



VALE HOMES |

TENANT AND LEASEHOLDERS ENGAGEMENT STRATEGY

2022 | 2025



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(large print, audio, British Sign Language and Braille as appropriate)
and different languages upon request.



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PURPOSE OF STRATEGY

Tenant participation or engagement is a process that involves bringing tenants, leaseholders and landlords together to collaborate and share ideas to co create better services and reach decisions on improving the standards and the conditions of housing services, this includes how money is spent, how services are provided and how decisions are made.

This process involves putting the service users at the centre of the process. Service users for us encompass both Tenant and Leaseholders, Leaseholder's properties exist alongside social housing lettings, our strategy will ensure both sets of service users' needs and opinions are taken on board. Vale Homes is committed to Tenant and Leaseholder participation and this strategy builds on the foundation set by the previous Tenant Participation Strategy.

In developing this new strategy, we have undertaken a comprehensive review of our 2017-2020 Tenant Engagement strategy, looking at the successes to date and the areas which require more focused intervention to achieve impact and demonstrate high levels of tenant engagement/involvement and influence.

Our review included undertaking consultation with staff and tenants as well as drawing on data from the results of the STAR tenant satisfaction survey. The review also took into consideration, the environmental, cultural, social, economic, technological, financial and political context that may have implications in taking this new strategy forward.

From an external perspective regard has also been given to emerging practice within the housing context and in particular to lessons from:

- The Regulatory Board for Wales Review of tenant involvement and their model for good tenant involvement - "the Right Stuff framework"
- The wider implications of the Covid pandemic in our tenant engagement approach and the need to develop digital engagement options as well as
- The emerging lessons from the Grenfell Tower tragedy and the importance of ensuring the tenant voice is heard

Taking all of the above into consideration we have developed our vision for engaging with our tenants.

OUR VISION IS TO:

"Create a culture where we develop and maximise the opportunities for tenants and leaseholders to contribute towards creating tenants and leaseholders centred services"



Vale Homes
Safe in our hands



Cartrefi'r Fro
Diogel yn ein dwylo

“CREATING A CULTURE
WHERE WE DEVELOP AND
MAXIMISE THE OPPORTUNITIES
FOR TENANTS AND LEASEHOLDERS
TO CONTRIBUTE TOWARDS
CREATING TENANTS AND
LEASEHOLDERS
CENTRED SERVICES”



THE STRATEGIC CONTEXT

IN 2007 THE FIRST NATIONAL TENANT PARTICIPATION STRATEGY WAS DEVELOPED BY THE WELSH GOVERNMENT WHICH MANDATED ALL SOCIAL LANDLORDS TO DEVELOP THEIR OWN LOCAL TENANT PARTICIPATION STRATEGIES TO PROMOTE TENANT PARTICIPATION.

This is the 4th successive Vale Homes Tenant participation strategy; each strategy has been built on the foundations of the previous ones and the emerging practice in the sector and thereby building on lessons learnt and the solid foundations previously laid.

Of relevance to the development of this strategy is the work that the Regulatory Board for Wales, who in 2019 undertook a comprehensive review of Tenant Participation work in Wales and provided a high-level framework for resident involvement - called the Right Stuff.

In developing our new strategy, we have had regard to this work - which centres on the tenant voice being heard and focuses on five themes which include:



Having taken this on board, this strategy encompasses all five elements and as part of this strategy under each of the themes we commit to:



THE RIGHT PEOPLE

Actively supporting new tenants and leaseholders recruitment and providing support and training infrastructure for induction and ongoing development



DOING THE RIGHT THING

Providing a range of opportunities for involvement linked to our purpose of creating tenants and leaseholders centred services, ensuring we actively listen, act on the views of our service users and evidence influence on decision making



IN THE RIGHT WAY

Creating an open culture for involvement, including having regard to language and behaviours and offering full options for influence



FOR THE RIGHT REASONS

Having a clearly defined purpose and desired outcomes as part of our new strategy



AT THE RIGHT TIME

Ensuring we provide opportunities for early involvement and develop an effective monitoring review and continuous improvement culture.



LINKS WITH STRATEGIES AND OTHER CORPORATE PLANS

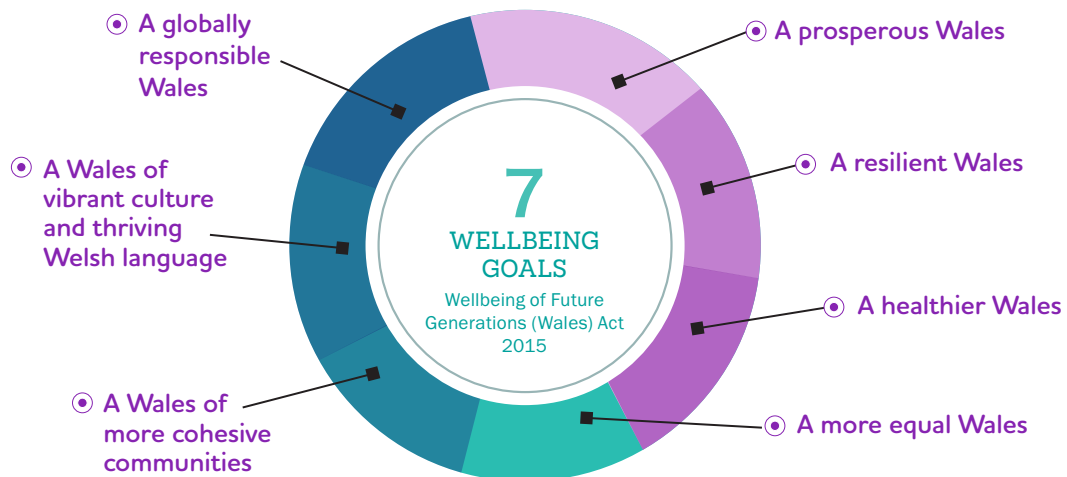
THIS STRATEGY IS CORPORATELY ALIGNED TO THE COUNCIL'S OVERARCHING VISION FOR VALE COMMUNITIES AND THE COUNCILS CORPORATE PLAN AND ITS OBJECTIVES, THE COUNCILS VISION IS TO DEVELOP 'STRONG COMMUNITIES WITH A BRIGHT FUTURE.'

This vision encompasses the four new well-being objectives which contribute towards the seven national well-being goals.

The Council's wellbeing objectives are:

- To work with and for our communities
- To support learning, employment and sustainable economic growth
- To support people at home and in their community
- To respect, enhance and enjoy our environment

The 7 wellbeing goals as stipulated by the Wellbeing of Future Generations (Wales) Act 2015 are to develop:



There is direct relevance to 3 of the wellbeing objectives to this strategy, as the work that we will be doing over the next 3 years complements these objectives these are:

“ TO WORK WITH AND FOR OUR COMMUNITIES”
 “TO SUPPORT LEARNING” and
 “TO SUPPORT PEOPLE AT HOME AND IN THEIR COMMUNITY ”



Furthermore, there are a number of wellbeing goals linked to the work we take forward in this strategy the one that is directly engaged in this work is that of developing a Wales of more cohesive communities.

In addition, this strategy at its core has embedded the five ways of working adopted by the Council which include:

LONG TERM



- Looking at the issues of tenant and leaseholder involvement from a **Long-term** perspective considering, not only current matters but the impact on the future generations and developing involvement activities that not only are fit for purpose today but also embrace new learning and technology for more residents to engage in the long term.

