions will affect you.
- The methods through which you can tell us what you think.
- The timescales for you to give us your views.
- The contact person dealing with the consultation.
- The results of the consultation process.
- What if anything happens next?

8.4 How do we decide?

Normally the process is, the tenants are contacted for their views, by letter/meeting/through area Committees/tenants groups including:-

- Timescale for comments – where ever possible this will be 1 month.
- Proposals, background, reasons & impacts.
- Lead officer.
- Feedback collated by lead officer & included in a report.
- Report to management team.
- Report to Board of Directors – including consultation process.
- Board of Directors make final decision.
- Feedback to all through Pentland Press.

9 Resources for participation

9.1 We recognise that you need support and resources to participate with us and this means more than money. We will make a budget available every year to support customer participation. It will allocate specific amounts of money to for example: - transport costs, grants to new groups, etc.

9.2 We will provide:-

- Free use of our own premises for meeting rooms.
- Assistance with newsletters, leaflets etc – printing.
- Assistance with photocopying minutes etc.
- Funding for room or hall hire.
- Training for all.

9.3 To help you to participate with us we will pay

- 45p per mile in fuel costs.(or current mileage rate)
- Reasonable cost for taxis to attend meetings.
- Public transport costs in full.
- Reasonable meal costs.
- Reasonable care costs.
- Overnight expenses for conferences.
- Any reasonable costs that allow you to participate with us.

9.3 The Senior Housing Officer, will be our lead officer who will drive and support participation throughout the Association.

9.4 However, participation is the responsibility of every Officer to ensure targets are created and met, and that you are supported and encouraged to participate with us.

9.5 All our staff will be trained in customer participation including the “Pentland way” of participation.

9.6 **Equal opportunities**

We are members of Happy to Translate which allows us to use a logo demonstrating that we are able and happy to offer translation and interpretation services. So for all communications and information we will offer a translation and interpretation service. We will also provide our communications and information in other formats, as requested.

We will strive to involve our tenants who may be traditionally excluded, for example young people, those who may have a learning or support need, those whose first language may not be English and homeless people.

Our strategy recognises that people want to get involved in a variety of ways. We wish to maximise your involvement by ensuring you can get involved at a comfortable level.

We will strive to break down barriers which would prevent you participating with us.

We will:-

- Arrange for meetings to be held in premises which are easily accessible
- Hold meetings at appropriate times
- Meet with existing community or support groups
- Actively encourage under-represented groups and individuals to get involved by offering support or working with other key agencies
- Provide specialist equipment such as a hearing loop, translations and interpretation services to assist if required
- Ensure our staff are trained in and aware of equalities issues and actively promote participation

