



Tenant Engagement and Participation Strategy 2022/24

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Our Vision, Our Values, Our Strategic Objectives

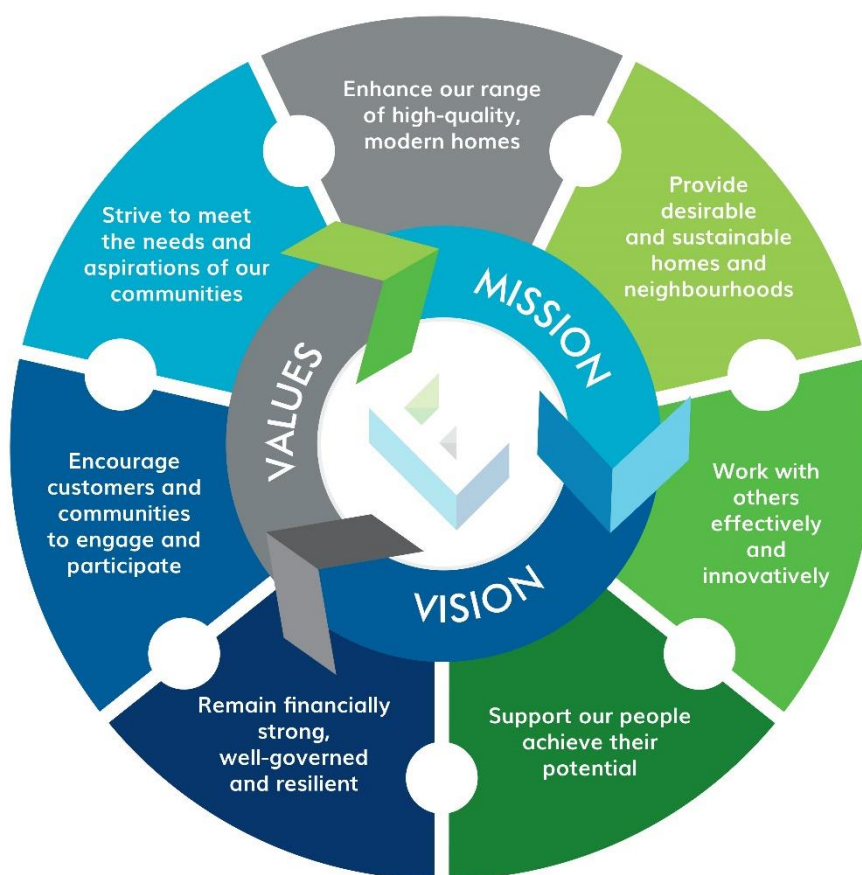
Our Vision

A vibrant neighbourhood where everyone can prosper.

Our Values

Caring, Reliable, Fair, Open and Adaptable

Our Strategic Objectives



Equality and Diversity Statement

Elderpark Housing are committed to ensuring people or communities do not face discrimination or social exclusion due to any of the following protected characteristics: age; disability; gender reassignment; marriage and civil partnership; pregnancy and maternity; race; religion and belief; sex or sexual orientation.

This document complies with our Equality and Diversity Policy.

We will regularly review this Policy and consider any equalities implications taking the necessary action to address any inequalities (either directly or indirectly) that result from the implementation of this Policy.

Executive Summary

Policy Author

This Strategy has been developed by the Director of Housing and Customer Services (DHCS) and responsibility for implementation and review sits within the remit of the DHCS.

Purpose of the Policy

The purpose of the strategy is to set out how the association intends to fulfil its legislative requirements around tenant participation.

Aims and Objectives of the Policy

The strategic aims of our engagement strategy include:

- We understand that tenants are at the core of determine the scope, remit and form of participation and engagement
- We will offer a range of ways to get involved which 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

Legislative and Regulatory Compliance

The Housing (Scotland) Act 2001 introduced the first legal tenant participation duties for social landlords. One of these duties is to have in place a tenant participation strategy that sets out how we will engage with our tenants and involve them in decision making processes around our services.