INVOLVEMENT



- Effective **Involvement** is central to this strategy and to demonstrate the impact and influence service users have had on service delivery and decisions, we will produce a publication called “you said we did”

INTERGRATION



- To ensure there is better **Integration** and alignment of TP work within the Vale, we will undertake a comprehensive review of our current involvement structure to see how TP can be better integrated.

PREVENTION



- Taking a proactive approach to our Tenant Participation work and undertaking a value for money exercise on effective participation means **Prevention** and the need to tackle issues at the core will be at the forefront of our thinking.

COLLABORATION



- Central to the work we take forward is working in **Collaboration** and co-producing solutions not only with our tenants and leaseholders but also with staff. To create the right conditions and culture for this to take place key actions within this strategy feature as part of getting the right culture in place for collaboration.



THE COUNCILS VALUES ARE:

AMBITIOUS

Forward thinking, embracing new ways of working and investing in our future.

OPEN

Open to different ideas and being accountable for the decisions we take.

TOGETHER

Working together as a team that engages with our customers and partners, respects diversity and is committed to quality services.

PROUD

Proud to serve our communities and to be part of the Vale of Glamorgan Council

Each of these values have been embedded in the actions we have pulled together to realise the vision of our Tenant and Leaseholder Participation Strategy.

The development of the new Community Investment Strategy led by Vale Homes will also complement the Tenant and Leaseholder strategy, adding value to the support we offer our residents and communities.



SWOT

BEFORE SETTING OUR NEW STRATEGY, IT WAS IMPORTANT TO REFLECT AND SEE WHERE OUR STRENGTHS, OPPORTUNITIES, THREATS AND WEAKNESSES WERE TO GAUGE WHAT ACTIONS WE SHOULD TAKE.

Our Strengths include:

- Longstanding established tenants and residents' groups
- Committed number of dedicated volunteers who give up their time to contribute to TP
- Working Group and Design Quality forum have achieved a significant amount
- Vale Homes commitment to TP
- A large budget supporting TP activity
- A number of community buildings/space available to host meetings
- Open, honest and good communication and working relations with engaged tenants
- The Annual Festive, a well-established, well supported event - drawing in, both engaged and non-engaged tenants
- Dedicated and proactive staff working in the Council taking forward this work

ONE OF THE KEY SUCCESSES of our current tenant participation strategy includes the ability to continue to keep engaged the current tenants involved in our participation work.

We need to build on this and ascertain how we use our current base to develop a more diverse group of residents engaged in our TP structures –

we aim to support the current tenants to act as ambassadors to help bring new residents on board by providing the established members support to act as mentors to help settle in new members.

Our Weaknesses include:

- Newsletters delayed/stopped and no regular correspondence sent to tenants
- The same people in various groups
- Clarity needed on staff members roles and what is expected of them in respect of TP
- Ensuring that TP is mainstreamed, and it truly becomes everyone's role
- Limited formal engagement with leaseholders



ONE OF OUR KEY WEAKNESS is that there needs to be greater alignment between the internal teams to deliver a better tenant involvement service

We have developed an internal cross departmental working group that will have shared ownership of the development and delivery of this new strategy and associated action plan.

Our Opportunities Include:

- Reintroducing regular newsletters, newsletters could be sent via email to reduce costs
- Clarifying what is expected of officers in regard to TP, to help improve delivery of TP going forward
- Creating better alignment and internal synergy to enhance TP work
- Making active use of the Vale Homes web pages and developing a better web presence.
- Training all staff on TP
- Providing support to help tenants get online to allow Digital Tenant participation
- Taking action to get under- represented groups like Younger people, Disabled /families/ BME families on board.
- Monitoring cost and if TP activity is effective.
- Providing clarity on what support and money groups can apply for

ONE KEY OPPORTUNITY we wish to capitalise on is the need to have a clear shared understanding of the process and procedures with regards to TP to address this, we will renew and relaunch our Tenant Compact, a key document endorsed by our Cllrs providing clarity on the support we offer, both financial and non-financial to tenants and residents providing clarity to staff, resident and members and stakeholders.

Our Threats Include

- Possible reductions in budgets
- The need for succession planning - groups have and will fold as they are primarily supported by an older cohort of residents, recent deaths of a number of residents on committees has meant roles are still vacant and not being filled
- The inability to meet during Covid has meant there has been little or no activity, enthusiasm will be lost if restrictions continue – urgent consideration needs to be given to alternative ways of meeting – including embracing Zoom and Teams to deliver meetings in new formats.

ONE KEY THREAT is the need to develop digital engagement infrastructure, the pandemic has highlighted how the traditional approaches to tenant involvement of face-to-face meetings has meant that we have not put in place the infrastructure needed to aid digital participation

We will as part of this new strategy take actions to develop our digital engagement platforms, not only equipping our staff members with the skills set but putting in place the tools needed to aid digital involvement and also building a program of training for tenants and leaseholders who may find it difficult to engage digitally, creating synergy between our Tenants and Leaseholder Participation Strategy and our Community Involvement Strategy.



OUR ACTION PLAN DIRECTLY LINKS TO EACH OF THE MATTERS RAISED HERE AND EITHER ADDRESSES THEM WITH ACTIONS TO BE TAKEN OR ENHANCES WHAT ALREADY WORKS. IN ADDITION TO THIS SWOT EXERCISE, RESIDENT VIEWS WERE TAKEN ON BOARD VIA A SERIES OF SURVEYS.

RESIDENTS' VIEWS

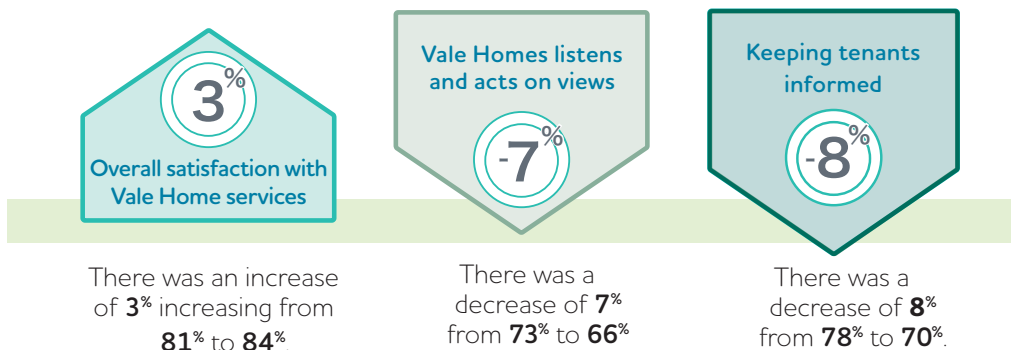
WHILST OUR TENANT PARTICIPATION AND LEASEHOLDER STRATEGY ENCOMPASSES WHAT VALE HOMES AS A LANDLORD ASPIRE TO DELIVER FOR ITS SERVICE USERS, IT ALSO INCLUDES WHAT SERVICE USERS WANT.