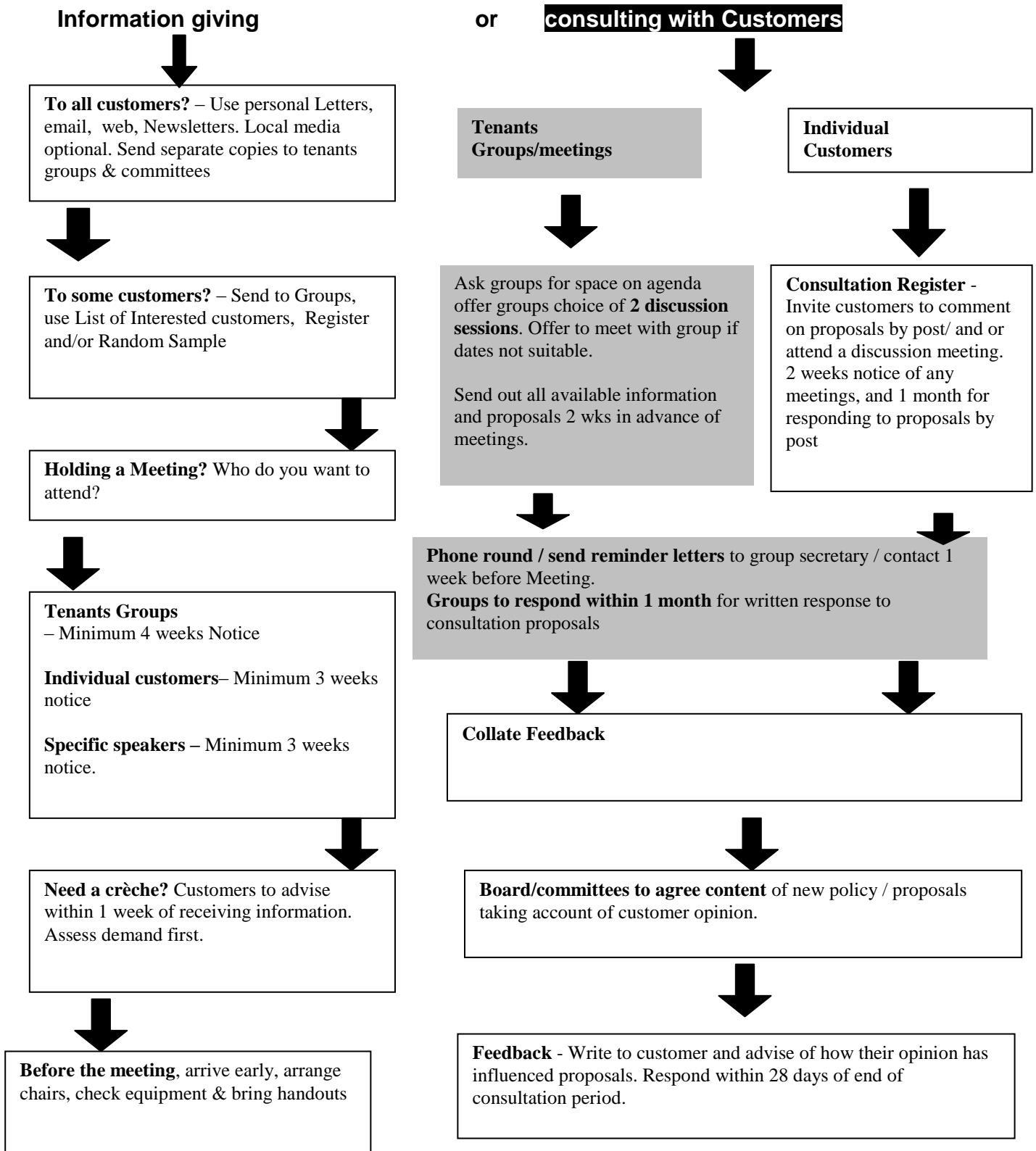
10 Reviewing and Monitoring

- 10.1 To ensure our participation continues to meet the needs of our customers we will
- Review the strategy every five years with our customers, groups, Board of Directors & staff.
 - Continually look for new ways to enable participation.
 - Ensure our Board of Directors is kept informed of our participation strategy and progress.
 - Provide an annual action plan with targets.

11 Our commitments to participation

- 11.1 We will
- Strive to ensure that all forms of participation do not discriminate against any person because of their race, age, sex, religious beliefs, impairment or sexual orientation.
 - Provide training to Customers who wish to participate with us.
 - Work in partnership with our tenants and residents associations to improve housing and housing services.
 - Provide a strategy which is regularly reviewed to make sure it remains a live document, is up to date and relevant to our customers needs.
 - Ensure that participation is not an “add on” but is built into all aspects of our activities.
 - Ensure that customer’s views are taken into account in the relevant decision making processes.
 - Ensure that tenants and residents are the main focus of our services.
 - Provide practical support to encourage, develop and facilitate participation.
 - Report on our performance, services and activities.
 - Ensure that any communication is clear, effective and easy to understand. We will provide a translation service and communication in other formats on request.
 - Ensure that our participation policy compliments our other policies for example customer care and communications.

Process Flow Chart



REGISTERED TENANT ORGANISATION CHECKLIST

(Scottish Government Criteria for Registration)

1 CONSTITUTION

Your group must have a written constitution available for inspection by the public that sets out:

- **Your objects and area of operation**
 - State how your group will represent your members.
 - Define your membership area. E.g if you represent a community within a town you may define your area by street. If you represent a village you could put down the name of your village.
 - State your commitment to the promotion of the housing and housing related interests of the tenants of Pentland Housing Association (PHA).
- **Your membership criteria and the procedure for application for membership**
 - State who is eligible to become members of your group. E.g. membership is open to all tenants and/or residents in your area, and members must be at least 16 years of age. Membership will cease upon the person leaving the area. The group should also decide whether or not your members must pay a subscription fee.
- **The operation of your Committee**
 - State how many times per year your Committee will meet, the number of open meetings per year, the month the AGM is to be held etc.
- **Your procedure for election of Committee and Office Bearers**
 - E.g. after the first year, the Committee will be elected at the AGM. Office Bearers will be elected at the AGM or by the Committee from their own number at the first meeting after the AGM. Retiring Committee Members can stand for re-election, etc.
- **How your business is conducted, including delegation of powers**
 - A set of rules relating to conduct at meetings, decision taking, documentation required for meetings and correspondence etc.
- **How your decisions are reached**
 - You must demonstrate that decisions are reached democratically, e.g. by giving members the opportunity to become actively involved, by publicising meetings etc.
- **How your funds are managed**
 - E.g. the treasurer will keep proper accounts of the finances of your group, which will be managed through a bank account etc.