The Housing (Scotland) Act 2010 created the Scottish Housing Regulator (SHR) to safeguard and promote the interest of tenants and other services users. The Housing (Scotland) Act 2014 brought further duties to consult on changes to specific areas of service.

SHR measure performance against outcomes and standards set out in the Scottish Social Housing Charter which was introduced on 1st April 2012. The Charter further requires landlords to consult with tenants and services users. Of those outcomes relevant to this strategy are:

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

Equalities

Following approval this section would be updated ahead of publication as a full Equality Impact Assessment will need to be carried out to ensure no positive or negative discrimination will result for the strategy.

Privacy

The Strategy will be published on the website and any personal details of tenants consulted with, who participate in surveys or participate in register groups will be handled inline with the associations Privacy Policy

Your Voice in Your Community

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 those who receive a service from the association seek should always take into consideration their needs at the outset and not try to ‘force’ a method of engagement that is not requested or desired.

The understanding of the customer experience can be obtained by empathy and understanding their situation so that to we can identify any barriers they may face. In addition, we need to establish what they hope to gain through any engagement process. Through detailed knowledge of our customers we have the potential to embrace the needs of the community and where possible co-design services which can improve customer experiences whenever they interact with us.

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.

The individual aspect of tenant participation is a route to business improvement, as it views the tenant as a consumer in a similar way to any other service related enterprise. As an individual their focus is how our services directly affect them and their home environment. To encourage engagement we need to make the options for engagement accessible, in that there is no further commitment on their part and flexibility whereby the individual can express their views and seek information at a time and format which suits them, online, 24/7, or on the move.

In contrast, the vehicle for the collective view of tenant engagement will often be set within constituted groups and formal committee meetings. The parameters of collective engagement are often the focus of policy, strategy and area based decisions. Unlike the individual view, 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.

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.'*

Development of our Customer Service Strategy

Excellent customer service is the foundation of any engagement strategy. As evident from the tenant survey conducted, many negative comments regarding tenants' engagement and participation in decision making are borne out of frustrations (or perceived frustrations) around service delivery. The success of our engagement strategy is therefore intrinsically linked to the development of core aspiration to deliver outstanding customer service.

Clearly there will be occasions when we get this wrong and being a learning organisation which focuses on using negative feedback as an opportunity to enhance what we do is core to our long term goals. Preliminary work on a customer service strategy developed in a housing management workshop, when determining how we structure housing staff roles to provide the best experience for tenants, found that we need to:

- Provide a single point of contact wherever possible
- Deliver the service right first time
- Seek out ways to continuously improve our performance
- Provide consistency of service delivery across the organisation

A new customer service strategy in place across the whole organisation. Within this strategy we will focus on how front line staff listen to tenants and have the tools to find solutions to their issues.

Your Voice in Your Community Strategic Aims

The strategic aims of our engagement strategy include:

- We understand that tenants are at the core of determine the scope, remit and form of participation and engagement
- We will offer a range of ways to get involved which 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:

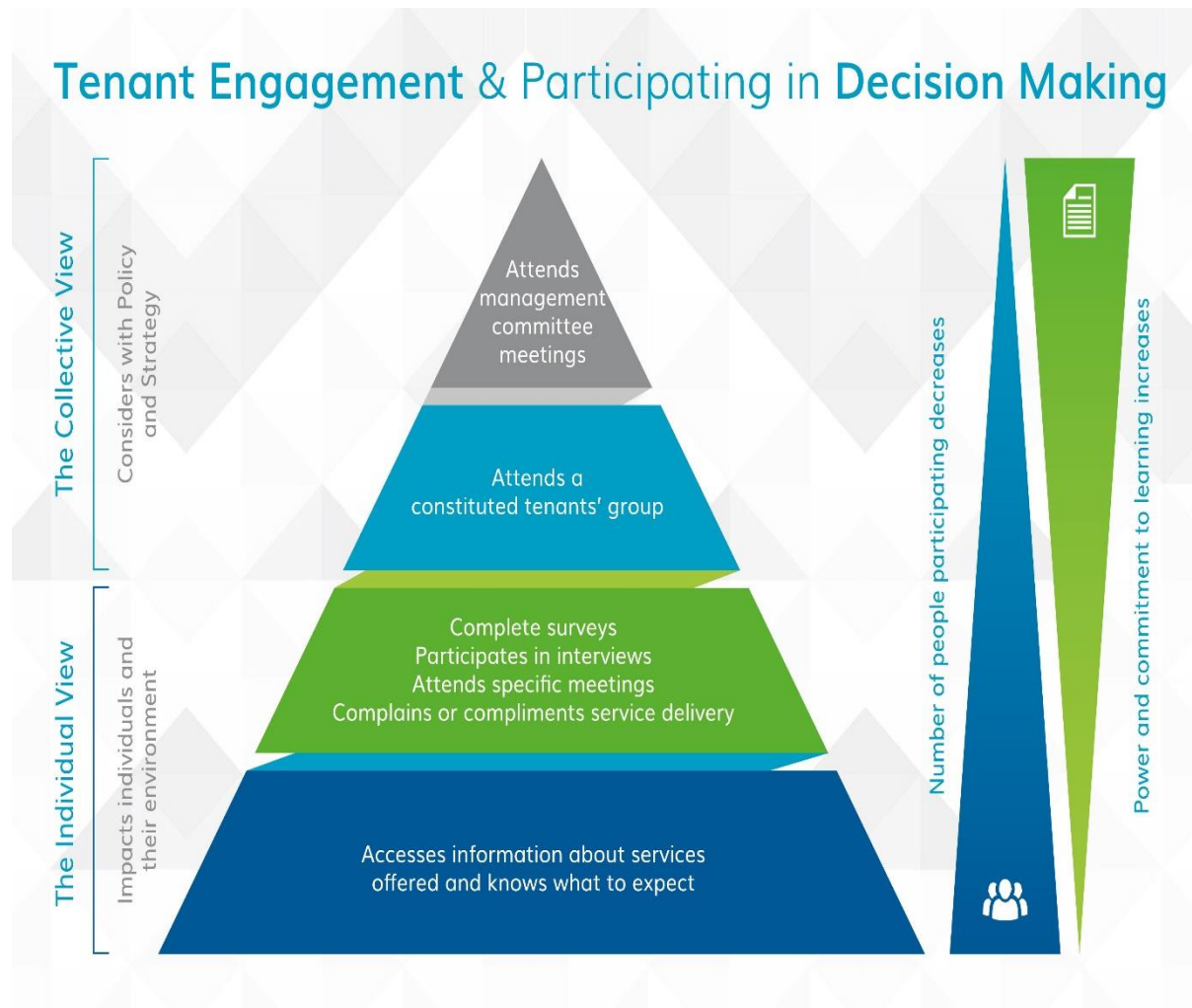
- Enhance our performance and more importantly what factors of performance are important to our tenants and service uses
- Achieve value for money by delivering the right service in the most efficient method
- Improve tenants' knowledge and understanding of our services
- Understand tenants' and service 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

What Does Your Voice in Your Community Mean?

This strategy describes all the different ways that tenants and customers can influence and shape housing and related services. This strategy is not overly concerned about the use of terminology as there are different definitions used to describe engagement and participation. Although the strategy is more focused on the outcomes as detailed in the implementation plan in [Appendix 1](#), we do adopt the Scottish Government, Guide to Successful Tenant Participation (2019) definition

"It is about tenants taking part in decision making processes and influencing decisions about housing policies, conditions and related services. It is a two way process, which involves the sharing of information, ideas and power. Its aim is to improve housing conditions and services".

Engagement and participation opportunities can be grouped using a Participation Pyramid. Table I illustrates our approach by separating out the individual and collective aspect of engagement and the power and number of participants for each of these pillars of engagement.



The Framework for Your Voice in Your Community

There are five separate strands which support our engagement with tenants and customers as detailed in Figure 2 below.