As part of the development of this strategy we draw upon results from 4 surveys these include:

- 1 STAR Satisfaction survey - a wide scale survey sent to all residents covering a number of service areas within housing
- 2 A survey conducted with all residents currently engaged in TP activity
- 3 A further survey conducted with all residents currently engaged in TP which focuses on digital access and participation
- 4 And initial results from our tenant profiling programme

STAR SATISFACTION SURVEY

The STAR survey was sent to all residents of Vale Homes and had a 37% response rate equalling to 1,392 households responding. 3 key results are relevant to this strategy

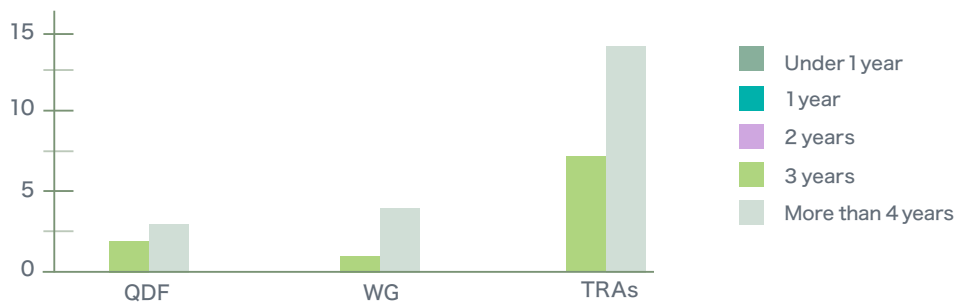


This new Tenant and Leaseholder strategy will seek to improve satisfaction in all 3 key result areas and key actions of how we will do this are listed in the action plan.

SURVEY CONDUCTED WITH ALL RESIDENTS CURRENTLY ENGAGED IN TP ACTIVITY

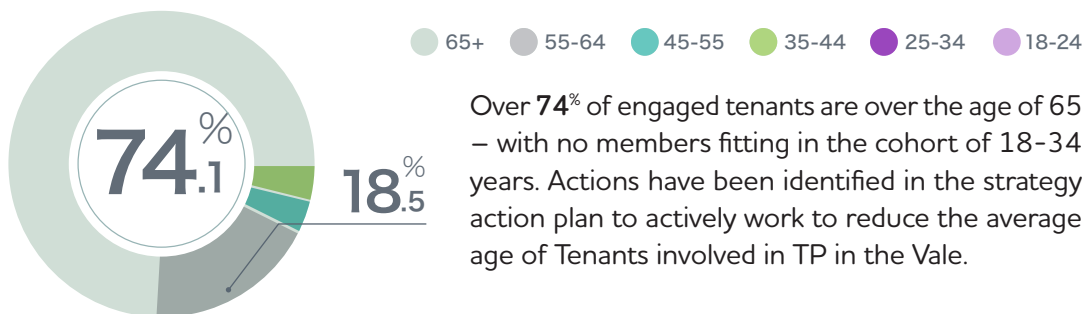
This survey aimed to establish a baseline of who is currently involved in TP activity in the Vale, how long they have been involved, their age, sexual orientation, their training, knowledge of TPAS and whether they feel they are able to influence decisions

HOW LONG HAVE YOU BEEN INVOLVED?



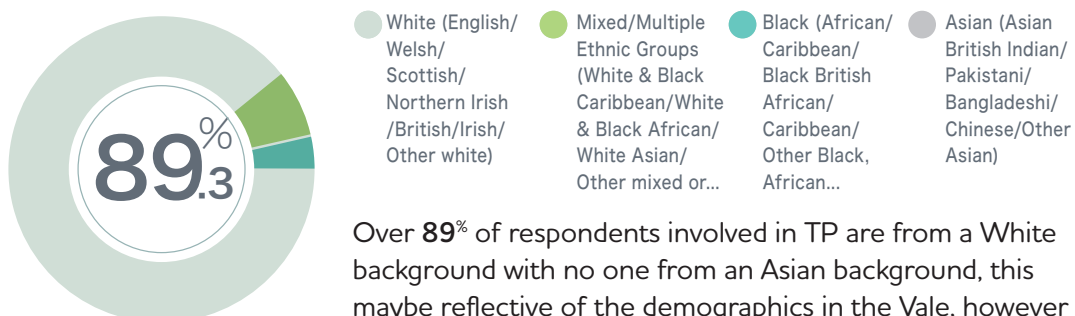
Based on the responses it is clear that Vale Homes have not over the last 2 years recruited any new TP members. Most members have been involved for 4 years or more.

WHICH AGE GROUP DO YOU FIT INTO?



Over **74%** of engaged tenants are over the age of 65 – with no members fitting in the cohort of 18-34 years. Actions have been identified in the strategy action plan to actively work to reduce the average age of Tenants involved in TP in the Vale.

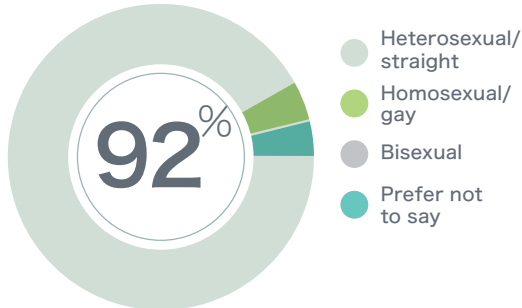
WHAT IS YOUR ETHNIC ORIGIN?



Over **89%** of respondents involved in TP are from a White background with no one from an Asian background, this maybe reflective of the demographics in the Vale, however actions as part of the strategy will look to increase diversity of membership.

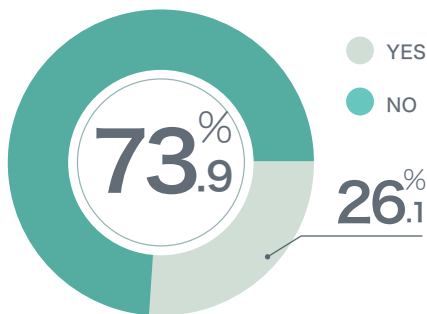


WHAT IS YOUR SEXUAL ORIENTATION?



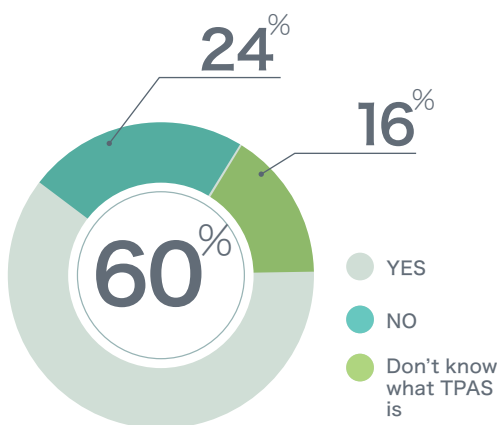
The majority of residents involved are from a heterosexual orientation - whilst it is always difficult to collect this information - we will continue to attempt to collect this information to build on this baseline data to ensure we are doing what we can to ensure TP structures are accessible to all.

HAVE YOU UNDERTAKEN ANY TRAINING RELATED TO THE ROLE YOU PERFORM AS PART OF QDF, WG OR TRAS?