- **Your procedures for meetings of members including the AGM**
 - Requests for meetings and quorum requirements. Meetings should be held regularly so those members are given an opportunity to take part in important business.
- **Your procedure for amending your constitution**
 - How to go about instituting changes and proposed changes to the constitution etc.
- **Your commitment to the promotion of Equal Opportunities**
 - Your group should demonstrate your commitment to promoting the interests of all tenants in your area and taking account of their views. This can be done through meetings, newsletters, surveys, etc.

2 COMMITTEE

- **Your group must have a Committee, the members of which are elected at the AGM and members of the Committee must be required to stand down after a period specified in your constitution.**
 - Requirements must be stated in the constitution.
- **Your Committee must consist of at least 3 members**
 - The Scottish Executive requires that there will be at least 3 members.
- **Committee Members can co-opt other members on to the Committee during the course of the year.**
 - Members can be co-opted, if and when required.
- **Your Committee procedures set out in your constitution must require that the decisions of the Committee are reached democratically.**
 - This requirement aims to place accountability at the forefront of tenant groups. Democratic decisions have to be shown via the executive. For new groups, this will be assessed by looking at your constitution, details of the Committee and how they are appointed, frequency of meetings, minutes, etc.
- **Promotes Equal Opportunities**
 - You should show that you are meeting your obligations with regard to promoting Equal Opportunities within the group.

3 AREA OF OPERATION

- **Your group must operate within a defined area, and in which there is housing stock owned or managed by PHA with whom you are seeking to register.**
 - This is to allow groups to recognise natural areas of operation. Where a number of small groups claim to cover the same area they would be encouraged to join up as one group, for more effective working.

4 MEMBERSHIP POLICY

- **Membership must be open to all PHA tenants with a Scottish Secure Tenancy/Short Scottish Secure Tenancy and of a house situated within your defined area or operation.**
 - **Your group should demonstrate that membership is open to all eligible tenants within your area. Active involvement and participation will be encouraged.**

5 ACCOUNTING

- **You must maintain proper accounting records showing income and expenditure and a statement of assets and liabilities. Your constitution must require that an annual financial statement, - externally scrutinised by PHA or by a qualified accountant should be prepared for presentation at your AGM.**
 - **Where your group has funds, these must be properly reported and accounted for. If you have been awarded funding by PHA, external scrutiny may be carried out as a condition of that funding.**

6 CONSULTATION & REPRESENTATION

- **You must be able to demonstrate to PHA your commitment to representing the interest of your members and your ability to represent the views of your members who are tenants of PHA with whom you are seeking to register.**
 - **This requirement demonstrates the need for tenant groups to be accountable in what they do. A statement could be produced showing how tenants views are sought and represented, e.g through newsletters, at public meetings, etc.**

APPENDIX 3

Tenant Participation Strategy Action Plan Template

OUTCOME 1					
Our customers receive high quality information about the housing services they receive					
Ref	Action	Monitoring & Measuring Arrangements	Responsibility	Resource	Timescale
1.1	We will ensure all new tenants will receive: Tenancy agreement Tenant Hand book New tenancy pack Leaflets and guidance on various issues relating to the property All the above will be reviewed on at least a 3 yearly basis	New tenant survey report Tenant survey	Housing Officer (HO) and Operation Manager (OM)	Within current resources and budgets. Dedicated TP budget. Staff members can put time against TP or if technical or finance against relevant section. Budget for staff, committee training and could be shared as appropriate.	Ongoing Quarterly report to board
1.2	We will use clear, plain language and will offer translation options if required for all communication. Review our homepage, happy to	Tenant surveys and one to ones with tenants on list of interested tenants Happy to translate Scottish Information standard	Senior Housing officer (SHO) and OM	As above	As above

	translate and services for those with hearing or visual impairments	accreditation			
1.3	We will arrange a Settle in visit which will include a discussion on the options available for involvement in tenant participation	List of tenants and areas of interest. Quarterly Stats	SHO /OM	As above	As above
1.4	We will communicate with our tenants on a regular basis and use various methods Newsletters, letters, texts, annual report and the website which has just been improved and will be updates on a regular basis.	Tenant survey and list of interested tenants	Corporate Officer (CO) Property Team	As above	Newsletter/ Website quarterly and other communications as required
1.5	We will hold local meetings at least 4 times a year, 2 will be presentations on issues of interest and 2 will be open clinic type meetings		SHO	As above	Quarterly
1.6	We will promote the strategy and Charter circulating details to all our tenants in the newsletter		SHO	As above	Annually