The processes attached to the implementation of these streams is a continuation of our successful approach to tenant engagement. Currently, 96.98% of tenants feel Elderpark is good at keeping them informed about their services and decisions and 91.2% are satisfied with the opportunities given to them to participate in our decision making processes. To continue to improve our services we will utilise the application of CX feedback to provide digital feedback and resources offered by our new Customer Service and Corporate Service teams.

Figure 2 5 Strands to Engagement and Participation



We inform & you Know

This is the foundation of any engagement plan or the bottom rung on the Participation Pyramid. The Scottish Social Housing Charter defines Communication as a process whereby

“Tenants and other customers 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.”

Communication and knowledge of our services, is tied into our culture of right first right 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. This is linked to our objective of consistency of service delivery and right first time at the point of contact. Similarly, the Association will restart our community activities and this will be used a means of informing tenants about our services and give the opportunity for feedback.

Other aspects of this stream is the importance of the newsletter on keeping tenants informed, as evident from the latest survey. However email and text were a close 2nd and 3rd preference when it came to finding out about our services. We can utilise the Tenants Module within CX-Feedback to send out information regularly by email and text to specific groups of tenants and also respond to any queries or comments regarding such posts or news articles. The module also allows us to consider individual tenant's responses to a variety of surveys over time. You can also target message specific groups for examples those on Universal Credit or who have a particular vulnerability.

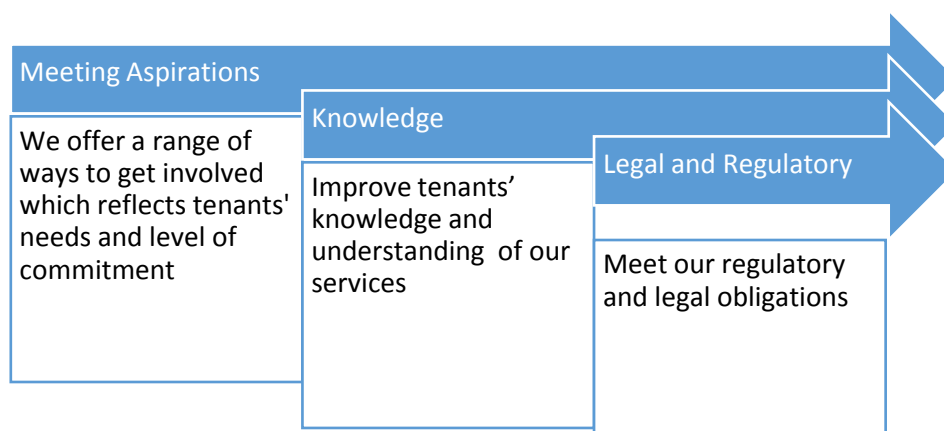
We are also due to review our website during 2022 and this will include an assessment of Google analytics. This means we will give more prominence to the pages viewed the most frequent. We will monitor the number of clicks from Glasgow residents and the time spent on the website. The website will also host news articles which we can attach to links to when communicating with tenants via the Tenants module of CX-Feedback. Other aspects of website review will include promoting future regeneration actives and developing information on performance management.

Other related developments is the Tenants' Portal which is linked to the roll out of the Rubixx, allowing tenants the opportunity to seek information and request services at a time which suits them, online and on the move.

Other processes involved include the importance of getting up to date information on contact numbers and individual vulnerability requirements which we need to take into account when determining our services. The Customer Services Officer will develop procedures to help keep this data as relevant as possible.

Finally, we plan to restart community events often working on these in conjunction with relevant stakeholders who provide services within the community. The purpose of which is to get neighbours to know each other, publicise services offered by Elderpark and our partners and encourage tenants to get to know our staff.

Outcomes: We Inform & You Know?



We Listen; You're Heard

This is a very individual or consumerist/transactional aspect of the service, whereby tenants and/or customers give feedback on aspects of the service which relates to them and their immediate environment. It is also the cornerstone of information gathering as a tool to enhance service delivery as it allows for the identification of particular trends and perceptions which we can then actively seek to focus upon. The association also undertakes full scale customer satisfaction surveys which seeks to understand the tenant's views at a particular point in time. This is a requirement under the Scottish Social Housing Charter however beyond that it gives an over-arching view from the community on how we are performing and can be used to focus on any areas where the satisfaction is lower than would wish.