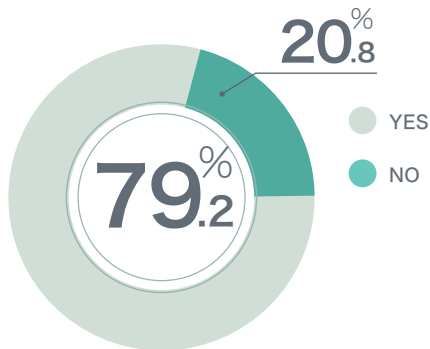
A large percentage of engaged residents, over 73% have not undergone any TP related training to perform their role, this will be a key issue that will be picked up as part of the action plan, ensuring tenants have the training skills and support to take forward their TP roles

DO YOU UNDERSTAND THE ROLE OF THE TENANT PARTICIPATORY ADVISORY SERVICE (TPAS) IN SUPPORTING TENANT INVOLVEMENT?



It is important that those involved in are TP involvement structure are aware of the support available to them not only through Vale Homes but also through other channels, this includes tenants having an understanding of the role of TPAS Cymru. Vale Homes pay an annual membership fee and a wide range of training comes free with that membership which can be utilised to support the development of residents. It is clear that up to 40% of tenants engaged had no understanding of the role of TPAS. Actions within the strategy will look to address this over the next 3 year term.

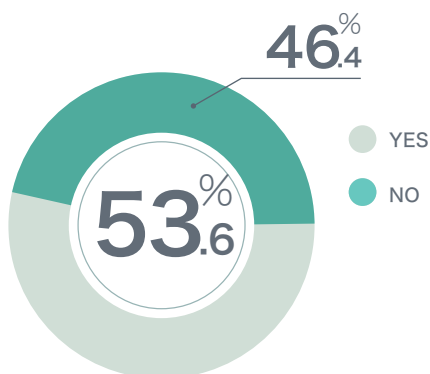
DO YOU FEEL YOU ARE ABLE TO INFLUENCE DECISIONS AND THAT YOUR VOICE IS BEING HEARD?



A critical indicator of the success of TP activity is to gauge whether tenants feel they have been able to influence decisions - a high percentage of tenants feel that they are able to influence, again we will look to monitor the baseline information, with a view to seek an increase at the end of the term of this new strategy.

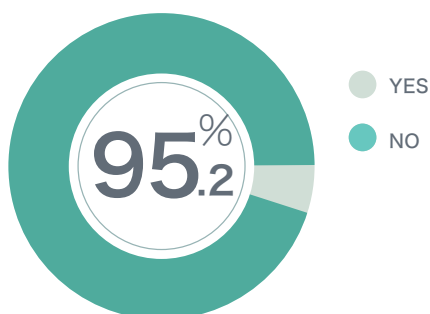
SURVEY CONDUCTED WITH ALL RESIDENTS CURRENTLY ENGAGED IN TP FOCUSING ON DIGITAL ACCESS AND TO ENGAGE IN TP DIGITALLY

The pandemic has forced us to consider different ways of working – this also included considering how we deliver TP support going forward as we learn to live with the virus and aspire to a post pandemic world. To help develop our thinking for the strategy and, in the interim period we asked a number of questions to our engaged residents to ascertain if they were ready and willing to meet remotely.



WOULD YOU BE HAPPY TO TRIAL ONLINE VIRTUAL OR REMOTE MEETINGS IN THE INTERIM?

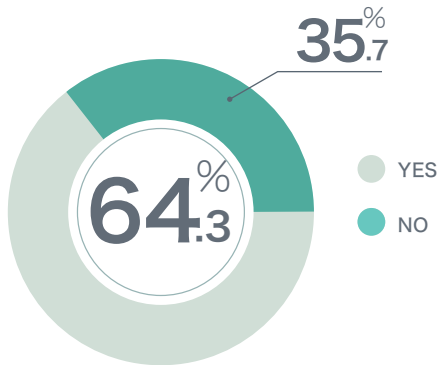
Over 53% of residents were willing to try remote meetings. In order to ascertain whether residents had access to devices to participate we asked residents if they were interested in borrowing a device to participate.



WOULD YOU BE INTERESTED IN BORROWING A DEVICE TO PARTICIPATE IN MEETINGS?

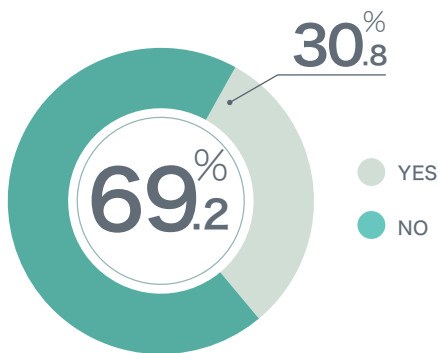
95% stated they didn't want to borrow a device. We further tried to ascertain whether residents had access to the internet and whether this would be a barrier to participation.





DO YOU HAVE INTERNET ACCESS?

Just over **63%** had access to the internet the remaining would need support to access the internet and would incur additional costs. An additional matter to consider was whether engaged tenants had the skills to participate in remote meetings.



ARE YOU CONCERNED ABOUT WHETHER YOU HAVE THE RIGHT SKILLS NEEDED TO PARTICIPATE REMOTELY IN MEETINGS?

Over **30%** were concerned that they didn't have the right skills needed to participate. When asked whether service users would be interested in training to help them get online, over **45%** said they did. One final question asked was, if the tenants had access to a computer, would they know how to use the Microsoft Teams platform? **78%** said NO.

This insight indicated that support was needed to deliver digital participation whether that was either providing training, kit, or access to the internet – it was clear through tenant feedback that the new Tenant and Leaseholder strategy needed to make provision for Digital Tenant Participation. To this end a number of actions have been listed within the action plan to take digital tenant participation forward over the next 3 years.

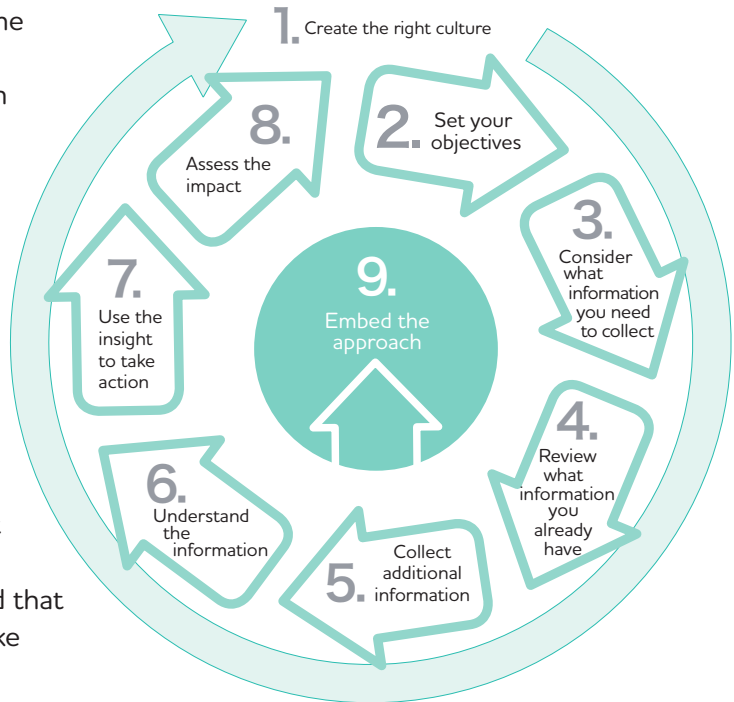
TENANT PROFILING

TO ENSURE THAT WE TAKE A TENANT FIRST APPROACH AND TRULY PUT TENANTS AT THE HEART OF THE WORK WE DO IT IS KEY THAT WE GET TO KNOW WHO OUR TENANTS ARE, WHAT THEIR NEEDS ARE, THEIR CONTACT PREFERENCES AND WHAT SUPPORT THEY NEED.

