

YOUR VOICE IN YOUR COMMUNITY

STRATEGY SUMMARY 2022/2025



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Introduction

Each tenant, owner and waiting list applicant is an individual who will have different aspirations on the levels in which they feel their "Voice" is heard in their community. Our approach to engagement is designed to support a broad range of customers' choice to understand the experience they want when engaging with Elderpark Housing. For some this may be as simple as receiving regular communications through a variety of mediums like our newsletters, annual landlord report and website or for others this may seek involvement in decision making aspects through participating in Tenant's Groups, Forums or the Management Committee. There requires a level of respect from the association that the different approaches to engagement and participation should always take into consideration individual needs at the outset and not try to 'force' a method of engagement that is not requested or desired.

The strategy distinguishes between approaches to tenant participation as an "individual" view, where the communication channel is focused on the tenant as an individual and the "collective view", where the focus is on group decision making as they relate to business strategy, policy and planning issues.

At its core the purpose of seeking participation and engagement from any user of our services is to attempt to meet the overall needs of both the individual and the wider community by shaping services in a way which suits them, delivering what the community needs and wants and creating a more effective service within the bounds of legislation and regulation.



Regulatory and Legal Requirements

The Housing (Scotland) Act 2001, introduced the first legal framework for tenant participation by giving tenants the rights to participate and be consulted. Tenants' rights include access to information about housing policies and related services and the right to be consulted and participate in decisions on services and issues which affect their home.

The Housing (Scotland) Act 2010 further strengthened landlord duties around tenant participation through the establishment of the Scottish Housing Regulator (SHR) and the introduction of the Scottish Social Housing Charter. The latter included two outcomes of particular relevance to this strategy.



Outcome 1: Equalities

'Every tenant and other customer has their individual needs recognised, is treated fairly and with respect, and receives fair access to housing and housing services.'



Outcome 2: Communication

'Tenants find it easy to communicate with their landlord and get the information they need about their landlord, how and why it makes decisions and the services it provides'.



Outcome 3: Participation

'Tenants find it easy to participate in and influence their landlord's decisions at a level they feel comfortable with.'

This strategy has two distinctive approaches to tenants participation and engagement with Elderpark Housing

- The individual view, where the communication channel is focused on the tenant as a consumer similar to any other service. We want to know how our service directly affects them and their home environment. Tenants can express their views and seek information at a time and format which suits them, online, 24/7, or on the move.
- The collective view of tenant engagement is set within constituted groups and formal committee meetings. The focus is on policy, strategy, and area-based decisions. Those who participate in the collective view are generally required to take a longer-term commitment to learning and participation, and with this dedication comes additional powers to make decisions.

Your Voice in Your Community Strategic Aims

The strategic aims of our engagement strategy include:

- We understand that tenants are at the core of determining the scope, remit, and form of participation and engagement
- We will offer a range of ways to get involved that reflects their needs, interests, and desired level of commitment
- We will demonstrate the impact and influence participation has on decision making through regular feedback
- We will encourage a participatory culture set within excellent customer care values
- We will seek to be the conduit in which tenants views can be expressed to other organisations and stakeholders within the community
- The strategic aims are fundamentally about providing opportunities to participate and utilising the knowledge and experiences of our tenants to help shape future services and partnerships.

What we want this strategy to achieve is to:

- Enhance our performance and more importantly what factors of performance are important to our tenants and service users
- Achieve value for money by delivering the right service in the most efficient method
- Improve tenants' knowledge and understanding of our services
- Understand tenants' and service users experience of our services and aim to enhance their service journey
- Meet our regulatory and legal obligations primarily in relation to the Scottish Social Housing Charter
- Maximise the potential to develop the individuals skills, knowledge and expertise across different areas, for example access to digital information

There are five separate strands which support our engagement with tenants and customers.

1. We inform; You know

Actions, We Will



- Communication and knowledge of our services, is tied into our culture of right first time and consistency of service. We will continue to invest in training and developing appropriate communication channels so that employees know what is happening across the organisation and also have access and knowledge of up-to-date procedures.
- We will restart our communities activities and use this as a means of communicating with you and getting informal feedback.
- Continue to improve our newsletter, which is the most important method of keeping you up to date with our plans.
- Use a digital platform to send out information via email and text. The information can be targeted to specific groups. You can also opt out of getting such messages. It is a two way flow of information and can respond or ask additional questions about the information you have received.
- We will review our website, focusing design to cover information which is more relevant to you, for examples, new updates, how to report a repair, who your Housing Officer is etc.
- We plan to have a tenant portal, whereby you can access your information and request services.

2. We listen; You're heard

Actions, We Will



- Undertake full scale customer satisfaction surveys which seeks to understand the tenants views at a particular point in time.
- Carry out a transactional survey which you will receive after you receive a repair. This includes repairs, setting up home, antisocial, complaints and financial inclusion services. These will be generated automatically and sent via text or email.
- Where the tenant does not have access to digital communications then surveys can be issued using different formats or they can be carried out over the phone.
- Promote communications via Facebook and Web chat, whereby tenants and customers can express what is on their mind rather than responding to focussed questions.
- Learning from tenants complaints made to the association.
- We will support and encourage residents to set up Glasgow City Council's sponsored neighbourhood improvement volunteer scheme (NIV's). The idea is that where tenants or other local residents show an interest in the cleanliness of the area the Council would then support them with equipment like litter pickers, These NIV groups could be developed to review estate management related services and priorities.
- As part of a new Customer Service Strategy, we will encourage all front line staff to listen to tenants in a manner which seeks to find solutions or alternative options to issues they have raised.