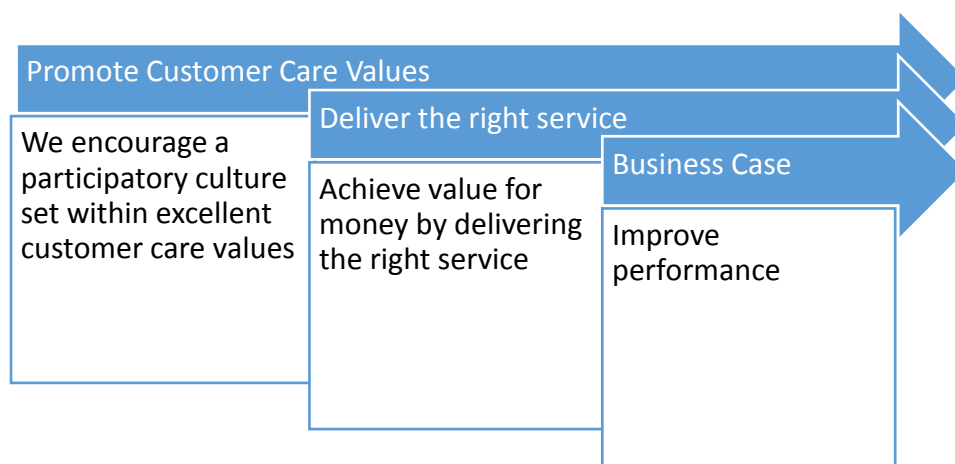
The key aspect of 'We listen, You're Heard' are service journey end surveys, which includes repairs, setting up home, antisocial, complaints and financial inclusion services. These will be generated automatically via linking Rubixx, (Housing Management IT system) with CX Feedback. Where the tenant does not have access to digital communications then surveys can be issued using different formats or they can be carried out over the phone. The results can be input into CX feedback and all responses are held as a permanent record. This evidence gathering tool can be linked to our self-assessment tool for our Annual Assurance Statement. The value of this service is that tenants give feedback after service delivery at time which suits them and acts as a platform where their views concerns, queries, complaints or compliments can be acted upon. This proposed increased volume of survey material and the application of service design techniques will ensure that our service are genuinely customer-led.

In addition to journey end surveys we will promote communications via Facebook and Web chat, whereby tenants and customers can express what is on their mind rather than responding to focussed questions. In a similar way we will also establish if there are any learning which can be taken on board through complaints made to the association.

Another aspect of this process is that the Association 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, Hi Vis vests and bags etc and arrange pick up of any waste collected. These NIV groups could be developed to review estate management related services and priorities.

We will also consider as part of the Customer Service Strategy, the culture and operational implications of encouraging all front line staff to listen to tenants in a manner which seeks to find solutions or alternative options to issues they have raised. This is not a new concept and there are recent examples of such an approach, such as cleaning packs for new tenants, moving bike stores to accommodate tenants in a particular close, supporting tenants set up NIVs, or sharing with other colleagues how we carry out three way mobile phone conversations. This strategic approach would be embedded across the organisation.

Key Outcomes: We Listen & You're Heard



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. The impact can be measured by improving tenant's and service users experience of our services. Adopted techniques used in the service design demonstrates our commitment to this principle.

This range of activities covered in co-design or participatory design can be involved in policy proposals, project proposals, service enhancement or in development of new services. The principles of co design comes from the Service Design as promoted by The Scottish Approach to Service Design (SAtSD). <https://www.gov.scot/publications/the-scottish-approach-to-service-design/pages/foreward/>. This approach describes design as a way of exploring the problem space openly, collaboratively and with users, before a solution or service is decided. This approach adopts the following principles:

User Centred: There is a focus on the user experience and that we design service journeys around people and not around how we are currently set up.