To do this we have taken the first steps to initiating a Tenant Profiling programme which will run over the course of this new strategy in three phases. The aim is to get up to date data from our tenants to ensure that we are GDPR compliant and also to take a comprehensive look at the needs of our service users so we can plan our services more effectively

Our first stage has been about creating the right culture, considering the information we need to collect, reviewing what we already have, what additional information we need and beginning to understand that, to feed that into this strategy and the work we take forward over the next 3 years.

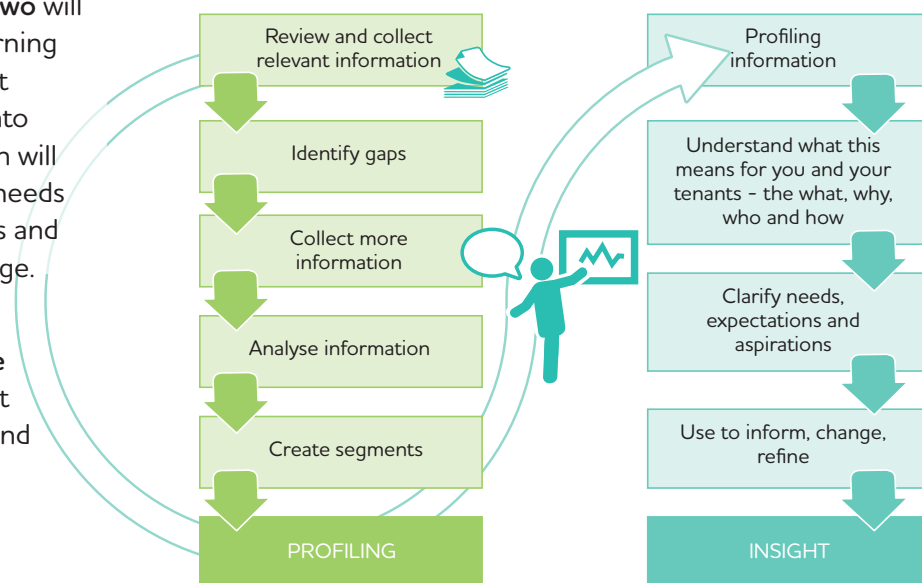
BUILDING BLOCKS OF TENANT INSIGHT



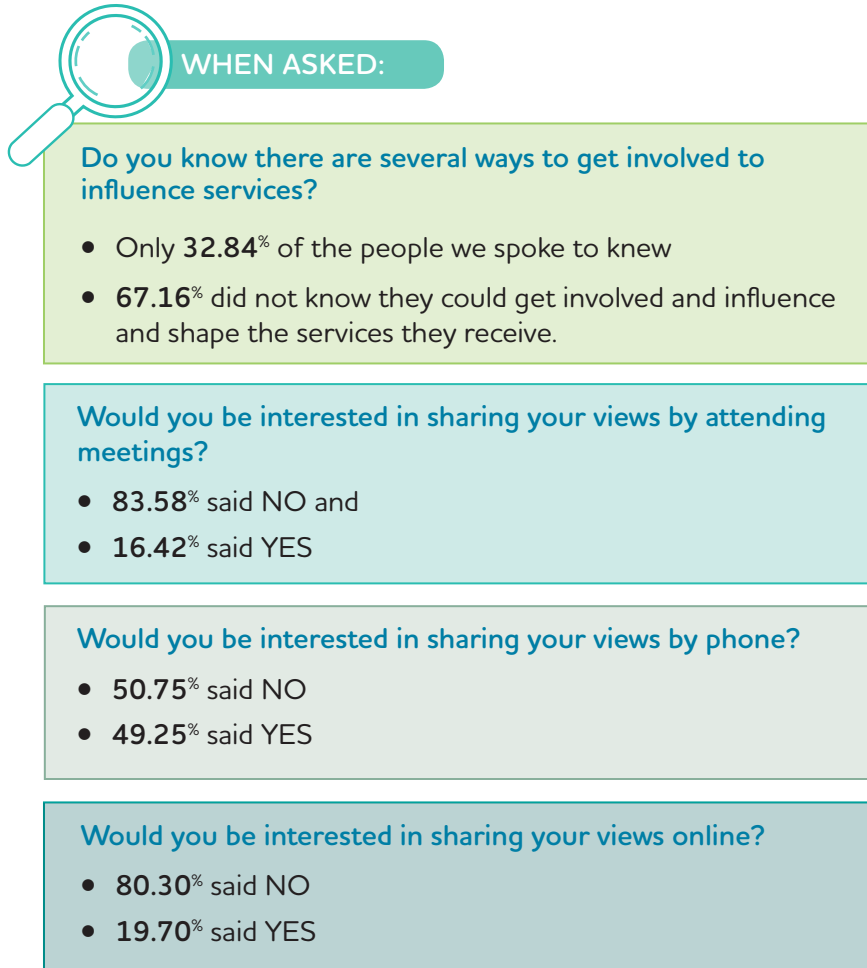
Our phase two will be about turning the data that we collect into insight which will help clarify needs expectations and inform change.

Phase three will be about evaluating and considering next steps.

PROFILING VERSUS INSIGHT



From the data we have initially collected we have asked specific questions related to TP and whether tenants are aware of TP activities and whether they would like to be involved and in what guise as well as whether they would be willing to be involved going forward – here is an initial snapshot of the feedback.



Whilst this is only a small snapshot sample of the responses we have had to date - It is clear from this that we need to do a lot of work to raise awareness about our involvement opportunities and there is appetite for residents to become involved in some of this work. Again, actions set within the strategy action plan will help us take these opportunities up.

EXISTING FRAMEWORKS FOR ENGAGEMENT

THERE ARE CURRENTLY A RANGE OF WAYS IN WHICH TENANTS CAN GET INVOLVED AND CAN BE PART OF OUR FORMAL INVOLVEMENT STRUCTURE, THAT STRUCTURE INVOLVES SOME OF THE FOLLOWING GROUPS

- **TENANTS AND RESIDENTS GROUPS -**

We have over 60 tenants regularly taking part in discussing local issues on estates including estate conditions, anti-social behaviour, facilities, parking and the practical changes we can take to address these issues.

- **THE VALE HOMES WORKING GROUP -**

Consists of about 15 tenants, it is a umbrella group of tenants from different resident groups who meet and consider strategic issues affecting the housing service e.g. new policies, performance, new services etc

- **THE QUALITY DESIGN FORUM (QDF) -**

Quality Design Forum - Consist of 6 tenants who Oversee Welsh Housing Quality Standards maintenance programme and larger works projects

- **SHELTERED HOUSING FORUM -**

Consists of residents from Vale Home Sheltered housing schemes

- **HOUSING AND COMMUNITIES SCRUTINY GROUP -**

Consists of 4 tenant and senior Housing staff members and Cllrs who review performance and consider new proposals/ideas

- **FESTIVALE GROUP -**

Is an annual group convened to organise the annual Festivale event involving staff & tenants

THERE ARE ALSO A NUMBER OF INFORMAL WAYS IN WHICH RESIDENTS CAN ALSO GET INVOLVED WHICH INCLUDE:

- **ESTATE WALKABOUTS -**

Being part of estate walkabouts gives residents an opportunity to work with their Neighbourhood Manager and partners from other agencies in order to make estates better places to live.