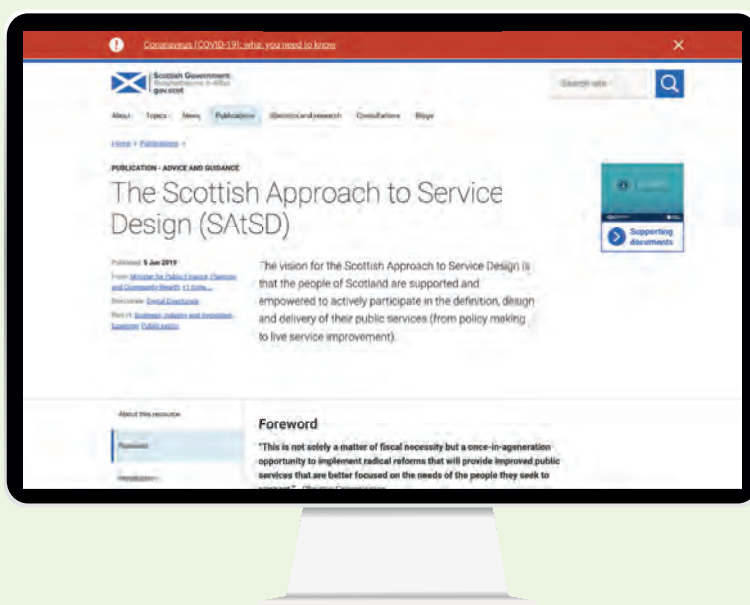


3. We consult; Together we co-design

Part of the objective of our strategy is to demonstrate the impact and influence participation has on decision-making. We plan to adopt techniques used in service design to demonstrate our commitment to this principle. This is on the Scottish Government Approach to Service Design (SAtdSD). <https://www.gov.scot/publications/the-scottish-approach-to-service-design/pages/foreward/>

These techniques can be used in policy project proposals, service enhancement, or in the development of new services. This approach describes the design process as a way of exploring the problem space openly, collaboratively, and with users before a solution or service is decided. It is research-based and identifies themes and patterns from various sources and then generates lots of ideas that solve problems or satisfy tenants' needs.

This is then narrowed down to a workable solution.



Actions, We Will



- Carry out Empathy Map interviews as a research tool. This technique aims to understand and learn about the specific requirements of those who are vulnerable when seeking information, giving feedback on service delivery or attending group meetings. This methodology also ensures we consider equality issues when developing policies.
- Use the feedback from 350 surveys to help understand how we can adapt our approach to tenant engagement.
- Carry out a collaborative workshop that will include tenant representatives. The workshop aims to sift through evidence from our research and create Journey Maps **as it could be, for tenant engagement**.
- Train staff on the techniques of service design.

4. We support; You decide

This aspect of the strategy considers the Collective View of tenant engagement and participation, where tenants are involved in determining policies and strategies which affect all tenants' homes and their community. This is split into two parts:

The Management Committee of Elderpark Housing is to 'lead and direct' the organisation. It is the decision-making body for the organisation and focuses on developing the strategic outcomes which are then tasked to the Chief Executive to lead the day-to-day operations required to achieve these strategic outcomes. An effective committee needs a range of skill sets and viewpoints.



From our CX-Feedback digital survey, we have 71 tenants interested in obtaining information about becoming committee members, and 41 are interested in joining the committee.

Actions, We Will



- Develop policies for committee recruitment to help ensure we have an effective Committee with a range of groups represented.
- Work with the Tenant Participation Advisory Service (TPAS) to communicate effectively with those interested in joining the Committee and to assist in the development of our policy for committee recruitment.

From our digital CX- feedback, we generated a lot of interest in the Registered Tenants Organisation (RTO). This is a constituted group, defined in law, which will review policies and strategies. We had 86 people seeking further information and 41 looking to join an RTO.

- As we do not have any RTO's we will seek advice from the TPAS about how we can support tenants to set up an RTO.
- We will acknowledge tenants' interests and develop a communication plan to keep tenants informed of how we plan to support the creation of RTO.

5. We facilitate you Develop

This strategy aims to utilise the potential of digital communications, namely via CX-Feedback, to maximise the number of people who engage with the Association. This push for digital communication is mirrored in wider society and has been fast-tracked by Covid-19 restrictions. The advantage of digital communication is that it can be instrumental in overcoming some of the barriers faced by residents. It is also convenient, instantaneous, flexible and encourages greater engagement.

Actions, We Will



- Utilise our Customer Service Team, who are trained as digital champions, to help develop our tenants' digital skills
- Develop and extend our digital library with new equipment.
- Seek out new funding and partnership to help tenants access information digital
- Review the effectiveness of communal wifi in two sites
- Develop a digital strategy to develop and support this service

Monitoring

The actions identified in the implementation will be over a 2 year period, subject to review in Year 1. This will allow us to introduce a new housing management IT system and digital feedback tool (CX- feedback), review our website, implement cultural changes in working practices and bed in our revised staffing structure. The end of these two years will provide us with sufficient experience and data to evaluate and revise our approach as we understand it will be a continually evolving process.

The implementation plan will be reported to Committee in April each year and proposed changes to plan will be identified in November and December so as to align with the budgetary proposes.

The outcome from this strategy overarches into a number of key deliverables for the Association such as:

- CX–Feedback digital survey used as service end satisfaction results, (which will form part of the housing officers' performance).
- Service design workshops will provide evidence on tenant impact on projects and policies
- Service Design techniques enable us to demonstrate the effects on equalities including protected and vulnerable groups.
- Service Satisfaction results will be detailed in Housing and Maintenance Sub Committees Reports and on our website after it is reviewed
- The introduction of a Customer Service Strategy will help underpin this engagement strategy
- We will target information at specific groups
- Promote opportunities to expand and promote digital services and residents' digital skills
- We will seek to support tenants set up constituted tenants registered organisations and neighbourhood environmental groups.

Ways to get in touch

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