Research Based: We need to understand the problem from a wider perspective. We adopt research from surveys including CX Feedback surveys, complaints analysis, journey maps: (As it is or as it could be), empathy maps, stakeholder maps, literature reviews, good practise and practitioner/staff views.

Collaborative: We need a range of insights and perspectives. Participants have an open mind, free from bias and with a willingness to question based on a fresh outlook.

Insights: Triangulate evidence from different methods to discover insights, by identifying themes and patterns from the research.

Ideas: Create multiple ideas, without being precious about if they are good or bad. Narrow down ideas to those which solve problems our tenants and customers have.

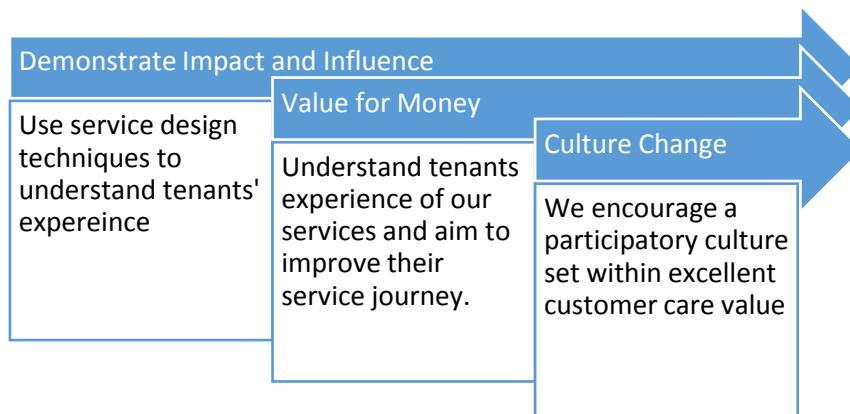
Prototyping Your Service

The purpose of a prototype is to test the concept with users and ask “does it work?” and if not, endeavour to make it better!

When utilising service design principles within this strategy the methodology included utilising Empathy Maps. This map is designed 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. However, due to Covid restrictions and the need for face to face contact this was not possible. Other research based methodologies included 330 completed digital surveys and insight from staff.

When restrictions ease, we are planning a collaborative workshop which will include tenant representatives. The aim of the workshop is to triangulate evidence from our research and create Journey Maps as it could be. From this we would develop an implementation plan. The intention is that when developing new policies, services or reviewing services we would adopt some of the service design research techniques to understand the effect on tenants. Thereafter, we would focus on collaborative workshops to formulate policy and/or strategy.

Key Outcomes: We consult and together we Co-design



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.

The primary purpose of the Management Committee of Elderpark Housing is '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.

The Association has a Corporate Services Team in place who have developed and reviewed policies which have been independently appraised to ensure that we comply with best practice in Corporate Governance. Part of this effective governance is to ensure that we seek to recruit a diverse range of Committee Members and provide them with support and ongoing training and personal development to allow them to participate fully in the decision making process and ensure positive outcomes are achieved.

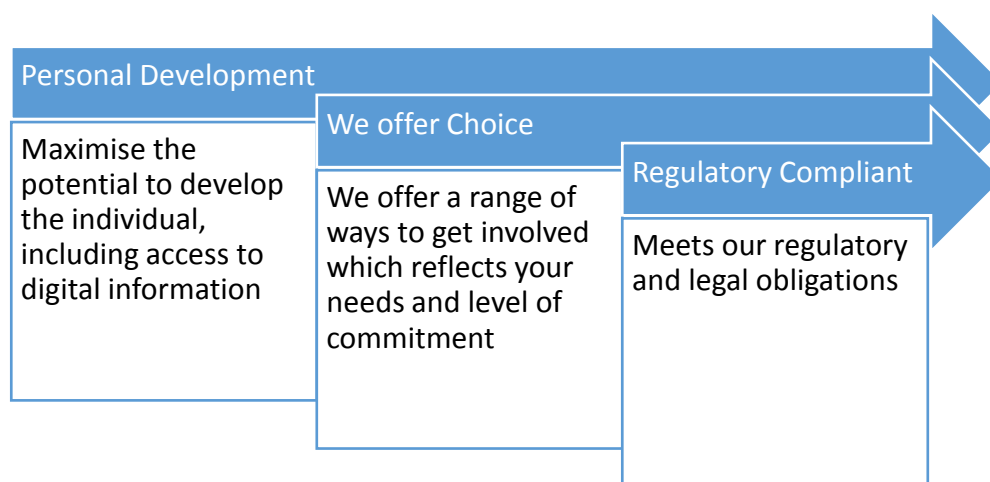
A strong Management Committee consists of those with the whole community at heart, strong business acumen, the ability to generate ideas, having appropriate expertise and primarily the values that align with the Business Plan of Elderpark Housing. There is no correct number of tenants, those with a particular expertise or those with a particular knowledge of housing which makes up the 'perfect' Management Committee however it is recognised that having a strong collection of individuals with different skill sets, different viewpoints and differing experiences leads to the most effective decision making and we will seek to ensure there is appropriate representation across the different groups to meet our objectives.