- **SURVEY/ FOCUS GROUPS -**

Groups are convened for specific purposes including coordination of the large-scale tenant's survey for tenants to have their say.

- **COMMUNITY EVENTS/ ACTIVITIES -**

are held regularly and provide information about the housing service promoting tenant involvement and increasing social interaction.

- **INDIVIDUAL CONSULTATION -**

Individuals provide valuable feedback by filling in satisfaction surveys, participating in telephone surveys, providing comments/ complaints etc.

Both the formal and informal structures have been in place for a number of years, as part of this Tenant and Leaseholder strategy we will look to build in a review of the current structures.

Whilst the Vale of Glamorgan takes great care to ensure it provides safe and comfortable homes, and we are keen to ensure our tenants concerns are able to be heard. Following the events at Grenfell Tower Vale Homes are keen to ensure building safety works are identified and acted upon appropriately. Whilst the Council has several mechanisms in place to review building safety, we also recognise the importance of hearing our tenants experiences which provide greater insight into how buildings actually function as opposed to how we feel they should function.

To this end, as part of this new strategy we will build in two further options for tenant scrutiny - that is, introducing Service Quality Assessors and Mystery Shoppers.

- **SERVICE QUALITY ASSESSORS - WILL ACT AS CRITICAL FRIENDS -**



Who will help scrutinise the services that we deliver, looking at, and challenging Why, Where, How and When they are delivered. We will seek recommendations on what is working well and what isn't, and the recommendations on changes needed. Enabling Vale Homes to provide tenants improved services that provide Value for Money and delivered in a timely manner.

- **MYSTERY SHOPPERS -**

Will periodically complete "Mystery Shopping" exercises on services within housing – this will help us develop service standards for services.

FINANCIAL SUPPORT

THE HOUSING BUSINESS PLAN SETS OUT THE COUNCIL'S SIGNIFICANT COMMITMENT TO FUNDING TENANT ENGAGEMENT.

-  Over **£37,000** is provided to formalised tenants groups each year in order to support their activities and running costs.
-  Revenue commitments have been made to appoint a new community investment apprentice who will support the work of the Tenant participation and leaseholder strategy
-  Two Senior Neighbourhood Managers, two Community Investment and Engagement Officers and the Senior Tenant Liaison Officer form a core part of the internal cross departmental working group who will drive the delivery of this strategy
-  A commitment to secure up to 3 members of staff through the UK government Kick Start scheme to help support and start the tenant profiling programme.
-  Participatory budgets of **£10,000** per annum for smaller, resident led schemes in each of the 4 neighbourhood management areas (total of **£40,000**) are available
-  An additional **£20,000** is allocated to 2 Senior Neighbourhood Managers to support any extra work needed and finally
-  The Tenant Participation and Leaseholder Strategy will be supported by the Community Investment and Engagement budget with **£5,000** directly allocated to Tenants and Leaseholders engagement matters

Overall a budget of £107,000 will be directly allocated to Tenants and Leaseholders engagement work per annum to deliver the vision and related actions of this new Tenant Participation Strategy – excluding staffing costs.

To ensure value for money – the budget will be monitored and reported on at the internal staff working group and the external Tenant led Tenant Working Group.



OBJECTIVES

Having undertaken the review, considered good and emerging practice, reviewed tenant feedback, we have concluded that Vale Homes vision should be:

“ **To create a culture where we develop and maximise the opportunities for tenants and leaseholders to contribute towards creating tenants and leaseholders centred services** ”

This vision succinctly captures what Vale Homes aspires to achieve for its Tenants and Leaseholders. To deliver this vision we have; develop three key themes and one overarching theme, these themes will group the work together that we look to take forward over the next 3 years.

THESE THEMES ARE:

INVOLVE

To **INVOLVE** our Tenants and Leaseholders to work to cocreating and developing Tenant & Leaseholder centred services that are meaningful and offer value for money

INVEST

To **INVEST** in staff and financial resources to enable the development of Tenant and Leaseholder driven services

INFLUENCE

To support Tenants & Leaseholders to help **INFLUENCE** and shape current services, projects and initiatives from a service users' perspective and to help Tenants and Leaseholders realise their potential

In addition to this, our overarching theme is:

LISTENED/ VALUED

To be **LISTENED TO AND VALUED**, in ensuring that our Tenants and Leaseholders feel that their opinions are valued and listened to, we will operate in a continuous improvement manner, learning lessons by building in reviews and providing feedback to our service users.

Underpinning these high-level themes are three drivers which stem from the STAR satisfaction survey feedback which included:

- The need for the organisation to listen and act on our Tenants' views and
- The need to keep Tenants informed and
- The need to continue to achieve an increase in overall satisfaction with Vale Home services

This strategy will be measured by these three indicators and supported by a comprehensive **Action Plan**.

The Action Plan covers both internal staff actions to continue to embed cultural change, external supportive actions which will help engagement and to realise our ambitious vision for Tenant and Leaseholder participation in Vale Homes.

TURNING OUR VISION AND ACTIONS AND OBJECTIVES INTO REALITY –

TENANT PARTICIPATION & LEASEHOLDER STRATEGY ACTION PLAN 2021–2024

Our comprehensive **ACTION PLAN** sets out what we will deliver, when and by whom. The Action Plan will be reported on quarterly in the internal Staff Working Group, Tenants Working Group and the Housing Scrutiny Group as and when requested.





“OUR OVERARCHING
THEME IS: TO BE LISTENED
TO AND VALUED, IN ENSURING
THAT OUR TENANTS AND
LEASEHOLDERS FEEL
THAT THEIR OPINIONS
ARE VALUED AND
LISTENED TO,”



OBJECTIVE 1

To INVOLVE our TENANTS AND LEASEHOLDERS TO COCREATE AND DEVELOP SERVICES THAT ARE MEANINGFUL AND OFFER VALUE FOR MONEY



Action No.	Actions	Intended outcome	Lead	Target Date	Progress	Status
INTERNAL STAFF CULTURAL CHANGE ACTIONS						
1.1	To develop and launch an internal Housing Cross Departmental working group to lead and monitor the strategy delivery an action plan	All departments have shared ownership of the TP strategy	Senior N Manager (CI & Older People)	April 2022		
1.2	Working group to feedback to internal departments on changes made following Tenant involvement actions – in the form of an annual update called “ Tenants and Leaseholder, you said – we did ”, demonstrating impact and importance of involvement.	The value and impact of TP demonstrated to all service areas	Housing Working Group	Dec 2022 Dec 2023 Dec 2024		
1.3	Ensure Tenant data is kept up to date in line with GDPR – develop a tenant profiling/insight project. Using baseline data over the next 3 years report annually the increase in data collected	GDPR compliant by holding correct up to date tenant data	Senior N Manager (CI)	May 2022 May 2023 May 2024		
1.4	Between 2021 – 2024 develop 3 projects by using data gained from tenant profiling/insight to improve services and make business decisions	Projects developed & delivered based on tenants expressed need resulting in increased customer satisfaction	Community Investment Team	April 2024		
ACTIONS TO PROMOTE INCREASED INVOLVEMENT						
1.5	Understand through the Tenant Profiling exercise how much interest there is in Tenant and Leaseholders participation and what tenants want – follow this up with clear actions.	Action plan in place to translate interest into engagement and increase number of new engaged tenants	Housing Working Group	Sept 2022		
1.6	To develop a dedicated web page related to Tenants and Leaseholders on engagement detailing how to get involved, who to contact where to go for further information.	Clarity provided to Tenants on how they can get involved – easier for tenants to become involved.	Senior N Manager (CI) & STL Officer	Dec 2022		
1.7	Develop a menu of options where Tenants and Leaseholder barriers to involvement are reduced , encompassing both “informal” and “formal” involvement, which includes a mixture of face to face and remote engagement where residents can “dip in and out”	A clear range of options available to all residents to get involved – easier for tenants to become involved.	Housing Working Group	June 2022		
1.8	Develop a suite of leaflets flyers which provide details of how Tenants and Leaseholders can get involved & ensure all departments have access to this information	Paper and electronic formatted information available to all residents if required – easier for tenants to become involved.	Senior N Managers	June 2022		