OUTCOME 2					
Our customers have regular opportunities to be consulted on a range of issues					
Ref	Action	Monitoring & Measuring Arrangements	Responsibility	Resource	Timescale
2.1	Rent consultations	Report to Board	Finance Manager	As above	Annually February
2.2	Consultation on Policies, programme of review will be on website with reminders for dates on website. List of following three months review will be included in the newsletter	Report to Board	CO/OM/SHO	As above	Quarterly newsletter As required
2.3	Repairs and maintenance - consultations and surveys	Reported to Board	OM	As above	Annually
2.4	New tenant survey	Reported to Board	OM	As above	Quarterly
2.5	Strategy day	Reported to Board	CEO	As above	Annually November
OUTCOME 3					
Our customers are able to get involved at a level they are comfortable with					
Ref	Action	Monitoring & Measuring Arrangements	Responsibility	Resource	Timescale
3.1	Presentations on subjects of interest	Tenant survey and one to one with tenants	SHO	As above	Twice a year
3.2	Recruitment exercise for Board Representation	Increase in number and skills	Chair/CEO	As above	Ongoing
3.3	Focus groups on subjects of interest to the tenants	As above	SHO/OM	As above	As required
3.4	Clinics on a one to one basis	As above	SHO	As above	Joint agency once a year and

	open to all tenants				PHA once a year
3.5	Promote list of interested tenants and areas of possible interest	Increase number interested	SHO	As above	Annually June
3.6	Promote involvement with website	As above	SHO	As above	Annually June
3.7	Promote local area tenant groups	As above	SHO	As above	Annually sept
3.8	Promote involvement with newsletter	As above	SHO	As above	Annually June
OUTCOME 4					
Our customers are involved in measuring our performance					
Ref	Action	Monitoring & Measuring Arrangements	Responsibility	Resource	Timescale
4.1	Monthly report to the board on outcomes of TP and tenant consultation.	Report to board	OM	As above	Monthly
4.2	TP to be included in performance standards	Reported in Stats	SHO	As above	Quarterly
4.3	Strategy reviewed on a 5 yearly basis	On review list of policies and will be done with tenant consultation	SHO	As above	Completed 2017 next due 2022
4.4	Full tenant survey on 3 yearly basis	Carried out by independent consultants or In house surveys can be undertaken	CEO	As above	Completed 2016 next due 2019
4.5	Tenant focus group to be asked to review action plan and	Report to Board	SHO/OM	As above	January 2017

	establish targets and time scales and report on annual basis to Board				
4.6	Ensure written update/feedback by our communication methods.	Newsletter group, tenant groups and from one to one with tenants	CO/SHO/OM	As above	Ongoing
4.7	Explore new methods of communication of feedback and reporting e.g. face book and twitter	Surveys, one to one with tenants and focus group	SPO	As above	Ongoing
OUTCOME 5					
We engage with our customers inclusively and representatively					
Ref	Action	Monitoring & Measuring Arrangements	Responsibility	Resource	Timescale
5.1	We will use clear, plain language and will offer translation options if required for all communication. Review our homepoint, happy to translate and services for those with hearing or visual impairments	Surveys and one to one with appropriate tenants	SHO/OM/CO	As above	Ongoing
5.2	Staff/ Board equality training to be updated	Equalities policy to be reviewed in 2017/2018 and full training will be provided for staff and	CEO	As above	Ongoing with new members

		board.			
5.3	Encourage involvement by younger tenants	Increase in interest	SPO	As above	Mar 17
5.4	Encourage involvement by minority groups	As above	SPO	As above	Mar 17
5.5	Encourage involvement by tenants with disabilities	As above	SPO	As above	Mar 17
5.6	Promote support for the development of tenant groups	As above	SPO	As above	Ongoing
OUTCOME 6					
We provide a range of resources to engage effectively with our customers					
Ref	Action	Monitoring & Measuring Arrangements	Responsibility	Resource	Timescale
6.1	Induction training, staff, committee and tenants	Tenant focus group, tenant survey, one to one	CO/SHO	As above	Ongoing
6.2	Training staff, committee and tenants		Chair/CEO	As above	Ongoing
6.3	TP to be incorporated into day to day business of company	Staff meetings	SHO/Managers	As above	Ongoing
6.4	Ensure meetings are accessible and IT is available to tenants who do not have access to this	One to one with relevant tenants	SHO	As above	Ongoing
6.5	Promotion of TP at start of tenancy and ongoing	Increase in interest	SHO	As above	Ongoing
6.6	Review budget annually	Business Plan	CEO/Managers	As above	March

6.7	Recruitment, training etc promotion of resources available to tenants	Business Plan	SHO/PM/CEO	As above	Ongoing
6.8	TP Activity calendar to be establish and published		SHO/CEO	As above	March