From our CX-Feedback survey we have 71 tenants interested in obtaining information about the becoming a committee member and 41 we are interested in joining the committee. In addition, to the develop of policies for committee recruitment we need to develop a communication plan in order to deal with an unprecedented level of tenants who have expressed an interest in the role of the committee and in joining the committee.

Similar to the interest in the joining the Committee. The Association has an equally large response from tenants looking to set up Registered Tenants Organisation (RTO), with 86 people seeking further information and 41 looking to join an RTO. This means that we will seek to develop a procedure to support tenants in setting up and servicing an RTO and also assess how we incorporate RTO into our governance structure in terms of policy development and approval.

Another aspect of this interest in tenants joining formal groups is that it gives the Association the opportunity to help build the capacity of local people. This includes enhancing their skills, widened employment prospects and also generates interest in participating in wider public policy decision making.

We Support You Decide



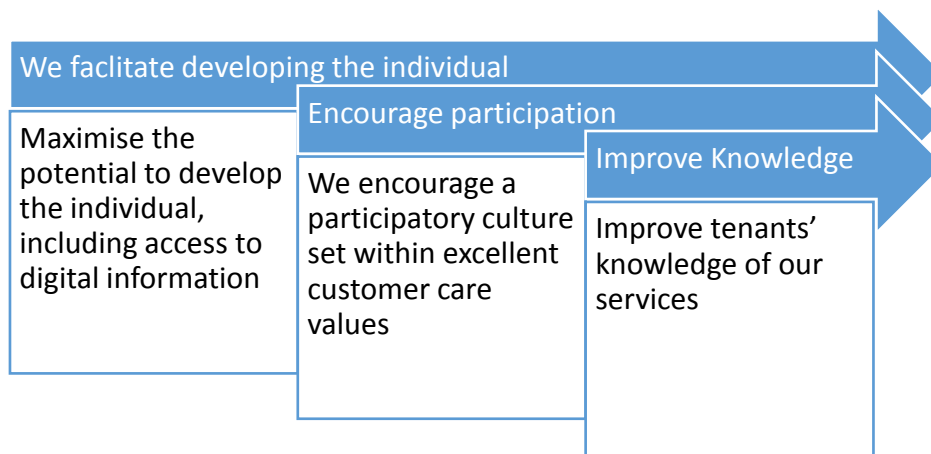
We Facilitate and You Develop

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 advantages of digital communication is that can be instrumental in overcoming some of the barriers faced by residents. It is also convenient, instantaneous and flexible and encourages greater engagement.

As digital communication reaches further into accessing all services that we as a society rely on, we aim to support our tenants obtain the necessary digital skills and access to equipment, through trained digital champions in the Customer Services team and by utilising the potential of our digital library. However, we also need to recognise the potential that digital technology could potentially create barriers by preventing those without the technology, connectivity or digital confidence from accessing participation opportunities. We therefore aim to provide residents with a range of options for communicating with us.

By utilising the potential of CX feedback we are able to integrate feedback within the customer service journey. We also seek to develop a tenant portal to make it more convenient for accessing information and request services. In addition, the Customer Service Officer will start to track the methods in which tenants communicate with us with a view to establishing trends in how tenants interact with the Association.