Action No.	Actions	Intended outcome	Lead	Target Date	Progress	Status
1.9	Ensure the Tenant Handbook contains details of involvement structures providing clarity to all new tenants on how to get involved	New tenants clear on how to get involved at the outset of their tenancy - easier for tenants to become involved.	Housing & Strategic Projects Lead	June 2023		
1.10	Using data collected from engaged tenants' group and data from Tenants Insight re access to the internet, ensure the new structure has new ways of engagement involving Social media/digital engagement.	Traditional and new ways of involvement accessible to all in real time - easier for Tenants to become involved.	Housing Working Group	Dec 2022		
1.11	Working with the Community Investment team develop a Vale Wide Younger people forum	Options available for younger people's voices and ideas to be heard and easier for them to become involved.	Community Investment Team	April 2023		
1.12	Seek 4 nominations per annum from each area from the Housing Managers (NMs) of working age tenants and develop a new working age Tenants working group.	NMs actively invested in and have ownership of referring in new tenants for involvement activities – more tenants involved	Neighbourhood	May 2022		
1.13	Work closely with the Tenant Working Group and the Quality Design Forum and develop a programme of ambassadors who will help mentor the new Tenants' working group into their roles.	New members supported via older members sharing their tacit knowledge – better TP outcomes.	Senior N Manager (CI) & STL Officer	Sept 2022		
1.14	Launch a new tenant led scrutiny Panel called "Service Quality Assessors" (SQA) who will undertake service reviews and mystery shopping exercises.	Tenant led deep dive into the scrutiny will result in improve service delivery - Tenants informed	Community Investment & Engagement officer (E lead)	April 2022		
1.15	Produce regular updates to tenants via newsletters bi annually – (Neighbourhood/Scheme newsletter)	Tenants updated with development in their local areas and housing matters - Tenants informed	NM & Senior Managers	Dec 2022		
1.16	Produce one annual Vale Homes newsletter to all tenants covering annual outcomes achievements and impact of involvement activities	Tenants informed of annual outcomes and have an overview of the coming years activities.	Head of service with Senior managers	Dec 2022 Dec 2023 Dec 2024		
1.17	Develop and launch a new leaseholder's forum – facilitating leaseholders involvement in statutory and service based consultation and engagement exercises.	Better leaseholder engagement/ satisfaction	Leasehold Officer	Sept 2022		
1.18	To ensure QDF plays a key part in building safety assurance by creating effective channels to question and change - taking on board lessons from Grenfell	Tenants contributing to health and safety assurance	Design Quality Forum	Dec 2024		

OBJECTIVE 2



To INVEST RESOURCES TO HELP SHAPE OF HIGH-QUALITY SERVICES

Action No.	Actions	Intended outcome	Lead	Target Date	Progress	Status
INTERNAL STAFF INVESTMENT - CULTURAL CHANGE ACTIONS						
2.1	Develop and deliver a training programme on TP for all current staff members on Vale Homes New Tenant & Leaseholder engagement strategy - Providing clarity on staff members roles and the new engagement infrastructure	Staff buy in and awareness of their roles within TP	Senior N Managers	Sept 2022		
2.2	Using the TP training programme ensure all new staff members undertake the training as part of their induction.	New staff clear about their roles in relation to TP at the start of their appointment	Senior Managers & Head of Service	Sept 2022		
2.3	Strengthen the current Tenant & Leaseholder involvement process by creating clear leads for each of the Tenant involvement interventions, including, Community Investment/ Involvement Officers – Housing Officers/Managers and Senior Tenant liaison Officer delivering a seamless and joined up approach	Shared ownership of TP across the directorate – responsible officers leading their respective areas	Housing Working Group	July 2022		
2.4	Using the internal Tenants and Leaseholders group develop alignment with CIOs and NM's in order to maximise output from the work of the TLO's. 2 pieces of joint work to be undertaken	Joined up service delivery and reduction in silo working	Housing Working Group	March 2023		
2.5	A budget of £107,000.00 will be invested in Tenant and Leaseholder Participation work.	Clarity on budget provided to tenants and staff members to measure value for money and establish a cost baseline for involvement activity	Housing Working Group	May 2022		
2.6	Recruit 3 Kick Start Officers to undertake the Tenant Profiling work	Resources drawn into supporting Tenant Profiling and creating a culture of collecting up to date data	Senior N Manager (CI & Older People)	April 2022		
2.7	Recruit Community Investment Apprentice to support alignment and communication work with Community Investment - Housing Management and Tenant Liaison team.	Resources drawn in to support additional TP activities through CI Apprentice	Senior N Manager (CI & Older People)	Sept 2022		
2.8	Take advantage of the annual TPAS Cymru membership - by ensuring all housing staff members undertake TPAS overview training.	Better informed Staff and tenants following access and support available via annual membership for Staff and Tenants	Housing Working Group	March 2024		
2.9	Ensure Housing Managers sign up to the TPAS bulletin and attend relevant training.	Better trained Staff and Tenants following access to free and reduced cost training for staff and tenants	Housing Working Group	June 2022		

Action No.	Actions	Intended outcome	Lead	Target Date	Progress	Status
ACTIONS TO INVEST IN TENANT AND LEASEHOLDER						
210	Analyse and undertake a full review of the effectiveness of current TP structures using the feedback from: <ul style="list-style-type: none"> the current groups and from the Tenant Profiling exercise agree and implement new structure	TP structures are fit for purpose for the delivery of new TP strategy 2021 – 2024	Housing Working Group	January 2023		
211	Conduct a review of the current Tenant Compact within the next 12 months – the compact offers financial support to Tenants and Residents groups. The review group to ensure it is fit for purpose going forward	Compact is fit for purpose for the delivery of new TP strategy 2021 – 2024	Housing Working Group	Sept 2022		
212	Launch the new Tenant Compact and raise awareness amongst Staff, Tenants and Leaseholders.	Tenants and Leaseholder aware of support available through Compact and actively take this up.	Housing Working Group	January 2023		
213	Community Investment team to support current groups with Digital Inclusion initiatives offering support with getting online – developing skills to embrace new technology to commence remote meetings	Staff and Tenants equipped to embrace digital technology to offer TP in new and innovative ways	CI team	June 2022		
214	Using the role of the Community Investment Apprentice increase our social media presence and promote Tenant Involvement opportunities.	Increased cohort of engaged residents	CI Apprentice	January 2023		
215	Ensure tenants who become involved in more formal Tenant and Leaseholder involvement structures are offered an induction/training overview about the TP process in the Vale ensuring they understand their roles.	Tenants and Leaseholders trained and supported in their roles.	Housing Working Group	Ongoing		
216	Raise awareness amongst engaged residents and Leaseholders about TPAS Cymru training and support available.	Trained, supported and confident Tenants involved in participation	Housing Working Group	Ongoing		
217	Using Tenant Profiling develop two insight data related projects to help target groups who are currently underrepresented.	Diverse range of tenants engaged	Housing Working Group	January 2023		
218	Ensure training opportunities are offered for individual Tenants to improve employability and skills via the Opportunity Knocks programme	Tenants holistically supported to improve employment prospects	CI team	Ongoing		