Key outcomes: We Facilitate You Develop



Implementation of Strategy

A proposed programme of activity to implement this strategy is detailed in Appendix 1. This strategy is for two years as it recognises that we are introducing a range of new digital and IT services and also embedding cultural changes in terms of service design and a new customer care strategy. The programme will detail both cyclical and development activities over the course of the next financial year. The intention is that these activities will be

reviewed in November of each year for the following year and will be aligned with any budgetary considerations.

Cultural Change

The implementation of the strategy will involve behavioural changes within the organisation in learning how to best utilise CX-feedback and also understanding aspect of service design, particularly journey plan mapping, empathy maps and stakeholder plans. In addition, the proposed Customer Service Strategy will help underpin our Engagement Strategy as the success of both are interdependent. Further changes to our current processes will include linking satisfaction surveys to individual Housing Officers performance frameworks and the roll out of our digital programme to support tenants get on line.

The revised organisational structure will support the wide range of activities planned.

Although we do not have a dedicated tenant participation officer, staff as detailed Appendix 2, key staff we will drive key aspects of the strategy.

Performance Framework

The intention of our implementation plan will improve performance by increasing the number of people who participate in decision making. In addition by incorporating our understanding into how we can improve the experience of service users we will enhance value for money and satisfaction levels.

The measuring satisfaction levels vary depending on the methodology. It has been suggested that satisfaction levels are often higher using face to face interviews as opposed to digital survey by approximately 15%. (CX –Feedback). Therefore until we can establish a base level of satisfaction results using digital tools we will continue to monitor and report on satisfaction levels for this strategy using face to face interview, as per the current Scottish Housing Regulatory Guidance. These are currently the tenant satisfaction indicators in the Annual Return on the Charter.

The performance framework will develop over time as we introduce the new ways of operating as detailed in the implementation plan. These additional performance indicators will be included in our annual review of the strategy.

Key Performance Indicators

Over 95% of tenants are satisfaction with our overall performance.

Over 95% of tenants are satisfied with how we keep them informed about services and decisions

Over 92% of tenants are satisfied with the opportunities to participate in the decision making process.

Monitoring

The actions identified in the implementation will be over a 2 year period, subject to review in Year 1. This two year period represents the period that we are introducing a new IT system, CX feedback, our website review, cultural changes in working practices and the bedding in of our revised staffing structure. The end of this two year period 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 proposals.

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

- CX–Feedback survey used as evidence of tenant engagement in our Assurance Statement
- Service design workshop provide a tool to evidence the impact on projects and policies on tenant
- 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.
- Service End Satisfaction results will form part of the housing officers' performance dashboard
- The introduction of a Customer Service Strategy will help underpin this engagement strategy.
- We will promote and expand the opportunities for participation in the wider community by enhancing marketing opportunities through the website review and the ability to use CX feedback to target information to different client groups.
- Promote opportunities to expand digital services and residents digital skills and investigating the potential for setting up registered tenant groups.

Conclusions

The purpose of an Engagement Strategy is to allow us to consider what we already do, understand our tenants and service users expectations and put in place differing objectives which can help us achieve greater engagement combined with enhanced performance across the different services we provide.

We recognise that 'engagement' is pivotal in that it allows for a greater understanding of our tenants circumstances, perceptions of the association and expectations of service and allows us to shape them in a way that truly meets their needs. As an organisation that performs to a good standard at the moment this greater understanding of both the individuals we provide a service to and the wider community will further enhance our day to day activities together with any longer term business strategies.

The Engagement Strategy sets out a range of themes with a variety of tasks / activities that will fall under them to support further engagement with our tenants and service users. It is only a relatively short term strategy over a two year period initially as these new approaches we seek to adopt can then be monitored to ascertain how successful they have been.

We are committed to involving our tenants and service users in the delivery of our services as they are the heart of the community in which we operate and understanding their expectations will be crucial in the ongoing development and success of the organisation.