OBJECTIVE 3

TO SUPPORT TENANTS & LEASEHOLDERS TO HELP **INFLUENCE** AND SHAPE CURRENT SERVICES, PROJECTS AND INITIATIVES FROM A SERVICE USERS' PERSPECTIVE.



Action No.	Actions	Intended outcome	Lead	Target Date	Progress	Status
INTERNAL STAFF INFLUENCE - CULTURAL CHANGE ACTIONS						
3.1	Following completion of Star survey offer all housing teams an insight session on Star Satisfaction survey results , ensure staff members understand key result areas we need to improve on.	Staff clear on key areas for improvement	Head of Housing	Bi-annually		
3.2	All managers to ensure Tenant and Leaseholders Strategy updates from the Working group are fed into team meetings .	Staff clear on developments in Tenant Participation work	Housing Working Group	Ongoing		
3.3	Community Investment team to lead the development of scrutiny work in the form of Service Quality Assessors	Established clear leads and commitment to Tenant scrutiny work	CI Team	June 2022		
3.4	Monitor complaints share data with the Service Quality Assessors to identify service areas in need of review and or mystery shopping	Tackle the highest complaint areas to improve service where need is greatest	Community Investment & Engagement officer (E lead)	April 2023		
ACTIONS TO HELP TENANT AND LEASEHOLDER INFLUENCE DECISIONS						
3.5	Offer Tenants the opportunity to be part of the scrutiny service: Service Quality Assessors" allowing tenants to make recommendations on improvements.	Scrutiny improvement recommendations are Tenant led, meaningful and deliver service change	Community Investment & Engagement officer (E lead)	May 2022		
3.6	Offer leaseholders the opportunity to be part of the biannual leaseholder forum allowing leaseholders to make recommendations on improvements.	Leaseholder voice is "heard" and they are supported to influence decisions	Leaseholder Officer	March 2023		
3.7	Provide working age Tenants options to participate in remote consultation via digital means and undertake 3 consultations	Options for digital engagement provided – which can be access anytime increasing participation opportunities for all	Housing working group	April 2022 - April 2025		
3.8	Work with Service Quality Assessors to undertake a review of the Tenant Handbook as the first pilot scrutiny project	Tenant handbook produced with scrutiny feedback	Nick Jones & Community Investment & Engagement officer (E lead)	May 2023		

Action No.	Actions	Intended outcome	Lead	Target Date	Progress	Status
3.9	Housing Managers to provide opportunities to engage with local Tenant and Leaseholders in respect of local Neighbourhood Action Plans and spending estate budgets	Engagement opportunities available via NMs supported by financial budgets – more Tenants engaged at a local level	NMs	Annually		
3.10	Community Investment team to provide residents the opportunities to have their say in community development projects on local estates	Tenants engaged and feel consulted and have active buy in projects – more satisfied tenants	CI Team	At the outset of new projects		
3.11	Provide opportunities for Tenants and Leaseholders to be part of the editorial panel for annual newsletter from head of service.	Tenants actively involved in producing publication and have shared ownership – more satisfied tenants	Head of Service	October 2022		
3.12	Provide opportunities for Tenants to be part of the annual festival – fun day event planning group	Tenants actively involved in producing Festival and have shared ownership – more satisfied tenants	STL Officer	Annually		
3.13	Develop an interim tenants Digital working Group which will help develop tenant digital champions and guide Vale homes on how to move forward with Digital Tenant & Leaseholder Participation	Increased variety of involvement options via digital means	Community Investment & Engagement officer (E lead)	October 2023		

OBJECTIVE 4

TO LISTEN AND VALUE, OUR TENANTS AND LEASEHOLDER OPINIONS BY UNDERTAKING REVIEWS AND PROVIDING FEEDBACK.



Action No.	Actions	Intended outcome	Lead	Target Date	Progress	Status
INTERNAL STAFF INFLUENCE – CULTURAL CHANGE ACTIONS						
4.1	Tenants and Leaseholders internal working group to ensure all actions and commitments made in the strategy are delivered and reported to internal staff within the housing directorate and are shared with Tenants	Staff to see the value, importance and the impact of the strategy – increased staff engagement	Housing working group	June 2022 – March 2025		
4.2	Monitor and ensure the two areas from the STAR satisfaction survey where Vale Home secured low results are increased as part of the 2021–2024 TP strategy 1. the need for the organisation to listen and to act on our Tenants' views 2. the need to keep Tenants informed To see an increase satisfaction from the 2019 STAR	Increase in % of Tenants who feel their views are listened to and acted on Increase in % of Tenants who feel they are kept informed. Increase in overall % satisfaction with Vale Homes	Housing & Strategic Projects Lead	June - 2022 June - 2024		
4.3	To work with Housemark and continue to submit data to benchmark against other similar size L/A housing providers to ensure we reach upper quartile in the above two areas.	Vale Homes operating in a continuous improvement culture	Housing & Strategic Projects Lead	April - 2022 March -2025		
4.4	Implement recommendations from SQA and follow up with relevant service areas and all other relevant groups within the Tenant & Leaseholder participation structure	Tenants' recommendations are adopted, fed back to service areas and Tenants – Tenants thereby feeling "heard" and opinions valued.	Community Investment & Engagement officer (E lead)	June 2022 – March 2025		
ACTIONS TO HELP TENANT AND LEASEHOLDER INFLUENCE DECISIONS						
4.5	Ensure Tenants and Leaseholders have the opportunity to continue to run large scale tenant satisfaction survey every two years in order to drive improvements in standards	Compare data with previous years & compare with other sector peers to improve performance	Housing & Strategic Projects Lead	2022 & 2024		
4.6	Put in place an action plan to address issues identified in tenants survey	Act on feedback from Tenants and Leaseholders resulting in increased satisfaction	Housing & Strategic Projects Lead	January 2023		
4.7	Develop an annual "you said we did" publication featured in the annual newsletter detailing to Tenant and Leaseholders' actions we have taken following feedback.	Report on what changes we have made following feedback – and increase communication with tenants and leaseholders	Head of Service	Dec 2022 Dec 2023 Dec 2024		
4.8	Undertake a review of the current monthly surveys (on specific issues, ASB, new lettings for example), reporting to the SQAs, using this information to develop a work plan for SQAs– where there is dissatisfaction that's where SQAs will focus –	Overall we will witness an increase in satisfaction in the areas scrutinised.	Community Investment & Engagement officer (E lead) & SQAs	Oct - 2025		

Vale Homes
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